

## RIVERSIDE UNIVERSITY HEALTH SYSTEM

### Mission Statement

Improve the health and well-being of patients and communities through dedication to exceptional and compassionate care, education, and research.

### Department/Agency Description

The Riverside University Health System (RUHS) is comprised of six divisions: Federally Qualified Health Center (FQHC), Behavioral Health (RUHS-BH), Public Health (RUHS-PH), RUHS Medical Center (RUHS-MC), Correctional Health Services (CHS), and Medically Indigent Services Program (MISP).

- ◆ RUHS-Public Health: This department is responsible for preserving and protecting the health of Riverside County's 2.4 million residents and visitors. Core functions include: the control and prevention of communicable diseases; responding to public health emergencies; prevention and control of chronic disease; promoting healthy behaviors including increased physical activity, healthy eating and tobacco cessation; monitoring, analyzing and communicating data reflecting health indicators and risk; registering vital events of births and deaths; providing diagnosis and treatment services, case management and physical and occupational therapy to children under age 21 with complex life-threatening or physically handicapping medical conditions.
- ◆ RUHS-Behavioral Health: The integration of Behavioral Health (BH) within RUHS has provided opportunities for increased community mental health and substance use services throughout the county as RUHS continues to implement healthcare reform changes and work toward behavioral health, healthcare and substance abuse treatment integration. RUHS-BH has five key budget programs:
  - ❖ Mental Health Treatment provides treatment and support services to transition age youth, adults and older adults who have a mental illness and children who are seriously emotionally disturbed. Services include outpatient services, medication, peer recovery services, education, housing, residential care, and acute care.
  - ❖ Detention Mental Health provides mental health and substance use services to individuals incarcerated at the county's five adult correctional facilities and juvenile halls. A mental health response team is available to address life-threatening situations, as well as to provide mental health evaluations, treatment, and medication as needed.
  - ❖ Mental Health Administration provides state required management and oversight of the mental health and substance use programs including: quality improvement, patient's rights, compliance, managed care utilization review, research and evaluation, finance, and general administration.
  - ❖ Substance Abuse Treatment and Prevention Program provides direct alcohol and drug use prevention and treatment for all ages through a network of countywide clinics and contract providers.
  - ❖ Public Guardian Division provides conservatorship investigation, administration services, and is presented in the Public Protection section of this budget document.
- ◆ Correctional Health Services: Provides effective, efficient, and professional health care to adults and juveniles incarcerated in Riverside County. Correctional Health Services reports to the administration of the Medical Center and provides medical and dental services in five county jails and three county juvenile halls. The department is responsible for providing all non-acute medical services to individuals admitted to the jails and juvenile halls. Per Title 15 of the California Code of Regulations, the Sheriff is responsible for ensuring basic and emergency medical, dental services to adult inmates. Both the Sheriff and Probation departments have memorandums of understanding with Correctional Health to provide these services.
- ◆ Medically Indigent Services Program: Provides financial assistance for health needs of adults. The program covers acute illnesses and medical care to prevent disability. The goal of the program is to reduce costly hospital stays and increase a patient's ability to work.

### Objectives and Strategic Alignment

Department Objective #1: Reduce health disparities and improve the health of all Riverside County residents.

Portfolio Objective: Improve the health and well-being of patients and community by delivering quality and compassionate care, education, and research.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Total tax refund clients via VITA Program	11,432	12,000	12,500	15,000
Percent of Women, Infants, and Children (WIC) caseload met	75%	78%	78%	95%
Food insecurity rate	10%	10%	9%	9%
Public Health Balanced Scorecard Index	31	33	35	45

Insights

- ◆ The metrics above are based on calendar year, where the FY 17/18 column contains 2017 data, and so on.
- ◆ Total tax returns via VITA Program is an indicator of the amount of money brought back into the community because of the tax filing assistance provided to lower income individuals and/or families.
- ◆ Percent of WIC caseload is an important measure because it is an indicator of unmet need in eligible populations. WIC participation decreases food insecurity in at-risk populations. The food insecurity rate is based on calendar year 2016.
- ◆ The Public Health Balanced Scorecard Index is a composite score developed to determine public health performance compared to national standards. Types of population health statistics used in the development of the Public Health Balanced Scorecard include health behavior, clinical care, vital statistics, and social, economic, and physical environment measures. The Public Health Balanced Scorecard Index is based on calendar year 2018.

Department Objective #2: Create safe physical and social environments that promote healthy lifestyles.

Portfolio Objective: Improve the health and well-being of patients and community by delivering quality and compassionate care, education, and research.

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 planners trained to use the Healthy Development Checklist (HDC)	44	60	70	80
Number of schools participating in Safe Routes to Schools program	86	106	110	150
Individuals receiving utility assistance	16,724	19,200	20,400	22,989
Adult obesity rate	33%	33%	32%	31%
Percent of 5 <sup>th</sup> grade students who are at healthy weight	60%	63%	64%	70%

Insights

- ◆ The metrics above are based on calendar year, where the FY 17/18 column contains 2017 data, and so on.
- ◆ The Public Health department aims to create a safe and healthy environment through a variety of activities and programs, such as the Safe Routes to School program and the Healthy Development Checklist. The Safe Routes to School program brings together parents, schools, community leaders and local, state, and federal governments to make walking or biking to school safer.
- ◆ The Healthy Development Checklist guides developers, city officials, and decision makers in the development of neighborhoods to promote physical and mental health, encourage community engagement, and improve quality of life for all.
- ◆ Utility assistance is provided to low income individuals to prevent disconnection of services, which can lead to other problems, as well as give them the ability to distribute their finances to cover other bills.

◆ Obesity among adults and children is also a key indicator of public health and the social environment. The department has programs, services, and policy interventions targeting both adults and children including nutrition education, healthy eating/active living policies, and community-based initiatives.

Department Objective #3: Improve access to care for county residents.

Portfolio Objective: Improve access to healthcare and health resources through an integrated delivery network.

County Outcome: Healthcare provider of choice.

Performance Measures	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of newly diagnosed HIV cases linked to care within one month	73%	70%	75%	79%
Percent of CCS patients with financial eligibility determined within 30 days	91%	88%	93%	100%
Percent of adults with health insurance	82%	82%	85%	100%
Percent of children with health insurance	94%	97%	98%	100%

Insights

- ◆ The metrics above are based on calendar year, where the FY 17/18 column contains 2017 data, and so on.
- ◆ Early intervention in HIV care decreases the risk of negative health outcomes and reduces HIV transmission.
- ◆ Timely processing of eligibility for the California Children’s Services (CCS) program ensures prompt access to care for children with complex medical conditions.
- ◆ Adults and children with health insurance are more likely to enjoy better health throughout their lifetime. Having health insurance removes barriers to care, which can prevent the development of more serious illness and chronic disease.

Department Objective #4: Address preventable and treatable communicable health conditions.

Portfolio Objective: Improve the health and well-being of patients and community by delivering quality and compassionate care, education, and research.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Rate of vaccine-preventable diseases per 100,000 population	5.0	1.2	1.2	1.0
Percent of syphilis case investigations completed within 14 days	60%	70%	70%	90%
Number of flu vaccines distributed	18,807	19,500	20,000	21,000

Insights

- ◆ The metrics above are based on calendar year, where the FY 17/18 column contains 2017 data, and so on.
- ◆ Vaccine Preventable Diseases include cases of Diphtheria, Haemophilis Influenza, Hepatitis A, Hepatitis B, Meningococcal disease, Measles, Mumps, Pertussis, Polio, Rubella and Tetanus cases per 100,000 population reported to Public Health.
- ◆ Annual influenza vaccination is important to prevent spread of disease, reduce the occurrence of severe illness, and reduce hospitalizations. The actuals rate is based on the 2018 calendar year.
- ◆ Prompt case investigation for syphilis is important to prevent the spread of disease through the identification of at-risk contacts. Both California and Riverside County are experiencing a rise in the number of syphilis cases.

Department Objective #5: Improve access to behavioral healthcare.

Portfolio Objective: Improve access to healthcare.

County Outcome: Healthcare provider of choice.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of consumers served (0-5 yrs.)	1,171	1,206	1,242	14,076
Number of consumers served (6-15 yrs.)	8,921	9,189	9,464	30,744
Number of consumers served (16-25 yrs.)	12,165	12,530	12,906	31,856
Number of consumers served (26-59 yrs.)	32,187	33,153	34,147	71,515
Number of consumers served (60+ yrs.)	4,854	5,024	5,175	24,193
Inpatient days	32,216	34,770	33,697	33,945
Residential days	242,545	257,078	264,921	272,869
Crisis visits	20,854	22,036	22,697	23,378
Mobile crisis visits	3,209	4,070	4,192	4,318
Intensive outpatient visits	150,665	159,884	164,680	169,621
Outpatient visits	674,712	695,688	716,559	738,056
Percent of hospital discharges seen in outpatient setting within 7 days	38%	34%	100%	100%
Percent of ER discharges seen in outpatient setting within 7 days	26%	26%	100%	100%

**Insights**

- ◆ **Diversion** – RUHS BH is currently collaborating with law enforcement on developing an Incompetent to Stand Trial (IST) mental health diversion program for pre-trial defendants in

partnership with the California Department of State Hospitals and 14 other California Counties. RUHS BH is also working on the creation of a specialized stabilization and diversion campus focused on consumers in crisis due to mental health, substance use, and housing needs. This new venture will enable community partners to create coherent strategies to divert people with mental and substance use disorders from the criminal justice system in a multiple tiered crisis center with a no wrong door approach.

- ◆ **Housing** – Over the last 12 months RUHS BH staff conducted extensive community stakeholder meetings and worked collaboratively with five affordable housing developers throughout the county to develop proposals for funding requests totaling \$27.7 million for 183 units of permanent supportive housing that are embedded within a total of 488 units of affordable housing in Riverside County. While the process is highly competitive, there are three further rounds of anticipated funding, and RUHS BH is pursuing all avenues to ensure that Riverside County gets its fair share of funds to support the most vulnerable residents who are homeless or at-risk and have behavioral health challenges.

Department Objective #6: Improve quality of behavioral healthcare.

Portfolio Objective: Improve quality of healthcare.

County Outcome: Healthcare provider of choice; Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Hospitalization rate for clients previously seen in outpatient setting	2.5%	2.1%	2.1%	2.0%
Emergency/crisis care usage rate for clients previously seen in outpatient setting	5.3%	4.9%	4.8%	4.6%
Inpatient rehospitalization rate	16.4%	14.6%	14.5%	14.3%

Emergency/ crisis care usage	21.5%	19.6%	19.45%	19.3%
rehospitalization rate				
Percent of clients receiving outpatient care appointment in last 3 months	69%	67%	70%	75%

Insights

- ◆ **Mobile Crisis Services** – law enforcement and community collaboratives to help avoid hospitalizations and incarcerations. Last year, the department served approximately 3,283 clients in crisis in the community. Staff working with law enforcement were able to divert 75 percent of clients in crisis from needing emergency room and inpatient services, and for other community crisis calls the diversion rate was 38 percent. These diversions allow individuals to remain in their home and community with family. With the cost of an emergency room/inpatient episode averaging \$22,000 per visit, it is estimated these diversions avoided \$48.1 million of emergency and inpatient care costs. The actual cost of these services was \$5.1 million, for a net savings of approximately \$43 million.
- ◆ **Crisis Walk-In Centers** – Voluntary outpatient crisis stabilization with the goal of diverting clients from local emergency rooms and hospitals to more cost-efficient outpatient care. This is a new level of care recently added to the continuum in Riverside, Perris and Palm Springs. These services are available 24 hours per day, 365 days a year. In the last year the department served 5,295 clients, potentially avoiding \$114.2 million of emergency and inpatient care costs. The actual cost of these services was \$8.4 million for a net savings of approximately \$105.8 million.
- ◆ **Housing Assistance** – The department provides several types of housing assistance including emergency, transitional, rapid rehousing, permanent supportive housing, and licensed residential facilities. Last fiscal year, the department provided 180,622 nights of housing assistance to 1,898 clients across the county.

Department Objective #7: Provide timely and appropriate medical and behavioral health assessments to provide care to people incarcerated in the county correctional facilities.

Portfolio Objective: Improve access to healthcare and health resources through an integrated delivery network

County Outcome: Healthcare provider of choice; Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of inmates provided medical screening by registered nurse at intake	99%	100%	100%	100%
Percent of inmates requiring important specialty care seen within 21 days	95%	100%	100%	100%
Percent of health care requests with clinical symptom seen within 48-72 hours.	96%	99%	100%	100%
Percent of inmates receiving health assessment/ history and physical examination	100%	100%	100%	100%
Percent of inmates receiving health assessment/ history and physical examination	96%	98%	99%	100%
Percent of inmates receiving a behavioral health screening at intake	98%	100%	100%	100%

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of inmates with a positive behavioral health screening that received an assessment	97%	100%	100%	100%
Percent of inmates who reported having a current psychiatric medication at the time of booking that were verified without a sick call being generated	99%	100%	100%	100%

**Insights**

- ◆ Correctional Health’s provision of medical and behavioral health screening at intake serves to protect the county and the Sheriff’s Office by

**Related Links**

- RUHS Website: [www.Ruhealth.org](http://www.Ruhealth.org)
- RUHS Network of Care Website: <http://riverside.networkofcare.org/>
- Department of Public Health Website: [www.rivcoph.org](http://www.rivcoph.org)
- Department of Public Health Facebook: [www.facebook.com/countyofriversidedepartmentofpublichealth](https://www.facebook.com/countyofriversidedepartmentofpublichealth)
- Department of Public Health Twitter: County Public Health Officer <https://twitter.com/rivcodoc>
- Department of Public Health Twitter Kim Saruwatari, Public Health Director <https://twitter.com/rivcohealthdir>
- Behavioral Health Website: [www.Redmh.org](http://www.Redmh.org)
- It’s Up to Us Campaign Website: [www.Up2Riverside.org](http://www.Up2Riverside.org)
- SHAPE Riverside County Website: [www.shaperivco.org](http://www.shaperivco.org)

**Budget Changes & Operational Impacts**

**Staffing**

- ◆ The budget includes funding for 784 authorized positions for Public Health, an increase of four positions.
- ◆ The budget includes funding for 2,119 authorized positions for RUHS-BH, a decrease of 148 positions.
- ◆ The budget includes funding for 299 authorized positions for Correctional Health Services.

ensuring individuals incarcerated are not in need of acute care and are appropriately and safely housed in the jail setting. The jails do not provide specialty care, it is important for those services to be available to inmates on a timely basis from RUHS MC. This results in improved care, better patient outcomes, and reduced inmates’ grievances. All requests for routine, non-urgent medical care are submitted via a health care request and collected daily by medical staff.

- ◆ Providing a complete medical and behavioral health assessment and/or history and a physical prior to the inmate’s housing allows for the identification of medical and behavioral health issues and the development of a treatment plan, which can be implemented immediately upon incarceration. For those inmates who have been on a verified medication regimen prior to incarceration, it is important that their regimen is not interrupted. This minimizes the possibility of remission or decompensation of a medical or mental health illness.
- ◆ Implemented Continuous Quality Improvement Program.
- ◆ Revised and Update protocols, policies and procedures.

- ◆ The Budget includes funding for 43 authorized positions for Medically Indigent Services Program.

**Expenses**

The budget for Public Health is \$80.5 million, an increase of \$3.9 million. The budget for Behavioral Health is \$543.3 million, an increase of \$45.3 million. The budget for Correctional Health is \$52.4 million, an increase of \$6.4 million. The budget for the

Medically Indigent Services Program (MISP) is \$2.5 million.

- ◆ Salaries and benefits
  - ❖ Behavioral Health has a net decrease of \$8.8 million under current year budget due to integration and efficiency efforts, although offset by the rising cost of labor for filled positions.
  - ❖ Public Health, Correctional Health, and MISP have a net increase of \$1.5 million due to rising salaries, retirement costs, and additional filled positions.
- ◆ Other Charges
  - ❖ Contract increases for Behavioral Health are necessary to meet the increasing service demands of Children's Medicaid and Substance Abuse Waiver entitlement programs as well as the implementation of a new augmented board and care facility in the desert to help transition clients from more acute inpatient settings.

### *Revenues*

- ◆ Intergovernmental Revenue
  - ❖ The Public Health budget includes federal, state, and other revenue of \$68.9 million, an increase of \$4.6 million.
  - ❖ Federal funding for Behavioral Health increased \$29.3 million due to increases in Children's Medicaid and Substance Abuse Waiver entitlement programs.
  - ❖ Mental Health Services Act (MHSA) increased \$9.5 million due to the continued implementation of new MHSA programs as well as funding of the new augmented board and care facility discussed above.

### *Departmental Reserves*

- ◆ Public Health Department reserves represent advances received from federal and state grants and funds set aside in order to cover the unpredictable variation in medical treatment costs for CCS children, the year-to-year changes in realignment funding, and the potential impacts from the repeal of the Affordable Care Act of approximately \$15.8 million. As an example, a single heart/lung transplant case can cost \$1.2 million, more common neonatal intensive care unit cases for bronchopulmonary dysplasia run \$500,000, and the number of cases each year

cannot be predicted. A few high cost cases can dramatically change the county's cost obligation.

- ◆ The Behavioral Health Department's Mental Health Services Act (MHSA) reserves are composed of required reserves in accordance with the MHSA as well as accumulated one time reserves for Innovation, Prevention and Early Intervention, Workforce Education and Training and Capital and Technology projects. The department has budgeted \$50.6 million of MHSA reserves to meet program funding level requirements and one-time capital projects.
- ◆ The Behavioral Health Department's 2011 Realignment reserves have accumulated during the recent economic growth and are reserved for Children's Medicaid and Substance Abuse Waiver entitlement programs. The department has budgeted \$11.3 million of 2011 Realignment reserves as entitlement program obligations are expected to exceed annual revenue receipts in FY 19/20. The department is monitoring the growth in these entitlement programs and continues to raise awareness of the funding inequities in realignment formulas that continue to strain the Riverside County's Behavioral Health Services.

### *Net County Cost Allocations*

- ◆ Public Health has no change in net county cost allocation.
- ◆ Behavioral Health has a decrease of \$3 million in net county cost allocation.
- ◆ Included in the budget submission is the additional county support for Correctional Health in the amount of \$6 million. This allocation is necessary to continue to meet healthcare staffing and service level requirements in the five current county jails. No additional positions are requested, the increase is necessary to fund rising salary and benefit costs. The submitted budget request does not include the estimated 122 positions or \$22.5 million of funding for correctional health and behavioral health that will be required once the new John J. Benoit Detention Center is fully operational.
- ◆ Medically Indigent Services Program has no change in net county cost allocation.
- ◆ The NCC allocation for FY 18/19 includes \$487,910 from prior year-end encumbrances. After excluding prior year encumbrances, there is no

change in net county cost (NCC) allocation of \$11,676,954 (\$5,950,313 for Public Health and \$5,726,641 for California Children's Services (CCS)).

**Budget Tables**

<b>Department/Agency Staffing by Budget Unit</b>					
	<b>Current Authorized</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>	
California Childrens Services	157	161	161		
Detention	172	213	213		
Detention Health Systems	333	287	299		
Med Indigent Services Program	43	43	43		
Mental Health Substance Abuse	239	227	227		
Mental Health Treatment	1,510	1,332	1,332		
MH Administration	346	347	347		
Public Health	621	622	622		
<b>Grand Total</b>	<b>3,421</b>	<b>3,232</b>	<b>3,244</b>		

<b>Department/Agency Expenses by Budget Unit</b>						
	<b>Prior Year Actual</b>	<b>Current Year Budgeted</b>	<b>Current Year Projected</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
RUHS: Ambulatory Care	\$ 116,946	\$ -	\$ -	\$ -	\$ -	\$ -
RUHS: Ambulatory Care EPMEHR Project	214,188	-	-	-	-	-
RUHS: Behavioral Health Administration	15,973,800	16,116,912	14,516,045	18,342,036	18,342,036	-
RUHS: Behavioral Health Detention Program	20,102,607	20,885,993	22,205,601	32,007,600	30,007,600	-
RUHS: Behavioral Health Substance Abuse	51,481,976	76,566,693	57,987,941	80,314,162	80,314,162	-
RUHS: Behavioral Health Treatment Program	295,256,634	379,471,558	338,571,879	414,700,212	414,700,212	-
RUHS: Detention Health	45,170,747	52,282,031	45,979,134	46,415,078	52,415,078	-
RUHS: Medically Indigent Services Program	5,061,844	2,422,205	2,740,722	2,506,779	2,506,651	-
RUHS: Public Health	45,926,310	50,695,067	50,667,962	53,275,566	53,275,566	-
RUHS: Public Health Bio-Terrorism Prep	2,946	6	6	-	-	-
RUHS: Public Health CA Childrens Services	22,256,712	24,092,156	24,092,156	25,300,913	25,300,913	-
RUHS: Public Health Hosp Prep Program	26,433	53	53	-	-	-
PUBLIC HEALTH - PROP 56	876,498	1,909,794	1,752,528	1,999,640	1,999,640	-
<b>Grand Total</b>	<b>\$ 502,467,641</b>	<b>\$ 624,442,468</b>	<b>\$ 558,514,027</b>	<b>\$ 674,861,986</b>	<b>\$ 678,861,858</b>	<b>\$ -</b>

<b>Department/Agency Budget by Category of Expense</b>						
	<b>Prior Year Actuals</b>	<b>Current Year Budgeted</b>	<b>Current Year Projected</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
Salaries and Benefits	\$ 267,971,231	\$ 318,861,549	\$ 279,539,728	\$ 316,974,538	\$ 317,885,426	\$ -
Services and Supplies	- 118,108,821	130,010,745	124,456,338	149,553,523	152,642,635	-
Other Charges	- 178,841,861	239,933,222	219,438,439	281,141,074	281,140,946	-
Fixed Assets	- 596,220	1,940,737	1,237,860	1,106,080	1,106,080	-
Intrafund Transfers	- (63,079,871)	(66,303,844)	(66,158,397)	(73,913,229)	(73,913,229)	-
<b>Expense Net of Transfers</b>	<b>- 502,438,262</b>	<b>624,442,409</b>	<b>558,513,968</b>	<b>674,861,986</b>	<b>678,861,858</b>	<b>-</b>
Operating Transfers Out	- 29,379	59	59	-	-	-
<b>Total Uses</b>	<b>\$ 502,467,641</b>	<b>\$ 624,442,468</b>	<b>\$ 558,514,027</b>	<b>\$ 674,861,986</b>	<b>\$ 678,861,858</b>	<b>\$ -</b>

<b>Department/Agency Budget by Category of Source</b>						
	<b>Prior Year Actuals</b>	<b>Current Year Budgeted</b>	<b>Current Year Projected</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
Taxes	\$ 239,381	\$ 160,912	\$ 213,337	\$ 200,000	\$ 200,000	\$ -
Fines, Forfeitures & Penalties	1,611,481	1,750,715	712,248	1,750,715	1,750,715	-
Rev Fr Use Of Money&Property	1,146,817	616,609	1,251,019	1,540,600	1,540,600	-
Intergovernmental Revenues	417,393,093	534,181,423	474,277,845	582,542,718	583,542,718	-
Charges For Current Services	11,178,813	11,821,141	11,083,307	12,954,794	12,954,794	-
Other Revenue	1,347,757	9,263,346	2,924,013	3,412,678	3,412,678	-
<b>Total Net of Transfers</b>	<b>432,917,342</b>	<b>557,794,146</b>	<b>490,461,769</b>	<b>602,401,505</b>	<b>603,401,505</b>	<b>-</b>
<b>Revenue Total</b>	<b>432,917,342</b>	<b>557,794,146</b>	<b>490,461,769</b>	<b>602,401,505</b>	<b>603,401,505</b>	<b>-</b>





Net County Cost Allocation	71,829,656	72,460,353	72,160,353	72,460,481	75,460,353
Use of Department Reserves	(2,279,357)	(5,812,031)	(4,108,095)	-	-
<b>Total Sources</b>	<b>\$ 502,467,641</b>	<b>\$ 624,442,468</b>	<b>\$ 558,514,027</b>	<b>\$ 674,861,986</b>	<b>\$ 678,861,858</b>

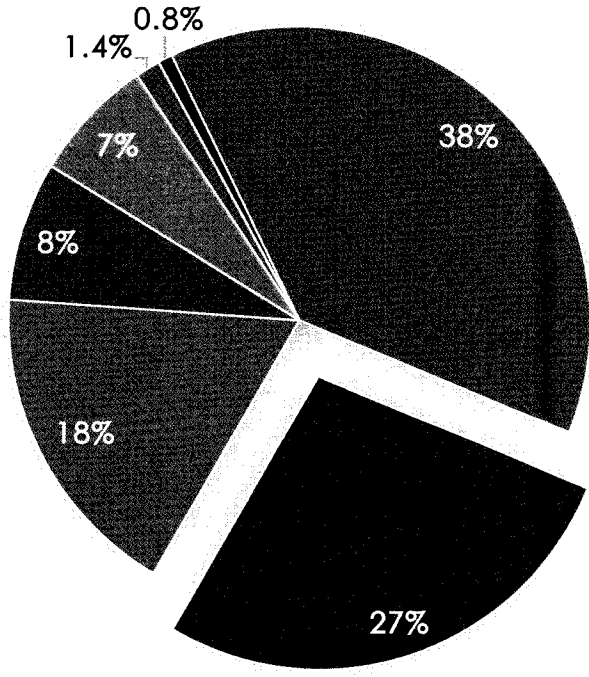


## PUBLIC ASSISTANCE

### INTRODUCTION

The Public Assistance group provides services that help alleviate hardship for constituents and foster a safer, healthier community through financial aid programs and other assistance, care of court wards, and veteran's services. The Department of Social Services administers federal and state mandated aid programs intended to stabilize the community and prevent the abuse and neglect of children and fragile adults by assisting families experiencing extreme financial hardships. The Office on Aging coordinates

health and wellness programs for the elderly and their caretakers. The Probation Department is responsible for out-of-home care for youth who are wards of the juvenile court. Veteran Services provides advocacy and counseling to former military personnel and their families through a wide range of services aimed at assisting them in fully accessing benefits and services for which they are eligible. Other assistance activities include low cost community development, workforce development, and homeless assistance programs.



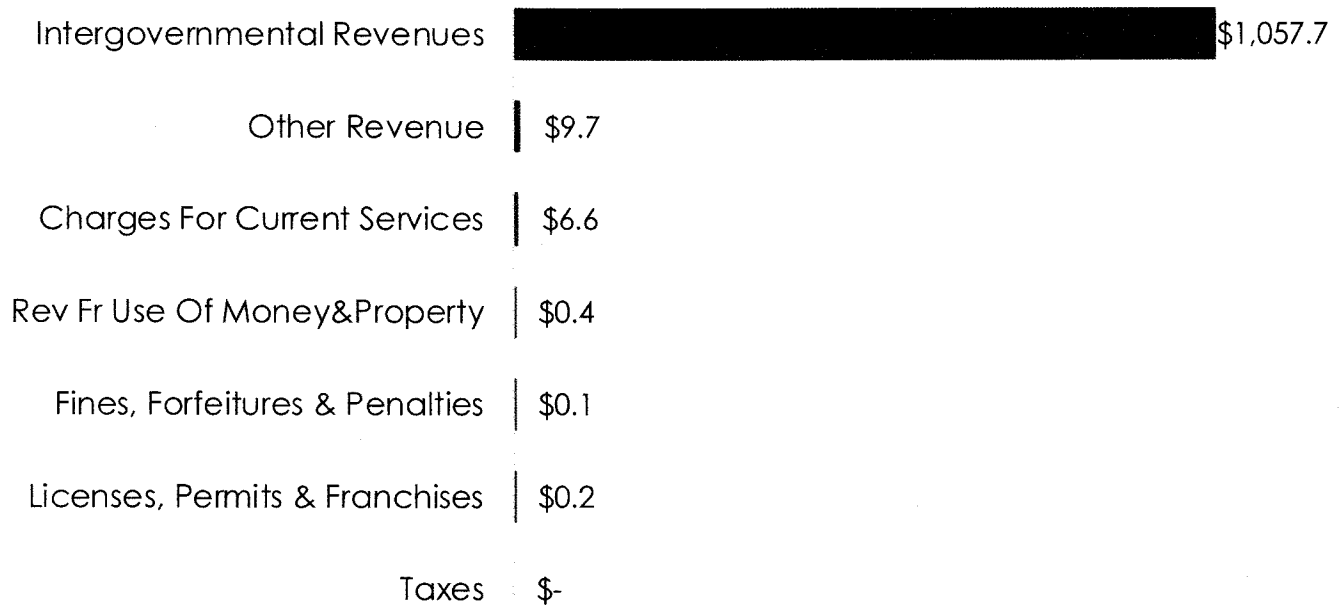
Total Appropriations Governmental Funds

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

**Public Assistance**  
**Appropriations by Category**  
 \$ millions



**Public Assistance**  
**Revenues by Source**  
 \$ millions





## DEPARTMENT OF PUBLIC SOCIAL SERVICES

### Mission Statement

The Riverside County Department of Public Social Services is dedicated to supporting and improving the health, safety and well-being of individuals and families.

### Department/Agency Description

The Department of Public Social Services (DPSS) includes three major program divisions that provide support and services to county residents who are members of various vulnerable populations.

The Adult Services Division (ASD) provides programs to help elder and dependent adults live safely with as much independence as possible. The Adult Protective Services (APS) program receives and responds to reports of abuse and neglect for elder and dependent adults. The In-Home Supportive Services (IHSS) program helps elders, dependent adults, and minors live safely in their own homes or other non-institutional settings by providing in-home assistance to eligible clients in need. ASD also serves as Riverside County's Collaborative Applicant, Project Applicant and the State Administrative Entity for state and federal funding for homeless programs. Its primary responsibility is to support and maintain an effective countywide, community collaborative Continuum of Care, a federally mandated planning process for homeless assistance.

The Children's Services Division (CSD) investigates allegations of child abuse and neglect and offers a wide variety of programs designed to promote the safety, permanency, and well-being of children. CSD works collaboratively with internal and external partners, including the Child Abuse Prevention Council, Probation, Faith in Motion, First 5 Riverside, Public Health, Behavioral Health, and community-based organizations to promote family stability and resilience.

The Self-Sufficiency Division (SSD) serves and supports individuals and families to achieve and sustain their health, well-being and economic independence. The division's mission is achieved by providing low-income residents with health care coverage (Medi-Cal and Affordable Care Act), Food/Nutritional Benefits (CalFresh Program) and

Temporary Cash Assistance (California Work Opportunity and Responsibility for Kids: CalWORKs and General Assistance). Employment services are also offered to assist individuals to become self-sufficient. With customer service at its forefront, the Self-Sufficiency Division strives to be the leader in an innovative service delivery model that is customer centric, effective and efficient. The division provides services that are easily accessible through a variety of channels including online, in-person, and over the phone. The SSD delivers services respectfully, timely and accurately in accordance with state and federal regulations.

### Objectives and Strategic Alignment

Department Objective #1: Develop prevention and intervention strategies that reduce trauma, risk and the multigenerational cycle of abuse and neglect.

Portfolio Objective: Preserve and reinstate safe environments to eliminate abuse and neglect.

County Outcome: Healthy, safe, and sustainable communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percentage of children re-entering foster care within a 12-month period (CSD)	*	8.3%	8.3%	8.3%**
Percentage of additional confirmed reports of abuse for the same Adult Services client within six months	16%	14%	14%	12%
Percentage of IHSS recipients with confirmed abuse	22%	20%	20%	18%

\* 17/18 data is not available. Most recent data is for 15/16; it was 7.9% for that year.

\*\* National Standard is 8.3%.

### Insights

- ◆ Children residing in stable and nurturing families have better developmental, educational, and social outcomes. Children that re-enter the foster care

system due to repeat maltreatment could experience adverse consequences such as trauma, depression, and behavioral health issues.

- ◆ Although the number of children in care has declined, the complexity of referrals has increased due to issues related to behavioral health, sexual abuse, and substance abuse disorders.
- ◆ APS cases have become increasingly complex and multi-faceted. To reduce re-abuse, additional staffing and community resources as well as increased inter-agency collaboration will be necessary to provide ongoing case management and support to maintain the safety and well-being of seniors and disabled adults on a long-term basis.
- ◆ IHSS is a key prevention strategy against incidents of abuse and neglect by offering clients the necessary services and supports to remain safely in their home. However, IHSS providers and other caregivers may struggle to care properly for the client while meeting their own needs, resulting in occurrences of abuse and neglect. ASD's focus on providing additional resources and trainings to caregivers and IHSS providers is expected to contribute to reducing confirmed reports of abuse among IHSS recipients.

◆ Department Objective #2: Develop and maintain safe, healthy and thriving environments to improve the well-being of vulnerable residents.

Portfolio Objective: Connect people to health resources to improve wellness.

County Outcome: Healthy, safe, and sustainable communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Riverside County residents receiving Medi-Cal program assistance	852,508	950,000	975,000	1M

	73%	78%	79%	80%
Percentage of Riverside County residents living in poverty who receive Cal Fresh program assistance				
Percentage of children in foster care that exit to permanent placements within 12-23 months	53.3%	55%	55%	43.7%*
Growth rate of active IHSS recipients	9%	15%	16%	17%

\*National standard is 43.7%

Insights

- ◆ Research shows that poverty, lack of health insurance, food insecurity, and poor nutrition have serious consequences for the health and well-being of children, adults, and older adults, including a greater risk for chronic disease and poor mental health.
- ◆ The SSD will expand its outreach and collaborative efforts to increase the number of residents receiving CalFresh by geocoding target populations in areas in which residents are uninsured and focusing on senior enrollment.
- ◆ SSD is working on determining the number of individuals with no health insurance. When data becomes available, the department will compare it to Medi-Cal enrollment and refine the Medi-Cal outcome measure.
- ◆ The CalFresh caseload is expected to decrease in FY 18/19 and FY 19/20 due to the reinstatement of program regulations that limit length of eligibility for individuals between the ages of 19-49 without children. SSD will continue to expand its outreach and collaboration efforts to assist low-income seniors with access to food and prepared meals.
- ◆ Research indicates that a safe, stable, family environment is important for a child's well-being. Supporting children through reunification with their families, adoption, or guardianship promotes resilience.

- ◆ Social workers continue to balance the dual roles of child protection and family preservation. Each year, approximately 550 adoptions become final and children placed in permanent homes.
- ◆ Studies show that state costs for increasing IHSS services are significantly less expensive than costs of providing institutional care for clients who would not otherwise be able to stay in their homes. ASD recognizes the importance of outreach to potentially eligible IHSS clients to ensure all those entitled to and in need of IHSS are aware of the program. ASD also assists with the IHSS application process. Targeted outreach efforts to ensure wider access to the IHSS program will require additional investment in staffing, community outreach and collaboration with community partners who serve the same population.

Department Objective #3: Increase self-sufficiency among low-income families through employment with a sustainable livable wage.

**Related Links**

For more information about the programs and services offered by DPSS, go to <http://dpss.co.riverside.ca.us/>.

**Adult Services**

For State information and regulations on APS and IHSS go to:  
<http://www.cdss.ca.gov/inforesources/Adult-Protective-Services>  
<http://www.cdss.ca.gov/inforesources/IHSS>

For more information about the funding, policies, trainings available through the Housing and Urban Development (HUD), go to:  
<https://www.hudexchange.info/>

**Children’s Services**

For State information and regulations, go to:  
**Child Protective Services:**  
<http://www.cdss.ca.gov/Reporting/Report-Abuse/Child-Protective-Services>

**Adoptions:**  
<http://www.cdss.ca.gov/Benefits-Services/Adoption-Services>

**Self-Sufficiency**

For State information and regulations, go to:  
**CalWORKs:** <http://www.cdss.ca.gov/CalWORKS>  
**Cal Fresh:** <http://www.calfresh.ca.gov/PG841.htm>  
**Medi-Cal:** <http://www.dhcs.ca.gov/services/medi-cal/Pages/default.aspx>  
**Twitter:** <https://twitter.com/RivCoDPSS>  
**Facebook:** <https://www.facebook.com/RiversideCountyDPSS/>

**Budget Changes & Operational Impacts**

In FY 17/18, the discontinuance of the State Coordinated Care Initiative (CCI) resulted in an increase in the related IHSS Maintenance of Effort

Portfolio Objective: Enable financial independence to instill economic security, promote self-reliance, and enhance societal contribution.  
 County Outcome: Thriving, robust, diverse economy.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
CalWORKs Work Participation Rate (WPR)	56.5%	59%	59%	60%

**Insights**

- ◆ SSD works to increase the number of individuals participating in work or work-related activities by implementing a sanction outreach program and enhancing collaborative efforts with county and community partners.

redirected realignment revenue, and accelerated realignment caseload growth. For FY 19/20, the Governor's January budget proposed to lower the County IHSS MOE base and discontinue the redirected and accelerated realignment revenues. The proposed lowered MOE will better align with realignment revenue growth projections, and results in an increased need of \$400,000 in net county cost (NCC) for FY 19/20.

In FY 18/19, programmatic changes adopted on April 28, 2018 and implemented on July 1, 2018 resulted in increased general assistance caseload and expenditure levels. FY 19/20 budgeted levels increased \$6 million above the FY 18/19 budget to cover client benefits and program administration costs.

### *Staffing*

Due to allocation increases, DPSS has increased funded positions over the previous two years by 123.

### *Expenditures*

For all DPSS budget units combined, appropriations increased from FY 18/19 submitted budgeted levels. The key factors influencing the increase are programmatic funding changes by the state in CalWORKs Assistance and Foster Care, caseload growth in Emergency Assistance, Adoptions Assistance, and General Assistance, and increases in contracted services and salaries and benefits.

#### ◆ Salaries & Benefits

- ❖ Increased \$18.5 million over the FY 18/19 budgeted level due to staffing, payroll and retirement plan account increases.

#### ◆ Other Charges

- ❖ Contracted client education services, contracted services for children services, and contracted and supportive services for housing and child care net increased by \$1.9 million. The Adoption Assistance program expenditures continue to grow resulting in a \$4.1 million budget increase, while Foster Care caseload is decreasing resulting in an \$8.4 million savings over the prior year. The State budget increased CalWORKs assistance payment rates while caseload is decreasing resulting in a net increase of \$5.4 million. General Assistance client benefit payments increased by \$4.3 million over the prior year.

### *Revenues*

Net increase as compared to the FY 18/19 adopted budget.

#### ◆ Intergovernmental Revenue

- ❖ Federal revenue net decrease of \$2.2 million for changes in Child Welfare Services, CalFresh, Medi-Cal, Foster Care, and Adoptions Assistance.
- ❖ State revenue net increase of \$12.3 million due to state redirection of realignment revenue related to AB 85, which offset state general funding and changes in program expenditures in Child Welfare Services, CalFresh, Medi-Cal, IHSS, Foster Care, and Adoptions Assistance.
- ❖ Realignment revenue net increase of \$12.4 million due to redirected realignment revenue related to AB 85 and changes in Child Welfare Services, Adult Protective Services, IHSS, Foster Care, and Adoptions Assistance.

### *Departmental Reserves*

#### ◆ Reserve Balances

- ❖ The general fund reflects a net decrease of \$5.6 million, which is the result of reclassification of entries to properly reflect balances related to advances in the department. The California Department of Social Service (CDSS) provides advance funding to the department to support anticipated expenditures. The actual expenditures for a period are reconciled against the advances to record revenue in the period earned and to adjust the next state advance from CDSS.
- ❖ The realignment 2011 Local Revenue Fund reflects a net decrease of \$14.6 million due to projected use of deferred revenue balances in FY 19/20.
- ❖ Projected use of the AB 85 realignment 1991 deferred revenue balances to support anticipated CalWORKs expenditures results in a net decrease of \$1.2 million.

### *Net County Cost Allocations*

Net increase of \$1.4 million in net county cost (NCC) from FY 18/19 final budget, due to projected increase in IHSS MOE charges and general assistance program costs, and after absorbing \$5 million NCC cut.



Budget Tables

*Department/Agency Staffing by Budget Unit*

	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
DPSS Administration	4,794	4,582	4,583	
<b>Grand Total</b>	<b>4,794</b>	<b>4,582</b>	<b>4,583</b>	

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
DPSS: Administration	\$ 494,021,567	\$ 549,185,214	\$ 530,784,303	\$ 569,420,011	\$ 569,517,867	\$ -
DPSS: Categorical Aid	347,541,184	367,063,721	349,863,566	372,272,092	372,272,092	-
DPSS: Homeless Housing Relief	8,182,932	11,853,133	9,853,133	12,221,495	12,221,495	-
DPSS: Homeless Program	3,188,819	3,660,058	3,645,822	9,508,530	9,666,040	-
DPSS: Mandated Client Services	77,282,981	86,976,894	84,384,680	86,634,247	86,634,247	-
DPSS: Other Aid	2,738,441	13,399,421	11,081,745	17,708,692	17,708,692	-
<b>Grand Total</b>	<b>\$ 932,955,924</b>	<b>\$ 1,032,138,441</b>	<b>\$ 989,613,249</b>	<b>\$ 1,067,765,067</b>	<b>\$ 1,068,020,433</b>	<b>\$ -</b>

*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	\$ 332,720,392	\$ 352,724,830	\$ 344,075,232	\$ 371,112,970	\$ 371,210,826	\$ -
Services and Supplies	- 108,787,956	131,355,429	130,725,900	129,824,304	129,824,304	-
Other Charges	- 491,876,662	548,365,631	515,222,611	567,043,536	567,201,046	-
Fixed Assets	- (31,435)	149,264	46,510	79,500	79,500	-
Intrafund Transfers	- (397,651)	(456,713)	(457,004)	(295,243)	(295,243)	-
<b>Expense Net of Transfers</b>	<b>- 932,955,924</b>	<b>1,032,138,441</b>	<b>989,613,249</b>	<b>1,067,765,067</b>	<b>1,068,020,433</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 932,955,924</b>	<b>\$ 1,032,138,441</b>	<b>\$ 989,613,249</b>	<b>\$ 1,067,765,067</b>	<b>\$ 1,068,020,433</b>	<b>\$ -</b>

*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	\$ 295,918	\$ 204,600	\$ 190,767	\$ 190,767	\$ 190,767	\$ -
Fines, Forfeitures & Penalties	- 242,102	125,400	139,233	139,233	139,233	-
Intergovernmental Revenues	- 884,158,905	970,334,924	930,630,309	998,711,286	1,003,311,286	-
Charges For Current Services	- 1,951,026	2,116,510	2,055,447	3,135,432	3,233,290	-
Other Revenue	- 7,364,988	7,225,396	5,320,744	5,148,059	5,548,059	-
<b>Total Net of Transfers</b>	<b>- 894,012,939</b>	<b>980,006,830</b>	<b>938,336,500</b>	<b>1,007,324,777</b>	<b>1,012,422,635</b>	<b>-</b>
<b>Revenue Total</b>	<b>- 894,012,939</b>	<b>980,006,830</b>	<b>938,336,500</b>	<b>1,007,324,777</b>	<b>1,012,422,635</b>	<b>-</b>
Net County Cost Allocation	40,894,560	41,513,491	53,713,491	60,087,369	55,087,367	
Use of Department Reserves	(1,951,575)	10,618,120	(2,436,742)	352,921	510,431	
<b>Total Sources</b>	<b>\$ 932,955,924</b>	<b>\$ 1,032,138,441</b>	<b>\$ 989,613,249</b>	<b>\$ 1,067,765,067</b>	<b>\$ 1,068,020,433</b>	<b>\$ -</b>



## DEPARTMENT OF VETERANS SERVICES

### Mission Statement

To promote and honor all veterans and enhance their quality of life, and that of their dependents and survivors through counseling, claims assistance, education, advocacy and special projects.

### Department/Agency Description

Riverside County is home to 128,680 veterans that comprise 5.3 percent of the total county population; this is the third largest veteran population in the state. Further, the total veteran, dependent and surviving spouse population is 450,380, or 18.6 percent, of the county's population. The Department of Veterans' Services assists veterans, their dependents and survivors in obtaining veteran's benefits from local, state and federal agencies. Veterans' Services focus is on enhancing the lives of veterans, their dependents and survivors through providing customer-centric, high quality service and promoting healthy communities. This includes encouraging businesses to participate in the County's Veteran-Friendly Business program. Veterans' Services partners with other county departments, all levels of government, and community organizations to connect veterans to programs, services and resources, to achieve the best possible quality of life.

### Objectives and Strategic Alignment

Department Objective #1: Connect with veterans, their dependents, and survivors throughout the county to educate them about available benefits and services.

Portfolio Objective: Provide educational opportunities to promote early development and boost employability; enable financial independence to instill economic security, restore self-reliance and enhance societal contribution; foster healthy and safe environments through prevention and early intervention.

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 annual outreach events	39	50	40-50	40-50
Clients reached and served (in thousands)	75.3	75	80	80
DMV Verifications Completed	1939	1550	2000	2000
Percentage of claims filed by way of DMV verifications	32%	35%	35%	33-40%
Total DMV Claims awarded retroactively (in thousands)	\$447	\$615	\$620	\$620
Total DMV Claims amount awarded monthly (in thousands)	\$83	\$78	\$80	\$80
Veteran-to Veterans' service representative ratio	14.3:1	14.3:1	11.7:1	8.4:1

### Insights

- ◆ Veterans may experience apprehension initiating contact with resources for benefits and services due to feelings of shame, survivor's guilt, pride, denial of conditions adversely affecting their lives, or lack of knowledge about available local, state, and federal benefits for which they may be entitled. The department conducts various efforts to connect with veterans, including participating in health fairs, employment fairs, veterans' expos, stand-downs, and veterans service organizations (VSO) meetings. These events reach veterans and their families and provide an opportunity to connect them to benefits and services, raise awareness about issues experienced by veterans, and help prevent veteran suicide.
- ◆ Clients reached and served pertains to clients reached via phone, email, and other

communication efforts, and those requesting services through office visits.

- ❖ The department uses a combination of contact methods, including through email, which can be a faster, easier, and lower-cost option for those who are unable to come in person.
- ❖ Although in-person consultations are the most efficient and effective way for staff to assist in completing claims for processing, it may be easier for some veterans to engage in consultations by phone or through home visits, especially when transportation issues exist, or the veteran is homebound.
- ◆ Veterans wishing to obtain the veterans designation on their California Driver's License are required to bring a copy of their Military Separation Papers with them for in person appointment with a County Veterans' Service Representative (CVSR) for completion of the DMV Veteran Status Verification form. This contact also provides an opportunity for the CVSR to interview, counsel, and educate veterans about available benefits, and often results in the CVSR completing and submitting other claims on behalf of the veteran for benefits such as compensation, healthcare, and education benefits.
- ◆ In-person interviews between veterans and CVSR's help the department develop relationships and trust, which is essential in effectively guiding veterans through the wide array of benefits.
  - ❖ A statewide survey conducted by the California Association of County Veterans' Service Officers (CACVSO) indicated that the average ratio of veteran to veterans' representative is 8,415 to 1; however, at 14,374 to 1, Riverside County's ratio is nearly double the statewide average. In FY 19/20, when all vacant positions are filled, and when all new CVSR's are trained, the ratio will improve to approximately 11,698 to 1.
  - ❖ This metric explains lengthy wait times at the Hemet and Indio branch offices, where the veteran to veterans' representative ratios are the highest.
  - ❖ The Board of Supervisors incorporated lobbying for increased full state funding for County Veteran Service Officers into the county's legislative platform. The department will also continue exploring other funding opportunities to increase staffing levels

without requesting additional general fund support.

Department Objective #2: Enhance the quality of life of veterans, their dependents and survivors by providing comprehensive benefits counseling, advocacy, education, and claims assistance.

Portfolio Objective: Provide educational opportunities to promote early development and boost employability; enable financial independence to instill economic security, restore self-reliance, and enhance societal contribution; foster healthy and safe environments through prevention and early intervention.

County Outcome: Healthy, safe, and sustainable communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Annual VA Healthcare enrollments	454	250	500	300-500
Number of annual enrollments in CalVet College Tuition Fee Waiver Program/ Vocational Rehabilitation	2091	2000	2000	2500
New federal monetary benefits generated from claims annually (in millions)	\$32	\$36	\$38	\$40
New awards generated contribute to the total federal expenditures for awards paid annually (in millions)	\$683	\$710	\$725	\$1,000

Insights

- ◆ When veterans engage in the departments' services, they are encouraged to apply for all benefits for which they are entitled. The goal is to increase benefits use from 28.5 percent to 40 percent by 2025 through effective outreach, advocacy and claims assistance.
- ◆ Claims for benefits include service-connected disability compensation, disability pension,

dependence indemnity compensation for survivors and dependents of veterans, death pension, aid and attendance, care giver support program, burial benefits, life insurance, healthcare, education, discharge upgrades, correction of military records, among others

- ❖ The number of clients served, claims filed, and awards generated is based on CVSRs conducting 30-minute benefit counseling interviews for a target of 13 clients per day.
- ❖ Compensation, pension, and survivor's benefits are non-taxable, supplementing existing income, and typically continue for the lifetime of the veterans or surviving spouse, thus enhancing their quality of life.
- ❖ Veterans who receive monetary benefits for disability compensation are also entitled to VA healthcare, employment preference, business preference and other benefits and services.
- ❖ Veterans awarded a rating of 0 percent or higher for service connected (SC) disabilities are eligible to have their dependent children apply for the California College Tuition Fee Waiver program, in which they can attend any California State Community College, California State University, or University of California College and have their tuition waived, or a portion thereof waived. For veterans totally SC disabled their spouse is also eligible for the program. There are other qualifying criteria regarding income thresholds for dependent children.
- ◆ The U.S. Veterans Affairs monetary, education, employment, home loan, and healthcare benefits enhance the quality of life for veterans and helps

#### *Related Links:*

Website: <http://veteranservices.co.riverside.ca.us>

### Budget Changes & Operational Impacts

#### *Staffing*

Net equivalent of 20 full-time positions remains the same from FY 18/19.

- ◆ In FY 18/19, Veterans' Services was authorized 20 full-time positions. The department currently filled 17 positions and is recruiting to fill three

them sustain healthy living for themselves and their families. In addition to improving the quality of life for veterans and their families. The monetary benefits also have a positive economic impact for the county.

- ❖ In Riverside County the amount of new benefits generated from claims filed by Veterans' Services has averaged between \$30 million to \$34 million over the past few years due to staffing levels averaging at approximately seven CVSRs. With CVSR staffing increasing to 11 in FY 19/20, the amount of annual new benefits generated should increase closer to \$40 million or more annually by FY 20/21.
- ❖ The annual increase in new awards generated contributes to the ongoing increase in total federal annual expenditures paid to veterans, their dependents and survivors, because they usually continue for the remainder of the beneficiary's life. Total federal expenditures paid to veterans and their families increased from \$665 million in FY 16/17 to \$683 million in FY 17/18. These federal monetary benefits enhance the quality of life of veterans and their families to sustain healthy living, and also have a positive economic impact for the county.
- ❖ The estimated economic impact of federal expenditures on consumer spending in Riverside County increased from \$1.995 billion in FY 16/17 to \$2.1 billion in FY 17/18, which additionally generates sales tax revenue for the county.

vacant positions. The department's goal is to fill 20 full-time positions by the end of FY 18/19.

#### *Expenditures*

Net increase in expenditures of \$21,075

- ◆ Salaries & Benefits
  - ❖ \$1.5 million; increase of \$55,642

◆ Services & Supplies

❖ \$380,174; decrease of \$6,627

**Revenues**

Net increase of \$30,400 in revenue for FY 19/20.

◆ Total estimated revenue for FY 19/20 is \$547,400. Revenue changes are related to the state's performance-based funding model, and departmental staffing levels and staff turnover. Two veterans' representatives recently completed their first year of training and accreditation, then began contribution towards work performed in FY 17/18 and FY 18/19. The department hired three new veterans' representatives in FY 18/19 and anticipates that work performed in FY 19/20 will begin to increase revenue projections for FY 20/21, with 20 full-time employees.

◆ CA-License Plate Fund = \$17,000

◆ CA-Veterans Service Officer Reimbursement (Subvention) = \$386,400

◆ Veterans Service Officers Reimbursement for Medi-Cal Cost Avoidance = \$95,000

◆ CA Department of Veterans Affairs Prop. 63 grant for pro bono legal services = \$49,000

**Departmental Reserves**

◆ Net decrease in reserves of \$9,325 will be applied, if needed, to meet the target net county cost allocation.

**Net County Cost Allocations**

FY 18/19 net county cost allocation of \$1.2 million remains the same in FY 19/20.

**Budget Tables**

*Department/Agency Staffing by Budget Unit*

	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Veterans Services	20	20	20	20
<b>Grand Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Veterans Services	\$ 1,653,413	\$ 1,868,521	\$ 1,865,897	\$ 1,840,596	\$ 1,889,596	\$ -
<b>Grand Total</b>	<b>\$ 1,653,413</b>	<b>\$ 1,868,521</b>	<b>\$ 1,865,897</b>	<b>\$ 1,840,596</b>	<b>\$ 1,889,596</b>	<b>\$ -</b>

*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	\$ 1,204,572	\$ 1,453,780	\$ 1,453,780	\$ 1,509,422	\$ 1,509,422	\$ -
Services and Supplies	- 390,821	387,101	384,477	331,174	380,174	-
Other Charges	- 58,020	27,640	27,640	-	-	-
<b>Expense Net of Transfers</b>	<b>- 1,653,413</b>	<b>1,868,521</b>	<b>1,865,897</b>	<b>1,840,596</b>	<b>1,889,596</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 1,653,413</b>	<b>\$ 1,868,521</b>	<b>\$ 1,865,897</b>	<b>\$ 1,840,596</b>	<b>\$ 1,889,596</b>	<b>\$ -</b>

*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	\$ 442,660	\$ 417,000	\$ 410,844	\$ 403,400	\$ 452,400	\$ -
Charges For Current Services	- 93,186	100,000	100,000	95,000	95,000	-
Other Revenue	- 3,908	-	-	-	-	-
<b>Total Net of Transfers</b>	<b>- 539,754</b>	<b>517,000</b>	<b>510,844</b>	<b>498,400</b>	<b>547,400</b>	<b>-</b>
<b>Revenue Total</b>	<b>- 539,754</b>	<b>517,000</b>	<b>510,844</b>	<b>498,400</b>	<b>547,400</b>	<b>-</b>
Net County Cost Allocation	1,245,534	1,245,534	1,245,534	1,245,534	1,245,534	-
Use of Department Reserves	(131,875)	105,987	109,519	96,662	96,662	-
<b>Total Sources</b>	<b>\$ 1,653,413</b>	<b>\$ 1,868,521</b>	<b>\$ 1,865,897</b>	<b>\$ 1,840,596</b>	<b>\$ 1,889,596</b>	<b>\$ -</b>

## ECONOMIC DEVELOPMENT AGENCY – COMMUNITY PROGRAMS

### 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 Workforce Development Department is responsible for building and strengthening Riverside County's workforce. The department's primary responsibilities include providing job services, training, and employment assistance to people looking for work. The department also works with employers to find the necessary workers to fill current job openings.

### Objectives and Strategic Alignment

Department Objective #1: Provide career coaching and job training to assist unemployed residents with accessing high quality jobs.

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

County Outcome: Thriving, robust, and diverse economy.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of enrolled adult jobseekers obtaining employment within 12 months of exit	66%	70%	70%	70%
Percent of enrolled youth obtaining employment or education within 12 months of exit	69%	65%	65%	65%

Percent of adult jobseekers that obtained recognized credentials/certificates by program exit 79% 55% 55% 55%

Percent of youth jobseekers that obtained recognized credentials/certificates by program exit 80% 53% 53% 53%

### Insights

- ◆ The percent of enrolled dislocated workers obtaining employment in FY 17/18 was 72 percent.
- ◆ The vitality of the regional economy depends on individuals having the education and skills to obtain good jobs and progress along their career pathways, and employers finding workers with the skills to support their growth and the region's economic prosperity. It is a primary goal of the department to help unemployed, under-employed, and workers in entry-level jobs, gain the skills they need to advance in the workforce. The department monitors its progress in meeting this goal through credential and certificate attainment and earned income post training.
- ◆ Examples of industry recognized credentials include educational diplomas, certificates and degrees, registered apprenticeship certificates, occupational licenses (typically awarded by state government agencies), and/or personnel certifications from industry or professional associations. Career-enhancing credentials are industry-recognized, stackable, portable, issued by an accredited body, and have labor market value. The department also provides \$2.5 million in annual funding to train jobseekers in high-demand occupations and industries.
- ◆ The department operates two America's Job Center of California<sup>SM</sup> (AJCCs) within Riverside County that serve as a one-stop shop for workforce services, in addition to three other access points. Together, the AJCCs provide a comprehensive range of no-cost employment and training services

## • • • EDA – Community Programs

## PUBLIC ASSISTANCE

for employers and job seekers. The AJCCs also offer information about unemployment insurance, disability insurance, and paid family leave benefits.

- ◆ The Riverside County AJCCs serve over 5,000 jobseekers annually through the Career Resource Area that provides computers, internet access, and general assistance for self-guided job search. Approximately 1,200 new participants are enrolled in comprehensive career coaching and/or job training services each year.

Department Objective #2: Engage local industry and business leaders to develop career pathways and talent pipelines that ensure economic success for businesses and employees across the county.

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

County Outcome: Thriving, robust, and diverse economy.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Number of business visits annually	517	75	75	75
Hiring fairs conducted annually on behalf of local employers	97	60	60	60

### Related Links

Website: <http://www.rivcoworkforce.com/>

## Budget Changes & Operational Impacts

### Staffing

- ◆ Staffing resources have increased by three positions for the Workforce Development (WD) Division.

### Expenses

Decrease of 4369,729

- ◆ Salaries & Benefits
  - ❖ Increase of \$440,754
- ◆ Services & Supplies
  - ❖ Net increase of \$95,335
  - ❖ No significant changes from prior year.

Job listings posted on behalf of employers annually (10 per month)	245	120	120	120
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### Insights

- ◆ Engaging employers is an important strategy for workforce development programs, as it will align programs with employer needs to ensure participants can secure jobs. The public workforce system has sought to engage employers for several decades, and the Workforce Innovation and Opportunity Act of 2014 emphasizes the importance of partnering with employers. The department provides \$1 million in funding annually to support on the job training with local businesses.
- ◆ While the Department of Labor (DOL) has yet to issue formal guidance on business engagement performance, the department has established the performance metrics detailed above to measure business services and formal visits to obtain critical hiring needs.
- ◆ CDBG, ESG, HOME and NSP activities and programs are integrated with the Housing Authority; please refer to the Economic Development Agency-Housing Authority section for a comprehensive view of the department's objectives and key performance indicators.

### ◆ Other Charges

- ❖ Net decrease of \$935,818
- ❖ No significant changes from prior year.

### ◆ Fixed Assets

- ❖ Several copy machines are aging and in need of replacement at two Workforce Development Centers, which increases the budget by \$30,000.

### Revenues

- ◆ State



- ❖ The Cal Home grant budget unit has a net decrease of \$772,355 due to the completion of the grant.
- ❖ The USEDA grant budget unit has a net decrease of \$280,000 due to the expiration and full use of the grant funds.

◆ Other Revenue

- ❖ The HUD CDBG will increase by \$17,561 for an estimated increase in program income.
- ❖ The HOME Investment Partnership Act will increase by \$393,913 for an estimated increase in program income.

- ❖ The Neighborhood Stabilization Program will decrease by \$46,758 for an estimated decrease in program income.
- ❖ The Workforce Development will decrease by \$71,661 for the full use of miscellaneous revenue sources.

*Departmental Reserves*

◆ Fund 21150 – USEDA Grant Program

- ❖ The USEDA Grant Program anticipates an increase by \$232,019 in fund balance for scheduled loan payments.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
HUD-CDBG Home Grants	14	14	14	14	
Workforce Development	71	74	74	74	
<b>Grand Total</b>	<b>85</b>	<b>88</b>	<b>88</b>	<b>88</b>	

<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
EDA: Community Grant Programs HUD/CDBG	\$ 8,723,175	\$ 11,724,909	\$ 11,724,909	\$ 10,514,554	\$ 10,514,554	\$ -
EDA: Home Grant Program Fund	2,483,539	3,212,466	3,212,466	4,566,508	4,566,508	-
EDA: Neighborhood Stabilization	1,129,134	3,547,323	3,547,323	3,615,406	3,615,406	-
EDA: Work Force Development	19,170,223	22,695,870	22,059,261	22,886,726	22,886,726	-
EDA: California Home Grant Program	-	772,355	772,355	-	-	-
EDA: Community Grant Programs-RWJ Foundation	-	100,000	100,000	100,000	100,000	-
<b>Grand Total</b>	<b>\$ 31,506,071</b>	<b>\$ 42,052,923</b>	<b>\$ 41,416,314</b>	<b>\$ 41,683,194</b>	<b>\$ 41,683,194</b>	<b>\$ -</b>

<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	\$ 7,568,355	\$ 8,377,727	\$ 8,118,152	\$ 8,818,481	\$ 8,818,481	\$ -
Services and Supplies	4,420,891	5,028,137	4,898,806	5,123,472	5,123,472	-
Other Charges	19,516,825	28,547,059	28,299,356	27,611,241	27,611,241	-
Fixed Assets	-	-	-	30,000	30,000	-
<b>Expense Net of Transfers</b>	<b>31,506,071</b>	<b>41,952,923</b>	<b>41,316,314</b>	<b>41,583,194</b>	<b>41,583,194</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 31,506,071</b>	<b>\$ 41,952,923</b>	<b>\$ 41,316,314</b>	<b>\$ 41,583,194</b>	<b>\$ 41,583,194</b>	<b>\$ -</b>

<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
Rev Fr Use Of Money&Property	\$ 662,457	\$ 668,054	\$ 668,762	\$ 360,841	\$ 360,841	\$ -
Intergovernmental Revenues	28,363,884	38,224,466	38,395,134	37,534,652	37,534,652	-
Charges For Current Services	768,260	898,844	836,237	1,213,287	1,213,287	-
Other Revenue	1,888,027	2,135,449	2,163,564	2,571,826	2,571,826	-
<b>Total Net of Transfers</b>	<b>31,682,628</b>	<b>41,926,813</b>	<b>42,063,697</b>	<b>41,680,606</b>	<b>41,680,606</b>	<b>-</b>
<b>Revenue Total</b>	<b>31,682,628</b>	<b>41,926,813</b>	<b>42,063,697</b>	<b>41,680,606</b>	<b>41,680,606</b>	<b>-</b>

Net County Cost Allocation						
Use of Department Reserves	(176,557)	26,110	(747,383)	(97,412)	(97,412)	-
<b>Total Sources</b>	<b>\$ 31,506,071</b>	<b>\$ 41,952,923</b>	<b>\$ 41,316,314</b>	<b>\$ 41,583,194</b>	<b>\$ 41,583,194</b>	<b>\$ -</b>



**OFFICE ON AGING**

**Mission Statement**

Promote and support a life of dignity, well-being and independence for older adults and persons with disabilities.

**Department/Agency Description**

The Riverside County Office on Aging (RCOoA) provides over 27 different programs and services, either directly or through contracted providers, which allow older adults and persons with disabilities to live independently in their homes and communities. All RCOoA programs and services are free to those who meet the minimum qualifications for each program. These services include care coordination, options counseling and decision support, healthy lifestyle and wellness programs, social engagement and community activation, advocacy, coordination and outreach, and community education.

By the year 2020, Riverside County will experience a 200 percent increase in persons over the age of 60, who are projected to make up approximately 25 percent of the county’s total population. The RCOoA’s 2016-2020 Area Plan on Aging, titled “The Changing Face of Aging,” highlights the transformation that communities must face as the older adult population continues to grow and present dramatically evolving needs. Aging Americans are living longer, achieving higher levels of education, and striving to remain physically and socially active as they age, making it necessary to alter the approach to service provision across the nation.

In recent years, RCOoA recognized the marked need to enhance access and provide services at the local level, in communities where older adults live. As they age, seniors seek long-term care options that allow them to remain in their homes and communities for as long as possible. The call for person-centered care, along with the current financial climate, requires the department to take a multi-contextual view of a person’s needs and develop coordinated partnerships that promote a seamless system of delivery.

**Objectives and Strategic Alignment**

Department Objective #1: Support senior healthy lifestyles through promotion of socialization and healthy balanced meals.

Portfolio Objective: Foster healthy and safe environments through prevention and early intervention.

County Outcome: Healthy, sustainable and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of seniors who feel that congregate meals allow opportunities to socialize with friends	96%	88%	98%	100%
Percent of seniors who feel that services received through the meals program help them eat healthier foods	95%	82%	96%	100%
Percent of seniors who feel that services received through the meals program help them feel better	92%	82%	96%	100%

Notes:

- 1) **Source:** RCOoA Nutrition Assessment Survey, May-September 2018 (reported) and May-June 2019 (pending). Surveys are conducted in conjunction with the Senior Farmers’ Market Nutrition Program (SFMNP) voucher distribution events at senior centers throughout the County.
- 2) **Impact:** During the collection period, standard data collection procedure of “one-on-one engagement and assistance” was changed to adjust for vacancies in the department’s Outreach Team. Analyses of survey responses show significant reduction in completion questionnaire items, which impacted the aggregate outcome

data. Collection of additional survey responses from May-June 2019 events is still pending.

Insights

- ◆ According to Meals on Wheels America, senior nutrition programs can mean the difference between remaining in one’s home versus institutionalization. A nutritious meal, visiting with friends at the meal site, or a friendly visit and safety check at their door help older adults cope with three of the biggest threats of aging: hunger, isolation, and loss of independence.
- ◆ Population estimates for 2016 indicate that 18 percent, or almost one in every five Riverside County residents, are seniors 60 years or older. Of these, one in 10 (over 40,000 individuals) live below the poverty level and may face challenges securing nutritious meals.
- ◆ During FY 17/18, RCOoA assisted this vulnerable subset of the community by providing more than 606,000 meals to approximately 9,300 seniors who live at, or below the federal poverty level.

Department Objective #2: Support senior healthy lifestyles through family caregiver education and reduced stress.

Portfolio Objective: Foster healthy and safe environments through prevention and early intervention.

County Outcome: Healthy, sustainable and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of caregivers who feel that the education program offered methods to help solve problems related with caregiving	99%	100%	100%	100%

**Related Links**

Riverside County Office on Aging Website: [www.rcaging.org](http://www.rcaging.org)

**Budget Changes & Operational Impacts**

RCOoA will operate with an annual budget of approximately \$15.8 million in federal, state, county contributions and local funds for FY 19/20. The department relies heavily on funding through the

Percent of caregivers who feel that the service helped to reduce some of the stress associated with being a caregiver	99%	99%	100%	100%
Percent of caregivers who feel that the services allowed them to cope more effectively with their role as a caregiver	98%	99%	100%	100%

Insights

- ◆ According to the National Alliance for Caregiving, approximately 34.2 million Americans provided unpaid care to an adult age 50 or older in 2015. Nearly one in ten caregivers are 75 or older; 46 percent report a high burden of care, providing more than 34 hours of care per week.
- ◆ The caregiving experience is perceived by many caregivers as a condition of ongoing stress, which has negative psychological and behavioral effects on the caregiver. Caregivers who lack effective coping skills are less able to care for their care recipient and are more prone to depression, compromised health, and premature death.
- ◆ Education and training improve caregiver confidence and the ability to manage daily challenges and stress.
  - ❖ Training and education sessions that involve active participation of the caregiver are particularly effective in achieving positive outcomes.
  - ❖ Counseling, self-care, relaxation training, and respite programs can improve both caregiver and patient quality of life.

Older Americans Act (OAA) and the Older Californians Act, to provide core services to the county’s most frail and vulnerable seniors and persons with disabilities over the age of 18. In recent years,

OAA programs have required increased resources to maintain current programs due to the pronounced population increase in persons over the age of 60, which will make up approximately 25 percent of the county’s total residents by the year 2020. The continued growth of older adults in communities forces the department to adjust and transform traditional service delivery systems to address the needs of aging seniors, which continue to evolve and grow more complex later in life.

The California Department of Aging (CDA) administers the funds allocated under the federal OAA and the Older Californians Act through the network of Area Agencies on Aging. RCOoA is the Area Agency on Aging (AAA) for Riverside County. During the 2nd Quarter of FY 18/19, the CDA allocated approximately \$23 million in additional federal funds statewide as a result of increases to the federal 2018 and 2019 grants. Through this additional allocation, RCOoA received a baseline adjustment in the amount of \$1.5 million; this increase has been included in the FY 19/20 budget. CDA recently confirmed that the increase will continue in the federal 2019 grant, but is not confirmed for future fiscal years, since reauthorization of the OAA will expire at the end of federal fiscal year 2019.

The department was successful in securing new funding and/or increases from local partners including: Riverside County Department of Public Social Services, Riverside University Health System (RUHS) – Medical Center and RUHS – Behavioral Health, and a local health plan, which will result in a net increase of \$1,066,076 in revenue in FY 19/20. RCOoA will continue to work strategically to achieve operational efficiencies and develop effective partnerships that increase service access and enhance client outcomes.

**Staffing**

Net increase of 12 full-time equivalents from FY 18/19, raising the total number of funded positions to 73. The increase in total positions is due to new funding

and/or increase of local grants in FY 18/19 to fulfill contractual agreements.

**Expenditures**

Increase of \$1 million

- ◆ Salaries & Benefits
  - ❖ Increase of \$595,100 in salaries and benefits due to additional permanent positions added during FY 18/19 to support enhanced and new social service programs.
- ◆ Services & Supplies
  - ❖ Increase of \$171,068 due to anticipated relocation costs and social service programming costs and purchase of two replacement vehicles.
- ◆ Other Charges
  - ❖ Increase of \$256,708 due to additional allocation to senior service providers, coinciding with the increased federal revenue.

**Revenues**

Increase of \$493,190

- ◆ Federal
  - ❖ Increase of \$1,963,287 baseline funding due to the increase in allocation of the federal 2018 and 2019 grants.
- ◆ Local
  - ❖ Net increase of \$1.1 due to securing new funding and/or increases from local partners including: DPSS, RUHS– Medical Center, RUHS – Behavioral Health, and a local health plan.

**Net County Cost Allocations**

RCOoA’s net county contribution allocation of \$1.1 million, or seven percent of the total department’s budget, will remain the same as FY 18/19, which included a \$48,000 reduction as the result of the mandatory four percent budget cut.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>				
	<b>Current Authorized</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
Office On Aging-Title III	71	73	73	
<b>Grand Total</b>	<b>71</b>	<b>73</b>	<b>73</b>	

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Office on Aging Title III	\$ 12,692,274	\$ 14,844,150	\$ 15,448,496	\$ 15,867,026	\$ 15,867,026	\$ -
<b>Grand Total</b>	<b>\$ 12,692,274</b>	<b>\$ 14,844,150</b>	<b>\$ 15,448,496</b>	<b>\$ 15,867,026</b>	<b>\$ 15,867,026</b>	<b>\$ -</b>

*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	\$ 5,787,428	\$ 7,123,692	\$ 7,523,704	\$ 7,718,792	\$ 7,718,792	\$ -
Services and Supplies	2,191,018	2,407,659	2,544,599	2,578,727	2,578,727	-
Other Charges	4,713,828	5,312,799	5,380,193	5,569,507	5,569,507	-
<b>Expense Net of Transfers</b>	<b>12,692,274</b>	<b>14,844,150</b>	<b>15,448,496</b>	<b>15,867,026</b>	<b>15,867,026</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 12,692,274</b>	<b>\$ 14,844,150</b>	<b>\$ 15,448,496</b>	<b>\$ 15,867,026</b>	<b>\$ 15,867,026</b>	<b>\$ -</b>

*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
Taxes	\$ 47,499	\$ 21,000	\$ 21,000	\$ -	\$ -	\$ -
Intergovernmental Revenues	10,584,721	12,463,080	12,537,740	12,142,193	12,142,193	-
Charges For Current Services	967,596	1,440,611	1,440,611	2,073,462	2,073,462	-
Other Revenue	1,581,946	1,449,145	1,449,145	1,651,371	1,651,371	-
<b>Total Net of Transfers</b>	<b>13,181,762</b>	<b>15,373,836</b>	<b>15,448,496</b>	<b>15,867,026</b>	<b>15,867,026</b>	<b>-</b>
<b>Revenue Total</b>	<b>13,181,762</b>	<b>15,373,836</b>	<b>15,448,496</b>	<b>15,867,026</b>	<b>15,867,026</b>	<b>-</b>
<b>Net County Cost Allocation</b>						
Use of Department Reserves	(489,488)	(529,686)	-	-	-	-
<b>Total Sources</b>	<b>\$ 12,692,274</b>	<b>\$ 14,844,150</b>	<b>\$ 15,448,496</b>	<b>\$ 15,867,026</b>	<b>\$ 15,867,026</b>	<b>\$ -</b>

## PROBATION DEPARTMENT – JUVENILE COURT PLACEMENT

### Mission Statement

Serving Courts, Protecting the Community, Changing Lives

### Department/Agency Description

The Probation Department is one of the most diversified criminal justice agencies in the county and enjoys an excellent reputation for working in a collaborative manner with other county agencies and various organizations in the community.

Juvenile Court Placement is responsible for the out-of-home care for minors who are wards of the Juvenile Court, funds all psychological services ordered by the Juvenile Court and pays for minors sent to the California Department of Corrections and Rehabilitation, Division of Juvenile Justice (DJJ) under the Welfare and Institutions Code (WIC) Sections 601-827.e.

### Objectives and Strategic Alignment

Department Objective #1: Support the holistic needs of at-risk youth through the advocacy of appropriate services and benefits. The probation department conducts child family team meetings (CFTM) to look at the totality of the child and his/her family's strengths. The team has a holistic and collaborative approach for the treatment of the child. Each family member is actively encouraged to participate in the child's rehabilitative process.

### Budget Changes & Operational Impacts

#### *Staffing*

No staffing within the Court Placement Budget Unit.

#### *Expenditures*

No significant changes from prior fiscal year.

#### *Revenues*

No significant changes from prior fiscal year.

Portfolio Objective: Restore residents and communities to a position of safety, stability, and resilience.

County Outcome: Healthy, sustainable, and safe communities.

### *Insights*

- ◆ Placement refers to the enrollment of youth into various alternative programs and services in cases where the Juvenile Court has determined that detention and/or treatment in a juvenile correctional facility does not serve the best interests of the juvenile.
- ◆ Courts have the legal authority to place a child into Short Term Residential Therapeutic Programs (STRTP), formerly known as Group Homes. Probation provides the recommendation to the court to provide clarification for the feasibility of such order. Currently, per the latest legislation, Child Welfare Agencies (probation departments included) are working to reduce the number of youth ordered placed in congregate care. As such, alternative and community-based services such as a wraparound program, Multidimensional Family Therapy (MDFT) and other behavioral health related programs are actively sought to assist with rehabilitation within the community and avert out of home placement. Furthermore, placements with other family members as resource family homes are sought.

### *Departmental Reserves*

Not Applicable

### *Net County Cost Allocations*

No significant changes from prior fiscal year.

Budget Tables

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Probation: Court Placement Care	\$ 1,000,969	\$ 1,366,679	\$ 1,365,353	\$ 1,375,679	\$ 1,375,679	\$ -
<b>Grand Total</b>	<b>\$ 1,000,969</b>	<b>\$ 1,366,679</b>	<b>\$ 1,365,353</b>	<b>\$ 1,375,679</b>	<b>\$ 1,375,679</b>	<b>\$ -</b>

*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
Services and Supplies	\$ 25,134	\$ 80,100	\$ 28,774	\$ 61,384	\$ 61,384	\$ -
Other Charges	975,835	1,286,579	1,336,579	1,314,295	1,314,295	-
<b>Expense Net of Transfers</b>	<b>1,000,969</b>	<b>1,366,679</b>	<b>1,365,353</b>	<b>1,375,679</b>	<b>1,375,679</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 1,000,969</b>	<b>\$ 1,366,679</b>	<b>\$ 1,365,353</b>	<b>\$ 1,375,679</b>	<b>\$ 1,375,679</b>	<b>\$ -</b>

*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	\$ 28,357	\$ 21,000	\$ 59,642	\$ 30,000	\$ 30,000	\$ -
<b>Total Net of Transfers</b>	<b>28,357</b>	<b>21,000</b>	<b>59,642</b>	<b>30,000</b>	<b>30,000</b>	<b>-</b>
<b>Revenue Total</b>	<b>28,357</b>	<b>21,000</b>	<b>59,642</b>	<b>30,000</b>	<b>30,000</b>	<b>-</b>
Net County Cost Allocation	1,050,840	1,345,679	1,345,679	1,345,679	1,345,679	-
Use of Department Reserves	(78,228)	-	(39,968)	-	-	-
<b>Total Sources</b>	<b>\$ 1,000,969</b>	<b>\$ 1,366,679</b>	<b>\$ 1,365,353</b>	<b>\$ 1,375,679</b>	<b>\$ 1,375,679</b>	<b>\$ -</b>



## RIVERSIDE UNIVERSITY HEALTH SYSTEM – COMMUNITY ACTION PARTNERSHIP

### Mission Statement

Facilitate opportunities to achieve self-sufficiency through education, wealth building, energy assistance, and advocacy.

### Department/Agency Description

The Community Action Partnership of Riverside County (CAP) is a division of Riverside University Health Systems (RUHS) –Public Health. CAP works to reduce poverty through education, collaboration, energy conservation, and professional development. CAP provides emergency utility assistance services, energy efficiencies, and wealth-building education to low-income individuals and families throughout the county.

Several CAP programs are designed to provide individuals with an opportunity to gain valuable work experience and marketable job skills. Community Action's dispute resolution program certifies and trains volunteers to mediate court and community

### Related Links

Website: <http://www.capriverside.org>

Facebook: <http://www.facebook.com/caprivo>

### Budget Changes & Operational Impacts

#### Staffing

- ◆ In FY 19/20, the staff budget is for 75 positions, which is only a net change of one position from FY 18/19.

#### Expenses

There is a net decrease in expenditures of \$517,113 anticipated for FY 19/20.

- ◆ Salaries & Benefits
  - ❖ Increase of \$128,351 is due to wage and benefit increases for FY 19/20 offset by reductions in Temporary Assignment Program (TAP) staff and overtime.
- ◆ Services & Supplies
  - ❖ Overall decrease of \$219,947 spread among several expenses, such as computer equipment, office supplies, promotional materials and

cases, providing an alternative to costly litigation for low-income individuals. Additionally, CAP offers a program that provide a savings-match, thus providing low-income individuals an incentive to save and build assets. CAP also facilitates free tax-preparation services by Internal Revenue Service -certified volunteers for low-income individuals and families.

To provide these essential programs and services to the community, Community Action relies on more than one thousand volunteers and partners throughout Riverside County. In collaboration with the Community Action Commission, emerging issues are identified to advance residents across Riverside County.

### Objectives and Strategic Alignment

CAP activities and programs are integrated with the Department of Public Health; please refer to the RUHS-Public Health section for a comprehensive view of the department's objectives and key performance indicators.

direct materials offset by human resource service team allocation.

- ◆ Other Charges
  - ❖ Decrease of \$264,741 is primarily due to reduction in subcontractor costs offset by increase in Countywide Cost Allocation Plan (COWCAP) and internal support services provided to Community Action Partnership.
- ◆ Intrafund Transfers
  - ❖ Increase of \$130,776 for CAP administrative support to the energy program. Basis for allocation was revised to reflect percentages based on CAP program positions supported.

### Revenues

There is a net decrease in revenue of \$517,113 anticipated for FY 19/20.

- ◆ Intergovernmental Revenue
  - ❖ Decrease of \$499,743 in federal funding available for rollover into FY 19/20.
- ◆ Charges for Current Services
  - ❖ Increase in FY 19/20 of \$34,051 for salary reimbursements from Department of Public Social Services (DPSS).

- ◆ Other Revenue
  - ❖ Overall decrease of \$51,421, primarily due to decrease in Sharing Households Assist Riverside’s Energy (SHARE) Program. These funds cover CAP administrative costs.

*Net County Cost Allocations*

- ❖ No change to NCC contribution of \$64,991.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
DCA-Local Initiative Program	44	45	45	45	
DCA-Other Programs	1	1	1	1	
Local Initiative Admin DCA	29	29	29	29	
<b>Grand Total</b>	<b>74</b>	<b>75</b>	<b>75</b>	<b>75</b>	

<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
Community Action: Other Programs	\$ 336,158	\$ 361,068	\$ 349,068	\$ 291,425	\$ 291,425	\$ -
Community Action: Partnership	2,561,976	2,703,719	2,703,719	2,670,401	2,670,401	-
Community Action:Local Initiative Program	6,250,485	6,848,258	7,048,258	6,434,106	6,434,106	-
<b>Grand Total</b>	<b>\$ 9,148,619</b>	<b>\$ 9,913,045</b>	<b>\$ 10,101,045</b>	<b>\$ 9,395,932</b>	<b>\$ 9,395,932</b>	<b>\$ -</b>

<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	\$ 4,446,664	\$ 5,075,007	\$ 5,165,007	\$ 5,203,358	\$ 5,203,358	\$ -
Services and Supplies	2,296,457	2,148,292	2,046,292	1,928,345	1,928,345	-
Other Charges	2,755,831	2,970,506	3,170,506	2,705,765	2,705,765	-
Fixed Assets	60,356	30,000	30,000	-	-	-
Intrafund Transfers	(410,689)	(310,760)	(310,760)	(441,536)	(441,536)	-
<b>Expense Net of Transfers</b>	<b>9,148,619</b>	<b>9,913,045</b>	<b>10,101,045</b>	<b>9,395,932</b>	<b>9,395,932</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 9,148,619</b>	<b>\$ 9,913,045</b>	<b>\$ 10,101,045</b>	<b>\$ 9,395,932</b>	<b>\$ 9,395,932</b>	<b>\$ -</b>

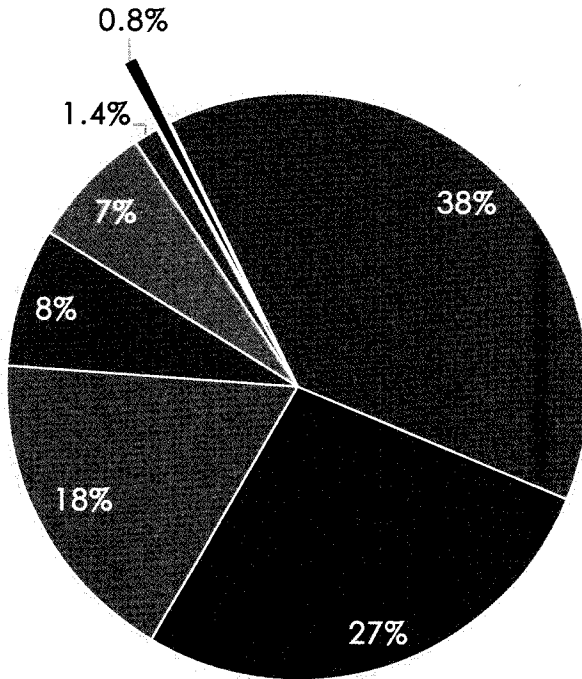
<i>Department/Agency Budget by Category of Source</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Intergovernmental Revenues	\$ 9,824,444	\$ 9,418,233	\$ 9,606,233	\$ 8,918,490	\$ 8,918,490	\$ -
Charges For Current Services	105,325	38,244	38,244	72,295	72,295	-
Other Revenue	375,011	456,568	456,568	405,147	405,147	-
<b>Total Net of Transfers</b>	<b>10,304,780</b>	<b>9,913,045</b>	<b>10,101,045</b>	<b>9,395,932</b>	<b>9,395,932</b>	<b>-</b>
<b>Revenue Total</b>	<b>10,304,780</b>	<b>9,913,045</b>	<b>10,101,045</b>	<b>9,395,932</b>	<b>9,395,932</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	(1,156,161)	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 9,148,619</b>	<b>\$ 9,913,045</b>	<b>\$ 10,101,045</b>	<b>\$ 9,395,932</b>	<b>\$ 9,395,932</b>	<b>\$ -</b>

## EDUCATION, RECREATION & CULTURAL SERVICES

### INTRODUCTION

The Education, Recreation & Cultural Services group benefits the County of Riverside and its constituents through library services, recreation facilities, and cultural services. A partnership between the County of Riverside and the University of California Cooperative Extension Program (UCCE) conducts research enhancing sustainable food systems, natural ecosystems, and developing healthful food ways

within the region. The Economic Development Agency administers the county library system, which has 35 libraries throughout the region fostering literacy and enriching and enhancing the lives users; and, the Edward Dean Museum, which preserves a donated collection of art and historical artifacts in addition to offering social, cultural, and educational enrichment.



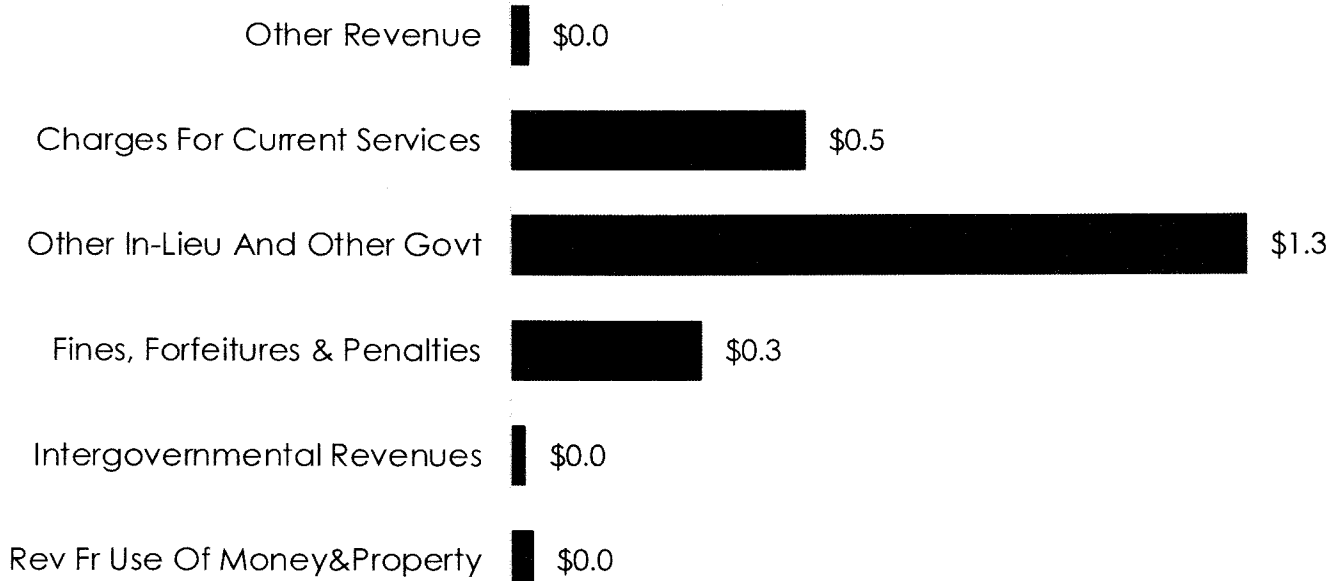
Total Appropriations  
Governmental Funds

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

**Education, Recreation & Cultural Services**  
 Appropriations by Category  
 \$ millions



**Education, Recreation & Cultural Services**  
 Revenues by Source  
 \$ millions



## COOPERATIVE EXTENSION

### Mission Statement

To enhance the quality of life and the environmental and economic well-being of the citizens of California through research and education.

### Department/Agency Description

The University of California Cooperative Extension (UCCE) program is part of a nationwide system for non-formal education established by Congress in 1914.

A Memorandum of Understanding (MOU) between the County of Riverside and the University of California establishes the basis of Riverside County funding responsibilities for the UCCE program. Education Code Section 32330 governs, but does not mandate, county funding for UCCE programs.

The university and Riverside County partner for UCCE activities. The university provides funding for researchers and educators, and Riverside County provides general fund support for the program's operational budget. Historically, approximately half of the general fund contribution for the UCCE program supports total staffing of six which is made up of three office assistants, one executive assistant, one accounting assistant, and one volunteer service coordinator. The other half of the contribution is composed primarily of rent for office space, and other supplies.

The University of California Cooperative Extension (UCCE) Riverside County programs enhance the quality of life and the environmental and economic well-being of the citizens of California through research and education. Programs include agriculture, nutrition, family and consumer sciences, 4H youth development, as well as natural and environmental sciences.

### Objectives and Strategic Alignment

Department Objective #1: Enhance competitive, sustainable food systems with agricultural production and innovation through research and outreach efforts. Maintain sustainable urban horticulture and natural ecosystem.

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
Number of agricultural research projects	16	16	16	16
Attendees at agricultural educational and urban horticulture outreach events	4,889	4,860	4,860	4,860

### Insights

- ◆ Agricultural research included early identification of diseases and outreach efforts helped growers avoid economic losses in vegetable and table grape crops. Continued research for new varieties identification for table grapes is expected to bring more adaptable varieties to the desert growing condition and higher grower returns. Economic feasibility evaluation is ongoing for avocado high-density planting.
- ◆ Sustainable Natural Ecosystems Initiative (SNESI) works to preserve forests, rangelands, and valuing ecosystem services, maintaining working landscapes, biodiversity, energy, water quality and quantity, climate change, regulations, land use change and fragmentation, and management techniques.
- ◆ UCCE-trained Master Gardener volunteers devote time (approximately 27,000 hours annually valued over \$600,000) and energy at events, educational booths, presentations, demonstrations, and office consultations teaching sustainable residential landscape, backyard crop, and flower production.
- ◆ The urban horticulture program water-use, reduction training reached over 1,500 landscaper and foresters in Riverside County resulted in widespread efficiency in landscape design throughout the county.

Department Objective #2: Promote healthy lifestyles, science literacy, and positive youth development through the Healthy Families and Communities initiative; nutrition education for adults

## • • • Cooperative Extension

## EDUCATION, RECREATION & CULTURAL SERVICES

and children; and encouraging youth engagement, especially in underserved communities, through the formation of 4H clubs.

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
Research Projects	5	5	5	5
Number of youth enrolled in 4H	1,000	1,000	1,000	1,000
Number of education participants in Nutrition program (in thousands)	17.5	14.3	14.3	14.3
Financial value of service contribution of Master Gardener and 4H youth program volunteers (in millions)	\$11.8	\$13.7	\$13.7	\$13.7

### Insights

- ◆ The UCCE Healthy Families and Communities initiative is dedicated to promoting healthy

### Related Links

UCCE Riverside County Website: <http://ceriverside.ucanr.edu/>

UC Division of Agriculture and Natural Resources Website: <http://ucanr.edu/>

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

## Budget Changes & Operational Impacts

### Net County Cost Allocations

A reduction in funding to \$112,000 for Cooperative Extension is proposed so that the county can shift focus to core functions and services. General fund is providing for two months of expenses to allow the department to transition out of county operations.

lifestyles, science literacy, and positive youth development in local communities.

- ◆ Strong relationships with schools and their districts enabled UCCE to educate over 8,000 youth, resulting in behavioral changes. Students made change in at least one program criteria: Eat fit, happy healthy me, coordinated approach to childhood health, money talk, exercise your option, and my amazing body.
- ◆ In the 4H youth development program, adult volunteers provide positive, hands-on, fun, and educational opportunities with youth ages five to nineteen. All participants take the 4H pledge, which is as follows: “My head to clearer thinking; My heart to greater loyalty; My hands to larger service; My health to better living; for my club, my community, my country, and my world.”
- ◆ Latino 4H enrollment in FY 17/18 reached over 2,000 youth through the UC ANR Latino Initiative, representing a 600 percent increase. A pilot project on temporary funding ended FY 19/20 showed considerable success.
- ◆ Volunteers provided over 540,522 hours of service and helped conduct thousands of activities in youth skill development. The value of these services, using the 2015 independent sector rate of \$24.14 is \$13 million.

Budget Tables

*Department/Agency Staffing by Budget Unit*

	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Cooperative Extension	6	5	-	-
<b>Grand Total</b>	<b>6</b>	<b>5</b>	<b>-</b>	<b>-</b>

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Cooperative Extension	\$ 632,851	\$ 674,064	\$ 684,078	\$ 674,064	\$ 112,000	\$ -
<b>Grand Total</b>	<b>\$ 632,851</b>	<b>\$ 674,064</b>	<b>\$ 684,078</b>	<b>\$ 674,064</b>	<b>\$ 112,000</b>	<b>\$ -</b>

*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	\$ 298,635	\$ 328,744	\$ 345,744	\$ 337,266	\$ 69,000	\$ -
Services and Supplies	334,216	345,320	338,334	336,798	43,000	-
<b>Expense Net of Transfers</b>	<b>632,851</b>	<b>674,064</b>	<b>684,078</b>	<b>674,064</b>	<b>112,000</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 632,851</b>	<b>\$ 674,064</b>	<b>\$ 684,078</b>	<b>\$ 674,064</b>	<b>\$ 112,000</b>	<b>\$ -</b>

*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
Net County Cost Allocation	674,064	674,064	674,064	674,064	112,000	112,000
Use of Department Reserves	(41,213)	-	10,014	-	-	-
<b>Total Sources</b>	<b>\$ 632,851</b>	<b>\$ 674,064</b>	<b>\$ 684,078</b>	<b>\$ 674,064</b>	<b>\$ 112,000</b>	<b>\$ -</b>





**ECONOMIC DEVELOPMENT AGENCY – COUNTY LIBRARY SYSTEM & EDWARD-DEAN MUSEUM**

**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 Riverside County Library System (RCLS) is a network of 36 libraries, two bookmobiles, and a museum.

The Edward Dean Museum (EDM) is located in Cherry Valley, and hosts numerous weddings, receptions, banquets, retirements, concerts and other special events. The museum presents three rotating exhibits throughout the year, and is committed to providing a culturally enriching experience to all attendees.

EDA manages several recreational amenities that benefit the residents, businesses, and the communities that the department serves. Community centers, water parks, and parks under EDA management and oversight include:

- ◆ Mead Valley Community Center
- ◆ Eddie Dee Smith Senior Center
- ◆ Moses Schaffer Community Center
- ◆ Idyllwild Community Center
- ◆ James Venable Community Center
- ◆ Norton Younglove Community Center
- ◆ Cove Water Park
- ◆ DropZone Water Park
- ◆ Perret Park
- ◆ Lakeland Village Community Center

These facilities are managed through operating agreements that provide community center services and activities for county residents.

**Objectives and Strategic Alignment**

Department Objective #1: Increase patron engagement with libraries and the roles within communities.

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

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Annual visitor counts (in millions)	3,321	3,387	3,455	3,455
Annual collections (in millions)	2,400	2,615	2,667	2,667
New library cards issued annually (in thousands)	43	44	45	45

**Insights**

- ◆ The goal is to increase visitor counts each year, but due to scheduled construction and renovation projects, physical visitor counts may prevent the goal from being realized. To maintain a high level of service during renovation projects, RCLS is offering an increased collection available for online order and pick-up at any RCLS branch or on the bookmobiles.
- ◆ Participation in community outreach events using the bookmobiles, resource van and/or vendor booths to provide awareness of RCLS programs and services including the issuance of new library cards to patrons.

Department Objective #2: Provide educational resources to library patrons and a place that provides education, programming, and museum tours.

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
Number of educational program participants annually	184,895	188,592	192,363	192,363
Number of students for museum school tours conducted annually	763	778	793	793

Insights

- ◆ Educational participants include students and the general public. Between RCLS and EDM there were almost 200,000 program participants annually and aim to increase participation by two percent each year. Coordination with local schools will help increase program participation at all Riverside County libraries and the museum.
- ◆ Increased marketing and outreach to schools will provide more exposure to the museum and complement educational learning through the exhibition displays, increasing likelihood that families will return to visit.

Department Objective #3: Provide a positive business climate for overall professional achievement. 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
Number of weddings at EDM annually	26	30	33	33
Number of business partnerships established annually	8	10	15	15

Insights

- ◆ As general fund revenues decreased, the Edward Dean Museum began to host weddings as a way to

**Related Links**

RCLS Website: <http://www.rivlib.info/>  
 RCLS Twitter: <https://twitter.com/RivCntyLib>

increase revenue and provide cultural enhancement. The department has steadily increased the number of weddings hosted and aims to increase the annual number of weddings by 10 percent. EDM hosted 26 weddings in FY 17/18 and for FY 18/19 the museum is on target for 30 weddings. EDM has accomplished the increases by offering a broader variety of wedding packages with a comprehensive list of options, to include onsite catering vendor, onsite bartending vendor, and a wedding coordinator. In the coming year, EDM also continues to update marketing pieces, website, and social media sites for a progressive look and new brand.

- ◆ EDM will collaborate with outside businesses to increase awareness, attendance, and business functions. EDM will continue to provide businesses a place to hold meetings and special events, as these partnerships are a primary source of revenue.

Department Objective #4: Offset operational costs by increasing revenue at community centers through licenses and leases with community service groups. Portfolio Objective: Enhance county attractiveness, vibrancy, and resident engagement. County Outcome: Exciting and useful destination for the community and its residents.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Annual percent increase in revenue	0%	5%	5%	5%

Insights

- ◆ EDA signed a license with the Boys and Girls Club, which will provide services to the community and pay the operational costs of the facility. This will offset and reduce overall county operational costs.
- ◆ EDA continues to engage community service organizations to deliver services that benefit county residents. These groups help offset operational costs by contributing revenue through licenses, leases, and use permits.

RCLS Facebook: <https://www.facebook.com/riversidecountylibrarysystem>

RCLS App: Riverside County Library System

EDM Website: <https://www.edward-deanmuseum.org>

EDM Twitter: @RivcoEDM

EDM Facebook: <https://www.facebook.com/Edward-Dean-Museum-Gardens-224933677656747>

## Budget Changes & Operational Impacts

### *Staffing*

Staffing changes include an increase of one position in the Library budget unit, and one position in the Edward Dean Museum budget unit.

### *Expenditures*

Increase of \$3.6 million

- ◆ Salaries & Benefits - \$196,214 increase
  - ❖ The Edward Dean Museum will increase by \$58,160 which includes step increases, funding of a vacant position, and the addition of an Office Assistant III that will be transferred from the County Free Library budget as part time positions.
  - ❖ The Library will increase by \$66,916 due to step increases, filling of vacancies, and adding one position.
  - ❖ The Community Centers-Countywide will increase by \$71,138 by exchanging a Senior Development Specialist for a Principal Development Specialist, funded for a full year.
- ◆ Services & Supplies - \$93,612 increase
  - ❖ No significant changes from prior year.
- ◆ Other Charges - \$216,834 decrease
  - ❖ No significant changes from prior year.
- ◆ Fixed Assets
  - ❖ The Library will increase by \$3.5 million for future acquisitions and renovations of the Woodcrest and Canyon Lake Library branches.
- ◆ Intrafund Transfers
  - ❖ The Community Centers-Countywide will increase by \$21,431 primarily for lease

reimbursements for the Mead Valley Community Center.

### *Revenues*

Decrease of \$16,512

- ◆ Revenue from Use of Assets
  - ❖ The Edward Dean Museum will increase by \$30,285 for event revenues.
  - ❖ The Community Centers-Countywide will increase by \$21,431 primarily for lease revenues at the Mead Valley Community Center.
- ◆ In-lieu & Other Governmental
  - ❖ The Library will increase by \$729,496 due to additional service agreements with various cities for library services.

### *Departmental Reserves*

- ◆ Fund 21200 – County Free Library
  - ❖ Expected usage of reserve balance is a net of \$2.7 million in FY 18/19 and FY 19/20.
- ◆ Fund 21830 – EDA Community Park and Centers
  - ❖ No anticipated use of reserve balance.

### *Net County Cost Allocations*

The Edward Dean Museum budget unit receives a net county cost allocation of \$65,610.

The Community Centers-Countywide receives a net county cost allocation of \$1.2 million of which \$80,000 is re-allocated to the Community Park and Centers for Lakeland Village.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
County Library	4	5	5	5	-
Edward Dean Museum	3	4	4	4	-
<b>Grand Total</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>

<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
EDA: County Free Library	\$ 24,180,907	\$ 29,377,564	\$ 27,036,499	\$ 32,835,697	\$ 32,835,697	\$ -
EDA: Edward Dean Museum	569,661	475,780	441,858	617,652	617,652	-
Facilities Mgmt: Community Park & Centers	559,717	386,593	2,172,340	383,597	383,597	-
EDA: Community Centers	-	1,624,070	1,599,608	1,621,039	1,621,039	-
<b>Grand Total</b>	<b>\$ 25,310,285</b>	<b>\$ 31,864,007</b>	<b>\$ 31,250,305</b>	<b>\$ 35,457,985</b>	<b>\$ 35,457,985</b>	<b>\$ -</b>

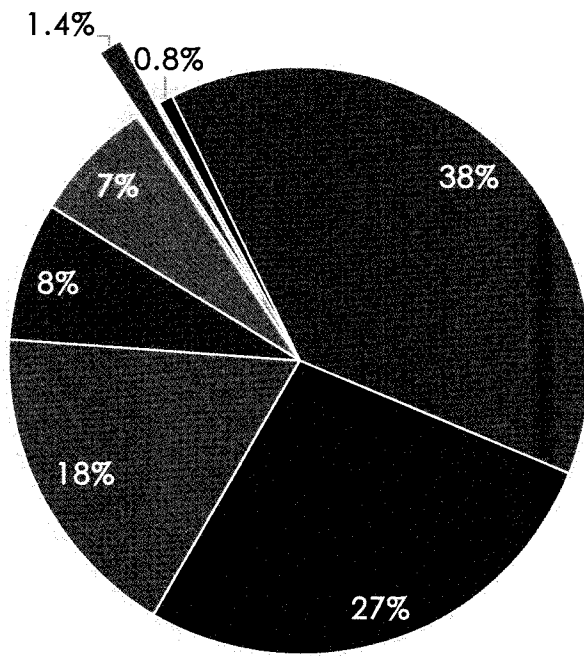
<i>Department/Agency Budget by Category of Expense</i>						
	Prior Year Actuals	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Salaries and Benefits	\$ 355,416	\$ 549,654	\$ 544,303	\$ 745,868	\$ 745,868	\$ -
Services and Supplies	6,777,951	9,658,891	9,037,005	9,752,503	9,752,503	-
Other Charges	18,171,517	20,567,049	21,670,629	20,350,215	20,350,215	-
Fixed Assets	5,801	1,101,445	10,900	4,600,500	4,600,500	-
Intrafund Transfers	(400)	(93,032)	(92,532)	(71,101)	(71,101)	-
<b>Expense Net of Transfers</b>	<b>25,310,285</b>	<b>31,784,007</b>	<b>31,170,305</b>	<b>35,377,985</b>	<b>35,377,985</b>	<b>-</b>
Operating Transfers Out	-	80,000	80,000	80,000	80,000	-
<b>Total Uses</b>	<b>\$ 25,310,285</b>	<b>\$ 31,864,007</b>	<b>\$ 31,250,305</b>	<b>\$ 35,457,985</b>	<b>\$ 35,457,985</b>	<b>\$ -</b>

<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
Fines, Forfeitures & Penalties	\$ 293,684	\$ 350,000	\$ 233,586	\$ 333,739	\$ 333,739	\$ -
Rev Fr Use Of Money&Property	112,197	345,952	320,510	414,570	414,570	-
Intergovernmental Revenues	643,366	2,707,149	2,584,833	2,024,640	2,024,640	-
Charges For Current Services	863,247	1,003,874	1,018,708	1,093,140	1,093,140	-
Other In-Lieu And Other Govt	761,497	728,466	728,466	1,296,680	1,296,680	-
Other Revenue	1,098,104	3,374,072	2,763,955	3,330,232	3,330,232	-
<b>Total Net of Transfers</b>	<b>3,772,095</b>	<b>8,509,513</b>	<b>7,650,058</b>	<b>8,493,001</b>	<b>8,493,001</b>	<b>-</b>
<b>Revenue Total</b>	<b>3,772,095</b>	<b>8,509,513</b>	<b>7,650,058</b>	<b>8,493,001</b>	<b>8,493,001</b>	<b>-</b>
Net County Cost Allocation	108,236	1,288,333	1,288,333	1,288,332	1,288,332	-
Use of Department Reserves	21,429,954	22,066,161	22,311,914	25,676,652	25,676,652	-
<b>Total Sources</b>	<b>\$ 25,310,285</b>	<b>\$ 31,864,007</b>	<b>\$ 31,250,305</b>	<b>\$ 35,457,985</b>	<b>\$ 35,457,985</b>	<b>\$ -</b>

## DEBT SERVICE

The county issues short and long-term debt financing for a variety of purposes, including provision of adequate cash flow, covering pension obligations, and construction and acquisition of capital assets. The county is therefore responsible for payment of debt service annually on these obligations. Interest on Tax Revenue Anticipation Notes repays short-term notes

issued in anticipation of the collection of taxes and revenues. Teeter debt service repays the interest on notes issued regarding collection of delinquent property taxes. Debt service on pension obligation bonds repays long-term debt issued to capitalize the county's retirement obligation.



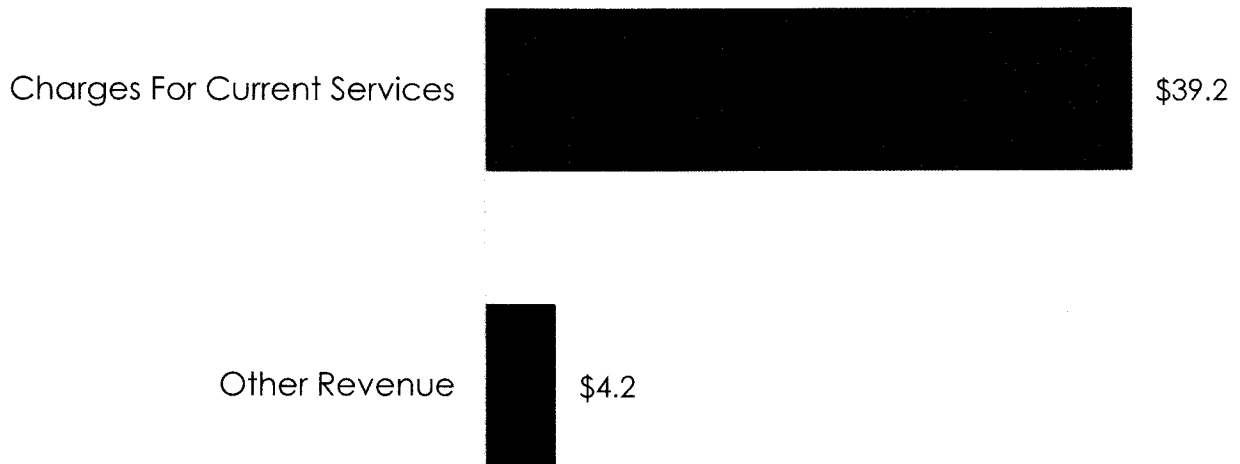
Total Appropriations  
Governmental Funds

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

**Debt Service**  
Appropriations by Category  
\$ millions



**Debt Service**  
Revenues by Source  
\$ millions



**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**

Capital Finance Administration provides appropriations to fund the annual lease payments due to the County of Riverside Asset Leasing Corporation (CORAL), the Riverside County Public Financing Authority (PFA), and the Riverside County Infrastructure Financing Authority (IFA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds (LRBs).

CORAL is a nonprofit public benefit corporation, authorized under its articles of incorporation and

under the laws of the State of California, to finance the acquisition, construction, and operation of facilities of benefit to the county.

The PFA is a joint exercise of powers authority, duly organized and existing under and pursuant to that certain amended and restated joint exercise of powers agreement, dated May 15, 1999, by and between the County of Riverside and the Redevelopment Agency of the County.

The IFA is a joint exercise of powers authority, duly organized and existing under and pursuant to that certain joint exercise of powers agreement dated as of September 15, 2015, by and between the County of Riverside and the Riverside County Flood Control & Water Conservation District.

The goal of this budget unit is to facilitate efficiency in its current and future cash flows and ensure the timely servicing of its short-term and long-term debts. FY 19/20 long-term lease obligations are budgeted at \$90.5 million.

**Budget Changes & Operational Impacts**

*Staffing*

The debt service budget unit has no staffing for budgetary purposes. Responsibility for this program resides primarily with the Executive Office.

*Expenditures*

Net decrease of \$926,177.

- ◆ Decrease of \$1.4 million in pension obligation budget.
- ◆ Increase of \$521,464 in Teeter debt service.
- ◆ Decrease of \$19,917 in TRANs budget.

*Revenues*

Net increase of \$1.8 million.

- ◆ Increase of \$1.3 million in budgeted revenue from employee retirement contributions through department payroll charges.

- ◆ Increase of \$521,464 in operating transfer-in budget for Teeter Obligation Notes interest payment.

*Departmental Reserves*

- ◆ Fund Number – Name
  - ❖ 10000-1102100000- Tax and Revenue Anticipation Notes (TRANs).
  - ❖ 37050-1103400000 – Teeter Debt Service Fund.
  - ❖ 35000-1104000000 – Pension Obligation Bonds.

*Net County Cost Allocations*

The net county cost for the Tax and Revenue Anticipation Notes is estimated at \$1.3 million. No net county cost allocations for Teeter Debt Service and Pension Obligation Bond funds.

## Budget Tables

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Interest on Trans	\$ 7,097,203	\$ 14,536,036	\$ 13,855,411	\$ 14,516,119	\$ 14,516,119	\$ -
Pension Obligation Bonds	34,275,393	42,013,539	39,159,284	40,585,815	40,585,815	-
Teeter Debt Service	2,099,630	2,742,136	2,742,136	3,263,600	3,263,600	-
<b>Grand Total</b>	<b>\$ 43,472,226</b>	<b>\$ 59,291,711</b>	<b>\$ 55,756,831</b>	<b>\$ 58,365,534</b>	<b>\$ 58,365,534</b>	<b>\$ -</b>

*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	\$ -	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ -
Services and Supplies	42,759	77,439	57,522	57,522	57,522	-
Other Charges	43,429,467	55,714,272	52,199,309	54,808,012	54,808,012	-
<b>Expense Net of Transfers</b>	<b>43,472,226</b>	<b>59,291,711</b>	<b>55,756,831</b>	<b>58,365,534</b>	<b>58,365,534</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 43,472,226</b>	<b>\$ 59,291,711</b>	<b>\$ 55,756,831</b>	<b>\$ 58,365,534</b>	<b>\$ 58,365,534</b>	<b>\$ -</b>

*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	\$ 25,793,535	\$ 39,159,284	\$ 38,909,284	\$ 40,435,815	\$ 40,435,815	\$ -
Other Revenue	4,543,246	10,726,066	10,726,066	11,247,530	11,247,530	-
<b>Total Net of Transfers</b>	<b>30,336,781</b>	<b>49,885,350</b>	<b>49,635,350</b>	<b>51,683,345</b>	<b>51,683,345</b>	<b>-</b>
<b>Revenue Total</b>	<b>30,336,781</b>	<b>49,885,350</b>	<b>49,635,350</b>	<b>51,683,345</b>	<b>51,683,345</b>	<b>-</b>
Net County Cost Allocation	3,604,209	6,552,106	6,552,106	6,532,189	6,532,189	-
Use of Department Reserves	9,531,236	2,854,255	(430,625)	150,000	150,000	-
<b>Total Sources</b>	<b>\$ 43,472,226</b>	<b>\$ 59,291,711</b>	<b>\$ 55,756,831</b>	<b>\$ 58,365,534</b>	<b>\$ 58,365,534</b>	<b>\$ -</b>



## INTERNAL SERVICE FUNDS

### INTRODUCTION

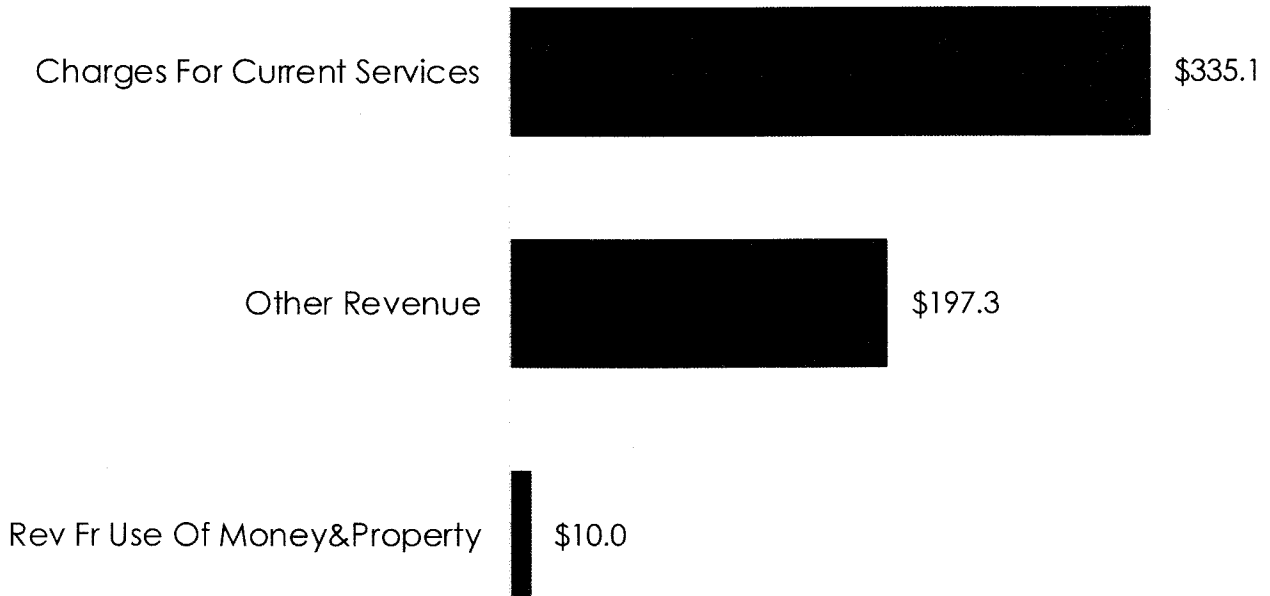
The county's internal service funds provide an essential method by which to deliver general services internally to other departments within the county on a fee for service basis through Board-approved rate structures. This enables the county to distribute overhead costs on the basis of goods and services used. The county is thereby able to recover partial costs from state and federal programs, and other

jurisdictions that contract with the county for municipal services. Internal services include records management, custodial and maintenance services, dental, life, property, disability, and unemployment insurance, information technology, central mail, purchasing, and supply services. Internal service funds are proprietary funds that operate and budget on a full accrual basis.

**Internal Service Funds**  
Appropriations by Category  
\$ millions



**Internal Service Funds**  
Revenues by Source  
\$ millions



**ECONOMIC DEVELOPMENT AGENCY – FACILITIES MANAGEMENT DEPARTMENT**

**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**

Operating within the Economic Development Agency (EDA) as a County Internal Service Fund, the Real Estate Division delivers a wide variety of full-service public/private real estate transactions for the county and its clients. The division also provides for acquisition, leasing, and disposition of real property; which may include site analysis, environmental analysis, negotiations, contract formation, relocation, and title and escrow services.

The Division’s Leasing Unit provides for Design/Build/Lease (Public-Private Partnerships) transactions of new and existing facilities, as well as lease administration and property management services. The division manages a portfolio of approximately 10 million square feet of county-owned space and 4.6 million square feet of county-leased space, which includes over 460 real estate lease agreements. The division also works to ensure that available county-owned assets are maximized through marketing, leasing, and the sale/surplus process.

The Maintenance Services Division (MSD) maintains county building infrastructure in excess of 7.5 million square feet and is comprised of 152 maintenance professionals that perform over 42,000 corrective, preventive, and predictive maintenance activities annually in 311 diverse buildings spanning 7,200 square miles.

The Custodial Services Division (CSD) consists of 180 highly skilled team members committed to providing professional and comprehensive custodial services to all customers. The primary goal of CSD is to provide a clean, safe, and sanitary environment for county

employees and partner agencies, customers, visitors, and the public.

**Objectives and Strategic Alignment**

Department Objective #1: Maximize revenue and minimize costs by maintaining an optimum vacancy rate to ensure that county departments fill county owned vacant space whenever possible.

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

County Outcome: Thriving, robust diverse economy.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Annual vacancy rate reduction	2.5%	2.5%	2.5%	2.5%

**Insights**

- ◆ Moving county departments from leased space and into county-owned space helps to minimize county costs and increase cost recovery. The county facility costs, which are inherent in ownership, are recovered by maximizing occupancy and minimizing vacancy.
- ◆ Reducing county owned/vacant space through leasing efforts generates revenue. County long-term ownership is preferred over leasing as it provides assets that gain equity over time, increasing leveraging to fund other necessary county needs and projects.

Department Objective #2: Deliver most efficient facilities by seeking/obtaining an optimum balance of Leadership in Energy and Environmental Design (LEED) certified projects and traditional building types.

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

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Number of LEED-certified facilities	2	2	2	2

## • • • Facilities Management

## INTERNAL SERVICE FUNDS

### Insights

- ◆ LEED provides a framework to create healthy, highly efficient, and cost-saving green buildings, which reduce long-term county operating costs. LEED certification is a globally recognized symbol of sustainability achievement.
- ◆ Recently the division delivered the County Law Building in Indio as Platinum LEED Certified. This facility incorporates the highest levels of energy efficient systems and construction. LEED Platinum represents the highest levels of efficiency and sustainability in energy and environmental design.

Department Objective #3: Sustain 24/7 mission-critical facility operability during emergency maintenance events to ensure continuity of county business.

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

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Target	FY 18/19 Target	FY 19/20 Target	Goal
Percent of emergency maintenance corrective actions initiated within two hours of notification	100%	100%	100%	100%

### Insights

- ◆ MSD continues to build capacity to respond to over 3,000 annual emergency maintenance requests by developing on-call support personnel with proper skillsets and creating a mobile Facility Emergency Response Center.
- ◆ Timely and effective response is coordinated through the enhanced communication network using first-responder radio technology, which allows first responders to communicate with each other and unify efforts to mitigate mission-critical emergency maintenance scenarios.

Department Objective #4: Cultivate safe, reliable, and efficiently operated facilities with proactive response activities for all customers.

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

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Target	FY 18/19 Target	FY 19/20 Target	Goal
Percent planned maintenance of total	85%	85%	85%	85%
Percent reactive maintenance of total	15%	15%	15%	15%

### Insights

- ◆ Industry standard for ratio of planned to reactive maintenance is 85 percent. Maintaining this standard demonstrates proactive best practices to minimize unscheduled corrective and reactive maintenance activities. As such, this benchmark yields reduced costs, enhances work efficiencies, and sustains business operations.
- ◆ In FY 18/19, the division has overseen enhancements to preventive, predictive, and corrective maintenance through the Computerized Maintenance Management System (CMMS) which incorporates more detailed and building-specific activities. As such, CMMS will improve the ability to use analytic principles to extract, monitor, and manage maintenance activities and performance objectives, and will provide analysis of resource allocation and associated costs.
- ◆ The asset-based CMMS system will work in conjunction with project management activities. An asset-based system will track, monitor, and develop facility Capital Improvement and Deferred Maintenance projects based on building system life cycle. Implementation of this program reduces the cost to develop manual project plans/timelines and assign standardized activities to maintenance projects based on building type, useful life, and other facility condition attributes.

Department Objective #5: Promote healthy environmental building conditions.

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

County Outcome: Healthy, sustainable, and safe communities.

## INTERNAL SERVICE FUNDS

Performance Measure(s)	FY 17/18 Target	FY 18/19 Target	FY 19/20 Target	Goal
Percent of indoor air quality assessments within Cal-OSHA / ASHRAE health standards	100% (out of 18)	100% (out of 18)	100% (out of 22)	100%

### Insights

- ◆ Industrial Hygienists conduct Indoor Air Quality (IAQ) assessments on county buildings in accordance with Cal-OSHA/ASHRAE health standards. These IAQs test for and measure carbon dioxide, carbon monoxide, mold, and volatile organic compounds. MSD conducted 11 IAQ assessments in FY 16/17 and is targeting 18 and 22 assessments in FY 18/19 and FY 19/20, respectively.
- ◆ MSD monitors and prioritizes all IAQ assessments for results and addresses any corrective actions as required immediately. MSD will continue to enhance building system inspections as part of planned maintenance activities to support a healthy environment within county facilities.

Department Objective #6: Provide the highest quality of custodial and housekeeping services within or below the approved yearly budget.

### Related Links

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

## Budget Changes & Operational Impacts

### Staffing

- ◆ Staffing changes include an increase of three positions in the Custodial Services Division, an increase of one position for a promotional opportunity in the Maintenance Services Division, and an increase of two positions in the Real Estate Services Division.

### Expenditures

- ◆ Salaries & Benefits
  - ❖ No significant changes from prior fiscal year.
- ◆ Services & Supplies
  - ❖ No significant changes from prior fiscal year.

## Facilities Management ●●●

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

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Target	FY 18/19 Target	FY 19/20 Target	Goal
Customer satisfaction rate	98%	98%	90%	100%

### Insights

- ◆ The Custodial Services Division performs quality inspections of routine custodial work and special projects to ensure customer satisfaction.
- ◆ CSD serves over 37 customer departments, all of which have established negotiated service level agreements; these agreements outline custodial service commitments and cost projections for services provided. The CSD division plans to enhance service levels and increase customer satisfaction by providing consistent custodial services and increasing staffing levels for utility crews that perform special requests for premium services, such as deep cleaning of carpets, floors, exterior windows, and high dusting.

### ◆ Other Charges

Net increase of \$294,143.

- ❖ The Real Estate Services Division will increase by \$279,332 for annual increases in leases.

### ◆ Fixed Assets

Net increase of \$95,000.

- ❖ A decrease of \$45,000 in the Real Estate Services division due to a plotter/copier purchase made in FY 18/19.
- ❖ An increase of \$140,000 in the Maintenance Services division for the purchase of four-man lifts.

**Revenues**

◆ Operating Transfers In

- ❖ Net increase of \$156,134 in the Real Estate Services Division for the annual depreciation of the Mecca and Rubidoux Health Clinic.
- ❖ The MSD will reduce charges and service levels to departments funded by net county cost by \$881,536.

❖ The CSD will reduce charges and service levels to departments funded by net county cost by \$475,118.

**Departmental Reserves**

No anticipated use of fund balance.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
FM Custodial-Housekeeping	179	181	181		
FM Maintenance	202	201	201		
FM Real Estate	35	36	36		
<b>Grand Total</b>	<b>416</b>	<b>418</b>	<b>418</b>		

<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
Facilities Management: Custodial	\$ 15,324,779	\$ 16,461,925	\$ 14,548,673	\$ 16,303,265	\$ 16,303,265	\$ -
Facilities Management: Maintenance	32,524,920	35,264,804	29,442,191	36,922,515	36,922,515	-
Facilities Management: Real Estate	70,659,492	74,496,252	72,713,504	72,148,677	72,148,677	-
<b>Grand Total</b>	<b>\$ 118,509,191</b>	<b>\$ 126,222,981</b>	<b>\$ 116,704,368</b>	<b>\$ 125,374,457</b>	<b>\$ 125,374,457</b>	<b>\$ -</b>

<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	\$ 32,092,237	\$ 34,150,337	\$ 27,194,678	\$ 34,122,827	\$ 34,122,827	\$ -
Services and Supplies	85,226,132	89,786,910	87,362,715	89,176,753	89,176,753	-
Other Charges	1,184,308	2,240,734	2,101,975	1,934,877	1,934,877	-
Fixed Assets	6,514	45,000	45,000	140,000	140,000	-
<b>Expense Net of Transfers</b>	<b>118,509,191</b>	<b>126,222,981</b>	<b>116,704,368</b>	<b>125,374,457</b>	<b>125,374,457</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 118,509,191</b>	<b>\$ 126,222,981</b>	<b>\$ 116,704,368</b>	<b>\$ 125,374,457</b>	<b>\$ 125,374,457</b>	<b>\$ -</b>

<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
Rev Fr Use of Money&Property	\$ 7,765,834	\$ 7,666,813	\$ 8,299,999	\$ 7,751,151	\$ 7,751,151	\$ -
Charges For Current Services	101,020,896	111,858,054	105,462,022	114,045,074	114,045,074	-
Other Revenue	6,808,238	3,634,601	3,636,566	3,578,232	3,578,232	-
<b>Total Net of Transfers</b>	<b>115,594,968</b>	<b>123,159,468</b>	<b>117,398,587</b>	<b>125,374,457</b>	<b>125,374,457</b>	<b>-</b>
<b>Revenue Total</b>	<b>115,594,968</b>	<b>123,159,468</b>	<b>117,398,587</b>	<b>125,374,457</b>	<b>125,374,457</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	2,914,223	3,063,513	(694,219)	-	-	-
<b>Total Sources</b>	<b>\$ 118,509,191</b>	<b>\$ 126,222,981</b>	<b>\$ 116,704,368</b>	<b>\$ 125,374,457</b>	<b>\$ 125,374,457</b>	<b>\$ -</b>

## 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

Human Resources has 13 internal service funds comprising 16 budget units managed by the Human Resources Department (HR) which can be grouped into four categories: Risk Management, Employee Safety and Wellness, HR Support, and Employee Health and Dental Care.

- ◆ **Risk Management:** To protect the resources of the county, HR maintains actuarially defined reserves for general and auto liability, medical malpractice, and workers' compensation to self-insure against accidents and disasters. Additional insurance is purchased to pay claims beyond specified high dollar amounts and for certain other insurances including but not limited to property, watercraft, and cyber-liability. The Law Enforcement and Assessment Unit assists by providing psychological pre-employment, fitness for duty and workplace violence assessments, reducing liability due to negligent hiring and/or retention. Employee Assistance Services (EAS) provides counseling services to employees and their dependents.
- ◆ **Safety and Wellness:** HR promotes full compliance with federal and California Occupational Safety and Health Agency (Cal OSHA) rules and regulations for the workplace. The Safety division provides training, onsite safety, and ergonomic evaluations, conducts accident investigations, and reviews or assists in the creation of department-required written safety programs. The Safety division also acts as the county's liaison with outside regulatory agencies on matters pertaining to occupational health and safety. The Culture of Health program (COH) strives to improve the overall well-being of employees through five elements of well-being and partnerships with department ambassadors. The five elements of well-being are physical, social, community, career (purpose), and financial. Occupational Health provides pre-employment physicals to all potential county employees, as well as yearly health

screenings for many classifications based on the needs of the departments.

- ◆ **HR Support:** The Temporary Assignment Program (TAP) office enables departments within the county to be scalable in tough budget times, while also providing much lower rates than outside agencies. The program hires temporary personnel for any departmental need as quickly as possible. The technology system fund separately pays for the cost of the new HCM and ServiceNow HRMS systems and RCIT ServiceNow staff.
- ◆ **Health and Dental Insurance Care:** The Exclusive Care Employer Provider Option (EPO) medical health plan and self-insured dental plans are high quality, low cost solutions that reduce out-of-pocket expenses for employees. Exclusive Care EPO is a full-service health plan offering health and pharmacy benefits to county employees and their dependents with its own onsite center for optimum health and pharmacy services that employees can choose for their medical care needs.

### 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 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Number of temporary hires made	1,620	1,700	2,100	2,100
Number of temporary staff members who transitioned to regular status	326	300	300	300
Interns on staff	200	200	200	200

#### Insights

- ◆ Temporary employees include medical per diems, non-medical professionals, and administrative personnel, as well as Registrar of Voter workers and Date Festival workers. More temporary employees are projected to be hired in FY 19/20 due

## • • • Human Resources Department

to the need for election workers in the first half of the fiscal year for the Presidential Primary Election.

- ◆ Temporary employees can be hired through outside agencies to fill a regular position. A small internal fee is charged to departments to help cover administrative costs of the transition.
- ◆ The county actively supports ongoing internship opportunities by maintaining relations with local universities and colleges to create a pipeline of college educated future county workers to meet the needs of Riverside County.

Department Objective #2: Promote employee health, safety, and equitability through proactive intervention, training, and expert claims management.

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Percent of general liability and medical malpractice cases closed without payment	89.3%	88.4%	88.4%	85%
Number of general liability and medical malpractice cases closed without payment	1,447	1,500	1,500	1,500
Average frequency of workers' compensation claims filed *	.987	.94	.94	<1.173
Law Enforcement Assessment Report time (percentage in one day)	88.3%	>90%	>90%	>90%
Farmers' markets at county locations	3	3	4	6
Employee safety trainings attended per year	9,253	6,000	6,000	6,000

### Related Links

Website: <http://www.rc-hr.com/>

## INTERNAL SERVICE FUNDS

Injury and illness rate **	5.6	5.8	<6.8	<6.8
Exclusive Care claim processing turnaround (days)	5	<30	<30	<30

\* These metrics are provided in the annual actuarial report.

\*\* These metrics are gathered on a calendar year basis.

### Insights

- ◆ Payments for liability claims increase the cost of services provided throughout the county.
- ◆ Workers' Compensation average claims frequency shows the average number of claims per \$1 million of payroll. The county maintains a claims frequency lower than the cumulative average (1.173) of the counties of Fresno, Orange, Santa Barbara, Santa Clara, and Sacramento.
- ◆ The Law Enforcement Assessment Team can provide most assessments where information is complete at the time of assessment within one business day. Also, the number of psychologically screened individuals who were subsequently discharged or terminated for misconduct fell from 0.7 percent of applicants during 2006-2013 to 0.1 percent during 2013-2018.
- ◆ Culture of Health has targeted multiple county-site locations to improve employee access to farmers' markets. Farmers' markets are excellent sources for healthy diet alternatives. In the current fiscal year, two new locations have been added and two more are planned for next fiscal year. The farmers' markets are also open to the public.
- ◆ Safety training for repetitive motion injury prevention, driver training, and employee workplace violence awareness is mandatory for all new employees. Additional training is provided based on the position and the defined regulatory compliance requirements.



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

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

## Budget Changes & Operational Impacts

### Staffing

The number of employees increased from 208 to 209 for this group of funds. As of March 12, 2019, there are 33 vacant positions; however, the vacant positions will be filled prior to FY 19/20.

### Expenses

Net decrease of \$16.3 million.

- ◆ Services & Supplies increase \$6.04 million
  - ❖ Services and supplies will increase in FY 19/20 mainly due to the higher than originally anticipated cost of excess insurance in general and auto liability and medical malpractice. Also, the premium payment for property insurance was higher than originally expected. The decreases were partially offset by Employee Assistance Services' cancellation of plans to relocate due, in part, to favorable lease terms at their current facility.
- ◆ Other Charges decrease \$22.82 million
  - ❖ Other charges is decreasing in FY 19/20 mainly due to reduced claims paid out for each of the self-insured liability funds. A reduction in health plan enrollment also contributed by lowering the costs related to healthcare services provided to members. The decreases were partially offset by the increased cost of the new HCM technology development process and ServiceNow system.
- ◆ Salaries and Benefits, Fixed Assets, Operating Transfers net increase \$459,839
  - ❖ Increase \$837,575 to Salaries and Benefits due to merit and pension increases; increase \$9,000 on fixed assets and decrease \$386,736 to operating transfers.

### Revenues

Net decrease of \$6.13 million

- ◆ Charges for Services Revenue decrease \$6.74 million
  - ❖ Charges for services revenue will decrease in FY 19/20 due to decreased stop loss reimbursements in general and auto liability, offset by an increase in rates charged by workers' compensation.
- ◆ Revenue from use of Money and Other Revenue increase \$612,699
  - ❖ Other financing sources will increase due to a combination of new rates implemented by the Occupational Health division and the cancellation of the relocation of employee assistance serves.

### Departmental Unrestricted net assets

Net increase of \$10 million

- ◆ 45800 Exclusive Provider Option decrease \$(359,926) in unrestricted net assets
- ◆ 45900 Local Advantage increase \$43,411 in unrestricted net assets
- ◆ 45920 Local Advantage-Blythe increase \$368 in unrestricted net assets
- ◆ 45960 General / Auto Liability increase \$8,500,301 in unrestricted net assets
- ◆ 46000 Medical malpractice decrease \$(2,090,283) in unrestricted net assets
- ◆ 46040 Safety increase \$260,816 in unrestricted net assets
- ◆ 46060 Short Term Disability decrease \$(512,811) in unrestricted net assets
- ◆ 46080 Unemployment Ins decrease \$(306,876) in unrestricted net assets
- ◆ 46100 Workers' Compensation increase \$5,108,818 in unrestricted net assets
- ◆ 46120 Culture of Health decrease \$(295,447) in unrestricted net assets
- ◆ 47000 Temp Assignment Program decrease \$(151,799) in unrestricted net assets

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
Employee Assistance Program	12	12	12	12	
Exclusive Provider Option	45	45	45	45	
Liability Insurance	31	31	31	31	
Malpractice Insurance	2	2	2	2	
Occupational Health & Wellness	19	19	19	19	
Property Insurance	1	1	1	1	
Safety Loss Control	18	18	18	18	
Temporary Assistance	2,446	2,961	2,961	2,961	
Wellness Program	3	3	3	3	
Workers Compensation	49	48	48	48	
<b>Grand Total</b>	<b>2,626</b>	<b>3,140</b>	<b>3,140</b>	<b>3,140</b>	

<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: Delta Dental Insurance	\$ 7,105,845	\$ 8,017,000	\$ 7,755,978	\$ 8,127,000	\$ 8,127,000	\$ -
HR: Employee Assistance Program	1,954,183	2,411,851	1,804,736	1,987,899	1,987,899	-
HR: Exclusive Provider Option	82,005,067	89,696,717	82,059,789	90,509,377	90,509,377	-
HR: Liability Insurance	51,494,545	71,349,610	64,106,861	55,479,838	55,479,838	-
HR: Local Advantage Blythe Dental	18,726	22,800	19,049	23,032	23,032	-
HR: Local Advantage Plus Dental	703,196	795,332	711,001	793,921	793,921	-
HR: Malpractice Insurance	5,488,701	10,395,503	10,290,741	10,531,786	10,531,786	-
HR: Occupational Health & Welfare	3,425,394	3,902,485	3,095,159	3,954,702	3,954,702	-
HR: Property Insurance	6,290,938	7,350,335	6,893,497	8,722,408	8,722,408	-
HR: Safety Loss Control	2,721,557	3,272,290	3,101,206	3,094,729	3,094,729	-
HR: STD Disability Insurance	6,608,552	7,102,111	6,159,260	7,554,922	7,554,922	-
HR: Unemployment Insurance	3,574,753	5,836,885	5,037,024	6,192,527	6,192,527	-
HR: Wellness Program	838,253	897,164	656,977	913,111	913,111	-
HR: Workers Compensation	37,636,553	44,427,096	40,548,893	38,503,267	38,503,267	-
HR: Workday HCM System	-	2,938,572	2,550,584	2,912,978	2,912,978	-
HR: Temporary Assignment Program	4,814,307	7,031,526	5,493,521	6,396,234	6,396,234	-
<b>Grand Total</b>	<b>\$ 214,680,570</b>	<b>\$ 265,447,277</b>	<b>\$ 240,284,276</b>	<b>\$ 245,697,731</b>	<b>\$ 245,697,731</b>	<b>\$ -</b>

<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	\$ 26,623,469	\$ 26,662,081	\$ 23,980,053	\$ 27,499,656	\$ 27,499,656	\$ -
Services and Supplies	39,352,615	51,525,165	44,082,856	57,295,653	57,295,653	-
Other Charges	143,905,214	178,744,959	165,045,795	152,765,086	152,765,086	-
Fixed Assets	-	-	-	9,000	9,000	-
<b>Expense Net of Transfers</b>	<b>209,881,298</b>	<b>256,932,205</b>	<b>233,108,704</b>	<b>237,569,395</b>	<b>237,569,395</b>	<b>-</b>
Operating Transfers Out	4,799,272	8,515,072	7,175,572	8,128,336	8,128,336	-
<b>Total Uses</b>	<b>\$ 214,680,570</b>	<b>\$ 265,447,277</b>	<b>\$ 240,284,276</b>	<b>\$ 245,697,731</b>	<b>\$ 245,697,731</b>	<b>\$ -</b>

<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
Rev Fr Use Of Money&Property	\$ -	\$ 2,984	\$ 3,040	\$ 1,000	\$ 1,000	\$ -
Charges For Current Services	56,280,488	72,030,228	66,354,379	64,345,555	64,345,555	-
Other Revenue	164,955,650	186,824,094	187,065,911	186,063,793	186,063,793	-
<b>Total Net of Transfers</b>	<b>221,236,138</b>	<b>258,857,306</b>	<b>253,423,330</b>	<b>250,410,348</b>	<b>250,410,348</b>	<b>-</b>
<b>Revenue Total</b>	<b>221,236,138</b>	<b>258,857,306</b>	<b>253,423,330</b>	<b>250,410,348</b>	<b>250,410,348</b>	<b>-</b>
<b>Net County Cost Allocation</b>						
Use of Department Reserves	(6,555,568)	6,589,971	(13,139,054)	(4,712,617)	(4,712,617)	-
<b>Total Sources</b>	<b>\$ 214,680,570</b>	<b>\$ 265,447,277</b>	<b>\$ 240,284,276</b>	<b>\$ 245,697,731</b>	<b>\$ 245,697,731</b>	<b>\$ -</b>

## INFORMATION TECHNOLOGY DEPARTMENT (RCIT)

### Mission Statement

The employees of Riverside County Information Technology (RCIT) are committed to excellence and ensuring the business of government remains efficient by providing an information technology infrastructure with systems that are secure, reliable, and financially viable. The department continuously strives to improve the dissemination of public service information through the expanded use of communications, computing technology, and effective management oversight.

### Department/Agency Description

RCIT is an umbrella organization responsible for planning, designing, implementing, operating, and coordinating the county's information and communications technology. Included services are: countywide cyber security, GIS, network, wireless, managed technology services, digital equity program and the Public Safety Enterprise Communication System (PSEC). In the managed services arena the department provides comprehensive services and support for 27 separate county departments under the Board's shared services approach. RCIT provides a variety of county technologies including application development, Office 365, operation support services, help desk services, field support, data center server and storage services, project management, and additional support services all designed to meet the ever-changing demands of the county.

### Objectives and Strategic Alignment

Portfolio/Department Objective #1: Deliver an effective utility-like end-user experience.

County Outcome: Efficient, effective, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of RCIT supported devices are fully managed	99.9%	100%	100%	100%

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of customer survey scores of "Good" or better	93%	90%	95%	95%
Percent of end-user uptime that is 99.99% or better	95%	98%	99%	99%

### Insights

- ◆ RCIT is effectively managing the end-user experience for 27 departments including over 15,000 desktops and over 1,000 servers. In the departments that RCIT manages, all productivity and operating system software are now maintained through an automated fashion, rather than the manual process that existed prior to optimization.
- ◆ Customer survey scores represent post help desk survey responses. RCIT is implementing a general customer satisfaction survey to understand further how the department is performing across all its services.
- ◆ A metric of 99.99 percent represents only 4.3 minutes per month, or 52 minutes per year, of unplanned downtime, excluding personal computer hardware failure. End-user uptime is also dependent on non-RCIT managed infrastructure.

Portfolio/Department Objective #2: Provide a secure technology infrastructure to protect county data and minimizing risk.

County Outcome: Efficient, effective, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of RCIT managed systems backed up to offsite secure facility	50%	100%	100%	100%

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of enterprise infrastructure actively monitored 24x7	99.9%	100%	100%	100%
Percent compliance with regulatory requirements (HIPAA, PII, etc.)	85%	100%	100%	100%

Insights

- ◆ RCIT did not start fully managing all departmental data backups until FY 17/18, where it was able to increase the number of servers backed up to 100 percent and completely mitigate data loss risk for the first time in county history. A future goal is to implement new technology that will optimize the efficiency of data backups by using direct replication to an offsite datacenter rather than rely on the more manual process of using physical tapes.
- ◆ To reach the goal of 100 percent active monitoring of the enterprise infrastructure, RCIT will need to work with departments currently managing their own internal infrastructure in a collaborative fashion to ensure the entire infrastructure is monitored and protected from malicious activity and county data is secure.
- ◆ RCIT has a forensic team handling all security-related issues, including the blockage of approximately 150,000 hacking attempts per day. This team also monitors compliance with regulatory requirements, responds to audits, and is actively working with all departments on such events to ensure county data is protected.

Portfolio/Department Objective #3: Provide the opportunity for departments to leverage technology to increase efficiencies.

County Outcome: Efficient, effective, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent departments leverage one or more Enterprise Investments*	80%	100%	100%	100%

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
IT spend as a percentage of county expenditures	1.6%	3%	3%	5%
Number of enterprise-wide process improvements initiatives per year	3	3	3	3

Insights

- ◆ RCIT has identified the departments with major information technology (IT) spending but only manages 27 of these departments. The departments that are RCIT managed use centralized IT assets such as the enterprise datacenter, enterprise backup services, enterprise email/collaboration services, desktop software management, server/application management services, enterprise identity management, and security services. The county goal is to find opportunities for non-RCIT managed departments to leverage one or more of these enterprise investments while still maintaining their management autonomy.
- ◆ RCIT is at the center of technology optimization and the demands on enterprise infrastructure continue to grow as departments transform their operations using technology. It is important to note that while these demands grow, RCIT's budget has remained flat at 1.6 percent of the entire county budget. To support ongoing innovation and transformation, RCIT intends to advocate for increasing IT investment to three percent of the county budget in future years (industry standards are five to seven percent of county budgets).
- ◆ RCIT strives to deliver leading, innovative IT solutions that provide departments the opportunity to improve business processes and achieve cost avoidance/savings when implemented. RCIT's goal is to continue to identify and deliver three improvements per year as follows:

- ❖ Help desk (FY 16/17) – countywide service delivery for users and consolidated eight redundant help desks.

- ❖ Messaging (FY 16/17) – delivers improved communication system and consolidated multiple existing separate systems providing cost avoidance/savings to the county.
- ❖ Collaboration (FY 16/17) – delivers collaboration services increasing the ability for end-users to collaborate and work together with greater efficiency.
- ❖ Service Request (FY 17/18) – delivers countywide ability to place service requests for technology services where outcomes can be measured and service improved.
- ❖ Time and Labor Online (FY 17/18) – delivers cost avoidance through efficiency of using online entry rather than manual paper process throughout the county.
- ❖ IT Procurement Standards (FY 17/18) – delivers the ability to negotiate lower costs and increase the speed and consistency of technology procurements.
- ❖ DocuSign (FY 18/19) – delivers the ability to remove manual processes across the county and replace with electronic signature capability.
- ❖ Email Rights Management (FY 18/19) – delivers the ability for specified users to provide more granular control on their email traffic. It will allow for users to protect whether email is forwarded, replied to or can be printed by the recipient of the message.
- ❖ Travel Request Online (FY 18/19) – delivers enhanced ability for users to leverage online services instead of manual processes.
- ❖ Consolidate network management (FY 19/20) – to consolidate systems from multiple areas to one common area. The intent is to improve communication, increase problem isolation and minimize downtime during system service disruptions.
- ❖ Phishing Awareness Training (FY 19/20) – countywide implementation of KnowBe4

Phishing Awareness Training and simulation platform to improve employee awareness, and provide easier and more efficient and effective process for reporting phishing emails.

- ❖ Security Incident Response Automation (FY 19/20) – Development and implementation of incident response playbooks using RSA NetWitness Orchestrator to automate current manual processes in an effort to minimize time to respond for countywide security incidents.

Portfolio/Department Objective #4: Provide a well-maintained public safety radio system with high availability and excellent customer service.  
 County Outcome: Efficient, effective, and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Public Safety Emergency Communications (PSEC)- Radio Voice Transmission / Busy Statistics	<1%	<1%	<1%	<1%
PSEC Microwave Network Availability	99.9%	99.9%	99.9%	99.9%
Percent of customer survey scores of "good" or better	90%	90%	90%	95%

Insights

- ◆ The PSEC system is part of RCIT but is governed by a separate governance steering committee comprised of voting members from Sheriff, Fire, District Attorney, RCIT, Executive Office, and Murrieta Public Defender (PD) representing public safety agencies from the cities served.

**Related Links**

<https://www.riversidecountyit.org/>

**Budget Changes & Operational Impacts**

**Staffing**

RCIT funded positions for FY 18/19 was 398; funded positions for FY 19/20 is 398; PSEC funded positions

for FY 18/19 was 38; funded positions for FY 19/20 is 35; net decrease of three.

- ◆ RCIT
  - ❖ Total authorized – 398

- ❖ Total funded – 398 (345 filled, 53 vacant)
- ◆ PSEC
  - ❖ Total authorized – 35
  - ❖ Total funded – 35 (33 filled, two vacant)

- ❖ RCIT – net decrease \$698,000
- ❖ Pass thru – decrease \$1.9 million
- ❖ PSEC – net decrease \$1.2 million
- ◆ Fixed Assets – net increase of \$246,000 is due to net increase in cash purchase requests.
  - ❖ RCIT – increase \$253,000
  - ❖ PSEC – decrease \$7,000

**Expenditures**

Net decrease of \$1.7 million in overall expense budget.

- ◆ Salaries & Benefits – net increase of \$2 million as a result of increasing working hours from 2080 to 2096, funding most of the vacant positions for nine months, and decreasing three PSEC positions.
  - ❖ RCIT – increase \$2.1 million
  - ❖ PSEC – decrease \$119,000
- ◆ Services & Supplies – net decrease of \$143,000 is mainly due to increasing Software for ServiceNow, increasing Equipment Maintenance for SmartNet, and a net decrease in the ISF charges.
  - ❖ RCIT – net decrease \$1.4 million
  - ❖ Pass thru – net increase \$2 million
  - ❖ PSEC – net decrease \$744,000
- ◆ Other Charges – net decrease of \$3.8 million is mainly due to a net decrease of \$3 million of expired leases, a decrease for Pureflex lease of \$1.9 million, and an increase of \$1.1 million for depreciation.

**Revenues**

Net decrease of \$1.7 million in overall revenue budget.

- ◆ Charges for Current Services & Other Revenue – net decrease of \$1.7 million due to increasing RCIT revenue by \$300,000 to be in-line with RCIT's expense budget, increasing Pass thru revenue by \$100,000 to be in-line with Pass thru's expense budget, and decreasing PSEC revenue by \$2.1 million to be in-line with PSEC's expense budget.
  - ❖ RCIT – net increase of \$300,000
  - ❖ Pass thru – increase \$100,000
  - ❖ PSEC – net decrease of \$2.1 million

**Budget Reduction**

RCIT will reduce charges and service levels to departments funded by net county cost by \$1.6 million.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>				
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Information Technology	398	398	398	
RCIT Communications Solutions	38	35	35	
<b>Grand Total</b>	<b>436</b>	<b>433</b>	<b>433</b>	

<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
RCIT: Information Technology	\$ 93,761,399	\$ 89,045,136	\$ 87,715,142	\$ 90,899,329	\$ 89,264,469	\$ -
RCIT: Pass Through	14,528,827	16,411,390	14,853,440	16,553,741	16,553,741	-
RCIT: PSEC Operations	15,428,157	16,333,787	16,629,784	14,217,188	14,217,188	-
<b>Grand Total</b>	<b>\$ 123,718,383</b>	<b>\$ 121,790,313</b>	<b>\$ 119,198,366</b>	<b>\$ 121,670,258</b>	<b>\$ 120,035,398</b>	<b>\$ -</b>

*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	\$ 64,362,369	\$ 57,110,982	\$ 54,363,846	\$ 60,778,828	\$ 59,143,968	\$ -
Services and Supplies	44,223,028	47,528,932	49,433,572	47,386,076	47,386,076	-
Other Charges	12,945,909	16,460,399	14,785,856	12,569,274	12,569,274	-
Fixed Assets	-	690,000	615,092	936,080	936,080	-
<b>Expense Net of Transfers</b>	121,531,306	121,790,313	119,198,366	121,670,258	120,035,398	-
Operating Transfers Out	2,187,077	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 123,718,383</b>	<b>\$ 121,790,313</b>	<b>\$ 119,198,366</b>	<b>\$ 121,670,258</b>	<b>\$ 120,035,398</b>	<b>\$ -</b>

*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
Rev Fr Use Of Money&Property	\$ 102,163	\$ -	\$ -	\$ -	\$ -	\$ -
Charges For Current Services	117,547,421	120,388,752	117,584,595	121,131,437	119,496,577	-
Other Revenue	5,763,964	1,381,611	1,444,378	538,821	538,821	-
<b>Total Net of Transfers</b>	123,413,548	121,770,363	119,028,973	121,670,258	120,035,398	-
<b>Revenue Total</b>	<b>123,413,548</b>	<b>121,770,363</b>	<b>119,028,973</b>	<b>121,670,258</b>	<b>120,035,398</b>	<b>-</b>
<b>Net County Cost Allocation</b>						
Use of Department Reserves	304,835	19,950	169,393	-	-	-
<b>Total Sources</b>	<b>\$ 123,718,383</b>	<b>\$ 121,790,313</b>	<b>\$ 119,198,366</b>	<b>\$ 121,670,258</b>	<b>\$ 120,035,398</b>	<b>\$ -</b>





**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 customers with integrity, professionalism, reliability, and strive for excellence in performance.

**Department/Agency Description**

The Purchasing and Fleet Services Department is comprised of the Purchasing division, which is funded by general fund, and the divisions of Central Mail, Fleet Services, and Supply Services, which are internal service funds. Budget information for the Purchasing Division is contained in the General Government section of this budget book. Information in this section pertains to the department’s internal service units.

Fleet Services provides a comprehensive fleet management program for all vehicles in the central county fleet. This includes vehicle acquisition, maintenance, repair, modification, fuel sales, motor pool, car wash, and vehicle disposal. The department operates eight garages throughout the county, nine motor pool locations, and 13 fuel sites. Fleet Services manages over 4,135 vehicles, including 3,180 non-patrol vehicles and 955 patrol vehicles.

Central Mail processes all county incoming and outgoing U.S. Postal Service mail, certified and registered mail, packages, and interoffice mail. The department sorts all interoffice mail for 442 mail stops and delivers to 275 locations throughout the county, excluding Blythe.

Supply Services provides commonly used office products and other materials to county departments through competitively negotiated contracts. By combining the county’s overall purchase needs, the department is able to secure competitive pricing. By transitioning to online direct ordering, the department minimizes stock items and focuses on stocking only essential supplies to county departments. The Mid-County Supply Chain Facility opened in Cabazon in Feb. 2018, providing for a central county location for select stock supplies

requested by county departments and the receipt of goods and equipment for county departments.

**Objectives and Strategic Alignment**

Department Objective #1: Ensure county vehicles are available to county employees when needed to fulfill their core responsibilities to serve the public.

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 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Fleet vehicle uptime	98%	98%	98%	98%

**Insights**

- ◆ Fleet Services has staggered shifts at various garage operations to service vehicles on off-cycle hours to minimize downtime for the customers.

Department Objective #2: Promote the cost-effective management of the county fleet.

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

County Outcome: Effective, efficient, and innovative government.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Average cost per mile for county vehicles	\$0.29	\$0.35	\$0.34	\$0.35

**Insights**

- ◆ In FY 17/18, the department processed 20,505 work orders, provided over 2.8 million gallons of fuel, and recorded 34 million vehicle miles driven.
- ◆ The department continues to seek efficiencies to manage expenses and reduce the cost of operating the county fleet of vehicles. The department will be relocating the Mission Boulevard garage operations to the Orange Street facility to reduce operational costs and bring

services closer to downtown Riverside customers.

Department Objective #3: Continue to focus on serving county customers through Fleet Services, Central Mail, and Supply Services that meet or exceed their needs.

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 (conducted on annual basis)	3.91	4.38	4.38	4.5

**Insights**

- ◆ FY 17/18 survey results represent 2017 calendar year results. In addition, Fleet includes comment cards in vehicles as they are serviced and at their service counters. Results of these feedback cards are not included in the department totals, but are reviewed by the department head. The number of feedback cards has increased and reflect

**Related Links**

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

**Budget Changes & Operational Impacts**

**Staffing**

**Fleet Services Staffing**

For Fleet Services there are 45 positions budgeted and funded in FY 19/20. There are 2 vacant positions; however, recruitment is underway to fill these funded positions. The Fleet Services budget also includes eight administrative staff positions to support the four Purchasing and Fleet Services divisions.

**Central Mail and Supply Services Staffing**

Ten positions for Central Mail and four positions for Supply Services are budgeted and funded in FY 19/20. The staffing levels remain the same as the previous fiscal year. There is currently one vacant position in Central Mail, with recruitment underway.

comments of improved customer service that mirrors the efforts of the departments to improve operations and customer satisfaction.

- ◆ Fleet Services is relocating garage operations from Mission Boulevard to the Orange Street facility in order to reduce cost and also to provide services in close proximity to the downtown campus of county departments. As with other garage operations, downtown Riverside departments will be able to schedule appointments for service and drop off vehicles for routine maintenance and minor repairs and pick-up the vehicle the same day.
- ◆ Supply Services is receiving goods at the Mid-County Supply Chain facility on behalf of county departments. Additionally, Supply Services helps reduce departments' expenses through the repurposing of surplus equipment.
- ◆ The department operates a consolidated outgoing mail function for the county to provide a high-quality service, and to save on postage through bar-coding and presorting discounts. As Central Mail provides the staff and equipment to process volumes of mail, it is easier and more cost effective for departments to use these services rather than purchase equipment and duplicate processes.

**Expenditures**

◆ Salaries & Benefits

- ❖ Fleet Services budget reflects the four percent increase in salaries and benefits as a result of retirement contributions, step increases, and the budgeting of standby pay that was not previously budgeted. While staffing remains the same for Supply Services, the budget reflects a slight three percent increase due to step increases and retirement contributions. Central Mail's salary and benefits costs reflect a four percent reduction due to change in personnel. However, terms in the proposed LIUNA contract will affect this reduction.

- ❖ The Fleet Services budget reflects a cut in the amount of \$256,514 resulting in the deletion of three positions. The staffing reduction will impact fleet fuel and vehicle analysis as well as garage operations. Fleet will make the necessary adjustments.
- ◆ Services & Supplies
  - ❖ There is no significant overall change to Fleet's budget. Increases in costs for administration, software, and building maintenance will be offset by cost savings from moving the Rubidoux garage to downtown. Central Mail's budget is increasing by five percent due to COWCAP and rising costs for insurance and building maintenance. There are no significant changes to Supply Services budget.
- ◆ Other Charges
  - ❖ For Fleet Services, vehicle depreciation expense is increasing as new replacement vehicles have been added to the fleet. Supply Services depreciation expense is increasing due to the anticipated purchase of a new inventory software system and forklift. There are no significant changes to Central Mail's budget.

- ◆ Fixed Assets
  - ❖ Fleet Services budgeted in FY 19/20 for vehicles ordered but not received in the previous year. Supply Services and Central Mail will not purchase capital equipment in FY 19/20.

**Revenues**

- ◆ Revenue from Use of Assets
  - ❖ There's an increase in the use of net assets for Fleet Services due to the budgeting of vehicles ordered but not received in the prior year. Supply Services and Central Mail's budgets do not include the use of net assets.

**Departmental Reserves**

- ◆ Fund Number – 45300- ISF Automotive Maintenance
- ◆ 45620- ISF Central Mail Services
- ◆ 45700- ISF Supply Services

**Budget Reduction**

The Fleet Services division will reduce charges and service levels to departments funded by net county cost by \$256,514.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>				
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Central Mail Services	10	10	10	
Fleet Services	54	57	53	
Supply Services	4	4	4	
<b>Grand Total</b>	<b>68</b>	<b>71</b>	<b>67</b>	

<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: Central Mail Services	\$ 3,112,526	\$ 3,486,043	\$ 3,244,862	\$ 3,535,622	\$ 3,535,622	\$ -
Purchasing: Fleet Services	33,206,709	53,959,102	53,511,298	51,110,539	50,854,025	-
Purchasing: Printing	203,626	-	-	-	-	-
Purchasing: Supply Services	4,826,341	4,376,766	3,815,168	3,975,740	3,975,740	-
<b>Grand Total</b>	<b>\$ 41,349,202</b>	<b>\$ 61,821,911</b>	<b>\$ 60,571,328</b>	<b>\$ 58,621,901</b>	<b>\$ 58,365,387</b>	<b>\$ -</b>

*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	\$ 6,324,258	\$ 5,930,979	\$ 5,784,917	\$ 6,312,893	\$ 6,056,379	\$ -
Services and Supplies	21,719,568	23,148,998	22,419,553	22,121,625	22,121,625	-
Other Charges	13,305,376	25,157,013	25,074,339	24,283,288	24,283,288	-
Fixed Assets	-	7,584,921	7,292,519	5,904,095	5,904,095	-
<b>Expense Net of Transfers</b>	<b>41,349,202</b>	<b>61,821,911</b>	<b>60,571,328</b>	<b>58,621,901</b>	<b>58,365,387</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 41,349,202</b>	<b>\$ 61,821,911</b>	<b>\$ 60,571,328</b>	<b>\$ 58,621,901</b>	<b>\$ 58,365,387</b>	<b>\$ -</b>

*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
Rev Fr Use Of Money&Property	\$ -	\$ 34,306	\$ 34,306	\$ 38,594	\$ 38,594	\$ -
Charges For Current Services	33,749,418	38,574,919	36,718,316	37,911,287	37,654,773	-
Other Revenue	3,619,817	4,035,576	2,970,259	3,941,351	3,941,351	-
<b>Total Net of Transfers</b>	<b>37,369,235</b>	<b>42,644,801</b>	<b>39,722,881</b>	<b>41,891,232</b>	<b>41,634,718</b>	<b>-</b>
<b>Revenue Total</b>	<b>37,369,235</b>	<b>42,644,801</b>	<b>39,722,881</b>	<b>41,891,232</b>	<b>41,634,718</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	3,979,967	19,177,110	20,848,447	16,730,669	16,730,669	-
<b>Total Sources</b>	<b>\$ 41,349,202</b>	<b>\$ 61,821,911</b>	<b>\$ 60,571,328</b>	<b>\$ 58,621,901</b>	<b>\$ 58,365,387</b>	<b>\$ -</b>

## ● *ENTERPRISE FUNDS*

### INTRODUCTION

Enterprise funds provide goods or services to the public on a fee for service basis. These funds perform varied activities in unrelated functions, such as operation of the county's landfill system by the Department of Waste Resources, operation of the

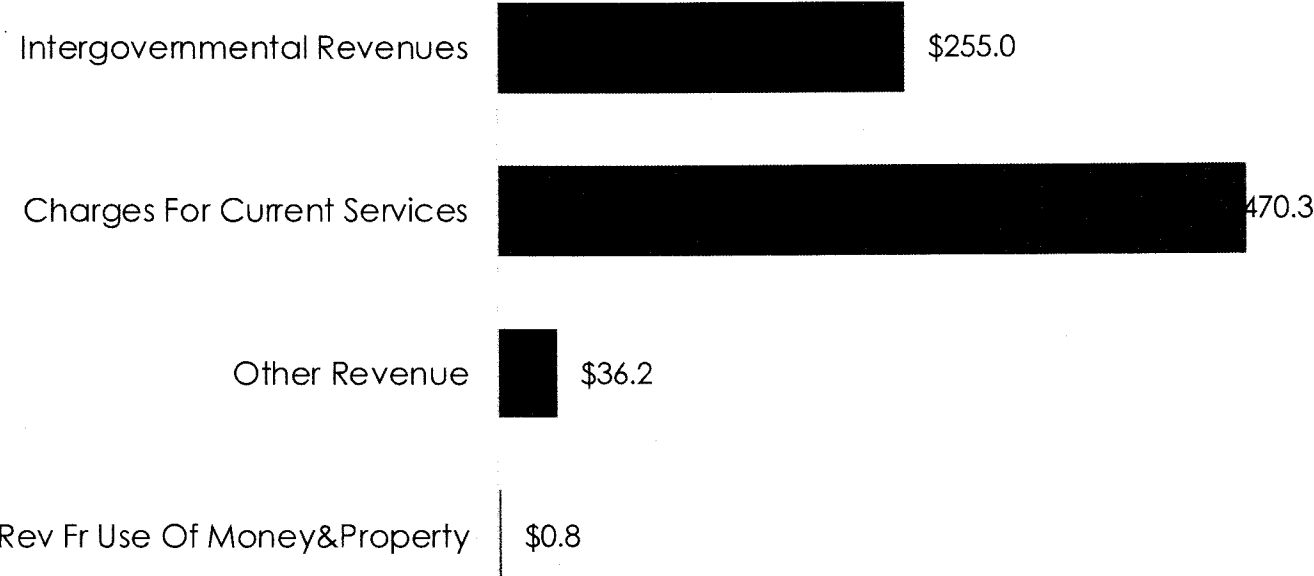
county's Housing Authority by the Economic Development Agency, and provision of hospital care by the Riverside University Health System Medical Center. Enterprise funds are proprietary funds that operate and budget on a full accrual basis.



Enterprise Funds  
Appropriations by Category  
\$ millions



Enterprise Funds  
Revenues by Source  
\$ millions



**DEPARTMENT OF WASTE RESOURCES**

**Mission Statement**

Protect the general public’s health and welfare by efficiently managing Riverside County’s solid waste system through: the provision of facilities and programs, which meet or exceed all applicable local, state, federal, and land use regulations; the utilization of up-to-date technological improvements; the development and maintenance of a system that is balanced economically, socially, and politically; and the economically feasible recovery of waste materials.

**Department/Agency Description**

The Department of Waste Resources (RCDWR) is responsible for the efficient and effective landfilling of non-hazardous waste. RCDWR operates six landfills, has a contract agreement for waste disposal with an additional private landfill, and administers several transfer stations and collection center leases. The department believes that much of what society throws away today actually has residual value and should be repurposed for a better use; therefore, every effort is made to recycle and reuse appropriate items with scrupulous attention to public health and safety. RCDWR ensures that Riverside County has a minimum of 15 years of capacity, at any time, for future landfill disposal. RCDWR is organized so that nearly all functions of designing, permitting, operating, maintaining, and supporting the landfill system are performed by in-house staff. In addition to landfill management, RCDWR provides a variety of community services including household hazardous waste collection, recycling, composting, illegal dumping clean up, community clean-ups, and graffiti abatement.

**Objectives and Strategic Alignment**

Department Objective #1: Effectively manage landfill airspace and capacity by measuring and monitoring the Airspace Utilization Factor.

Portfolio Objective: Foster community and environmental sustainability.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Airspace Utilization Factor	N/A	0.62	0.60	0.60

**Insights**

- ◆ The disposal system’s remaining capacity is calculated based on the current permitted landfill capacities of the seven active landfills in the county and is estimated to meet in-county disposal needs through 2038. Significant expansion potential exists beyond current permitted refuse disposal footprints.
- ◆ Without any changes in policy, the county’s growing population is projected to lead to higher amounts of overall disposal, despite the positive influence of current recycling policies (e.g., 75 percent statewide recycling goal).
- ◆ RCDWR continues to implement innovative solutions to ensure long-term disposal capacity and success in managing the county’s solid waste. For example, tarps are used to cover the daily trash cell to ensure that very little airspace is consumed by traditional cover materials such as dirt or processed green waste.
- ◆ Traditional outlet markets for recyclables, such as China, have become more restrictive and could further hamper current diversion efforts and negatively impact disposal system capacity.

Department Objective #2: Enhance the vitality of communities through cleanup, graffiti abatement, and outreach efforts.

Portfolio Objective: Foster community and environmental sustainability.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Percent of graffiti abated within 24 hours	90%	90%	90%	90%

Waste collected through community clean-ups and illegal dumping retrieval 1,073 1,100 1,200 1,500

Number of site visits to RIVCO businesses \*Over 5 years N/A 120 240 1,600\*

**Insights**

- ◆ Properties repeatedly targeted by graffiti vandals and in need of cost-effective solutions benefit from RCDWR’s graffiti abatement program. Department staff members use paint collected during household hazardous waste collection events to remove graffiti in a cost-effective manner.
- ◆ Quickly abating negative impacts on the quality of life of residents, such as graffiti, helps to promulgate a more positive community experience.
- ◆ To limit illegal dumping, RCDWR partners with community groups to offer free disposal, supplemented by grant funds, through community cleanup events. RCDWR is committed to reducing the amount of material going to county landfills and ensures that recycling is a part of every cleanup program.

Department Objective #3: Increase recycling/waste diversion to meet or exceed state mandated organics diversion goals.

Portfolio Objective: Foster community and environmental sustainability.

County Outcome: Healthy, sustainable, and safe communities.

**Insights**

- ◆ Local governments and private industries continue to work jointly to create an extensive material collection infrastructure and have implemented effective programs to achieve a statewide diversion rate of greater than 50 percent.
- ◆ RCDWR responded proactively to legislation and started a pilot compost program at the Lamb Canyon Landfill. Organic food waste material comes from the Larry D. Smith Correctional Facility. RCDWR is also currently working with Morongo Band of Mission Indians and other organizations to obtain additional food waste for the program.
- ◆ In October 2014, Gov. Brown signed AB1826, requiring businesses to recycle a specified portion of organic waste. This law also requires that local jurisdictions implement an organic waste recycling program to divert organic waste generated by businesses, and multifamily residential dwellings. The law phases in the requirements for businesses over time, with full implementation realized in 2019.
- ◆ In September 2016, Gov. Brown signed SB1383 establishing methane emissions reduction targets in a statewide effort to reduce emissions of short-lived climate pollutants. This will help address the many impacts of climate change on human health, especially in California’s most at-risk communities, and on the environment.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal

**Related Links**

**Website:** <http://www.rcwaste.org/>

**Twitter:** @RCWaste

**Facebook:** <https://www.facebook.com/deptwasteresources?ref=hl>

**Instagram:** <https://www.instagram.com/rcwaste/?ref=hl>

**YouTube:** <https://www.youtube.com/channel/UCaARwKuDgze6YOlcVercumQ>

**Budget Changes & Operational Impacts**



**Staffing**

In FY 19/20, the department will fund 260 permanent mission critical positions, a net increase of 1 positions from current level. Additional staffing is needed to maintain service levels, enhance landfill operations, expand services, and ensure compliance with regulatory requirements.

**Expenditures**

There is a projected net increase of \$5.1 million from the FY 18/19 adopted budget in overall expenses. The majority of the increase is due to increased staffing costs and tonnage fees paid to Waste Management Inc. for in-county waste accepted at the El Sobrante Landfill. The detail of change to each expense category is as follows:

- ◆ Salaries & Benefits
  - ❖ An increase of \$3.9 million is driven by the need for additional staffing to meet operational/regulatory needs and includes merit increases, benefit, and pension costs.
- ◆ Services & Supplies
  - ❖ An increase of \$9.5 million is primarily due to increased landfill tonnage and the resulting fees paid to Waste Management Inc. for in-county waste disposal and revenue distribution expense paid to other county departments.
- ◆ Other Charges
  - ❖ A minimal increase of \$240,084 is projected in depreciation expense for FY 19/20. This is due to capital construction projects that are in process and therefore cannot yet be depreciated.
- ◆ Fixed Assets
  - ❖ An increase of \$1 million in capital expenses is projected for FY 19/20 in comparison to FY 18/19. The majority of this increase is related to expansion of the Badlands landfill and for drainage improvements at both the Badlands and Lamb Canyon landfills in compliance with National Pollutant Discharge Elimination System (NPDES) requirements.
- ◆ Intra-fund Transfers
  - ❖ This negative \$9.7 million cost offsets budgeted depreciation expense and includes intra-fund transfer of funds for long term liabilities including future landfill expansions,

capital equipment purchase needs, and legacy site maintenance.

◆ Operating Transfers Out

RCDWR is expected to provide approximately \$18.9 million to the general fund and other agencies in FY 19/20.

- ❖ Distribution of in-county tonnage revenue includes \$3.1 million to the State Board of Equalization, \$2.2 million to Habitat Conservation, \$958,190 to Environmental Health for regulatory oversight, and \$780,000 to Code Enforcement/cities in support of the Abandoned Vehicle Abatement Program (AVASA). Revenue distribution for out-of-county tonnage includes \$3.8 million to Habitat Conservation, \$3.3 million to the general fund, \$506,594 to Environmental Health (for vector control services), and \$223,000 to TLMA.
- ❖ Other funds provided to the general fund include \$2.2 million for contracted import tonnage received at county landfills and \$1.8 million for the annual landfill lease payment.

**Revenues**

Net revenue is expected to increase by \$18.8 million in FY 19/20 over prior year projections.

- ◆ Charges for Current Services
  - ❖ As projected tonnage amounts increase, the revenue derived from related services will also increase. Revenue from refuse services is projected to increase by \$18.9 million in FY 19/20.
- ◆ Other Revenue
  - ❖ Revenue sources other than landfill fees are expected to increase in some categories and decrease in others resulting in a net decrease of \$152,044 in FY 19/20 compared to FY 18/19. The overall decline is primarily due to a projected decrease in grant funding as grant funded projects are completed. Modest increases are anticipated in interest revenue, administrative fees and site closure reimbursement categories.

**Departmental Reserves**

- ◆ Unrestricted Net Assets - Account 380100
  - ❖ With the projected revenue and expense for FY 19/20 as presented by the budget, an anticipated decrease of approximately \$14 million is projected. Waste will monitor all

expenses throughout the year and continue to implement cost saving measures as needed.

*Net County Cost Allocations*

As a county enterprise fund, RCDWR does not incur any net county cost.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
Waste Resources	259	260	260		
<b>Grand Total</b>	<b>259</b>	<b>260</b>	<b>260</b>		

<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
Waste: Resources Operating	\$ 86,008,131	\$ 110,103,532	\$ 93,112,519	\$ 115,171,206	\$ 115,171,206	\$ -
<b>Grand Total</b>	<b>\$ 86,008,131</b>	<b>\$ 110,103,532</b>	<b>\$ 93,112,519</b>	<b>\$ 115,171,206</b>	<b>\$ 115,171,206</b>	<b>\$ -</b>

<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	\$ 20,998,341	\$ 22,768,899	\$ 20,112,767	\$ 26,746,228	\$ 26,746,228	\$ -
Services and Supplies	58,251,920	63,847,802	65,461,447	73,360,047	73,360,047	-
Other Charges	6,757,870	7,876,244	7,538,305	8,116,328	8,116,328	-
Fixed Assets	-	23,486,831	-	24,503,931	24,503,931	-
Intrafund Transfers	-	(7,876,244)	-	(17,555,328)	(17,555,328)	-
<b>Expense Net of Transfers</b>	<b>86,008,131</b>	<b>110,103,532</b>	<b>93,112,519</b>	<b>115,171,206</b>	<b>115,171,206</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 86,008,131</b>	<b>\$ 110,103,532</b>	<b>\$ 93,112,519</b>	<b>\$ 115,171,206</b>	<b>\$ 115,171,206</b>	<b>\$ -</b>

<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
Rev Fr Use Of Money&Property	\$ 310,577	\$ 299,052	\$ 348,396	\$ 305,383	\$ 305,383	\$ -
Intergovernmental Revenues	324,082	1,241,205	1,241,205	461,708	461,708	-
Charges For Current Services	87,912,135	78,527,952	77,304,885	97,814,381	97,814,381	-
Other Revenue	2,221,764	964,168	1,088,332	987,270	987,270	-
<b>Total Net of Transfers</b>	<b>90,768,558</b>	<b>81,032,377</b>	<b>79,982,818</b>	<b>99,568,742</b>	<b>99,568,742</b>	<b>-</b>
<b>Revenue Total</b>	<b>90,768,558</b>	<b>81,032,377</b>	<b>79,982,818</b>	<b>99,568,742</b>	<b>99,568,742</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	(4,760,427)	29,071,155	13,129,701	15,602,464	15,602,464	-
<b>Total Sources</b>	<b>\$ 86,008,131</b>	<b>\$ 110,103,532</b>	<b>\$ 93,112,519</b>	<b>\$ 115,171,206</b>	<b>\$ 115,171,206</b>	<b>\$ -</b>

**ECONOMIC DEVELOPMENT AGENCY – HOUSING AUTHORITY OF THE COUNTY OF RIVERSIDE**

**Mission Statement**

The mission of the Housing Authority of the County of Riverside (HACR) is to transform and promote healthy, thriving communities, re-ignite hope and restore human dignity through the creation and preservation of high quality and innovative housing and community development programs which enhance the quality of life and revitalize neighborhoods to foster self-sufficiency.

**Department/Agency Description**

The HACR’s strategic objectives are to finance, acquire, develop, rehabilitate, own, manage, and sell affordable housing in Riverside County for the benefit of extremely low, low and moderate-income families.

The Housing Authority is responsible for administering the County’s federally funded Housing Choice Voucher Program (i.e., Section 8), which includes both tenant-based vouchers and project based vouchers, Moderate Rehabilitation Program, and Veteran Affairs Supportive Housing Program. The purpose of these programs is to combat homelessness, provide decent and safe housing, expand the supply of affordable housing, and increase homeownership opportunities for low-moderate income households. HACR is also the housing successor to the former redevelopment agencies for the County of Riverside and City of Coachella and oversees the wind down of the housing activities of the former redevelopment agencies of these jurisdictions.

**Objectives and Strategic Alignment**

Department Objective #1: Preserve, manage, and increase the supply of safe and affordable housing within Riverside County.

Portfolio Objective Create and preserve housing options to enhance and revitalize communities.

County Outcome: Housing choices.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Actuals	FY 19/20 Target	Goal
New affordable housing units produced annually	179	2	100	400
Down Payment Assistance Program	0	15	15	30
New affordable housing units earmarked for households at 30 percent or less of Area Median Income	90	21	7	25
Section 8 funding utilization rate	98%	97%	98%	98%
Project Based Section 8 vouchers provided to developers for the development of new affordable housing units	207	38	100	400

**Insights**

- ◆ Riverside County needs 66,209 more affordable rental units to meet the needs of the county’s estimated 376,689 low-income renters (source: American Community Survey). The Housing Authority works to address the demand by financing, acquiring, developing, owning, managing, and selling affordable housing for the benefit of extremely low, low, and moderate-income families.
- ◆ Cuts in federal and state funding, including the elimination of the state redevelopment program, have reduced investment in affordable housing production and preservation by nearly \$158 million per year since 2008, an 85 percent reduction.
- ◆ Median rent in Riverside County has increased 32 percent since 2000, while median renter household income has decreased three percent when adjusted for inflation. As a result, demand for affordable housing units has significantly increased. As of

## • • • Housing Authority

## ENTERPRISE FUNDS

March 2018, over 76,000 families have registered for the county's Section 8 waiting list.

- ◆ A one-time allocation of \$1 million was set aside to fund the Down Payment Assistance Program. The Housing Authority anticipates assisting 30 low-income families achieve homeownership through this program.
- ◆ The Housing Authority provides funding to private developers via the remaining housing funds it manages for the former redevelopment agencies for the County of Riverside and City of Coachella to produce new affordable housing units within Riverside County and City of Coachella. The department's goal is to produce at least 100 new units of affordable housing annually. Of these new 100 units of affordable housing, at least 25 units will be earmarked for extremely low-income households, which are defined as having incomes at or below 30 percent of the Area Median Income.
- ◆ Section 8 vouchers can be provided to private developers as project-based vouchers which are permanently tied to an affordable housing development. The leveraging of project-based vouchers is made possible by combining this project-based rental subsidy with the syndication of Low-Income Housing Tax Credits. Combining these resources together has the potential to finance the construction of at least 100 additional affordable rental apartments annually.

Department Objective #2: Provide housing opportunities for homeless individuals and families.

Portfolio Objective: Create and preserve housing options to enhance and revitalize communities.

County Outcome: Housing choices.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Section 8 vouchers reserved for chronically homeless households annually	0	100	100	100
Homeless households provided rapid re-housing services annually	386	50	50	50

Homeless households provided with permanent supportive housing annually	662	150	150	150
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### Insights

- ◆ Section 8 vouchers, also known as Housing Choice Vouchers, are the most common form of rental assistance in the nation, serving approximately 2.1 million households. Vouchers are also the nation's primary tool for preventing and ending homelessness. Because of their targeting, mobility, and stability, vouchers are the cornerstone of almost every local, state, and federal plan to end homelessness. Earmarking or reserving Section 8 vouchers for chronically homeless individuals and households is a best practice championed by the US department of Housing and Urban Development (HUD) and leading researchers.
- ◆ Rapid re-housing is an intervention designed to help individuals and families quickly exit homelessness and return to permanent housing. Rapid re-housing services combine time-limited subsidized housing with customized supportive services to promote housing stability and wellness.
- ◆ Permanent Supportive Housing (PSH) is a model that combines low-barrier affordable housing, health care, and supportive services to help individuals and families lead more stable lives. PSH typically targets people who are homeless, experience multiple barriers to housing, and/or are unable to maintain housing stability without supportive services. PSH has proven to reduce homelessness while delivering cost savings for the county through the reduction of other services including health care.
- ◆ The Housing Authority will use the recently adopted Riverside County Homeless Plan to guide and direct programming aimed at ending chronic homelessness in Riverside County. The county's plan emphasizes cross-system and inter-departmental collaboration to align investments in homeless services.

Department Objective #3: Increase earned income and self-sufficiency of program participants.

Portfolio Objective: Create economic 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
Family Self-Sufficiency Program participants reporting a 25% or greater increase in earned income	47	75	75	75
Percent of Housing Authority program participants that obtain employment within the fiscal year (July 1 – June 30 <sup>th</sup> )	7%	20%	20%	20%

**Related Links**

Website: [www.harivco.org](http://www.harivco.org)

**Budget Changes & Operational Impacts**

**Staffing**

◆ Net decrease of four positions.

**Expenditures**

◆ Salaries & Benefits

Net increase of \$422,026 primarily due to increases in estimated benefits, and the use of six temporary employees.

◆ Services & Supplies

No significant changes from prior fiscal year.

**Insights**

- ◆ The Family Self-Sufficiency (FSS) program enables Section 8 families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. Some of the services coordinated through the program include childcare, transportation, education, job training, employment counseling, financial literacy, and homeownership counseling, among others. Services are generally not provided by the Housing Authority, but rather outsourced to service providers in the community.
- ◆ In addition to increasing the income of program participants, the aim of the program is also to position unemployed participants for employment. The ability to find employment is impacted by living conditions, resulting in an employment rate of approximately 20 percent each year.
- ◆ The Housing Authority receives an annual grant from HUD to fund seven Self-Sufficiency Case Managers. These case managers provide direct career coaching and connections with training/educational providers.

◆ Other Charges

Increase of \$1,168,764 for services offered by the Shelter Plus and CalWORKs programs.

**Revenues**

Increase of \$1,718,665 primarily due to the following:

◆ Intergovernmental Revenue

Increase by \$1,168,764 for reimbursement of services funded by the Shelter Plus and CalWORKs programs funded by DPSS.

Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	<b>Current Authorized</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>	
Housing Authority (County)	142	137	137		-
<b>Grand Total</b>	<b>142</b>	<b>137</b>	<b>137</b>		-

<i>Department/Agency Expenses by Budget Unit</i>						
	<b>Prior Year Actual</b>	<b>Current Year Budgeted</b>	<b>Current Year Projected</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
EDA: Housing Authority	\$ 11,378,445	\$ 12,748,754	\$ 12,748,754	\$ 14,467,419	\$ 14,467,419	\$ -
<b>Grand Total</b>	<b>\$ 11,378,445</b>	<b>\$ 12,748,754</b>	<b>\$ 12,748,754</b>	<b>\$ 14,467,419</b>	<b>\$ 14,467,419</b>	<b>\$ -</b>

<i>Department/Agency Budget by Category of Expense</i>						
	<b>Prior Year Actuals</b>	<b>Current Year Budgeted</b>	<b>Current Year Projected</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
Salaries and Benefits	\$ 10,348,055	\$ 11,222,718	\$ 11,222,718	\$ 11,644,744	\$ 11,644,744	\$ -
Services and Supplies	1,030,390	1,526,036	1,526,036	1,653,911	1,653,911	-
Other Charges	-	-	-	1,168,764	1,168,764	-
<b>Expense Net of Transfers</b>	<b>11,378,445</b>	<b>12,748,754</b>	<b>12,748,754</b>	<b>14,467,419</b>	<b>14,467,419</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 11,378,445</b>	<b>\$ 12,748,754</b>	<b>\$ 12,748,754</b>	<b>\$ 14,467,419</b>	<b>\$ 14,467,419</b>	<b>\$ -</b>

<i>Department/Agency Budget by Category of Source</i>						
	<b>Prior Year Actuals</b>	<b>Current Year Budgeted</b>	<b>Current Year Projected</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
Intergovernmental Revenues	\$ 11,600,200	\$ 12,748,654	\$ 12,748,654	\$ 14,467,319	\$ 14,467,319	\$ -
<b>Total Net of Transfers</b>	<b>11,600,200</b>	<b>12,748,654</b>	<b>12,748,654</b>	<b>14,467,319</b>	<b>14,467,319</b>	<b>-</b>
<b>Revenue Total</b>	<b>11,600,200</b>	<b>12,748,654</b>	<b>12,748,654</b>	<b>14,467,319</b>	<b>14,467,319</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	(221,755)	100	100	100	100	-
<b>Total Sources</b>	<b>\$ 11,378,445</b>	<b>\$ 12,748,754</b>	<b>\$ 12,748,754</b>	<b>\$ 14,467,419</b>	<b>\$ 14,467,419</b>	<b>\$ -</b>

## RIVERSIDE UNIVERSITY HEALTH SYSTEM – MEDICAL CENTER

### Mission Statement:

Improve the health and well-being of our patients and communities through our dedication to exceptional compassionate care, education, and research.

### Department/Agency Description

- ◆ Riverside University Health System (RUHS) is comprised of six divisions:
- ◆ RUHS Medical Center (RUHS-MC)
- ◆ Department of Behavioral Health
- ◆ Federally Qualified Health Center (FQHC)
- ◆ Department of Public Health
- ◆ Correctional Health Services (CHS)
- ◆ Medically Indigent Services Program (MISP)

This section summarizes RUHS's two enterprise funds: RUHS-MC and the FQHC.

RUHS-MC is comprised of the Medical Center and hospital-based clinics with nearly 3,500 healthcare professionals and support staff. Its mission and work profoundly and positively affect tens of thousands of patients every year. The 45-clinic, 439-bed Medical Center trains 1,000 medical residents and students and 2,500 nursing students annually. The hospital also operates one of only 10 emergency psychiatric hospitals in California. In FY 17/18, the hospital oversaw 121,641 clinic visits, 108,475 inpatient days, 19,166 discharges, 1,619 births, 88,402 emergency room visits and 142,123 outpatient diagnostic visits.

The FQHC is governed by a Community Health Center board under rules from the Federal Health Resources and Services Administration as a co-applicant under the Riverside County Board of Supervisors' authority. It is currently comprised of 11 clinics that provide over 126,000 patient visits annually. These clinics provide primary care and preventive services to all patients regardless of their ability to pay. In addition, the FQHC provides a wide array of services ranging from dental care, cancer screenings, immunizations, nutrition management, pregnancy care, counseling, child health services, outreach, and enrollment for healthcare coverage. RUHS is working to integrate essential RUHS services into the FQHC.

In FY 19/20 RUHS is planning to open a contemporary medical office building (MOB) designed to provide a full array of primary care and comprehensive ancillary services integral and essential for a successful healthcare delivery system. The MOB will function as a primary medical home at which ancillary and comprehensive integrated health and behavioral health services can be efficiently and effectively delivered. Patients benefit from a continuum of care and a thoughtfully designed space that provides access to comprehensive and integrated healthcare. This is particularly important as health organizations direct patients to primary and comprehensive outpatient locations to avoid costly emergency department visits and in-patient hospital stays.

RUHS established key strategic initiatives in FY 14/15 based on four pillars that leverage technology and develop a culture of perpetual improvement to enhance, build, and expand service lines to effectively meet community needs. After a multi-year strategic planning process, RUHS has adopted a vision to align the services of RUHS-MC and the FQHC to improve access to the delivery of coordinated care while cutting costs and improving clinical outcomes. Integrated care improves the quality of care as well as overall experience to help create a sustainable future for health promotion, disease prevention and coordinated care for all community members with the goal of ensuring care is delivered in the right place, at the right time, and for the right cost.

- ◆ **Integrated Delivery Network:** Technology provides the foundation for establishing a clinically integrated network, which is comprised of electronic patient health records designed to enhance patient care and enable health care providers to implement consistent preventative health measures. Additionally, RUHS recognizes that coordinated care across the health system, including close collaboration with other county departments and community partners, is essential to improving the health and well-being of the community. Together with department partners, RUHS can positively influence all aspects of an individual's state of health, both physical and emotional.
- ◆ **Master Plan:** Developing services, service lines, and structures that align and efficiently meet the

demands of the rapidly growing community is essential to the community’s wellness and to RUHS’s financial viability.

- ◆ Rebranding: RUHS has been one of the region’s best-kept secrets. RUHS’s community deserves to learn how to access the exceptional services the County of Riverside has to offer across the continuum of care.
- ◆ Efficient, high quality services: Improving care delivery models, streamlining care, improving access, and improving outcomes results in an overall reduced cost for care and demonstrates the value of the care delivered. While all of this is essential for the patients, providing efficient high-quality service is paramount to RUHS’s financial future as the payment structure for services is expected to shift more towards outcome-oriented, value-based incentives, while reimbursement for services is expected to decline over time.

**Objectives and Strategic Alignment**

Department Objective #1: Provide an operational structure that enhances revenue streams, improves efficiencies, and decreases costs.

Portfolio Objective: Improve access to healthcare and health resources through an integrated delivery network.

County Outcome: Healthcare provider of choice.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Percent of PRIME waiver dollars captured	96%	100%	100%	100%
Savings generated from Value Analysis (in millions)	\$6.4	\$5	\$5	\$5
Overtime reduction annual rate	-2.37%	5%	5%	10%

**Insights**

- ◆ RUHS-MC and the FQHC provide care and deliver services to nearly 500,000 patients annually, which provides opportunities to generate revenue from sources outside the county structure. The PRIME (Public Hospital Redesign and Incentive in Medi-Cal) program incentivizes public hospitals to improve patient services and impacts through three measurable focus areas: pay

for performance, innovation development to deliver care and services at lower cost with improved outcomes, and continued access to care for the remaining uninsured. To earn PRIME funding, public hospitals have to demonstrate measurable outcomes. While RUHS-MC and the FQHC reached their goal to earn 100 percent of available funding, demonstrating vast improvement year over year will become increasingly harder, since significant progress has already been made.

- ◆ Costs (e.g., salaries, services, pharmaceuticals, supplies) increase with RUHS-MC and the FQHC’s demand for services. The Value Analysis Program, implemented in 2014, is a multidisciplinary team from many areas including front line staff, physicians, and contract and financial leaders that evaluate supplies and equipment needed to provide services, prioritize purchasing and work to get the best pricing and product mix resulting in cost savings.
- ◆ RUHS-MC and the FQHC implemented an electronic time-keeping system and are in the process of implementing a cost accounting system to integrate with patients’ electronic health records. This integration has allowed RUHS to use real-time analytics to manage labor and reduce overtime costs.

Department Objective #2: Provide a positive experience for all at RUHS-MC and the FQHC.

Portfolio Objective: Improve the health and well-being of patients and community by delivering quality and compassionate care, education, and research.

County Outcome: Healthy, sustainable, and safe communities.

Performance Measure(s)	FY	FY	FY	Goal
	17/18 Actuals	18/19 Target	19/20 Target	
Hospital top box score	74.0%	75.0%	75.0%	73.7%
Patient experience (Clinic)	83.3%	83.7%	83.7%	77.4%

**Insights**

- ◆ RUHS-MC and the FQHC contract with the National Research Center to collect patient satisfaction surveys from patients just as other hospitals and clinics do across the country. There are standard questions sent to all patients receiving care across the country to create a



benchmarking measure for patient experience. These surveys are mailed to patients, and respondents rate their experiences. The top box scores are publicly reported, and some reimbursement for care is directly attributed to satisfaction results. A top box score is achieved when a patient selects the best score possible for a particular question in the survey. Either the respondent selects a nine or a 10 on a zero to 10 point scale, where a 10 is considered the best score all or selecting “always” to any question when the options are “never,” “some of the time,” “usually,” or “always.”

- ◆ RUHS-MC and the FQHC are implementing tools and methodologies to empower employees and physicians to solve workflows and improve processes including but not limited to: leadership training/rounding, continuous process improvement events/training, project coaching sessions, active daily management, daily huddles around huddle boards, escalation process to quickly address and manage any new issues that arise, and further support improvement activities. All these activities improve processes, workflows, teamwork, and communication, resulting in an improved experience overall.
- ◆ Improved experience for patients, staff, and physicians has positive impacts on the organization’s operational and financial performance. In a competitive marketplace, ensuring an efficient, effective, and positive experience for patients should result in increased volume, which is essential for financial viability.

Department Objective #3: Ensure patients and employees have access to high quality services and coordinated care and that employees have the tools to support the patients’ long-term success.

Portfolio Objective: Improve access to healthcare and health resources through an integrated delivery network.

County Outcome: Healthcare provider of choice.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Average daily census	297	309	316	316

Annual volume at outpatient diagnostics areas	142,123	153,504	156,574	156,574
Annual patient volume at the Medical Center based clinics	121,600	111,126	113,384	113,384
Annual patient volume at the FQHC	126,299	132,622	135,274	135,274

Insights

- ◆ As the community grows, remain constant pressures on RUHS to continue to serve growing community needs. Additionally, as RUHS experiences increased costs for labor, supplies, and pharmaceuticals, RUHS-MC and the FQHC recognize the reality of reduced payments for services from all revenue sources. Work is done to improve access to care in many areas, such as scheduling, staffing, and workflow efficiencies while facing space limitations. These constraints ultimately cap RUHS’s ability to expand access. RUHS continues to master the concept of doing more with less.
- ◆ Volume growth in clinics, outpatient diagnostics, emergency room, and hospital visits are overarching outcome measures demonstrating improved access to care. However, every department within RUHS-MC and the FQHC has tailored metrics to improve access to care for the community who so desperately need services the department provides. New capital projects, like an expanded emergency department, medical office building, and new clinics around the county, are necessary to meet increasing demand and generate new revenue to cover the rising costs of providing care and services.
- ◆ RUHS-MC and the FQHC work in close collaboration with targeted referral sources and payers while developing service lines. RUHS strives to earn certifications and awards that recognize the quality of services provided to a targeted patient volume.

Department Objective #4: Embed a culture of continuous improvement across RUHS-MC and the FQHC to remove waste and enhance customer value.

Portfolio Objective: Embrace continuous improvement to enhance the customer experience, identify efficiencies, and exercise fiscal prudence.  
 County Outcome: Effective, efficient and innovative government.

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Lean Maturity Index (LMI)	2.63	3.5	3.5	4
Emergency Department (ED) Door-to-Doc time (min)	16	17	17	15
Percent of ED patients that leave without being seen (LWBS)	0.5%	.4%	0.4%	0.25%
Emergency Treatment Services (ETS) Door-to-Doc time (min)	42	25	25	25
FQHC cycle time	57	59	59	40

**Insights**

◆ The Lean Maturity Index (LMI) refers to an industry standard self-assessment that measures how well the organization implements Lean Six Sigma. Organizations analyze and assess operations against leadership, employee involvement, training, and improvement criteria,

**Budget Overview & Operational Impact**

**Staffing**

- ◆ The Riverside University Health System Medical Center (RUHS-MC) and Federally Qualified Health Clinic (FQHC) budget request is for 4,116 positions, an increase of 27 positions over the current number of authorized positions.
- ◆ Additional positions are necessary to accommodate the increase in estimated volume and additional patient capacity expected due to MOB hospital, ancillary and clinic expansion.
- ◆ Operations are being closely reviewed for improved efficiency opportunities as the Lean improvement process continues to mature. All position recruitments will be evaluated to determine if there is a quantifiable revenue

the average of which calculates the LMI. An organization with LMI of one is in the beginning stage of educating team members on the use of lean tools; an LMI of four represents an organization with a culture and leaders that run daily business with a mindset that supports continuous improvement.

- ◆ RUHS wants to move patients through the emergency department (ED) efficiently, by having the patient see the right provider at the right time. They have many measured milestones throughout a patient’s journey through the ED to effect better and safer patient care, improved satisfaction, and improved revenue.
  - ❖ ED and emergency treatment services (ETS) door-to-doc times measure the time elapsed in minutes between the patient’s arrival to the time the patient sees a physician, nurse practitioner, or physician’s assistant. ETS is the care provided in the emergency psychiatric treatment area.
  - ❖ Leave without being seen (LWBS) is the percent of patients that check in at the emergency room but leave before seeing a physician. This indicates, not only lost revenue, but potential danger of a patient leaving with a serious health problem.
  - ❖ FQHC cycle time: RUHS FQHC teams aim to decrease the amount of time patients must be in the clinic from arrival to completion of clinic appointment.

increase or a demonstrated need associated with the addition or replacement.

**Expenditures**

- ◆ Salaries & Benefits
  - ❖ RUHS-MC and FQHC budget request is \$453.6 million, an increase of \$61.7 million over current year budget.
  - ❖ The increase in salaries is due to an expected 4.8 percent volume increase over the FY 18/19 budget.
  - ❖ In addition to standard merit increases, nursing classifications received 5.5 percent rate increases in December 2018 which is not reflected in the FY 18/19 budget.

- ❖ \$14 million in additional salary cost is budgeted due to the expected increase in visits from the clinic expansion and integration efforts.
- ❖ An estimated \$400,000 in overtime savings was budgeted despite the volume increase.

#### ◆ Services & Supplies

- ❖ RUHS-MC and FQHC budget request is \$250.1 million, an increase of \$19.0 million over current year budget.
- ❖ Cost increases are being driven by increases in the costs of pharmaceuticals, professional service contracts and medical supplies.
- ❖ Additional operating costs of \$7.5 million were budgeted to reflect the full year operating costs of the clinic expansion and integration efforts.
- ❖ Additional operating costs of \$1.9 million were budgeted for the MOB.

#### ◆ Other Charges

- ❖ RUHS-MC and FQHC budget request is \$37.7 million, an increase of \$4.6 million over current year budget.
- ❖ The MOB accounts for \$3.4 million in depreciation and \$3.1 million of interest increase in the FY 19/20 budget.

#### ◆ Fixed Assets

- ❖ RUHS-MC and FQHC budget request is \$173 million, an increase of \$142 million over current year budget.
- ❖ The increase is due to capitalizing the MOB building (\$113.4) and MOB furniture, fixtures and equipment (\$25.6 million)
- ❖ RUHS's commitment to updating outdated equipment is critical to providing the safest and highest quality of healthcare, of which \$30 million is budgeted for FY 19/20. Typical capital investments for an organization this size are roughly \$30-\$40 million annually.

### Revenues

#### ◆ Intergovernmental Revenue

- ❖ RUHS-MC and FQHC budget request is \$242 million, a decrease of \$12 million over the current year budget.
- ❖ This decrease is primarily due to decreases in funding for the Global Payment Program (GPP) and the Public Hospital Incentives and Redesign in Medi-Cal (PRIME).

#### ◆ Charges for Current Services

- ❖ RUHS-MC budget request is \$372.7 million, an increase of \$62.4 million over current year budget.
- ❖ Increases were budgeted within current services based on a 4.8 percent increase in inpatient volume and an increase in visits due to MOB hospital, ancillary and clinic expansion over the FY 18/19 budget.
- ❖ Each year RUHS-MC provides inpatient psychiatric care. Historically, RUHS-MC has been under reimbursed for these costs. However, in recent years RUHS-MC and RUHS Behavioral Health have worked diligently to close the under-reimbursement gap. The closing of that gap is reflected in the FY 19/20 budget.
- ❖ Each year RUHS-MC provides care to the county inmates at the medical center for inpatient, diagnostic and specialty clinic appointments. In FY 2017/18, it cost RUHS-MC \$22.9 million to care for these patients. Reimbursement for these services from Correctional Health Services, ABI09 and other payers amounted to \$9 million. The RUHS-MC loses roughly \$13.8 million to care for these patients.
- ❖ RUHS-MC provides care for Riverside County employees and their families enrolled in Exclusive Care Health Coverage for inpatient, diagnostic and specialty clinic appointments. In FY 17/18, it cost RUHS-MC \$4.9 million to care for these patients. Current contract payments received for these services totaled \$2.2 million. RUHS-MC lose roughly \$2.7 million to care for these patients.

#### ◆ Other Revenue

- ❖ RUHS-MC budget request is \$35.19 million, which is an increase of \$8.4 million over the current year budget.
- ❖ The increase is due to expected MOB contributions and budgeting for the full FQHC MOU.

#### ◆ Operating Transfers In

- ❖ RUHS-MC budget request is \$3.27 million, which is a decrease of \$1.7 million over the current year budget.
- ❖ The amount for Moreno Valley Redevelopment is expected to drop by \$1.7 million in FY 19/20.

**Departmental Reserves**

- ◆ 40050 – RUHS-MC and 40090 – RUHS-FQHC
  - ❖ RUHS-MC and RUHS-FQHC has a FY 18/19 combined beginning net position of (\$162.2 million). The projected net position at the end of FY 18/19 is (\$174.8 million). Based on the requested FY 19/20 budget, the year-end net position is (\$173.5 million).

**Net County Cost Allocations**

RUHS-MC budget request is \$5.9 million, which is no change over the current year projection. RUHS - MC anticipated an additional budget allocation of \$7 million for the medical office building debt service. Due to the deferral in capital lease payments, the allocation has been reduced to \$4.6 million. RUHS-FQHC is receiving \$8 million of county general fund support to help offset clinic expansion and integration efforts until rate resetting efforts can be completed.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
RUHS - Medical Center	3,542	3,555	3,555	-	
RUHS-Community Health Clinics	547	561	561	-	
<b>Grand Total</b>	<b>4,089</b>	<b>4,116</b>	<b>4,116</b>		

<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
RUHS: FQHC Ambulatory Care Clinic	\$ 56,524,686	\$ 72,493,556	\$ 55,638,519	\$ 97,116,140	\$ 97,116,140	\$ -
RUHS: Medical Center	629,640,267	614,518,510	630,847,040	820,043,507	817,643,507	-
<b>Grand Total</b>	<b>\$ 686,164,953</b>	<b>\$ 687,012,066</b>	<b>\$ 686,485,559</b>	<b>\$ 917,159,647</b>	<b>\$ 914,759,647</b>	<b>\$ -</b>

<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	\$ 418,918,888	\$ 391,842,898	\$ 398,582,792	\$ 453,582,557	\$ 453,582,557	\$ -
Services and Supplies	226,991,341	231,114,120	228,104,198	250,125,279	250,125,279	-
Other Charges	29,004,723	33,055,048	29,163,904	40,105,332	37,705,332	-
Fixed Assets	1	31,000,000	30,634,665	173,346,479	173,346,479	-
<b>Expense Net of Transfers</b>	<b>674,914,953</b>	<b>687,012,066</b>	<b>686,485,559</b>	<b>917,159,647</b>	<b>914,759,647</b>	<b>-</b>
Operating Transfers Out	11,250,000	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 686,164,953</b>	<b>\$ 687,012,066</b>	<b>\$ 686,485,559</b>	<b>\$ 917,159,647</b>	<b>\$ 914,759,647</b>	<b>\$ -</b>

<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
Rev Fr Use Of Money&Property	\$ 937,538	\$ 778,986	\$ 850,613	\$ 848,003	\$ 848,003	\$ -
Intergovernmental Revenues	234,802,631	254,593,980	250,823,956	242,532,172	242,532,172	-
Charges For Current Services	350,675,358	369,923,192	360,525,392	448,448,581	455,740,447	-
Other Revenue	41,515,039	34,602,153	30,443,921	30,556,598	43,195,509	-
<b>Total Net of Transfers</b>	<b>627,930,566</b>	<b>659,898,311</b>	<b>642,643,882</b>	<b>722,385,354</b>	<b>742,316,131</b>	<b>-</b>
<b>Revenue Total</b>	<b>627,930,566</b>	<b>659,898,311</b>	<b>642,643,882</b>	<b>722,385,354</b>	<b>742,316,131</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	58,234,387	27,113,755	43,841,677	194,774,293	172,443,516	-
<b>Total Sources</b>	<b>\$ 686,164,953</b>	<b>\$ 687,012,066</b>	<b>\$ 686,485,559</b>	<b>\$ 917,159,647</b>	<b>\$ 914,759,647</b>	<b>\$ -</b>

## *SPECIAL DISTRICTS & OTHER AGENCIES*

### INTRODUCTION

The Special Districts group includes legally distinguished units under authority of the Board of Supervisors created to carry out specific governmental or related services. Special districts may meet the specific needs of a particular community by providing new services, higher levels of an existing service, or a method of financing focused on capital improvements.

Tax revenues and fees may be derived by a specific district where the service will be provided; however, some special districts cannot impose taxes and are dependent upon enterprise earnings. At present, the county's special districts perform varied services across a range of activities related to public ways, fire protection, sanitation, and recreation facilities.





## COUNTY EXECUTIVE OFFICE – CAPITAL FINANCE ADMINISTRATION

### 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

Capital Finance Administration provides appropriations to fund the annual lease payments due to the County of Riverside Asset Leasing Corporation (CORAL), the Riverside County Public Financing Authority (PFA), and the Riverside County Infrastructure Financing Authority (IFA) on the county's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds (LRBs).

The CORAL is a nonprofit public benefit corporation, authorized under its articles of incorporation and

under the laws of the State of California, to finance the acquisition, construction, and operation of facilities of benefit to the county.

The PFA is a joint exercise of powers authority, duly organized and existing under and pursuant to that certain amended and restated joint exercise of powers agreement, dated May 15, 1999, by and between the County of Riverside and the redevelopment agency of the county.

The IFA is a joint exercise of powers authority, duly organized and existing under and pursuant to that certain joint exercise of powers agreement dated as of Sept. 15, 2015, by and between the County of Riverside and the Riverside County Flood Control & Water Conservation District.

The goal of this budget unit is to facilitate efficiency in current and future cash flows and ensure the timely servicing of short-term and long-term debts. The FY 19/20 long-term lease obligations are budgeted at \$90 million.

### Budget Changes & Operational Impacts

The Capital Finance Administration budget unit has no staffing for budgetary purposes. Responsibility for this program resides primarily with the Executive Office.

#### *Expenditures*

Net increase of \$728,170

- ◆ Other Charges
  - ❖ Decrease of \$7.4 million in principal debt service payment
  - ❖ Increase of \$8.3 million in interest debt service payment
  - ❖ Decrease of \$204,380 in administrative expenses

#### *Revenues*

Net increase of \$1,151,655

#### ◆ Departmental Revenue

- ❖ Increase of \$402,995 in budgeted revenues from general fund and pass thru allocations
- ❖ Increase of \$748,660 in rent revenues from lease departments

#### *Departmental Reserves*

- ◆ Fund Number – Name
  - ❖ 35900-925001 - Capital Finance Administration

#### *Net County Cost Allocations*

There are no net county cost allocations for Capital Finance Administration.

Budget Tables

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Capital Finance Administration	\$ 72,015,015	\$ 89,816,873	\$ 89,667,373	\$ 90,545,043	\$ 90,545,043	\$ -
<b>Grand Total</b>	<b>\$ 72,015,015</b>	<b>\$ 89,816,873</b>	<b>\$ 89,667,373</b>	<b>\$ 90,545,043</b>	<b>\$ 90,545,043</b>	<b>\$ -</b>

*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
Services and Supplies	\$ 150,232	\$ 217,000	\$ 207,500	\$ 202,500	\$ 202,500	\$ -
Other Charges	71,864,783	89,524,140	89,384,140	90,342,543	90,342,543	-
<b>Expense Net of Transfers</b>	<b>72,015,015</b>	<b>89,741,140</b>	<b>89,591,640</b>	<b>90,545,043</b>	<b>90,545,043</b>	<b>-</b>
Operating Transfers Out	-	75,733	75,733	-	-	-
<b>Total Uses</b>	<b>\$ 72,015,015</b>	<b>\$ 89,816,873</b>	<b>\$ 89,667,373</b>	<b>\$ 90,545,043</b>	<b>\$ 90,545,043</b>	<b>\$ -</b>

*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
Rev Fr Use Of Money&Property	\$ 17,294,789	\$ 23,745,287	\$ 23,405,287	\$ 25,071,692	\$ 25,071,692	\$ -
Charges For Current Services	10,750,675	11,406,314	11,746,314	10,828,569	10,828,569	-
Other Revenue	43,927,847	54,241,787	54,241,787	54,644,782	54,644,782	-
<b>Total Net of Transfers</b>	<b>71,973,311</b>	<b>89,393,388</b>	<b>89,393,388</b>	<b>90,545,043</b>	<b>90,545,043</b>	<b>-</b>
<b>Revenue Total</b>	<b>71,973,311</b>	<b>89,393,388</b>	<b>89,393,388</b>	<b>90,545,043</b>	<b>90,545,043</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	41,704	423,485	273,985	-	-	-
<b>Total Sources</b>	<b>\$ 72,015,015</b>	<b>\$ 89,816,873</b>	<b>\$ 89,667,373</b>	<b>\$ 90,545,043</b>	<b>\$ 90,545,043</b>	<b>\$ -</b>



## DEPARTMENT OF WASTE RESOURCES – WASTE RESOURCES MANAGEMENT DISTRICT

Although the Waste Resource Management District was dissolved in 1993, active employees at the time of dissolution have retained their district status. This budget unit is solely for district employee salaries, benefits, and mileage reimbursement costs. Please

refer to the Enterprise Fund section of this document for a complete description of the mission and objectives of the Department of Waste Resources.

### Related Links

Website: <http://www.rcwaste.org/>

Twitter: @RCWaste

Facebook: <https://www.facebook.com/deptwasteresources?ref=hl>

Instagram: <https://www.instagram.com/rcwaste/?ref=hl>

YouTube: <https://www.youtube.com/channel/UCaARwkuDgze6YOlcvErcumQ>

### Budget Changes & Operational Impacts

#### Staffing

A net decrease of 2 positions from current levels is proposed in FY 19/20 for a total of 15 funded positions. It is expected that over time all district positions will be eliminated through attrition as district employees retire or otherwise separate from employment.

#### Expenditures

There is a projected net decrease of \$265,039 in overall expenses. The detail of change to each expense category is as follows:

- ◆ Salaries & Benefits
  - ❖ As district employees retire or leave the department, the positions are being eliminated and refilled as county positions.
- ◆ Services & Supplies
  - ❖ The only costs in the category for the district are directly related to employee cost. As district positions decrease, this cost will decrease as well.

#### Revenues

The net decrease of \$262,434 in budgeted revenues for FY 19/20 is directly related to the decrease in projected employee related expense. The only revenue recorded in the district fund is interest received and reimbursement for employee related expense from the operating fund.

#### Departmental Reserves

The projected gains anticipated for FY 18/19 as well as FY 19/20 are based on the amount of interest revenue only. The projected revenue, other than interest revenue, should closely match the projected expense for the district employee related expense, which is reimbursed by the operating fund.

#### Net County Cost Allocations

The district fund does not incur any net county cost, nor does it generate revenue to offset the cost to the other county departments.

### Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>				
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
WRMD Operating	17	15	15	-
<b>Grand Total</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>-</b>

*Department/Agency Expenses by Budget Unit*

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
Waste: WRMD District	\$ 2,473,157	\$ 2,497,630	\$ 2,222,607	\$ 2,232,593	\$ 2,232,593	\$ -
<b>Grand Total</b>	<b>\$ 2,473,157</b>	<b>\$ 2,497,630</b>	<b>\$ 2,222,607</b>	<b>\$ 2,232,593</b>	<b>\$ 2,232,593</b>	<b>\$ -</b>

*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	\$ 2,462,512	\$ 2,487,430	\$ 2,211,819	\$ 2,222,264	\$ 2,222,264	\$ -
Services and Supplies	10,645	10,200	10,788	10,329	10,329	-
<b>Expense Net of Transfers</b>	<b>2,473,157</b>	<b>2,497,630</b>	<b>2,222,607</b>	<b>2,232,593</b>	<b>2,232,593</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 2,473,157</b>	<b>\$ 2,497,630</b>	<b>\$ 2,222,607</b>	<b>\$ 2,232,593</b>	<b>\$ 2,232,593</b>	<b>\$ -</b>

*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
Other Revenue	2,471,615	2,497,629	2,497,629	2,232,595	2,232,595	-
<b>Total Net of Transfers</b>	<b>2,471,615</b>	<b>2,497,629</b>	<b>2,497,629</b>	<b>2,232,595</b>	<b>2,232,595</b>	<b>-</b>
<b>Revenue Total</b>	<b>2,471,615</b>	<b>2,497,629</b>	<b>2,497,629</b>	<b>2,232,595</b>	<b>2,232,595</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	1,542	1	(275,022)	(2)	(2)	-
<b>Total Sources</b>	<b>\$ 2,473,157</b>	<b>\$ 2,497,630</b>	<b>\$ 2,222,607</b>	<b>\$ 2,232,593</b>	<b>\$ 2,232,593</b>	<b>\$ -</b>

## CHILDREN & FAMILIES COMMISSION – FIRST FIVE

### Mission Statement

First 5 Riverside invests in partnerships that promote, support, and enhance the health and early development of children, prenatal through age five, their families, and communities.

### Department/Agency Description

The Riverside County Children and Families Commission, First 5 Riverside (F5R), is funded by tobacco taxes generated as a result of Prop. 10 to support the youngest Californians, from prenatal through age five, to get the best start in life. Focus areas established by the Commission include quality early learning, comprehensive health and development, resilient families and countywide impact. First 5 Riverside grants funds to local agencies to provide services for creation of an integrated and coordinated system for children and families.

### Objectives and Strategic Alignment

Department Objective #1: Promote high quality early learning and care programs to increase access for infants, toddlers and preschoolers for future success in kindergarten and beyond.

Portfolio Objective: Provide educational opportunities to promote early development and boost employability.

County Outcome: Education to support 21st century workforce.

Performance Measure(s)	FY 17/18 Actual	FY 18/19 Target	FY 19/20 Target	Goal
Percent increase in early learning programs participating in Quality Start Riverside County	20%	26%	30%	100%
Low income children attending high quality early care & learning programs through F5R Scholarship	1,108	1000	1000	1000

### Related Links

Website: <http://www.rccfc.org>  
 Twitter: @First5Riverside

### Insights

- ◆ Quality Start Riverside County (QSRC) is a voluntary quality rating and improvement system which is a part of a state and nationwide movement to improve the quality of early learning programs. In FY 16/17 and FY 17/18, a total of 325 and 430 sites respectively participated in QSRC. Sites included licensed child care centers, licensed family child care homes and alternative sites such as libraries and home visiting programs. As of the second quarter of FY 18/19, there were 2,062 licensed child care sites (419 licensed child care centers and 1,643 licensed family child care homes) in Riverside County. Of the 2,062 licensed child sites, 459, or 22 percent, were participating in QSRC.
- ◆ The overall increase in the percent of early learning programs (licensed child care centers and family child care homes, as well as alternative sites) participating in QSRC from FY 16/17 to second quarter of FY 18/19 was 54 percent.
- ◆ Participating early learning programs were rated against statewide standards to measure quality.
  - ❖ Through Dec. 2018, the 459 QSRC sites eligible for tier rating are as follows:
    - Tier 5 – 35 sites
    - Tier 4 – 152 sites
    - Tier 3 – 35 sites
    - Tier 2 – 82 sites
    - Participating, not yet rated - 155
- ◆ 1,108 children received a scholarship to participate in a QSRC early learning and care program.

Facebook: <https://www.facebook.com/First5Riverside>  
 YouTube: <https://www.youtube.com/user/First5Riverside>

### Budget Changes and Operational Impacts

The primary revenue source for First 5 is driven by two factors – Riverside County’s share of statewide births and tobacco tax sales collections, which are expected to decline 2.5 percent annually, and therefore negatively impact the Commission’s annual revenue stream. In response to the declining revenues, First 5 Riverside is striving to meet growing demands through a systems approach while ensuring sustainability through diversified funding streams, capacity building and community engagement.

The Commission’s FY 19/20 budget includes appropriations of approximately \$33 million, a net increase of \$4.8 million from the prior year. The increase is largely driven by \$2.6 million in new revenues from state CalWORKs funding for home visitation expansion in Riverside County, and new Commission investments using \$2.2 million of assigned fund balance reserves.

### Staffing

An increase of one position resulting in an overall increase of approximately \$0.4 million.

### Budget Tables

<i>Department/Agency Staffing by Budget Unit</i>					
	Current Authorized	Budget Year Requested	Budget Year Recommended	Budget Year Adopted	
RCCFC - Agency	42	43	43	-	
<b>Grand Total</b>	<b>42</b>	<b>43</b>	<b>43</b>		

<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
Children & Families Commission	\$ 22,706,612	\$ 28,201,965	\$ 32,408,807	\$ 32,841,788	\$ 32,841,788	\$ -
<b>Grand Total</b>	<b>\$ 22,706,612</b>	<b>\$ 28,201,965</b>	<b>\$ 32,408,807</b>	<b>\$ 32,841,788</b>	<b>\$ 32,841,788</b>	<b>\$ -</b>

<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	\$ 3,822,366	\$ 4,520,682	\$ 4,520,682	\$ 4,953,663	\$ 4,953,663	\$ -
Services and Supplies	18,884,246	23,306,873	27,513,715	27,513,715	27,513,715	-
Fixed Assets	-	374,410	374,410	374,410	374,410	-
<b>Expense Net of Transfers</b>	<b>22,706,612</b>	<b>28,201,965</b>	<b>32,408,807</b>	<b>32,841,788</b>	<b>32,841,788</b>	<b>-</b>
<b>Total Uses</b>	<b>\$ 22,706,612</b>	<b>\$ 28,201,965</b>	<b>\$ 32,408,807</b>	<b>\$ 32,841,788</b>	<b>\$ 32,841,788</b>	<b>\$ -</b>

### Expenditures

Net increase of \$4.2 million.

- ◆ Services & Supplies
  - ❖ Operating expenses are budgeted at \$1.8 million, the same level as FY 18/19
  - ❖ Increase of \$4.2 million in contracted services

### Revenues

Net increase of \$1.4 million.

- ◆ Intergovernmental Revenue – net increase of \$2.6 million.
  - ❖ Increase of \$2.6 million in California CalWORKs funding for home visitation expansion in Riverside County.
- ◆ Net decrease of \$0.8 million in CA Tobacco Tax Prop. 10 and Prop. 56 backfill
- ◆ Net decrease of \$0.4 million in State and Miscellaneous Revenues

### Reserves

Use of approximately \$6 million of committed reserves and assigned fund balance reserves



*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	\$ 19,796,810	\$ 24,636,915	\$ 24,636,915	\$ 23,636,730	\$ 23,636,730	\$ -
Other Revenue	260,079	507,054	507,054	2,800,000	2,800,000	-
<b>Total Net of Transfers</b>	<b>20,056,889</b>	<b>25,143,969</b>	<b>25,143,969</b>	<b>26,436,730</b>	<b>26,436,730</b>	<b>-</b>
<b>Revenue Total</b>	<b>20,056,889</b>	<b>25,143,969</b>	<b>25,143,969</b>	<b>26,436,730</b>	<b>26,436,730</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	2,649,723	3,057,996	7,264,838	6,405,058	6,405,058	-
<b>Total Sources</b>	<b>\$ 22,706,612</b>	<b>\$ 28,201,965</b>	<b>\$ 32,408,807</b>	<b>\$ 32,841,788</b>	<b>\$ 32,841,788</b>	<b>\$ -</b>



## ECONOMIC DEVELOPMENT AGENCY – SPECIAL DISTRICTS

### 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

Through its County Service Areas (CSA), Community Facilities Districts (CFD), and Perris Valley Cemetery District (PVCD), the Economic Development Agency provides municipal community services for sustainable neighborhoods within unincorporated communities in Riverside County and affordable public access for respectful and compassionate burial services.

### Objectives and Strategic Alignment

Department Objective #1: Increase space for internments by adding usable acres of land and niche spaces.

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
Number of added burial spaces	102	10	10	10
Number of added niche spaces	0	5	5	5

#### Insights

- ◆ State water restrictions may slow the increase in available turf area, hindering growth in usable plot land for burial spaces.
- ◆ Perris Valley Cemetery District aims to continue to add crematory niche spaces, as they are more cost

efficient and environmentally friendly than in-ground burials.

Department Objective #2: Enhance the quality of CSA maintained roads through regular improvement activities and timely storm damage repairs.

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
Improved and stabilized dirt roads (linear feet in thousands)	34.0	10.0	10	10.0+
Turnaround time for storm damaged road repairs (in weeks)	1	1	1	1

#### Insights

- ◆ Proactively improving the quality of roads reduces the demand for more costly annual maintenance costs, leaving more funding for future improvements.
- ◆ The growing network of county roads is creating additional workloads for Transportation Department resources, and potentially delaying response times for road repairs in some cases. Additionally, rising road improvement costs are outpacing existing special assessments. As a consequence, it may take years to accumulate sufficient funds to meet the full repair needs.

Department Objective #3: Provide timely services to residents and developers to encourage responsible and efficient development.

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

County Outcome: Thriving, robust, diverse economy.

• • • EDA – Special Districts

Performance Measure(s)	FY 17/18 Actuals	FY 18/19 Target	FY 19/20 Target	Goal
Development process time reduction (in months)	4-6	4	4	4-5
Utility billing turnaround time (in days)	4-6	2	2	1

Insights

- ◆ Multiple county departments are involved in the process to complete a development project. On

*Related Links*

Website: [www.rivcoccsd.org](http://www.rivcoccsd.org)

**Budget Changes & Operational Impacts**

*Staffing*

Net decrease of three positions in the County Service Area (CSA) Admin fund, and the addition of six positions in the CSA 152 NPDES fund that provides field services.

*Expenditures*

- ◆ Salaries & Benefits
  - ❖ No significant changes from prior year.
- ◆ Services & Supplies
  - ❖ No significant changes from prior year.
- ◆ Other Charges
  - ❖ PVCD will increase by \$33,683 primarily for an increase in inter-fund salaries.
  - ❖ CFD will increase by \$34,752 due to newly added CFDs for services.
  - ❖ CSA will increase by \$3,630,356 primarily for processing of street light billings through Energy Cap and results as a categorization of appropriations previously expensed under services and supplies.
- ◆ Fixed Assets
  - ❖ PVCD will increase by \$16,262 for the purchase of a riding mower and two utility carts.
  - ❖ CSA will decrease by \$96,731 due to the purchase of large equipment for CSA 51 Desert Center, new park structures for the Temecula community in CSA 143 Rancho California Park, and two new riding lawn mowers

SPECIAL DISTRICTS & OTHER AGENCIES

behalf of the CSAs, the Economic Development Agency aims to strengthen inter-departmental agreements and coordination to provide a faster turnaround time for completing the process.

- ◆ Electronic billing, tracking, and payment processing will continue to be introduced to reduce costs related to staff time and late payments while also decreasing the billing turnaround time.

purchased by CSA 152 NPDES that were purchased in FY 18/19.

- ◆ Operating Transfers Out
  - ❖ CSA will decrease by \$558,409 for reimbursement to CSA 60 Pinyon Fire Protection, Woodcrest Library, and CSA 152CC Quimby Cajalco Corridor projects that occurred in FY 18/19.

*Revenues*

Net increase of \$3,408,022.

- ◆ Taxes
  - ❖ The CSA will increase by \$482,501 primarily for an increase in property tax revenues.
- ◆ Revenue from Use of Assets
  - ❖ Net increase of \$134,430 primarily due to an increase in homeowners' taxes.
- ◆ Charges for Current Services
  - ❖ The CSA will increase by \$2,748,851 primarily for an increase in staffing reimbursements from the Library Division.
  - ❖ The CFD will increase by \$22,376 in special assessment taxes for newly formed CFDs.
- ◆ Operating Transfers In
  - ❖ The CSA will decrease by \$68,863 in operating transfers related reimbursements from the Solar Payments Fund in CSA 51 and the removal of a one-time reimbursement in CSA 152 from CSA 60 in FY 18/19.



**Departmental Reserves**

- ◆ Fund 22900 – Perris Valley Cemetery District
  - ❖ Expected usage of reserve balance is \$72,689 in FY 18/19 and \$85,635 in FY 19/20, which includes \$37,000 in one time equipment costs. Remaining \$121,324 of reserve usage is from increases to inter-fund expenses.

- ◆ Fund 39810 – Perris Valley Cemetery Endowment
  - ❖ Expected increase in reserve balance is \$94,428 in FY 18/19 and \$53,560 in FY 19/20. Funds are restricted for use until all cemetery plots are sold.
- ◆ Various – County Service Areas
  - ❖ Expected usage of reserve balance is \$2,810,193 in FY 18/19 and \$7,554,239 in FY 19/20.

**Budget Tables**

<i>Department/Agency Staffing by Budget Unit</i>				
	<b>Current Authorized</b>	<b>Budget Year Requested</b>	<b>Budget Year Recommended</b>	<b>Budget Year Adopted</b>
Csa 152 Npdes	31	36	36	-
CSA Administration Operating	12	10	10	-

Department/Agency Expenses by Budget Unit

	Prior Year Actual	Current Year Budgeted	Current Year Projected	Budget Year Requested	Budget Year Recommended	Budget Year Adopted
CFD 16-1M Citrus Heights	\$ -	\$ 10,000	\$ 10,000	\$ 66,575	\$ 66,575	-
CFD 17-2M Bella Vista II	3,721	69,162	69,162	70,407	70,407	-
CFD 17-2M Conestoga	-	56,000	56,000	56,000	56,000	-
CFD 17-3M Tierra Del Rey	-	131,124	131,124	37,686	37,686	-
CFD 17-4M Promontory	-	10,000	10,000	37,594	37,594	-
CFD 17-5M French Valley South	-	10,000	10,000	10,100	10,100	-
CFD 17-6M Aberley TR31199	\$ -	\$ -	\$ -	\$ 10,100	\$ 10,100	-
CFD 18-1M Tramonte TR36475	\$ -	\$ -	\$ -	\$ 10,100	\$ 10,100	-
CFD 18-2M Golden Sunset TR31632-1	\$ -	\$ -	\$ -	\$ 10,100	\$ 10,100	-
CSA 001 Coronita Lighting	1,964	5,898	5,898	6,669	6,669	-
CSA 013 North Palm Springs Lighting	2,712	5,693	5,693	6,043	6,043	-
CSA 015 North Palm Springs Oasis	7,439	16,899	16,899	18,793	18,793	-
CSA 021 Coronita-Yorba Heights	8,161	17,351	17,351	18,505	18,505	-
CSA 022 Elsinore Area Lighting	14,625	20,299	20,299	19,323	19,323	-
CSA 027 Cherry Valley Lighting	27,439	43,601	43,601	44,452	44,452	-
CSA 036 Idyllwild Lighting	216,069	233,494	233,494	218,136	218,136	-
CSA 038 Pine Cove Fire Protection	144,107	379,958	97,479	300,973	300,973	-
CSA 041A Meadowbrooks Roads	95,409	627,189	501,791	132,984	132,984	-
CSA 041B Meadowbrooks Roads	-	84,338	84,338	-	-	-
CSA 043 Homeland Lighting	14,922	41,776	41,776	44,836	44,836	-
CSA 047 West Palm Springs Villa	3,401	12,106	12,106	13,309	13,309	-
CSA 051 Desert Centre Multi	391,218	662,804	507,464	636,626	636,626	-
CSA 059 Hemet Area Lighting	3,178	6,876	6,876	7,026	7,026	-
CSA 060 Pinyon Fire Protection	5,269	65,934	65,934	254,277	254,277	-
CSA 062 Ripley Dept Service	127,922	209,580	195,139	210,199	210,199	-
CSA 069 Hemet Area East Lighting	122,221	141,128	141,044	135,900	135,900	-
CSA 070 Perris Area Lighting	32,401	54,986	54,986	56,980	56,980	-
CSA 080 Homeland Lighting	50,864	77,150	77,150	81,329	81,329	-
CSA 084 Sun City Lighting	43,195	79,671	79,671	131,319	131,319	-
CSA 085 Cabazon Lighting	138,159	165,807	165,807	163,993	163,993	-
CSA 087 Woodcrest Lighting	28,672	40,465	40,465	44,936	44,936	-
CSA 089 Perris Area - Lakeview	41,238	31,778	30,275	38,804	38,804	-
CSA 091 Valle Vista	106,444	169,783	169,783	225,258	225,258	-
CSA 094 South East Hemet Lighting	2,470	3,088	3,088	3,393	3,393	-
CSA 097 Mecca Lighting	58,428	90,485	90,485	118,355	118,355	-
CSA 103 La Serene Lighting	678,460	708,470	708,458	906,152	906,152	-
CSA 104 Santa Ana	60,980	627,168	334,622	628,135	628,135	-
CSA 105 Happy Valley Road Maintenance	10,309	89,047	89,047	267,716	267,716	-
CSA 108 Road Improvement Maintenance	31,721	411,227	111,227	411,833	411,833	-
CSA 113 Woodcrest Lighting	1,687	12,260	12,260	16,345	16,345	-
CSA 115 Desert Hot Springs	6,190	15,310	15,310	16,744	16,744	-
CSA 117 Mead Valley-An Service	23,005	33,139	33,139	36,533	36,533	-
CSA 121 Bermuda Dunes Lighting	90,036	106,541	106,541	106,253	106,253	-
CSA 122 Mesa Verde Lighting	114,348	262,844	275,922	218,709	218,709	-
CSA 124 Lake Elsinore Warm Springs	20,441	68,200	68,200	61,942	61,942	-
CSA 125 Thermal Area Lighting	15,422	20,112	20,112	25,846	25,846	-
CSA 126 Highgrove Area Lighting	714,850	1,401,063	1,104,349	2,580,953	2,580,953	-
CSA 126 Quimby Highgrove Lighting	3,978	70,000	70,000	70,250	70,250	-
CSA 128 Lake Mathews Road Maintenance	176,574	404,649	254,765	106,761	106,761	-
CSA 132 Lake Mathews Lighting	198,753	192,394	184,042	179,216	179,216	-
CSA 134 Temescal Canyon Lighting	1,590,801	2,013,091	2,082,038	2,063,188	2,063,188	-
CSA 135 Temescal Canyon Lighting	15,675	16,150	15,000	16,100	16,100	-
CSA 142 Wildomar Lighting	8,312	13,769	13,769	13,207	13,207	-
CSA 143 Quimby Rancho California	-	450,771	200	450,771	450,771	-
CSA 143 Rancho California Park	2,707,951	3,206,953	3,091,776	2,992,026	2,992,026	-
CSA 145 Quimby Sun City	-	7,000	7,000	14,976	14,976	-
CSA 146 Lakeview Park & Recreation	3,366	11,405	11,405	11,098	11,098	-
CSA 146 Quimby Lakeview Park & Recreation	-	300	300	628	628	-
CSA 149 Wine Country	359,858	1,221,926	455,168	1,191,415	1,191,415	-
CSA 149 Wine Country Beautification	93,474	115,189	115,189	111,683	111,683	-
CSA 152 Cajalco Corridor Quimby	-	1,174,361	574,361	1,074,361	1,074,361	-
CSA 152 NPDES	3,723,074	4,235,126	3,598,008	3,974,838	3,974,838	-
CSA 152 Sports Park	486,068	617,211	603,166	787,874	787,874	-
CSA 152 Zone A	312,858	321,806	314,209	-	-	-
CSA 152 Zone B	48,313	332,093	56,470	3,032,966	3,032,966	-
CSA Administration Operating	2,390,951	2,559,911	2,393,503	2,506,860	2,506,860	-
Perris Valley Cemetery Endowment	-	52,000	-	-	-	-
Perris Valley Cemetery Other General	490,838	654,115	645,869	679,606	679,606	-
<b>Grand Total</b>	<b>\$ 16,069,941</b>	<b>\$ 25,000,024</b>	<b>\$ 20,360,603</b>	<b>\$ 27,796,065</b>	<b>\$ 27,796,065</b>	<b>\$ -</b>

*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	\$ 2,835,313	\$ 3,494,501	\$ 2,794,897	\$ 3,551,147	\$ 3,551,147	\$ -
Services and Supplies	6,688,616	8,586,003	7,280,820	7,974,984	7,974,984	-
Other Charges	6,282,719	10,162,225	8,929,924	14,784,717	14,784,717	-
Fixed Assets	83,978	487,971	213,335	264,502	264,502	-
<b>Expense Net of Transfers</b>	<b>15,890,626</b>	<b>22,730,700</b>	<b>19,218,976</b>	<b>26,575,350</b>	<b>26,575,350</b>	<b>-</b>
Operating Transfers Out	179,315	2,269,324	1,141,627	1,190,415	1,190,415	-
<b>Total Uses</b>	<b>\$ 16,069,941</b>	<b>\$ 25,000,024</b>	<b>\$ 20,360,603</b>	<b>\$ 27,765,765</b>	<b>\$ 27,765,765</b>	<b>\$ -</b>

*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
Rev Fr Use Of Money&Property	\$ 68.00	\$ 221,848.00	\$ 197,386.00	\$ 218,817.00	\$ 218,817.00	\$ -
Intergovernmental Revenues	566,036	2,682,149	2,524,883	1,999,640	1,999,640	-
Charges For Current Services	14,192,013	15,068,850	15,488,076	17,848,683	17,848,683	-
Other In-Lieu And Other Govt	35,941	-	-	-	-	-
Other Revenue	838,524	3,314,079	2,973,765	3,210,280	3,210,280	-
<b>Total Net of Transfers</b>	<b>15,632,582</b>	<b>21,286,926</b>	<b>21,184,110</b>	<b>23,277,420</b>	<b>23,277,420</b>	<b>-</b>
<b>Revenue Total</b>	<b>15,632,582</b>	<b>21,286,926</b>	<b>21,184,110</b>	<b>23,277,420</b>	<b>23,277,420</b>	<b>-</b>
Net County Cost Allocation						
Use of Department Reserves	437,359	3,713,098	(823,507)	4,488,345	4,488,345	-
<b>Total Sources</b>	<b>\$ 16,069,941</b>	<b>\$ 25,000,024</b>	<b>\$ 20,360,603</b>	<b>\$ 27,765,765</b>	<b>\$ 27,765,765</b>	<b>\$ -</b>

