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County  
of  
Kern



*FY 2014-2015*  
*Recommended Budget*

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# Kern County Administrative Office



## County Administrative Center

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JOHN NILON

County Administrative Officer

August 11, 2014  
Public Distribution

Board of Supervisors  
Kern County Administrative Center  
1115 Truxtun Avenue  
Bakersfield, CA 93301

## FISCAL YEAR 2014-15 RECOMMENDED BUDGET

The proposed FY 2014-15 Recommended Budget is submitted for your consideration. The recommended budget represents the deliberation of impacts, consequences and alternatives by departmental and County Administrative Office staff. The budget was prepared in accordance with the Board's approved budget development guidelines and with consideration of the County's vision "to create and maintain a customer-centered County government designed to garner the confidence, support and trust of the people we serve."

This document includes the FY 2014-15 Recommended Budgets for the County, Board Governed Special Districts and Other Agencies governed by the Board of Supervisors. The County departments have provided performance measures based on goals and objectives identified in the County's Strategic Plan.

The FY 2014-15 Recommended Budget of \$2.7 billion is balanced and is consistent with policy direction received from the Board of Supervisors. Carefully planned, controlled expenditures and the set-aside of one-time funds for future use over several years have enabled the County to respond to economic instability and unforeseen major fiscal impacts such as a new Animal Services facility and operational shortfalls at the Kern Medical Center. As a result, the County continues to be in a stable fiscal condition. However, the years ahead will be challenging as the County budget must absorb increased retirement costs and new jail facility staffing.

The primary goal in developing the recommended budget has been to: 1) keep most discretionary and public protection programs as intact as possible; 2) appropriate resources to quality of life programs; 3) provide funding to prevent further deterioration of the physical infrastructure on which many services depend, and 4) maintain reserves that meet the County's known cost increases and liabilities. Achieving this balance continues to be a challenge. Almost without exception, the budget and staffing levels recommended by the County Administrative Office are consistent with the relative budget priorities identified by the department heads. County department heads, appointed and elected alike, have worked diligently and cooperatively with County Administrative Office staff in a team effort to forge a balanced budget that minimizes adverse impacts on direct services to the public.

## THE BUDGET IN BRIEF

The FY 2014-15 Recommended Budget for all funds totals \$2.7 billion, an increase of \$87.1 million, or 3.3% from the FY 2013-14 Adopted Budget. The General Fund, which funds most County operations, totals \$780.7 million, an increase of \$.2 million, or .03%. The budget supports a workforce of almost 9,142 authorized positions and reflects a net increase of 14 positions.



All Funds	FY 2013-14	FY 2014-15	Change From
(\$ millions)	Adopted Budget	Recommended Budget	FY 2013-14
General Fund	\$ 780.5	\$ 780.7	\$ 0.2
Special Revenue Funds	1,139.9	1,149.0	9.1
Capital Project Funds	14.4	117.1	102.7
Enterprise Funds	465.6	446.3	(19.3)
Internal Service	186.6	182.2	(4.4)
Special District Funds	24.6	20.9	(3.7)
Employment Grant Programs	19.0	21.8	2.8
Community Development Programs	18.60	18.3	(0.3)
Total All Funds	\$ 2,649.2	\$ 2,736.3	\$ 87.1
Authorized Staffing	9,128	9,142	14

The recommended budget includes funding to provide mandated and essential services, meet debt service obligations, maintain a minimum level of infrastructure and capital funding, and adhere to the Board's financial management policies. The budget again seeks to balance spending between services and capital needs and was developed with emphasis on isolating one-time resources for application to one-time expenditures or reserves wherever possible to promote long-term fiscal stability.

#### COUNTYWIDE DISCRETIONARY RESOURCES

Countywide discretionary revenue for the General Fund is budgeted at \$391 million, which is \$12.3 million or 3.2% more than the FY 2013-14 Adjusted Budget. A significant portion of discretionary revenue is comprised of property taxes and sales and use taxes.

Total property tax assessments increased by 5.6% from FY 2013-14 contributing to an increase in property related revenue of \$12.4 million. Sales and use tax and sales tax/property tax swap base revenue estimates for FY 2014-15 total \$45 million which is \$4 million less than the FY 2013-14 Adjusted Budget. The County received approximately \$4 million in unanticipated sales tax last fiscal year primarily generated by one-time construction of major wind energy and solar projects. As anticipated, this construction activity has substantially slowed and revenues are stabilizing to normal levels. Petroleum products and equipment, in addition to automobile sales, continue to produce strong base receipts for the County.

Proposition 172 Local Public Safety Funds have significantly increased since FY 2012-13 from one-time construction activity as well, as this revenue source is generated by a half-cent sales tax. This revenue continues to be pivotal in meeting the increased budget requests from public safety departments. In FY 2014-15, public safety departments are estimated to receive \$77 million which is \$2.6 million more than in FY 2013-14. The increase in allocation is associated to one-time carry forward from FY 2013-14. The revenue levels for this funding source are anticipated to stabilize to normal levels over the next two years. A portion of the one-time fund balance carry-forward at June 30, 2014 for this fund was recommended to be set-aside to mitigate the anticipated decline in future revenue.

The General Fund's fund balance carry-forward available from the fiscal year ending June 30, 2014 was \$37.2 million which is nearly \$27 million less than the prior fiscal year. The net fund balance carry-forward, which excludes the re-budget of Budget Incentive Savings credits and capital and major maintenance projects, was \$25.3 million. As fund balance carry-forward is a one-time source, these funds were recommended for one-time projects and specific purpose designations.

**NET COUNTY COST**

For FY 2014-15, departments that receive an allocation of Net County Cost were requested to submit budgets with up to a 5% reduction of Net County Cost from FY 2013-14 to mitigate an anticipated new ongoing operational County contribution to the Kern Medical Center of at least \$10 million. The reduction of allocations to departments generated \$9.3 million, or 2.4% in savings that was re-allocated to Kern Medical Center.

Reserves, designations and contingencies are a vital component of Net County Cost to mitigate future known and unknown liabilities and capital needs. The recommended budget for the General Fund isolates approximately \$8.3 million in the Appropriation for Contingencies to earmark funds against unexpected future costs or costs that are identified after the County budget is adopted. In addition, \$33 million in contributions to reserves and designations brings General Fund reserve balances to nearly \$111 million. The most significant contribution to a designation is \$20.3 million for the KMC Working Capital to set aside funds for the total amount of an outstanding liability to the State owed by the hospital. Other contributions towards reserves and designations are as follows:

- ▶ ***Designation for Department of Human Services: \$16.5 million (\$998,848 increase)*** — The designation for the Department of Human Services (DHS) sets aside funds to stabilize future contributions to DHS that fund mandated local match and serve as working capital for an ongoing cash advance from the General Fund due to time lags of State and federal receipts. With this contribution, the balance is \$16,452,848.
- ▶ ***Designation for Retirement Contributions: \$9.7 million (\$1.6 million increase)*** — This reserve earmarks funds to mitigate known increases to the County's retirement contribution for employees including pension obligation bond payments in future years. The projected increase in County retirement contribution for FY 2015-16 is \$16.8 million.
- ▶ ***Designation for Information Technology Projects \$5.4 million (\$5 million increase)*** — This designation earmarks funds for information technology projects such as the Criminal Justice Information System, Financial Management System and several others.
- ▶ ***Designation for Infrastructure Replacement \$9.7 million (\$4.4 million increase)*** — This designation earmarks funds for capital asset replacement and was established primarily with one-time construction sales tax receipts in FY 2012-13. In addition, 50% of the increment from property taxes attributable to wind energy property valuations is deposited to this account annually.
- ▶ ***Designation for East Kern Revitalization Area \$352,289 (\$346,982 increase)*** — This designation supports the Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ) approved by the Board in December 2012. The program is intended to encourage and promote economic reinvestment and revitalization in communities within the Second District impacted by wind energy property. The program is funded through the set aside of a percentage of property tax increment generated from the wind energy properties.
- ▶ ***Designation for Blight Remediation \$1.2 million (\$1.2 million increase)*** — This designation is intended to assist communities with addressing blight through projects recommended by the Code Enforcement Department. The program is funded through the set aside of a percentage of property tax increment generated from the wind energy properties.

## WORKFORCE CHANGES AND EMPLOYEE COSTS

Budgeted staffing recommended for FY 2014-15 is 9,142, an increase of 14 positions from the FY 2013-14 Adjusted Budget. General Fund staffing is decreasing by six positions primarily due to departments deleting positions that have been vacant and unfunded for the past several years. This decrease is offset by a total of 20 positions to be added for Child Support Services, Aging and Adult Services, and the Fire Department that are not in the General Fund. The General Fund budget does include five new positions for the Coroner and Public Administrator functions of the Sheriff Department. The County's overall cost for employees' salaries and benefits is projected to be \$1.027 billion which is a decrease of approximately \$9 million from the FY 2013-14 Adjusted Budget and is reflected in each department's budget. The decrease is primarily the result of General Fund departments holding positions vacant and unfunded to achieve reductions in Net County Cost.

## KERN MEDICAL CENTER

Kern Medical Center (KMC) posed significant challenges for the General Fund in FY 2013-14. The hospital ended the year with a \$26.7 million deficit, of which \$25.8 million was resolved through two separate contributions from the General Fund (\$13 million in October 2013 and \$12.8 million in June 2014). The remaining shortfall of approximately \$930,000 is included in the Net County Cost allocation for the hospital in FY 2014-15. In addition to the General Fund contributions for operational shortfalls at the medical center, \$24.9 million of KMC's General Fund loan balance was deemed non-spendable in FY 2013-14 and \$3.8 million of the loan was written off. The outstanding General Fund loan to the hospital enterprise fund as of June 30, 2014 was \$61.3 million, a decrease of \$24.1 million from the prior year.

In FY 2014-15 the County General Fund is making a contribution to Kern Medical Center to support the hospital's routine operations, fund several capital projects deemed critical to the medical center's future success, and true up the hospital's losses for the months of May and June in FY 2013-14. In total, \$13.4 million will be allocated to the hospital with \$10 million earmarked to fund day-to-day operations and approximately \$2.6 million set aside for the seismic reclassification project, G-Wing decommissioning project, pediatric remodel, medical records improvement, and Phase I of the information systems rewire and nurse call system. The remaining funds of approximately \$930,000 will cover the hospital's prior year losses in May and June 2014.

Additionally, using one-time resources in the General Fund, \$20.3 million is set-aside in the KMC Working Capital designation of the General Fund in FY 2014-15 for payments owed to the State for prior year Disproportionate Share Hospital (DSH) overpayments made to the medical center. The set-aside of these funds was intended to minimize the potential future budgetary impacts on other County departments due to this liability.

## STATE BUDGET IMPACT

On June 20, 2014 Governor Brown signed his \$156 billion FY 2014-15 budget, which includes \$107.8 billion in State General Fund expenditures, a 7% increase over last year, and a \$2.1 billion reserve. The budget represents a modest surplus that allows for some restoration of prior year reductions and early loan repayment opportunities.

The Governor's budget plan contains a statewide reduction of \$87.2 million in AB 109 Public Safety Realignment funding available to county Community Correction Partnerships in FY 2014-15. This includes a reduction to the AB 109 base allocation and an assumed AB 109 growth projection that is less than the amount received in FY 2013-14. Based on the current methodology, this will result in a

reduction of \$1.8 million in base funding and \$2.3 million in growth funding available to the County in FY 2014-15.

The State budget addresses the continued implementation of Federal Health Care Reform and its impact on 1991 Realignment funding and the County health care programs. 1991 Health Realignment funding has been impacted with the State implementation of the optional Medi-Cal expansion under the federal Affordable Care Act. Health Realignment allocations will be reduced since the State assumes counties will achieve savings from the expanded eligibility. In FY 2013-14, the State reduced the County's Health Realignment by \$4.3 million. In FY 2014-15, the reduction will only be \$3 million. The recommended budget includes sufficient resources to carry out the health programs and services for County residents.

The budget includes a scheduled decrease in the gasoline tax rate beginning July 1, 2014. Based on this decreased rate, the County stands to lose \$780,000 in funds available for the Roads Fund. The department has indicated that there are no significant service level impacts for FY 2014-15 but anticipates fewer transportation projects will be funded in future budgets.

Finally, the State budget includes repayment to local agencies towards amounts owed for mandated services performed prior to 2004. Of the \$900 million in statewide pre-2004 mandate obligations, the County is owed \$12.4 million of which it is anticipated the County will receive \$1.2 million in FY 2014-15.

**FEDERAL BUDGET IMPACT**

The County receives revenue from the federal government’s Payment in Lieu of Taxes (PILT) program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) enacted on October 3, 2008 authorized full funding of the PILT program from 2008 through 2012, and the Moving Ahead for Progress in the 21<sup>st</sup> Century Act (Public Law 112-141) provided funding for 2013. The program was funded under the Agriculture Act of 2014 (Public Law 113-79) for FY 2013-14, which generated approximately \$2.4 million in PILT payments to the County. Although scheduled to end in 2013, the President’s fiscal year 2015 budget proposes to extend mandatory full funding level for PILT for another year while a sustainable long-term funding solution is developed.

**MAJOR PROGRAM HIGHLIGHTS**

Despite Net County Cost reductions for most General Fund departments, the recommended budget does not propose layoffs or significant program reductions. The highlights of departmental budgets by functional area are discussed below.

**Public Protection**

Protecting public safety remains the top priority of the recommended budget for the County. Budgets for public protection departments total \$895.6 million, or 33.5% of the County’s total budget and receive nearly 54% of the total Net County Cost allocation. Within the General Fund, appropriations for public protection departments total \$405 million, or 65.4% of total General Fund spending authority. Staffing for these departments total 3,437, a net increase of 13 positions from FY 2013-14.

The Sheriff’s budget is recommended at a \$2.2 million increase in Net County Cost from the FY 2013-14 Adjusted Budget while most other County departments incurred reductions. The primary issue for this department was the loss of two program funding streams; \$654,000 in revenue from federal prisoners and \$2.3 million in grant funding for Community Oriented Policing Services (COPS). The allocation of additional ongoing Discretionary General Funding is recommended to maintain the current level of law enforcement services provided by the department. The budget also includes the addition of five new



positions for the Coroner and Public Administrator functions the Sheriff deems mission critical for an ongoing cost of \$442,230 and \$1 million for the purchase of up to 20 patrol vehicles to maintain its fleet.

The Probation Department also incurred a major program revenue loss, specifically related to Title VI –E foster care revenue totaling \$3 million. To mitigate the loss and manage to the Net County Cost reduction, the department received an increase of Prop 172 funding and was able to identify reductions in salary and benefits appropriation by not funding vacant positions resulting in no significant service level impacts for FY 2014-15.

The District Attorney – Forensic Sciences Division budget is recommended at a \$357,335 increase in Net County Cost from the FY 2013-14 Adjusted Budget. The department indicated major service level impacts at the proposed 5% reduction of Net County Cost which would have resulted in one layoff and holding several other mission critical positions vacant. The allocation of additional ongoing Discretionary General Funding is recommended to maintain the current level of laboratory services provided by the department.

The Fire Department's recommended budget will allow the department to maintain staffing levels and to purchase \$3 million in equipment. A higher than anticipated fund balance available within the Fire Fund at fiscal year-end and an increase in property tax revenue estimates have enabled the department to absorb the 5% reduction in Net County Cost without service impacts. The recommended budget provides sufficient funding for the department to enhance administrative staffing by adding three new positions, in addition to continuing three-person staffing at County fire stations. The department was able to absorb the loss of Staffing for Adequate Fire and Emergency Response (SAFER) grant funding of \$3.5 million to continue to support the 30 additional staff added in FY 2012-13.

### **Public Assistance**

Budgets for public assistance departments total \$538.4 million, or 20.1% of the County's total budget and receive nearly 4% of the total Net County Cost allocation. Within the General Fund, appropriations for public assistance departments total \$14 million, or 2.2% of total General Fund spending authority. Staffing for these departments total 1,794, a net increase of 7 positions from FY 2013-14.

The Department of Human Services (DHS) comprises the largest budget for the public assistance functional area at \$196 million for Administration and \$205 million for Direct Aid. The recommended budget for DHS - Administration includes an increase in other charges of \$5.8 million due primarily to the launch of the Expanded Subsidized Employment Program. The budget continues to include \$560,000 funding for expanded Phase 1 Differential Response services provided by the Kern County Network for Children. The recommended budget for DHS – Direct Aid includes a \$12.6 million increase in expenditures over FY 2013-14 as a result of the ongoing 5% increase in CalWORKs grant funding which began March 1, 2014 that will help to mitigate the cost impact of Assembly Bill 12 (AB 12), which extends foster care services to transitional youth to age 21.

### **Health and Sanitation**

Budgets for health and sanitation departments total \$734 million, or 27.4% of the County's total budget and receive nearly 10% of the total Net County Cost allocation. Within the General Fund, appropriations for health and sanitation departments total \$45 million, or 7.1% of total General Fund spending authority. Staffing for these departments total 1,794, a net increase of 7 positions from FY 2013-14.

The Kern Medical Center enterprise fund is the largest health and sanitation department with a spending plan of \$329 million. The fund is recommended to receive a new ongoing County contribution of \$10 million for operations and one-time funding for identified capital needs of \$2.2 million. This fund continues to have a major impact on the resources of the General Fund as discussed under the Kern Medical Center section of this message.

**Education, Recreation and Community Programs**

The Library's recommended funding level allows the department to maintain current levels of service, including an additional allocation of Net County Cost of \$200,000 for the continuance of an extra one day of operation at each library facility. The budget includes \$258,000 for books and materials which is \$25,000 more than last fiscal year.

The Parks and Recreation recommended funding level allows the department to maintain current levels of service to maintain eight regional and forty neighborhood parks with recreational facilities that include lakes, campgrounds, group picnic areas, playgrounds, bike trails and ball fields. To mitigate the 5% reduction of Net County Cost, the department reduced appropriation for the potential privatization projects in outlying areas that were not yet finalized. Therefore, there are no service level impacts at this time.

Several contributions to community programs are included in the recommended budget. The Special Services' budget provides funding totaling \$730,000 to organizations, such as the Volunteer Center of Kern County, Arts Council of Kern, Bakersfield Museum of Art, Bakersfield Symphony, Center for Blind and Visually Impaired, China Lake Alliance, Community Action Partnership of Kern County (CAPK), Court Appointed Special Advocates (CASA), Southwest Defense Alliance, Valley Fever Vaccine Project, Greater Antelope Valley Economic Alliance, Kern Adult Literacy Council, and the California State University, Bakersfield – Small Business Development Center.

**RENEWING INFRASTRUCTURE IN AN ERA OF FISCAL CONSTRAINT**

Equipment and infrastructure are essential to the long-term quality of services to the people of Kern County. The County Administrative Office prioritizes requests for capital projects and equipment in the following order: legally mandated, health and safety, preventive maintenance, cost reduction, and extent of direct public use or benefit. Fiscal constraints over the past several years have forced the County to defer many pressing capital and maintenance needs for roads, parks, fire protection, and other important services to the public.

As part of the County's long-term fiscal plan, one-time sources such as fund balance carry-forward is isolated to capital and major maintenance projects and reserve or designation. In addition, the Board of Supervisors approved the ongoing set-aside of 50% of property tax increment generated from wind energy properties for infrastructure replacement for both the General and Fire Funds. The balance of the Infrastructure Replacement designation in the General Fund is \$9.4 million.

The recommended budget includes five new capital projects and four re-budgeted projects totaling \$15.5 million and 34 new major maintenance projects such as the reroof or paving of several County facilities totaling \$8 million. Several projects have revenue sources resulting in a Net County Cost of \$5 million for all projects in FY 2014-15.

**MITIGATING FUTURE CHALLENGES**

The past several years have challenged your Board's ability to achieve fiscal sustainability and provide for the increasing demand for public services. While countywide discretionary revenue is improving, the County is facing retirement cost increases, the loss of public safety funding, fiscal uncertainty related to the Kern Medical Center and future costs related to staffing a new jail facility. In the coming years, the County faces the challenge of continuing to provide quality services to its residents while managing the impacts of revenues not increasing sufficiently to cover increased costs. Accordingly, we look to avoid one-time funding solutions and steer a course that leads the County toward ongoing revenues that

adequately fund needed services while setting aside reserves for addressing deferred infrastructure maintenance, future economic downturns and other unexpected costs.

### **Retirement Costs**

Retirement costs are anticipated to increase due to amortization of the unfunded actuarial accrued liability as a result of market losses incurred by the County's pension system. The County's five year forecast also anticipates an increase in the average employer contribution rate as a result of recently approved actuarial assumption changes that include changing investment return assumption from 7.75% to 7.5%, updating the mortality table and the introduction explicit administrative expenses. These changes result in additional ongoing costs of \$22 million. In addition, the debt service payments for the County's Pension Obligation Bonds are scheduled to escalate through FY 2021-22, when one of the Pension Obligation Bonds will be fully paid. In anticipation of the budgetary impact from the escalating bond payments, the County has set aside a designation for retirement with a current balance of \$9.7 million that could be used towards mitigating General Fund departmental budget impacts in the future. In addition to use of the designation for retirement, it is anticipated that General Fund departments will have to absorb cost increases that may result in service level impacts.

### **New Jail Facility**

In FY 2017-18, the County anticipates funding the staff necessary to operate a new jail facility. The Sheriff has indicated that the staffing costs estimated at \$27.5 million could be mitigated by temporarily moving current staff from certain areas of the Lerdo Minimum jail facility to reduce some of the cost until the Lerdo facility is remodeled, which would generate an estimated \$7 million in savings for a net initial cost of \$20.5 million. The County is also analyzing the prospect of up to a half-cent sales tax increase to help mitigate this cost. If no other resources are identified, it is anticipated that a reduction of 7% - 10% of Net County Cost allocation to other County departments including front-line law enforcement would be necessary.

### **Loss of Public Safety Funding**

In FY 2014-15, the cumulative loss of federal and grant funding for three public safety departments total \$9.5 million annually. The Community Oriented Policing Services grant funding of \$2.3 million and the federal prisoner funding of \$654,000 for the Sheriff, the Staffing for Adequate Fire and Emergency Response grant funding of \$3.5 million for the Fire Department and the federal Title IV-E funding of \$3 million for Probation fund numerous safety positions that are ongoing costs for the County. The loss of these resources was partially offset in FY 2014-15 by an increase in allocation of Proposition 172 funding that are unlikely to be sustainable. If the positions associated to the limited term grant funding and federal funding are retained and no other resources are identified, it is anticipated that a reduction of Net County Cost allocation to other County departments may be necessary in the future.

### **Sales Tax Volatility**

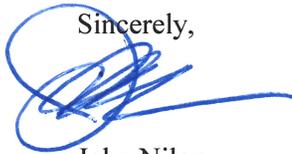
Historically it has been assumed that counties are more reliant on relatively stable property taxes for the provision of services, however, with the realignment of many State services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$255 million), County sales tax (\$45 million) and Proposition 172 half cent sales taxes (\$77 million), the portion of budget requirements funded primarily with sales tax represents 13.79% of the County budget. Approximately \$179 million of this revenue is allocated to services specifically in the General Fund which equates to 23% of the General Fund's budget. While sales taxes are not projected to decrease in FY 2014-15, they tend to be much more volatile and more responsive to economic changes, resulting in a higher risk of losses in future years.

**CONCLUSION**

The County must again seek to balance the allocation of resources between ongoing service needs, quality of life programs and the maintenance and renewal of facilities and equipment that support those services. The FY 2014-15 Recommended Budget is balanced within available resources and reflects a collective sustainable approach to providing services in the future. The budget meets the most important needs of the people of Kern County and fulfills the County's legal mandate to protect public health and safety. As you conduct public hearings and deliberate on the FY 2014-15 Recommended Budget, your Board's leadership and strong fiscal management will assist the County in once again maintaining that critical balance between service demands and limited financial resources.

At the August Budget Hearings, members of the public are invited to comment to your Board on the budget recommendations presented here. The County Administrative Office will work closely with your Board and with County departments to resolve budget issues and to enact a budget that meets the County's legal obligations and the needs of the people of Kern County.

Sincerely,



John Nilon  
County Administrative Officer



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# COUNTY OF KERN

## COUNTY ADMINISTRATIVE OFFICE

### FY 2014-15

### RECOMMENDED BUDGET

Submitted by  
John Nilon  
County Administrative Officer

#### BOARD OF SUPERVISORS

Mick Gleason	Supervisor District 1
Zack Scrivner	Supervisor District 2
Mike Maggard	Supervisor District 3
David Couch	Supervisor District 4
Leticia Perez	Supervisor District 5



### KERN COUNTY SUPERVISORIAL DISTRICTS



**COUNTY OF KERN  
COUNTYWIDE FACTS AND FIGURES**

**Size:**

8,132 square miles

*Source: U.S Census Bureau, State and County Quick Facts, Kern County California***Elevation:**

Bakersfield Mean Elevation 400 feet above sea level.

Highest Elevation, Sawmill Mountain, 8,755 feet above sea level.

**Structure:**

General law County formed in 1866; five districts based on population. Board members serve four-year terms.

**Incorporated Cities:**

11

**Population by City:****Incorporated Total 1/1/2014 Estimated**

<b>City</b>	<b>Population</b>
Arvin	20,226
Bakersfield	367,315
California City	13,276
Delano	52,591
Maricopa	1,180
McFarland	13,745
Ridgecrest	28,638
Shafter	17,461
Taft	8,942
Tehachapi	13,346
Wasco	26,159
<b>Total Incorporated</b>	<b>562,879</b>
<b>Total Unincorporated</b>	<b>310,213</b>
<b>Total County of Kern</b>	<b>873,092</b>

*Source: State of California, Department of Finance, E-1: Population Estimate with Annual percentage Change January, 1 2013, 2014.***Regional Parkland:**

Buena Vista Aquatic Recreational Area  
Camp Condor  
Greenhorn Mountain Park  
Kern River County Park and Campground  
Lake Wollomes  
Leroy Jackson Regional Park  
Metropolitan Rec. Center/Stramler Park  
Tehachapi Mountain Park

*Source: County of Kern, Parks and Recreation***County Library:**

25 Branches  
2 Bookmobiles  
1 Fire Research Center

*Source: Kern County Library;***Major County Employers (June 2013):**

<b>Employer</b>	<b>Employees</b>
Edwards Air Force Base	11,500
County of Kern	7,475
China Lake Naval Weapons Ctr.	5,000
Giumarra Farms	4,200
Grimmway Farms	3,500
Bolthouse Farms, Inc.	2,000
Bakersfield Memorial Hospital	1,400
City of Bakersfield	1,300

*Source: Greater Bakersfield Chamber of Commerce: <http://www.bakersfieldchamber.org/section.asp/csasp/DepartmentID.537/cs/SectionID.1170/csasp.html>***Assessed Valuations (2013-14):**

\$95,181,889,488

*Source: County of Kern Assessor Record*

**COUNTY OF KERN  
COUNTYWIDE FACTS AND FIGURES**

**Major County Taxpayers (Secured Taxpayers 2013-14 Property Tax Rolls):**

<b><u>Name</u></b>	<b><u>Assessed Value</u></b>	<b><u>%of roll</u></b>
Chevron US Inc.	\$8,479,216,951	9.63%
Aera Energy LLC	\$6,748,921,285	7.44%
Occidental of Elk Hills Inc.	\$5,583,957,842	6.42%
Oxy USA Inc.	\$2,162,053,804	2.47%
Berry Petroleum Company	\$1,679,358,642	1.92%
Plains Exploration & Prod Co	\$1,423,204,912	1.57%
Pacific Gas & Electric Co	\$746,171,475	1.09%
Seneca Resources Corp	\$683,215,761	0.76%
Vintage Production Cal LLC	\$652,529,335	0.76%
US Borax Inc.	\$629,596,965	0.72%

Source: County of Kern Treasurer-Tax Collector

**Employment Mix (2013):**

Services:

- Trade, Transportation, and Utilities Information
- Financial Activities
- Professional and Business services
- Education and Health Services
- Leisure and Hospitality
- Other Services
- Unclassified
- Aerospace and Defense
- Agriculture
- Construction
- Manufacturing
- Energy, Natural Resources & Mining
- Government

Source: State of California, Department of Finance, E-1: Population Estimate with Annual percentage Change January, 1 2012 and 2013.

**Unemployment (February 2014):**

10.1%

Source: State of California Employment Development Department, Labor Market Information Division

**Poverty Level (2012 estimate):**

22.5%

Source: U.S Census Bureau,  
<http://quickfacts.census.gov/qfd/states/06/06029.html>.

**Median Home Price (May 2014):**

\$209,250

Source: CA Association of Realtors, 2014

**Median Family Income (2012 estimate):**

\$49,430

Source: U.S. Census Bureau 2012 American Community Survey, 1-year Estimates.

**Per Capita Personal Income (2012):**

\$34,453

Source: U.S Department of Commerce, Bureau of Economic Analysis

**Taxable Sales (2012):**

\$14,666,473,000

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

**Universities/Community Colleges:**

(Ranked by # of Students)

**Four Year Universities (Fall 2012)**

California State University Bakersfield  
University of California Merced  
University of Phoenix

**Community Colleges (Fall 2012)**

Bakersfield College  
Taft College  
Cero Coso College

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

**Median Age (2012):**

30.8

Source: U.S Census Bureau, Kern County California 2012 Demographic Profile data



**COUNTY OF KERN  
COUNTYWIDE FACTS AND FIGURES**

**Death Rate (2010-2012, per 100,000):**

628.7

*Source: California Public Health, Center-for-Health Statistics,  
County Health Status Profiles*

**Educational Attainment (2012 estimate of county population age 25 years and over):**

	<b>Percent</b>
Less than 9 <sup>th</sup> grade	15.2%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	12.7%
High school graduate (includes equivalency)	25.6%
Some College, no degree	23.9%
Associate's degree	7.3%
Bachelor's degree	10.0%
Graduate or professional degree	5.3%

*Source: U.S. Census Bureau 2012 American Community Survey, 1-year Estimates.*

**Tourist Attractions:**

Kern River  
Lake Isabella  
Buena Vista Aquatic Area  
Ming Lake  
Red Rock Canyon  
Jaw Bone Canyon  
Famoso Raceway  
Kern County Raceway  
Crystal Palace  
Kern County Museum  
California Living Museum  
Buena Vista Museum  
Maturango Museum

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

**Airports:**

Meadows Field Airport  
Mojave Air and Space Port  
Inyokern Airport  
Tehachapi Airport  
Kern Valley Airport  
Buttonwillow Airport  
Lost Hills Airport  
Shafter Minter Field Airport  
Delano Airport  
Famoso/Poso Airport  
Taft Airport  
Wasco Airport  
Bakersfield Airpark

**Top 5 Hospitals:**

(Ranked by # of beds)

1. Bakersfield Memorial Hospital (426 beds)
2. San Joaquin Community Hospital (259 beds)
3. Kern Medical Center (222 beds)
3. Mercy Hospitals of Bakersfield (222 beds)
4. Good Samaritan Hospital (154 beds)

*Source: American Hospital Directory, Hospital Search date: 1/3/14*

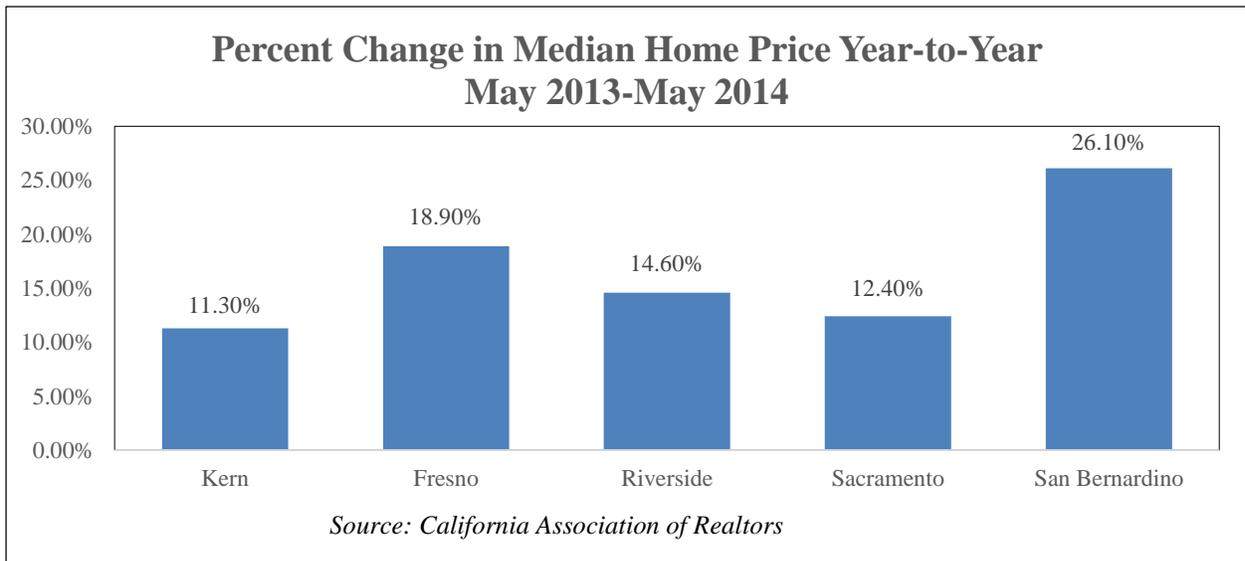
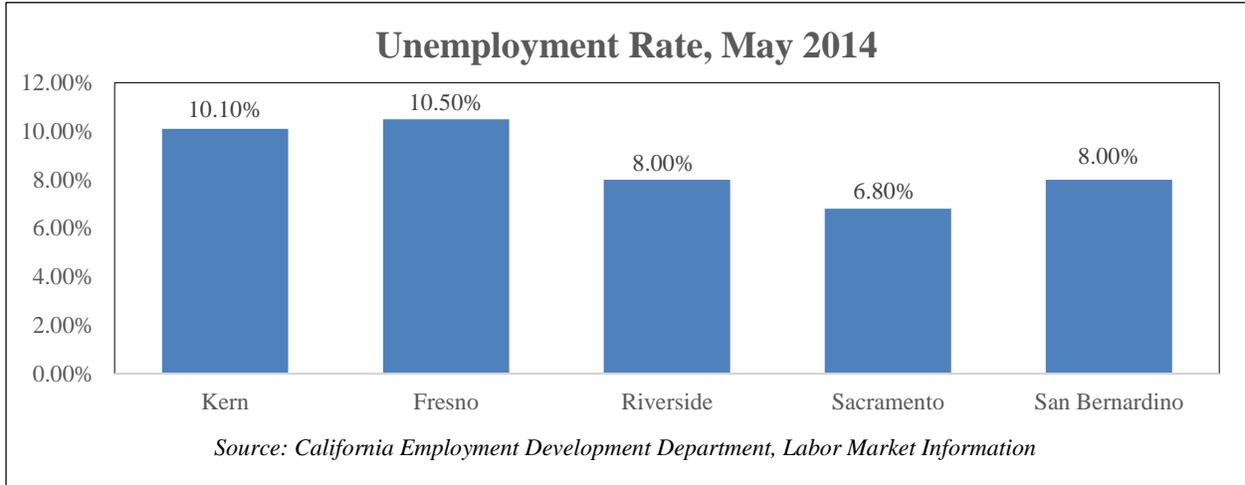
**Race/Ethnicity:**

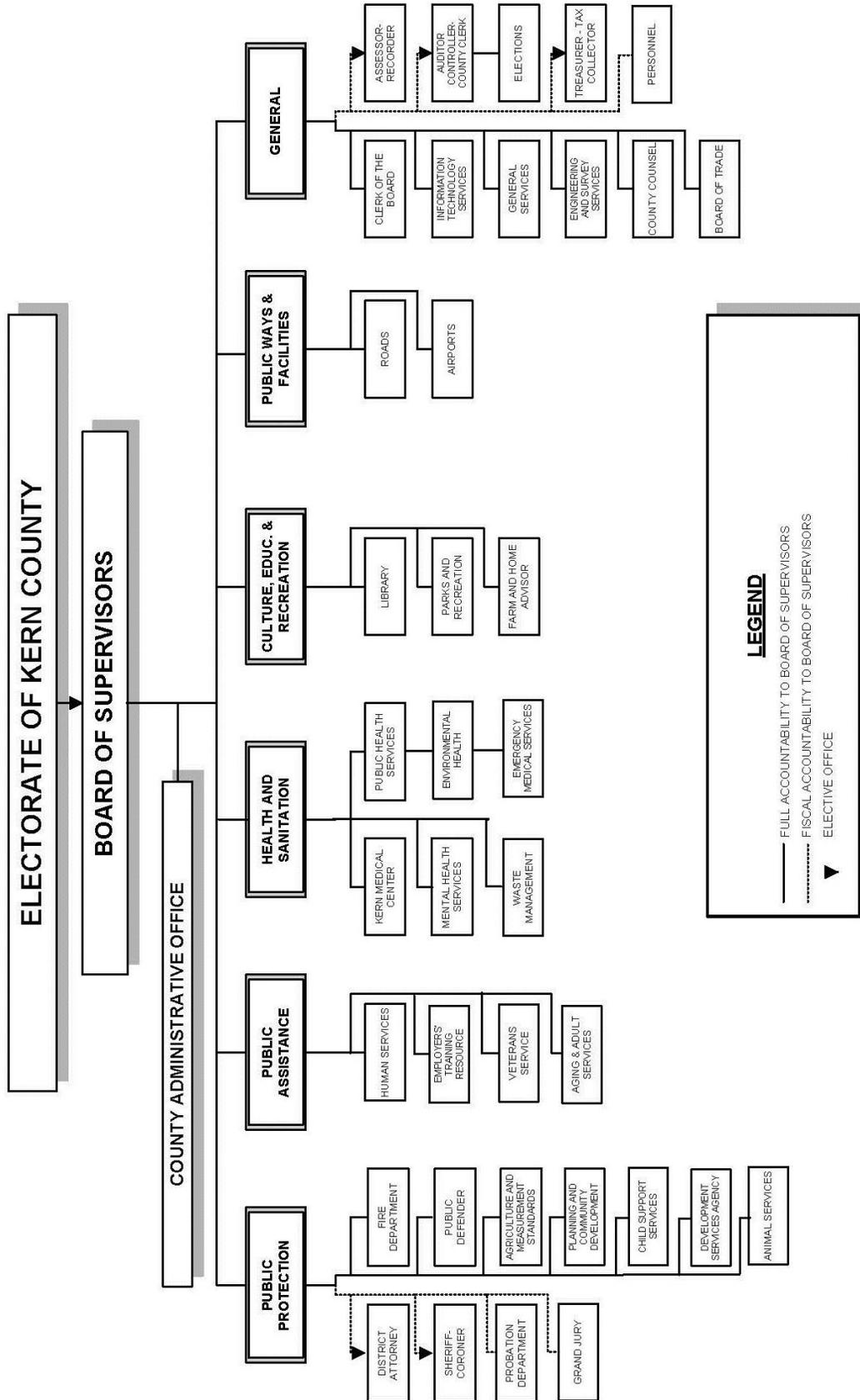
Hispanic	50.3%
White	37.4%
Black	5.5%
Asian	4.7%
American Indian	2.5%
Pacific Islander	0.3%
Multi-Race	3.1%

*Source: U.S. Census Bureau 2012 American Community Survey, 1-year Estimates.*

**COUNTY OF KERN  
COUNTYWIDE FACTS AND FIGURES**

**THE COUNTY OF KERN - COMPARISON TO OTHER COUNTIES**





PREPARED BY: COUNTY ADMINISTRATIVE OFFICE, AUGUST 2014



## **County of Kern**

The County of Kern's FY 2014-15 Recommended Budget covers the period from July 1, 2014 – June 30, 2015. The County budget consists of the General Fund, special revenue funds, capital project funds, internal service funds, enterprise funds and other agency funds. Each department is responsible for operating within their budget and has authority to spend up to the approved budget.

When developing budgets, each department considers the County vision, mission and goals and objectives of the County, approved by the Board of Supervisors:

### **Vision Statement**

*“To create and maintain a customer-centered County government designed to garner the confidence, support and trust of the people we serve.”*

The vision statement communicated that Kern County government is committed to the people we serve and can be a model of effective local government. Six key commitments are outlined below which must be fulfilled to fully implement our Vision:

1. A commitment to maintain and communicate a strategic vision focused on excellence and innovation.
2. A commitment to be effective *as defined by the customer*.
3. A commitment to respect all employees as vital, effective team members.
4. A commitment to collectively and continuously improve work.
5. A commitment to measure performance and to manage by fact.
6. A commitment to recognize individual and team performance based upon how well we meet organizational goals.

### **Mission Statement**

*“To enhance the quality of life in Kern County by protecting and serving our citizens.”*

The mission statement communicates what Kern County government is committed to doing for the community. It defines why our government exists.

### **Strategic Plan**

The process used in 2005 to create the original Kern County Strategic Plan was inclusive and comprehensive. Every effort was made to solicit participation of key internal and external stakeholders, including members of the public, and County department heads and employees. The proposed goals, strategies and outcomes identified in the strategic plan are a result of input from the public and efforts by seven working groups that developed and refined the information gathered.

The County's citizenry requires a range of services covering a broad spectrum of health, public safety, transportation, social, recreational, and environmental services. In today's environment the biggest challenge faced by the Kern County Board of Supervisors is fulfilling the demand for these services with limited resources. The strategic goals serve as a tool to use when policy decisions must be made to allocate financial resources during each budget year. During the budget process, information is provided to the Board that outlines efforts by departments to reach goals, and what opportunities are available to address the Board's priorities and establish an overall direction for allocation of the County's limited financial resources to meet long-term needs and service demands of the County's citizenry.

### County Goals and Objectives

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measures to ensure alignment with the FY 2014-15 County Goals and Objectives. These measures should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that directly correlate to the identified County objectives and reflect activities within the department's control. In addition, performance measurement progress will be updated and reported as part of each budget process.

The FY 2014-15 Recommended Budget book includes prior year accomplishments, and departmental performance measures to demonstrate if departments are meeting County Goals and Objectives. The FY 2014-15 Goals and Objectives are consistent with the original strategic plan approved by the Board.

#### **Provide exceptional crime prevention and law enforcement services and an effective system of justice.**

- Reduce crime and improve law enforcement services.
- Reduce criminal activity through education and prevention.
- Reduce domestic violence, including child and elder abuse, by increasing resources for prevention and intervention programs.
- Increase community services to reduce the incidence of gang violence.

#### **Protect life and property by providing effective fire protection, emergency response, and related services to reduce exposure to hazardous conditions.**

- Enhance fire protection services through public education, fire prevention activities, and hazard abatement.
- Enhance fire protection services through adequate fire suppression, emergency medical services, and emergency response.
- Ensure personnel safety through adequate training.
- Plan for future required facilities, maintenance, and capital infrastructure replacement.
- Identify funding sources to maximize program revenues.
- Reduce nuisances/dangers and ensure new and existing buildings are safe to occupy.
- Ensure that people receive the best possible emergency services.
- Ensure safe pesticide use within the agricultural industry to protect people who live and work in agricultural settings.



**Enhance emergency preparedness and response and recovery efforts**

- Update the County emergency plan to reflect new threats and current events.
- Identify training opportunities for emergency responders and other operational area staff.
- Educate the public on disaster preparedness.
- Ensure continuity of government services (sustainability).
- Develop/Enhance map of natural hazards throughout the County for public and volunteer responders.
- Ensure an adequate emergency operations center (EOC).
- Ensure an adequate information technology facility.

**Assure that our food and water supply is ample and safe**

- Increase surveillance and enforcement to ensure safe food handling and preparation at local retail food establishments.
- Educate the public on water quality and conservation issues to ensure and preserve a long-term water supply.
- Educate the public on the importance of food safety.

**Improve air quality**

- Develop strategies to reduce emissions and improve air quality.

**Improve waste collection and disposal methods**

- Reduce the amount of waste collected at County landfills.
- Reduce litter and illegal dumping.

**Promote healthy lifestyles and prevent spread of diseases**

- Reduce incidence of disease through prevention and education.
- Provide quality population-based preventive health services.
- Improve senior nutrition through the continued provision of nutritious meals to eligible seniors in both home delivered and congregate settings throughout the County.

**Improve animal services and promote responsible pet ownership**

- Enhance/Expand public education campaign to promote responsible pet ownership.
- Improve animal shelter facilities and operations.

**Improve access to recreational, cultural, informational and educational resources, services and opportunities**

- Promote recreational, cultural, and educational opportunities through partnering with others.
- Identify community needs and available resources to meet those needs.
- Maximize the use of available resources and services.

**Promote community beautification strategies**

- Beautify communities through use of landscaping, architectural design, and public improvements that express regional identity.



**Expand Multi-use trail miles**

- Pursue funds to build new bike paths and promote bicycling as an alternative method of transportation.
- Development of multi-use trails to meet community recreation needs.
- Re-evaluate appropriate location of equestrian trails and staging areas.

**Every child and adult has the opportunity for optimum health**

- Ensure access to medical care for all children and adults.
- Provide preventative services to improve the health of children and adults.

**Every child and adult has the opportunity to become self-sufficient and independent**

- Provide access to temporary safety net services to all qualified children and adults.
- Ensure that all children and adults have the resources available to achieve long-term self-sufficiency and independence.
- Educate and advocate on behalf of children and adults to ensure appropriate services are received.

**Every child and adult has a supportive, nurturing, enlightening “home” environment**

- Provide family based educational programs.
- Provide prevention based programs.
- Ensure affordable housing opportunities.
- Ensure housing opportunities exist for the homeless.

**Maximize resources and services for the benefit of every child and adult by integrating services wherever possible**

- Integrate goals, strategies, and evaluation tools amongst all stakeholders.
- Integrate service delivery wherever possible
- Integrate data management systems where possible within the limits of the law.
- Integrate resources.

**Employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the Kern County economic development strategy**

- Ensure planned development of communities while conserving natural and agricultural resources.

**Ensure economic vitality by supporting local business/commerce and attracting/expanding targeted industry clusters consistent with the Kern County economic development strategy**

- Attract and support business (commercial and industrial) by providing appropriate infrastructure.
- Implement the County economic development strategy to promote improved quality of life for all residents.
- Promote tourism opportunities.
- Attract new businesses to the airport.



**Provide job training and educational opportunities consistent with Kern County economic development strategy to foster and maintain a robust economy**

- Partner with non-profits and community organization, educational institutions, faith based organizations, the private sector, and other government agencies to increase training opportunities.
- Increase the number of jobs available by providing job placement and development services.
- Ensure adequate job placement facilities exist.

**Provide a safe road system that reduces traffic congestion**

- Reduce the number of miles of County maintained roads in need of repair/improvement.
- Maintain the level of service as outlined in the County's general plan.

**Promoted public transportation to improve access to services and improve air quality**

- Explore creation of development standards that support public transit needs.

**Ensure that adequate wastewater collection and treatments facilities are constructed concurrently with planned growth to provide access to sewer service for all urban areas**

- Require public sewer service for large and/or new developments as provided for in the County's general plan.
- Coordinate with cities and other sewer entities to ensure adequate collection and treatment capacity.

**Minimize adverse drainage impacts on property and people**

- Maintain/improve existing drainage
- Channel development to areas not subject to flooding

**Ensure that adequate water supply, storage, treatment, and transmission facilities are constructed concurrently with planned growth.**

- Work with regional organizations to protect existing and develop new water supplies.
- Coordinate with water suppliers to ensure adequate supply for new development.
- Explore options to require increased use and development of non-potable water and implementation of conservation methods.

**Without increasing the tax burden, support reforms in State law that align sufficient funding, decision-making authority, and responsibility for local government services at the local level.**

- Track efforts in securing reforms in state law.

**Improve fiscal efficiency/responsibility of County**

- Ensure proper fiscal planning that meets the needs of the public as well as County departments.
- Work closely with agencies (government, private, and/or non-profit) on issues that impact the County.

- Hold County departments and employees accountable to do their jobs well.
- Develop strategies to improve citizen participation in County government decision-making.
- Examine proper structure of County departments to ensure efficient delivery of services.
- Ensure the integrity of County government through ethical decision making.

**Ensure orderly and effective succession in key management positions vacated due to an increased level of retirements**

- Begin succession planning efforts.

## **Budget Planning Calendar**

### **Ongoing**

Policy Direction - The Board of Supervisors provides ongoing policy direction to the County Administrative Officer.

Year-end Estimates - Departments provide year-end estimates of revenue and expenditures to the County Administrative Office on a monthly basis and any significant changes are addressed timely.

Amendments to the Adopted Budget – As needed throughout the fiscal year after the budget is adopted, departments are able to bring an agenda item to the Board of Supervisors to transfer, add or reduce budget appropriations based on specific situations such as unanticipated revenue that the department requests to spend, or conversely, unrealized revenue the department is aware of that should reduce spending authority.

Mid-Year Budget Reports – Departments are required to submit a mid-year budget status report to the County Administrative Office by January 15 that details any concerns or issues the department may have regarding the budget and current projections for year-end. The County Administrative Officer compiles the information from departments and brings an agenda item to the Board of Supervisors that recaps the adjustments to the adopted budget for the General Fund through December 31 and notifies the Board of any known budgetary issues.

### **December through February**

Major Maintenance – Proposals for capital and major maintenance projects (Form CAO-037) are due to the General Services Division by mid-December. Proposals related to General Services maintained buildings or facilities are due by mid-October with a copy to the County Administrative Office.

New or Replacement Vehicles – Departments using Garage vehicles under Plans 1 and 2 are required to submit Vehicle Request Forms to the County Administrative Office. Approved requests are forwarded the General Services Division by mid-January.

Five-Year Fiscal Forecast – The County Administrative Office develops a Five-Year Fiscal Forecast of financial operations for the General Fund programs, projecting major revenues (sources) and expenditures (requirements) based on current service levels and expected future changes to those programs or service levels. The analysis includes the identification of trends, significant impacts, and recommendations, which are presented by the County Administrative Officer for recommendation to the Board of Supervisors as part of the Budget Development Guidelines.

Budget Development Guidelines – In February, the County Administrative Office proposes to the Board of Supervisors a budget development guideline for Net General Fund Cost or Net

County Cost allocations for the upcoming budget year in addition to proposed public budget hearing dates and revenue forecasts for budget development.

Budget Kickoff – The County Administrative Office hosts a “Budget Kickoff” meeting in late February for departments and issues guidelines for the development of next fiscal year’s budget which includes procedural instructions and any relevant information.

### **March and April**

Departmental Charges – Departments that charge other departments for services send charges to affected departments and the County Administrative Office for the upcoming fiscal year in early March.

Insurance Rates – Risk Management charges for workers’ compensation, general liability, automobile, and other insurance, are forwarded to the County Administrative office by early March for review and distribution to departments.

Employee Health and Unemployment Insurance Rates – The County Administrative Office develops rates for employee health and unemployment insurance and updates the Budget Preparation System (BPS) in early March

Fees – requests for new or increased fees are to be submitted to the County Administrative Office no later than the beginning of April. Fees must receive Board approval prior to June 30 to become effective with the new fiscal year.

Departmental Budgets – Departments are required to submit budget requests, including step-down plans (if required) and preliminary performance measures to the County Administrative Office and the Board of Supervisors in mid-April.

### **May and June**

Program Prioritization Plans – Departments are required to submit their Program Prioritization Plans to the County Administrative Office by mid-May, two days after the California State Governor’s May Budget Revision.

First Budget Discussion – In accordance with the County Budget Act, the County Administrative Office presents the preliminary recommended budget for Board approval prior to July 1. This is also the first of four public sessions regarding the County’s budget.

Final Assessment Roll – The Assessor files the final assessment roll on or before June 30.

### **July and August**

Fund Balances – The Auditor-Controller reports County fund balances available as of June 30 to the Board of Supervisors and the County Administrative Office.

Capital Projects and Major Maintenance – The General Services Division annually distributes a capital project submission and processing time line. The time line is accompanied by a list of projects previously requested by departments. The departments are required to (1) delete any projects no longer deemed necessary; (2) add any new project request; (3) indicate if a project is being revised; and (4) establish the department’s prioritization of the projects. The General Services Division performs an initial screening of all projects to establish a preliminary priority. For those projects that are given preliminary priority as well as for revised projects, cost estimates are then generated. The list of prioritized projects is provided to the County Administrative Office for budgetary consideration.

Performance Measures – Departments provide updated performance measures with final data to the County Administrative Office for inclusion in the recommended budget in early July.

Second Budget Discussion – The County Administrative Office presents an updated budget status with year-end closing numbers and department identified issues to the Board of Supervisors in mid-July. This is the second of four public sessions regarding the County’s budget.

Recommended Budget Document – Recommended budget documents are made available to the public at least 10 days before the start of final Budget Hearings. Clerk of the Board also publishes the public notice announcing Budget Hearings.

Final Budget Hearings – The Board of Supervisors holds final Budget Hearings on the County Administrative Office Recommended Budget. Budget Hearings consist of three days, Monday through Wednesday in mid to late August, the first two days are the final two opportunities for public input on the County’s budget. Monday is reserved solely to receive public input. Tuesday and Wednesday (if necessary) are reserved for budget discussions. At the conclusion of final Budget Hearings the Board of Supervisors formally adopts resolutions adopting the regular County budget, budgets for funds not included in the regular County budget, budgets for county service areas and special districts under control of the Board, and budgets for the Kern County Water Agency.

### **Calendar for the FY 2014-15 Budget**

Mid-December	Capital and Major Maintenance Requests
January 10, 2014	New Vehicle Requests Due
February 10, 2014	Budget Preparation System Training
February 11, 2014	Adoption of FY 2014-15 Net General Fund Cost Guideline
February 20, 2014	Budget Kick-off with Departments/Budget Preparation System Opening
April 1, 2014	Deadline for New or Increased Fees
April 14, 2014	Departments Submit Requested Budgets
June 17, 2014	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
July 22, 2014	Second Public Budget Discussion with year-end closing numbers
August 25, 2014	Special Evening Meeting to Receive Public Comments
August 26-27, 2014	Budget Hearing and Adoption of FY 2014-15 Budget



## General Fund Budget Process

The County Administrative Office has the responsibility of developing the County fiscal plan for all General Fund departments. This plan begins with a five-year fiscal forecast as is used to highlight what costs are planned to be incurred and the revenue projections in the upcoming fiscal years. The County uses this forecast to build the fiscal plan for five years beginning FY 2014-15.

The County fiscal plan also focuses on the two restricted funding sources, Proposition 172, and 1991 and 2011 Realignment. Proposition 172 revenue assists in funding the Sheriff-Coroner, District Attorney, Public Defender, Fire and Probation departments. 1991 and 2011 Realignment assists in funding various departments that provide public safety, public assistance and health services.

For some departments, budgets are also built utilizing revenues generated from fees. A public hearing before the Board of Supervisors is required for all fee increases and must be approved prior to implementation. The majority of approved fees will become effective July 1, 2014.

The County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For FY 2014-15 the budget is balanced due to requested up to 5% reductions for all General Fund departments as well as ongoing measures to limit the use of one-time revenues to one-time expenditures. This is further discussed in the County fiscal plan section of this book.

On June 17, 2014 the County Administrative Office presented the FY 2014-15 Preliminary Recommended budget to comply with the State's County Budget Act, which requires the County to approve a budget before June 30 (Government Code section 29064). Additional budget discussions are scheduled for July 22, 2014 with year-end closing numbers, an evening session specifically for the public input on August 25, 2014, concluding with final budget adoption on August 26 or 27, 2014 as necessitated by discussion.

## Other Funds Budget Process

In addition to the General Fund, the County of Kern has special revenue funds, capital project funds, county service area funds, enterprise funds and internal service funds. All of these funds are restricted to the revenue sources they receive. Each department having these types of funds is responsible for developing its budget based on the revenue (sources) available to them. These sources include projected revenue to be collected in FY 2014-15 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds and retained earnings for enterprise funds). These budgets are also discussed during the Budget Hearings.

## Amending the Adopted Budget

The County Budget Act authorizes counties to amend the adopted budget through a budget revision process. For County departments, amendments may be requested by placing the item on



the Board of Supervisors meeting agenda as required by Kern County Administrative Policies and Procedures Manual Section 904. Budget adjustments require a 4/5 vote of the Board of Supervisors to pass and may be included on the agenda for consideration at each regularly scheduled Board meeting.



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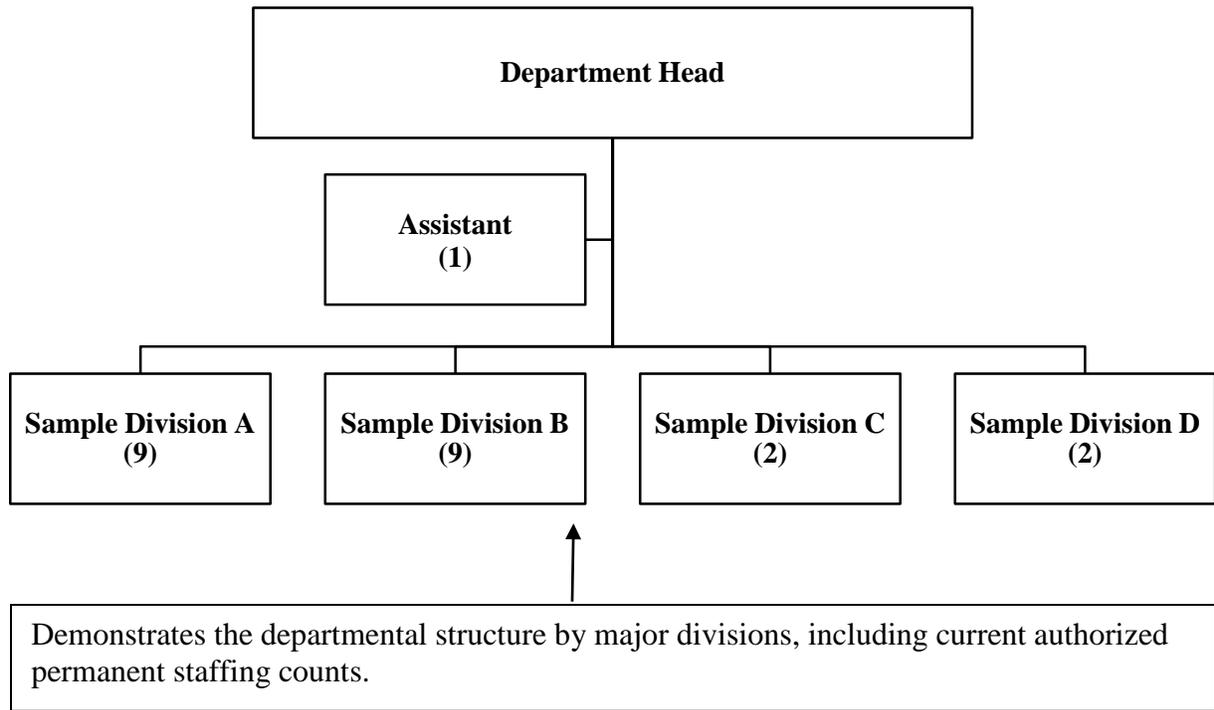
### **Budget Book Format**

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

### **Mission Statement**

*(Department Mission Statement)*

### **Organizational Chart**



### **Fiscal Year 2012-13 and 2013-14 Accomplishments**

← Significant departmental accomplishments during the last two fiscal years.



Section Name

**Department Name**

Department Head: Name  
 Fund:  
 Budget Unit:

Function:  
 Activity:



The department name is listed at the top, and begins the section on specific budget unit information. This section also lists the numerical budget unit(s) assigned to the department, fund type, function, and activity. The header shows which budget unit(s) you are looking at and lists the Function and Activity per state guidelines.

**Description of Major Services**



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

**Summary of Expenditures and Revenue**

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Contingencies	\$0	\$0	\$0	\$0	\$0	\$0	
Salaries and Benefits	0	0	0	0	0	0	
Services and Supplies	0	0	0	0	0	0	
Other Charges	0	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Expend. Reimb.	\$0	\$0	\$0	\$0	\$0	\$0	
<b>TOTAL NET EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>REVENUE:</b>							
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	
Patient Revenue (Net)	0	0	0	0	0	0	
Deductions From Revenue	0	0	0	0	0	0	
Licenses and Permits	0	0	0	0	0	0	
Fines and Forfeitures	0	0	0	0	0	0	
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	\$0	
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A	



The above schedule displays the budget unit's current requested and recommended appropriations, revenue and two prior fiscal years and depending on fund type; net county cost, net fund cost or retained earnings.

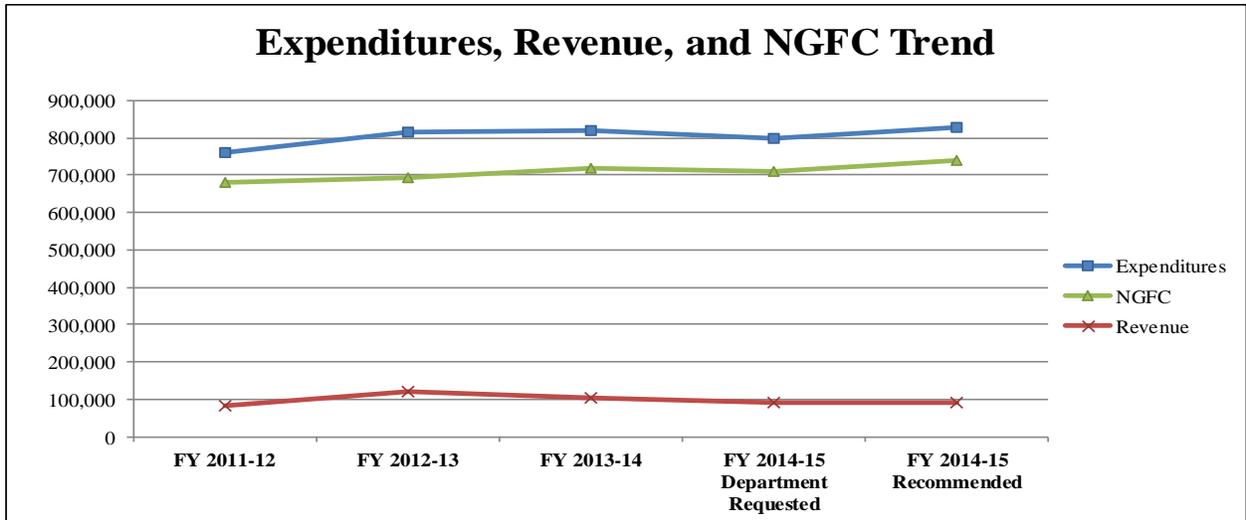


### Major Expenditures and Revenue in 2014-15 Recommended Budget

← This narrative section briefly describes significant budgeted expenditures and sources included within the Departments’ recommended budget.

### Budget Changes and Operational Impact

← This narrative section briefly describes any major budget unit program impacts, and highlights the FY 2014-15 budget, including significant changes in requirements and sources from the prior year adopted budget.



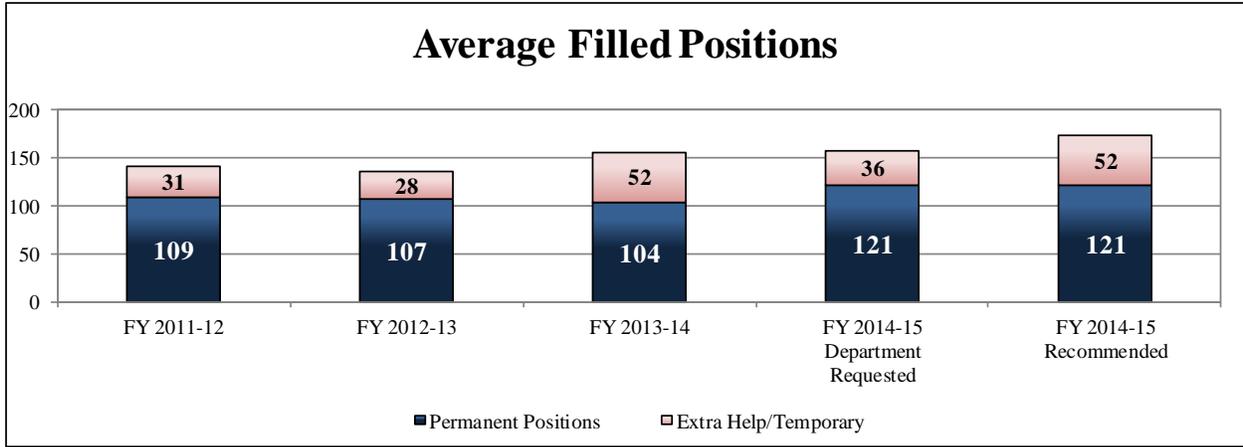
↑ The above graph displays the trend of expenditures, revenue and net general fund contribution for current year requested and recommended and the prior three fiscal years.

### Staffing Changes and Operational Impact

← This narrative section briefly highlights budgeted staffing changes and operational impacts for 2014-15, including significant changes from the prior year budgeted staffing.



Section Name



The graph above displays a visual picture of the budget unit’s five-year budgeted staffing trend for the current year and prior three years.

### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	0	0	0	0	0
Extra Help/Temporary	0	0	0	0	0
<b>Total Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	0	0	0	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
<b>Total Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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



## Summary of Authorized Positions

← This narrative section briefly highlights the budget unit’s authorized permanent positions and positions budgeted for current fiscal year.

The Summary of Authorized Positions graphs below displays authorized positions by division within the budget unit; including details regarding if the positions are filled, vacant, or new. It also provides classification and position counts for FY 2014-15 budgeted staffing.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Division Name 1	3	1	0		4	4	0	4
Division Name 2	3	0	0		3	3	0	3
Division Name 3	3	0	0		3	3	0	3
<b>Total</b>	<b>9</b>	<b>1</b>	<b>0</b>		<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>

Division Name 1	Division Name 2	Division Name 3
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Position Name	1 Position Name	1 Position Name
1 Position Name	1 Position Name	1 Position Name
1 Position Name	1 Position Name	1 Position Name
<b>3 Current Total</b>	<b>3 Requested Total</b>	<b>3 Requested Total</b>
<u>Additions/Deletions</u>		
1 Position Name		
<b>4 Requested Total</b>		



Section Name

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

**Goal:** Goal text.

*Objective: County facilities are well maintained and fully operational enabling the effective delivery of County services.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Performance Measure 1	6	9	6	13	10
Performance Measure 2	N/A	N/A	3	3	3
Performance Measure 3	N/A	N/A	100	101	90
Performance Measure 4	N/A	N/A	30	41	30

Narrative on the goal, objective and performance measures.

The above table lists the Goal and Objectives, department strategies and performance measures for the 2014-15 fiscal year, including any prior history or status updates if applicable.



**Summary of Requirements and Sources**

	<b>FY 2012-13 Adjusted Budget</b>	<b>FY 2013-14 Adopted Budget</b>	<b>FY 2013-14 Adjusted Budget</b>	<b>FY 2014-15 Recommended Budget</b>
<b><u>Requirements</u></b>				
Staffing Expenses	\$1,008,938,807	\$1,038,786,052	\$1,036,128,606	\$1,026,680,668
Operating Expenses	1,101,450,500	1,000,057,965	1,137,733,777	1,010,186,133
Capital Expenditures	92,121,173	54,802,908	89,675,649	163,892,653
Reimbursements	(15,106,659)	(15,201,401)	(15,586,401)	(17,195,803)
Contingencies	22,582,035	24,530,880	18,791,371	24,993,701
<b>Subtotal Appropriation</b>	<b>\$2,209,985,856</b>	<b>\$2,102,976,404</b>	<b>\$2,266,743,003</b>	<b>\$2,208,557,352</b>
Operating Transfers-Out	\$452,827,160	\$457,364,423	\$529,014,928	\$438,409,753
Contributions to Reserves	89,528,383	88,865,131	114,550,897	89,299,855
<b>Total Requirements</b>	<b>\$2,752,341,399</b>	<b>\$2,649,205,958</b>	<b>\$2,910,308,827</b>	<b>\$2,736,266,960</b>
<b><u>Sources</u></b>				
Taxes	\$469,404,371	\$458,404,240	\$468,404,240	\$501,158,265
1991 Realignment	79,219,180	72,808,434	72,808,434	78,542,975
2011 Realignment	145,004,239	151,131,062	162,856,217	155,418,291
State, Federal, or Government Aid	665,599,973	686,735,821	668,917,460	804,909,746
Fee/Rate	435,817,371	472,873,049	476,993,598	478,391,549
Other Revenue	161,585,144	169,886,305	164,147,003	80,324,421
Operating Transfers In	433,618,030	424,321,164	564,915,085	448,373,054
Fund Balance/Use of Unrestricted Net Assets	238,666,287	111,866,322	173,767,777	116,351,726
General Fund Unassigned Fund Balance	62,633,167	64,211,087	64,211,087	37,157,102
Use of Reserves	60,793,637	36,968,474	93,287,926	35,639,831
<b>Total Sources</b>	<b>\$2,752,341,399</b>	<b>\$2,649,205,958</b>	<b>\$2,910,308,827</b>	<b>\$2,736,266,960</b>
<b>Budgeted Staffing</b>	<b>9,050</b>	<b>9,203</b>	<b>9,128</b>	<b>9,142</b>

The schedule above represents the entire County Budget, including special districts, employment grant programs, and community development grant programs under the authority of the County Board of Supervisors, from the FY 2012-13 Adjusted Budget through the FY 2014-15 Recommended Budget. The Adjusted Budget figures include the carry forward of prior year appropriation associated with encumbrances or outstanding contractual obligations of the County. The FY 2013-14 Adjusted Budget requirements of \$2.9 billion includes \$90 million of prior year appropriations. The FY 2014-15 Recommended Budget for the County includes \$2.7 billion in budgeted requirements and sources and 9,142 in budgeted staffing. Further detail of the County's requirements, sources, and budgeted staffing for the upcoming fiscal year is provided in the following pages.

## Appropriation Summary

The FY 2014-15 Recommended Budget includes appropriation of \$2.2 billion, which is a net decrease of \$58 million, or 2.6%, under the FY 2013-14 Adjusted Budget. The schedule below lists appropriation, however, it does not include operating transfers-out, which provides a mechanism to transfer funding between budget units. This schedule shows the change from the prior year adjusted budget.

### Summary of Appropriation - All Funds (Excludes Operating Transfer-Outs and Contribution to Reserves)

	FY 2012-13 Actual	FY 2013-14 Adopted Budget	FY 2013-14 Adjusted Budget	FY 2014-15 Recommended Budget	Change Between 2013-14 Adjusted & 2014-15 Recommended	Percentage Change
County Operations						
General Government	\$96,188,648	\$125,861,844	\$146,343,503	\$119,841,050	(\$26,502,453)	-18.1%
Public Protection	367,170,638	402,229,636	411,883,620	405,390,761	(6,492,859)	-1.6%
Health and Sanitation	44,998,303	49,136,814	49,573,679	44,570,652	(5,003,027)	-10.1%
Public Assistance	12,747,523	13,791,517	14,293,855	13,857,711	(436,144)	-3.1%
Education	7,750,906	8,497,207	8,843,227	8,365,782	(477,445)	-5.4%
Recreation and Cultural Services	12,256,428	13,182,687	13,313,380	13,165,939	(147,441)	-1.1%
Debt Service	14,045,029	14,599,582	14,315,995	14,241,663	(74,332)	-0.5%
Contingencies	0	10,420,000	6,130,209	8,341,240	2,211,031	36.1%
<b>Total General Fund</b>	<b>\$555,157,475</b>	<b>\$637,719,287</b>	<b>\$664,697,469</b>	<b>\$627,774,798</b>	<b>(\$36,922,671)</b>	<b>-5.6%</b>
Special Revenue Funds	\$693,563,970	\$784,451,504	\$838,573,689	\$793,552,896	(\$45,020,793)	-5.4%
Capital Project Funds	11,157,446	2,106,107	48,444,655	116,996,187	68,551,532	141.5%
Enterprise Funds	403,807,338	455,252,796	467,651,836	442,133,464	(25,518,372)	-5.5%
Internal Service Funds	196,107,209	178,140,500	199,273,657	182,072,638	(17,201,019)	-8.6%
<b>Total County Operations</b>	<b>\$1,304,635,963</b>	<b>\$1,419,950,907</b>	<b>\$1,553,943,837</b>	<b>\$1,534,755,185</b>	<b>(\$19,188,652)</b>	<b>-1.2%</b>
Special Districts	\$16,829,703	\$21,172,389	\$22,520,115	\$19,520,424	(\$2,999,691)	-13.3%
Employment Grant Programs	6,997,698	7,751,173	9,497,641	10,555,095	1,057,454	11.1%
Community Development Programs	6,792,645	16,382,648	16,083,941	15,951,850	(132,091)	-0.8%
<b>Total All Funds</b>	<b>\$1,890,413,484</b>	<b>\$2,102,976,404</b>	<b>\$2,266,743,003</b>	<b>\$2,208,557,352</b>	<b>(\$58,185,651)</b>	<b>-2.6%</b>

Note: This schedule does not include operating transfers-out or contributions to reserves and, therefore, will not match the requirement summary schedules that follow.

Below are explanations of the major expenditures that are included in the \$2.2 billion of appropriation for the FY 2014-15 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2013-14 Adjusted Budget to the FY 2014-15 Recommended Budget.

### Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of \$630 million for FY 2014-15:

**General Government** has appropriation of \$119.8 million and contains County departments that provide administration, general services, and fiscal services to departments and County residents. The administration departments provide leadership and support to departments that provide direct public services to County residents. Leadership departments include the Board of Supervisors (\$2.8 million), which is the governing body of County government, and the County

Administrative Office (\$4.3 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board of Supervisors. Various support departments include civil legal services provided by County Counsel (\$11.2 million); employment and employee related services provided by Personnel (\$2.6 million); purchasing, property management, and construction services provided by General Services (\$11.4 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller (\$6.3 million); tax collection and treasury oversight by the Treasurer Tax Collector (\$6.3 million); and information technology support provided by the Information Technology Services Department (\$10.7 million).

**Public Protection** has appropriation of \$405.3 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$210 million) provides law enforcement services for the unincorporated areas of the County and some countywide services (\$63 million) for general operations. Another primary function of the department is to provide detention facilities (\$60.5 million) for all of the County presentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The department also provides law enforcement services to two County cities through contractual agreements (\$3.1 million). The Probation Department (\$83.4 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office (\$35.7 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$16.6 million) provides legal counsel for the indigent defendants within the County.

**Health and Sanitation** has appropriation of \$44.6 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health (\$27.6 million) and Environmental Health (\$7.1 million). Emergency Medical Services (\$1.1 million) monitors the delivery of emergency medical services and coordinates system participation throughout the County.

**Public Assistance** has appropriation of \$13.9 million and administers veteran social service and job assistance programs to County residents. Veterans' Services (\$1.1 million) advocates on behalf of local veterans, provides assistance with claim preparation and benefits counseling, refers veterans to other County, State, and federal agencies for whose programs they may be eligible for, and providing outreach throughout the County in order to inform residents of benefits and services available to veterans. Employers' Training Resource (\$11.2 million) administers federal and State grant funds to provide employment assistance programs.

**Education** has appropriation of \$8.4 million and provides educational information and services to enhance the quality of life for residents of all ages. The Library (\$7.9 million) provides services such as book lending, inter-library loans, reference, audiovisual, computer and other literacy information.

**Recreation and Cultural Services** are provided through the Parks and Recreation Department (\$13.2 million) which operates eight regional parks, forty neighborhood parks, and seventy-six County buildings.



**Debt Service** is administered out of one budget unit which has appropriation of \$14.2 million and makes annual debt service payments for County projects and equipment financed on a long-term basis, and pays interest on the County's short term cash flow borrowing.

**Contingencies** of \$8.3 million include \$4 million for unforeseen operational changes and legislative impacts, \$1 million for uncertainties, and \$3.3 million for other specific purposes.

### **Special Revenue Funds**

Special Revenue Funds have appropriation totaling \$793.6 million. These funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes and are primarily used to fund the following functions within the County:

**General Government** has appropriation of \$516,500 and provides special purpose funding for the General Services, Engineering, Surveying and Permit Services, Board of Trade, and Assessor-Recorder operating departments within the General Fund.

**Public Protection** has appropriation of \$184.6 million and provides fire safety services as well as special purpose funding for the District Attorney, Sheriff-Coroner, Probation Department, Agriculture and Measurement Standards, Planning and Community Development, Child Support Services and Animal Services operating departments in the General Fund. The Fire Department (\$147.2 million) responds to emergency fire, rescue, and medical aid requests.

**Public Ways and Facilities** has appropriation of \$65.6 million in the Roads Department which plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County.

**Health and Sanitation** has appropriation of \$126.1 million and provides mental health services to County residents primarily through the Mental Health Services Department (\$106.2 million) and Mental Health – Substance Abuse (\$14.4 million) which provides residents with access to high quality mental health services.

**Public Assistance** has appropriation of \$416.6 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration (\$195.5 million) which provides child protective services as well as administers major public assistance programs including CalWORKs, CalFresh, and Medi-Cal. Human Services – Direct Financial Aid (\$205.3 million) provides direct assistance payments to qualifying County residents for the public assistance programs named above as well as non-major programs such as General Assistance. Aging and Adult Services (\$15 million) provides services such as abuse prevention, nutrition, homemaker, conservator, disease prevention and health promotion, insurance counseling, information and referral assistance, as well as the In-Home Supportive Services program.

**Recreation and Cultural Services** has appropriation of \$100,000 and provides special purpose funding for the Parks and Recreation Department within the General Fund.

## Capital Project Funds

Capital Project Funds have appropriation of \$117 million and are used to account for funding resources designated for the acquisition, construction and maintenance of major capital facilities. Further detail on major capital projects for FY 2014-15 is shown in the Countywide Capital Projects section.

## Enterprise Funds

Enterprise funds have appropriation of \$442.1 million. These proprietary funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the public be financed or recovered primarily through user charges. There are three major enterprise funds within the County, as follows:

**Kern Medical Center (KMC)** has appropriation of \$328.7 million and provides comprehensive inpatient, outpatient, and ancillary services to County residents. The department of Correctional Medicine (\$21.5 million) provides services directly to adult and juvenile inmates at the County-owned and operated detention facilities. KMC is the County's only trauma center.

**Solid Waste Management** has appropriation of \$50.6 million and is responsible for the operation and management of the County solid waste disposal system, which consists of seven active landfills, seven recycling/transfer stations, and three special waste facilities, eight inactive or closed landfills, and 43 closed burn dump sites.

**Airports** has appropriation of \$10.5 million which provides for the management, development, maintenance, and operation of seven airports and airfields within Kern County. Meadows Field Airport provides airline services to commercial aviation and the traveling public.

## Internal Service Funds

Internal Service Funds have appropriation of \$182.1 million. These proprietary funds are used to account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. The Internal Service Funds of the County are as follows:

**General Liability** has appropriation of \$16.2 million and administers the operation of a self-insured system to meet the County's legal liability for damages to persons and/or property arising out of the County's general and automotive activities.

**General Services - Garage** has appropriation of \$6.7 million in order to purchase and provide maintain services for vehicles assigned operationally to County departments.

**Group Health** has appropriation of \$127 million and administers the operation of the County employees' health and dental insurance plans.



**Retiree Group Health** has appropriation of \$9.6 million to provide for the County's contributions to the Retired Employees Health Insurance and Retiree Premium Support Program.

**Unemployment Compensation** has appropriation of \$2.8 million to administer and operate the Unemployment Compensation Program to meet the County's obligation of providing unemployment benefits to former employees eligible under State Law.

**Workers' Compensation** has appropriation of \$19.8 million to provide for the administration and operation of the self-insured system to meet the County's statutory obligation to compensate its employees for work related injuries and illnesses.

### **Special Districts**

**Special Districts** have appropriation of \$19.5 million and provide services including landscape maintenance, street sweeping, sewer service, and street lighting services. County Service Areas (\$4.9 million) are administered by the County's Engineering, Surveying, and Permit Services Department and provide the above mentioned services to areas throughout the County. The Waste Management Department administers two sanitation districts, Kern Sanitation Authority (\$5.2 million) and Ford-City Taft Heights Sanitation District (\$1.2 million) which provide wastewater treatment services to specific areas in East Bakersfield and the area of Ford City and Taft Heights. In addition, the In-Home Supportive Services Public Authority (\$8.3 million) is administered by the Aging and Adult Services Department and is the employer of record for individuals providing services to eligible aged, blind or disabled individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

### **Employment Grant Programs**

**Employment Grant Programs** have appropriation of \$10.6 million and provides job assistance programs to County residents. Employers' Training Resource – Workforce Investment Act (\$9.8 million) provides employment assistance programs primarily funded by the Department of Labor Workforce Investment Act and includes on-the-job training, job placement, and training programs.

### **Community Development Grant Programs**

**Community Development Programs** have appropriation of \$16 million and improve the economic environment and quality of life for County residents, primarily those with lower incomes, through projects and programs that revitalize neighborhoods, improve public facilities and provide decent and affordable housing. The Community Development Block Grant Program (\$8.6 million), the Emergency Solutions Grant Program (\$983,077), and the Community Development Home Investment Trust (\$5.9 million) are funded primarily by federal Community Development Block Grant funds.



## **Appropriation Changes and Operational Impacts**

### **General Fund**

Countywide operations in the General Fund show an overall decrease in appropriation of \$34.7 million, or 5.6% under the prior year adjusted budget. The largest decrease is found in General Government, and is explained later in this section. The largest increase is in Contingencies.

General Government is decreasing budgeted appropriation by \$26.5 million which is primarily due to a decrease of approximately \$19 million in capital projects and major maintenance projects. In addition, one-time appropriation of \$4.5 million in FY 2013-14 for the Animal Services facility relocation project is contributing to the reduction.

Public Protection appropriation is decreasing by \$4.3 million as growth in 2011 Realignment funded programs is not included in FY 2014-15 that in FY 2013-14 equated to \$3.6 million for the Sheriff's Department and \$3.8 million for Probation in FY 2013-14. Additionally, FY 2013-14 included one-time appropriation of \$1.2 million for Code Compliance to cover costs associated with the Blight Remediation program.

Health and Sanitation is decreasing budgeted appropriation by \$5 million primarily due to the expiration of a \$3.5 million contract between the Public Health Department and the California Department of Corrections to provide transitional case management services to inmates as they were released from the prison system.

Contingencies appropriation is increasing by \$2.2 million primarily due to the set aside of appropriation for specific purposes that were identified during the budget process.

### **Other County Funds**

The total net reduction in appropriation for other County funds is \$19.2 million, which is a 1.2% net decrease. Changes in major funds are as follows:

Special Revenue Funds are decreasing by \$45 million primarily due to the carry forward of prior year appropriations associated with encumbrances that were included in the FY 2013-14 Adjusted Budget in the amount of \$45.5 million for continuing capital projects, contract payments, and capital assets in the Fire Fund (\$5.1 million), Mental Health Fund (\$18.3 million), Mental Health – Substance Abuse (\$7.9 million), Roads Fund (\$12.4 million), and DHS Fund (\$1.8 million). Child Support Services budgeted a slight increase in appropriation to accommodate anticipated cost increases in process service costs, phone charges, and building rent.

Capital Project Funds are increasing by \$68.6 million due primarily to a one-time contribution of \$40 million made to the City of Bakersfield for the Thomas Roads Improvement Project (TRIP) in FY 2013-14 and for the construction of the County's new jail facility which is scheduled to begin in FY 2014-15.

Enterprise Funds appropriation decrease of \$25.5 million is mostly due to a reduction in Kern Medical Center's Intergovernmental Revenue. See Kern Medical Center's FY 2014-15 Recommended Budget for further details.

Internal Service Funds appropriation is reducing by \$17.2 million due to the transfer of the annual required contribution from the Retiree Group Health Program to the newly created Other Post Employment Benefits Health Care Plan Trust. Beginning in FY 2014-15, the annual required contribution will be made directly to the trust.

### **Special Districts and Grant Programs**

Special Districts are reducing by \$3 million primarily due to health insurance costs for individuals providing In-Home Supportive Services (IHSS) being shifted from the County IHSS Authority to the State.

Employment Grant Programs are increasing by \$1 million is due to additional grant funds being available to the departments, primarily proceeds of approximately \$580,000 from the La Cooperativa Campesina de California Drought Relief Housing Rental Subsidies Project.

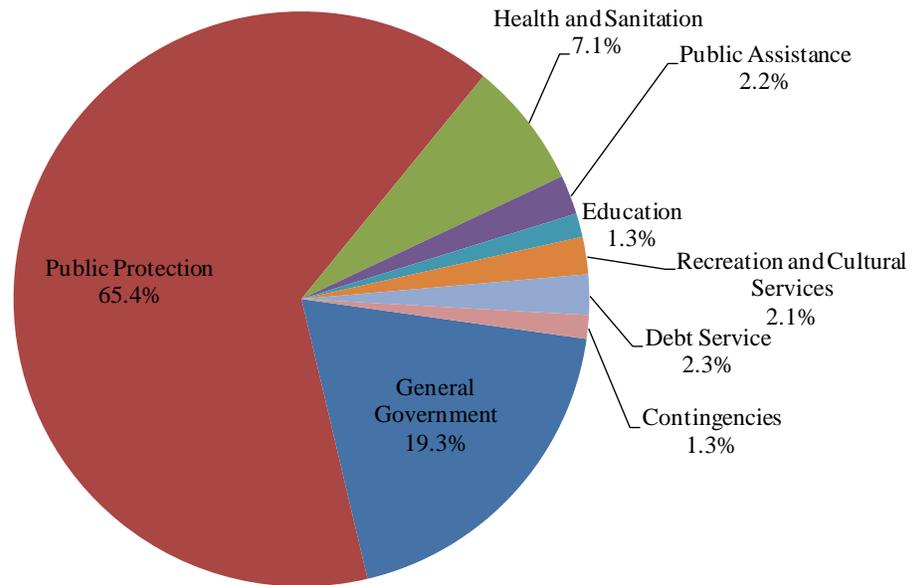
Community Development Programs are recommended at a slightly lower level (-0.8%) than the FY 2013-14 Adjusted Budget based on available funding.

**General Fund Spending Authority Breakdown**

The functional spending authority components included in the next pie chart are for countywide operations (General Fund) and consist of staffing expenses, operating expenses, and capital expenditures.

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

**FY 2014-15 Recommended Budget  
General Fund Spending Authority**



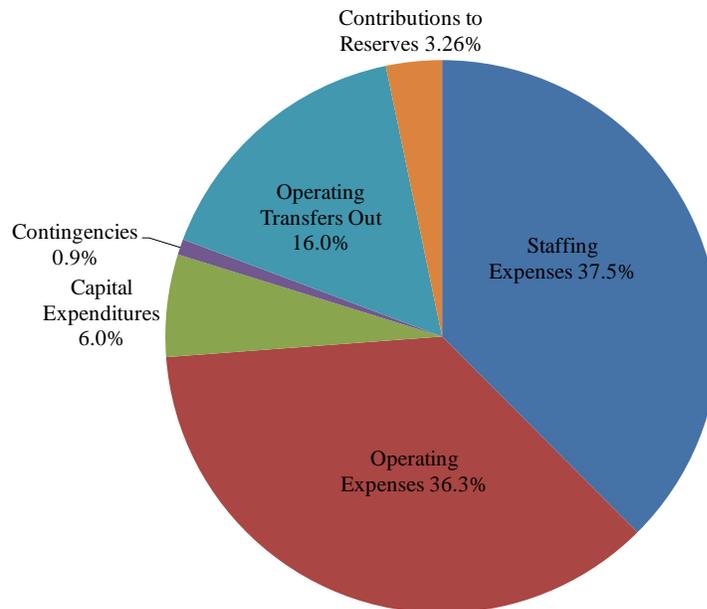
## Requirements Summary

Total requirements include appropriation adopted by the Board of Supervisors plus operating transfers-out and contributions for reserves. Operating transfers-out provide a mechanism to transfer funding between budget units and are not appropriation to spend. Contributions for reserves are set asides of resources for future use.

### Summary of Requirements - All Funds

	FY 2012-13 Adjusted Budget	FY 2013-14 Adopted Budget	FY 2013-14 Adjusted Budget	FY 2014-15 Recommended Budget
<b>Requirements</b>				
Staffing Expenses	\$1,008,938,807	\$1,038,786,052	\$1,036,128,606	\$1,026,680,668
Operating Expenses	1,101,450,500	1,000,057,965	1,137,733,777	1,010,186,133
Capital Expenditures	92,121,173	54,802,908	89,675,649	163,892,653
Reimbursements	(15,106,659)	(15,201,401)	(15,586,401)	(17,195,803)
Contingencies	22,582,035	24,530,880	18,791,371	24,993,701
<b>Total Appropriations</b>	<b>\$2,209,985,856</b>	<b>\$2,102,976,404</b>	<b>\$2,266,743,003</b>	<b>\$2,208,557,352</b>
Operating Transfers-Out	\$452,827,160	\$457,364,423	\$529,014,928	\$438,409,753
Contributions to Reserves	89,528,383	88,865,131	114,550,897	89,299,855
<b>Total Requirements</b>	<b>\$2,752,341,399</b>	<b>\$2,649,205,958</b>	<b>\$2,910,308,827</b>	<b>\$2,736,266,960</b>

### FY 2014-15 Recommended Budget Requirements by Category



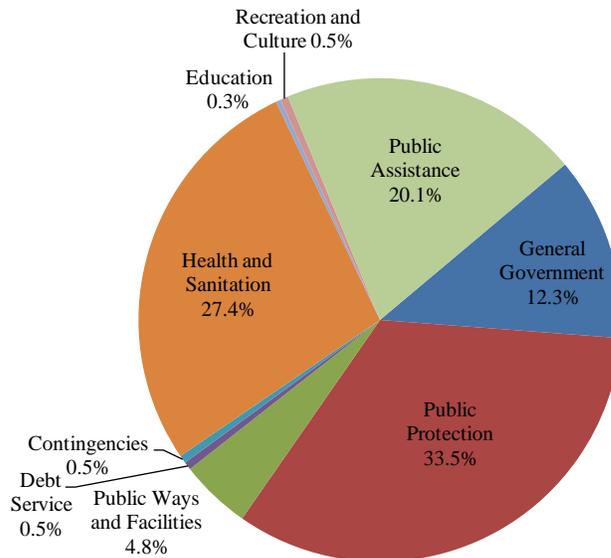
**Requirements by Function**

The chart below lists requirements by function.

**Summary of Requirements by Function - All Funds**

	<b>FY 2012-13 Adjusted Budget</b>	<b>FY 2013-14 Adopted Budget</b>	<b>FY 2013-14 Adjusted Budget</b>	<b>FY 2014-15 Recommended Budget</b>
General Government	\$430,427,291	\$342,703,685	\$487,844,505	\$329,235,292
Public Protection	764,945,515	781,847,186	814,162,018	895,572,495
Public Ways and Facilities	132,827,028	108,039,006	133,042,333	127,078,663
Health and Sanitation	789,738,356	772,956,486	829,090,262	733,818,711
Public Assistance	512,486,115	521,901,759	524,814,448	538,479,434
Education	8,787,085	8,923,827	8,996,131	8,608,568
Recreation and Culture	15,373,973	14,397,114	14,251,753	14,019,506
Debt Service	15,708,349	14,599,582	14,604,582	14,241,663
Contingencies	18,221,613	19,545,123	15,142,670	14,193,794
<b>Total County Funds</b>	<b>\$2,670,293,711</b>	<b>\$2,565,368,645</b>	<b>\$2,826,806,033</b>	<b>\$2,661,054,332</b>
Special Districts	\$21,784,110	\$24,988,479	\$26,927,726	\$20,972,065
Employment Grant Programs	20,519,597	18,902,951	21,031,638	21,789,074
Community Development Programs	21,522,368	20,400,760	20,400,760	18,257,695
<b>Total All Funds</b>	<b>\$2,752,341,399</b>	<b>\$2,649,205,958</b>	<b>\$2,910,308,828</b>	<b>\$2,736,266,960</b>

**FY 2014-15 Recommended Budget  
Requirements by Function (County Funds)**



## Requirements by Fund Type

	<b>FY 2012-13 Adjusted Budget</b>	<b>FY 2013-14 Adopted Budget</b>	<b>FY 2013-14 Adjusted Budget</b>	<b>FY 2014-15 Recommended Budget</b>
General Fund	\$807,813,527	\$780,519,176	\$834,042,891	\$780,715,121
Special Revenue Funds	1,155,829,752	1,139,882,527	1,219,363,904	1,148,977,220
Capital Project Funds	40,260,676	14,379,693	104,146,888	117,105,145
Enterprise Funds	464,312,696	465,599,431	484,614,895	446,278,002
Internal Service Funds	220,326,710	186,620,486	202,444,341	182,172,638
<b>Total County Funds</b>	<b>\$2,688,543,361</b>	<b>\$2,587,001,313</b>	<b>\$2,844,612,918</b>	<b>\$2,675,248,126</b>
Special Districts	\$21,756,073	\$24,557,743	\$25,920,320	\$20,972,065
Employment Grant Programs	20,519,597	19,028,783	21,157,470	21,789,074
Community Development Programs	21,522,368	18,618,119	18,618,119	18,257,695
<b>Total All Funds</b>	<b>\$2,752,341,399</b>	<b>\$2,649,205,958</b>	<b>\$2,910,308,827</b>	<b>\$2,736,266,960</b>
Budgeted Staffing	9,050	9,203	9,128	9,142

### Governmental Fund Types

**General Fund:** The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The General Fund is the County's primary operating fund.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects).

**Capital Project Funds:** Capital Project Funds account for financial resources designated for the acquisition or construction of major capital facilities other than those funded by Enterprise and Internal Service Funds.

### Proprietary Fund Types

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

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



The matrix below lists the functions as depicted in the organizational chart of the County. For each function listed, the various fund types utilized are shown, with their total requirements (including Operating Transfers-Out and Contributions to Reserves) for FY 2014-15.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
<b>General Government</b>						
Board of Supervisors	\$2,822,229					\$2,822,229
County Administrative Office	4,289,553				139,412,566	143,702,119
Clerk of the Board	865,512					865,512
Information Technology Services	15,704,161					15,704,161
General Services	11,405,688	510,000				11,915,688
Engineering and Survey Services	4,550,892	4,025,524				8,576,416
County Counsel	11,227,720					11,227,720
Board of Trade	745,424	76,954				822,378
Assessor	11,564,328					11,564,328
Auditor-Controller-County Clerk	6,294,684	4,000,000				10,294,684
Elections	3,843,281					3,843,281
Treasurer-Tax Collector	6,280,965	661,411				6,942,376
Personnel	2,596,639					2,596,639
Other General Government	49,539,489	4,658,632	1,399,568		42,760,072	98,357,761
<b>Public Protection</b>						
District Attorney	43,000,085	820,977				43,821,062
Sheriff-Coroner	209,768,877	10,823,197	114,794,898			335,386,972
Probation Department	83,442,751	5,224,463				88,667,214
Grand Jury	293,707					293,707
Fire Department	18,412,024	151,693,009	1,081			170,106,114
Public Defender	16,645,387					16,645,387
Agriculture and Measurement Standards	7,103,741					7,103,741
Planning and Community Development	11,601,222	207,350				11,808,572
Child Support Services		22,355,130				22,355,130
Development Services Agency	1,376,758	4,350,908				5,727,666
Animal Services	7,208,504	60,374				7,268,878
Recorder	450,000	5,495,001				5,945,001
Other Public Protection	26,606,711	153,836,340				180,443,051
<b>Public Ways &amp; Facilities</b>						
Roads	5,387,272	93,443,586	862,827	16,606,346		116,300,031
Airports	238,476			10,540,156		10,778,632
<b>Health and Sanitation</b>						
Kern Medical Center	65,086,172		46,771	350,216,420		415,349,363
Mental Health Services	1,481,438	157,477,441				158,958,879
Waste Management				68,384,122		68,384,122
Public Health Services	36,345,847	1,005,128				37,350,975
Environmental Health	7,128,635	397,654				7,526,289
Emergency Medical Services	1,096,170	1,635,367				2,731,537
Other Health and Sanitation		43,517,546				43,517,546
<b>Public Assistance</b>						
Human Services	39,050,583	404,998,417				444,049,000
Employers' Training Resource	11,234,979					11,234,979
Veterans Service	1,097,767					1,097,767
Aging and Adult Services	9,285,763	15,120,925				24,406,688
Other Public Assistance	1,524,965	56,166,035				57,691,000
<b>Education</b>						
Library	7,877,772	242,786				8,120,558
Farm and Home Advisor	488,010					488,010
<b>Recreation and Cultural Services</b>						
Parks and Recreation	13,168,037	320,511		530,958		14,019,506
<b>Debt Service</b>						
Debt Service	14,241,663					14,241,663
<b>Contingencies</b>						
Contingencies	8,341,240	5,852,554				14,193,794
<b>Total:</b>	<b>\$780,715,121</b>	<b>\$1,148,977,220</b>	<b>\$117,105,145</b>	<b>\$446,278,002</b>	<b>\$182,172,638</b>	<b>\$2,675,248,126</b>
					Special Districts	20,972,065
					Employment Grant Programs	21,789,074
					Community Development Programs	18,257,695
					<b>Grand Total</b>	<b>\$2,736,266,960</b>



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## Revenue Summary

The FY 2014-15 Recommended Budget is funded from several sources, including revenue, operating transfers-in, fund balance, and reserves and designations. The table below does not include fund balance carried over from the prior fiscal year or the use of reserves and designations. The table also excludes operating transfers-in as they provide a mechanism to transfer funding from one budget unit to another within the County. This table shows the change from the prior year adjusted budget.

### Summary of Revenue - All Funds (Excludes Operating Transfers-in and Use of Reserves)

	FY 2012-13 Actual	FY 2013-14 Adopted Budget	FY 2013-14 Adjusted Budget	FY 2014-15 Recommended Budget	Change Between FY 2013-14 & FY 2014-15	Percentage Change
<b>REVENUE FOR ALL COUNTY FUNDS</b>						
<b>Taxes</b>						
Property Related Revenue	\$389,663,407	\$377,524,561	\$381,524,561	\$400,273,054	\$18,748,493	4.91%
Other Taxes	66,555,396	56,570,138	62,570,138	58,591,100	(3,979,038)	-6.36%
1991 Realignment	56,158,577	72,808,434	72,808,434	78,542,975	5,734,541	7.88%
2011 Realignment	143,495,520	151,131,062	162,856,217	155,418,291	(7,437,926)	-4.57%
State, Federal or Government Aid	538,271,874	554,886,728	556,568,367	635,408,401	78,840,034	14.17%
Fee/Rate	145,065,881	150,001,026	154,121,575	154,862,235	740,660	0.48%
Other Revenue	78,371,995	68,021,857	54,065,278	53,239,589	(825,689)	-1.53%
<b>Subtotal</b>	<b>\$1,417,582,651</b>	<b>\$1,430,943,806</b>	<b>\$1,444,514,570</b>	<b>\$1,536,335,645</b>	<b>\$91,821,075</b>	<b>6.36%</b>
<b>ENTERPRISE FUNDS</b>	<b>\$383,502,699</b>	<b>\$410,739,372</b>	<b>\$391,239,372</b>	<b>\$387,915,931</b>	<b>(\$3,323,441)</b>	<b>-0.85%</b>
<b>INTERNAL SERVICE FUNDS</b>	<b>158,345,109</b>	<b>170,155,733</b>	<b>178,373,010</b>	<b>174,493,671</b>	<b>(3,879,339)</b>	<b>-2.17%</b>
<b>Subtotal</b>	<b>\$541,847,808</b>	<b>\$580,895,105</b>	<b>\$569,612,382</b>	<b>\$562,409,602</b>	<b>(\$7,202,780)</b>	<b>-1.26%</b>
<b>Total County Budget</b>	<b>\$1,959,430,459</b>	<b>\$2,011,838,911</b>	<b>\$2,014,126,952</b>	<b>\$2,098,745,247</b>	<b>\$84,618,295</b>	<b>4.20%</b>

## Property Related Revenue

Property related revenue of \$400.3 million primarily consists of funding from property taxes and is projected to increase by \$18.8 million, or 4.91% from the FY 2013-14 Adjusted Budget. This is primarily due to an anticipated 5.6% increase in the assessed valuation of properties within the County. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

## Other Taxes

Other taxes of \$58.6 million primarily consist of sales and use tax, transient occupancy tax, franchise fees, and hazardous waste facility tax. Other taxes are anticipated to decrease by a net \$4.0 million over the prior year adjusted budget. This is primarily due to the anticipated decrease in one-time use taxes from wind energy and solar projects as compared to the FY 2013-14 Adjusted Budget. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.



### 1991 Realignment

1991 realignment departmental revenue of \$78.5 million is increasing from the prior year adjusted budget. For more detail, refer to the Discretionary General Funding section of this book.

### 2011 Realignment

2011 realignment departmental revenue of \$155.4 million is decreasing by \$7.4 million, or 4.57%, from the prior year adjusted budget. This change is primarily due to the FY 2014-15 Recommended Budget only including base revenue, while the FY 2013-14 Adjusted Budget includes growth revenue. For more detail, refer to the Discretionary General Funding section of this book.

### State, Federal or Government Aid

The County is estimated to receive funding from State, federal, and other government aid totaling \$635.4 million. The Public Assistance departments receive the largest amount of funds from other governments, with \$283.5 million in anticipated revenue for FY 2014-15. There is an overall increase of \$78.8 million from the prior year adjusted budget in the revenue category of State, federal or government aid. This change is comprised of both increases and decreases in various programs.

Primary changes in State, federal or government aid include:

- Roads Fund- Federal funding for roadway construction and maintenance is anticipated to increase by \$7.5 million from the FY 2013-14 Adjusted Budget.
- Fire Fund- The end of the Staffing for Adequate Fire and Emergency Response (SAFER) grant will result in a \$3 million decrease in federal funding for the Fire Department.
- In FY 2013-14, the County's adjusted budget included \$22 million from Tobacco Settlement Revenue proceeds to fund the local match for the construction of a new jail facility being constructed under Assembly Bill 900 and to fund the construction of a barrack at the existing jail facility. This was a one-time adjustment and it is not included in the FY 2014-15 Recommended Budget.
- The FY 2014-15 Recommended Budget includes \$100 million from the State for the construction of the new Assembly Bill 900 jail facility.
- Public Health Department- The department had a contract with the California Department of Corrections to provide transitional case management services to inmates as they were released from the prison system. The contract expired at the end of FY 2013-14 resulting in a decrease in both expenditures and revenue. Revenue receipts for FY 2013-14 were approximately \$3.5 million.

### Fee/Rate

The revenue category of fee/rate includes the following types of revenue: licenses, permits, fines, fees, rates, and other charges for services. Total revenue of \$154.9 million is anticipated, which is a \$740,660 increase from the FY 2013-14 Adjusted Budget.

## **Other Revenue**

Other revenue of \$53.2 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to decrease by \$825,689 compared to the prior year adjusted budget.

## **Enterprise Funds**

Enterprise Funds revenue totaling \$387.9 million are anticipated to decrease by \$3.3 million. Governmental aid to the Kern Regional Transit Fund is expected to increase by \$4.6 million, primarily from the State Public Transportation Modernization, Improvement, and Service Enhancement Account Program for the purchase of new and replacement buses. For detail on changes related to Kern Medical Center, refer to the section titled 'Enterprise Funds' found in the department narratives section of this book.

## **Internal Service Funds**

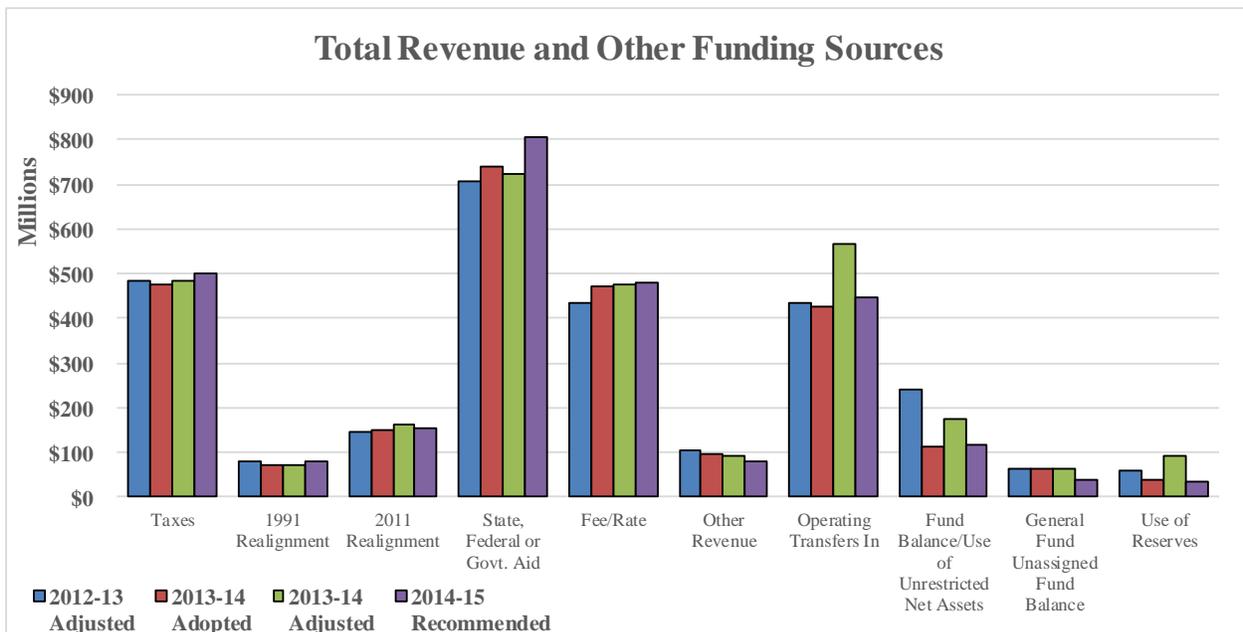
Internal Service Funds totaling \$174.5 million are anticipated to decrease by \$3.9 million. These funds charge other County departments for specific services. The Retiree Group Health Program will see a decrease from the FY 2013-14 Adjusted Budget due to changes in the contribution and reimbursements from the newly established other post-employment benefits fund.

**Total Revenue and Other Funding Sources**

**Summary of Revenue and Other Funding Sources - All Funds**

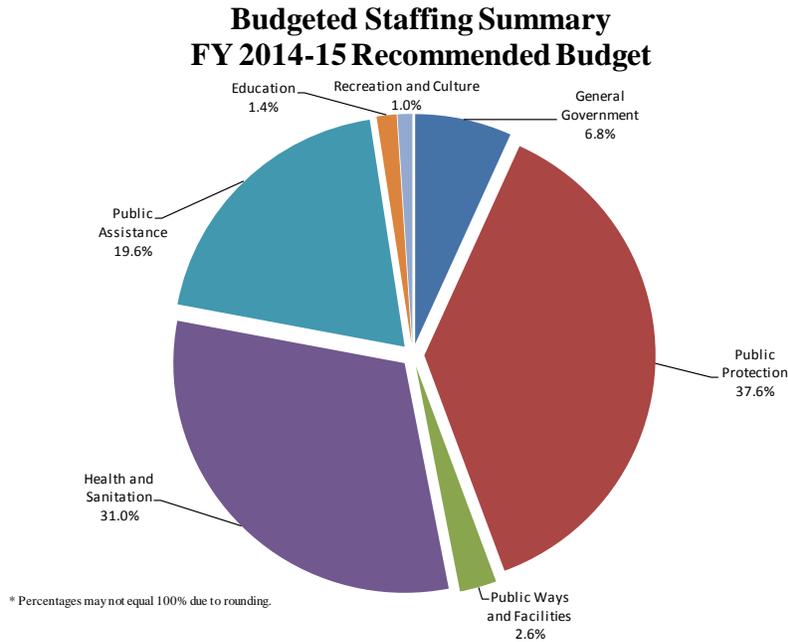
	FY 2012-13 Adjusted Budget	FY 2013-14 Adopted Budget	FY 2013-14 Adjusted Budget	FY 2014-15 Recommended Budget
<b>Revenue</b>				
Taxes	\$485,640,763	\$475,352,178	\$485,352,178	\$501,158,265
1991 Realignment	79,219,180	72,808,434	72,808,434	78,542,975
2011 Realignment	145,004,239	151,131,062	162,856,217	155,418,291
State, Federal or Government Aid	705,599,973	741,735,821	723,917,460	804,909,746
Fee/Rate	435,817,371	472,873,049	476,993,598	478,391,549
Other Revenue	105,348,752	97,938,367	92,199,065	80,324,421
<b>Total Revenue</b>	<b>\$1,956,630,278</b>	<b>\$2,011,838,911</b>	<b>\$2,014,126,952</b>	<b>\$2,098,745,247</b>
<b>Other Funding Sources</b>				
Operating Transfers In	\$433,618,030	\$424,321,164	\$564,915,085	\$448,373,054
Fund Balance/Use of Unrestricted Net Assets	238,666,287	111,866,322	173,767,777	116,351,726
General Fund Unassigned Fund Balance	62,633,167	64,211,087	64,211,087	37,157,102
Use of Reserves	60,793,637	36,968,474	93,287,926	35,639,831
<b>Total Other Funding Sources</b>	<b>\$795,711,121</b>	<b>\$637,367,047</b>	<b>\$896,181,875</b>	<b>\$637,521,713</b>
<b>Total Revenue and Other Funding Sources</b>	<b>\$2,752,341,399</b>	<b>\$2,649,205,958</b>	<b>\$2,910,308,827</b>	<b>\$2,736,266,960</b>

The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers-in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted net assets for all non-general funds, the General Fund’s available unassigned fund balance, as well as the use of reserves.

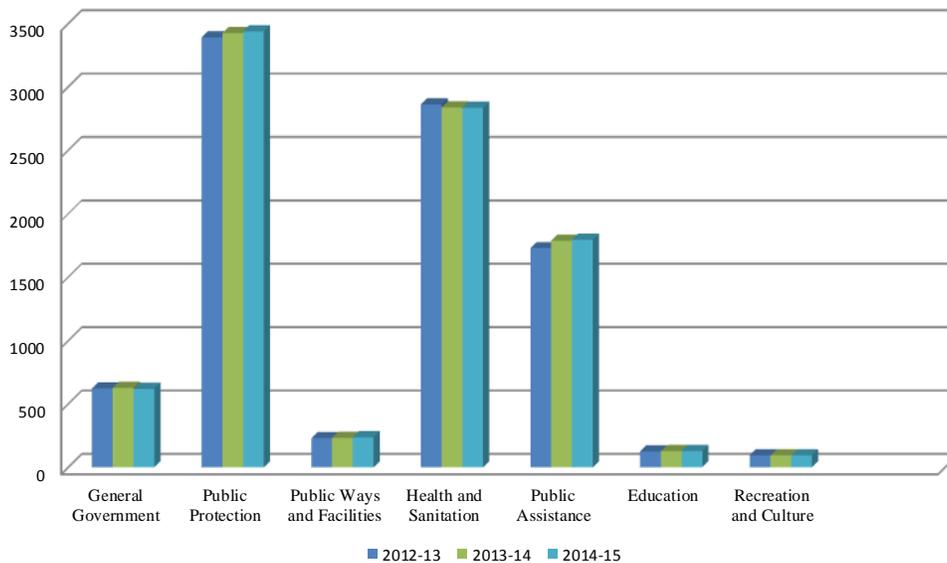


### Budgeted Staffing Summary

Budgeted staffing is accounted for using a list maintained by the Personnel Department of authorized positions approved by the Board of Supervisors; each position, whether full-time or part-time, is counted as one. The pie chart below depicts the budgeted staffing by function for FY 2014-15. The following bar graph illustrates the budgeted staffing for FY 2014-15 as well as the two prior fiscal years.



### Budgeted Staffing by Function FY 2012-13 Through FY 2014-15



### Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2012-13	FY 2013-14	FY 2014-15	2013-14 and 2014-15
General Fund	3,813	3,812	3,806	(6)
Other Funds	5,237	5,316	5,336	20
<b>Total Authorized Positions</b>	<b>9,050</b>	<b>9,128</b>	<b>9,142</b>	<b>14</b>

Budgeted staffing for County General Fund departments has remained relatively at a status quo level from FY 2012-13 through FY 2013-14. Staffing is recommended to decrease in FY 2014-15 as departments manage to a reduction in Net County Cost resulting in a net six position reduction. County departments outside of the General Fund are expecting to increase staffing slightly by adding a net of 20 new positions.

#### County – General Fund

- **General Government** has a net decrease of eight positions. One position addition in the Board of Supervisors District 4; five position deletions are in Engineering, Survey and Permit Services; three deletions in General Services; and one deletion within the Board of Trade. The positions being deleted have been vacant and unfunded for more than one fiscal year and have no service level impacts.
- **Public Protection** has a net increase in positions of seven, which is consistent with the continued growth of prior fiscal years. The District Attorney – Criminal Division will add a net of three positions, while the District Attorney – Forensic Division will decrease by one position as this position will be transferred to the Criminal Division. The recommended budget also includes adding five new positions to the Sheriff’s Department for the Public Administration and Coroner functions. Code Compliance and Agriculture and Measurement Standards departments will add one position each. The Development Services Agency will add one position and delete three. The position additions will amount to a total salaries and benefits increase of \$832,000, approximately one third of which will be offset by State funding.
- **Health and Sanitation** consisting of Public Health and Environmental Health Services Departments has a net three position decrease. Public Health will add eight positions and delete ten, while Environmental Health will add one and delete two. The position changes at Public Health will result in a \$23,000 annual increase, while Environmental Health Services will net a \$12,000 savings.
- **Public Assistance** has two position deletions at Employers’ Training Resource which will result in no savings since these positions were not funded in a prior year.

#### County – Other Funds

- **Public Protection** within the Other Funds category will add a net of six positions. The Fire Department will add three positions which will assist in grant funding and facilitate fire response. The Child Support Services Department will add four new positions and delete one in order to better service the outlying communities and to provide additional stability to the department’s technology services unit.



- **Public Ways and Facilities** recommended budget for the Roads department proposes a net position increase of four. The department will add four maintenance painters for the paint and sign shop at an annual cost of \$338,000.
- **Health and Sanitation** departments will add a net of one position. The Mental Health – Substance Abuse Department will delete 10 positions that have historically been unfunded and represent no operational change. The Waste Management Department budget proposes adding 11 positions at an annual increase of \$1,071,000 to facilitate additional days of operation at the special waste facility and additional community collection events.
- **Public Assistance**, specifically the Aging and Adult Services Department’s recommended budget proposes a net increase of nine positions. The annual cost increase of approximately \$464,000 is primarily to enhance Senior Nutrition services.

Overall net position changes for the entire County total 14, or .15%, and will increase spending on salaries and benefits by \$893,846.

Countywide staffing changes by County department function and activity are outlined in the Position Summary Schedule on the next page. In addition, a summary of detailed position changes by department can be found in the Appendix titled Summary of Position Additions/Deletions.

## Position Summary Schedule

Department	Year-End		Recommended 2014-15	Change Between 2013-14 and 2014-15
	2012-13	2013-14		
<b>General Government</b>				
<b>Legislative and Administrative</b>				
<b>General Fund</b>				
Board of Supervisors – District 1	5	5	5	-
Board of Supervisors – District 2	5	5	5	-
Board of Supervisors – District 3	4	4	4	-
Board of Supervisors – District 4	5	5	6	1
Board of Supervisors – District 5	4	4	4	-
Administrative Office	24	24	24	-
Clerk of Board of Supervisors	7	7	7	-
<b>Total Legislative and Administrative</b>	<b>54</b>	<b>54</b>	<b>55</b>	<b>1</b>
<b>Finance</b>				
<b>General Fund</b>				
Auditor-Controller	55	54	54	-
Treasurer-Tax Collector	30	30	30	-
Assessor	102	107	107	-
<b>Total Finance</b>	<b>187</b>	<b>191</b>	<b>191</b>	<b>0</b>
<b>Other General</b>				
<b>General Fund</b>				
Information Technology Service	58	58	58	-
Engineering, Survey and Permit Services	38	38	33	(5)
Risk Management	29	29	29	-
Subtotal General Fund	125	125	120	(5)
<b>Other Funds</b>				
Garage	23	23	23	-
Subtotal Other Funds	23	23	23	-
<b>Total Other General</b>	<b>148</b>	<b>148</b>	<b>143</b>	<b>(5)</b>
<b>Counsel</b>				
<b>General Fund</b>				
County Counsel	48	48	48	-
<b>Total Counsel</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>0</b>
<b>Personnel</b>				
<b>General Fund</b>				
Personnel	18	21	21	-
<b>Total Personnel</b>	<b>18</b>	<b>21</b>	<b>21</b>	<b>0</b>
<b>Elections</b>				
<b>General Fund</b>				
Elections	14	14	14	-
<b>Total Elections</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>
<b>Property Management</b>				
<b>General Fund</b>				
General Services	122	118	115	(3)
Construction Services	25	25	25	-
<b>Total Property Management</b>	<b>147</b>	<b>143</b>	<b>140</b>	<b>(3)</b>
<b>Promotion</b>				
<b>General Fund</b>				
Board of Trade	6	7	6	(1)
<b>Total Promotion</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>(1)</b>
<b>Total General Government</b>	<b>622</b>	<b>626</b>	<b>618</b>	<b>(8)</b>

Department	Year-End		Recommended 2014-15	Change Between 2013-14 and 2014-15
	2012-13	2013-14		
<b>Public Protection</b>				
<b>Judicial</b>				
<b>General Fund</b>				
County Clerk	4	4	4	-
Grand Jury	1	1	1	-
District Attorney	213	222	225	3
Public Defender	97	100	100	-
Subtotal General Fund	315	327	330	3
<b>Other Funds</b>				
Child Support Services	202	200	203	3
Subtotal Other Funds	202	200	203	3
<b>Total Judicial</b>	<b>517</b>	<b>527</b>	<b>533</b>	<b>6</b>
<b>Police Protection</b>				
<b>General Fund</b>				
Forensic Sciences Division of District Attorney	40	44	43	(1)
Sheriff	1,340	1,345	1,350	5
<b>Total Police Protection</b>	<b>1,380</b>	<b>1,389</b>	<b>1,393</b>	<b>4</b>
<b>Detention and Correction</b>				
<b>General Fund</b>				
Probation	609	617	617	-
<b>Total Detention and Correction</b>	<b>609</b>	<b>617</b>	<b>617</b>	<b>0</b>
<b>Fire Protection</b>				
<b>Other Funds</b>				
Fire Department	641	642	645	3
<b>Total Fire Protection</b>	<b>641</b>	<b>642</b>	<b>645</b>	<b>3</b>
<b>Protective Inspection</b>				
<b>General Fund</b>				
Agriculture and Measurement Standards	49	49	50	1
Code Compliance	9	12	13	1
Subtotal General Fund	58	61	63	2
<b>Other Funds</b>				
Building Inspection	40	43	43	-
Subtotal Other Funds	40	43	43	0
<b>Total Protective Inspection</b>	<b>98</b>	<b>104</b>	<b>106</b>	<b>2</b>
<b>Other Protection</b>				
<b>General Fund</b>				
Animal Services	67	67	67	-
Planning	39	38	38	-
Development Services Agency	13	13	11	(2)
Subtotal General Fund	119	118	116	(2)
<b>Other Funds</b>				
Recorder	26	27	27	-
Subtotal Other Funds	26	27	27	0
<b>Total Other Protection</b>	<b>145</b>	<b>145</b>	<b>143</b>	<b>(2)</b>
<b>Total Public Protection</b>	<b>3,390</b>	<b>3,424</b>	<b>3,437</b>	<b>13</b>
<b>Public Ways and Facilities</b>				
<b>Public Ways</b>				
<b>Other Funds</b>				
Roads	205	205	209	4
<b>Total Public Ways</b>	<b>205</b>	<b>205</b>	<b>209</b>	<b>4</b>
<b>Transportation Terminals</b>				
<b>Other Funds</b>				
Airports	21	22	22	-
<b>Total Transportation Terminals</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>0</b>



Department	Year-End		Recommended 2014-15	Change Between 2013-14 and 2014-15
	2012-13	2013-14		
<b>Transportation Systems</b>				
<b>Other Funds</b>				
Kern Regional Transit	4	5	5	-
<b>Total Transportation Systems</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Total Public Ways and Facilities</b>	<b>230</b>	<b>232</b>	<b>236</b>	<b>4</b>
<b>Health and Sanitation</b>				
<b>Health</b>				
<b>General Fund</b>				
Public Health	269	231	229	(2)
Environmental Health	58	57	56	(1)
Subtotal General Fund	327	288	285	(3)
<b>Other Funds</b>				
Mental Health	453	454	454	0
Substance Abuse	47	47	37	(10)
Subtotal Other Funds	500	501	491	(10)
<b>Total Health</b>	<b>827</b>	<b>789</b>	<b>776</b>	<b>(13)</b>
<b>Hospital Care</b>				
<b>General Fund</b>				
Emergency Medical Services	8	8	8	-
Subtotal General Fund	8	8	8	0
<b>Other Funds</b>				
Kern Medical Center	1,722	1,732	1,732	0
Correctional Medicine	92	92	92	-
Subtotal Other Funds	1,814	1,824	1,824	0
<b>Total Hospital Care</b>	<b>1,822</b>	<b>1,832</b>	<b>1,832</b>	<b>0</b>
<b>California Children Services</b>				
<b>General Fund</b>				
California Children Services	65	65	65	-
<b>Total California Children Services</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>0</b>
<b>Sanitation</b>				
<b>Other Funds</b>				
Waste Management	130	134	145	11
Kern Sanitation Authority	18	18	18	-
<b>Total Sanitation</b>	<b>148</b>	<b>152</b>	<b>163</b>	<b>11</b>
<b>Total Health and Sanitation</b>	<b>2,862</b>	<b>2,838</b>	<b>2,836</b>	<b>(2)</b>
<b>Public Assistance</b>				
<b>Administration</b>				
<b>Other Funds</b>				
Human Services	1,519	1,572	1,572	-
<b>Total Administration</b>	<b>1,519</b>	<b>1,572</b>	<b>1,572</b>	<b>0</b>
<b>Veterans Service</b>				
<b>General Fund</b>				
Veterans Service	10	10	10	-
<b>Total Veterans Service</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>
<b>Other Assistance</b>				
<b>General Fund</b>				
Employers' Training Resource	93	93	91	(2)
Community Development	12	12	12	-
Subtotal General Fund	105	105	103	(2)
<b>Other Funds</b>				
Aging and Adult Services	94	100	109	9
Subtotal Other Funds	94	100	109	9
<b>Total Other Assistance</b>	<b>199</b>	<b>205</b>	<b>212</b>	<b>7</b>
<b>Total Public Assistance</b>	<b>1,728</b>	<b>1,787</b>	<b>1,794</b>	<b>7</b>

Department	Year-End		Recommended 2014-15	Change Between 2013-14 and 2014-15
	2012-13	2013-14		
<b>Education</b>				
<u>Education</u>				
<u>General Fund</u>				
Library	120	123	123	-
Farm and Home Advisor	4	4	4	-
<b>Total Education</b>	<b>124</b>	<b>127</b>	<b>127</b>	<b>-</b>
<b>Total Education</b>	<b>124</b>	<b>127</b>	<b>127</b>	<b>-</b>
<b>Recreation and Culture</b>				
<u>Recreation Facilities</u>				
<u>General Fund</u>				
Parks and Recreation	94	94	94	-
<b>Total Recreation Facilities</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>-</b>
<b>Total Recreation and Culture</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>-</b>
<b>Total County Department - General Fund</b>	<b>3,813</b>	<b>3,812</b>	<b>3,806</b>	<b>(6)</b>
<b>Total County Departments - Other Funds</b>	<b>5,237</b>	<b>5,316</b>	<b>5,336</b>	<b>20</b>
<b>County Departments - Grand Total</b>	<b>9,050</b>	<b>9,128</b>	<b>9,142</b>	<b>14</b>



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## Countywide Capital Projects

### Summary of Capital Projects by Asset Type

	New Projects	Carryover Projects	Total
<b>General Services - General Fund Projects</b>			
Land	\$650,000	\$0	\$650,000
Structures and Improvements	13,995,131	18,863,509	32,858,640
Operating Transfer-Out	825,239	0	825,239
<b>Total</b>	<b>\$15,470,370</b>	<b>\$18,863,509</b>	<b>\$34,333,879</b>
<b>Waste Management Department</b>			
Land	\$500,000	\$0	\$500,000
Improvements to Land	5,743,000	1,232,169	6,975,169
Structures and Improvements	1,396,659	6,087,977	7,484,636
<b>Total</b>	<b>\$7,639,659</b>	<b>\$7,320,146</b>	<b>\$14,959,805</b>
<b>Kern Medical Center</b>			
Structures and Improvements	\$2,226,395	\$422,200	\$2,648,595
<b>Total</b>	<b>\$2,226,395</b>	<b>\$422,200</b>	<b>\$2,648,595</b>
<b>Airports</b>			
Improvements to Land	\$1,060,000	\$869,636	\$1,929,636
<b>Total</b>	<b>\$1,060,000</b>	<b>\$869,636</b>	<b>\$1,929,636</b>
<b>Other Departments</b>			
Improvements to Land	\$910,310	\$130,666,833	\$131,577,143
Structures and Improvements	110,085,877	47,952,400	158,038,277
Operating Transfer-Out	5,600,000	57,780,954	63,380,954
<b>Total</b>	<b>\$116,596,187</b>	<b>\$236,400,187</b>	<b>\$352,996,374</b>
<b>Total</b>	<b>\$142,992,611</b>	<b>\$263,875,678</b>	<b>\$406,868,289</b>

The County has countywide capital projects that include construction, acquisition and rehabilitation of numerous facilities and structures. It also includes the improvement of land for landfill closures and transportation projects. The total project cost also includes the acquisition of land.

The FY 2014-15 Recommended Budget, inclusive of operating transfers, includes a total of \$142.9 million in new projects. The detail for the General Services – General Fund Projects is included in the General Government section of this budget under Capital Projects. The projects for the Waste Management Department, Kern Medical Center and Airport are included in the Enterprise section of this budget. The Other Departments category encompasses countywide capital projects not accounted for in any other department. The projects include construction a new information technology services facility, several transportation projects and construction of a new jail facility as well as a contribution to Kern Medical Center for structures and improvements and the hospital. The detail for the projects is included in the Other Capital Projects section of this budget.

Projects approved in prior years but not yet completed inclusive of operating transfers total \$263.8 million.

## Summary of Capital Projects by Funding Source

<b>Projects Administered By:</b>	<b>Discretionary General Funding</b>	<b>Other Funding</b>	<b>Total</b>
<b>General Services - General Fund Projects</b>			
New Projects	\$840,131	\$13,805,000	\$14,645,131
Carryover Projects	16,124,462	2,739,047	18,863,509
Operating Transfer-Out	825,239	0	825,239
Total Projects Administered by General Services	<u>\$17,789,832</u>	<u>\$16,544,047</u>	<u>\$34,333,879</u>
<b>Waste Management Department</b>			
New Projects	\$0	\$7,639,659	\$7,639,659
Carryover Projects	0	7,320,146	7,320,146
Total Projects Administered by Solid Waste Management	<u>\$0</u>	<u>\$14,959,805</u>	<u>\$14,959,805</u>
<b>Kern Medical Center</b>			
New Projects	\$2,226,395	\$0	\$2,226,395
Carryover Projects	330,139	92,061	422,200
Total Projects Administered by Kern Medical Center	<u>\$2,556,534</u>	<u>\$92,061</u>	<u>\$2,648,595</u>
<b>Airports</b>			
New Projects	\$0	\$1,060,000	\$1,060,000
Carryover Projects	0	869,636	869,636
Total Projects Administered by Airports	<u>\$0</u>	<u>\$1,929,636</u>	<u>\$1,929,636</u>
<b>Other Departments</b>			
New Projects	\$825,239	\$110,170,948	\$110,996,187
Carryover Projects	2,350,000	176,269,233	178,619,233
Operating Transfer Out	5,600,000	57,780,954	63,380,954
Total Projects Administered by Others	<u>\$8,775,239</u>	<u>\$344,221,135</u>	<u>\$352,996,374</u>
<b>Total</b>	<u>\$29,121,605</u>	<u>\$377,746,684</u>	<u>\$406,868,289</u>

The capital projects are financed through a variety of funding sources including Certificates of Participation, Tobacco Securitization Proceeds, State and federal grants, private contributions, traffic mitigation fees, special land use assessments and discretionary general funding. The recommended budget includes \$3.8 of discretionary revenue for capital projects.

## **Discretionary General Funding**

County General Fund operations are funded with four major types of sources: departmental program revenue, Proposition 172 revenue, Realignment revenues (1991 and 2011 Realignment), and countywide discretionary revenue.

- **Departmental program revenue** includes fees, service charges, and state and federal support for programs such as welfare, health care, and behavioral health.
- **Proposition 172 revenue** is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney Criminal and Forensic Sciences Divisions, Public Defender, Probation, and Fire Departments.
- **1991 Realignment revenue** provides health and welfare funding. In FY 1991-92, the State approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the State to the County. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is also restricted and used in funding mental health, social services and health programs within the County.
- **2011 Realignment revenue** provides public safety, health, and welfare funding. In FY 2011-12, the State approved what has become known as AB 109 Public Safety Realignment. As part of this realignment, the State addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-serious ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to county probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs. The County was responsible for delivery of these programs before realignment but with the shift the State would no longer participate in the share of cost. While the State no longer shares in the cost it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.
- **Countywide discretionary revenue** includes a variety of revenue sources that are not legally designated for a specific purpose or program. The majority of discretionary revenue is property related revenue, primarily property tax. Other revenue sources in this category include: sales and other taxes, net interest earnings, Countywide Cost Allocation Plan (CWCAP) revenue which is a reimbursement for overhead/indirect costs incurred by the General Fund, other State and federal aid, and other revenue. Additionally, the General Fund's available fund balance, use of reserves and operating transfers-in, are other funding sources that can be allocated to General Fund departments in the same manner as countywide discretionary revenue.

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

The County maintains an appropriated contingency fund to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the County's operations, which could not have reasonably been anticipated at the time the budget was prepared. This fund totals 1% of locally funded appropriations, or \$4,000,000 for FY 2014-15. In addition, the County also maintains two additional contingencies, one for uncertainties such as emergency maintenance or other unforeseen circumstance, and a specific purpose contingency for situations that are not certain at the time of budget hearings; these funds total \$1,000,000 and \$3,341,240 respectively.

The following sections provide details of:

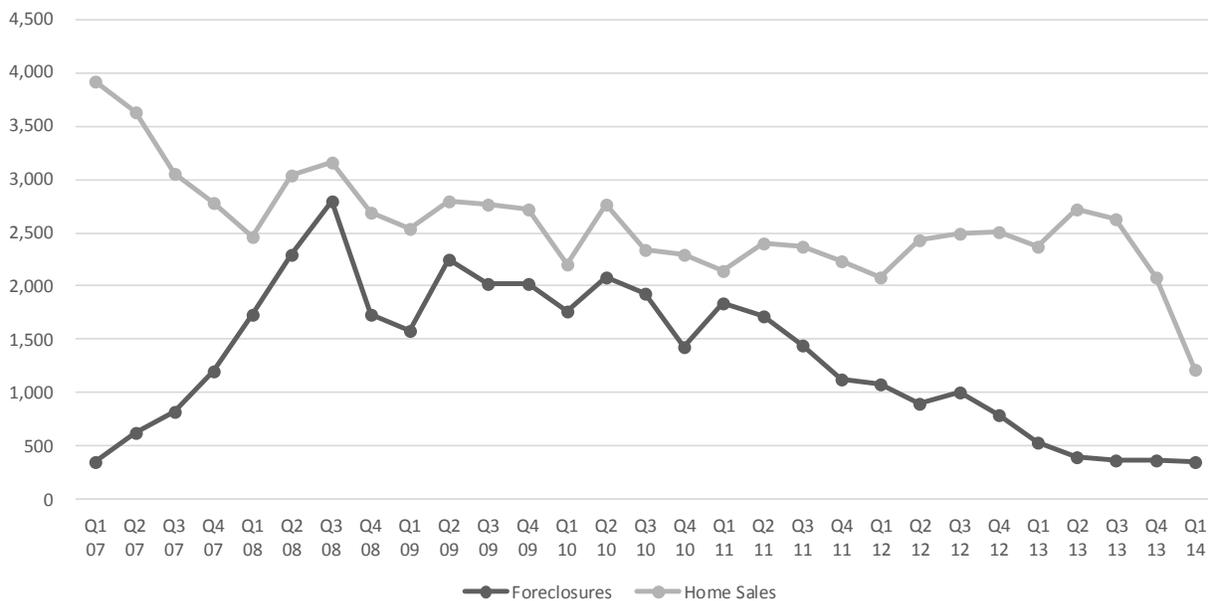
- The economic indicators that are factored into the County's fiscal plan.
- How these indicators and other factors affect Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.
- Information on General Fund contingencies, reserves and designations.
- The County Fiscal Plan.

**Economic Indicators**

Property related revenue accounts for over 69.7% of countywide discretionary revenues and other funding sources. These revenues are affected by the housing market and oil and gas property valuations in the County. The housing market has become increasingly stable, and rising home prices are leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments. Approximately 32% of the County’s total assessed valuation is comprised of oil and gas properties. Oil and gas properties have seen a gradual increase in assessed value despite a very significant reduction in value on one of the major properties that resulted in a refund in FY 2013-14. Oil and gas property tax revenues equates to approximately \$60 million, or 15% of the County’s countywide discretionary revenue.

The four charts on the proceeding pages are primary indicators of economic vitality in Kern County. Overall, foreclosures are down, median home sale prices have stabilized and begun to rise, unemployment is trending down, and the oil price per barrel remains strong.

**COUNTY OF KERN  
FORECLOSURES/HOME SALES BY QUARTER  
QUARTER 1 2007 THROUGH QUARTER 1 2014**

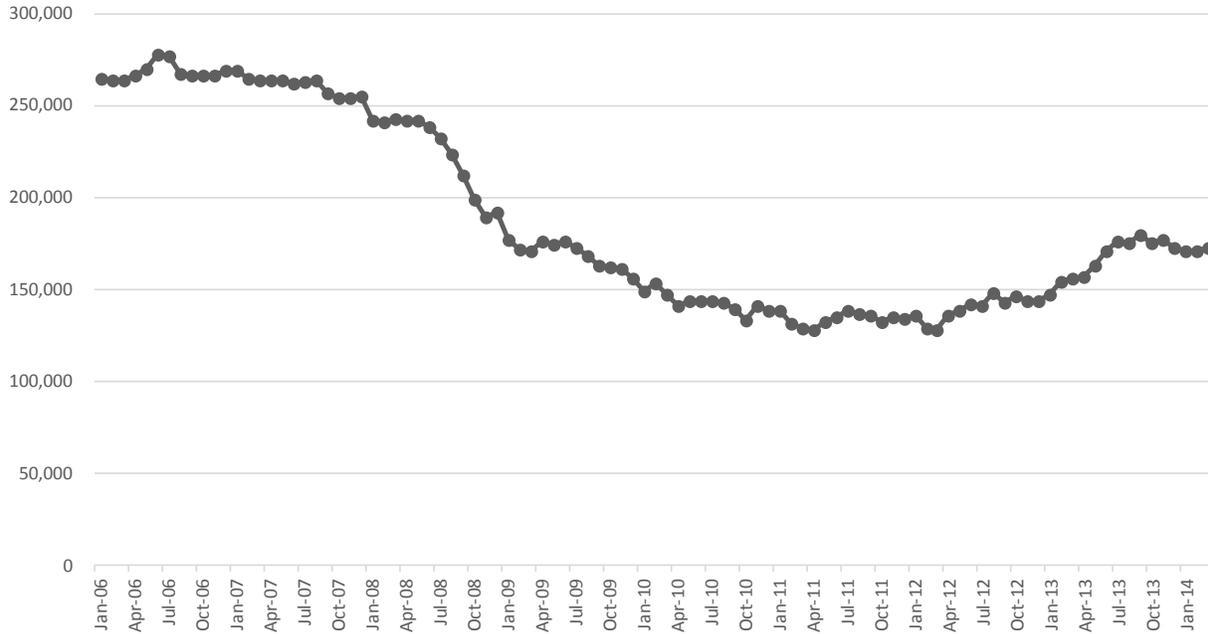


Source: County Assessor and Kern Data

In 2013 foreclosures were down 44.4% from 2012, and for the first quarter of 2014 are down 16.7% as shown in the chart above. Foreclosures have declined steadily since 2011, and the County subsequently experienced a rise in the median price of a home followed by a leveling off over the last 12 months. The median home sale price chart on the next page shows an increase from 2012 through September of 2013, while October through March 2014 show a 4% (\$7,000) decrease in the median home value. Year-over-year the median home sale price has increased by 13% from an average of \$151,000 in FY 2012-13 to \$174,000 in FY 2013-14.



**COUNTY OF KERN  
MEDIAN HOME SALE PRICE BY MONTH  
JANUARY 2006 THROUGH MARCH 2014**

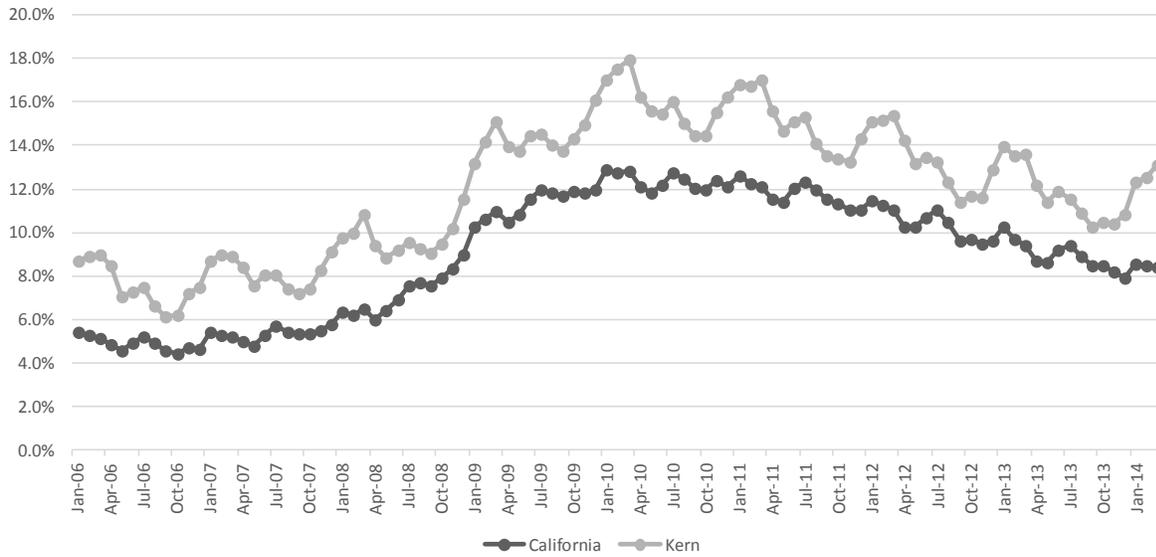


Source: Zillow

In addition to home sales and foreclosure statistics, the County also uses the unemployment rate to evaluate its economic vitality. The County unemployment rate, illustrated on the next page, peaked at 17.5% in the same quarter as the State’s rate hit its high of 12.8% (Q1 – 2010). Historically, the County’s unemployment rate is consistently 3-5% higher than the State’s and is prone to greater fluctuation as many jobs within the Agriculture sector are seasonal. Overall, the unemployment rate is down 4.8% from its peak in 2010, but still remains high at 12.7% for Q1 – 2014.



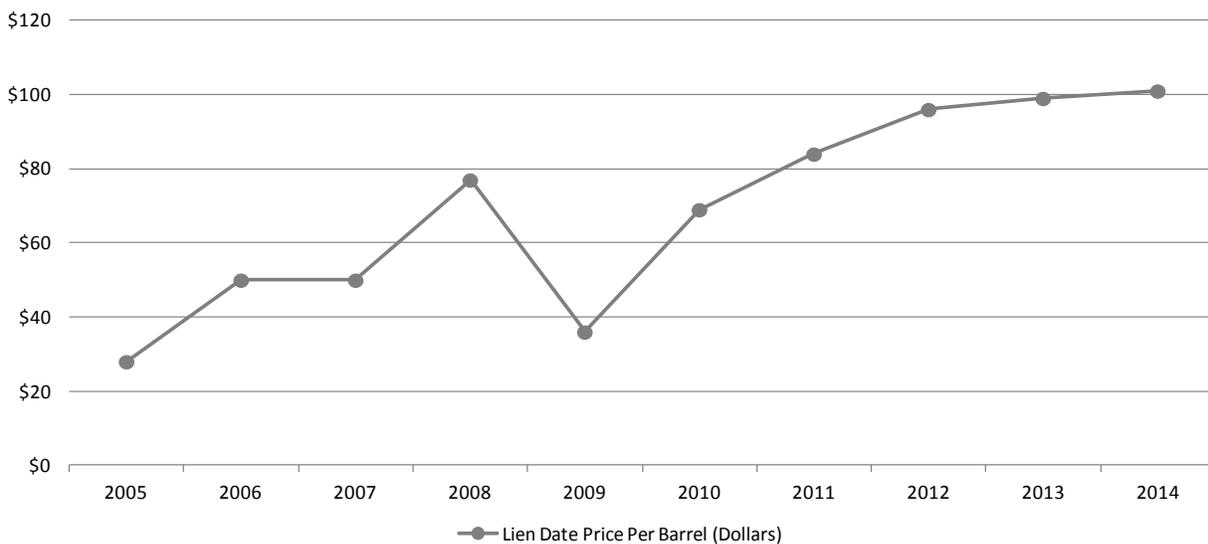
**COUNTY OF KERN  
UNEMPLOYMENT RATES  
STATE OF CALIFORNIA AND KERN COUNTY  
JANUARY 2006 THROUGH MARCH 2014**



Source: CA Employment Development Department

Pictured below is the oil price at January 1 of each year that is used as a component to value oil and gas properties in Kern County. Since nearly one-third of all property valuations are from the oil and gas properties, the County’s countywide discretionary revenue is heavily dependent on this industry. Since 2012 the price of oil remains strong and has increased slightly.

**COUNTY OF KERN  
OIL PRICE USED TO VALUE OIL/GAS PROPERTIES  
2005 THROUGH 2014**



Source: County Assessor



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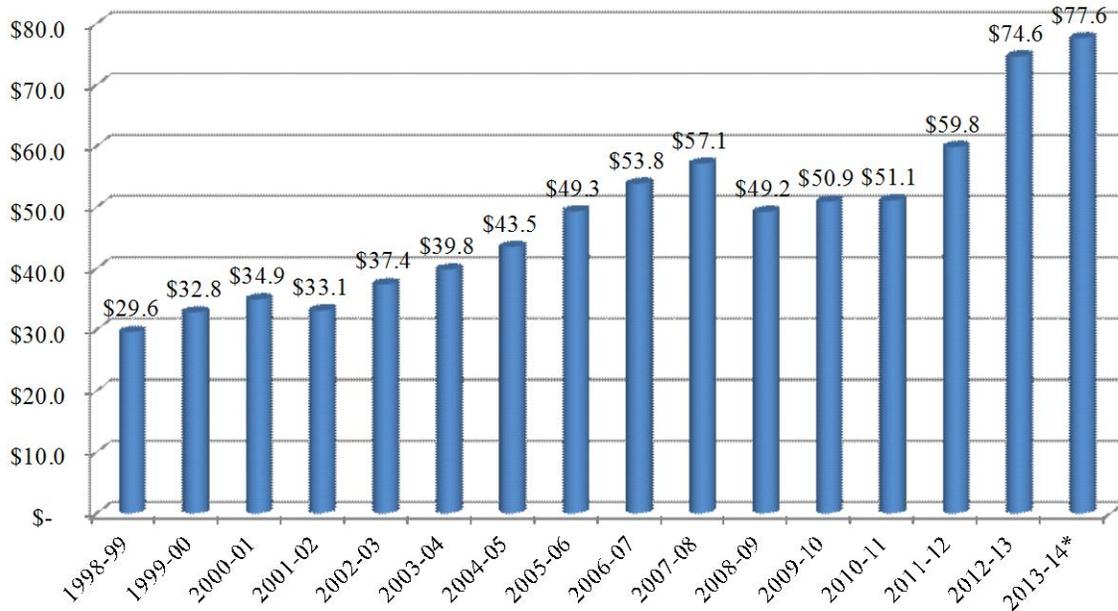


**Proposition 172**

Proposition 172 (Prop 172), which became effective January 1, 1994, placed a one-half percent sales tax rate in the State's Constitution and required that revenue from the additional one-half percent sales tax be used only for local public safety activities, which include but are not limited to sheriff, police, fire protection, county district attorney, and county corrections. Funding from Prop 172 enabled counties and cities to substantially offset the public safety impacts of property tax losses resulting from the State property tax shift to the Educational Revenue Augmentation Fund (ERAF).

The one-half percent sales tax imposed by Prop 172 is collected by the state and apportioned to each county based on its proportionate share of statewide taxable sales. In accordance with Government Code 30055, of the total Prop 172 revenue allocated to Kern County, 5% is distributed to cities affected by the property tax shift and 95% remains with the County. The following chart reflects the annual amount of Prop 172 revenues received by Kern County, excluding the cities' distributions, for the past 15 years.

**Prop 172 Revenue  
Kern County  
(In Millions)**



\*Estimated

Source: State Controller's Office, Division of Accounting and Reporting



The allocation percentage for each department has remained consistent with the allocation percentage approved by the Board of Supervisors in FY 1994-95, which to date has been as follows:

❖ District Attorney	7.27%
❖ Public Defender	6.11%
❖ D.A.-Forensic Sciences	0.27%
❖ Sheriff	60.05%
❖ Probation	16.68%
❖ Fire	9.62%

As part of the budget development process, Prop 172 projections are estimated based on staff analysis of revenue trends and forecasts provided by a sales tax consultant. In recent years, the County has benefitted from one-time revenue due to energy projects and growth in the fuel, petroleum and oil industries. The County's sales tax consultant has provided an analysis net of these one-time revenues which will result in a decline in future revenue of up to \$6.5 million. In an effort to mitigate future revenue declines, the recommended budget includes a \$3.8 million designation be set aside for future use.

The charts below summarize fund balance and the actual allocation of the Local Public Safety Fund for FY 2012-13, the final allocation for FY 2013-14, and the recommended allocation for FY 2014-15.

<b>Proposition 172</b>				
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Beginning Fund Balance	\$6,194,780	\$11,831,285	\$11,831,285	\$7,778,527
Revenue	74,557,977	69,378,712	77,586,460	72,959,508
Departmental Usage	68,921,472	74,378,711	74,378,711	76,959,508
One-time Project Allocation:	0	7,260,507	7,260,507	0
Ending Fund Balance	11,831,285	(429,221)	7,778,527	3,778,527
Change in Fund Balance	\$5,636,505	(\$12,260,506)	(\$4,052,758)	(\$4,000,000)

<b>Breakdown of Departmental Usage of Proposition 172</b>				
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
<b>Budget Unit and Department</b>	<b>Allocation</b>	<b>Allocation</b>	<b>Allocation</b>	<b>Allocation</b>
2180 District Attorney	\$5,010,591	\$5,407,332	\$5,407,332	\$5,594,956
2190 Public Defender	4,211,101	4,544,539	4,544,539	4,702,226
2200 D.A.-Forensic Sciences	186,088	200,823	200,823	207,791
2210 Sheriff	41,387,344	44,664,416	44,664,416	46,214,184
2340 Probation	11,496,102	12,406,369	12,406,369	12,836,846
2415 Fire	6,630,246	7,155,232	7,155,232	7,403,505
<b>Total Allocated to Departments</b>	<b>\$68,921,472</b>	<b>\$74,378,711</b>	<b>\$74,378,711</b>	<b>\$76,959,508</b>



## **1991 Realignment**

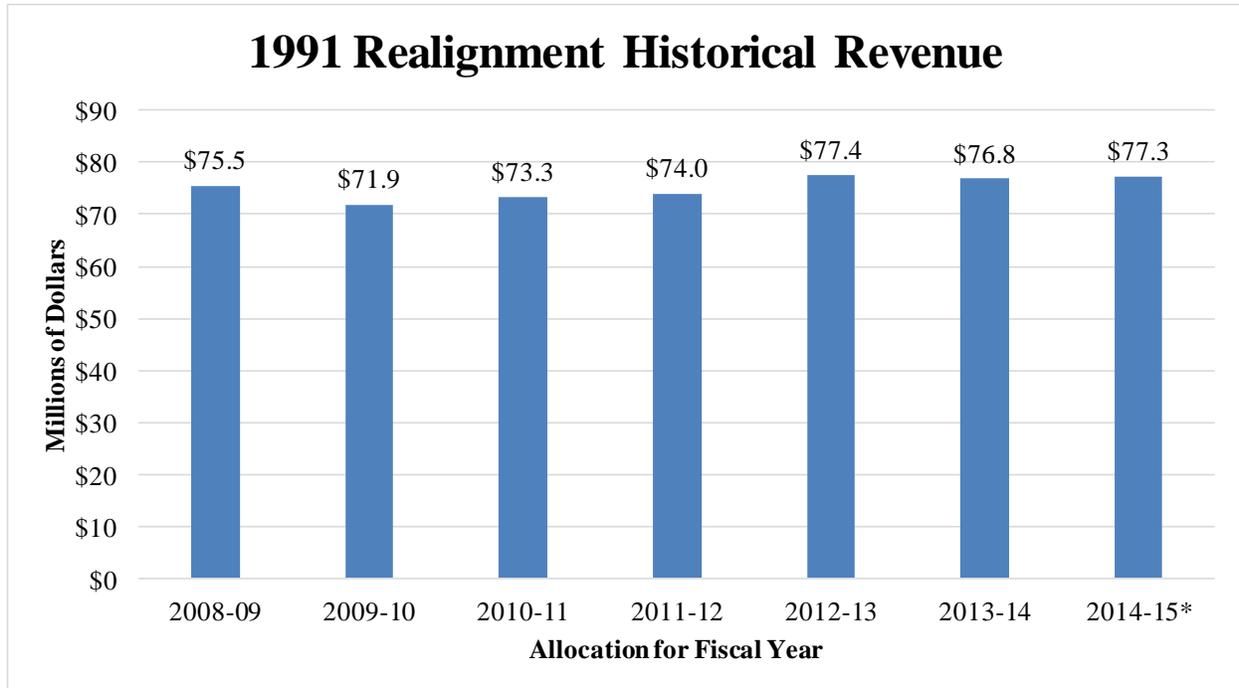
In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services; a ½ cent Sales Tax and 24.33% of Vehicle License Fee (VLF) revenue made available by a change in the depreciation schedule for vehicles. Pursuant to SB 1096, Chapter 21, Statutes of 2004, the VLF was reduced from 2.0% of the market value of a vehicle to 0.65% of the market value. SB 1096 also changed the percentage of the VLF revenue allocated to Realignment from 24.33% to 74.9%. This change did not result in increased VLF revenue to 1991 Realignment, but simply reflects the same funding count expressed as a percentage of the reduced revenue collected. Each of the three services areas identified was required to have their own separate accounts established and each of those service areas receive a different share of statewide 1991 Realignment revenue. At the County level, these revenues are administered through the use of three special trust funds: Health Trust Fund 24079, Mental Health Trust Fund 24077, and Social Services Trust Fund 24078.

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

In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to 1991 Realignment, Foster Care costs were funded by 95% State resources and 5% County resources. Now Foster Care is funded by 40% State resources and 60% County resources, which is a significant impact to the County.

The 1991 Realignment program funding streams pose a challenge to the County as they are both sensitive to the economy. When the economy does poorly, demand for services is high, but revenues under perform. When the economy is doing well, demand for services is reduced, sales and vehicle license fee revenue are high, and growth in these funding streams is experienced. Social Services has priority claim on any sales tax growth received. If the growth is sufficient to cover the increasing Social Services caseload costs, then anything remaining is distributed to the Mental Health and 1991 Health Realignment funds.

1991 Health Realignment funding has been impacted with the State implementation of the optional Medi-Cal expansion under the federal Affordable Care Act. Health Realignment allocations will be reduced since the State assumes counties will achieve savings from the expanded eligibility.



\*Estimated

During FY 2009-10, overall revenue shortfalls in sales tax and VLF collections were experienced. The shortfall was offset by departmental savings and the County was able to continue providing services with minimal impacts.

During FY 2010-11, sales tax increased by 3.6% while VLF declined by 1.5%, as compared to prior year revenue. Those factors would have normally caused a decline in revenue; however, the 1991 Health Realignment fund experienced a one-time savings due to state legislation regarding hospital fees.

During FY 2011-12, revenue came in much stronger than anticipated. State-wide, sales tax increased 10% and VLF increased by over 20%. Revenue collections were sufficient to meet the rising demands for County services as economic recovery and job creation remained low.

Revenue for FY 2012-13 continued to come in strong and growth funding was available to be paid out during FY 2013-14.

For FY 2013-14, revenue came in nearly at the level of FY 2012-13 and was sufficient to continue meeting the demands of the need for services.

The recommended funding for FY 2014-15 of \$74 million reflects a 5% increase over prior year actual realignment revenue due to a slight increase in State sales tax and VLF collections.

<b>SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE</b>
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	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>	<b>Increase/ (Decrease)</b>
Health Trust Fund (24079)	\$21,782,329	\$18,029,511	\$17,840,647	\$19,524,300	\$1,494,789
Mental Health Trust Fund (24077)	23,109,504	22,771,521	22,608,029	22,657,898	(113,623)
Social Services Trust Fund (24078)	35,526,726	31,605,116	32,900,337	35,091,014	3,485,898
	<u>\$80,418,559</u>	<u>\$72,406,148</u>	<u>\$73,349,013</u>	<u>\$77,273,212</u>	<u>\$4,867,064</u>

The 1991 Realignment funds do not directly spend funds or provide services. They are pass-through funds required by the State and the actual expenditures occur within the operating budget units of the departments that receive Realignment revenue.

The 1991 Realignment legislation does allow for some flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another. Kern County has used the provision multiple times over the years to help support either the health or social services programs. The most recent transfer was approved by the Board of Supervisors on June 19, 2012 and allowed for the transfer of up to 10%, or \$3.4 million from social services to health programs. The actual amount transferred was \$1.8 million. The County is not budgeting a 10% transfer in FY 2014-15, however, in the event such a transfer is needed, Board of Supervisors approval is required.

The breakdown of the revenue calculations and departmental usage for each of the three individual 1991 Realignment funds are as follows:

<b>Health</b>
---------------

	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Beginning Fund Balance	\$1,564,684	\$167,275	\$167,275	\$10,539
Revenue	21,782,329	18,029,511	17,840,647	19,524,300
Departmental Usage	23,179,738	18,029,511	17,997,383	19,534,839
Ending Fund Balance	<u>167,275</u>	<u>167,275</u>	<u>10,539</u>	<u>0</u>
Change in Fund Balance	(\$1,397,409)	\$0	(\$156,736)	(\$10,539)

The Health fund is budgeted to spend fund balance down to zero in FY 2014-15. Revenue is projected to increase as well as departmental usage. The increase in Health Realignment is due to the change in the amount the State is withholding from the County in anticipation of cost savings related to the implementation of health care reform. In FY 2013-14, the State reduced the County's Health Realignment by \$4.3 million. In FY 2014-15, the reduction will only be \$3 million. The recommended budget includes sufficient resources to carry out the health programs and services for County residents.



<b>Breakdown of Departmental Usage of Health 1991 Realignment</b>
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	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Estimated FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Animal Services	\$904,636	\$916,697	\$916,697	\$1,011,712
Environmental Health	89,519	86,029	54,240	86,029
Public Health	6,509,330	6,526,446	6,526,446	6,526,445
Kern Medical Center	15,676,253	10,500,339	10,500,000	11,910,653
<b>Total Departmental Usage</b>	<b>\$23,179,738</b>	<b>\$18,029,511</b>	<b>\$17,997,383</b>	<b>\$19,534,839</b>

<b>Mental Health</b>
----------------------

	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Beginning Fund Balance	\$0	\$515,606	\$515,606	\$352,114
Revenue	23,109,504	22,771,521	22,608,029	22,657,898
Departmental Usage	22,593,898	22,771,521	22,771,521	22,761,469
Ending Fund Balance	515,606	515,606	352,114	248,543
Change in Fund Balance	\$515,606	\$0	(\$163,492)	(\$103,571)

For FY 2014-15, the Mental Health fund is budgeted to receive slightly less than in the prior year. Although sales tax is projected to increase statewide, the allocation provided to the 1991 Mental Health Realignment account at the State level is a fixed amount. The recommended budget includes sufficient resources to carry out the mental health programs and services for County residents.

<b>Breakdown of Departmental Usage of Mental Health 1991 Realignment</b>
--

	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Mental Health	\$22,593,898	\$22,771,521	\$22,771,521	\$22,761,469
<b>Total Departmental Usage</b>	<b>\$22,593,898</b>	<b>\$22,771,521</b>	<b>\$22,771,521</b>	<b>\$22,761,469</b>

<b>Social Services</b>
------------------------

	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Beginning Fund Balance	\$3,774,430	\$5,515,776	\$5,515,776	\$4,814,997
Revenue	35,526,726	31,605,116	32,900,337	35,091,014
Departmental Usage	33,785,380	33,601,116	33,601,116	37,943,496
Ending Fund Balance	5,515,776	3,519,776	4,814,997	1,962,515
Change in Fund Balance	\$1,741,346	(\$1,996,000)	(\$700,779)	(\$2,852,482)



Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. Social services has priority claim on any sales tax growth received. For FY 2014-15, budgeted expense and ongoing revenue are expected to result in usage of fund balance of \$2.9 million. The recommended budget includes sufficient resources to carry out the social services programs and services for County residents.

<b>Breakdown of Departmental Usage of Social Services 1991 Realignment</b>				
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
California Children Services	\$1,066,460	\$1,101,703	\$1,101,703	\$1,253,074
Human Services - Administration	1,321,044	1,361,734	1,361,734	1,548,872
Human Services - Direct Aid	18,009,266	18,692,364	18,692,364	22,020,113
Aging and Adult Services	654,062	690,764	690,764	723,328
In-Home Supportive Services	7,550,677	7,725,101	7,725,101	8,089,269
Probation	1,978,706	2,033,450	2,033,450	2,312,840
Kern Medical Center	24,441	-	-	-
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Health Realignment Fund	1,184,724	-	-	-
<b>Total Departmental Usage</b>	<b>\$33,785,380</b>	<b>\$33,601,116</b>	<b>\$33,601,116</b>	<b>\$37,943,496</b>

### Family Support

This is a new fund established in FY 2013-14 in accordance with Welfare and Institutions Code 17600.10(a)(5). Funding for Family Support comes from counties' indigent health care savings that will be redirected from counties' 1991 Realignment Health Subaccounts and moved to the new Family Support sub-account at the State level. Funds will then be allocated to counties from the Family Support sub-account in lieu of State general fund for CalWORKs assistance payments. The distribution of funds is still being determined, but it will be based on counties' CalWORKs general fund expenditures. Below is additional historical detail on the Family Support fund:

<b>Family Support</b>				
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Beginning Fund Balance	\$0	\$0	\$0	\$0
Revenue	0	0	0	3,500,000
Departmental Usage	0	0	0	3,500,000
Ending Fund Balance	0	0	0	0
Change in Fund Balance	\$0	\$0	\$0	\$0

<b>Breakdown of Family Support Usage</b>				
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Human Services - Direct Aid	\$0	\$0	\$0	\$3,500,000
<b>Total Departmental Usage</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500,000</b>



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## **2011 Realignment**

In 2011, the State addressed prison over-crowding by shifting custodial responsibility of non-serious, non-sexual, and non-violent ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases assigned to the District Attorney and Public Defender. The state also realigned Juvenile Re-Entry and Trial Court Security by placing 100% of the financial burden of those programs to the County. The justification for the 'Public Safety Realignment' is that it gives the county flexibility to better provide mental health and social services to the recently incarcerated in the hopes of reducing recidivism and having the net effect of lowering both jail and prison population. The County has one of the lowest funding rates per offender in the State.

In conjunction with Public Safety Realignment (AB 109), the State also shifted full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, Medi-Cal substance abuse treatment programs, and the Maintenance of Effort (MOE) for CalWORKs. The County was responsible for the delivery of these programs before realignment, but with the shift, the State would no longer participate in the share of cost.

While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue, along with a portion of vehicle license fees for these realigned programs. However, realignment of sales tax and vehicle license fees also puts the County at the mercy of the business cycle, as funding will rise and fall in direct correlation to the State's economy. Exacerbating the potential problem, as with 1991 Realignment, when the economy is doing well demand for services goes down but when the economy begins to slump, demand for services rises while revenues decrease. This relationship has been partially mitigated in the past due to the State's share of cost. Since that is no longer applicable, the County is more vulnerable to fluctuations in the economy.

Further complicating matters is the State's decision to direct funding from 1991 Realignment for Mental Health Services to the CalWORKs MOE portion of 2011 Realignment. Sales tax and vehicle license fee revenue that used to be directed to the fund for Mental Health matching funds is now going to the CalWORKs MOE fund. The Mental Health funding now comes in the form of a defined monthly amount taken off the top of 2011 Realignment revenues. Government Code establishes a statewide amount of \$1.121 billion per year directed to the Mental Health Fund with future growth in the CalWORKs MOE fund to be directed to Mental Health as well.

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

The 2011 Realignment budget units mirror 1991 Realignment in that they do not directly spend or provide services. They are strictly funding budget units with the actual expenditures

occurring within the operating budget units of the departments that receive 2011 Realignment revenue.

As with the 1991 Realignment, the three service areas of 2011 Realignment (Law Enforcement Services, CalWORKs MOE, and Support Services) have each been assigned their own account. The Law Enforcement Services account has four sub-accounts for Trial Court Security, Community Corrections, the District Attorney and Public Defender, and Juvenile Justice. Human Services transfers funding from the CalWORKs MOE account to the fund used to pay benefits to CalWORKs clients. The Support Services account has two sub-accounts for Behavioral Health and Protective Services. The Department of Behavioral Health allocates the sub-account funding to the Drug Court and the Medi-Cal substance abuse treatment programs while Human Services allocates the Protective Services sub-account to the appropriate social service programs. The following information provides more detail of the three service areas of 2011 Realignment.

### 2011 Realignment Budget Units for FY 2014-15

Historical information on 2011 Realignment funding is included in the table below, and detailed information on the three service areas are included on the following pages.

#### BUDGET HISTORY FOR ALL 2011 REALIGNMENT BUDGET UNITS

	Actual FY 2012-13	Final FY 2013-14	Actual FY 2013-14	Recommended FY 2014-15
Beginning Fund Balance	\$8,331,935	\$5,900,870	\$5,900,870	\$19,447,008
Revenue	143,695,520	165,649,708	174,856,605	153,221,278
Departmental Usage	146,126,585	164,158,677	161,310,467	159,879,545
Ending Fund Balance	5,900,870	7,391,901	19,447,008	12,788,741
Change in Fund Balance	(\$2,431,065)	\$1,491,031	\$13,546,138	(\$6,658,267)

Total departmental usage of \$159.9 million for FY 2014-15 is reflected in the table below. Expenditure levels will be monitored by departments receiving this revenue should the State implement reporting requirements for 2011 Realignment revenues.

#### SUMMARY OF 2011 REALIGNMENT BUDGET UNITS FOR 2014-15

	Law Enforcement	Support Services		Total
		Protective Services	Behavioral Health	
Beginning Fund Balance	\$14,515,810	\$4,820,061	\$111,137	\$19,447,008
Revenue	55,664,368	54,232,650	43,324,260	153,221,278
Departmental Usage	60,278,114	56,166,034	43,435,397	159,879,545
Ending Fund Balance	9,902,064	2,886,677	-	12,788,741
Change in Fund Balance	(\$4,613,746)	(\$1,933,384)	(\$111,137)	(\$6,658,267)



## Law Enforcement Services

The Law Enforcement Services account has four (4) sub-accounts: Trial Court Security (administered by the Sheriff/Coroner/Public Administrator); District Attorney and Public Defender (which share the funds equally); Juvenile Justice (administered by Probation); and Community Corrections. The Community Corrections sub-account is administered by the Local Community Corrections Partnership which consists of a membership defined by Penal Code Section 1230 (including the Chief Probation Officer, the Sheriff/Coroner/Public Administrator, the District Attorney, the Public Defender, and other Social Services Executives). The Local Community Corrections Partnership determines how to allocate funding for the Community Corrections sub-account in response to proposals submitted by various departments to fund positions and/or programs beneficial to the implementation of Public Safety Realignment. Departments that receive funding may vary from year to year and funding levels can differ depending on needs and available resources. In FY 2014-15, the County will experience a reduction in AB109 funding of \$1.8 million as a result of the Governor's State Budget, which includes a statewide reduction of \$87.2 million in AB109 Public Safety Realignment funding available to counties.

2011 Realignment requires each county to develop an implementation plan approved by the Local Community Corrections Partnership and the Board of Supervisors. Since the plan included a significant number of additional positions, an appropriation savings occurred because this new staff required extensive background checks. As a result, a fund balance of \$5.9 million existed in the Law Enforcement account at the end of FY 2012-13. The fund balance grew by an additional \$8.6 million in FY 2013-14 as departments have not been able to fully implement AB 109 programs as quickly as anticipated. Fund balance consists of reserves for encumbrances related to AB109 contracts with Community Based Organizations, set-aside funds for Probation's Day Reporting Center, as well as set-asides for various law enforcement services resulting from potential carry forward balances as of June 30, 2014. As the carry forward funds are realized, appropriations in the corresponding law enforcement departments will be adjusted accordingly. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

<b>LAW ENFORCEMENT SERVICES</b>				
	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Beginning Fund Balance	\$6,930,586	\$5,900,870	\$5,900,870	\$14,516,810
Revenue	51,417,499	66,458,906	70,958,115	55,664,368
Departmental Usage	52,447,215	71,549,847	62,342,175	60,278,114
Ending Fund Balance	5,900,870	809,929	14,516,810	9,903,064
Change in Fund Balance	(\$1,029,716)	(\$5,090,941)	\$8,615,940	(\$4,613,746)

Beginning in FY 2015-16 a Local Innovation Account will be established by transferring 10% of growth from the sub-accounts in the Law Enforcement account. Funds in the Local Innovation Account can be appropriated for use consistent with any of the Law Enforcement sub-accounts.



Details of the usage of 2011 Realignment funding for Law Enforcement Services is as follows:

<b>BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE</b>				
	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
<i>Law Enforcement Activities</i>				
Community Corrections:				
Sheriff	\$9,883,256	\$14,281,745	\$12,698,942	\$11,479,000
Probation	8,511,357	15,105,292	10,137,858	12,328,011
Mental Health	2,002,164	2,329,625	2,329,625	1,767,284
Substance Abuse	1,772,148	2,313,834	2,313,834	1,767,284
Employers' Training Resource	268,786	1,101,118	1,101,118	358,655
District Attorney	245,573	1,119,444	1,119,444	997,995
Public Defender	-	625,000	625,000	558,773
District Attorney - Forensic Sciences	-	130,000	130,000	122,150
Community Based Organizations	274,962	3,301,088	1,241,100	712,111
Personnel	-	39,708	39,708	-
Parks	-	15,000	3,000	12,000
Sheriff Capital Projects	-	1,228,767	802,211	426,556
Sheriff Major Maintenance	-	182,688	109,295	73,393
Trial Court Security (Sheriff)	9,960,018	10,416,570	10,416,570	10,109,708
District Attorney/Public Defender:				
District Attorney	263,865	322,109	322,109	238,477
Public Defender	227,106	395,628	395,628	238,477
Juvenile Justice:				
Youthful Offender Block Grant (Probation)	3,417,896	3,967,271	3,967,271	3,892,260
Reentry (Probation)	484,208	270,945	270,945	481,255
<i>Enhancing Law Enforcement Activities</i>				
Supplemental Law Enforcement:				
Sheriff	874,104	656,303	735,634	688,784
Probation	2,602,886	2,392,051	2,329,988	2,602,306
District Attorney	281,384	255,771	238,503	268,037
Other Jurisdictions	1,856,339	2,101,534	2,017,036	1,790,941
Camp Funds (Probation)	2,759,434	2,354,388	2,354,388	2,700,000
Juvenile Probation Activities (Probation)	4,109,265	4,147,146	4,147,146	4,194,122
Booking Fees (Sheriff)	825,985	779,187	779,187	732,680
Rural Crime:				
Sheriff	384,780	361,632	361,632	365,882
District Attorney	190,105	178,995	178,995	181,109
CalMMET:				
Sheriff	1,012,539	1,051,148	1,045,130	1,064,632
District Attorney	113,895	118,840	118,163	126,232
Probation	125,160	7,020	12,715	-
<b>Total Departmental Usage</b>	<b>\$52,447,215</b>	<b>\$71,549,847</b>	<b>\$62,342,175</b>	<b>\$60,278,114</b>



## Support Services

The 2011 Realignment legislation allows for transfers between the two sub-accounts (Behavioral Health and Protective Services) in the Support Services account. Ten-percent (10%) of the amount deposited to the sub-account with the lowest balance can be transferred in from the other sub-account. The Board of Supervisors also has the discretion to establish a Support Services Reserve sub-account up to five-percent (5%) from each sub-account's previous year's deposits. Additional historical detail of the Support Services account is included in the tables below:

<b>SUPPORT SERVICES</b>				
	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Beginning Fund Balance	\$1,401,349	\$0	\$0	\$4,931,198
Revenue	92,278,021	99,190,802	103,898,489	97,556,910
Departmental Usage	93,679,370	99,190,802	98,967,291	99,601,431
Ending Fund Balance	0	0	4,931,198	2,886,677
Change in Fund Balance	(\$1,401,349)	\$0	\$4,931,198	(\$2,044,521)

The Support Services account has two sub-accounts: Behavioral Health and Protective Services. The Behavioral Health subaccount funds Drug Court, Drug and Non-drug Medical, Early and Periodic Screening, Diagnostic, Treatment (EPSDT), and Mental Health Managed Care. The Protective Services sub-account funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Child Abuse Prevention, Adoptions Assistance, and Adoptions Administration. Ending fund balance available at June 30, 2014, in the amount of \$4.9 million was primarily due to FY 2012-13 Protective Services growth funds received during FY 2013-14 that were not appropriated. The recommended budget includes departmental usage of \$2 million of these growth funds.

<b>BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE</b>				
	<b>Actual FY 2012-13</b>	<b>Final FY 2013-14</b>	<b>Actual FY 2013-14</b>	<b>Recommended FY 2014-15</b>
Behavioral Health				
Mental Health	\$42,275,135	\$41,894,473	\$41,740,158	\$39,997,241
Substance Abuse	4,140,081	3,806,212	3,737,016	3,438,156
Protective Services				
Aging and Adult Services	1,157,484	1,266,933	1,266,933	1,400,469
Human Services Admin	18,229,725	21,567,407	21,369,287	22,908,487
Human Services Aid	27,474,937	30,192,451	30,366,235	31,360,165
Mental Health	244,378	312,982	296,446	302,070
Probation	157,630	150,344	191,216	194,843
Total Departmental Usage	\$93,679,370	\$99,190,802	\$98,967,291	\$99,601,431



**CalWORKs MOE**

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These funds originally funded Mental Health but, as part of 2011 Realignment, the funds were diverted to CalWORKs; and Mental Health now receives a monthly flat amount from the new sales tax revenues brought in with the passage of Proposition 30. Prospectively, there will be no fund balance carry forward. Once funds are received, they will be subsequently transferred to the fund used for assistance payments to CalWORKs clients. Below is additional historical detail on the CalWORKs MOE account.

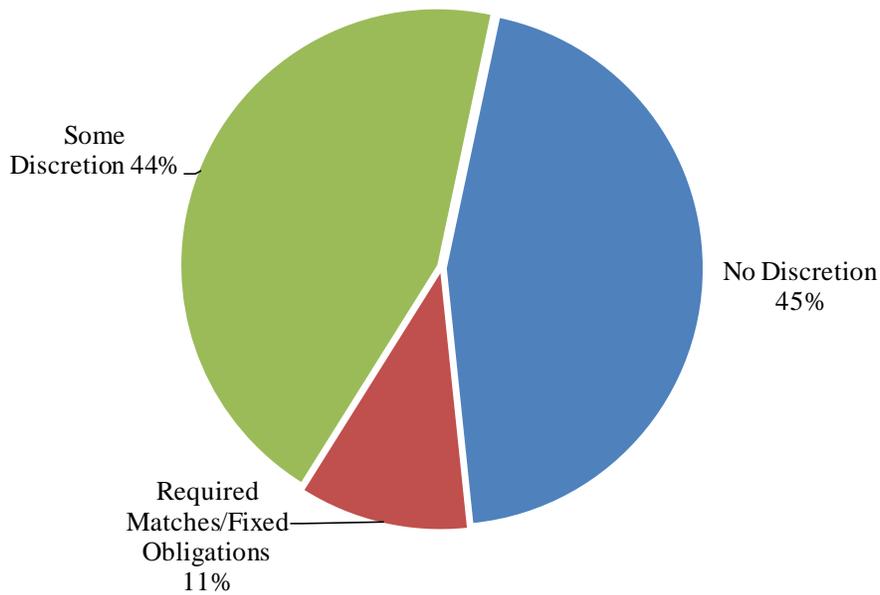
<b>CalWORKs MOE</b>				
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Beginning Fund Balance	\$0	\$218,453	\$218,453	\$0
Revenue	23,428,958	19,978,030	26,999,778	21,354,915
Departmental Usage	23,210,505	19,978,030	27,218,231	21,354,915
Ending Fund Balance	<u>218,453</u>	<u>218,453</u>	<u>0</u>	<u>0</u>
Change in Fund Balance	\$218,453	\$0	(\$218,453)	\$0

<b>Breakdown of CalWORKs MOE Usage</b>				
	<b>Actual</b>	<b>Final</b>	<b>Actual</b>	<b>Recommended</b>
	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Human Services - Direct Aid	<u>\$23,210,505</u>	<u>\$19,978,030</u>	<u>\$27,218,231</u>	<u>\$21,354,915</u>
Total Departmental Usage	\$23,210,505	\$19,978,030	\$27,218,231	\$21,354,915

**Countywide Discretionary Revenue**

The entire General Fund budget including operating transfers-in is \$781 million, however, only \$347 million, or 44% is truly discretionary as seen in this pie chart.

**FY 2014-15 Recommended Budget  
General Fund Spending**



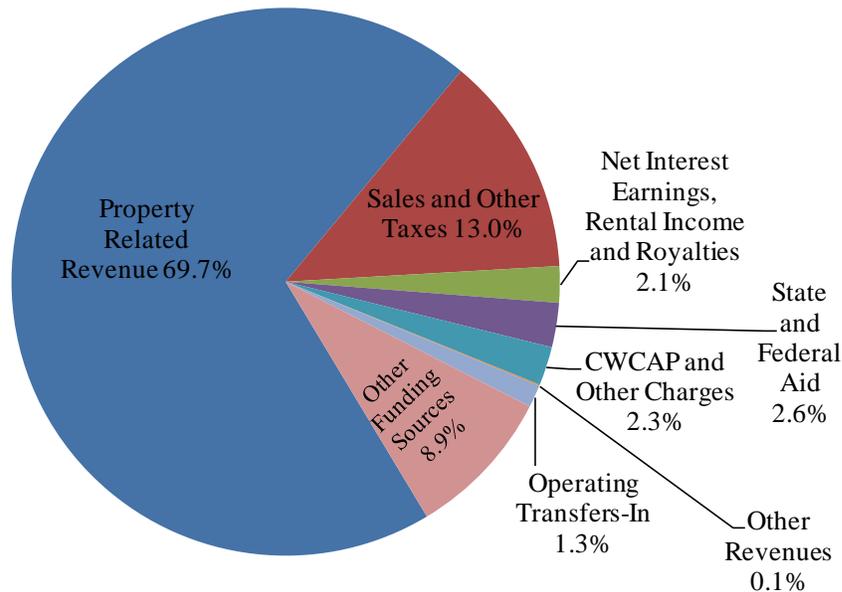
Required Matches /Fixed Obligations	\$82,510,150
No Discretion Other program costs funded through user fees, federal and State Aid	\$351,430,376
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	\$346,774,595
<b>Total General Fund Budget:</b>	<b>\$780,715,121</b>



The countywide discretionary sources (including fund balance available and uses of reserves) is \$429,284,745 and is first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total \$82,510,150. The remaining amount of \$346,774,595 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of \$429,284,745 for the 2014-15 Recommended Budget:

### FY 2014-15 Recommended Budget Discretionary Sources by Category



## COUNTYWIDE DISCRETIONARY SOURCES WHICH PAY FOR NET COUNTY COST

	FY 2013-14 Adopted Budget	FY 2013-14 Adjusted Budget	FY 2013-14 Actual	FY 2014-15 Recommended Budget
<b>Countywide Discretionary Revenue</b>				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	\$177,914,181	\$179,914,181	\$179,911,230	\$189,161,846
VLF/Property Tax Swap	99,250,559	101,250,559	101,645,324	105,000,000
Supplemental Property Tax	900,000	900,000	429,310	550,000
Property Transfer Tax	2,882,951	2,882,951	2,942,260	2,800,000
Penalty on Current Taxes	1,287,000	1,287,000	1,887,335	1,400,000
Prior Property Taxes, Penalties and Interest	350,000	350,000	(371,997)	90,000
Total Property Tax Related Revenue	\$282,584,691	\$286,584,691	\$286,443,462	\$299,001,846
Sales and Other Taxes:				
Sales and Use Taxes	\$35,000,000	\$39,000,000	\$41,623,066	\$35,000,000
Sales Tax/Property Tax Swap	8,000,000	10,000,000	10,438,234	10,000,000
Transient Occupancy Motel Tax	1,750,000	1,750,000	1,771,696	1,750,000
Hazardous Waste Facilities Tax	1,300,000	1,300,000	1,437,999	1,400,000
Franchise Fees	7,194,438	7,194,438	7,812,762	7,538,000
Other Taxes	378,600	378,600	303,369	305,600
Total Sales and Other Taxes	\$53,623,038	\$59,623,038	\$63,387,126	\$55,993,600
Net Interest Earnings, Rental Income and Royalties	9,334,841	9,334,841	10,105,048	9,215,000
Countywide Cost Allocation Plan (CWCAP)	6,154,512	6,154,512	6,191,510	9,822,308
State and Federal Aid	11,868,127	11,868,127	11,572,907	11,226,000
Other Revenue	311,152	311,152	739,129	305,000
Operating Transfers-In	5,000,000	5,000,000	4,692,764	5,649,547
<b>Total Countywide Discretionary Revenue</b>	<b>\$368,876,361</b>	<b>\$378,876,361</b>	<b>\$383,131,946</b>	<b>\$391,213,301</b>
<b>Other Funding Sources</b>				
Available Fund Balance	\$63,782,813	\$63,782,813	\$63,782,813	\$37,157,102
Use of Reserves/Designations	9,014,849	37,925,659	37,925,659	914,342
<b>Total Other Funding Sources</b>	<b>\$72,797,662</b>	<b>\$101,708,472</b>	<b>\$101,708,472</b>	<b>\$38,071,444</b>
<b>Total Countywide Discretionary Revenue and Other Funding Sources</b>	<b>\$441,674,023</b>	<b>\$480,584,833</b>	<b>\$484,840,418</b>	<b>\$429,284,745</b>

The FY 2014-15 discretionary general funding of \$429,284,745 includes Countywide Discretionary Revenue of \$391 million and Other Funding Sources of \$38 million.

### Countywide Discretionary Revenue

Property Related Revenue accounts for over 69.7% of countywide discretionary revenue and other funding sources. These revenues are affected by the housing market in the County. The median price of a home in the County has started to rise and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments. Approximately 32% of the County's total assessed valuation is comprised of oil and gas properties. Oil and gas properties have seen a gradual increase in assessed value despite a very significant reduction in value on one of the major properties that resulted in a refund in FY 2013-14. Oil and gas property tax revenue equates to approximately \$60 million, or 15% of the County's countywide discretionary revenue.



penalties and interest associated with these delinquent taxes when they are paid. Under the Teeter Plan, the County is also required to establish a Tax Loss Reserve Fund to cover losses that may occur as a result of sales of tax-defaulted properties.

The Teeter Secured Levy includes each participating agency's share of the 1% ad valorem secured levy, plus any ad valorem levy for the debt service of voter-approved general obligation bonds. Not included in the Teeter Secured Levy are supplemental roll revenues, special assessments, utility roll revenues, or property tax passthrough amounts from Redevelopment Agencies within the County (see 'Elimination of Redevelopment Agencies' above).

As a participant in the Teeter Plan, the County General Fund receives its entire share of its Teeter Secured Levy, regardless of delinquencies. The County's Tax Loss Reserve Fund receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid. These interest and penalties, accounted for as an operating transfer-in from the Tax Loss Reserve Fund in countywide discretionary revenue, are projected to remain the same as FY 2013-14.

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

#### **Current Secured, Unsecured, Unitary**

Secured Property Tax Revenue makes up approximately \$169 million of the \$189 million in the FY 2014-15 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from \$159 million in the FY 2013-14 Adjusted Budget. This reflects a projected increase in assessed valuation of 5.6%. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABx1 26, but does continue to budget for pass-through payments consistent with ABx1 26 (see 'Elimination of Redevelopment Agencies' on the previous page).

#### **VLF/Property Tax Swap**

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

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

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



in unitary valuations. The FY 2014-15 budgeted amount reflects the projected increase in assessed valuation of 5.6% as compared to the FY 2013-14 Adjusted Budget.

### **Supplemental Property Tax**

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

### **Property Transfer Tax**

The Property Transfer Tax is collected when any lands, tenements, or other realty sold within the County is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser. The tax is imposed when the value of the property exceeds \$100. The tax rate is \$0.55 for each \$500 of property value. For sales in the unincorporated areas of the County, the County receives 100% of the tax. For sales in those cities that have adopted the transfer tax, the County receives 50%. The County anticipates that property transfer tax will total \$2.8 million in FY 2014-15, consistent with FY 2013-14 revenue.

### **Sales and Use Tax**

Countywide discretionary revenue includes 1.0% of the 7.50% sales tax rate charged on purchases made in the unincorporated areas of the County. This 1.0% is made up of two components. The first is 0.75% of taxable sales remitted by businesses that collect sales tax. The second component is the Sales Tax/Property Tax Swap, also referred to as the Triple Flip, which represents 0.25% of taxable sales. Both of these components are explained in more detail below.

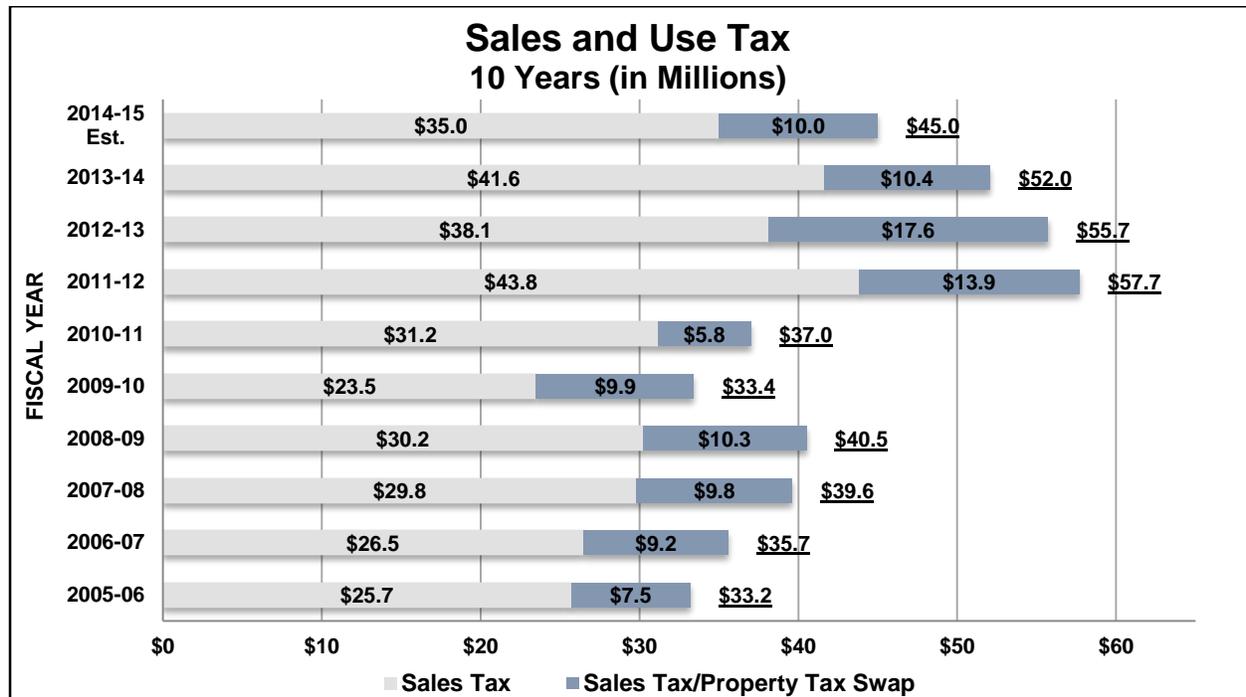
#### Sales and Use Tax Allocation of 0.75%

When preparing the annual budget, the County projects future sales tax revenue based on data provided by the County's sales tax consultant. For FY 2014-15, Sales and Use Tax revenue is anticipated to decrease from FY 2013-14 actual revenue. This is because the FY 2013-14 actual revenue includes one-time use tax receipts for major construction projects.

FY 2014-15 ongoing sales tax revenue in the unincorporated area is projected to total \$35 million (after adjusting for the Triple Flip). In addition, the County has budgeted \$175,000 for ongoing sales tax revenue the City of Bakersfield will remit under the sales tax sharing agreement explained below:

**Sales Tax Sharing Agreement with the City of Bakersfield:** In August 2012, the County entered into a sales tax sharing agreement with the City of Bakersfield for an annexation area that was significantly developed prior to annexation into the City. The County and City have a negotiated Memorandum of Understanding (MOU) for the allocation of property taxes upon annexation.

The MOU provides for individually negotiated agreements for areas that are substantially developed and generate significant tax revenue. Under the terms of the agreement, for this agreement, the County continues to receive the sales tax revenue for the businesses that were established prior to annexation. The City will receive the sales tax on any new businesses established. This geographical area has numerous retail establishments and generates a considerable amount of sales tax revenue. Under the terms of the sales tax sharing agreement, the City currently pays the County 100% of the City discretionary sales tax revenue generated in this area.



Sales Tax/Property Tax Swap of 0.25%

Effective with the fiscal year that began on July 1, 2004, the State changed the way sales tax revenue is distributed to counties and cities. Previously, counties and cities received 1.0% of the State’s base sales tax rate. Pursuant to new provisions enacted by the legislature, this 1.0% share of sales tax was reduced by 0.25%, to 0.75%. The additional 0.25% in sales tax revenue was redirected to the State to be used to fund debt service on the California Economic Recovery Bonds, which were approved by voters as Proposition 57. In return, counties and cities receive additional property tax revenue (funded by reducing the schools’ share of property tax revenue) in an amount equal to the 0.25% sales tax revenues forgone. The State general fund then makes up the loss of property tax revenue to the schools. This change is referred to as the ‘Triple Flip’. The Triple Flip will continue until the California Economic Recovery Bonds are paid. Once the bonds are paid, and the Triple Flip is discontinued, the County’s share of the base sales tax rate will return to 1.0%. The bonds are currently scheduled to mature on July 1, 2023.

The Triple Flip was designed to replace sales tax revenue on a dollar for dollar basis with property tax revenue. In practice, the additional property tax revenue paid to the counties and cities each year is based on an estimate of the agencies’ sales tax revenue for the year plus a



‘true-up’ from the prior year. This true-up represents the difference between the additional property tax revenue paid to the local agency and the actual amount of sales tax revenue (the 0.25%) lost by the local agency. For FY 2014-15 the County anticipates \$10 million in Triple Flip revenue which includes an estimated negative \$500,000 in true-up from the prior year.

Both components of discretionary sales tax revenue (Sales and Use Tax Allocation of 0.75%, and Sales Tax/Property Tax Swap) are combined and reported together as Sales and Use Tax in the Countywide Discretionary Sources Which Pay for Net County Cost chart found earlier in this section.

### **Net Interest Earnings**

Net interest earnings for FY 2014-15 are projected at \$9.2 million. This is \$125,000 lower than the FY 2013-14 Adjusted Budget amount. The decrease is due to lower available investment rates and lower interest and penalties from delinquent property taxes from the County’s Teeter Plan. For more information see the section titled ‘The Teeter Plan’ of this section.

### **CWCAP (Countywide Cost Allocation Plan) Revenue**

The budgeted CWCAP Revenue amount reflects the recovered allowable costs included in the FY 2014-15 Countywide Cost Allocation Plan (CWCAP) published by the Auditor-Controller. CWCAP revenue is reimbursement for overhead/indirect costs incurred by the General Fund. Reimbursements are received from various state and federal grant programs (that permit such reimbursement) and fee supported General Fund departments and taxing entities such as Board-governed Special Districts. The County anticipates an increase in CWCAP revenue in an amount of \$3.7 million from these departments and agencies in FY 2014-15.

### **State and Federal Aid**

State and federal aid consists of a payment from the welfare realignment trust fund, which replaced the state revenue stabilization program and excess Vehicle License Fee (VLF) revenue. It also includes revenues received from the federal government’s Payment in Lieu of Taxes (PILT) program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) was enacted on October 3, 2008 authorized full funding of the PILT program from 2008 through 2012 and the Moving Ahead for Progress in the 21<sup>st</sup> Century Act (Public Law 112-141) provided funding for 2013. The program was funded under the Agriculture Act of 2014 (Public Law 113-79) for FY 2013-14, which generated approximately \$2.4 million. Although scheduled to end in 2013, the President’s fiscal year 2015 budget proposes to extend mandatory full funding level for PILT for another year while a sustainable long-term funding solution is developed.

### **Other Revenue**

Other revenue includes voided warrants issued by the County, projected transfers of unclaimed property tax refunds to the General Fund, the county share of vehicle code violation revenue, and other miscellaneous revenues. The escheatment of unclaimed property tax refunds to the General Fund were higher than anticipated in FY 2013-14 which is the primary variance from the FY 2014-15 recommended budget estimate.

**Operating Transfers-In**

The budget includes two ongoing transfers-in from other governmental funds of the County; \$4 million from the Tax Loss Reserve Fund (Teeter Plan) and \$400,000 in interest earned on funds held in the County's Tobacco Endowment Fund. In addition, for FY 2014-15, a one-time transfer-in of AB 109 realignment funds are anticipated to reimburse the County for costs associated with a capital improvement project at the Lerdo Minimum jail facility.

**Other Funding Sources****Fund Balance and Reimbursements**

The FY 2013-14 year-end fund balance for the General Fund is \$37 million. This reflects fund balance that is available for appropriation. Fund balance is significantly lower than in prior years due to mid-year allocations of General Fund resources associated with the Kern Medical Center's fiscal deficit. Additionally, General Fund departments incurred mid-year budget reductions due to Kern Medical Center that contributed to less carry-over of unspent appropriations at year-end.

**Use of Reserves and Designations**

The FY 2014-15 Recommended Budget anticipates the use of the East Kern Revitalization Area designation of \$746,000 for costs associated with the Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ) program and use of the Environmental Health Enhancement Program designation of \$168,342. The funds released from these reserves, along with other one-time monies of the County, are recommended to be used to fund one-time capital projects and other one-time expenditures or to increase contingencies to be assigned for one-time capital projects and other one-time expenditures.

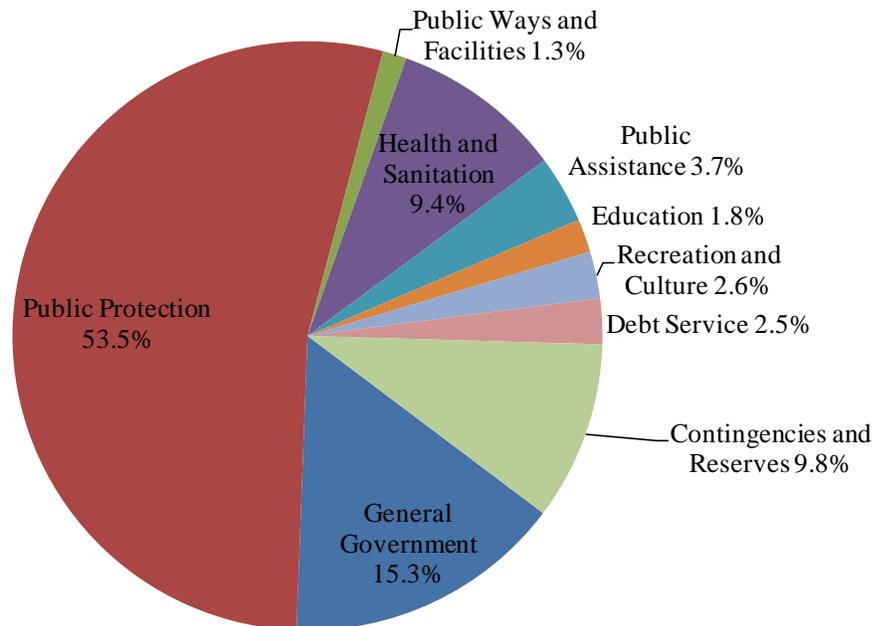
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## Net County Cost

Countywide discretionary revenue is allocated as Net County Cost to various General Fund departments within the County. The pie chart below shows what percentage of the Net County Cost is allocated to each of the groups.

### FY 2014-15 Recommended Budget Net County Cost by Function



The schedule on the following page shows a comparison of FY 2013-14 adjusted Net County Cost and FY 2014-15 recommended Net County Cost by department. This schedule also includes requirements and sources, including operating transfers, which are mechanisms to move funding between the various county budget units. Operating transfers are presented in the following chart because the intended purpose is to provide a complete picture of the department's requirements and sources. Operating transfers are excluded from the countywide appropriation and revenue summaries presented in the County Budget Summary section of the FY 2014-15 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

For FY 2014-15, departments were requested to submit budgets with up to 5% less Net County Cost allocation than FY 2013-14 primarily due to a new ongoing contribution of \$10 million to Kern Medical Center operations. Excluding capital projects and major maintenance projects, reductions in Net County Cost allocations to departments totaled \$9.3 million, or 2.4%.



Discretionary General Funding

Budget Unit	Department Title	2013-14 Adjusted Budget			2014-15 Recommended Budget			Change from 2013-14 Adjusted Budget to 2014-15 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1011	Board Of Supervisors-Dist 1	\$602,986	\$0	\$602,986	\$586,383	\$0	\$586,383	(\$16,603)	\$0	(\$16,603)
1012	Board Of Supervisors-Dist 2	568,415		568,415	548,664		548,664	(19,751)	-	(19,751)
1013	Board Of Supervisors-Dist 3	565,913		565,913	553,019		553,019	(12,894)	-	(12,894)
1014	Board Of Supervisors-Dist 4	611,005		611,005	595,512		595,512	(15,493)	-	(15,493)
1015	Board Of Supervisors-Dist 5	553,860		553,860	538,651		538,651	(15,209)	-	(15,209)
1020	Administrative Office	4,205,046	703,000	3,502,046	4,289,553	712,001	3,577,552	84,507	9,001	75,506
1030	Clerk Of The Board	850,773	91,182	759,591	865,512	89,477	776,035	14,739	(1,705)	16,444
1040	Special Services	10,770,777	7,500	10,763,277	5,674,084	7,500	5,666,584	(5,096,693)	-	(5,096,693)
1110	Auditor-Controller	6,366,035	788,641	5,577,394	6,294,684	723,905	5,570,779	(71,351)	(64,736)	(6,615)
1120	Treasurer-Tax Collector	5,996,014	4,696,177	1,299,837	6,280,965	4,927,565	1,353,400	284,951	231,388	53,563
1130	Assessor	11,620,490	2,446,545	9,173,945	11,564,328	2,760,732	8,803,596	(56,162)	314,187	(370,349)
1160	Information Technology Service	11,270,749	5,813,100	5,457,649	10,704,161	5,308,785	5,395,376	(566,588)	(504,315)	(62,273)
1210	County Counsel	10,623,119	5,961,527	4,661,592	11,227,720	6,513,735	4,713,985	604,601	552,208	52,393
1310	Personnel	2,688,082	95,256	2,592,826	2,596,639	51,790	2,544,849	(91,443)	(43,466)	(47,977)
1420	Elections	3,667,968	120,350	3,547,618	3,843,281	223,350	3,619,931	175,313	103,000	72,313
1610	General Services	11,621,899	1,943,228	9,678,671	11,405,688	1,903,703	9,501,985	(216,211)	(39,525)	(176,686)
1615	Utility Payments-Div Gen Serv	8,712,225	5,203,822	3,508,333	8,633,530	5,140,197	3,493,333	(78,695)	(63,695)	(15,000)
1640	Construction Serv-Div Gen Serv	1,698,924	1,511,230	187,694	1,235,174	1,053,230	181,944	(463,750)	(458,000)	(5,750)
1650	General Srvc-Major Maint	10,020,779	1,350,687	8,670,092	8,025,834	1,866,593	6,159,241	(1,994,945)	519,906	(2,510,851)
1812	Board Of Trade	729,407	65,700	663,707	745,424	98,885	646,539	16,017	33,185	(17,168)
1900	Engineering & Survey Services	5,421,395	2,722,020	2,699,375	4,550,892	2,551,562	1,999,330	(870,503)	(170,458)	(700,045)
1910	Risk Management	4,576,156	4,576,156	-	4,530,416	4,530,416	-	(45,740)	(45,740)	-
1960	Capital Projects	33,007,469	8,221,953	24,785,516	15,470,370	16,544,047	(1,073,677)	(17,537,099)	8,322,094	(25,859,193)
	General Government Subtotal:	\$146,749,486	\$46,318,144	\$100,431,342	\$120,760,484	\$55,007,473	\$65,753,011	(\$25,989,002)	\$8,689,329	(\$34,678,331)
2110	Contri-Trial Court Funding	\$16,500,000	\$11,089,700	\$5,410,300	\$16,636,438	\$10,102,785	\$6,533,653	136,438	(986,915)	1,123,353
2116	County Clerk	557,890	449,344	108,546	561,397	469,201	92,196	3,507	19,857	(16,350)
2160	Grand Jury	302,989		302,989	293,707		293,707	(9,282)		(9,282)
2170	Indigent Defense Services	7,179,000	1,285,000	5,894,000	7,490,000	1,270,000	6,220,000	311,000	(15,000)	326,000
2180	District Attorney	34,502,386	16,254,668	18,247,718	35,665,962	17,845,651	17,820,311	1,163,576	1,590,983	(427,407)
2190	Public Defender	16,692,598	7,151,166	9,541,432	16,645,387	7,087,123	9,558,264	(47,211)	(64,043)	16,832
2200	Forensic Sciences-Div Of D.A.	7,070,620	1,000,300	6,070,320	7,334,123	906,468	6,427,655	263,503	(93,832)	357,335
2210	Sheriff-Coroner	213,099,867	98,200,552	114,899,315	209,768,877	92,683,799	117,085,078	(3,330,990)	(5,516,753)	2,185,763
2340	Probation	87,176,780	52,963,612	34,213,168	83,442,751	49,542,004	33,900,747	(3,734,029)	(3,421,608)	(312,421)
2416	Contribution To Fire	18,993,917		18,993,917	18,412,024		18,412,024	(581,893)		(581,893)
2610	Agriculture & Measure Standards	7,316,440	5,131,717	2,184,723	7,103,741	5,011,734	2,092,007	(212,699)	(119,983)	(92,716)
2620	Code Compliance	3,105,023	571,083	2,533,940	1,918,876	567,735	1,351,141	(1,186,147)	(3,348)	(1,182,799)
2705	Recorder	550,000	550,000	-	450,000	450,000	-	(100,000)	(100,000)	-
2730	Development Services Agency	1,385,927	839,310	546,617	1,376,758	836,528	540,230	(9,169)	(2,782)	(6,387)
2750	Planning	8,973,007	5,462,477	3,510,530	10,054,240	6,054,134	4,000,106	1,081,233	591,657	489,576
2760	Animal Services	8,051,165	2,658,882	5,392,283	7,208,504	1,732,009	5,476,495	(842,661)	(926,873)	84,212
	Public Protection Subtotal:	\$431,457,609	\$203,607,811	\$227,849,798	\$424,362,785	\$194,559,171	\$229,803,614	(\$7,094,824)	(\$9,048,640)	\$1,953,816
3001	Contribution To Roads	\$5,557,532	\$0	\$5,557,532	\$5,387,272	\$0	\$5,387,272	(\$170,260)	\$0	(\$170,260)
3201	Contribution To Airports	98,945		98,945	238,476		238,476	139,531		139,531
	Public Ways and Facilities Subtotal:	\$5,656,477	\$0	\$5,656,477	\$5,625,748	\$0	\$5,625,748	(\$30,729)	\$0	(\$30,729)
4110	Public Health	\$31,612,985	\$25,715,748	\$5,897,237	\$27,579,841	\$21,863,270	\$5,716,571	(\$4,033,144)	(\$3,852,478)	(\$180,666)
4113	Environment Health	7,493,775	7,119,778	373,997	7,128,635	6,960,293	168,342	(365,140)	(159,485)	(205,655)
4127	Contribution To Mental Health	1,491,771	402,625	1,089,146	1,481,438	402,624	1,078,814	(10,333)	(1)	(10,332)
4200	Emergency Medical Services	1,166,436	821,365	345,071	1,096,170	889,533	206,637	(70,266)	68,168	(138,434)
4202	KMC-County Contribution	61,609,283	10,500,000	51,109,283	44,781,656	11,910,653	32,871,003	(16,827,627)	1,410,653	(18,238,280)
4300	California Children Services	9,352,651	8,607,382	745,269	8,766,006	8,431,770	334,236	(586,645)	(175,612)	(411,033)
	Health and Sanitation Subtotal:	\$112,726,901	\$53,166,898	\$59,560,003	\$90,833,746	\$50,458,143	\$40,375,603	(\$21,893,155)	(\$2,708,755)	(\$19,184,400)
5121	Contribution For Human Service	\$38,710,244	\$21,955,779	\$16,754,465	\$38,051,735	\$23,568,984	\$14,482,751	(\$658,509)	\$1,613,205	(\$2,271,714)
5510	Veterans Service	1,116,217	187,949	928,268	1,097,767	97,000	1,000,767	(18,450)	(90,949)	72,499
5611	Aging & Adult-County Contrib	1,797,689	690,764	1,106,925	1,196,494	723,328	473,166	(601,195)	32,564	(633,759)
5810	IHSS-County Contribution	7,855,610	7,725,101	130,509	8,089,269	8,089,269	-	233,659	364,168	(130,509)
5923	Employers Trng Resource-Adm	11,394,997	11,394,997	-	11,234,979	11,234,979	-	(160,018)	(160,018)	-
5940	Community Development Prog Agy	1,782,641	1,782,641	-	1,524,965	1,524,965	-	(257,676)	(257,676)	-
	Public Assistance Subtotal:	\$62,657,398	\$43,737,231	\$18,920,167	\$61,195,209	\$45,238,525	\$15,956,684	(\$1,462,189)	\$1,501,294	(\$2,963,483)
6210	Library	\$8,388,625	\$838,803	\$7,549,822	\$7,877,772	\$486,000	\$7,391,772	(\$510,853)	(\$352,803)	(\$158,050)
6310	Farm & Home Advisor	504,198	800	503,398	488,010	850	487,160	(16,188)	50	(16,238)
	Education Subtotal:	\$8,892,823	\$839,603	\$8,053,220	\$8,365,782	\$486,850	\$7,878,932	(\$527,041)	(\$352,753)	(\$174,288)
7100	Parks & Recreation Department	\$13,358,834	\$2,271,729	\$11,087,105	\$13,168,037	\$2,184,549	\$10,983,488	(\$190,797)	(\$87,180)	(\$103,617)
	Recreation and Culture Subtotal:	\$13,358,834	\$2,271,729	\$11,087,105	\$13,168,037	\$2,184,549	\$10,983,488	(\$190,797)	(\$87,180)	(\$103,617)
8120	Debt Service - General Fund	\$14,599,582	\$3,134,082	\$11,465,500	\$14,241,663	\$3,495,665	\$10,745,998	(\$357,919)	\$361,583	(\$719,502)
	Debt Service Subtotal:	\$14,599,582	\$3,134,082	\$11,465,500	\$14,241,663	\$3,495,665	\$10,745,998	(\$357,919)	\$361,583	(\$719,502)
	<b>GENERAL FUND DEPARTMENT SUBTOTAL:</b>	<b>\$796,099,110</b>	<b>\$353,075,498</b>	<b>\$443,023,612</b>	<b>\$738,553,454</b>	<b>\$351,430,376</b>	<b>\$387,123,078</b>	<b>(\$57,545,656)</b>	<b>(\$1,645,122)</b>	<b>(\$55,900,534)</b>
1970	Appropriations for Contingencies	\$6,130,209		\$6,130,209	\$8,341,240		\$8,341,240	\$2,211,031	\$0	\$2,211,031
	Design-Human Services				998,848		998,848			998,848
	Design-Renewbiz	1,113,307		1,113,307	346,982		346,982	(766,325)		(766,325)
	Design-Blight Remediation	1,200,000		1,200,000	1,200,000		1,200,000			
	Design-Retirement				1,575,108		1,575,108			1,575,108
	Design-Infrastructure Replacmnt	3,202,010		3,202,010	4,394,973		4,394,973	1,192,963		1,192,963
	Design- Environ. Health Enhancement	285,717		285,717				(285,717)		(285,717)
	Design-Infrastructure Its Bldg	1,234,100		1,234,100				(1,234,100)		(1,234,100)
	Design-Kmc Working Capital	14,000,000		14,000,000	20,304,516		20,304,516	6,304,516		6,304,516
	Design-Info Technology Projects				5,000,000		5,000,000	5,000,000		5,000,000
	Design-Sheriff's Aircraft	160,000		160,000				(160,000)		(160,000)
	Contingencies and Reserves Subtotal:	\$27,325,343	\$0	\$27,325,343	\$42,161,667	\$0	\$42,161,667	\$14,836,324	\$0	\$14,836,324
	<b>TOTAL COUNTYWIDE ALLOCATED COSTS:</b>	<b>\$823,424,453</b>	<b>\$353,075,498</b>	<b>\$470,348,955</b>	<b>\$780,715,121</b>	<b>\$351,430,376</b>	<b>\$429,284,745</b>	<b>(\$42,709,332)</b>	<b>(\$1,645,122)</b>	<b>(\$41,064,210)</b>



## Contingencies

The County Contingencies includes the following elements that are itemized in the budget presentation for budget unit 1970 Appropriations for Contingencies:

### 1% Locally Funded Appropriation for Contingencies

The County maintains an appropriated contingency to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the County's operations, which could not have reasonably been anticipated at the time the budget was prepared. Funding is targeted at 1% of locally funded appropriation.

### Uncertainties Contingencies

The County maintains an amount appropriated for other general uncertainties that departments may encounter such as emergency maintenance projects and other unforeseen circumstances.

### Other Specific Purpose Contingencies

On occasion, the Board of Supervisors may approve the set aside of appropriations for contingencies associated to specific purposes with potential costs to be incurred during the fiscal year but are not certain at the time of budget hearings.

<b>Contingencies</b>	<b>FY 2013-14 Adopted Budget</b>	<b>FY 2013-14 Approved Contributions/(Uses)</b>	<b>FY 2013-14 Adjusted Budget</b>	<b>FY 2014-15 Recommended Budget</b>
Mandatory Contingencies (1% of Locally Funded Appropriation)	\$3,688,763	\$0	\$3,688,763	\$4,000,000
Uncertainties Contingencies	311,237		311,237	1,000,000
Other Specific Purpose Contingencies	6,420,000	(4,289,791)	2,130,209	3,341,240
<b>Total Contingencies</b>	<b>\$10,420,000</b>	<b>(\$4,289,791)</b>	<b>\$6,130,209</b>	<b>\$8,341,240</b>

### FY 2014-15 1% Locally Funded Appropriation for Contingencies

The base allocation to the 1% Locally Funded Appropriation for Contingencies is \$3,912,133, based on projected locally funded appropriation of \$391 million. The amount budgeted for FY 2014-15 is \$4,000,000.

### FY 2014-15 Uncertainties Contingencies

The recommend budget includes \$1 million for uncertainties contingencies that may arise throughout the fiscal year for emergency maintenance projects and other unforeseen circumstances departments may encounter.

FY 2014-15 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes \$3.3 million in the following specific set asides:

- \$1.5 million for Correctional Medicine budget unit 8988 if projected Medi-Cal revenue for inmates is not realized
- \$200,000 for fiscal reviews or audits of Kern Medical Center
- \$250,000 for Animal Services for potential spay/neuter activities
- \$1.4 million for the Sheriff Department if budget reductions are not achieved

## Reserves and Designations

The County has a number of reserves and designations that have been established over the years. Some are for specific purposes, such as to meet future known obligations or for capital projects. The general purpose reserve are funds held to protect the County from unforeseen increases in expenditures or reductions in revenues, or other extraordinary events, which would harm the fiscal health of the County. Through the budget process, the Board of Supervisors has approved guidelines and goals for reserve levels. The current County General Purpose reserve target is 10% of locally funded appropriation and the Tax Litigation reserve target is 10% of the General Fund's contingent liability of property tax assessment appeals. The Board of Supervisors has also established specific purpose designations to help meet future needs.

Account	6/30/2013	Approved FY 2013-14		6/30/2014	Recommended FY 2014-15		6/30/2015
	Ending Balance	Contributions	Uses	Ending Balance	Contributions	Uses	Estimated Balance
Reserve - General Purpose	2134	\$40,000,000		\$40,000,000			\$40,000,000
Reserve - Tax Litigation	2136	10,079,614	(4,500,000)	5,579,614			5,579,614
Designation - Human Services	2150	15,454,000		15,454,000	998,848		16,452,848
Designation - East Kern Revitalization Area	2152	-	1,113,307 (362,000)	751,307	346,982	(746,000)	352,289
Designation - Countywide Blight Remediation	2153	-	1,200,000 (1,200,000)	-	1,200,000		1,200,000
Designation - Retirement	2155	14,587,478	(6,500,000)	8,087,478	1,575,108		9,662,586
Designation - Infrastructure Replacement (Wind)	2156	6,300,000	3,202,010 (4,524,802)	4,977,208	4,394,973		9,372,181
Designation - Environmental Health Enhancement	2157	348,944	285,717 (373,997)	260,664		(168,342)	92,322
Designation - ITS Building	2159	-	1,234,100 (1,234,100)	-			-
Designation - KC Museum Capital Project	2171	750,000		750,000			750,000
Designation - KMC Working Capital	2178	6,000,000	14,000,000 (19,304,516)	695,484	20,304,516		21,000,000
Designation - Information Technology Projects	2179	366,319		366,319	5,000,000		5,366,319
Designation - Sheriff's Aircraft	2180	977,207	160,000 (300,241)	836,966			836,966
TOTAL		\$94,863,562	\$21,195,134 (\$38,299,656)	\$77,759,040	\$33,820,427	(\$914,342)	\$110,665,125

### FY 2013-14 Contributions

The County's reserve guidelines call for a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2013-14 the balance in the General Purpose reserve is 10.84% of locally funded appropriation. The Board of Supervisors has approved continued annual contributions of one-time sources to this reserve until the 10% target was achieved. As the target is met, no contributions to this account were recommended. The Tax Litigation reserve balance of \$10 million at June 30, 2013 was 27% of the contingent liability of property tax assessment appeals, exceeding the target goal of 10%.

Other contributions made to designations were as follows:

- \$1.1 million contribution to the Eastern Kern Revitalization Area designation from wind energy property tax increment for the Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ) program.
- \$1.2 million contribution to the Countywide Blight Remediation designation from wind energy property tax increment to address blight and the associated problems that are a result of deteriorated and abandoned properties.
- \$3.2 million contribution to the Infrastructure Replacement designation for continued set aside of 50% of property tax increment from wind energy properties.
- \$285,717 contribution to the Environmental Health Enhancement Program designation for carryover of revenue associated to fees collected by the Environmental Health Department that is isolated to be used specifically by the department.

- \$1.2 million contribution to the ITS Building designation for capital construction costs for this new facility.
- \$14 million contribution to the KMC Working Capital designation to set aside funds for anticipated operating revenue shortfalls at the hospital.
- \$160,000 contribution to the Sheriff's Aircraft designation to set aside funds for maintenance costs for the aircraft.

#### FY 2013-14 Uses

- \$4.5 million use of the Tax Litigation reserve to offset a significant one-time property tax refund that reduced current secured property tax revenue estimates.
- \$362,000 use of the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$1.2 million use of the Countywide Blight Remediation designation for "clean-up" projects approved by the Board of Supervisors.
- \$6.5 million use of the Retirement designation for a mid-year source for a General Fund contribution to the Kern Medical Center for operational losses.
- \$373,997 use of the Environmental Health Enhancement Program designation to cover budgeted expenses for the department.
- \$4.5 million use of the Infrastructure Replacement designation for costs associated with the ITS Building, Animal Services facility and other capital projects.
- \$1.2 million use of the ITS Building designation for costs associated with construction costs of the new facility.
- \$ 19.3 million use of the KMC Working Capital designation for a mid-year source for a General Fund contribution to the Kern Medical Center for operational losses and State liability payments.
- \$300,241 use of the Sheriff's Aircraft designation for costs of maintenance repairs on the aircraft.

#### FY 2014-15 Recommended Contributions and Uses

For FY 2014-15, the balance of the General Purpose reserve is \$40,000,000, or 10.22% of locally funded appropriation of \$391,213,301. The balance of the Tax Litigation reserve is \$5,579,614, or 11.5% of the contingent liability of property tax appeals for the General Fund of \$48,396,321. The recommended budget also includes:

- \$998,848 contribution to the Human Services designation as working capital towards the cash advance necessary due to the time lag of State reimbursements.
- \$346,982 contribution to the East Kern Revitalization Area designation of the wind energy property tax increment determined for the current fiscal year.
- \$1.2 million contribution to the Blight Remediation designation for projects approved by the Board of Supervisors.
- \$1.6 million contribution to the Retirement designation that was reduced in FY 2013-14 due to a contribution to Kern Medical Center.

- \$4.4 million contribution to the Infrastructure Replacement designation of 50% wind energy property tax increment determined for the current fiscal year.
- \$20.3 million contribution to the KMC Working Capital designation to set aside funds for the State liability owed by the Kern Medical Center.
- \$5 million contribution to the Information Technology Projects designation for costs associated with major system replacements.
- \$746,000 use of the East Kern Revitalization Area designation for costs to be incurred by the Planning Department budget unit 2750 for RENEWBIZ projects.
- \$168,342 use of the Environmental Health Program Enhancement designation for costs to be incurred by the Environment Health Department budget unit 4113.

The chart below shows recent history of the County reserve and designation levels.

	Account	Year-end Actual Balances				Recommended
		2010-11	2011-12	2012-13	2013-14	FY 2014-15
Reserve - General Purpose	2134	\$42,670,895	\$37,201,795	\$40,000,000	\$40,000,000	\$40,000,000
Reserve - Tax Litigation	2136	2,079,614	4,079,614	10,079,614	5,579,614	5,579,614
Designation - Human Services	2150	-	12,354,000	15,454,000	15,454,000	16,452,848
Designation - East Kern Revitalization Area	2152			-	751,307	352,289
Designation - Countywide Blight Remediation	2153			-	-	1,200,000
Designation - Retirement	2155	-	12,361,854	14,587,478	8,087,478	9,662,586
Designation - Infrastructure Replacement (Wind)	2156		6,000,000	6,300,000	4,977,208	9,372,181
Designation - Environmental Health Enhancement	2157	347,000	-	348,944	260,664	92,322
Designation - ITS Building	2159			-	-	-
Designation - KC Museum Capital Project	2171			750,000	750,000	750,000
Designation - KMC Working Capital	2178			6,000,000	695,484	21,000,000
Designation - Information Technology Projects	2179		250,000	366,319	366,319	5,366,319
Designation - Sheriff's Aircraft	2180	1,274,110	977,207	977,207	836,966	836,966
<b>TOTAL</b>		<b>\$46,371,619</b>	<b>\$73,224,470</b>	<b>\$94,863,562</b>	<b>\$77,759,040</b>	<b>\$110,665,125</b>

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## **Long-term Financial Planning**

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

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

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

### **Significant Issues Impacting the General Fund**

Retirement costs are anticipated to increase due to the amortization of the unfunded actuarial accrued liability as a result of market losses incurred by the County's pension system. The County's five year forecast also anticipates an increase in the average employer contribution rate as a result of recently approved actuarial assumption changes that include changing investment return assumption from 7.75% to 7.5%, updating the mortality table and the introduction of explicit administrative expenses. These changes result in additional ongoing costs of \$22 million. In addition, the debt service payments for the County's Pension Obligation Bonds are scheduled to escalate through FY 2021-22 at which time one of the Pension Obligation Bond issuances will be fully paid.

Health benefit costs increased in FY 2014-15 by \$4.1 million due to increased claims processed and are anticipated to remain at this level for the next several years.

In FY 2013-14, the General Fund contributed approximately \$25.8 million to the Kern Medical Center for operational losses that were not anticipated when the budget was adopted. Mid-year adjustments to General Fund department budgets and the appropriation of unanticipated property tax and sales tax revenue was used as the funding source for the unforeseen contribution which subsequently resulted in a lower than normal fund balance carry-forward for the General Fund. New management and the review of major governmental receivables by a consultant has lead to significant fiscal improvement at the hospital, however, it is anticipated that an ongoing contribution of at least \$10 million is necessary to maintain the current service level and serve the indigent population of the County. In addition to the \$10 million for operations, the

recommended budget also includes a \$20.3 million set aside of General Fund one-time funds for the anticipated payment towards an outstanding liability to the State owed by the hospital.

Staffing for the AB900 financed new jail facility will require a minimum of \$27.5 million in funding beginning FY 2017-18. The State granted the County a \$100 million conditional award for the construction of a new type II jail facility under the Assembly Bill 900. The conditional award requires the County to staff and operate the new facility. Specifically, AB900 program requires the County's commitment to staff and operate the new facility in accordance to the State standards within 90 days of construction completion and agreement to operate the facility at least until the state bonds are repaid. The level of staffing needed upon opening will be determined by the number and classification of inmates in the facility at the time. The commitment to operate and staff the facility is memorialized both in the staffing plan approved by the Board February 4, 2014, and in the Jail Construction Agreement. The current approved staffing plan, calls for staffing an increase in beds with resulting General Fund operating costs estimated at \$27.5 million annually expected to conservatively grow as much as \$40 million annually over the next twenty years.

The Affordable Care Act will impact the Department of Human Services and the Kern Medical Center as they are primary providers of Medi-Cal services. The long-term impacts of the Affordable Care Act on the operations of these departments remain difficult to forecast. The County Administrative Office is working closely with the departments to monitor the changes in the funding mix for safety net programs that provide services to County residents.

**TABLE 1**  
**FIVE-YEAR FINANCIAL FORECAST**  
**CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS**  
**FISCAL YEARS 2014-15 THROUGH 2018-19**

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
<u>Ongoing Revenue Sources:</u>					
Discretionary Revenue	\$9,612,794	\$5,075,252	\$4,423,960	\$4,663,020	\$4,851,055
Proposition 172	2,580,797	(3,078,380)	(1,477,623)	(1,448,070)	(1,419,109)
<b>Total Ongoing Revenue Change</b>	<b>\$12,193,591</b>	<b>\$1,996,872</b>	<b>\$2,946,338</b>	<b>\$3,214,950</b>	<b>\$3,431,946</b>
<u>Ongoing Cost Changes:</u>					
Retirement with Pension Obligation Bonds	\$301,039	(\$16,800,000)	(\$3,700,000)	(\$3,000,000)	(\$1,100,000)
Health Benefits	(4,160,510)				
Kern Medical Center Operating Contribution	(10,000,000)				
New Significant Ongoing Needs Costs	(6,396,230)				
Staffing New Jail Facility				(20,500,000)	
<b>Total Change in Costs</b>	<b>(\$20,255,701)</b>	<b>(\$16,800,000)</b>	<b>(\$3,700,000)</b>	<b>(\$23,500,000)</b>	<b>(\$1,100,000)</b>
<b>Annual (Deficit)/Surplus</b>	<b>(\$8,062,111)</b>	<b>(\$14,803,128)</b>	<b>(\$753,662)</b>	<b>(\$20,285,050)</b>	<b>\$2,331,946</b>
<u>Ongoing Mitigation:</u>					
Department Reductions of Net County Cost	\$9,292,210				
Percent of Net County Cost Reduction	2.4%				
<b>Estimated Net Annual (Deficit)/Surplus</b>	<b>\$1,230,100</b>	<b>(\$14,803,128)</b>	<b>(\$753,662)</b>	<b>(\$20,285,050)</b>	<b>\$2,331,946</b>



## Mitigating Future Challenges

Table 1 summarizes the County's five-year forecast as it relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast reflects that revenues are increasing due to projected increases in assessed valuation and base sales tax receipts that are offset by the anticipated reduction of Proposition 172 sales tax revenue that has been benefiting from one-time use tax collections. Ongoing cost changes reflect the cost to maintain current service levels and new significant ongoing costs identified that are recommended to be funded in FY 2014-15. After accounting for these changes, the Annual (Deficit)/Surplus is projected to be negative for the next three fiscal years. These deficits will have to be mitigated in the respective years in order to produce a balanced budget.

For FY 2014-15, the Annual (Deficit) of \$8 million is resolved through a reduction in allocation of Net County Cost to departments of \$9.3 million, or 2.4%. It is anticipated this reduction in allocation of Net County Cost to departments will be ongoing. This generates an estimated Net Annual Surplus of \$1.2 million allocated towards department needs.

The primary cost increase anticipated for FY 2015-16 and forward is the retirement with Pension Obligation Bonds cost. In addition to actuarial assumption changes that are increasing the retirement contribution rates, the debt service payments for the County's three outstanding pension obligation bonds are escalating. In anticipation of the budgetary impact from the escalating bond payments, the County has set aside a designation for retirement with a current balance of \$9.7 million that could be used towards mitigating General Fund departmental budget impacts in the future. Retirement costs will significantly decline in FY 2021-22 when one of the Pension Obligation Bonds will be fully repaid. In addition to use of the designation for retirement, it is anticipated that General Fund departments will have to absorb cost increases that may result in service level impacts.

In FY 2017-18, the County anticipates funding the staff necessary to operate a new jail facility. The Sheriff has indicated that the staffing costs estimated at \$27.5 million could be partially mitigated by temporarily moving current staff from certain areas of the Lerdo Minimum jail facility to reduce some of the cost until the Lerdo facility is remodeled which generates an estimated \$7 million in savings for a net initial cost of \$20.5 million. The County is also analyzing the prospect of up to a half cent sales tax increase to help mitigate this cost. If no other resources are identified, it is anticipated that a significant reduction of Net County Cost allocation to other County departments including front-line law enforcement would be necessary.

## **County Identified Needs**

The County fiscal plan (five-year fiscal forecast) primarily focuses on increases in costs to maintain current services and how much discretionary revenue is available to fund these costs and/or what mitigations are needed. The County Administrative Office also identifies needs within the County that are not currently funded and require funding with ongoing or one-time sources.

### **ONGOING NEEDS**

The FY 2014-15 Recommended Budget funds \$6.4 million in increased significant ongoing costs that are included in the County fiscal plan (\$6 million to maintain current service levels and \$.4 million in increased needs as detailed below).

#### **Significant Ongoing Costs Identified to be Funded**

	<u>Ongoing Costs</u>
Probation - Loss of Title IV-E revenue	\$3,000,000
Sheriff - Reduction in revenue Federal Prisoners	654,000
Sheriff - Loss of Community Oriented Policing Services grant funding	2,300,000
Sheriff - (5) Five New Coroner/Public Administrator positions	<u>442,230</u>
<b>Significant Ongoing Costs in FY 2014-15 Recommended Budget</b>	<b>\$6,396,230</b>

#### **\$3 million for Probation – Loss of Title IV-E Revenue**

The Probation Department is anticipating a decrease of \$3 million in Title IV-E foster care revenue received by the department for juveniles on probation. It is anticipated that Title IV-E administrative claims will be reduced statewide based upon new claiming procedures developed by the California Department of Social Services per federal guidelines. The use of Discretionary General Funding to backfill this revenue loss will enable the department to continue to provide necessary public safety services to the residents of the County.

#### **\$654,000 for Sheriff – Reduction in Revenue from Federal Prisoners**

The Sheriff's Department will experience a decrease of \$654,000 in revenue previously received for federal contract jail beds whereby the County provided interim housing for federal inmates. The volume of federal contract beds has decreased from approximately 200 to 180 per day. The allocation of ongoing Discretionary General Funding will enable the department to continue to fill these beds with County inmates.

#### **\$2.3 million for Sheriff – Loss of Community Oriented Policing Services Grant Funding**

Revenue related to the Community Oriented Policing Services (COPS) grant which provided funding for 27 Deputy Sheriff positions has expired. The COPS grant requires the department to retain these Deputy Sheriff positions for 12 months after the grant's expiration in FY 2013-14. The cost to retain these positions through the 12 month period is estimated to cost \$2.3 million in



FY 2014-15. Additional ongoing Discretionary General Funding is recommended to maintain the current level of front-line law enforcement services provided by the department.

\$442,230 Sheriff – (5) Five new Coroner/Public Administrator Positions

The recommended budget includes the following five new positions: one (1) Deputy Public Administrator, one (1) Property Control Officer, one (1) Deputy Coroner, one (1) Supervising Deputy Coroner, and one (1) Medical Transcriptionist for a total cost of \$442,230. The Sheriff has indicated that these positions are mission critical to successfully carry out the responsibilities of these areas. An ongoing allocation of Discretionary General Funding is necessary to fund this request.

**ONE-TIME NEEDS**

The FY 2014-15 Recommended Budget funds nearly \$13 million in one-time costs. Significant one-time costs are primarily funded through one-time sources such as fund balance carry-forward or the use of reserves or designations.

**Significant One-time Costs Identified to be Funded**

	<u>One-time Costs</u>
Capital and Major Maintenance Projects	\$5,085,564
Sheriff - Up to 20 patrol vehicles	1,000,000
Kern Medical Center - Operating Losses for May and June 2014	929,882
Kern Medical Center - Capital Projects	2,556,534
Other Specific Purpose Contingencies	3,341,240
<b>Significant One-time Costs in FY 2014-15 Recommended Budget</b>	<b>\$12,913,220</b>

\$5 million for Capital and Major Maintenance Projects

The recommended budget includes nine capital projects totaling \$15.5 million and 34 new major maintenance projects such as the reroof or paving of several County facilities totaling \$8 million. Several projects have revenue sources resulting in a Net County Cost of \$5 million for all new projects in FY 2014-15.

\$1 million for Sheriff to Purchase up to 20 Patrol Vehicles

The Sheriff's Department has a backlog of vehicle replacement needs that due to budget constraints have been delayed. The recommended budget allocates one-time sources towards this one-time purchase.

\$929,882 for Kern Medical Center Operating Losses for May and June 2014

In FY 2013-14, the General Fund contributed \$25.8 million towards operating losses incurred at the hospital through April 2014. The May and June losses were not known until after year-end close. One-time funding has been recommended for these losses.

\$2.6 million for Kern Medical Center Capital Projects

The recommended budget allocates funding for the following projects determined to be mission critical:



- \$1,837,084 IS Rewire and Nurse Call System Phase 1
- \$310,000 G-Wing Decommissioning
- \$260,000 Pediatric Remodel
- \$80,302 Seismic Reclassification Study
- \$69,148 Medical Records Project

#### \$3.4 million for Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies maintained by the County, the recommended budget includes \$3.3 million in the following specific set asides:

- \$1.5 million for Correctional Medicine budget unit 8988 if projected Medi-Cal revenue for inmates is not realized
- \$200,000 for fiscal reviews or audits of Kern Medical Center
- \$250,000 for Animal Services for potential spay/neuter activities
- \$1.4 million for the Sheriff Department if budget reductions are not achieved

### **FUTURE ONE-TIME NEEDS**

In addition to one-time needs allocated for use in FY 2014-15, there are additional one-time needs that are recommended to be set aside for the future within County specific reserves and designations. Detail of these needs are described below.

#### **One-time Needs Set Aside In General Fund Reserves/Designations**

	<u>One-time</u>
Designation - Human Services	\$998,848
Designation - East Kern Revitalization Area	346,982
Designation - Retirement	1,575,111
Designation - Infrastructure Replacement (Wind)	4,394,973
Designation - KMC Working Capital	20,304,516
Designation - Information Technology Projects	<u>5,000,000</u>
<b>Additional One-time Costs in FY 2014-15 Recommended Budget</b>	<b>\$32,620,430</b>

#### \$998,848 one-time for Department of Human Services

The General Fund maintains a designation for working capital for a cash advance to the Department of Human Services due to time lags occurring for the receipt of State and federal revenue. The cash advance for this department was nearly \$19 million at year-end. With this set aside, the balance of the designation will be \$16.5 million.

#### \$346,982 one-time for the East Kern Revitalization Area

This designation supports costs associated with the Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ) program that is intended to encourage and promote economic investment and revitalization in communities within the Second District area impacted by wind energy property. The set aside is a percentage of property tax increment generated by wind energy properties.



\$1.6 million one-time for Retirement

This designation was established to set-aside funds to mitigate known increases projected in the future years for the County's retirement contribution and debt service associated with pension obligation bonds. The designation could be used towards budgetary impacts for General Fund departments in fiscal years with significant escalating costs. With this set aside, the balance of the designation will be \$9.7 million.

\$4.4 million one-time for Infrastructure Replacement

This designation was established to set-aside funds for future projects. It includes the set-aside of 50% of property tax increment from wind energy properties. With this set aside, the balance of the designation will be \$9.4 million.

\$20.3 million one-time for Kern Medical Center Working Capital

This designation was established to set-aside funds for working capital for a cash advance to the Kern Medical Center. The amount proposed to be set-aside for FY 2014-15 will provide funding for the hospital to repay an outstanding liability to the State that will be due over the next several years. With this set-aside, the balance of the designation will be \$21 million. The goal is to establish a working capital set aside of \$30-40 million.

\$5 million one-time for Information Technology Projects

A designation of \$5 million is recommended for the costs associated with major information technology system replacements. The County Administrative Office worked with departments to compile information on mission critical automation needs. Systems such as the Criminal Justice System, Election Voting System and the Financial Management System including payroll are a few on the list.

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### **County Debt Policy**

The Board of Supervisors has approved guidelines that address the issuance of debt. In addition, the County has guidelines for the management and administration of the County's portfolio of long-term debt. The guidelines require, in general, that:

1. Debt will not be used to finance ongoing operational costs.
2. Whenever possible, the County will pursue alternative sources of funding in order to minimize the level of debt.

More specifically, the guidelines include the following elements:

1. Require that the term of bonds be no longer than the economic useful life of the property, or in excess of available payment streams.
2. Require annual review of the County's portfolio of long-term obligations to initiate any type of restructuring, refunding, or refinancing beneficial to the County.
3. The guidelines outline the responsibilities of the County's Debt Financing team. These responsibilities include oversight and review of all debt policy and debt issuance activities and to make recommendations to the Board of Supervisors regarding appropriate actions on debt matters.

### **Cash Funded Projects**

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

- The cash funding of the replacement of inmate barracks at the Lerdo Minimum Security facility. The anticipated cost of the project is \$3.9 million.
- The cash funding of a major upgrade to the water and wastewater treatment facility at the Lerdo Jail complex. The anticipated cost of the project is \$18.4 million.
- The cash funding of several land acquisitions and design costs for the replacement of Fire stations in Lake Isabella.
- The cash funding of the expansion of the LeRoy Jackson Park in Ridgecrest. The anticipated cost of the project is \$1.6 million.
- The cash funding of a \$40 million contribution to the Thomas Roads Improvement Program. The road project will facilitate regional mobility and reduce travel time through major transportation corridors in the County.



- The cash funding of a \$27 million local match for the construction of a new jail facility authorized under the State's Assembly Bill 900 financing program.

### **County Long-Term Debt**

The following discussion relates to long-term debt backed by the full faith and credit of the County's General Fund or secured by revenue.

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

- To finance or refinance construction and improvement of County structures.
- To refinance County pension obligations.

The County finances such projects with a variety of debt instruments. For construction and improvement projects the County has utilized lease obligations with a non-profit public benefit corporation. Such obligations are in the form of Certificates of Participation and, for the 2011 refinancing of the 2003 Certificates of Participation, a Private Placement with a financial institution. For pension obligations the County has issued Pension Obligation Bonds.

As of June 30, 2014, the County's long-term obligations include debt issued to finance or partially finance the following projects:

- Construction of County roads, fire stations, and an information technology building
- Construction of the central plant at Kern Medical Center, countywide communication equipment and fire apparatus
- Construction of a new terminal at the Meadows Field Airport
- Refinancing of a portion of the County's Unfunded Accrued Actuarial Liability in the years 1995, and 2003

### **Significant FY 2013-14 Debt Related Actions**

In March 2014, the County elected to convert the \$50 million private placement index floating rate note with Dexia Credit Local for the Series 2008 Pension Obligation to a fixed interest rate through maturity.

A summary of long-term debt issuances of the County is included on the next page.

County of Kern  
Outstanding Pension Obligation Bonds and Certificates of Participation

Fiscal Year Ending June 30	Pension Obligation Bonds				Certificates of Participation				Total Outstanding General Fund Debt	Fiscal Year Ending June 30		
	1995 Pension Obligation Bonds		2003 Pension Obligation Bonds		2008 Pension Obligation Bonds		2009 Certificates of Participation				2011 Refunding 1997 & 1999*	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			Principal	Interest
2015	\$30,370,000	\$1,102,431	\$9,870,000	\$8,009,443		\$2,092,500	\$2,370,000	\$4,573,304	\$1,765,000	\$429,225	\$60,581,902	2015
2016	7,769,996	25,785,004	11,490,000	7,544,458		2,092,500	2,445,000	4,492,004	1,845,000	356,625	63,820,586	2016
2017	7,652,245	28,152,755	13,235,000	6,993,890		2,092,500	2,535,000	4,401,685	1,935,000	262,125	67,260,200	2017
2018	7,573,950	30,686,050	15,125,000	6,353,521		2,092,500	2,635,000	4,301,454	1,460,000	177,250	70,404,725	2018
2019	7,511,947	33,463,053	17,185,000	5,591,626		2,092,500	2,745,000	4,192,138	1,535,000	102,375	74,418,639	2019
2020	7,495,928	36,564,072	19,435,000	4,786,376		2,092,500	2,870,000	4,072,741	1,600,000	32,000	78,948,617	2020
2021	7,544,774	40,240,226	21,855,000	3,690,622		2,092,500	2,995,000	3,942,573			82,360,695	2021
2022	4,144,601	24,140,399	24,455,000	2,560,658		2,092,500	3,140,000	3,800,610			64,333,768	2022
2023			27,245,000	1,299,178		2,092,500	3,295,000	3,643,660			37,575,338	2023
2024			18,468,431	11,223,769		2,092,500	3,470,000	3,474,535			38,729,235	2024
2025			9,848,899	21,481,101		2,092,500	3,645,000	3,292,104			40,359,604	2025
2026			9,810,901	23,219,099		2,092,500	3,850,000	3,095,360			42,067,860	2026
2027			6,488,836	16,747,909	11,885,000	1,678,011	4,055,000	2,887,854			43,742,609	2027
2028					38,115,000	265,852	4,270,000	2,668,255			45,319,107	2028
2029							4,510,000	2,431,075			6,941,075	2029
2030							4,765,000	2,176,013			6,941,013	2030
2031							5,045,000	1,899,931			6,944,931	2031
2032							5,340,000	1,601,363			6,941,363	2032
2033							5,655,000	1,284,675			6,939,675	2033
2034							5,995,000	945,419			6,940,419	2034
2035							6,355,000	582,644			6,937,644	2035
2036							6,740,000	197,981			6,937,981	2036
Totals	\$80,063,439	\$220,133,992	\$204,512,067	\$119,501,649	\$50,000,000	\$27,053,863	\$88,725,000	\$63,957,376	\$10,140,000	\$1,359,600	\$865,446,985	Totals

\*A portion of the 2011 Refunding Certificates of Participation is paid by the Kern Medical Center Enterprise Fund

Debt Service Budget Information

The 1995, 2003 and 2008 Pension Obligation Bonds are budgeted in individual department budgets as a portion of salary and benefit expense. Approximately 44.1% of the pension obligation bonds debt service is allocated to General Fund departments.

The 2009 Certificates of Participation are budgeted in the Debt Service Section of this budget book in the Debt Service budget. The debt service for the 2011 Refunding Certificates of Participation is allocated to the Fire Fund, Kern Medical Center Enterprise Fund as well as the General Fund in the Debt Service budget.

County of Kern  
Outstanding Enterprise Fund Certificates of Participation

Fiscal Year Ending June 30	Certificates of Participation		Private Placement Obligation		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	2011 Solid Waste Refunding		2011 Airport Terminal Refunding			
	Principal	Interest	Principal	Interest		
2015	\$1,815,000	\$161,263	\$715,000	\$220,143	\$2,911,406	2015
2016	1,890,000	94,250	740,000	197,890	2,922,140	2016
2017	1,955,000	31,769	760,000	174,944	2,921,713	2017
2018			785,000	151,305	936,305	2018
2019			810,000	126,973	936,973	2019
2020			835,000	101,871	936,871	2020
2021			865,000	75,845	940,845	2021
2022			890,000	49,049	939,049	2022
2023			925,000	14,245	939,245	2023
Totals	\$5,660,000	\$287,281	\$7,325,000	\$1,112,265	\$14,384,546	Totals

Debt Service Budget Information

The 2002 Solid Waste Refunding Certificates of Participation and the 2011 Airport Terminal Refunding Private Placement debt service payments are budgeted in the Enterprise Funds section of this budget book in the Waste Management Department and Airports Enterprise Fund, respectively.



**Effects of Existing Debt Levels on Current and Future Operations**

In aggregate, current required debt service expenditures remain relatively level (increasing less than 6% per year) for all fiscal years through 2020-21 and then drop significantly in fiscal years 2021-22 and 2022-23. The County will see a significant decline in FY 2028-29 when all pension obligation bonds are paid off.

**Other Long-Term Debt**

The County has an outstanding principal amount of \$3,702,033 million of a lease/purchase agreement in connection with a project consisting of the acquisition of solar panels and related equipment. The project qualifies as a “qualified conservation purpose,” and the County received an allocation for subsidized financing pursuant to the American Recovery and Reinvestment Act. The debt service is budgeted in the Debt Service Section of this budget book in the Debt Service budget. Annual debt service on this obligation is approximately \$484,064 in FY 2014-15. The County expects to receive interest rate subsidy payments from the Internal Revenue Service approximately 63% of the interest component of the interest payments which amounts to approximately \$137,000 in FY 2014-15. Final payment is expected in FY 2025-26.

The County has a note with the California Infrastructure and Economic Development Bank for funds borrowed to finance the construction of curbs and gutters in the fifth supervisorial district. This note is backed by the full faith and credit of the General Fund; however it is paid using Community Development grant funds; the debt service is budgeted in the Debt Service Section of this budget book in the Debt Service budget. The outstanding principal amount of this note as of June 30, 2014 was \$5,265,913. Annual debt service on this obligation is approximately \$479,000 per year through FY 2026-27.

The County has numerous lease obligations for equipment. The debt service payments for the equipment leases are made from the budget units owning the equipment. Total outstanding debt is reflected in the Debt Service Section of this budget book, in the total outstanding debt schedule.

The County General Fund has no outstanding General Obligation Bonds, and therefore no debt service payments for General Obligation Bonds are budgeted in this document.

## California Government Code

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

## County Code

Title 2. Chapter 2.12:

### *Section 2.12.010*

The position of County Administrative Officer is created. The County Administrative Officer shall be appointed by and serve at the pleasure of the Board of Supervisors.

### *Section 2.12.020*

In accordance with the provisions of the laws of the state of California, county ordinances, and the policies and orders of the Board of Supervisors, the County Administrative Officer shall, under the direction of the Board of Supervisors, perform the following duties:

- Execute and coordinate the administrative policies and directives of the Board of Supervisors; furnish information and advice to county officers and department heads in matters of county administrative policies, practices and procedures. Furnish consultation and coordination on public relations practices to appointed department heads and, when requested, to elected officials. Report to the Board regarding the manner in which county administrative, fiscal and ethical compliance policies and directives are carried out by departments, boards, commissions and institutions of the County and make recommendations for the enforcement, modification or augmentation thereof.
- Supervise the financial affairs of the County, within the limits of the law and policies established by the Board of Supervisors. Recommend fiscal and budgetary policies and procedures to the Board. Prepare budget projections and recommend budget development guidelines to the Board. Coordinate countywide budget planning, budget preparation, and budget review activities. Review departmental budget requests and revenue estimates and make recommendations to the Board. Coordinate public hearings on the County's annual proposed budget. Prepare financial and budget status reports, process fund and budget transfers, and establish such controls and reviews as are necessary for budget control. Manage the County's debt financing programs and activities.
- Manage the County's capital and major maintenance projects and financing programs. Coordinate facilities and office space planning activities, and supervise the general services division's activities related to the County's compliance with the federal Americans with Disabilities Act.

- Conduct analyses of public policy issues and local governmental jurisdictional changes, and advise the Board concerning same. Coordinate intergovernmental relations activities with cities, special districts, other counties, and other agencies.
- Manage the County's employer-employee relations program, including representation of the Board in meet and confer sessions with employee organizations.
- Manage the County's employee group health insurance, dental insurance, vision insurance and unemployment compensation insurance programs.
- Attend meetings of the Board of Supervisors to advise and assist the Board. Perform specific work and undertake such studies as may be assigned by the Board. Undertake and be responsible for the administration and supervision of any governmental function or county department upon order of the Board of Supervisors. Report to and be directly responsible to the Board for the overall performance of his or her duties, functions, authority and relationship with other departments.

#### *Section 2.12.030*

It shall be the duty of all employees of the County, and the head of every department, institution, service, board or commission of the County to cooperate with the County Administrative Officer and to assist the County Administrative Officer in the performance of his or her duties and responsibilities. Any records deemed necessary to enable performance of the County Administrative Officer's duties must be made available, unless the records or documents are confidential and not open to inspection by the County Administrative Officer under the laws of the State of California.

#### *Section 2.12.040*

No provisions of this chapter shall be deemed or construed to grant any authority or to impose any duty upon the County Administrative Officer which is by law or ordinance vested in or imposed upon any other officer, board, commission, employee or department. The County Administrative Officer is an employee meant to assist the Board of Supervisors in the performance of its duties, responsibilities and lawful functions.

### **Basis of Accounting**

Governmental funds are accounted for using the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Property tax revenue is recognized in the fiscal year the taxes are levied. Revenue from donations, entitlements, and grants are recognized in the fiscal year in which all eligible requirements have been fulfilled. Property and sales taxes are considered available if collected within 60 days after the end of the accounting period. Interest and charges for services are accrued when their receipt occurs within 90 days after the end of the accounting period. The County considers voluntary non-exchange transactions, such as Federal and state grants, available if received within 9 months after the end of the accounting period.



Under the accrual basis of accounting, expenditures are recorded when a liability is incurred. However, debt service expenditures, expenditures related to claims and judgments, and compensated absences are only recorded when payment is due. In governmental funds, general capital asset acquisitions are reported as expenditures. Proceeds from general long-term debt and capital leases are reported as other financing sources.

Proprietary funds are accounted for on the accrual basis of accounting. Revenue is recognized in the period earned and expenses are recognized in the period incurred.

## **Basis of Budgeting**

### **Governmental Funds:**

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

Encumbrance accounting is employed in governmental funds. For budget purposes, outstanding encumbrances (which represent the unspent amounts of purchase orders and contracts funded in the fiscal year), are not treated as expenditures in that fiscal year; therefore, they are not included in the "actual" data that appears in the budget book. For GAAP purposes, the governmental fund financial statements of the CAFR include encumbrances outstanding at year-end which are reported within restricted, committed, or assigned fund balance for their specific purposes. Appropriation for these encumbrances commitments survives the expiration of the fiscal year also cancel the underlying appropriation.

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

### **Proprietary Funds:**

The Board of Supervisors approves an annual spending plan for proprietary funds. Adopted expense estimates are appropriated and these County funds have budgetary controls the same as those for the governmental fund types. Because these funds generally collect fees and revenue to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

## **County Policies**

When building the FY 2014-15 budget, the following County policies were considered:

### **Budgeting Policy**

State law, the County Budget Act (Government Code 29000), as well as County ordinances, policies and procedures dictate numerous conditions and requirements for budget preparation.

The County operates on a Fiscal Year (FY) that begins July 1 and ends on June 30 of the following calendar year. By law, the Board of Supervisors must approve a recommended budget before June 30 to authorize any spending until a final budget is adopted. The final budget, including any revisions directed by the Board as a result of public hearings, is typically adopted in late August. Once adopted by the Board, a final budget document is prepared by the Office of the Auditor-Controller. The objective of the County's budgeting guidelines is to help ensure the County has adequate resources to meet its basic financial obligations, and to serve as a vehicle to help the County achieve financial continuity and stability. Practically speaking, the County's budgetary guidelines create a standardized methodology for departments to follow when preparing budget plans for the Board of Supervisors' approval.

To obtain a balanced budget, total revenue, including carry-over fund balances, will equal the total fund appropriation and reserves. The annual operating budget will be structurally balanced upon adoption by the Board of Supervisors. One-time funds are discouraged from being used to fund ongoing operational costs, except within the context of a larger plan to balance ongoing revenue and expenses over a multi-year period. Significant budget variances and recommended actions are reported to the Board of Supervisors on an as-needed basis.

### Budget Cycle

#### *Mid April*

Departments' budget requests, including step-down plans (if required) and preliminary performance measures are submitted to the County Administrative Office and the Board of Supervisors.

#### *Mid May*

Department Program Prioritization Plans are due to the County Administrative Office after the State releases its May budget revisions.

#### *Mid June*

County Administrative Office presents the preliminary recommended budget with the Department Program Prioritization Plans to the Board of Supervisors for the first budgetary discussion.

#### *Late June*

Assessor files assessment roll.

#### *Early July*

Auditor-Controller reports County fund balances available as of June 30 to Board of Supervisors and County Administrative Office (not later than Tuesday after 14th working day in July). Departments provide updated performance measures with final data to the County Administrative Office to be included in the recommended budget.

#### *Mid July*

The County Administrative Office presents updated budget status with year-end closing numbers and departments identify budgetary issues to the Board of Supervisors for the second budgetary discussion.

*Early August*

Recommended budget documents are available for the public (must be 10 days before start of Budget Hearings). Clerk of the Board publishes notice announcing Budget Hearings.

*Mid/Late August*

Board of Supervisors holds Budget Hearings on the County Administrative Office Recommended Budget. After close of Budget Hearings, Board of Supervisors adopts resolutions adopting the regular County budget, budgets for funds not included in regular County budget, budgets for county service areas and special districts under control of Board, and budgets for Kern County Water Agency and its zones of benefit.

Department heads are urged to plan in conformance with this general budget cycle, so that their annual budget requests can be submitted and reviewed in a complete and timely manner. The County Administrative Officer will publish a schedule of the principal specific dates applicable to each fiscal year's budget development.

Justification of Budget Requests

The annual budget request for each department and affiliated budget unit(s) must justify the cost to County taxpayers in juxtaposition to the level of service provided to the general public and/or other governmental entities. Staffing, funds, and facilities deemed necessary to provide an appropriate level of service must be provided by each department. The financial data required to justify each budget request, the forms by which to assemble and present it, and the "letter of justification" by which to explain and transmit the data are described in the following subsections:

- *Net General Fund Cost.* Departments must identify the portion of total expenses of a budget unit or work program that must be paid by the County's countywide discretionary funds (i.e., revenue and fund balances that may be used for any legal purpose the Board of Supervisors deems appropriate). The net general fund cost of any budget unit or work program is determined by subtracting any program revenue and/or special-purpose fund balances, which are received for that budget unit or work program, from the net total expenditures for that budget unit or work group. Departments are required to submit a budget at the approved Net General Fund Cost (NGFC) guideline.
- *Overmatch.* When overmatch funds are requested, the justification for the request and the source of funding for the overmatch must be included in a department's budget request.
- *Level of Service.* Departments must provide the quantity and quality of services provided within the fiscal year. As a rule, specific justification is required for increases in expenditure appropriations that will result in an increase over the current level of service.
- *Letter of Justification.* Each departmental budget request must be transmitted to the County Administrative Officer by a signed letter of justification. Budget requests without a justification letter will not be accepted by the County Administrative Office. The department head is expected to accurately summarize any significant budget changes, noting the reasons for proposed increases or decreases in current levels of service and/or initiation of a new

work program. Federal, state, or other directives should be cited when applicable. In addition, the letter must provide descriptive information as to the impact that the requested budget will have on work programs and levels of service. The letter of justification should also address increases in existing fees or any new approved fees to be charged. If the budget request includes increases in staffing, justification and the funding source(s) for those new positions must be included.

- *Step-down Plans.* Depending on the fiscal constraints facing the County, departments may be required to submit a step-down plan along with their budget. If required, departments must detail how they intend to incrementally reduce their Net General Fund Cost by a given percentage determined in advance by the County Administrative Office. Departments will need to identify what the impact of each incremental step-down will be, including potential reductions in staffing levels, performance measure ramifications, and impacts to service levels.
- *Program Prioritization Plans.* Departments are required to produce a program prioritization plan that provides the costs associated with and resources available for programs and functions the department performs. The plan is compiled in a prescribed format that allows the department to maintain current information and produce periodic reports as requested by the Board of Supervisors.
- *Performance Measures.* Departments have been tasked with establishing meaningful criteria for assessing the quality and effectiveness of services to the public. To be developed and revised in coordination with the County Administrative Office, these performance measures are monitored throughout the year with annual changes reported as part of the budget process. Each departmental budget request must include the department's preliminary performance measures in a prescribed format. Departments should identify any significant improvements or declines in performance, explaining the reason for change and providing reasonable goals for the upcoming fiscal year. Departments are required to update the preliminary performance measures for fiscal year-end data to be displayed in the recommended budget distributed prior to budget hearings.
- *Organization Chart/List of Department Positions.* Departments are expected to maintain charts of their current organizational structure, showing all regular positions currently assigned to each organizational unit. Each department or budget unit organizational chart shall be accompanied by a list of currently authorized positions and a functional statement briefly describing the operational tasks performed by each organizational unit, and how they relate to performance of the budget unit's work programs. For submission with annual budget requests, the organizational chart, position listing and functional statement must be amended to show any proposed increases or decreases in positions and related functional assignments, and will be used by the County Administrative Office in evaluating staffing requirements, and by the Personnel Department in classifying positions.
- *Fee for Service Review.* Changes in the department's fee structure require approval by the Board of Supervisors. In preparing the revenue estimate, departments should pay particular attention to revenue generated through charging fees for services (user fees). Since revenue is

an important part of the budget planning process, it is appropriate that a review of revenue be made prior to departmental planning for expenditures.

### Appropriation Changes

An operating budget is adopted each fiscal year for all governmental funds. The adopted budget establishes total appropriations (expenditure authority) by object level in each budget unit. Expenditures are controlled at the appropriation unit level (i.e., salaries and benefits, services and supplies, fixed assets, etc.) within individual budget units. Departments are expected to maintain expenditures within their budget authority as adopted by the Board of Supervisors.

Expenditures can never exceed authorized appropriations for each object, or the budget in total. By State law, agency and department heads are personally responsible for any expenditure in excess of the approved appropriations.

### Transferring Existing Appropriations

A 4/5 vote by the Board of Supervisors is required to transfer existing appropriations between expenditure objects in a budget unit or between budget units in the same operating fund. The transfer of appropriations between budget units that operate out of different funds cannot be accomplished through the Request for Budget Transfer process.

Justification for appropriation transfers is the responsibility of the requesting department. The County Administrative Office will review the justification/explanation of need submitted by the department, and if sufficient, will forward the request to the Board of Supervisors for consideration.

Adjustments between non-capital asset accounts within the same object and budget unit do not require approval by the County Administrative Office or the Board of Supervisors. When justified, the Auditor-Controller-County Clerk processes these transfers upon a request from a department. Appropriation transfers between capital asset accounts require a budget transfer.

### Encumbrances

All financial commitments must be encumbered, including purchase orders, blanket purchase orders, Board-approved contracts, contracts negotiated by authorized County employees, and yearly commitments for lease agreements. An encumbrance is an obligation in the form of a purchase order, contract, or other commitment that is chargeable to an appropriation.

Required encumbrances related to purchase orders, blanket purchase orders, and contracts negotiated by the Purchasing Agent, are automatically established within the requesting department's budget. Encumbrance of funds in connection with other forms of financial obligations should be initiated at the department level using the Automated Encumbrance System. Purchase order encumbrances are processed through the Purchasing Agent and all other encumbrances are processed through the Auditor-Controller-County Clerk.

### Use of One-Time Funding Sources

The appropriation of carry-over fund balances and other one-time funding sources must be managed with care. These sources are most appropriately used to fund one-time expenses such as capital expenditures, start-up costs for new programs, or to supplement the general purpose

reserve. A goal is to invest one-time monies in a way that increases ongoing revenue and/or reduces ongoing expenses.

The County discourages the use of one-time funds to finance ongoing operational costs, except within the context of a larger plan to balance ongoing revenue and costs over a multi-year period. Such a plan could involve short-term use of one-time funds to preserve essential public services where longer-term financial forecasts demonstrate the near-term future potential for ongoing revenue to fund those services.

### Budget Monitoring

The County Administrative Office provides a mid-year fiscal outlook report to the Board of Supervisors. Departments must annually submit a report detailing the department's projected budgetary outcome for the current fiscal year to the County Administrative Office no later than January 15. The report must use the actual expenditure and revenue data through the period ending December 31.

The department's budget status report is to identify and explain critical concerns about major expenditure overages and revenue shortfalls or, if applicable, projected expenditure savings or revenue excesses. The reports must also include a description of the proposed corrective action to be taken to meet the department's approved Net County Cost or General Fund Contribution and the impact these actions will have on the department's services, programs, and projects.

### Grant Funding

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

## **Contingencies**

The objective of the contingency guideline is to help protect the County from unforeseen increases in expenditures or reduction in revenue, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In doing so, it is also intended to help avoid undue service level fluctuations during periods of economic instability.

### 1% Locally Funded Appropriation for Contingencies

The County maintains an appropriated contingency fund to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the County's operations, which could not have reasonably been anticipated at the time the budget was prepared. Funding is targeted at 1% of locally funded appropriation.

### Uncertainties Contingencies

The County maintains an amount appropriated for other general uncertainties departments may encounter during the fiscal year, such as emergency maintenance projects and other unforeseen circumstances.

### Other Specific Purpose Contingencies

On occasion, the Board of Supervisors may approve the set aside of appropriations for contingencies associated to specific purposes with potential costs to be incurred during the fiscal year, but are not certain at the time of budget hearings.

## **Fund Balances**

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

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

1. Nonspendable fund balance – amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted fund balance – amounts with constraints placed on the use of the resource are governments; or (b) imposed by law through constitutional provisions or enabling legislation.
3. Committed fund balance – amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority (the Board of Supervisors). An ordinance code is used by the Board of Supervisors to commit fund balance.
4. Assigned fund balance – amounts that are constrained by the County’s intent to be used for specific purposes, but are neither restricted nor committed. Intent can only be expressed by the Board of Supervisors through the signing and approving of contracts and agreements.
5. Unassigned fund balance – the residual classification for the County’s General Fund that includes amounts not contained in the other classifications. In other funds, the

unassigned classification is used only if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

The Board of Supervisors establishes, modifies and rescinds fund balance commitments and assignments by passage of an ordinance or resolution. This is done through the adoption of the budget and subsequent budget amendments that occur throughout the year. When both restricted and unrestricted resources are available for use, it is the County's policy to use restricted resources first, followed by the unrestricted committed, assigned and unassigned resources as they are needed.

### **Reserves**

The objective of the reserve guideline is to help ensure the County maintains a minimum level of reserve to meet seasonal cash flow shortfalls, revenue shortfalls, unanticipated expenditures, economic downturns or a local disaster. Through the budget adoption process, the Board of Supervisors has approved specific goals for reserve levels, with current guidelines calling for the County General Purpose reserve target to be 10% of locally funded appropriation and the Tax Litigation reserve target to be 10% of the General Fund's contingent liability of property tax assessment appeals. The Board of Supervisors also establishes specific purpose designations to help meet future needs.

Appropriation of reserves and designations after budget adoption requires a Board letter request and a 4/5 vote of the Board of Supervisors. General reserves cannot be appropriated during the fiscal year unless a fiscal emergency is declared pursuant to Government Code Section 29127.

### **Debt**

The County has guidelines that cover the issuance, management, and administration of the County's portfolio of long term debt. The guidelines require, in general, that:

- Debt will not be used to finance ongoing operational costs;
- Whenever possible, the County will pursue alternative sources of funding in order to minimize the level of debt.

More specifically, the guidelines include the following elements:

- Require that the term of the bonds be no longer than the economic useful life of the property, or in excess of available payment streams;
- Require annual review of the County's portfolio of long term obligations to initiate any type of restructuring, refunding, or refinancing beneficial to the County;
- The guidelines outline the responsibilities of the County's debt financing team, which include oversight and review of all debt policy and debt issuance activities, and make recommendations to the Board of Supervisors regarding appropriate actions on debt matters.

## Capital Budget Policy

An important part of the annual budget development cycle is the identification and prioritization of the County's capital and infrastructure maintenance needs. That process begins with developing a comprehensive capital and major maintenance project list with recommended priorities, based primarily on requests and supporting justification submitted by County departments.

The County Administrative Policy and Procedures Manual requires the General Services Division to annually distribute a capital project submission and processing timeline. The timeline is accompanied by a list of projects previously requested by departments. Each department receiving a list of its prior year requests is required to (1) delete any projects no longer deemed necessary; (2) add any new project requests; (3) indicate if a project is being revised, and (4) establish the department's prioritization of the projects. The General Services Division performs an initial screening of all projects to establish a preliminary priority. For those projects that are given preliminary priority, as well as for revised projects, cost estimates are generated. The list of prioritized projects is provided to the County Administrative Office for budgetary consideration. The list, however, does not represent all capital and infrastructure maintenance needs of the County. Project needs associated with enterprise funds and the Roads Department are not included in the list due to the different funding processes inherent in enterprise funds and the Roads Department. The projects included on the list are presented in priority order, as recommended by the County Administrative Office, based on the following evaluation criteria:

- *Legal Mandates.* Projects in this category are those that are required to meet some type of statutory, regulatory, or other legal mandate (such as court orders).
- *Health and Safety Concerns.* Projects in this category are those that mitigate potential health or safety threats to the public or County employees.
- *Preventive Maintenance.* Preventive maintenance projects are often given priority in order to maintain the structural integrity of the County's existing facilities. The three most critical preventive maintenance project categories are: roof replacement/repair projects; heating, ventilation, and air conditioning (HVAC) replacement projects, and parking lot repaving projects. Roof replacements are critical because as the condition of the roof deteriorates, structural damage and damage to other building components can occur as a result of leakage. HVAC replacements are critical because as the existing systems age, they become more expensive to maintain on an emergency basis. Parking lot repaving projects completed prior to damage occurring to the substructure of the parking lot are critical as it is much more expensive to replace parking lots rather than simply repaving them.
- *Cost Reduction Impact.* Cost reduction is included as an evaluation criteria in an effort to identify and prioritize those projects which are expected to result in reduced expenditures on an ongoing basis. The majority of the projects that have cost reduction implications are HVAC replacement projects.

- *Ongoing Staffing/Operating Costs.* The cost to operate and maintain new or replacement facilities on a continuing basis (including relate staffing costs) is also an important consideration in the evaluation and prioritization of project proposals.
- *Direct Public Benefit and Usage.* Each project, or facility where a project is located, is evaluated to determine the level of direct public benefit gained as a result of the completion of the project. All other categories being equal, priority is given to projects that have a high public usage and/or public benefit, such as County roads and sumps, senior centers and veterans' halls, libraries, and multi-departmental use County buildings. Additionally, the evaluation process for each project also includes consideration of the project's consistency with and relative merit in facilitating the achievement of the County's Strategic Goals as adopted by the Board of Supervisors.
- *Subventions and Special Funding.* Several County departments are considered "subvented" because the costs of their operations, including capital needs, are primarily reimbursed with state and Federal funding. Special funding from sources other than the General Fund ease typical budgetary deliberations, particularly when external funds are earmarked specifically for capital projects and equipment replacement.

### **Investment Policy**

The County of Kern's Investment Policy has been prepared in accordance with California Government Code (CGC) sections 53630 et seq. The investment policy is reviewed annually by the County's Treasury Oversight Committee and approved by the County Board of Supervisors. The purpose of this policy is to establish cash management and investment guidelines for the County Treasurer, who is responsible for the management and investment of the County Treasurer's Pool, which consists of pooled monies held on behalf of the County, school districts, community college districts and certain special districts within the County.

The policy applies to all investments held within the County Treasurer's Pool and made on behalf of the County and member agencies of the Pool with the exception of certain bond funds for which the Board of Supervisors may specifically authorize other allowable investments, consistent with State law. The Treasurer and Treasurer's staff are responsible for the full-time, active management of the Pool. All investments and activities of the Treasurer and staff are conducted with the understanding that the Treasurer holds a public trust with the citizens of the County, which cannot be compromised.

It is the policy of the Treasurer to invest public funds in a manner that preserves the safety and liquidity of all investments within the County investment pool while obtaining a reasonable return within established investment guidelines. The portfolio is actively managed in a manner that is responsive to the public trust and consistent with State law. Accordingly, the County Treasurer's Pool is guided by the following principles, in order of importance:

1. The primary objective of the Treasurer's investment of public funds is to safeguard investment principal;

2. The secondary objective is to maintain sufficient liquidity to insure that funds are available to meet daily cash flow requirements;
3. The third and last consideration is to achieve a reasonable rate of return or yield consistent with these objectives.

The portfolio will maintain an effective duration no greater than 1.0. To provide sufficient liquidity to meet daily expenditure requirements, the portfolio will maintain at least 45% of its total book value in securities having a maturity of one (1) year or less. Investments shall be restricted to those authorized in the CGC and as further restricted by this policy statement, with the exception of certain bond funds in which the Board of Supervisors has specifically authorized other allowable investments. Repurchase agreements are restricted to primary dealers of the Federal Reserve Bank of New York. All counterparties must sign a PSA Master Repurchase Agreement and for tri-party repurchase agreements a Tri-Party Repurchase Agreement as well before engaging in any repurchase agreement transactions. Collateral for repurchase agreements shall have a market value of at least 102% of the amount invested and must be marked to market by staff or by an independent third-party or custodial bank acting under contract to the County. Collateral for term repurchase agreements should be marked to market on a regular basis. Repurchase agreements are required to be collateralized by securities authorized under Section 53601 et. seq. of the California Government Code.

The total of Reverse Repurchase Agreement transactions shall not exceed 10 percent of the base value of the portfolio. The term of such agreements shall not exceed 92 calendar days, unless the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using such an agreement and the final maturity date of the same security.

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**Board of Supervisor – First District**

Supervisor: Mick Gleason, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1011

**Description of Major Services**

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors powers and authority are prescribed in the State Constitution and in State statute. The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

<b>Summary of Expenditures and Revenue</b>						
	<b>FY 2012-13</b>	<b>FY 2013-14</b>		<b>FY 2014-15</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$510,066	\$517,757	\$493,681	\$489,214	\$489,214	\$489,214
Services and Supplies	37,868	43,198	52,300	43,693	43,693	43,693
Other Charges	12	11	11	11	11	11
Other Financing Uses	0	53,226	0	0	0	53,465
<b>TOTAL EXPENDITURES</b>	<b>\$547,946</b>	<b>\$614,192</b>	<b>\$545,992</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$586,383</b>
<b>REVENUE:</b>						
Miscellaneous	\$75	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$53,226)	\$0	\$0	\$0	(\$53,465)
<b>NET GENERAL FUND COST</b>	<b>\$547,871</b>	<b>\$560,966</b>	<b>\$545,992</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$532,918</b>
BSI Ending Balance *	\$44,817	N/A	\$53,226	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

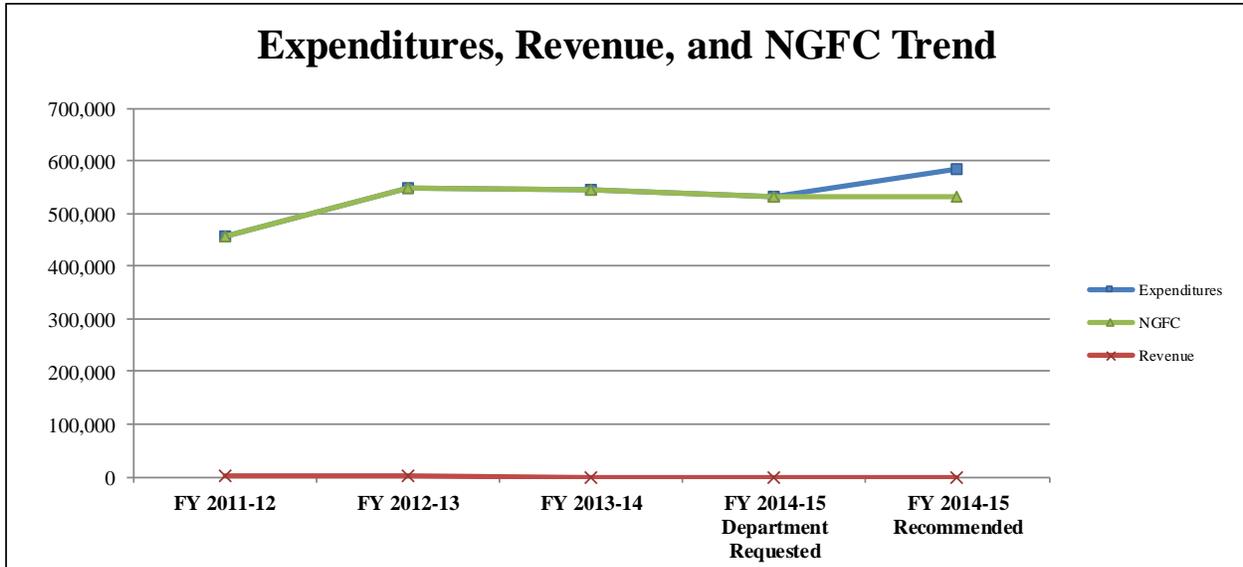
**Major Expenditures and Revenue in FY 2014-15 Recommended Budget**

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost. There are no major changes in expenditures and revenue expected in FY 2014-15. The recommended budget requires the department to use a portion of its accumulated Budget Savings Incentive (BSI) credits.

### Budget Changes and Operational Impacts

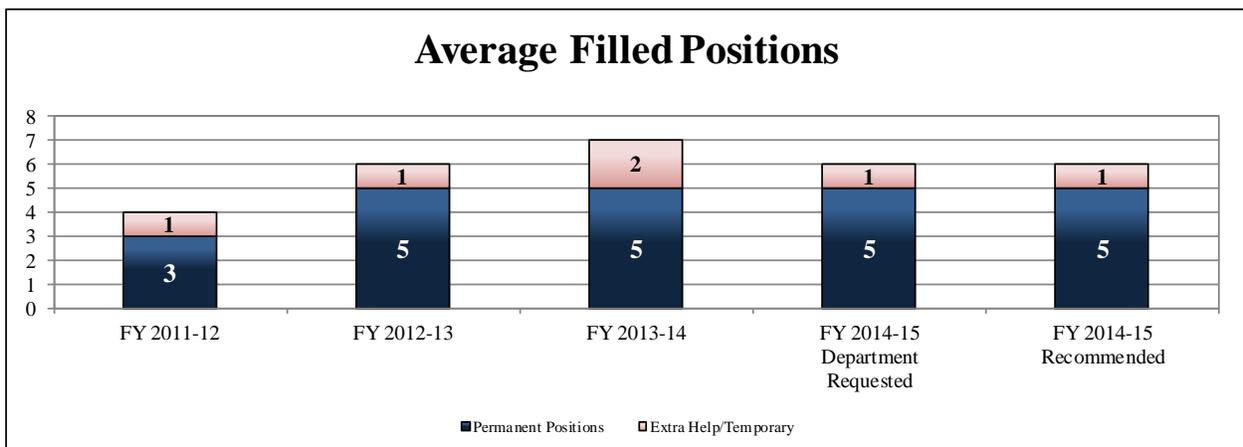
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is authorized five full-time permanent positions. The recommended budget provides the department with funding for three full-time positions, two part-time positions and one full-time extra help position.

The FY 2014-15 budget includes the use of \$27,694 of accumulated BSI credits. Services and supplies remain relatively flat.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	3	5	5	5	5
Extra Help/Temporary	1	1	2	1	1
<b>Total Positions</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>6</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	5	5	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
<b>Total Positions</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$396,952</b>	<b>\$510,066</b>	<b>\$493,681</b>	<b>\$489,214</b>	<b>\$489,214</b>

### Summary of Authorized Positions

The department has five authorized permanent positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below. Two of the permanent authorized positions are part-time. The budget also includes funding for one extra help position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>

Administration	
<u>Classification</u>	
1	Supervisor
4	Supervisor Field Representative
<b>5</b>	<b>Requested Total</b>



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## Board of Supervisors – Second District

Supervisor: Zack Scrivner, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1012

### Description of Major Services

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors powers and authority are prescribed in the State Constitution and in State statute. The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$516,337	\$530,718	\$534,222	\$505,735	\$505,735	\$505,735
Services and Supplies	24,545	30,048	23,146	27,133	27,133	27,133
Other Charges	9	200	11	50	50	50
Other Financing Uses	0	18,655	0	0	0	15,746
<b>TOTAL EXPENDITURES</b>	<b>\$540,891</b>	<b>\$579,621</b>	<b>\$557,379</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$548,664</b>
Less Available BSI *	\$0	(\$18,655)	\$0	\$0	\$0	(\$15,746)
<b>NET GENERAL FUND COST</b>	<b>\$540,891</b>	<b>\$560,966</b>	<b>\$557,379</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$532,918</b>
BSI Ending Balance *	\$17,162	N/A	\$3,655	N/A	N/A	N/A

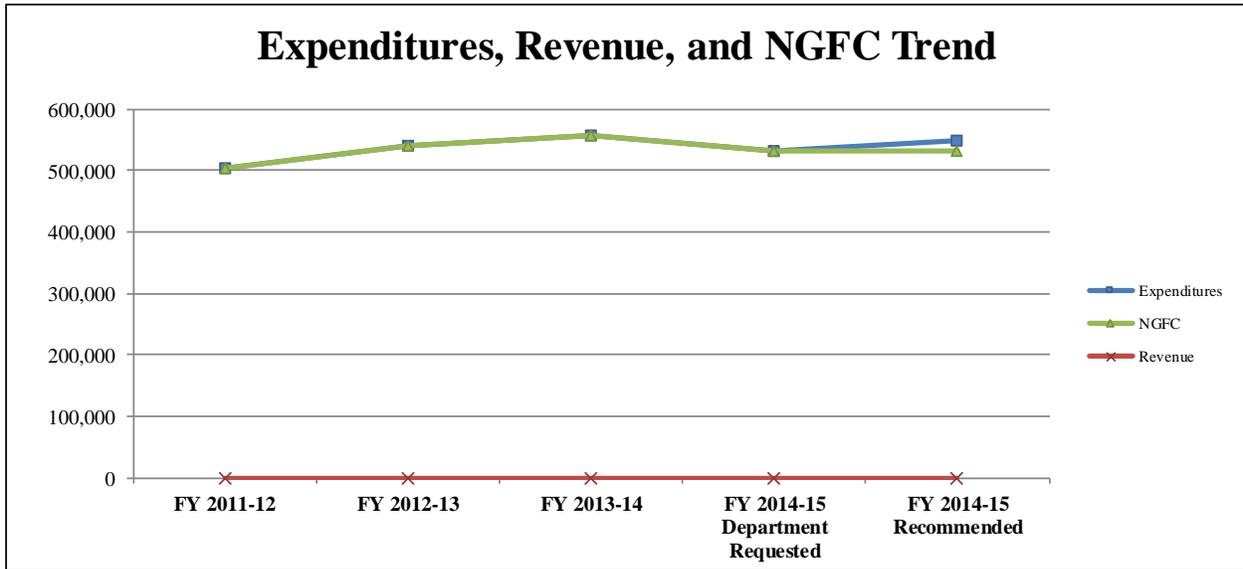
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost. The recommended budget requires the department to use a portion of its accumulated Budget Savings Incentive (BSI) credits.

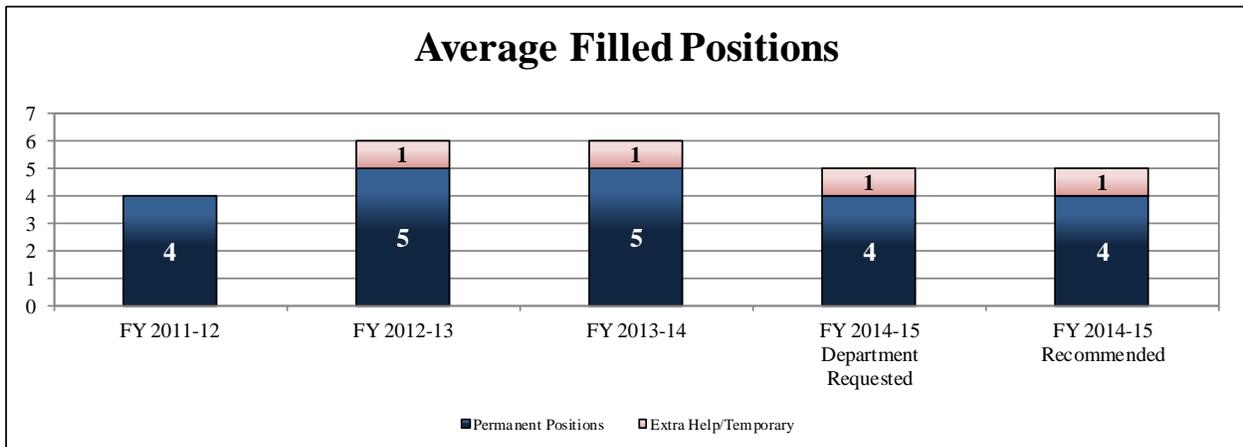
### Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is managing to a 5% reduction in NGFC from the previous fiscal year. The recommended budget provides the department with funding for four authorized permanent positions, which requires the use of approximately \$4,000 of accumulated BSI credits. Services and supplies remain relatively flat.



### Staffing Changes and Operational Impacts

The department plans to hold one permanent authorized position vacant and unfunded to achieve cost savings. There are no anticipated operational impacts from this change.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	4	5	5	4	4
Extra Help/Temporary	0	1	1	1	1
<b>Total Positions</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	5	4	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$480,318</b>	<b>\$516,336</b>	<b>\$534,222</b>	<b>\$505,735</b>	<b>\$505,735</b>

### Summary of Authorized Positions

The department has five authorized permanent positions, of which four have been budgeted to be filled during FY 2014-15 as indicated below. Funding has been included for one part-time extra-help employee.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	4	1	5
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>5</b>

Administration	
<u>Classification</u>	
1	Supervisor
4	Supervisor Field Representative
<b>5</b>	<b>Requested Total</b>



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## Board of Supervisors – Third District

Supervisor: Mike Maggard, Elected  
Fund: General  
Budget Unit: 1013

Function: General Government  
Activity: Legislative and Administrative

### Description of Major Services

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors powers and authority are prescribed in the State Constitution and in State statute. The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$476,559	\$539,509	\$481,226	\$511,466	\$511,466	\$511,466
Services and Supplies	17,126	21,198	17,934	21,193	21,193	21,193
Other Charges	9	259	11	259	259	259
Other Financing Uses	0	16,153	0	0	0	20,101
<b>TOTAL EXPENDITURES</b>	<b>\$493,694</b>	<b>\$577,119</b>	<b>\$499,171</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$553,019</b>
<b>REVENUE:</b>						
Miscellaneous	\$0	\$0	\$3,680	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,680</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$16,153)	\$0	\$0	\$0	(\$20,101)
<b>NET GENERAL FUND COST</b>	<b>\$493,694</b>	<b>\$560,966</b>	<b>\$495,491</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$532,918</b>
BSI Ending Balance *	\$347,507	N/A	\$16,153	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

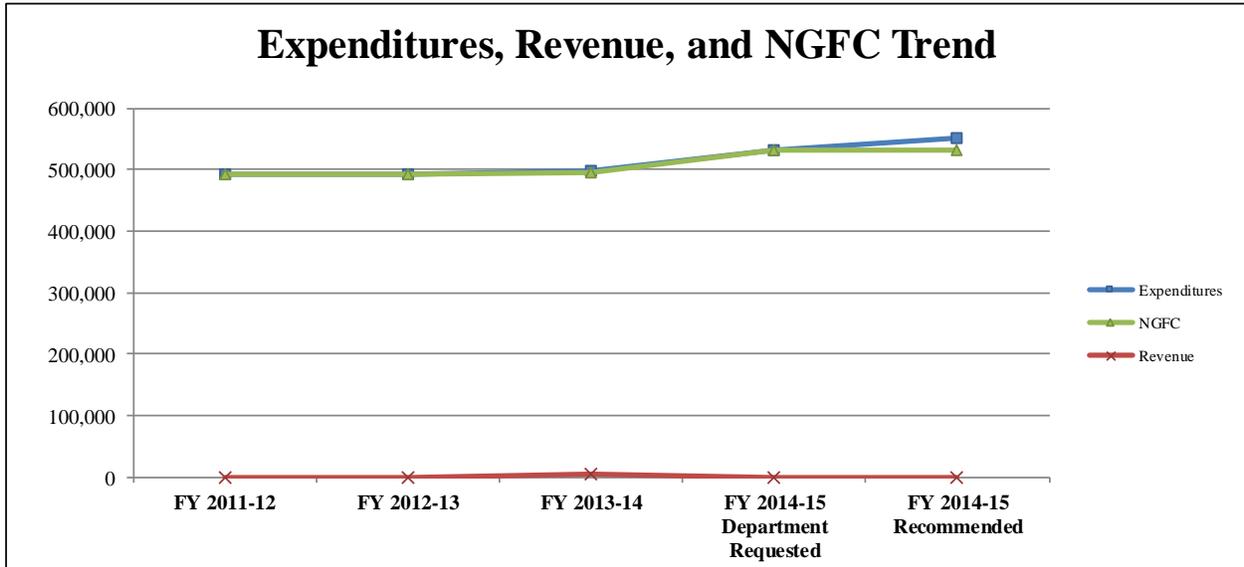
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

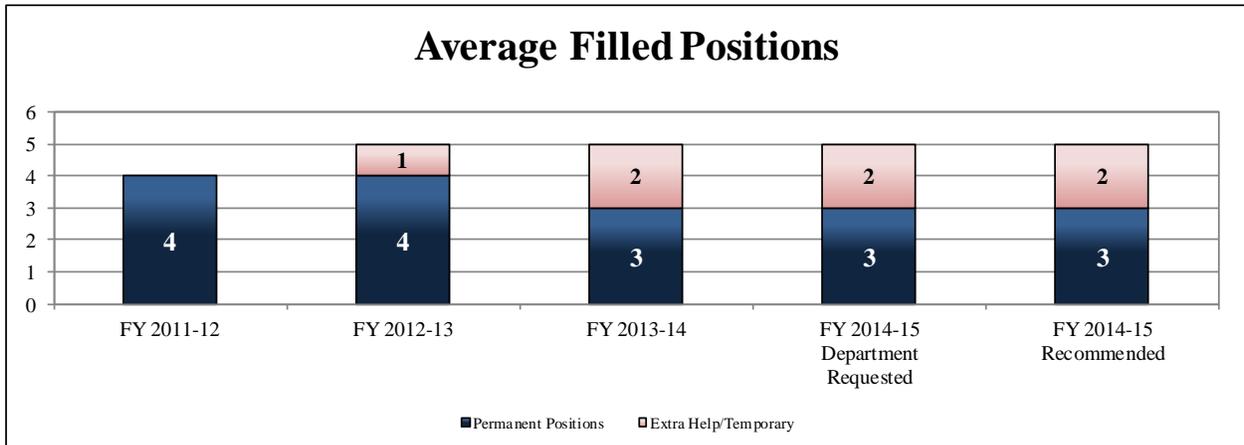
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is managing to a 5% reduction in NGFC from the previous fiscal year. Funding has been included in the recommended budget for two part-time extra-help employees. The preliminary recommended

budget provides the department with funding for all requested positions. Services and supplies remain relatively flat.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the preliminary recommended budget.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	4	4	3	3	3
Extra Help/Temporary	0	1	2	2	2
<b>Total Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	4	3	N/A	N/A
Extra Help/Temporary (FTE)	0	1	2	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$477,665</b>	<b>\$476,559</b>	<b>\$481,226</b>	<b>\$511,466</b>	<b>\$511,466</b>

### Summary of Authorized Positions

The department has four authorized permanent positions, of which three have been budgeted to be filled during FY 2014-15 as indicated below. The budget also includes funding to fill two extra help positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	3	1	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>4</b>

Administration	
<u>Classification</u>	
1	Supervisor
3	Supervisor Field Representative
<b>4</b>	<b>Requested Total</b>



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## Board of Supervisors – Fourth District

Supervisor: David Couch, Elected  
Fund: General  
Budget Unit: 1014

Function: General Government  
Activity: Legislative and Administrative

### Description of Major Services

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors powers and authority are prescribed in the State Constitution and in State statute. The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$482,121	\$538,649	\$494,287	\$510,606	\$510,606	\$510,606
Services and Supplies	17,858	21,998	20,060	21,993	21,993	21,993
Other Charges	7	319	8	319	319	319
Other Financing Uses	0	61,245	0	0	0	62,594
<b>TOTAL EXPENDITURES</b>	<b>\$499,986</b>	<b>\$622,211</b>	<b>\$514,355</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$595,512</b>
Less Available BSI *	\$0	(\$61,245)	\$0	\$0	\$0	(\$62,594)
<b>NET GENERAL FUND COST</b>	<b>\$499,986</b>	<b>\$560,966</b>	<b>\$514,355</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$532,918</b>
BSI Ending Balance *	\$60,211	N/A	\$61,245	N/A	N/A	N/A

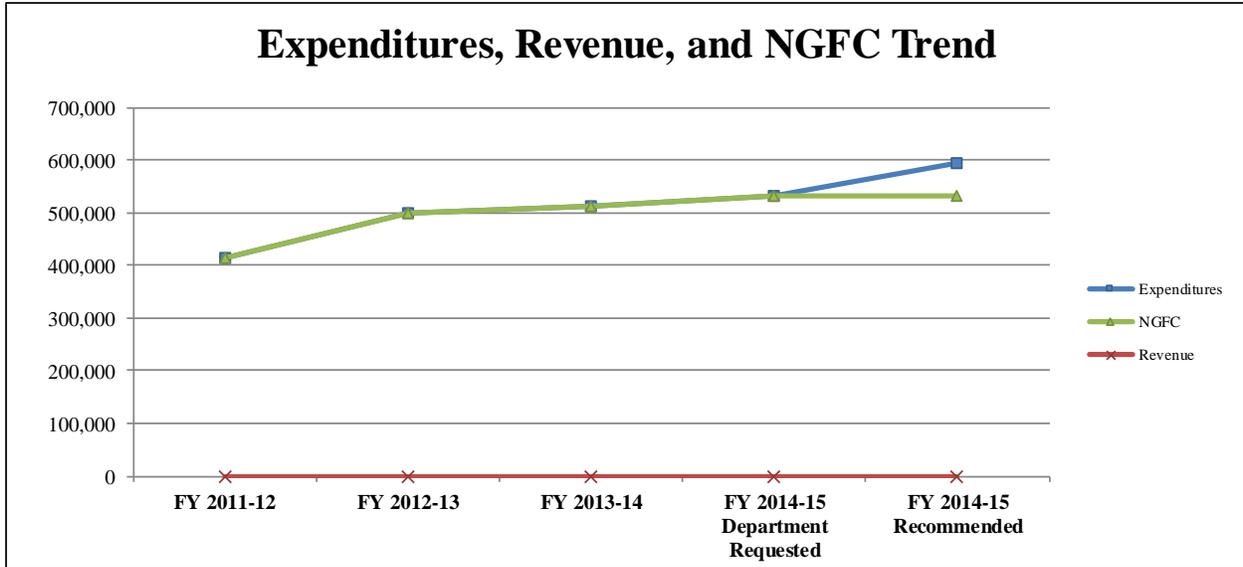
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in 2014-15 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by an allocation of Net General Fund Cost.

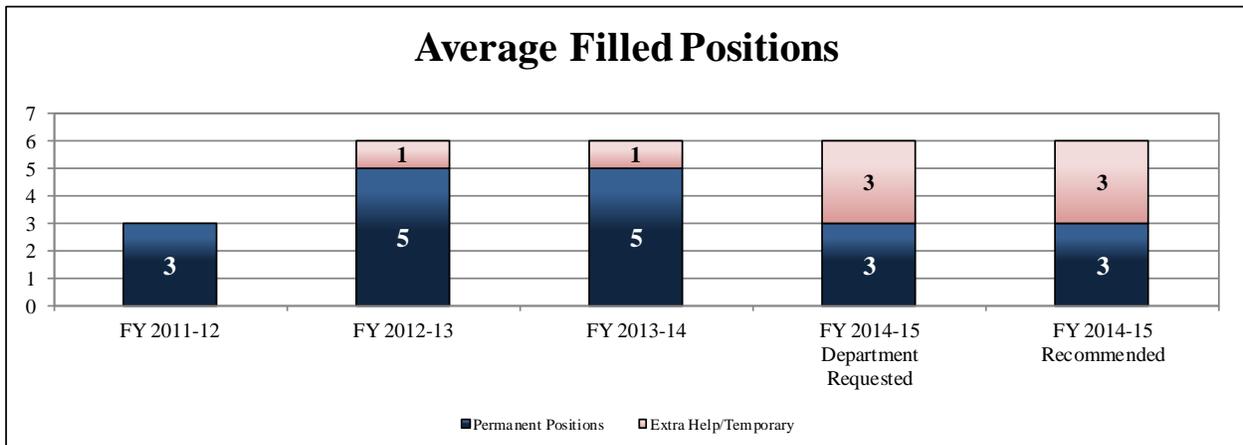
### Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is managing to a 5% reduction of NGFC from the prior fiscal year. The recommended budget provides the department with funding for three full-time authorized positions and three extra-help employees. Services and supplies remain relatively flat.



### Staffing Changes and Operational Impacts

The department plans to hold two permanent authorized positions vacant and fill three extra help positions to achieve salary and benefit cost savings. There are no operational impacts anticipated from this change.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	3	5	5	3	3
Extra Help/Temporary	0	1	1	3	3
<b>Total Positions</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	3	4	3	N/A	N/A
Extra Help/Temporary (FTE)	0	1	2	N/A	N/A
<b>Total Positions</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$397,388</b>	<b>\$482,120</b>	<b>\$494,287</b>	<b>\$510,606</b>	<b>\$510,606</b>

### Summary of Authorized Positions

The department has five authorized permanent positions, of which three have been budgeted to be filled during FY 2014-15 as indicated below. Funding is included for three part-time extra-help employees.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	3	2	5
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>5</b>

Administration	
<u>Classification</u>	
1	Supervisor
4	Supervisor Field Representative
<b>5</b>	<b>Requested Total</b>



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## Board of Supervisors – Fifth District

Supervisor: Leticia Perez, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1015

### Description of Major Services

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors powers and authority are prescribed in the State Constitution and in State statute. The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$508,213	\$537,884	\$523,777	\$514,058	\$514,058	\$514,058
Services and Supplies	18,141	22,798	20,385	18,810	18,810	18,810
Other Charges	9	284	11	50	50	50
Other Financing Uses	0	4,100	0	0	0	5,733
<b>TOTAL EXPENDITURES</b>	<b>\$526,363</b>	<b>\$565,066</b>	<b>\$544,173</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$538,651</b>
<b>REVENUE:</b>						
Miscellaneous	\$0	\$0	\$44	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Available BSI *	\$0	(\$4,100)	\$0	\$0	\$0	(\$5,733)
<b>NET GENERAL FUND COST</b>	<b>\$526,363</b>	<b>\$560,966</b>	<b>\$544,129</b>	<b>\$532,918</b>	<b>\$532,918</b>	<b>\$532,918</b>
BSI Ending Balance *	\$3,022	N/A	\$4,100	N/A	N/A	N/A

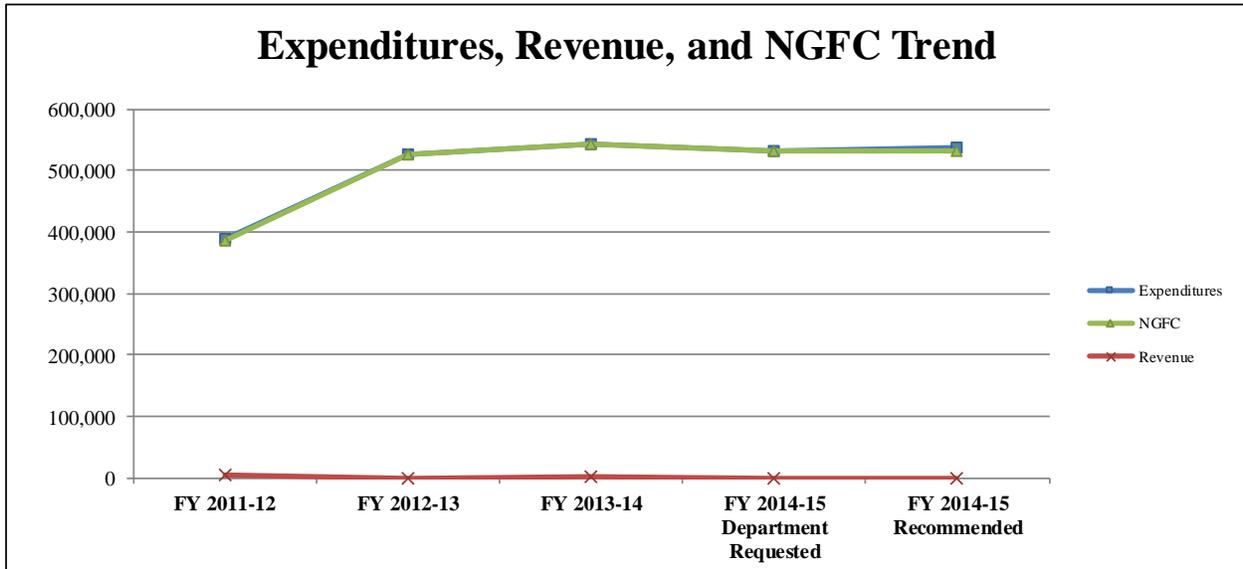
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by an allocation of Net General Fund Cost. The recommended budget requires the department to use all of its accumulated Budget Savings Incentive (BSI) credits.

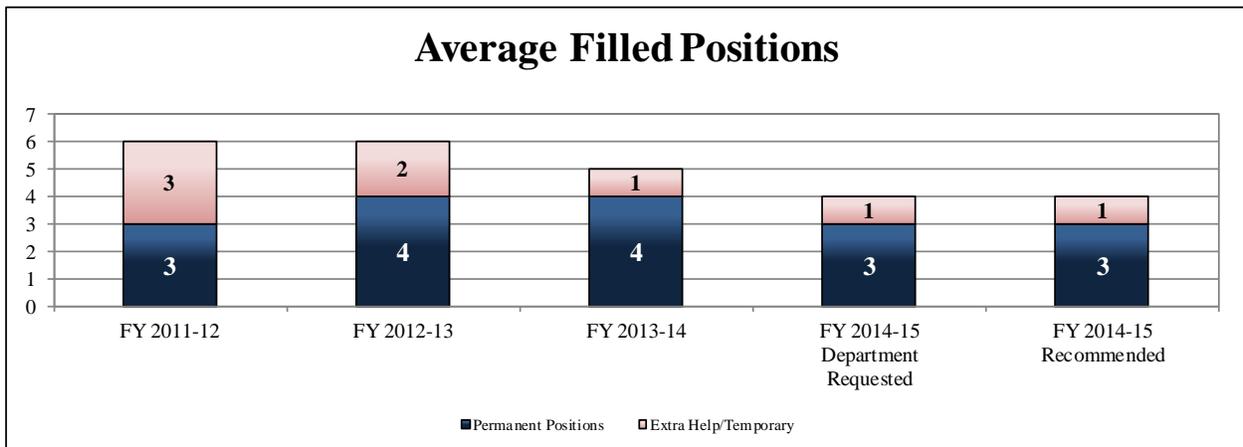
### Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is managing to a 5% reduction of NGFC from the prior fiscal year. The reduction is being absorbed in salaries and benefits by holding one position vacant, and will require the use of \$4,100 of accumulated BSI credits. Services and supplies remain relatively flat.



### Staffing Changes and Operational Impacts

To meet budgetary reductions, the department will hold one part-time Supervisor Field Representative position vacant and fill one extra-help position. The Department does not anticipate service level impacts from this change.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				FY 2014-15	
Permanent Positions	3	4	5	3	3
Extra Help/Temporary	3	2	1	1	1
<b>Total Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>4</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	3	4	4	N/A	N/A
Extra Help/Temporary (FTE)	2	2	1	N/A	N/A
<b>Total Positions</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$370,781</b>	<b>\$508,212</b>	<b>\$523,777</b>	<b>\$514,058</b>	<b>\$514,058</b>

## Summary of Authorized Positions

The department has four authorized permanent positions, of which three have been budgeted to be filled during FY 2014-15 as indicated below. Funding has been included for one extra-help employee.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	3	1	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>4</b>

### Administration

#### Classification

- 1 Supervisor
- 3 Supervisor Field Representative
- 4 **Requested Total**

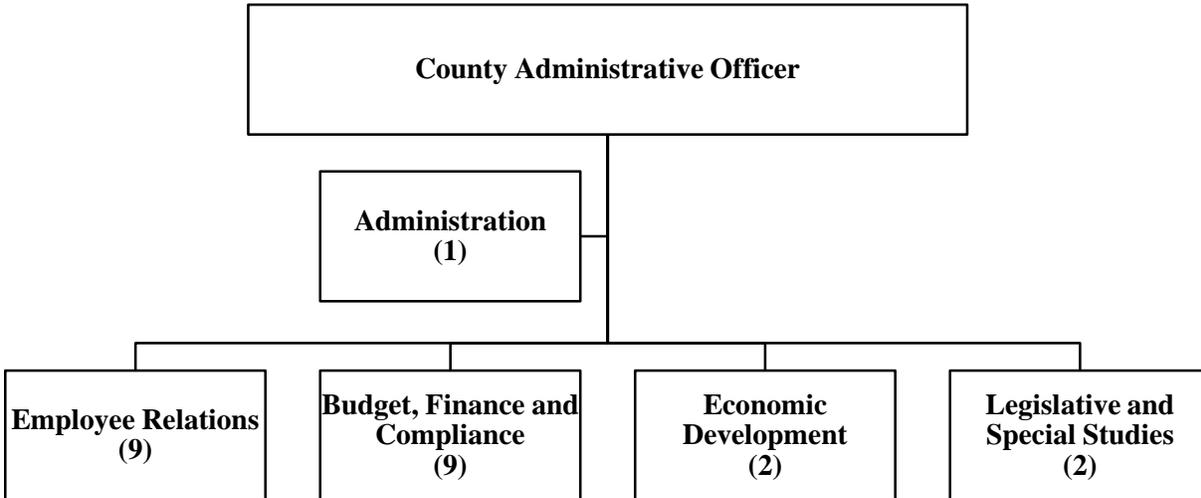
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## Mission Statement

*To promote the effective and efficient delivery of County Services by providing quality advice and assistance to the Board of Supervisors, departments, employees and the public.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Coordinated with County departments to establish a \$2.6 billion balanced budget for FY 2012-13 and FY2013-14.
- Facilitated the financing of a \$40 million one-time contribution for the Thomas Roads Improvement Program (TRIP) four years in advance without impacting County departments or County services.
- Successfully converted the County Taxable Pension Obligation Refunding Bonds Series 2008A (Adjustable Rate Bonds) to a fixed index rate achieving a lower rate of 4.185% than the estimated reset rate in August 2015.
- Secured an extremely low true interest rate of 0.18003% (18 basis points) as well as a "SP-1+" rating from Standard & Poor's for the County's 2013-14 Tax and Revenue Anticipation Notes (TRANs). Have again been assigned a "SP-1+" rating for the upcoming issuance of the 2014-15 TRAN.
- Presented and obtained Board approval of the Code of Conduct that was developed to improve transparency, employee accountability, and to serve as both a pledge and guide for all County employees.
- Implemented the new State retirement requirements for County employees under the Public Employees Pension Reform Act (PEPRA).
- Assisted the transition of the Animal Services Department to a new facility.
- Assisted interim and acting department heads in the transition for success. Completed recruitments for numerous department head vacancies.

## County Administrative Office

Department Head: John Nilon

Fund: General

Budget Unit: 1020

Function: General Government

Activity: Legislative and Administrative

### Description of Major Services

The County Administrative Office provides staff support to the Board of Supervisors, researching issues, preparing reports and analyses, and advising the Board on federal and State legislative proposals. The department coordinates and executes County administrative and financial policies, administers economic development and debt management activities and enforces the rules, regulations, policies, and ordinances enacted by the Board. A key responsibility is developing the County budget and overseeing its execution. The County employer-employee relations program is also administered by the department, as is the County employees' health benefits program. Services provided to departments include consulting on administrative, budgetary, and legislative matters, and analyzing administrative practices and procedures to recommend improvements.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$2,917,646	\$3,561,241	\$3,229,470	\$3,413,062	\$3,413,062	\$3,136,062	
Services and Supplies	89,967	354,778	173,639	347,748	347,748	624,748	
Other Charges	40	1,155	48	1,155	1,155	1,155	
Capital Assets	11,475	0	0	10,000	10,000	10,000	
Other Financing Uses	0	479,482	0	0	0	647,588	
<b>TOTAL EXPENDITURES</b>	<b>\$3,019,128</b>	<b>\$4,396,656</b>	<b>\$3,403,157</b>	<b>\$3,771,965</b>	<b>\$3,771,965</b>	<b>\$4,419,553</b>	
Expend. Reimb.	(\$130,357)	(\$130,000)	(\$176,603)	(\$130,000)	(\$130,000)	(\$130,000)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$2,888,771</b>	<b>\$4,266,656</b>	<b>\$3,226,554</b>	<b>\$3,641,965</b>	<b>\$3,641,965</b>	<b>\$4,289,553</b>	
<b>REVENUE:</b>							
Charges for Services	\$675,247	\$700,000	\$807,792	\$700,001	\$700,001	\$700,001	
Miscellaneous	270	3,000	0	12,000	12,000	12,000	
<b>TOTAL REVENUE</b>	<b>\$675,517</b>	<b>\$703,000</b>	<b>\$807,792</b>	<b>\$712,001</b>	<b>\$712,001</b>	<b>\$712,001</b>	
Less Available BSI *	\$0	(\$479,482)	\$0	\$0	\$0	(\$647,588)	
<b>NET GENERAL FUND COST</b>	<b>\$2,213,254</b>	<b>\$3,084,174</b>	<b>\$2,418,762</b>	<b>\$2,929,964</b>	<b>\$2,929,964</b>	<b>\$2,929,964</b>	
BSI Ending Balance *	\$479,482	N/A	\$479,482	N/A	N/A	N/A	

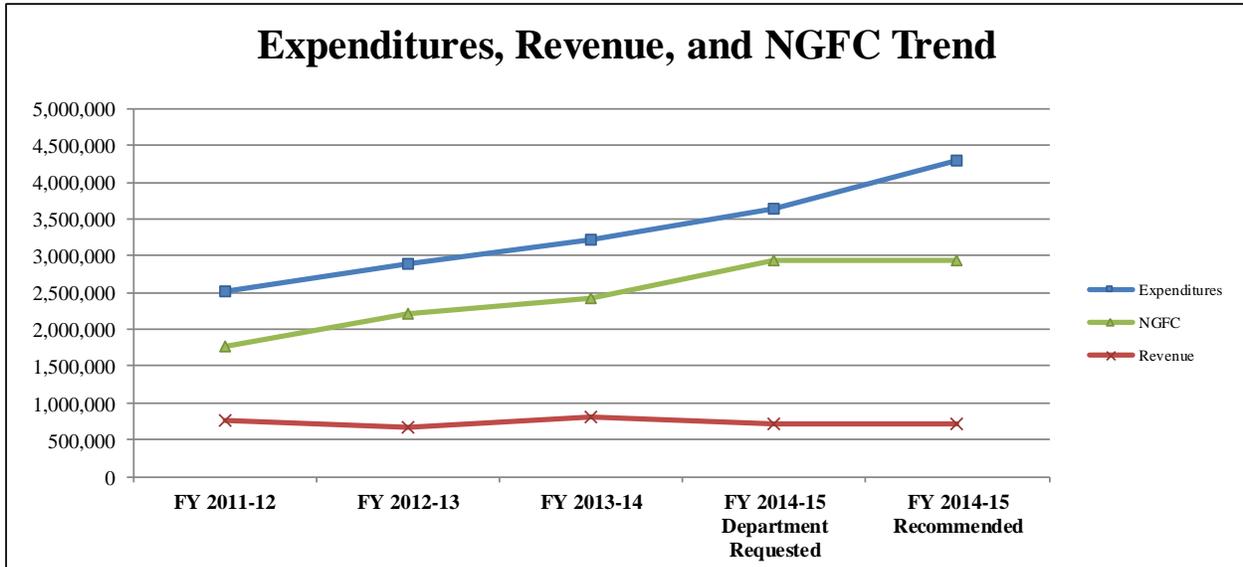
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for the department are associated with staff costs and supplies necessary to perform the functions of the office. The budget unit is funded primarily by an allocation of Net General Fund Cost. Additionally, the department receives reimbursement of staff costs for health benefits and debt management activity.

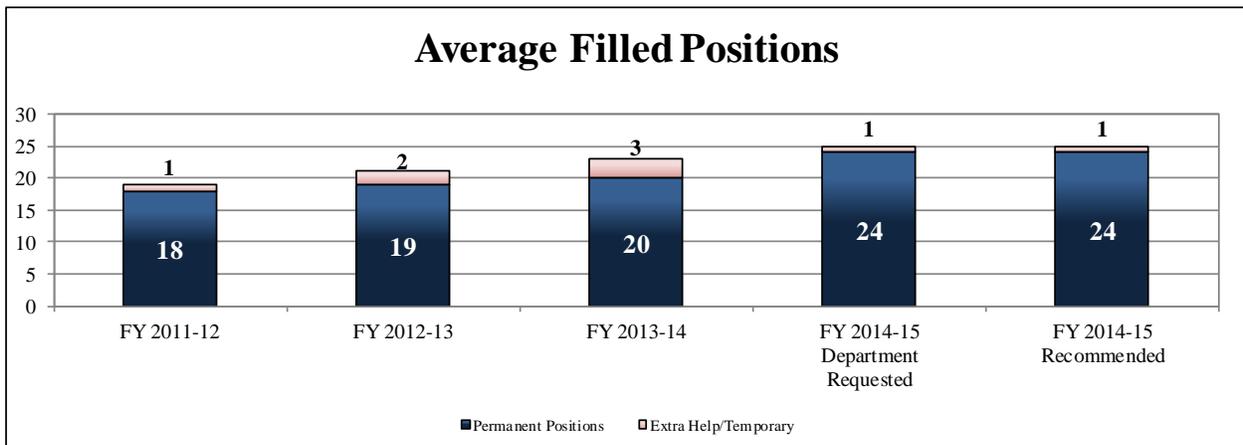
### Budget Changes and Operational Impacts

The recommended budget provides the department with funding for all authorized positions, which requires the use of \$109,115 of accumulated BSI credits. Services and supplies remain relatively flat. Reimbursements for staff time related to the County employees health benefits, debt service, and other services also remain relatively at the same level as FY 2013-14. The budget is sufficient to support the County’s economic development activities and costs for services provided by the Kern Economic Development Corporation. The department also continues to perform the function of and fund the Board of Trade’s Interim Director position.



### Staffing Changes and Operational Impacts

The recommended budget includes funding for all authorized positions and one extra-help position.



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>4-Year Staffing Trend</b>					
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	18	19	20	24	24
Extra Help/Temporary	1	2	3	1	1
<b>Total Positions</b>	<b>19</b>	<b>21</b>	<b>23</b>	<b>25</b>	<b>25</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	18	19	21	N/A	N/A
Extra Help/Temporary (FTE)	1	1	3	N/A	N/A
<b>Total Positions</b>	<b>19</b>	<b>20</b>	<b>24</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,580,030</b>	<b>\$2,917,647</b>	<b>\$3,229,470</b>	<b>\$3,413,062</b>	<b>\$3,136,062</b>

### Summary of Authorized Positions

The department has 24 authorized permanent positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	2	0	0	2	2	0	2
Employee Relations	9	0	0	9	9	0	9
Budget, Finance and Compliance	9	0	0	9	9	0	9
Economic Development	2	0	0	2	2	0	2
Legislative Special Studies	2	0	0	2	2	0	2
<b>Total</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>24</b>

Administration	Employee Relations	Budget, Finance, and Compliance
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Administrative Officer	1 Employees Relations Officer	1 Assistant CAO
1 Office Services Specialist	2 Deputy Employee Relations Officers	1 Chief Deputy CAO
<b>2 Total</b>	1 Administrative Analyst	1 Comp. and Accountability Officer
	2 Program Specialist	6 Administrative Analyst
	1 Program Technician	<b>9 Total</b>
	1 Office Services Assistant	
	1 Fiscal Support Specialist	
	<b>9 Total</b>	
<b>Economic Development</b>	<b>Legislative Special Studies</b>	
<u>Classification</u>	<u>Classification</u>	
1 Assistant CAO	1 Senior Administrative Analyst	
1 Administrative Analyst	1 Administrative Analyst	
<b>2 Total</b>	<b>2 Total</b>	



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### GOAL 1: Improve fiscal efficiency and responsibility of County.

*Objective: Ensure proper fiscal planning that meets the needs of the public and County departments.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	2.3%	2.02%	2 to 3%, not to exceed 4.8%	1.03%	2 to 3%, not to exceed 4.8%

This ratio serves as an internal indicator of the potential that a disproportionate share of the County’s discretionary resources would be utilized for repayment of debt instead of providing vital County services. The Board of Supervisors approved the established benchmark on February 26, 2002. This measure assists in the analysis of the County’s credit rating, fiscal prudence and credit worthiness. It also measures debt capacity in terms of annual debt service and provides a critical tool for planning Countywide financial management and capital projects. The proportionate share of County resources used for debt repayment declined from the previous two fiscal years and continues to be well below the established goal. The County’s bond ratings analysis indicates overall underlying favorable credit worthiness.

*Objective: Ensure the integrity of County government through ethical decision making.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of Board referrals responded to within 30 days.	>90%	>90%	>90%	>90%	>90%
Percentage of departmental internal and external audit reports reviewed and evaluated.	100%	100%	100%	100%	100%

These indicators measure the degree of integrity and accountability the County Administrative Office displays through its responsiveness to the Board of Supervisors and identifying and correcting deficiencies discovered through audits. Proper and timely responses to referrals and audit reports are essential components to maintain the integrity of County government. The County Administrative Office continues to achieve both measurement goals.

### GOAL 2: Maintain a safe and healthy work environment.

*Objective: To prevent the number of work-related injuries or illness resulting in employees being off work.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of work-related injuries resulting in an employee being off work for one full day or longer.	0	0	0	0	0

This indicator measures the County Administrative Office’s degree of health and safety consciousness in the performance of its functions. A lack of consciousness can result in costly illnesses and injuries and lost employee productivity. The County Administrative Office has achieved its established goal of zero time-off due to work related illness and injury and will maintain the goal of zero for FY 2014-15.



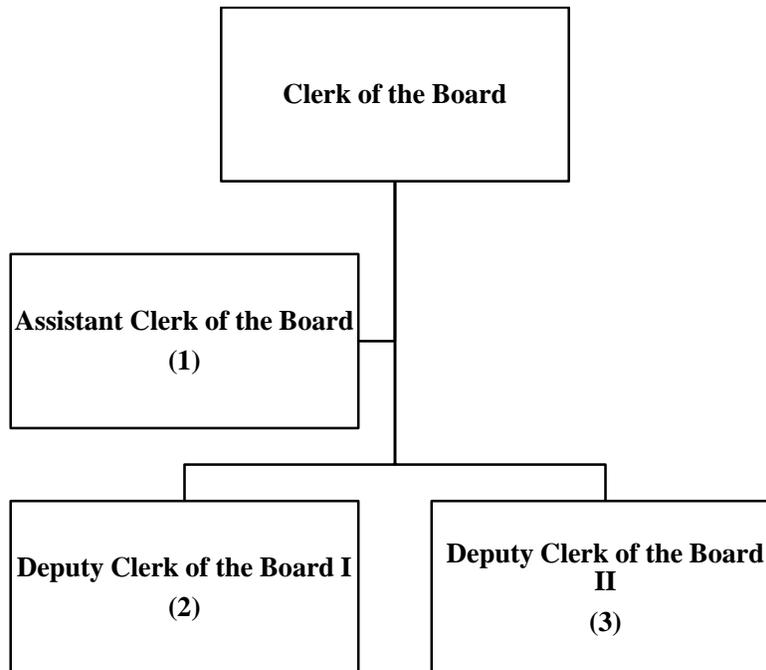
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## Mission Statement

*To provide exceptional customer service to the County and its citizens while preserving the past, recording the present, and providing accessibility to official County records and information.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- In collaboration with Assessor staff, implemented use of a new streamlined program for entering property tax assessment appeal applications. Assessor staff created Kern Assessor Property System (KAPS) which allows multiple users to enter applications simultaneously and is expected to dramatically increase efficiencies for the Assessment Appeals Clerk and supporting staff, all at no additional cost to the County.
- Reached disposition or obtained a two-year waiver for all 2011 Assessment Appeal applications, which met the November 30, 2013, statutory deadline.
- Implementation of electronic document management system (Questys) upgrades to enable electronic distribution of the Board's agenda packet in the near future, which was accomplished with minimal cost to the County due to partnering with Information Technology Services who virtualized the required hardware improvements necessary to execute the upgrades.
- Comprehensive departmental audit covering fiscal years ended June 30, 2012 and 2011 was completed by the Auditor with no material weaknesses, prior or repeat findings, or significant deficiencies identified.



## Clerk of the Board

Department Head: Kathleen Krause  
Fund: General  
Budget Unit: 1030

Function: General Government  
Activity: Legislative & Administrative

### Description of Major Services

The Clerk of the Board of Supervisors prepares the Board of Supervisors' agendas, attends Board meetings, records official Board actions, and prepares the Board meeting minutes. The department maintains historical records and indexes, and the Clerk of the Board is the filing officer for conflict of interest codes and statements of economic interests. The department also records the actions of the Assessment Appeals Board and other select entities as required.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$702,865	\$717,210	\$715,692	\$681,911	\$714,132	\$714,132
Services and Supplies	177,837	201,924	166,295	210,050	210,050	210,050
Other Charges	16	27	19	31	31	31
Other Financing Uses	0	29,200	0	0	0	35,799
<b>TOTAL EXPENDITURES</b>	<b>\$880,718</b>	<b>\$948,361</b>	<b>\$882,006</b>	<b>\$891,992</b>	<b>\$924,213</b>	<b>\$960,012</b>
Expend. Reimb.	(\$63,566)	(\$94,500)	(\$60,656)	(\$94,500)	(\$94,500)	(\$94,500)
<b>TOTAL NET EXPENDITURES</b>	<b>\$817,152</b>	<b>\$853,861</b>	<b>\$821,350</b>	<b>\$797,492</b>	<b>\$829,713</b>	<b>\$865,512</b>
<b>REVENUE:</b>						
Charges for Services	\$122,149	\$79,353	\$104,004	\$89,400	\$89,400	\$89,400
Miscellaneous	0	29	141	77	77	77
<b>TOTAL REVENUE</b>	<b>\$122,149</b>	<b>\$79,382</b>	<b>\$104,145</b>	<b>\$89,477</b>	<b>\$89,477</b>	<b>\$89,477</b>
Less Available BSI *	\$0	(\$29,200)	\$0	\$0	\$0	(\$35,799)
<b>NET GENERAL FUND COST</b>	<b>\$695,003</b>	<b>\$745,279</b>	<b>\$717,205</b>	<b>\$708,015</b>	<b>\$740,236</b>	<b>\$740,236</b>
BSI Ending Balance *	\$10,762	N/A	\$35,799	N/A	N/A	N/A

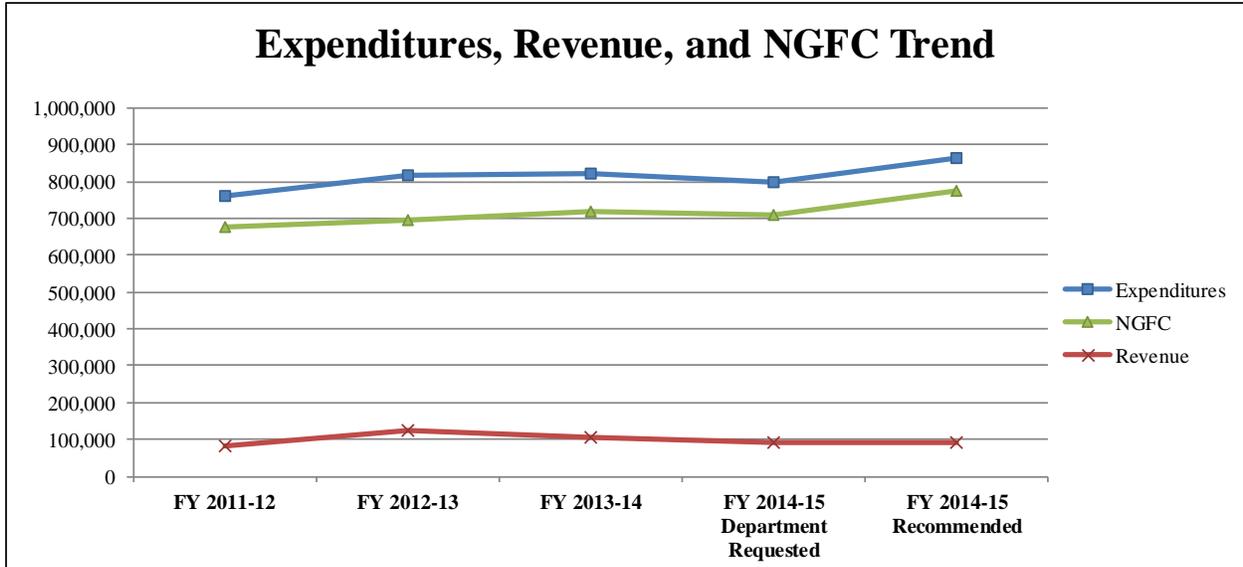
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the Clerk of the Board expenditures are associated with salaries and benefits for staff to support the functions of the Board of Supervisors and assessment appeals processing. Services and supplies expenses include office supplies, application maintenance and assessment appeals costs. The department is primarily funded by an allocation of Net General Fund Cost. Charges for services represent reimbursements for processing assessment appeals applications.

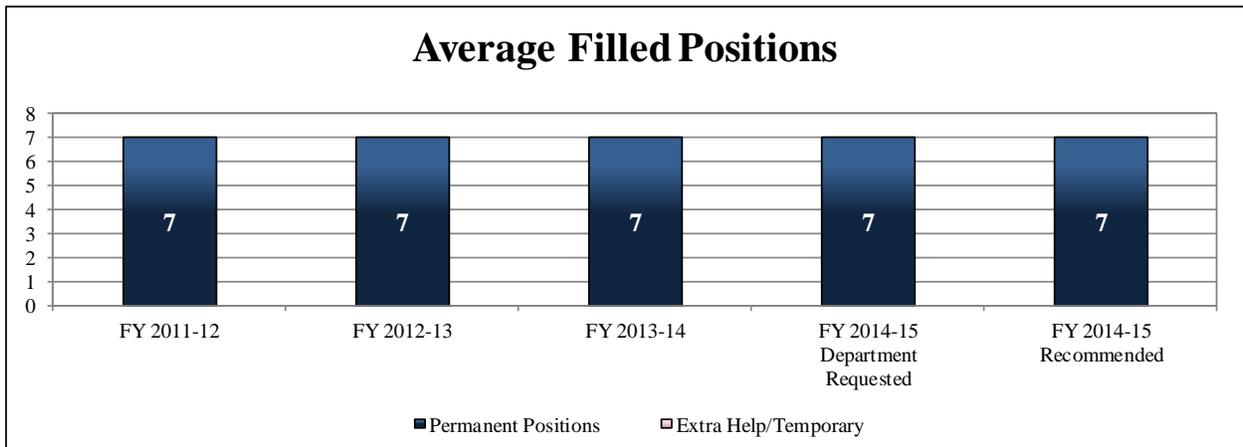
### Budget Changes and Operational Impacts

The recommended budget includes sufficient resources for the department to maintain status quo staffing and service levels.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget.



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>4-Year Staffing Trend</b>					
				<b>FY 2014-15</b>	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	7	7	7	7	7
Extra Help/Temporary	N/A	N/A	N/A	N/A	N/A
<b>Total Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	7	7	7	N/A	N/A
Extra Help/Temporary (FTE)	N/A	N/A	N/A	N/A	N/A
<b>Total Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$658,358</b>	<b>\$702,865</b>	<b>\$715,692</b>	<b>\$681,911</b>	<b>\$714,132</b>

## Summary of Authorized Positions

The department has 7 authorized permanent positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	7	0	0	7	7	0	7
<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>

### Administration

#### Classification

- 1 Clerk of the Board
- 1 Assistant Clerk of the Board
- 2 Deputy Clerk of the Board I
- 3 Deputy Clerk of the Board II
- 7 Requested Total**

**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

<b>Goal 1: Promote responsible and efficient government</b>					
<i>Objective 1: Improve customer service and promote citizen participation and transparency in County government decision-making.</i>					
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of customer service surveys submitted with excellent or good overall ratings	96%	94%	100%	100%	100%
Number of changes or corrections to Board of Supervisors meeting agenda after distribution	5,020 items/12 corrections	4,868 items/5 corrections	5,300 items/21 corrections	4,771 items/10 corrections	4,500 items/10 corrections
Percentage of property assessment appeals claims that reached disposition or waiver filed within two-year statutory deadline	100%	100%	100%	100%	100%
Number of electronic subscriptions to online Board meeting agendas/summaries	1,228	1,591	New Performance Measure	1,789	1,900
Total number of views to Board meeting video/agenda/summary website page	New Performance Measure			29,794	30,000
<p>The department's objective is to improve customer service to the County and its citizens and to promote citizen participation and transparency in local government decision-making. Customer satisfaction with the department accomplishing its objective remains high. The department continually strives for accuracy in submission of Board agenda item titles and compliance with the Ralph M. Brown Act. In tracking the number of Board agenda changes or corrections, the department can assess the quality of instruction to County departments to submit accurate agenda item titles. A fundamental function of the department is to facilitate a fair and equitable property assessment appeal process. Assessment appeal applications must be processed timely and this measurement indicates successful caseload management to ensure all appeals reached disposition or two-year waiver filed within statutory deadlines.</p> <p>It is the department's goal to implement technologies that improve access to information and promote citizen participation and transparency in County government decision-making process. Tracking the use of technology enhancements designed to better connect County residents with their local government are new performance measures for FY 2014-15. Some prior year information has been included.</p>					



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## Special Services

Department Head: John Nilon  
Fund: General  
Budget Unit: 1040

Function: General Government  
Activity: Legislative and Administrative

### Description of Major Services

This budget unit contains appropriations for a variety of services and programs including the contribution for the employee group life insurance premium, expenses for special studies and projects, consulting and professional services expenses, and Board of Supervisors' general and discretionary expenses not allocated to individual supervisorial districts. The County's contributions to private non-profit agencies, the Local Agency Formation Commission (LAFCo), and the Kern Council of Governments (KernCOG) are also included in this budget unit.

The Special Services budget includes funding to support the activities of the Assessment Appeals Board (AAB). AAB activities include professional and specialized services agreements to assist in the preparation and defense of major assessment appeal cases related to the valuation of oil and gas properties, per diem payments for meeting attendance and travel expenses for AAB members, reimbursement of County Counsel's staff costs related to handling AAB matters, office expenses, and postage.

The County Administrative Office administers this budget unit.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$29,164	\$129,860	\$270,354	\$320,230	\$320,230	\$320,230
Services and Supplies	2,386,162	3,946,199	6,680,853	3,561,644	3,561,644	3,979,066
Other Charges	970,213	1,269,950	1,030,479	1,372,210	1,372,210	1,374,788
Other Financing Uses	0	0	1,000,000	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,385,539</b>	<b>\$5,346,009</b>	<b>\$8,981,686</b>	<b>\$5,254,084</b>	<b>\$5,254,084</b>	<b>\$5,674,084</b>
<b>REVENUE:</b>						
Charges for Services	\$12,695	\$7,500	\$12,049	\$7,500	\$7,500	\$7,500
Miscellaneous	2,143	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>\$14,838</b>	<b>\$7,500</b>	<b>\$12,049</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,370,701</b>	<b>\$5,338,509</b>	<b>\$8,969,637</b>	<b>\$5,246,584</b>	<b>\$5,246,584</b>	<b>\$5,666,584</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

A majority of the expenditures for this budget unit are associated with special projects activities, such as costs for the County's single audit contract, contributions to other agencies and consulting services for the AAB, legislative review and updates and sales tax analysis. The budget unit is primarily funded by an allocation of Net General Fund Cost.

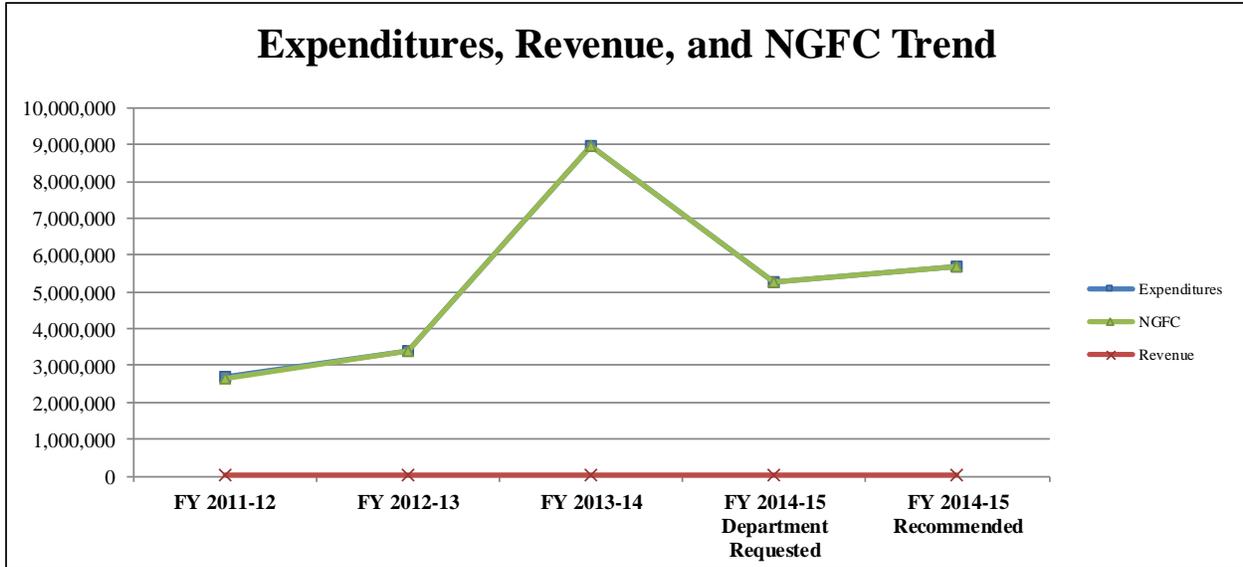
### Contributions to Other Agencies

The Special Services budget contains recommended contributions totaling approximately \$730,000 to various non-profit agencies for performance of cultural or humanitarian services benefiting the public. Due to budgetary constraints affecting the County General Fund, contribution allocations have been recommended with a reduction of 5% from the previous fiscal year. The following contributions are included in the recommended budget:

- Alzheimer's Disease Association of Kern County: \$61,750
- Arts Council of Kern: \$95,000
- Bakersfield Museum of Art: \$47,500
- Bakersfield Symphony: \$95,000
- Center for Blind and Visually Impaired: \$40,078
- China Lake Alliance: \$10,000
- Community Action Partnership of Kern County (CAP): \$95,000
- Court Appointed Special Advocates (CASA): \$95,000
- Greater Antelope Valley Economic Alliance \$14,250
- Kern Adult Literacy Council: \$19,710
- Small Business Development Center: \$57,000
- Southwest Defense Alliance: \$35,000
- Valley Fever Vaccine Project: \$47,500
- Volunteer Center of Kern County: \$9,500

### **Budget Changes and Operational Impacts**

The recommended budget includes an allocation of \$50,000 for each District Supervisor to support activities within their respective areas. Services and supplies are budgeted to decline significantly by \$2.7 million primarily due to one-time costs that were incurred for the transition to the new Animal Services Department facility in FY 2013-14. The recommended budget includes a one-time payment in the amount of \$420,000 to the City of Bakersfield for costs related to the Education Revenue Augmentation Fund (ERAF) that was included in a settlement agreement concerning property taxes. The recommended funding is sufficient to support status quo service levels.



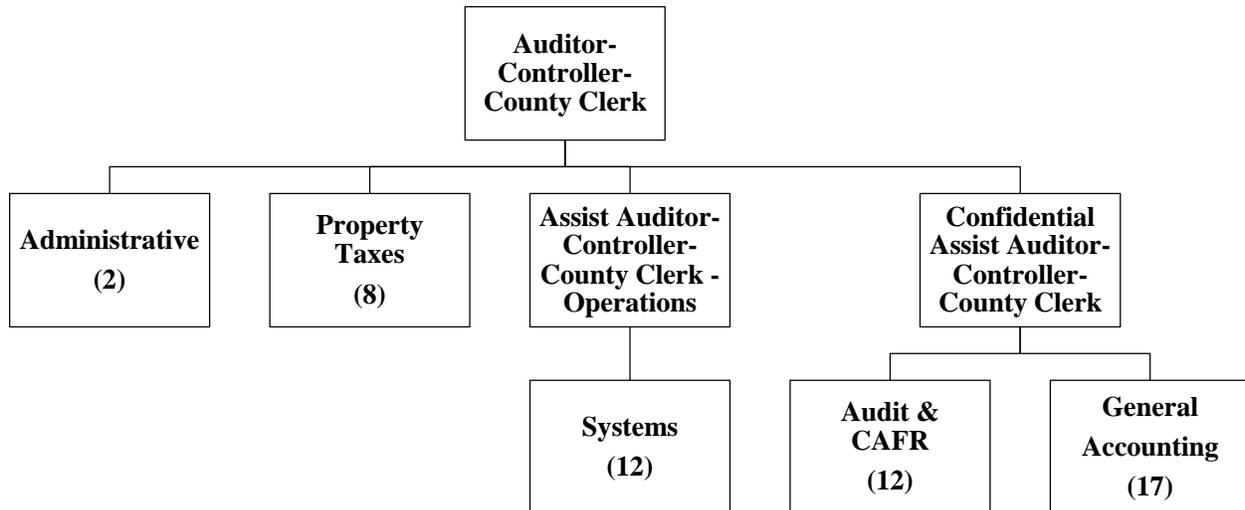
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## Mission Statement

*To perform all delegated and statutory responsibilities of Auditor, Controller, County Clerk and Registrar of Voters with excellence and foresight.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Implemented the Time Reporting Account Costing System (TRACS) for 48 budget units, the journal voucher program for all departments, and the Auditor-Controller's cashiering program for nine departments, resulting in annual savings for these departments.
- Implemented the requirements of the Affordable Care Act for reporting of the cost of group health insurance coverage on annual employee W-2s.
- Issued approximately 111,000 accounts payable claim and voucher payments and 217,000 employee pay records for County departments and special districts.
- Earned the Government Finance Officers Association award for the County's Comprehensive Annual Financial Report.
- Issued the final County Budget and Tax Rate books.
- Completed 54 departmental audits.
- Implemented changes in the payroll as required by Public Employees' Pension Reform Act legislation.
- Designed, programmed and implemented specialized reporting software for Aging and Adult Services and Employers' Training Resource which increases the efficiency of their reporting.

## Auditor-Controller

Department Head: Mary B. Bedard, Elected  
Fund: General  
Budget Unit: 1110

Function: General  
Activity: Finance

### Description of Major Services

The Auditor-Controller is responsible for performing the financial functions prescribed by State and federal law along with County ordinances and policies adopted by the Board of Supervisors. These functions include audits of select departments, property tax accounting, accounts payable, cash receipts, payroll, preparing State required reports such as Countywide Cost Allocation Plan, and preparing financial reports for the County and all special districts under the control of the Board of Supervisors.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,283,368	\$5,378,824	\$5,460,347	\$5,153,940	\$5,153,940	\$5,273,940
Services and Supplies	322,441	476,994	352,817	673,643	673,643	673,643
Other Charges	118	0	0	0	0	0
Capital Assets	19,563	0	0	0	0	0
Other Financing Uses	0	788,824	0	0	0	808,911
<b>TOTAL EXPENDITURES</b>	<b>\$5,625,490</b>	<b>\$6,644,642</b>	<b>\$5,813,164</b>	<b>\$5,827,583</b>	<b>\$5,827,583</b>	<b>\$6,756,494</b>
Expend. Reimb.	(\$267,884)	(\$202,000)	(\$266,424)	(\$461,810)	(\$461,810)	(\$461,810)
<b>TOTAL NET EXPENDITURES</b>	<b>\$5,357,606</b>	<b>\$6,442,642</b>	<b>\$5,546,740</b>	<b>\$5,365,773</b>	<b>\$5,365,773</b>	<b>\$6,294,684</b>
<b>REVENUE:</b>						
Intergovernmental	\$0	\$0	\$611	\$0	\$0	\$0
Charges for Services	899,065	767,636	826,138	723,900	723,900	723,900
Miscellaneous	1,163	5	(1,139)	5	5	5
<b>TOTAL REVENUE</b>	<b>\$900,228</b>	<b>\$767,641</b>	<b>\$825,610</b>	<b>\$723,905</b>	<b>\$723,905</b>	<b>\$723,905</b>
Less Available BSI *	\$0	(\$788,824)	\$0	\$0	\$0	(\$808,911)
<b>NET GENERAL FUND COST</b>	<b>\$4,457,378</b>	<b>\$4,886,177</b>	<b>\$4,721,130</b>	<b>\$4,641,868</b>	<b>\$4,641,868</b>	<b>\$4,761,868</b>
BSI Ending Balance *	\$626,637	N/A	\$778,824	N/A	N/A	N/A

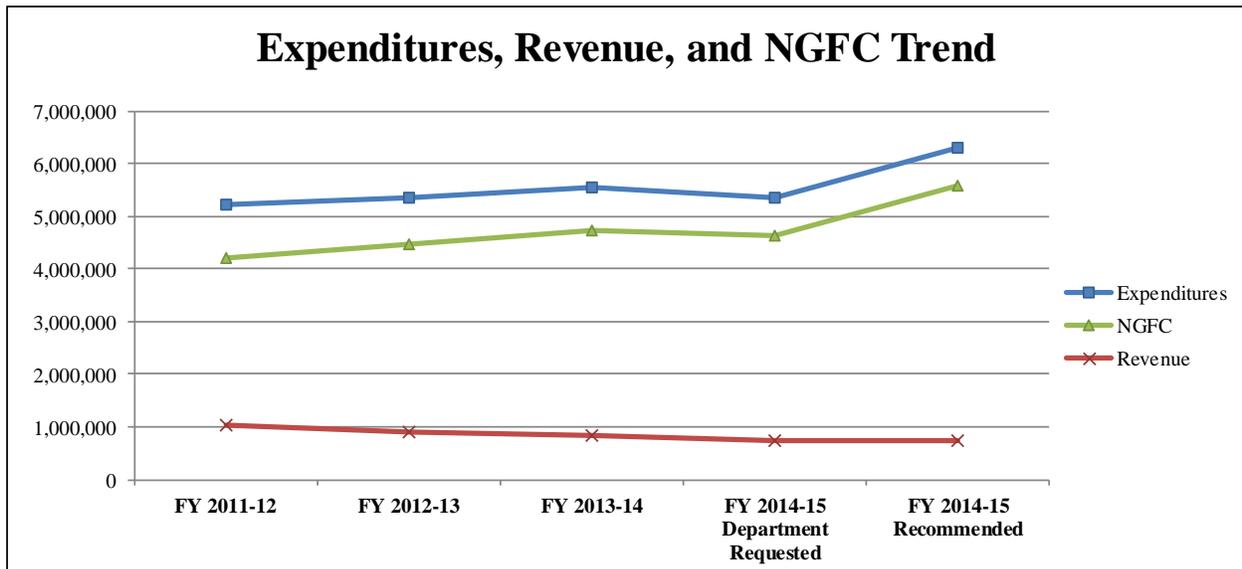
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the financial functions of the County. The department receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC). The recommended budget requires the department to use a portion of its accumulated Budget Savings Incentive (BSI) credits.

### Budget Changes and Operational Impacts

The recommended budget provides the department with funding for 50 authorized positions, which requires the use of \$312,875 of accumulated BSI credits. The large increase in the services and supplies and expenditure reimbursement objects is primarily due to a change in accounting for external audits performed for other departments. The department is also experiencing an increase of \$120,000 in insurance costs for FY 2014-15 due to a large current year liability claim. The NGFC for the department has been temporarily increased by \$120,000 to offset the insurance increase. The department has indicated that it will no longer be performing audits for two enterprise funds which has resulted in a reduction of revenue.

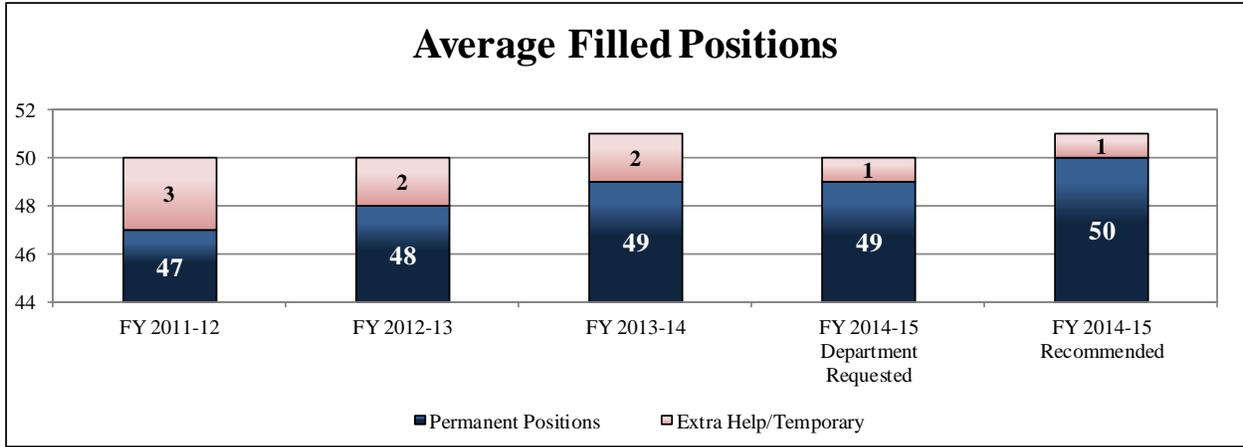


### Staffing Changes and Operational Impacts

The department has proposed staffing changes in the Systems Division to allow for improved oversight of programming functions. The recommended budget includes the addition of one (1) Technology Services Manager position, one (1) Local Area Network Systems Administrator position, one (1) Administrative Coordinator position and the concurrent deletion of one Technology Services Supervisor position, one (1) Information Systems Specialist I/II/III/Senior position, and one Programmer I/II-Systems Analyst I/II position.

The recommended budget includes holding vacant and unfunded four positions: one (1) Programmer I/II-Systems Analyst I/II position, two (2) Accountant I/II/III positions and one (1) Fiscal Support Assistant position. The department has indicated that the Accountant position vacancies will hinder its ability to perform internal control audits of Kern Medical Center.





### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	47	48	49	49	50
Extra Help/Temporary	3	2	2	1	1
<b>Total Positions</b>	<b>50</b>	<b>50</b>	<b>51</b>	<b>50</b>	<b>51</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	48	48	48	N/A	N/A
Extra Help/Temporary (FTE)	3	2	2	N/A	N/A
<b>Total Positions</b>	<b>51</b>	<b>50</b>	<b>50</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,103,651</b>	<b>\$5,283,368</b>	<b>\$5,460,347</b>	<b>\$5,153,940</b>	<b>\$5,273,940</b>

### Position Summary

The department has 54 authorized positions, of which 50 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Audit & CAFR	12	0	0	12	10	2	12
Special Accounting	8	0	0	8	7	1	8
General Accounting	17	0	0	17	17	0	17
Systems	12	3	(3)	12	11	1	12
<b>Total</b>	<b>54</b>	<b>3</b>	<b>(3)</b>	<b>54</b>	<b>50</b>	<b>4</b>	<b>54</b>



<b>Administration</b>	<b>Audit and CAFR</b>	<b>Special Accounting</b>
<p><b><u>Classification</u></b></p> <p>1 Auditor-Controller-County Clerk</p> <p>1 Confidential Asst. Auditor</p> <p>1 Asst. Auditor - Operations</p> <p>1 Fiscal Support Technician</p> <p>1 Confidential Admin. Asstistant</p> <hr/> <p>5 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Auditor-Controller Division Chief</p> <p>1 Senior Accountant</p> <p>10 Accountant I/II/III</p> <hr/> <p>12 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Auditor-Controller Division Chief</p> <p>1 Senior Accountant</p> <p>1 Accountant I/II/III</p> <p>2 Fiscal Support Specialist</p> <p>2 Fiscal Support Technician</p> <p>1 Fiscal Support Assistant</p> <hr/> <p>8 <b>Requested Total</b></p>
<p style="text-align: center;"><b>General Accounting</b></p> <p><b><u>Classification</u></b></p> <p>1 Auditor-Controller Division Chief</p> <p>1 Senior Accountant</p> <p>6 Accountant I/II/III</p> <p>1 Fiscal Support Supervisor</p> <p>5 Fiscal Support Specialist</p> <p>3 Fiscal Support Technician</p> <hr/> <p>17 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Systems</b></p> <p><b><u>Classification</u></b></p> <p>1 Senior Systems Analyst</p> <p>6 Programmer I/II-System Analyst I/II</p> <p>1 Accountant I/II/III</p> <p>1 Fiscal Support Supervisor</p> <p>1 Fiscal Support Technician</p> <p>1 Technology Services Supervisor</p> <p>1 Info Systems Specialist I/II/III/Sr</p> <hr/> <p>12 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>1 Technology Services Manager</p> <p>1 Local Area Network System Admin</p> <p>1 Administrative Coordinator</p> <p>(1) Technology Services Supervisor</p> <p>(1) Info Systems Specialist I/II/III/Sr</p> <p>(1) Programmer I/II-System Analyst I/II</p> <hr/> <p>12 <b>Requested Total</b></p>	



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve County government operations.

*Objective: Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Payments to vendors mailed within seven working days of receipt of an approved claim	96% in six days	94% in six days	85% in 7 days	99% in seven days	85% in 7 days
Calculate and deliver to the Treasurer-Tax Collector the unsecured bills by July 31 <sup>st</sup>	July 6 <sup>th</sup>	July 5 <sup>th</sup>	July 31 <sup>st</sup>	July 3 <sup>rd</sup>	July 31 <sup>st</sup>
Calculate and deliver to the Tax Collector the secured bills by Oct 3 <sup>rd</sup>	Sept 13 <sup>th</sup>	Sept 17 <sup>th</sup>	Oct 3 <sup>rd</sup>	Sept 18 <sup>th</sup>	Oct 3 <sup>rd</sup>
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/11	Received GFOA award for FYE 6/30/12	To receive GFOA award	Will know by June 2015	To receive GFOA award
Analyze and automate functions in accounts payable and payroll	N/A	Analysis underway	Complete analysis and programming	Partial implementation, to complete in FY 14/15	Complete project

Timely payment of claims increases the efficiency of departmental operations by avoiding additional review and follow up by County staff. Additionally it decreases the possibility of late payment fees. The increase from six to seven days is due to reduced internal County mail delivery service. For property taxes, California law requires a 30 day notice to taxpayers. Timely delivery of the tax bill data to the Treasurer-Tax Collector allows for timely mailing of tax bills and the possibility of increased interest earnings when tax payments are received earlier. The analysis and automation of functions will include electronic attachment of documentation for the claims program and upgrading of some payroll processes.

### Goal 2: Promote integrity and fiscal responsibility in operations.

*Objective: Utilize resources more efficiently and effectively.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Complete County departmental audits on a biennial basis	Field work completed by June 30 <sup>th</sup>	All field work completed by July 19 <sup>th</sup>	Comply with biennial audit requirement	All field work completed by June 30 <sup>th</sup>	Comply with biennial audit requirement

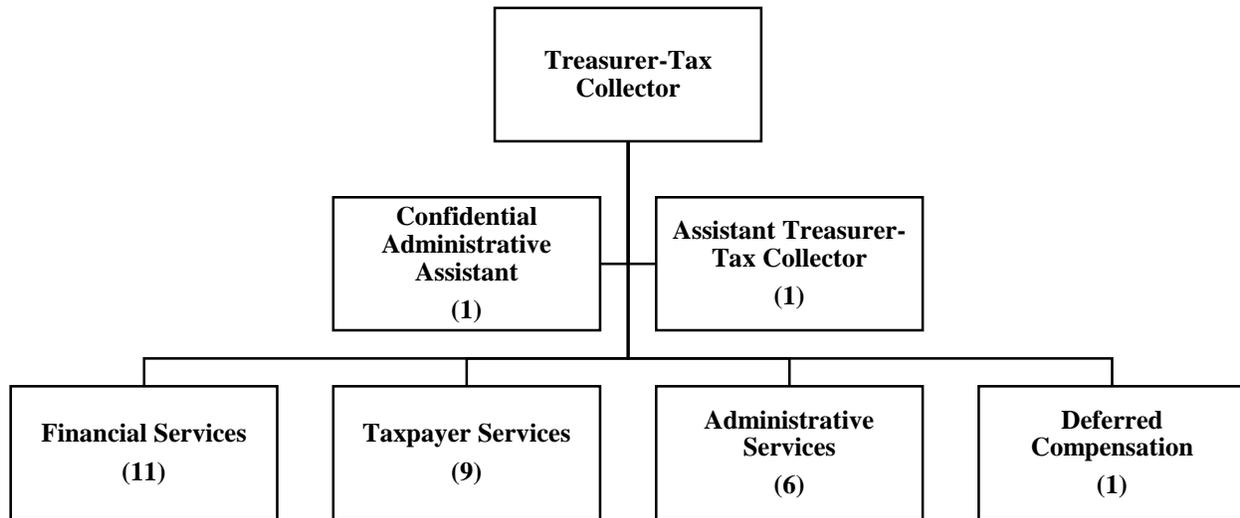
This performance measure indicates whether departments are being audited timely in conformance with State law and County ordinance. The audit division educates departments on internal controls and helps familiarize departments with County policies. The division also helps ensure internal controls are in place, County resources are being properly utilized, County assets are accounted for, and policies are being followed. Additionally, audits help deter and detect fraud. The audit division has kept the County in compliance with the biennial audit requirement and has completed audits of the employee dental and pharmacy benefit plans. The department has indicated that Brown Armstrong performs annual audits of the financial statements for Kern Medical Center that satisfy the requirement for biennial audits.



**Mission Statement**

*To collect, manage and safeguard public funds to provide community services to the constituents of Kern County. To administer the Deferred Compensation Plan for all eligible Plan Participants in order to provide enhanced retirement benefits.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Collected over \$1.0 billion in secured property taxes in FY 2012-13 at a collection rate of 98.1%.
- Collected over \$52.7 million in unsecured property taxes in FY 2012-13 at a collection rate of 98.5%.
- Increased the number of on-line payments from 42,521 to 45,408 in FY 2012-13 and will have a similar increase for FY 2013-14.
- Completed two public auctions of tax defaulted property that included a total of 1,507 parcels.
- Answered 40,980 taxpayer phone calls in FY 2012-13.
- Managed Treasury Investment Pool with average assets of over \$2.3 billion and provided liquidity for over 200 public agency pool participants.
- Earned \$13.2 million in interest earnings revenue in FY 2012-13 for all Treasury Pool participants through safe and prudent investing.
- Managed over 9,100 participant accounts in the Deferred Compensation program with assets as of June 30, 2013 of over \$378 million.



## Treasurer-Tax Collector

Department Head: Jackie Denney, Elected  
Fund: General Government  
Budget Unit: 1120

Function: General Government  
Activity: Finance

### Description of Major Services

The Treasurer-Tax Collector receives, safeguards, invests, and disburses funds for the school districts, special districts, special trust funds and the County deferred compensation plan. The department invests all funds on deposit in the County treasury in accordance with government code to ultimately achieve a reasonable return for pool participants. The department also distributes property tax bills and collects those taxes in addition to other local taxes for all local governmental agencies and conducts tax-defaulted land sales.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$3,055,676	\$3,362,912	3,198,996	\$3,425,012	\$3,425,012	\$3,425,012
Services and Supplies	1,938,227	2,118,685	2,005,957	2,236,024	2,236,024	2,236,024
Capital Assets	0	23,496	6,476	35,000	35,000	35,000
Other Financing Uses	0	515,059	0	0	0	584,929
<b>TOTAL EXPENDITURES</b>	<b>\$4,993,903</b>	<b>\$6,020,152</b>	<b>\$5,211,429</b>	<b>\$5,696,036</b>	<b>\$5,696,036</b>	<b>\$6,280,965</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$73,759	\$125,000	\$79,447	\$125,000	\$125,000	\$125,000
Charges for Services	3,451,930	3,514,816	3,789,289	3,851,654	3,851,654	3,851,654
Miscellaneous	552,307	284,500	373,334	289,500	289,500	289,500
Other Financing Sources:						
Redemption Trust	289,120	771,861	446,084	661,411	661,411	661,411
<b>TOTAL REVENUE</b>	<b>\$4,367,116</b>	<b>\$4,696,177</b>	<b>\$4,688,154</b>	<b>\$4,927,565</b>	<b>\$4,927,565</b>	<b>\$4,927,565</b>
Less Available BSI *	\$0	(\$515,059)	\$0	\$0	\$0	(\$584,929)
<b>NET GENERAL FUND COST</b>	<b>\$626,787</b>	<b>\$808,916</b>	<b>\$523,275</b>	<b>\$768,471</b>	<b>\$768,471</b>	<b>\$768,471</b>
BSI Ending Balance *	\$558,361	N/A	\$507,080	N/A	N/A	N/A

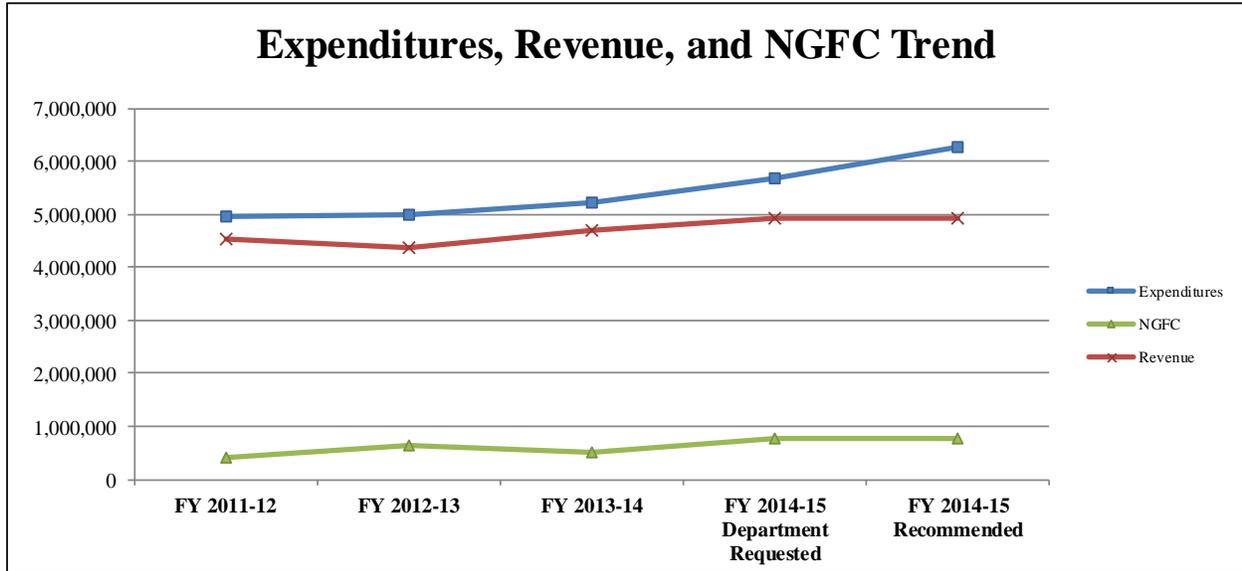
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the banking and property tax collection functions of the County. The services and supplies expenditures originate from banking fees, as well as costs related to printing and mailing tax bills. The department is primarily funded through charges to participants in the treasury pool for banking and investment services, various property tax delinquency charges, and an allocation of Net General Fund Cost.

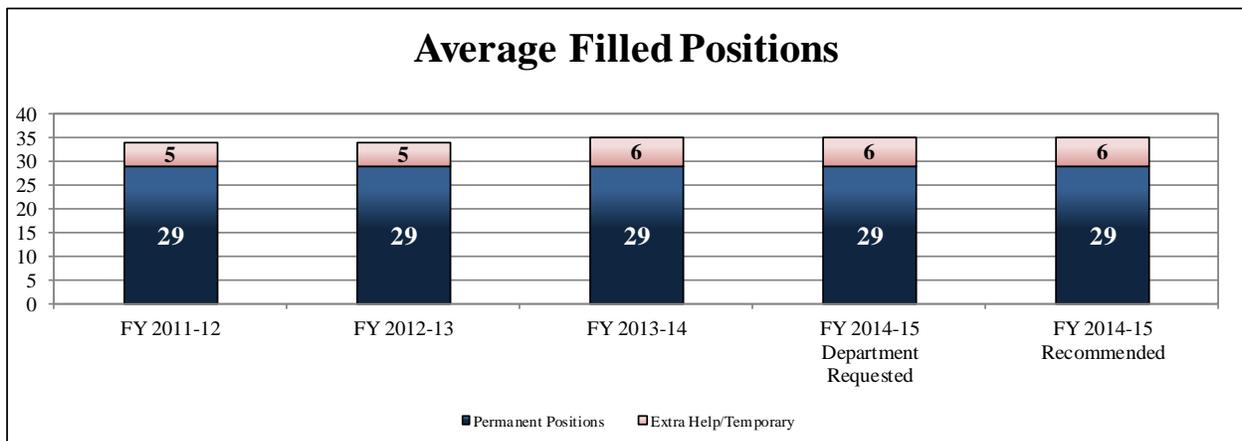
### Budget Changes and Operational Impacts

Changes in expenditures from FY 2013-14 are primarily the result of a new \$105,000 contract with an investment advisory service. The department is using \$90,000 in Budget Savings Incentive (BSI) credits in order to meet the budget guideline. There are no significant operational impacts at the recommended Net General Fund Cost.



### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 29 full time equivalent positions, and six (6) extra help positions. The department will be holding one (1) Programmer I position vacant for the year. The department is also facing retirement payouts totaling close to \$200,000 for two retirees. The department is budgeting to temporarily double slot the Assistant Treasurer-Tax Collector position and Principal Treasury Investment Officer position for training purposes.



### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	29	29	29	29	29
Extra Help/Temporary	5	5	6	6	6
<b>Total Positions</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	29	29	30	N/A	N/A
Extra Help/Temporary (FTE)	4	4	5	N/A	N/A
<b>Total Positions</b>	<b>33</b>	<b>33</b>	<b>35</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,890,717</b>	<b>\$3,055,676</b>	<b>\$3,198,996</b>	<b>\$3,425,012</b>	<b>\$3,425,012</b>

### Summary of Authorized Positions

The department has 30 authorized permanent positions, of which 29 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	8	1	9
Taxpayer Services	9	0	0	9	9	0	9
Financial Services	11	0	0	11	11	0	11
Deferred Compensation	1	0	0	1	1	0	1
<b>Total</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>29</b>	<b>1</b>	<b>30</b>

<b>Administration</b>	<b>Taxpayer Services</b>	<b>Financial Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Treasurer-Tax Collector	1 Fiscal Support Supervisor	2 Fiscal Support Specialist
1 Asst. Treasurer-Tax Collector	1 Fiscal Support Specialist	1 Principal Treasury Investment Off.
2 Accountant III	5 Fiscal Support Technician	8 Fiscal Support Technician
1 Confidential Administrative Asst.	1 Tax Collection Investigator II	11 <b>Requested Total</b>
1 Technology Services Manager	1 Fiscal Support Assistant	
1 Local Area Network Administrator	9 <b>Requested Total</b>	
1 System Analyst		
1 Programmer I		
9 <b>Requested Total</b>		
 <b>Deferred Compensation</b>		
<u>Classification</u>		
1 Fiscal Support Technician		
1 <b>Requested Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Collection of property taxes in the most efficient manner

#### Objective 1: Maximize the collection of property taxes

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of secured taxes collected	97.76%	98.08%	100%	98.22%	100%
Percentage of unsecured taxes collected	98.33%	98.52%	100%	99.19%	100%

These indicators measure the collection rate of the secured and unsecured lien date tax bills. The high percentages demonstrate the effectiveness of all collection activities undertaken by the department.

#### Objective 2: Maximize the level of customer service to the taxpayer

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average wait time for incoming taxpayer telephone calls	34 sec.	39 sec.	Under 30 sec.	25 sec.	Under 30 sec.

This indicator measures the average time a taxpayer waits in our automated call management system, listening to an automated message before speaking to a taxpayer services representative. This is an indication of the customer service level provided by the department.

### Goal 2: Operate the deferred compensation plan in the most efficient manner

#### Objective 1: Process deferred compensation transactions in the most efficient manner

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Deferred compensation transactions processed per Full Time Equivalent (FTE) in the Deferred Compensation Division	3,771	5,538	5,000	5,838	5,500

This indicator measures the number of deferred compensation transactions processed per FTE in the Deferred Compensation division. Deferred compensation (DC) transactions include: setting up new participants; payroll deduction transactions; distribution requests; rollovers into and out of IRAs, 401ks, and other DC plans; periodic payment plan setups; plan II to plan I transfers; purchase of service credit; loans; and other DC related transactions. The number of transactions processed per FTE has been increasing for the past several years while maintaining the accuracy and timeliness of the transactions. This has been possible due to the continued automation of different types of transactions.

#### Objective 2: Maximize employee participation in the deferred compensation plan.

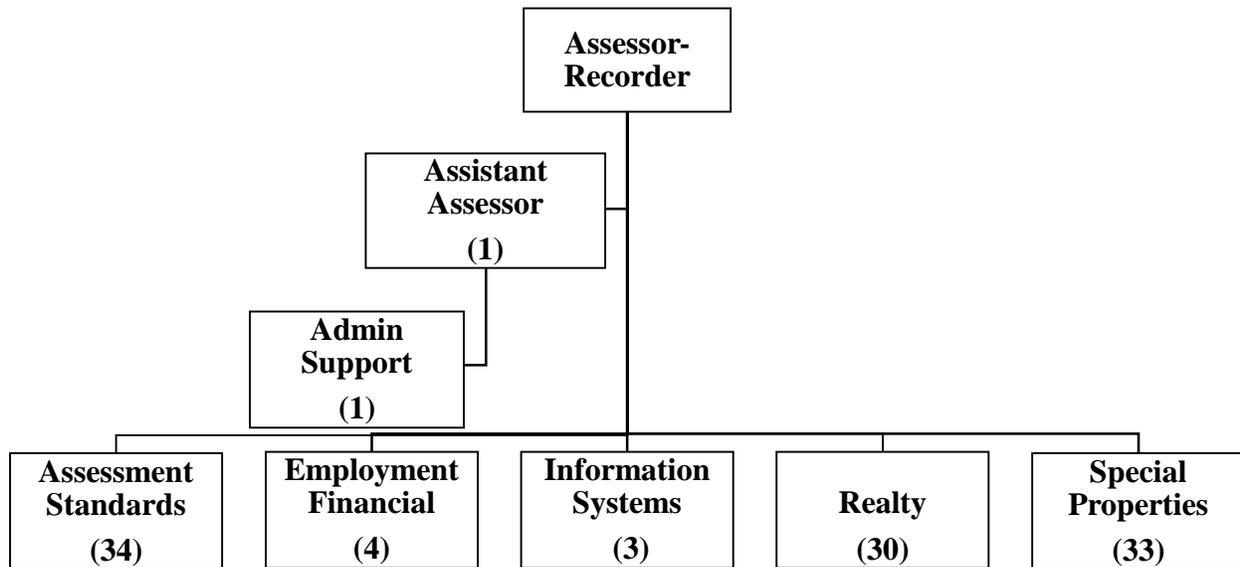
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of new employees taking advantage of the deferred compensation employer match	41.6%	38.5%	100%	43.3%	100%

This indicator measures the percentage of new employees taking advantage of the deferred compensation employer match. Because new Service Employees International Union (SEIU) and unrepresented management employees have a much lower defined benefit retirement tier, the deferred compensation plan with the employer match now represents a more critical piece of their overall retirement savings plan. The employer match program began in November of 2007 with the adoption of the SEIU Memorandum of Understanding. In late 2010, as a cost measure, employees were no longer required to attend a face to face deferred compensation orientation meetings and started getting information online. Participation declined, and as of June 30, 2013, 38.5% of new employees eligible for the employer match took advantage of it with an average contribution of 5%. The department is continually developing and implementing marketing and education tools to increase participation and will be actively pursuing the reinstatement of face to face interaction with new employers to help increase that percentage.

### Mission Statement

*The Kern County Assessor-Recorder's Office will continue to provide professional and courteous public service as well as maintain a high morale and positive working conditions for all employees. This Office will fulfill the functions of Assessor-Recorder as mandated by law. The Assessor-Recorder will emphasize training for all new employees and improve employee performance and develop job satisfaction. The Assessor-Recorder will be dedicated to automating systems and procedures.*

### Organizational Chart



### Fiscal Year 2012-13 and 2013-14 Accomplishments

- Enrolled billions of dollars in new wind projects spread over 330 parcels.
- Rolled out a new property tax assessment program that handles residential and commercial characteristics, sales, decline in value applications, and assessor correspondence into one unified program. This new system tracks individual characteristic records for each event.
- Participated in a successful defense upholding property value assessments in a \$3.5 million lawsuit against Chevron.
- Updated Williamson Act agreements on local grazing and farm property which were last updated more than 10 years ago.
- Reviewed over 200,000 residential values and made necessary adjustments due to changes in the real estate market.
- Received an award from the Purchasing Department among the small departments for submitting purchase requisitions with the least amount of errors.



**Assessor**

Department Head: James Fitch, Elected  
Fund: General  
Budget Unit: 1130

Function: General Government  
Activity: Finance

**Description of Major Services**

Under California law, the Assessor establishes a valuation for all locally taxable property including residential, commercial, business and personal property. The Assessor locates all taxable property in the County, identifies the owners, and describes the property. Additionally, the department applies all legal exemptions and exclusions, when applicable. The Assessor completes an assessment roll presenting the assessed values for all property and must maintain a record of those assessments.

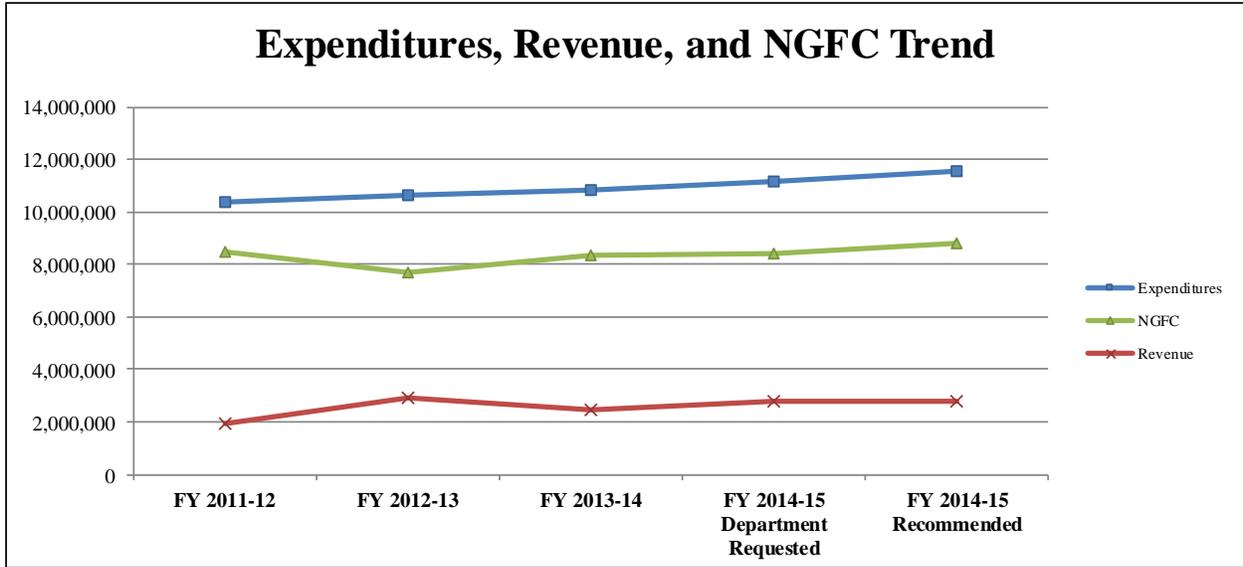
**Summary of Expenditures and Revenue**

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$10,072,452	\$10,913,929	\$10,280,380	\$10,524,192	\$10,524,192	\$10,524,192
Services and Supplies	530,365	695,700	562,863.00	624,979	624,979	624,979
Other Charges	240	140	0	273	273	273
Capital Assets	17,260	0	0	0	0	0
Other Financing Uses	0	520,116	0	0	0	414,884
<b>TOTAL EXPENDITURES</b>	<b>\$10,620,317</b>	<b>\$12,129,885</b>	<b>\$10,843,243</b>	<b>\$11,149,444</b>	<b>\$11,149,444</b>	<b>\$11,564,328</b>
Expend. Reimb.	\$0	(\$333,000)	\$0	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$10,620,317</b>	<b>\$11,796,885</b>	<b>\$10,843,243</b>	<b>\$11,149,444</b>	<b>\$11,149,444</b>	<b>\$11,564,328</b>
<b>REVENUE:</b>						
Charges for Services	\$2,914,370	\$2,446,495	\$2,465,706	\$2,760,682	\$2,760,682	\$2,760,682
Miscellaneous	78	50	10,475	50	50	50
<b>TOTAL REVENUE</b>	<b>\$2,914,448</b>	<b>\$2,446,545</b>	<b>\$2,476,181</b>	<b>\$2,760,732</b>	<b>\$2,760,732</b>	<b>\$2,760,732</b>
Less Available BSI *	\$0	(\$520,116)	\$0	\$0	\$0	(\$414,884)
<b>NET GENERAL FUND COST</b>	<b>\$7,705,869</b>	<b>\$8,830,224</b>	<b>\$8,367,062</b>	<b>\$8,388,712</b>	<b>\$8,388,712</b>	<b>\$8,388,712</b>
BSI Ending Balance *	\$520,116	N/A	\$520,116	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

**Major Expenditures and Revenue in FY 2014-15 Recommended Budget**

The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the Assessor's office. The budget unit is funded primarily through an allocation of Net General Fund Cost. In addition, the department receives revenue for reimbursement of costs for the administration of property taxes and supplement property taxes as statutorily allowed.

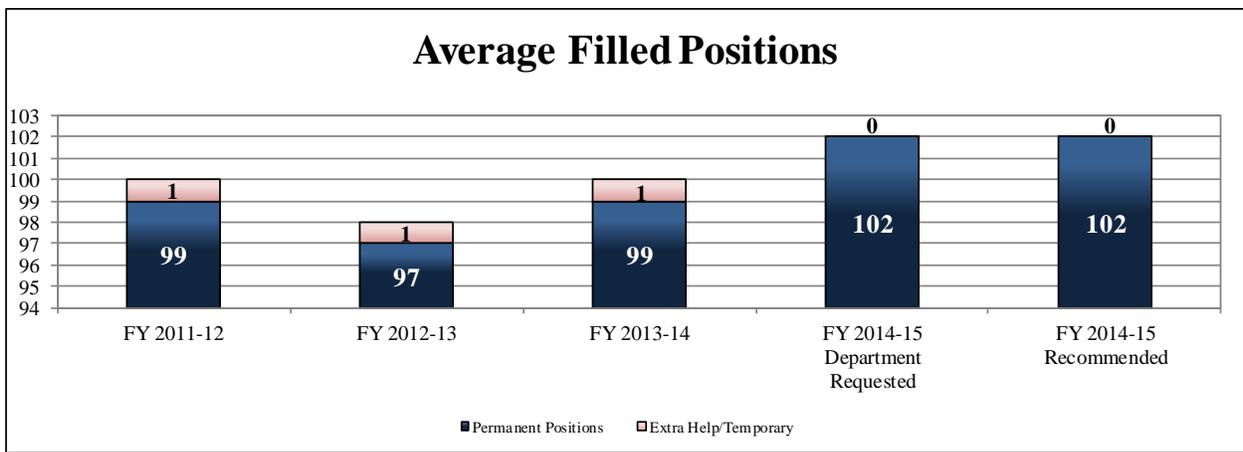


### Budget Changes and Operational Impacts

The recommended budget requires the department to use \$210,000 of its accumulated Budget Savings Incentive (BSI) credits towards salaries and benefits. The budget includes a slight increase in salaries and benefits that is offset by a similar increase in revenue. The department is able to absorb the 5% reduction in Net General Fund Cost allocation with no significant service level impacts.

### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 102 full time positions. The Assessor’s office has submitted the budget holding five positions vacant: one (1) Auditor Appraiser position, one (1) Engineering Technician position, and three (3) Appraiser positions. The department expects to deliver status quo service levels despite holding these positions vacant.



### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	99	97	99	102	102
Extra Help/Temporary	1	1	1	0	0
<b>Total Positions</b>	<b>100</b>	<b>98</b>	<b>100</b>	<b>102</b>	<b>102</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	100	98	98	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>101</b>	<b>99</b>	<b>99</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$9,906,611</b>	<b>\$10,072,452</b>	<b>\$10,280,380</b>	<b>\$10,524,192</b>	<b>\$10,524,192</b>

### Summary of Authorized Positions

The department has 107 authorized permanent positions, of which 102 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	6	0	6
Administrative Support	2	0	0	2	2	0	2
Business	12	0	0	12	11	1	12
Commercial	6	0	0	6	6	0	6
Division Support	11	0	0	11	11	0	11
Employment & Financial	3	0	0	3	3	0	3
Information Systems	3	0	0	3	3	0	3
Mapping	6	0	0	6	5	1	6
Natural Resources	8	0	0	8	8	0	8
Realty Support	12	0	0	12	12	0	12
Residential	22	0	0	22	19	3	22
Rural/Agriculture Property	6	0	0	6	6	0	6
Title	10	0	0	10	10	0	10
<b>Total</b>	<b>107</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>102</b>	<b>5</b>	<b>107</b>

<b>Administration</b>	<b>Commercial</b>	<b>Title</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assessor-Recorder	1 Supervising Appraiser	1 Fiscal Support Supervisor
1 Assistant Assessor	2 Sr. Appraiser	2 Fiscal Support Specialist
1 Business Manager	1 Appraiser II	1 Fiscal Support Technician
3 Chief Appraiser	2 Appraiser III	6 Appraisal Assistant
<u>6 Requested Total</u>	<u>6 Requested Total</u>	<u>10 Requested Total</u>
<b>Business</b>	<b>Division Support</b>	<b>Natural Resources</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Supervising Auditor-Appraiser	1 Fiscal Support Supervisor	1 Supervising-Appraiser
2 Sr. Auditor Appraiser	1 Fiscal Support Specialist	4 Sr. Appraiser
4 Auditor Appraiser I	1 Fiscal Support Technician	1 Auditor-Appraiser III
1 Auditor Appraiser II	7 Appraisal Assistant	1 Appraiser III
2 Auditor Appraiser III	1 Office Services Technician	1 Petroleum Geologist
1 Appraiser II	11 Requested Total	<u>8 Requested Total</u>
<u>11 Requested Total</u>		
<b>Employment &amp; Financial Services</b>	<b>Mapping</b>	<b>Information Systems</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Coordinator	1 Engineering Technician III	1 LAN Administrator
1 Fiscal Support Specialist	1 Engineering Technician II	1 System Analyst II
1 Fiscal Support Technician	1 Engineering Technician I	1 Programmer II
<u>3 Requested Total</u>	<u>1 Requested Total</u>	<u>3 Requested Total</u>
	4 Requested Total	

<b>Residential</b>	<b>Rural/ Agricultural Properties</b>	<b>Realty Support</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Supervising Appraiser	1 Supervising Appraiser	1 Fiscal Support Supervisor
3 Sr. Appraiser	1 Sr. Appraiser	1 Fiscal Support Specialist
8 Appraiser I	2 Appraiser II	6 Fiscal Support Technician
4 Appraiser II	2 Appraiser III	4 Appraisal Assistant
3 Appraiser III	6 Requested Total	<u>12 Requested Total</u>
<u>19 Requested Total</u>		
<b>Administration Support</b>		
<u>Classification</u>		
1 Confidential Administrative Asst.		
1 Office Services Technician		
<u>2 Requested Total</u>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve the fiscal efficiency and responsibility of the County.

*Objective 1: Establish a value for appraisable events by the close of the roll year to optimize tax revenue.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of appraisable events completed prior to roll close	99.5%	99.2%	N/A	99.1%	99.5%
Number of completed work units per staff member	2,524	2,676	2,600	2,545	N/A
Total assessed value per staff member (millions)	\$850	\$911	\$875	\$918	N/A

This objective represents the number of appraisable events that are processed before roll close. However, there are situations that cause roll corrections after the event is processed. The lower the amount of roll corrections equates to higher continued productivity and timely revenue to the General Fund. This is a new performance measure, but has been recorded internally in prior years. Additionally, the department is eliminating “Number of completed work units per staff member” and “Total assessed value per staff member (millions)” performance measures as they do not provide a meaningful evaluation of performance.

*Objective 2: Process paperwork timely to optimize revenue.*

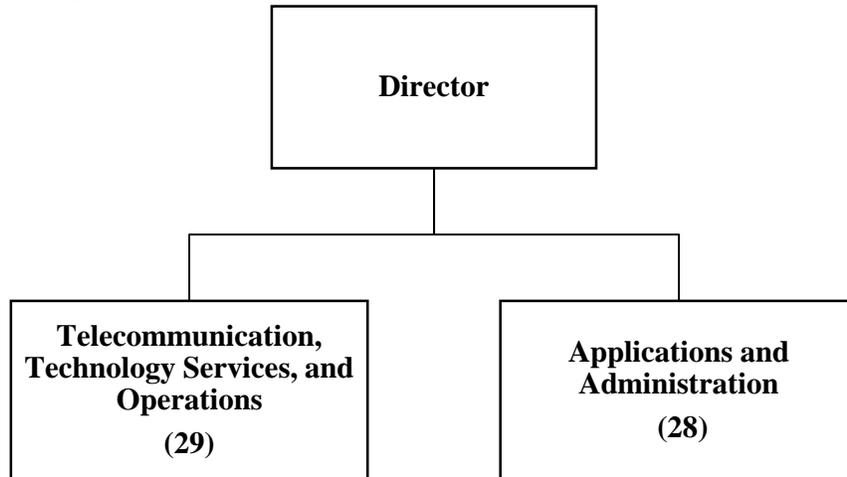
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of 571L Business Property Statements filed by the annual deadline.	100%	100%	N/A	100%	100%

This is a new measurement that represents the number of business property statements that are processed from those received. The department has, for the reflected years, processed 100% of the business statements by roll close. This ensures that the County is receiving full tax revenue without delays. This is a new performance measurement, but has been recorded internally in prior years.

**Mission Statement**

*To promote cost-effective and innovative delivery of public services through coordinated and customer-driven application of information, technology, and resources.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Upgraded the Enterprise Server infrastructure with a new Central Processing Unit, disk storage, and virtual tape system.
- Upgraded the County’s Wide Area Network core set-up with router/switch systems.
- Enhanced the County’s public web page with expanded services featuring a new appearance.
- Expanded and enhanced the website for the Kern Regional Crime Laboratory.
- Developed public websites for the Board of Supervisors.
- Implemented AB 109, Prison Realignment tracking into Criminal Justice Info System (CJIS).
- Enhanced CJIS to allow acceptance of partial fines and fees payments via phone or internet.
- Implemented Employee Memorandum of Understanding changes, including Public Employee’s Pension Reform Act, into the County Payroll System.
- Developed and implemented the new Health Benefits Eligibility application for users.
- Worked with the Personnel department to implement the NeoGov job applicant system.
- Developed websites for the new Kern Legacy Health Plan and Point of Service plan.
- Implemented web application for departments to order identification badges and access cards online.
- Expanded the County Storage Area Network to include over 24 departments.



## Information Technology Services

Department Head: John Nilon

Function: General Government

Fund: General

Activity: Other General

Budget Unit: 1160

### Description of Major Services

The Information Technology Services Division of the County Administrative Office provides a variety of professional information technology and telecommunications services to all County departments. The department is responsible for 24 hours a day, 7 days a week computer operations and systems support. The department administers and supports the County enterprise server, telephone systems, wide and local area networks, as well as County e-mail and web-site. The department also provides support for Kern Integrated Property Management System, Criminal Justice Information System, County's Payroll System, Financial Management System, and Database Administration.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$6,797,109	\$7,380,539	\$6,571,591	\$6,931,651	\$7,127,651	\$7,127,651	
Services and Supplies	4,394,961	5,406,029	4,586,275	4,542,415	4,542,415	4,542,415	
Other Charges	120	1,662	135	1,608	1,608	1,608	
Capital Assets	72,695	0	374,185	0	0	0	
Other Financing Uses	0	861,941	0	0	0	882,301	
<b>TOTAL EXPENDITURES</b>	<b>\$11,264,885</b>	<b>\$13,650,171</b>	<b>\$11,532,186</b>	<b>\$11,475,674</b>	<b>\$11,671,674</b>	<b>\$12,553,975</b>	
Expend. Reimb.	(\$1,693,131)	(\$2,224,523)	(\$2,021,719)	(\$1,849,814)	(\$1,849,814)	(\$1,849,814)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$9,571,754</b>	<b>\$11,425,648</b>	<b>\$9,510,467</b>	<b>\$9,625,860</b>	<b>\$9,821,860</b>	<b>\$10,704,161</b>	
<b>REVENUE:</b>							
Charges for Services	\$5,515,665	\$5,759,099	\$5,984,631	\$5,058,785	\$5,254,785	\$5,254,785	
Miscellaneous	0	1	38	0	0	0	
Other Financing Sources:							
Automated County Warrant System	90,000	54,000	54,000	54,000	54,000	54,000	
<b>TOTAL REVENUE</b>	<b>\$5,605,665</b>	<b>\$5,813,100</b>	<b>\$6,038,669</b>	<b>\$5,112,785</b>	<b>\$5,308,785</b>	<b>\$5,308,785</b>	
Less Available BSI *	\$0	(\$861,941)	\$0	\$0	\$0	(\$882,301)	
<b>NET GENERAL FUND COST</b>	<b>\$3,966,089</b>	<b>\$4,750,607</b>	<b>\$3,471,798</b>	<b>\$4,513,075</b>	<b>\$4,513,075</b>	<b>\$4,513,075</b>	
BSI Ending Balance *	\$861,941	N/A	\$461,841	N/A	N/A	N/A	

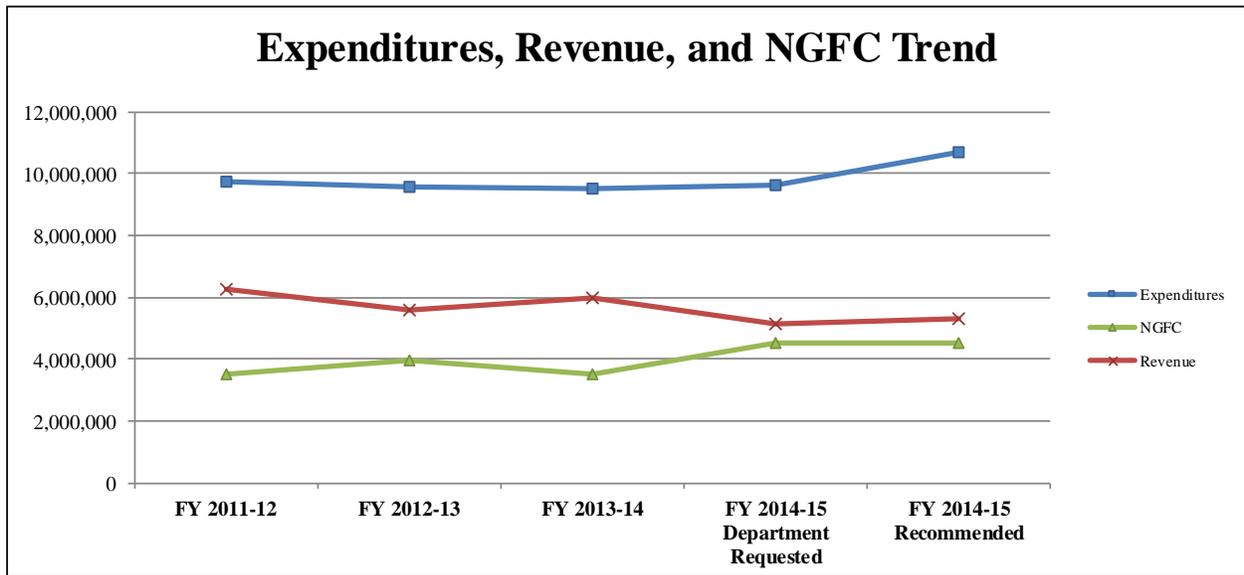
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs for positions required to establish and support the information technology platform for the County. The department pays for internet, storage, phone and IT maintenance and is reimbursed by charging departments for the cost. In addition, the department receives an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

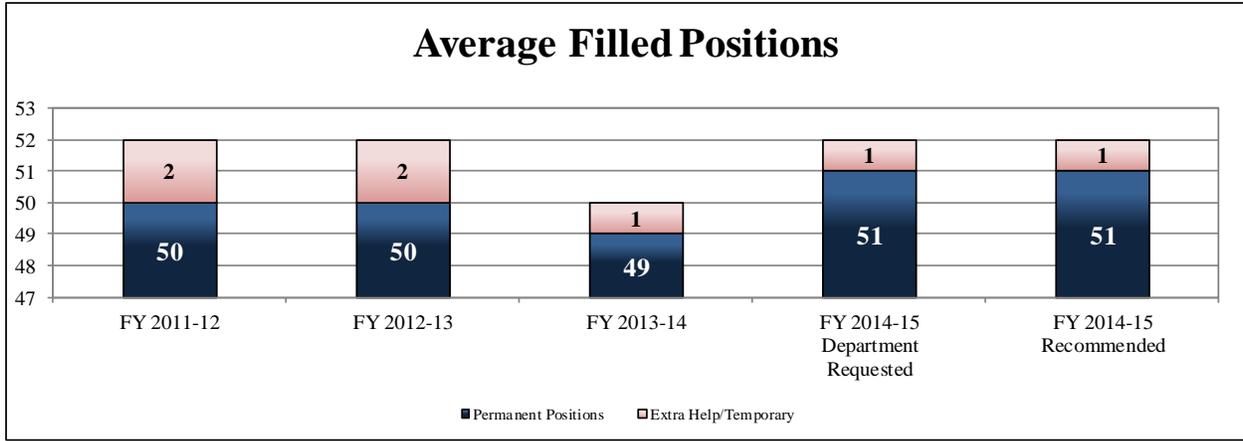
The recommended budget includes \$250,000 in retirement payouts that is contributing to an increase in staffing costs from the previous fiscal year. Services and supplies are reduced by nearly 15% due primarily to changes in telephone charges consequently also reducing revenues by 3%. However, the savings achieved in services and supplies is sufficient to help offset the costs associated to the retirement payouts. In order to meet the reduced Net General Fund Cost allocation, the department is continuing to hold vital positions vacant. The department anticipates a slight reduction in property tax administration revenue that reimburses the costs from maintenance of the Kern Integrated Property Management System (KIPS).



### Staffing Changes and Operational Impacts

The recommended budget for Information Technology Services will require the department to unfund and hold vacant seven positions: one (1) Systems Programmer position, one (1) Programmer I position, two (2) Computer Operators position, one (1) Senior Systems Analyst position, one (1) Database Analyst position and one (1) Network Systems Administrator position. While the department is restructuring to allow more flexibility in responding to customer demands, the vacancies will hinder the department’s ability to provide 24/7 help desk support. The department will be deleting two (2) vacant Programmer I positions and adding and funding two (2) Technology Services Supervisor positions in order to assist with the restructure of the management organization.





### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	50	50	49	51	51
Extra Help/Temporary	2	2	1	1	1
<b>Total Positions</b>	<b>52</b>	<b>52</b>	<b>50</b>	<b>52</b>	<b>52</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	51	51	49	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>52</b>	<b>52</b>	<b>50</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$6,581,467</b>	<b>\$6,797,110</b>	<b>\$6,571,591</b>	<b>\$6,931,651</b>	<b>\$7,127,651</b>

### Summary of Authorized Positions

The department has authorized 58 permanent positions, of which 51 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	1	0	1
Telecommunications, Technology & Operations Applications & Administration	29	0	0	29	25	4	29
Administration	28	2	2	28	25	3	28
<b>Total</b>	<b>58</b>	<b>2</b>	<b>2</b>	<b>58</b>	<b>51</b>	<b>7</b>	<b>58</b>



Director	Telecommunications, Technology Services & Operations	Applications & Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of ITS	1 Technology Services Div. Chief	1 Technology Services Div. Chief
1 <b>Requested Total</b>	1 Information Security Officer	1 Technology Services Manager
	2 Technology Services Supervisor	2 Technology Services Supervisor
	2 Telecomm Network Administrator	5 Senior Systems Analyst
	1 Telecomm PBX Support Tech II	6 Systems Analyst II
	2 Network Systems Administrator	2 Systems Analyst I
	1 Local Area Network Administrator	2 Programmer II
	5 Sr. Information Systems Specialist	4 Programmer I
	1 Information Systems Specialist III	2 Database Analyst II
	1 Supervising Computer Operator	1 Administrative Coordinator
	6 Computer Operator III	1 Fiscal Support Specialist
	1 Computer Operator II	1 Fiscal Support Technician
	2 Computer Operator I	28 <b>Current Total</b>
	3 Systems Programmer II	<u>Additions/Deletions</u>
	29 <b>Requested Total</b>	2 Technology Services Supervisor
		(2) Programmer I
		28 <b>Requested Total</b>

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

**Goal 1: To promote and improve the efficiency and responsibility of County government.**

*Objective 1: Make the County government accessible to citizens.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of hits on County website per resident	7.965	10.503	10.0	11.1	10.0

This measures public use of the County’s website and demonstrates public acceptance of the internet offering as an alternative method of obtaining information and conducting business with the County government. The increased usage of the County’s website indicates the public is becoming more aware of the County’s efforts to share information on its website. The department continues to work with customer departments to enhance the offerings of the County’s website.

*Objective 1: Deliver Quality Service to our customers.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of time that the County’s IT servers are fully operational	99.95%	99.97%	99.96%	99.97%	99.96%
Average number of staff training hours per full time equivalent	14.50	6.26	15	25.1	15

This measure demonstrates the department’s ability to provide timely and effective service to customers. The department continues to search for innovative ways to provide effective support to the customer departments within the budget constraints. Training employees is vital to the efficiency of the department and has improved from FY 2012-13.



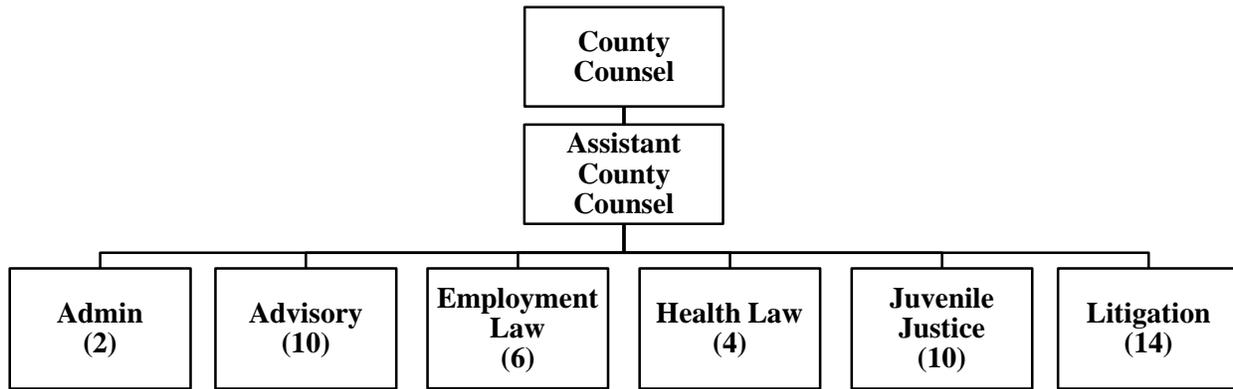
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**Mission Statement**

*To advise, assist and represent our clients as efficiently and economically as possible, in accordance with the highest professional and ethical standards.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- 100% success rate to date on appeals and writs by Juvenile Justice team.
- 100% compliance with federal requirements following an audit by the Administrative Office of the Juvenile Justice team files.
- 100% success rate on habeas corpus and appeal hearings regarding mental health conservatorships.
- Implemented a streamlined Riese hearing process which saves more than \$100,000 per year in attorney’s fees.
- Won a significant ruling from the 5<sup>th</sup> District Court of Appeals that established the law on if, how, and when manufacturing equipment is less valuable due to current economic conditions.
- Successfully litigated with the Department of Developmental Services requiring it to provide assistance to County’s developmentally disabled as required by law.
- Reviewed 1,826 contracts, 306 resolutions, and 65 ordinances current year as of April.
- Assisted County departments in responding to approximately 80 Public Records Act requests.
- Provided a variety of training regarding e.g. Brown Act, Public Records Act, conflicts, prevention of sexual harassment and discrimination, contracts and procurement, protective custody warrants, leadership and development, and new employee orientation modules.



## County Council

Department Head: Theresa Goldner  
Fund: General  
Budget Unit: 1210

Function: General Government  
Activity: Counsel

### Description of Major Services

County Counsel is the civil attorney for the County and represents the County in all civil court actions. County Counsel is also the legal advisor to the Board of Supervisors, County departments, elected and appointed County employees, and all boards and commissions that do not separately contract for legal services. County Counsel also advises and represents Kern Health Systems, and represents the Kern County Employees' Retirement Association on litigated disability appeals.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$7,844,385	\$7,957,004	\$8,056,062	\$8,533,973	\$8,533,973	\$8,533,973	
Services and Supplies	408,836	572,502	436,130	666,866	666,866	666,866	
Other Charges	600,304	1,200,121	569,941	1,140,000	1,140,000	1,140,000	
Other Financing Uses	0	932,187	0	0	0	1,122,071	
<b>TOTAL EXPENDITURES</b>	<b>\$8,853,525</b>	<b>\$10,661,814</b>	<b>\$9,062,133</b>	<b>\$10,340,839</b>	<b>\$10,340,839</b>	<b>\$11,462,910</b>	
Expend. Reimb.	(\$144,253)	(\$152,137)	(\$200,770)	(\$235,190)	(\$235,190)	(\$235,190)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$8,709,272</b>	<b>\$10,509,677</b>	<b>\$8,861,363</b>	<b>\$10,105,649</b>	<b>\$10,105,649</b>	<b>\$11,227,720</b>	
<b>REVENUE:</b>							
Charges for Services	\$5,484,420	\$5,796,527	\$6,290,388	\$6,503,735	\$6,503,735	\$6,503,735	
Miscellaneous	14,217	0	11,329	10,000	10,000	10,000	
<b>TOTAL REVENUE</b>	<b>\$5,498,637</b>	<b>\$5,796,527</b>	<b>\$6,301,717</b>	<b>\$6,513,735</b>	<b>\$6,513,735</b>	<b>\$6,513,735</b>	
Less Available BSI *	\$0	(\$932,187)	\$0	\$0	\$0	(\$1,122,071)	
<b>NET GENERAL FUND COST</b>	<b>\$3,210,635</b>	<b>\$3,780,963</b>	<b>\$2,559,646</b>	<b>\$3,591,914</b>	<b>\$3,591,914</b>	<b>\$3,591,914</b>	
BSI Ending Balance *	\$932,187	N/A	\$932,187	N/A	N/A	N/A	

\* BSI = Budget Savings Incentives

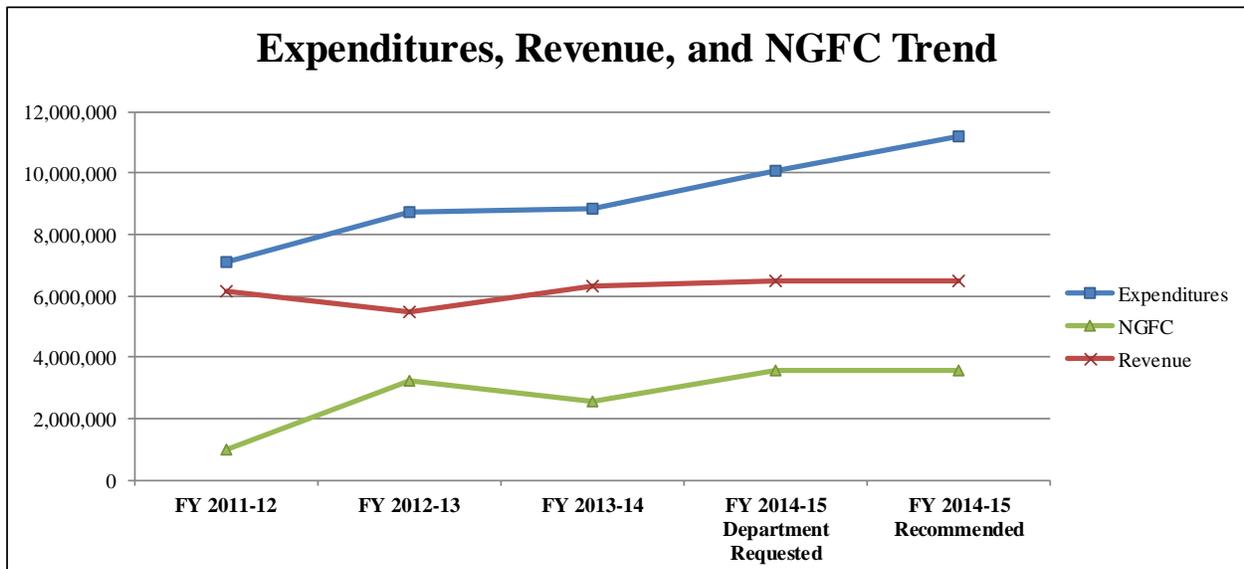
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The budget unit is primarily funded through charges for services to other departments and an allocation of Net General Fund Cost (NGFC). The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the legal functions of the County. The expenses in the other charges category cover the costs of uninsured litigation, exclusive of associated in-house attorney and paralegal costs. In FY 2012-13, accounting costs for uninsured litigation, or legal matters requiring litigation not covered under the County's General Liability or Workers' Compensation self-insurance programs, was reassigned from the Risk Management Division. This reassignment resulted in an initial increase of \$1.8 million to the NGFC of budget unit 1210.

The department has accrued Budget Savings Incentive (BSI) credits in the amount of \$1,213,285. \$91,214 are being utilized to cover the estimated cost of a major maintenance project for the County Counsel library. While none of the remaining \$1,122,071 BSI balance is budgeted for use in FY 2014-15, the department has indicated that a significant portion will be necessary to cover costs related to anticipated employee retirements.

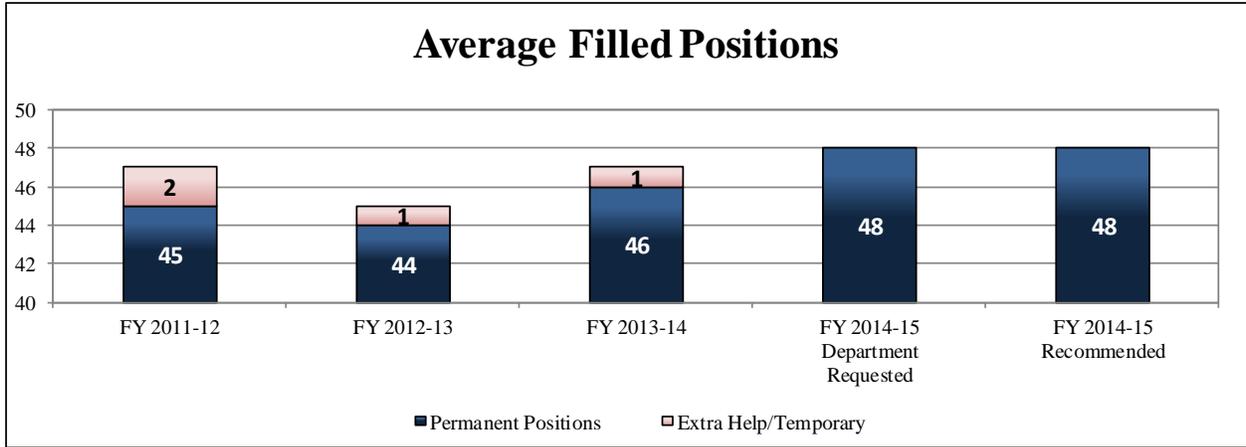
### Budget Changes and Operational Impacts

Salaries and benefits have been increased to reflect all authorized positions being funded as well as planned retirement payouts. The increase in the expenditure reimbursements category is primarily due to planned services for General Fund departments that have subvented programs. The charges for services revenue category increase reflects an adjustment to the billing rate of attorneys and paralegals, as well as planned billable hours.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. In FY 2013-14 the department had a lower number of average filled permanent positions due to two unplanned vacancies.



### 4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	45	44	46	48	48
Extra Help/Temporary	2	1	1	0	0
<b>Total Positions</b>	<b>47</b>	<b>45</b>	<b>47</b>	<b>48</b>	<b>48</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	45	44	46	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>46</b>	<b>45</b>	<b>47</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$7,730,974</b>	<b>\$7,844,385</b>	<b>\$8,056,062</b>	<b>\$8,533,973</b>	<b>\$8,533,973</b>

### Summary of Authorized Positions

The department has 48 authorized positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	4	0	0		4	4	0	4
Advisory	10	0	0		10	10	0	10
Employment Law	6	0	0		6	6	0	6
Health Law	4	0	0		4	4	0	4
Juvenile Justice	10	0	0		10	10	0	10
Litigation	14	0	0		14	14	0	14
<b>Total</b>	<b>48</b>	<b>0</b>	<b>0</b>		<b>48</b>	<b>48</b>	<b>0</b>	<b>48</b>



Administration		Advisory		Employment Law	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	County Counsel	1	Chief Deputy County Counsel	1	Chief Deputy County Counsel
1	Assistant County Counsel	6	Deputy County Counsel I-V	3	Deputy County Counsel I-V
1	Administrative Coordinator	2	Paralegal I/Sr.	1	Paralegal I/Sr.
1	Info Systems Specialist I/II/III/Sr	1	Legal Secretary	1	Office Services Technician
4	<b>Requested Total</b>	10	<b>Requested Total</b>	6	<b>Requested Total</b>
Health Law		Juvenile Justice		Litigation	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Chief Deputy County Counsel	6	Deputy County Counsel I-V	1	Chief Deputy County Counsel
2	Deputy County Counsel I-V	2	Paralegal I/Sr.	7	Deputy County Counsel I-V
1	Office Services Specialist	1	Office Services Technician	3	Paralegal I/Sr.
4	<b>Requested Total</b>	1	Office Services Assistant	3	Legal Secretary
		10	<b>Requested Total</b>	14	<b>Requested Total</b>

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

#### Goal 1: Improve the fiscal efficiency and responsibility of the County.

*Objective 1: Provide cost effective litigation services to protect County interests.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Total cost of legal services as a percentage of total County expenditures.	.65%	.55%	< .8%	.54%	< .8%
Percent of lawsuits resolved with a payout to plaintiffs of \$10,000 or less.	34 of 41 or 83%	32 of 40 or 80%	28 of 40 or 70%	35 of 53 or 66%	32 of 40 or 80%

The first indicator measures the cost of all County legal services in relation to total County expenditures, including special circumstances when private counsel is retained to handle cases calling for special expertise. It helps assess programs that reduce the costs of litigation, experts, discovery, and more expensive private counsel. The second indicator measures the performance of County lawyers in managing financially significant lawsuits from general liability and medical malpractice claims. The cost of legal services is rising primarily due to large legal settlements of cases. In recent years the County has been subjected to cases with the potential for exposure and large settlements. While County Counsel does not have control over the behavior that caused these claims, recently the department has seen a decrease in the number of serious incidents. The department is cautiously optimistic that legal costs due to case settlement may be trending down.

*Objective 2: Provide effective services to County departments.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
The percentage of clients rating legal services as effective.	90%	95%	95%	100%	95%
The percentage of contracts reviewed within ten business days.	99%	95%	95%	98%	95%

The first indicator measures how clients (County departments) assess the effectiveness of the legal services provided by the attorneys based on the completion of standardized legal service evaluations. The evaluations provide a measurement of how timely and competently the County attorneys are addressing the legal needs of the departments. The second indicator measures how timely the Advisory Team of attorneys reviews contracts. The goal for the department is that contracts be reviewed within ten business days. Timely turnaround of contracts ensures the pace of County business is maintained. A reduction in County Counsel's costs means a reduced net general fund contribution.



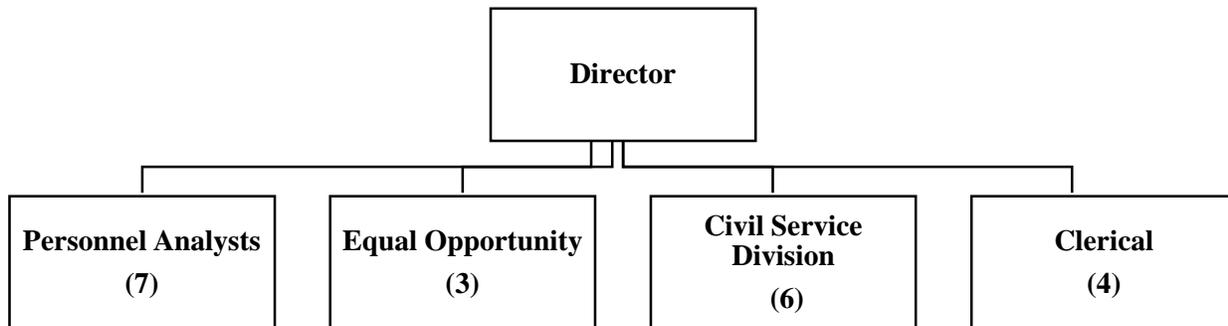
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### Mission Statement

*The mission of the Kern County Personnel Department is to provide a full-range of personnel services to our customers in a timely and professional manner and, in accordance with accepted personnel management practices and applicable personnel laws, to ensure a diversified and productive workforce.*

### Organizational Chart



### Fiscal Year 2012-13 and 2013-14 Accomplishments

- Implemented new Applicant Tracking System and redesigned the Personnel website.
- Received and processed 44,615 applications for County employment.
- Managed 471 recruitments for various departments.
- Provided 2,405 certified lists of qualified applicants to operating departments.
- Processed 5,299 Notice of Employments for FY 2012-13 and FY 2013-14.
- Conducted approximately 250 hours of disciplinary appeal hearings.
- Investigated and responded to 24 complaints of discrimination or harassment.
- Implemented a new Service Award Program for employees.
- Doubled the number of medical providers from three (3) to six (6) that are available to county operating departments for pre-employment, annual and other related medical testing.
- Revised format of Civil Service Commission general meeting agenda by adding a consent agenda to improve efficiency, and referencing case numbers rather than employee names to protect confidentiality.
- Provided approximately 130 hours of training to County employees through the Leadership and Development Program.



## Personnel

Department Head: Ginny Krebs  
Fund: General  
Budget Unit: 1310

Function: General Government  
Activity: Personnel

### Description of Major Services

The Personnel Department works in conjunction with the Kern County Civil Service Commission that is responsible for the administration of the Civil Service Ordinance. The department is responsible for the test and measurement process which includes recruitment, application review, testing, and the establishment of eligible lists. The department is also responsible for classification maintenance, records management, payroll and leave administration, pre-employment and fitness for duty medical examinations, and administration of the County's Drug and Alcohol policy. Additional responsibilities include the implementation of the Equal Employment Opportunity Program including investigation of complaints of discrimination and harassment.

#### Summary of Expenditures and Revenue

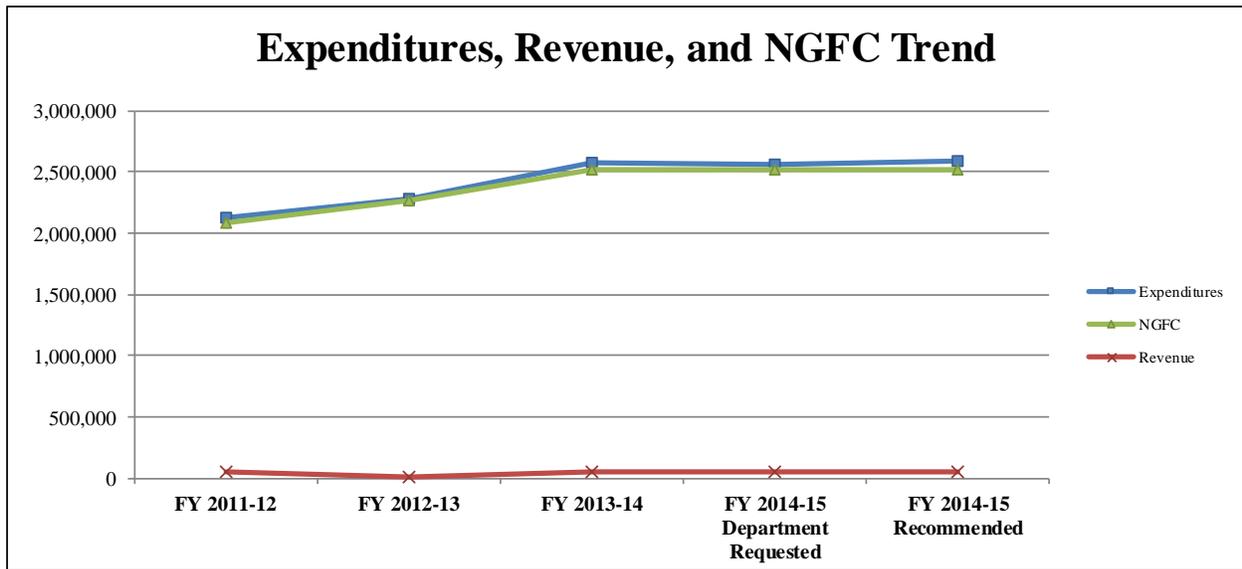
	FY 2012-13	FY 2013-14 Actual		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,176,424	\$2,383,630	\$2,285,275	\$2,357,665	\$2,357,665	\$2,357,665
Services and Supplies	99,565	241,197	219,753	244,020	244,020	244,020
Capital Assets	0	100,000	87,522	0	0	0
Other Financing Uses	0	0	0	0	0	27,539
<b>TOTAL EXPENDITURES</b>	<b>\$2,275,989</b>	<b>\$2,724,827</b>	<b>\$2,592,550</b>	<b>\$2,601,685</b>	<b>\$2,601,685</b>	<b>\$2,629,224</b>
Expend. Reimb.	(\$144)	(\$40,885)	(\$22,365)	(\$32,585)	(\$32,585)	(\$32,585)
<b>TOTAL NET EXPENDITURES</b>	<b>\$2,275,845</b>	<b>\$2,683,942</b>	<b>\$2,570,185</b>	<b>\$2,569,100</b>	<b>\$2,569,100</b>	<b>\$2,596,639</b>
<b>REVENUE:</b>						
Charges for Services	\$974	\$55,098	\$51,856	\$51,340	\$51,340	\$51,340
Miscellaneous	379	450	423	450	450	450
Other Financing Sources:						
AB 109	0	0	39,708	20,335	20,335	0
<b>TOTAL REVENUE</b>	<b>\$1,353</b>	<b>\$55,548</b>	<b>\$91,987</b>	<b>\$72,125</b>	<b>\$72,125</b>	<b>\$51,790</b>
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	(\$27,539)
<b>NET GENERAL FUND COST</b>	<b>\$2,274,492</b>	<b>\$2,628,394</b>	<b>\$2,478,198</b>	<b>\$2,496,975</b>	<b>\$2,496,975</b>	<b>\$2,517,310</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the department. The department is primarily funded by an allocation of Net General Fund Cost. The increase in Net General Fund Cost from the preliminary to recommended phase is caused by a \$20,000 carryover in AB109 program revenue that was realized in FY 2013-14, but will be utilized in FY 2014-15. The department also receives revenue from County departments for employee service awards to recognize employees for their years of service that is offset with the expense of purchasing the awards.

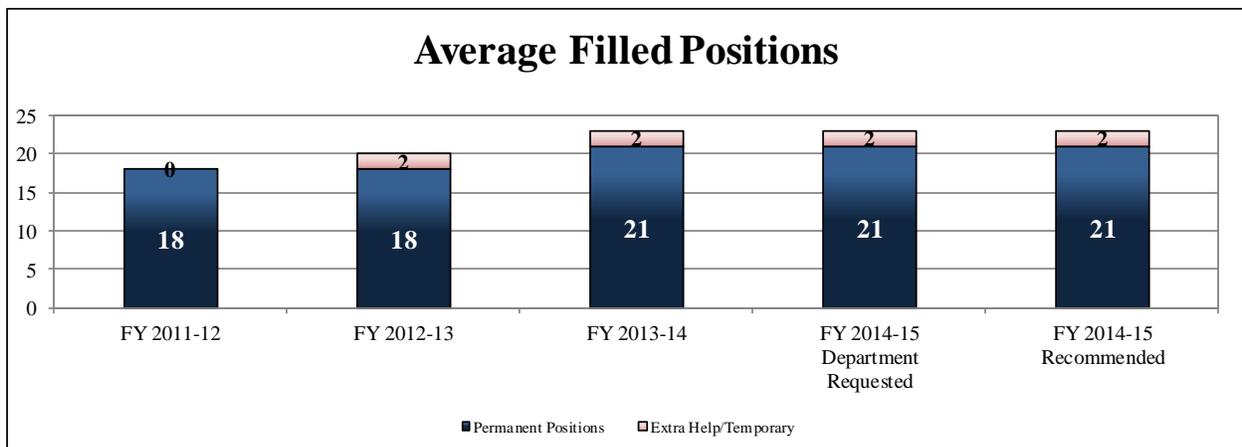
### Budget Changes and Operational Impacts

The recommended budget is at a five percent decrease compared to FY 2013-14. The department is expecting to process additional employee service awards this fiscal year which will result in \$40,000 of additional revenue as compared to FY 2013-14 actuals to offset the expense of purchasing the awards. Expenditures are declining due to the \$90,000 purchase of an applicant tracking system in FY 2013-14 that will now incur an annual maintenance cost of approximately \$50,000. Through the reduction in expenditures and slight increase in revenue, the department is able manage the reduced Net General Fund Cost allocation with no significant service level impacts.



### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all authorized permanent positions and two extra help positions.



### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	18	18	21	21	21
Extra Help/Temporary	0	2	2	2	2
<b>Total Positions</b>	<b>18</b>	<b>20</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	18	18	20	N/A	N/A
Extra Help/Temporary (FTE)	0	2	2	N/A	N/A
<b>Total Positions</b>	<b>18</b>	<b>20</b>	<b>22</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,980,673</b>	<b>\$2,176,423</b>	<b>\$2,370,995</b>	<b>\$2,357,665</b>	<b>\$2,357,665</b>

### Summary of Authorized Positions

The department has 21 authorized positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Civil Service	6	0	0	6	6	0	6
Test and Measurement	9	0	0	9	9	0	9
Equal Employment	1	0	0	1	1	0	1
<b>Total</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>21</b>

Administration	Civil Service	Test and Measurement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Personnel	1 Civil Service Division Manager	7 Personnel Analyst I/II/Sr.
1 Office Services Coordinator	5 Fiscal Support Specialist	2 Personnel Assistant
3 Office Services Technician	<b>6 Requested Total</b>	<b>9 Requested Total</b>
<b>5 Requested Total</b>		
 <b>Equal Opportunity</b>		
<u>Classification</u>		
1 Equal Opportunity Officer		
<b>1 Requested Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

General Government

### Goal 1: Improve the fiscal efficiency and responsibility of the County.

*Objective 1: Monitor personnel recruitment and promotion processes to ensure optimal responsiveness*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of days for completion of eligible lists from the date examination is opened	New Performance Measure				60
Percentage of certifications made within five days of the availability of an eligible list and valid requisition.	92%	87%	92%	92%	92%
Average number of days for completion of eligible lists from date of the receipt of a requisition	37	48	35	59	N/A
Percentage of classification actions completed within six months of receipt of request	100%	75%	80%	100%	N/A

The test and measurement process is the most basic Personnel department function. This measure allows the department to track progress in this fundamental area, which determines the time frame for identifying and certifying eligible candidates to departments in order to fill vacancies. Data for the first measure is unavailable as this measure has been modified from previous years to measure data from the date an examination is opened rather than from the date of receipt of a requisition to provide a more meaningful measurement. Data for the first measure will become available beginning in FY 2014-15. It should be noted that the testing components for some classifications may be minimal and will therefore result in a relatively smaller number of days for completion of an eligible list, while others may include multiple testing components (i.e. written, performance, and/or an oral examination) and will take longer to establish an eligible list. Maintaining existing level of service continues to be difficult as the number of examinations and certifications continue to increase.



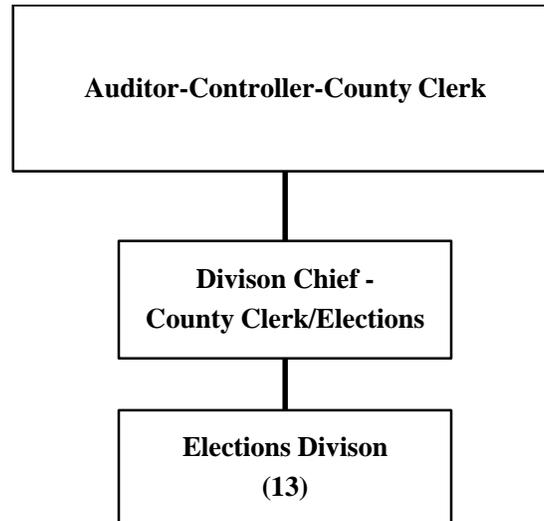
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## Mission Statement

*To perform all delegated and statutory responsibilities of Auditor, Controller, County Clerk and Registrar of Voters with excellence and foresight.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- The division has undertaken a major project to confirm all district jurisdictional boundaries and create geographic imaging system (GIS) mapping layers which can be made available to all County departments, local districts and the public. The process involves examining existing election precinct boundary maps against existing paper maps and legal descriptions provided at formation and subsequent annexations, many going back multiple decades. The confirmed boundaries were also compared to tax rate area maps and certified for accuracy by the districts before being built into GIS map layers. At present the division has completed 89 of 127 districts with a goal of 100% completion by the end of FY 2014-15.
- The Elections Division Chief represented Kern County by co-chairing the California Association of Clerks and Elections Officials Legislative Committee.
- Together with Auditor-Controller programming staff, developed and implemented: Election Night Materials Tracking System, Help Desk Solution, Time Tracking/Costing System for temporary personnel and Ballot Receipt and Transit Reconciliation Application. Together these automations have improved service and response time to voter issues, and documented chain of custody and integrity of elections materials.
- Completed project to remove all old files from storage for review for catalog and file or image and destroy as appropriate. This has resulted in improved efficiency and a \$25,000 per year reduction in our operating costs.

## Elections

Department Head: Mary B. Bedard, Elected  
 Fund: General  
 Budget Unit: 1420

Function: General Government  
 Activity: Elections

### Description of Major Services

The Auditor-Controller-County Clerk Elections Division conducts general and special elections for all levels of government. The Auditor-Controller-County Clerk is the Registrar of Voters and maintains election-related documents such as the voter index, affidavits of registration and precinct records. State and federal elections laws mandate the services performed by this division.

#### Summary of Expenditures and Revenue

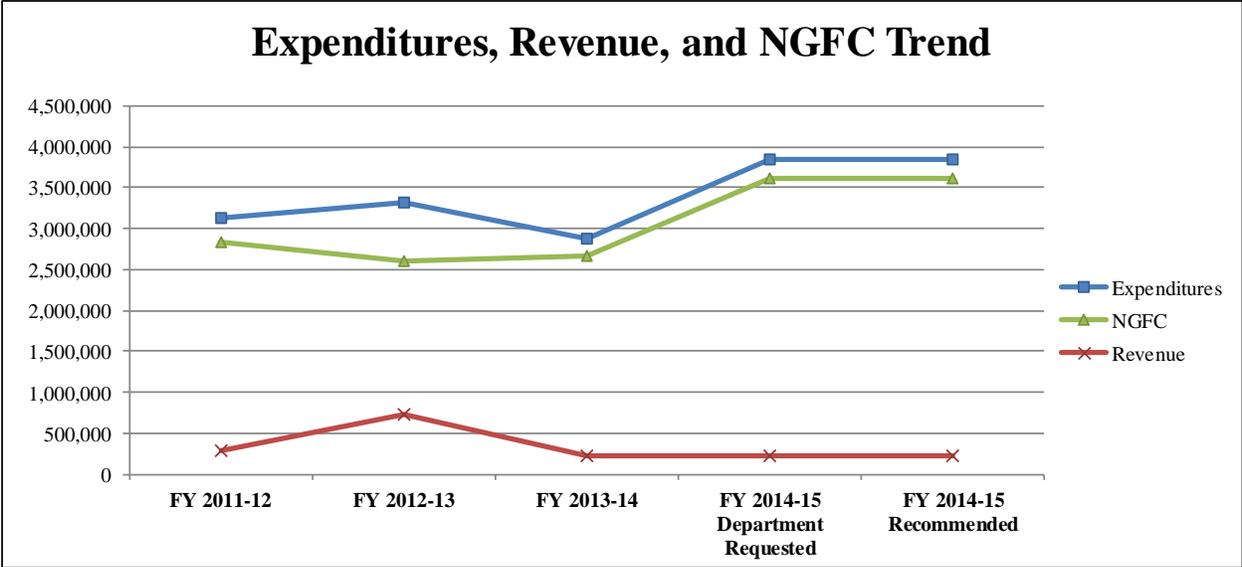
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,212,182	\$1,428,457	\$1,134,870	\$1,439,755	\$1,439,755	\$1,433,755
Services and Supplies	2,124,254	2,383,782	1,737,448	2,424,484	2,424,484	2,430,484
Other Charges	28	42	0	42	42	42
Capital Assets	0	0	0	25,000	25,000	25,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,336,464</b>	<b>\$3,812,281</b>	<b>\$2,872,318</b>	<b>\$3,889,281</b>	<b>\$3,889,281</b>	<b>\$3,889,281</b>
Expend. Reimb.	(\$9,002)	(\$72,000)	\$0	(\$46,000)	(\$46,000)	(\$46,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,327,462</b>	<b>\$3,740,281</b>	<b>\$2,872,318</b>	<b>\$3,843,281</b>	<b>\$3,843,281</b>	<b>\$3,843,281</b>
<b>REVENUE:</b>						
Intergovernmental	\$28,785	\$0	\$11,640	\$13,000	\$13,000	\$13,000
Charges for Services	686,889	110,300	194,087	200,300	200,300	200,300
Miscellaneous	15,069	10,050	11,686	10,050	10,050	10,050
<b>TOTAL REVENUE</b>	<b>\$730,743</b>	<b>\$120,350</b>	<b>\$217,413</b>	<b>\$223,350</b>	<b>\$223,350</b>	<b>\$223,350</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,596,719</b>	<b>\$3,619,931</b>	<b>\$2,654,905</b>	<b>\$3,619,931</b>	<b>\$3,619,931</b>	<b>\$3,619,931</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing and supply costs for the positions and materials required to perform the legally mandated election functions of the County. The largest revenue sources for the budget unit are charges for election services provided to other entities, and an allocation of Net General Fund Cost.

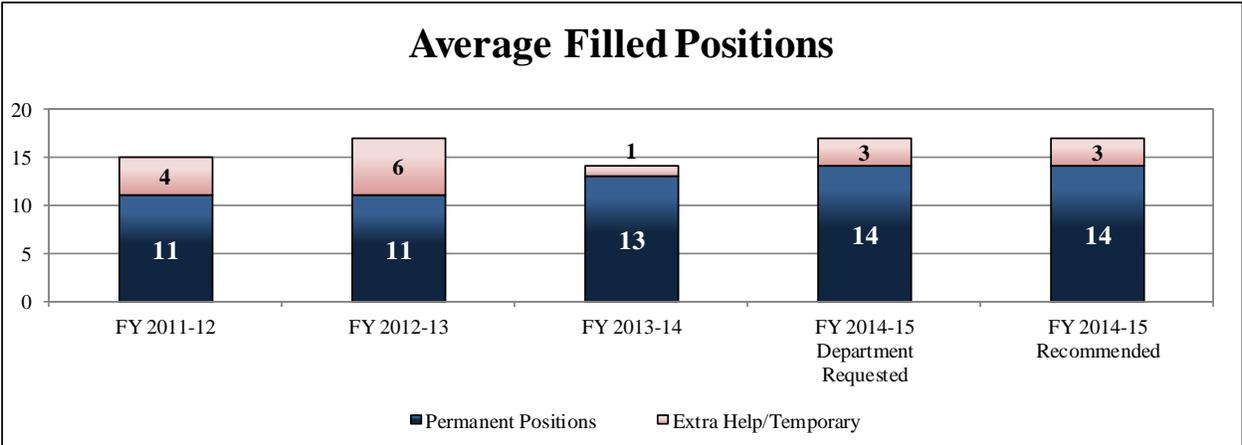
### Budget Changes and Operational Impacts

The recommended budget provides funding for the scheduled general election in November and a potential special election in June. Increases in staffing and supply costs are related to anticipated workloads during the fiscal year. The division will be installing security cameras at an estimated cost of \$25,000.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget.



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	11	11	13	14	14
Extra Help/Temporary	4	6	1	3	3
<b>Total Positions</b>	<b>15</b>	<b>17</b>	<b>14</b>	<b>17</b>	<b>17</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	12	12	12	N/A	N/A
Extra Help/Temporary (FTE)	4	4	1	N/A	N/A
<b>Total Positions</b>	<b>16</b>	<b>16</b>	<b>13</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,158,510</b>	<b>\$1,212,182</b>	<b>\$1,134,870</b>	<b>\$1,439,755</b>	<b>\$1,433,755</b>

## Summary of Authorized Positions

The division has 14 authorized permanent positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Elections	14	0	0	14	14	0	14
Total	14	0	0	14	14	0	14

### Elections

#### Classification

- 1 Division Chief, County Clerk-Elections
- 1 Elections Program Coordinator
- 2 Programmer/Systems Analyst I/II
- 1 Information Systems Specialist I
- 1 Elections Warehouse Supervisor
- 1 Elections System Coordinator
- 4 Legal Process Technician I/II
- 1 Elections Coordinator
- 1 Elections Specialist
- 1 Office Services Technician
- 14 **Requested Total**

**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

<b>Goal 1: Promote integrity and fiscal responsibility in operations.</b>					
<i>Objective: Utilize resources more efficiently and effectively.</i>					
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Reduction in overtime hours achieved through automation on incoming vote by mail process.	N/A	Reduction of 91 hours	Reduce additional 10 hours	Reduction achieved	N/A
The reduction in overtime has been achieved. This is no longer a valid performance measure.					



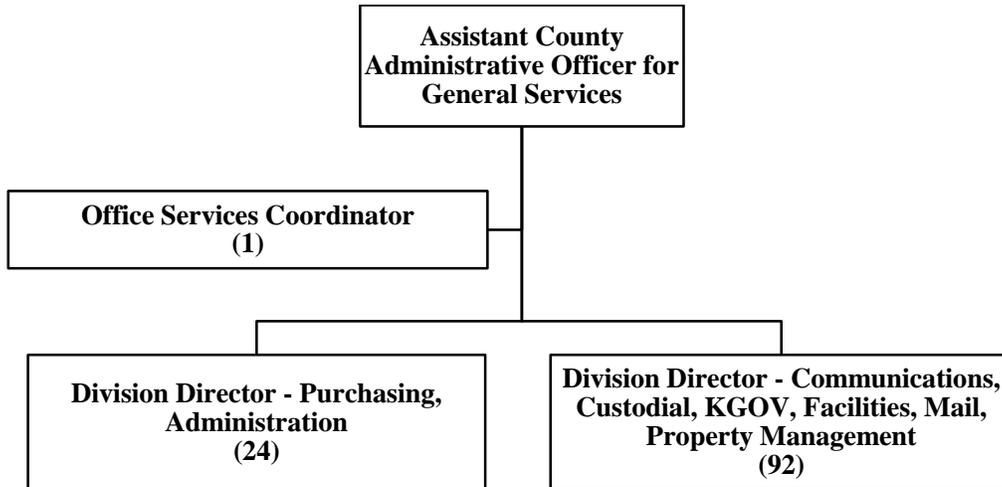
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**Mission Statement**

*The General Services Division provides responsive, customer-focused support enabling the effective delivery of County services.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The Purchasing Division was nationally recognized and awarded the “Achievement of Excellence in Procurement” for the third consecutive year. The new procurement system is complete and scheduled to be online July 1, 2014.
- Property Management negotiated and completed 63 new, amended, and/or assigned lease agreements, 14 property transfers, six license agreements, eight easements, and 22 new or renewed franchise agreements.
- The Communications Division installed microwave links throughout the County. Sites include the new Animal Services facility in Bakersfield, Mojave Animal Services facility, 1415 Truxtun link to Buena Vista Lake, Ridge Road Veterans Halls to Public Health center, and the Fire Administration link to 1415 Truxtun, and Mojave Sheriff substation.
- The Communications Division installed wiring and cables for new cameras for the Board Chambers KGOV expansion, and live broadcast capabilities for Kern Medical Center and the Public Health center.
- The new Kern Sanitation Authority power purchase agreement site should generate over 400,000 kilowatt hours annually. This would bring the total county solar power generation stations to four, with approximately two megawatts of electric power generation per year.



## General Services

Department Head: John Nilon  
Fund: General  
Budget Unit: 1610

Function: General Government  
Activity: Property Management

### Description of Major Services

The County Administrative Office General Services Division manages the Construction Services, Major Maintenance, Capital Projects, Garage and Utility Payments budget units. The division provides operational support to County departments, including routine and preventive maintenance for all County-owned buildings; custodial services in more than 70 County-owned and leased buildings; KGOV television broadcasting and audio-visual production services; property management services, including land purchases, leases, franchises, rights of entry and easements; energy and utility coordination; Countywide radio and microwave communications; mail services; purchasing; and payment and allocation of utility costs.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$9,590,430	\$9,449,003	\$9,821,395	\$9,103,279	\$9,103,279	\$9,369,279	
Services and Supplies	2,257,962	2,782,348	2,728,746	2,469,360	2,469,360	2,469,360	
Other Charges	252	410	286	486	486	486	
Other Financing Uses	0	1,149,523	0	0	0	968,136	
<b>TOTAL EXPENDITURES</b>	<b>\$11,848,644</b>	<b>\$13,381,284</b>	<b>\$12,550,427</b>	<b>\$11,573,125</b>	<b>\$11,573,125</b>	<b>\$12,807,261</b>	
Expend. Reimb.	(\$1,595,734)	(\$1,585,532)	(\$1,887,136)	(\$1,401,573)	(\$1,401,573)	(\$1,401,573)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$10,252,910</b>	<b>\$11,795,752</b>	<b>\$10,663,291</b>	<b>\$10,171,552</b>	<b>\$10,171,552</b>	<b>\$11,405,688</b>	
<b>REVENUE:</b>							
Fines and Forfeitures	\$69,266	\$72,000	\$41,694	\$60,000	\$60,000	\$60,000	
Charges for Services	1,839,459	1,865,228	1,921,719	1,841,903	1,841,903	1,841,903	
Miscellaneous	3,759	6,000	1,329	1,800	1,800	1,800	
Other Financing Sources:							
CD-Home Investment Trust	3,513	0	4,326	0	0	0	
<b>TOTAL REVENUE</b>	<b>\$1,915,997</b>	<b>\$1,943,228</b>	<b>\$1,969,068</b>	<b>\$1,903,703</b>	<b>\$1,903,703</b>	<b>\$1,903,703</b>	
Less Available BSI *	\$0	(\$1,149,523)	\$0	\$0	\$0	(\$968,136)	
<b>NET GENERAL FUND COST</b>	<b>\$8,336,913</b>	<b>\$8,703,001</b>	<b>\$8,694,223</b>	<b>\$8,267,849</b>	<b>\$8,267,849</b>	<b>\$8,533,849</b>	
BSI Ending Balance *	\$936,990	N/A	\$952,523	N/A	N/A	N/A	

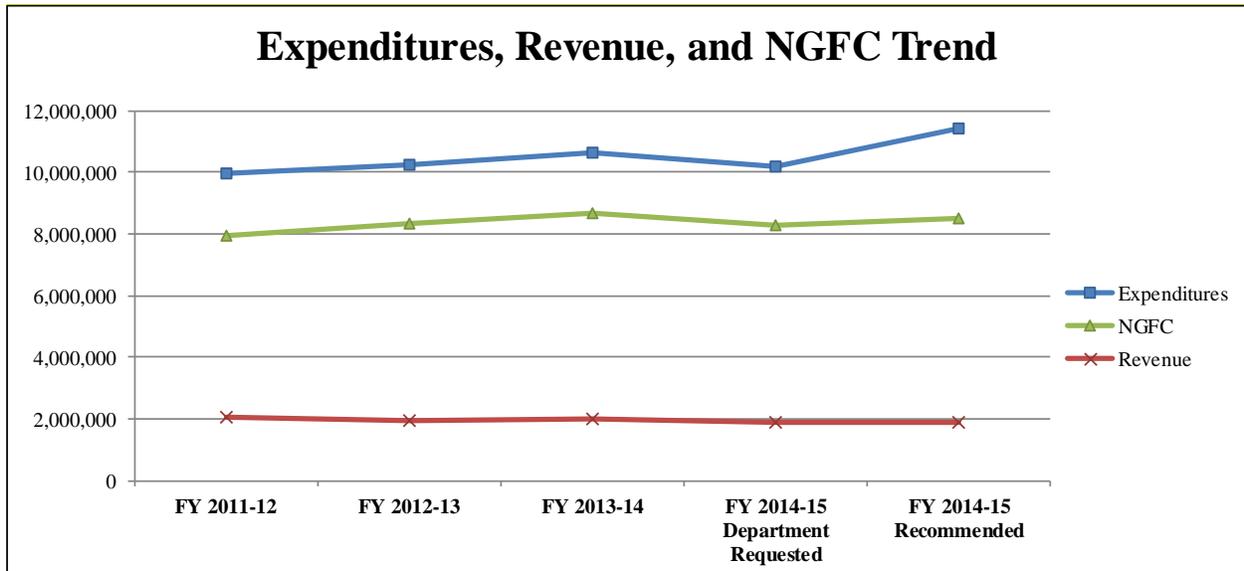
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing and supplies costs for the positions and materials required to perform the assigned functions. The department receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC). The recommended budget requires the department to use a portion of its accumulated Budget Savings Incentive (BSI) credits.

### Budget Changes and Operational Impacts

The recommended budget provides the department with funding for 106 authorized permanent positions, which requires the use of \$314,000 of accumulated BSI credits. The recommended budget includes an increase of \$266,000 to the NGFC to this budget unit to prevent the deletion of filled positions. Salaries and benefits are reduced to reflect staffing changes that are discussed below.

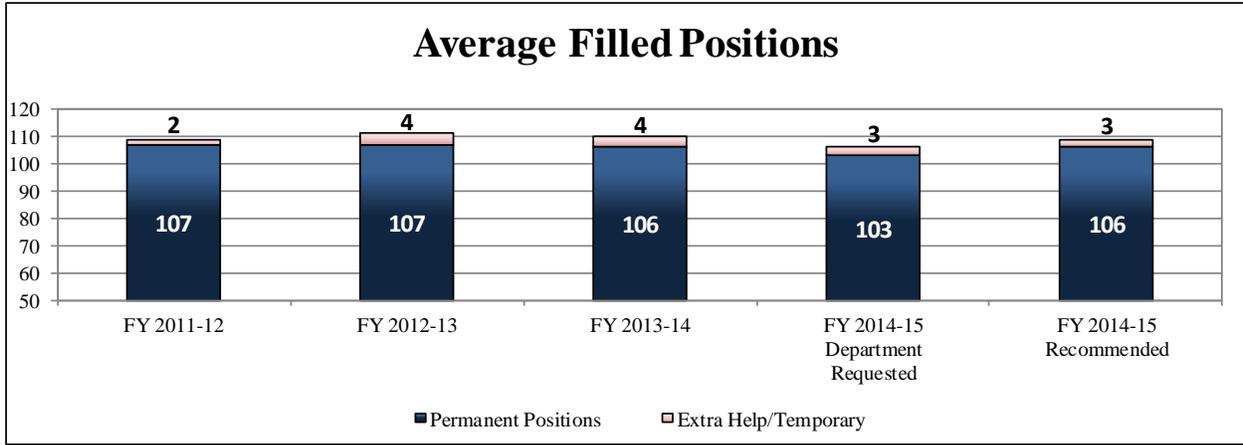


### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one vacant (1) Graphic Artist position, one vacant (1) Air Conditioning Mechanic position, and one vacant (1) Mail Clerk I/II position, at an annual cost savings of approximately \$221,000.

The recommended budget also holds vacant and unfunded the following positions: one (1) Fiscal Support Assistant, one (1) Office Services Technician, two (2) Communications Technician I/II/III, one (1) Building Services Worker I/II/III, two (2) Maintenance Worker I/II/III, one (1) Security Attendant I/II, and one (1) Real Property Agent I/II/III for an annual cost savings of approximately \$632,000.





### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	107	107	106	103	106
Extra Help/Temporary	2	4	4	3	3
<b>Total Positions</b>	<b>109</b>	<b>111</b>	<b>110</b>	<b>106</b>	<b>109</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	108	106	105	N/A	N/A
Extra Help/Temporary (FTE)	2	3	4	N/A	N/A
<b>Total Positions</b>	<b>110</b>	<b>109</b>	<b>109</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$9,569,133</b>	<b>\$9,590,430</b>	<b>\$9,821,395</b>	<b>\$9,103,279</b>	<b>\$9,369,279</b>

### Summary of Authorized Positions

The recommended budget includes 115 authorized positions, of which 106 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	17	0	(1)	16	14	2	16
Communications	12	0	0	12	10	2	12
Facilities	62	0	(1)	61	58	3	61
KGOV	4	0	0	4	4	0	4
Mail Services	4	0	(1)	3	3	0	3
Property Management	6	0	0	6	5	1	6
Purchasing	9	0	0	9	9	0	9
Security	4	0	0	4	3	1	4
<b>Total</b>	<b>118</b>	<b>0</b>	<b>(3)</b>	<b>115</b>	<b>106</b>	<b>9</b>	<b>115</b>



<b>Administration</b>	<b>Facilities</b>	<b>Purchasing</b>
<p><u>Classification</u></p> <p>1 Assistant CAO                  2 Division Director - GS                  1 Accountant I/II/III                  1 Administrative Coordinator                  1 Administrative Services Officer                  2 Fiscal Support Assistant                  3 Fiscal Support Specialist                  2 Fiscal Support Technician                  1 Graphic Artist                  1 Office Services Coordinator                  1 Office Services Technician                  1 Special Projects Manager  <hr/>                 17 <b>Current Total</b></p> <p><u>Additions/Deletions</u></p> <p>(1) Graphic Artist  <hr/>                 16 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Facilities Manager                  7 Air Conditioning Mechanic                  23 Building Service Worker I/II/III                  5 Maintenance Carpenter                  3 Maintenance Electrician                  2 Maintenance Supervisor                  18 Maintenance Worker I/II/III/IV                  2 Senior Building Service Worker  <hr/>                 1 Warehouse Supervisor                  62 <b>Current Total</b></p> <p><u>Additions/Deletions</u></p> <p>(1) Air Conditioning Mechanic  <hr/>                 61 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Purchasing Manager                  1 Administrative Coordinator                  5 Buyer I/II/III                  1 Fiscal Support Specialist                  1 Supervising Buyer  <hr/>                 9 <b>Current Total</b></p>
<b>KGOV</b>	<b>Property Management</b>	<b>Mail Services</b>
<p><u>Classification</u></p> <p>1 Info Sys Specialist I/II/III/Sr.                  2 Video Services Producer  <hr/>                 1 Broadcast Engineer                  4 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Real Property Manager                  1 Energy Coordinator                  1 Office Services Specialist  <hr/>                 3 Real Property Agent I/II/III                  6 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>4 Mail Clerk I/II  <hr/>                 4 <b>Current Total</b></p> <p><u>Additions/Deletions</u></p> <p>(1) Mail Clerk I/II  <hr/>                 3 <b>Requested Total</b></p>
<b>Security</b>	<b>Communications</b>	
<p><u>Classification</u></p> <p>4 Security Attendant I/II  <hr/>                 4 <b>Requested Total</b></p>	<p><u>Classification</u></p> <p>1 Communications Manager                  9 Comm Technician I/II/III                  1 Supervising Comm Technician  <hr/>                 1 Telecommunications Engineer                  12 <b>Requested Total</b></p>	



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Hold County department and employees accountable to do their jobs well.

*Objective: County facilities are well maintained and fully operational enabling the effective delivery of County services.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	6	9	6	13	10
Average number of days to complete a request for communication services within County facilities	N/A	N/A	3	3	3
Average number of inspections of County owned and leased facilities performed by Property Management	N/A	N/A	100	101	90
Average number of annual energy audits of County owned and leased facilities performed by Property Management	N/A	N/A	30	41	30

Staff anticipate needs, provide effective solutions, maintain communication and strive to perform work in a timely manner for over 300 facilities Countywide. Due to staffing vacancies in the Maintenance division, completion of services fell below the goal set for FY 2013-14.

### Goal 2: Maintain an efficient purchasing process in order to facilitate the acquisition of goods and services for our customers in a cost effective and responsive manner.

*Objective: Increase fiscal savings achieved through the open and fair competitive process*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of fiscal savings from competitive process	N/A	N/A	15%	16.9%	20%

This measure delivers the average percentage of cost avoidance realized by conducting open and fair competitive processes where cost avoidance is defined as the difference between the average price paid without a competitive process and the bid price obtained.

## Utility Payments

Department Head: John Nilon  
Fund: General  
Budget Unit: 1615

Function: General Government  
Activity: Property Management

### Description of Major Services

This budget unit is used to pay utility costs for most County facilities. Utilities include electricity, gas, water, sewer, garbage, postage, elevator services, pest control, security and fire alarm systems, and fire extinguishers/sprinkler systems. The General Services Division administers this budget unit. Some utility costs for Sheriff, Fire, Roads, Parks and Recreation and Kern Medical Center are not included in this budget unit.

#### Summary of Expenditures and Revenue

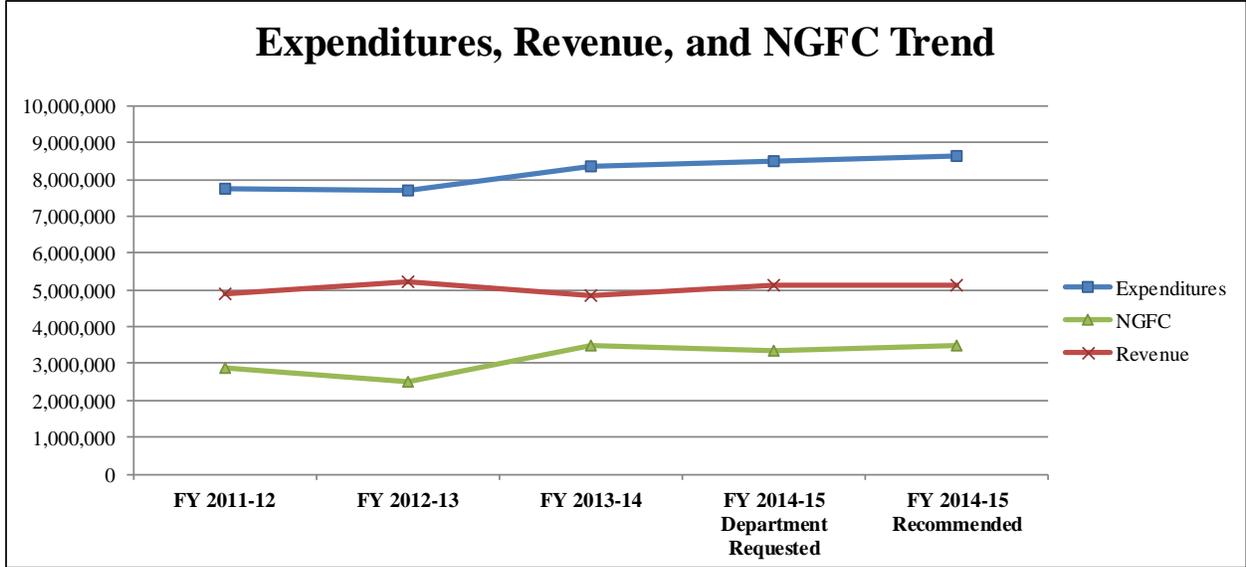
	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$7,551,743	\$8,593,021	\$8,218,810	\$8,323,779	\$8,483,779	\$8,483,779
Other Charges	778,649	776,751	776,750	773,151	773,151	773,151
<b>TOTAL EXPENDITURES</b>	<b>\$8,330,392</b>	<b>\$9,369,772</b>	<b>\$8,995,560</b>	<b>\$9,096,930</b>	<b>\$9,256,930</b>	<b>\$9,256,930</b>
Expend. Reimb.	(\$631,738)	(\$657,547)	(\$656,462)	(\$623,400)	(\$623,400)	(\$623,400)
<b>TOTAL NET EXPENDITURES</b>	<b>\$7,698,654</b>	<b>\$8,712,225</b>	<b>\$8,339,098</b>	<b>\$8,473,530</b>	<b>\$8,633,530</b>	<b>\$8,633,530</b>
<b>REVENUE:</b>						
Intergovernmental	\$146,011	\$130,082	\$131,675	\$120,700	\$120,700	\$120,700
Charges for Services	1,173,506	1,332,250	1,222,853	1,312,937	1,312,937	1,312,937
Miscellaneous	584,110	441,560	577,833	406,560	406,560	406,560
Other Financing Sources:						
Criminal Justice Facilities	3,300,000	3,300,000	2,900,000	3,300,000	3,300,000	3,300,000
<b>TOTAL REVENUE</b>	<b>\$5,203,627</b>	<b>\$5,203,892</b>	<b>\$4,832,361</b>	<b>\$5,140,197</b>	<b>\$5,140,197</b>	<b>\$5,140,197</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,495,027</b>	<b>\$3,508,333</b>	<b>\$3,506,737</b>	<b>\$3,333,333</b>	<b>\$3,493,333</b>	<b>\$3,493,333</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The General Services Division continues to review and evaluate the acquisition of utility services and commodities to attain the best rates possible. Services and supplies are budgeted to cover the anticipated cost of utilities. Charges for services and other financing sources revenue are primarily collected from customer entities for services provided, and general purpose revenue received from the General Fund through the allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

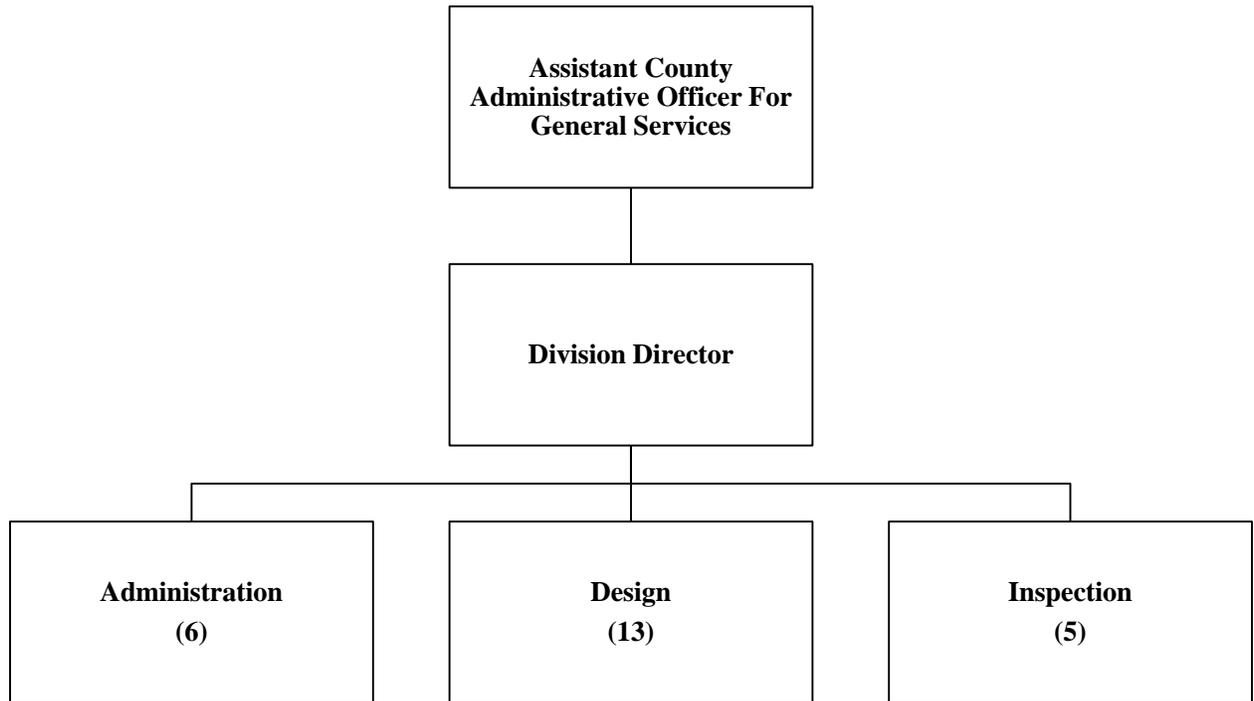
The anticipated increase in expenditures is primarily due to expected changes in electricity and water rates. A portion of increased expenditures are offset by increased revenue collected from service recipients. Beginning FY 2013-14, this budget unit started incurring a portion of the insurance costs for claims made against the County.



**Mission Statement**

*The General Services Division provides responsive, customer-focused support enabling the effective delivery of County services.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The Construction Services Division completed 40 various Capital and Major Maintenance projects totaling \$16,857,492. These projects include: LeRoy Jackson Park phase one, Risk Mitigation County Administrative Building phases one and two, Exclusive Provider Organization work area modifications, Agriculture Department remodel, Public Services Building heating, ventilation and air conditioning replacement, Animal Services emergency relocation, and 1215 parking lot reconfiguration/resurface.
- Projects currently under construction or in bid/request for proposal status include the Information Technology Services Building, the Pine Mountain Fire Station, LeRoy Jackson Park phase two, and the AB 900 new jail facility.



## Construction Services

Department Head: John Nilon

Fund: General

Budget Unit: 1640

Function: General Government

Activity: Property Management

### Description of Major Services

The Construction Services section within the General Services Division provides design, engineering cost estimates, bids and awards, inspection and project management for capital and major maintenance projects related to the County's real property infrastructure. County design staff efforts are augmented through the use of architectural and engineering consultant contracts, when appropriate.

#### Summary of Expenditures and Revenue

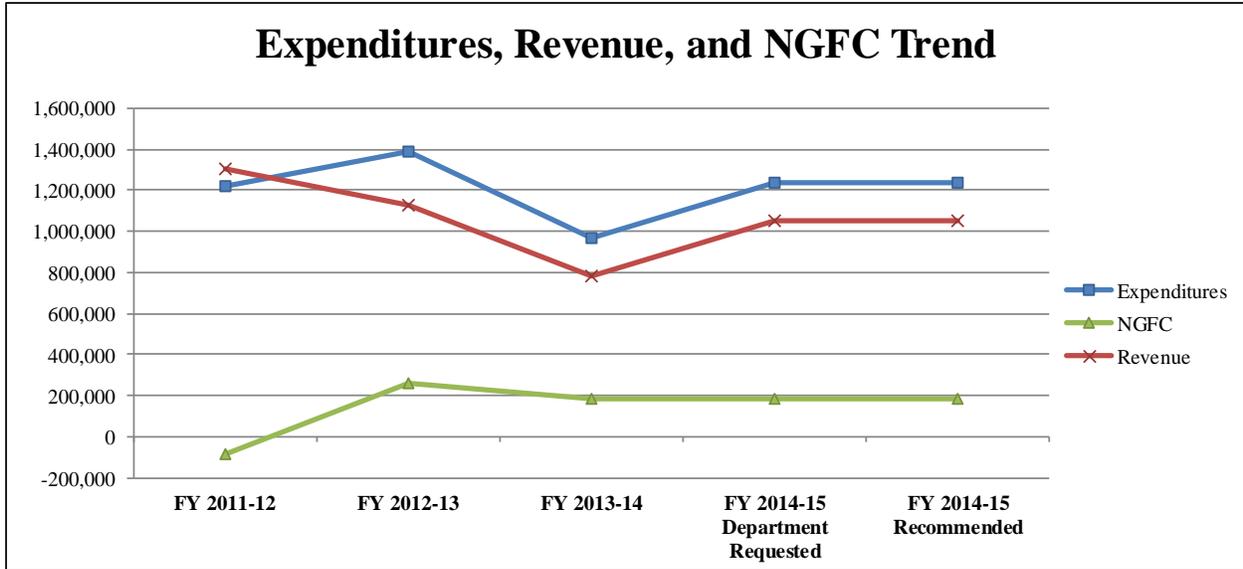
	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,667,856	\$2,937,637	\$2,620,182	\$2,749,802	\$2,749,802	\$2,749,802
Services and Supplies	348,788	413,285	314,670	307,572	307,572	307,572
Other Charges	0	397	0	0	0	0
Capital Assets	13,919	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,030,563</b>	<b>\$3,351,319</b>	<b>\$2,934,852</b>	<b>\$3,057,374</b>	<b>\$3,057,374</b>	<b>\$3,057,374</b>
Expend. Reimb.	(\$1,646,252)	(\$1,648,569)	(\$1,968,151)	(\$1,822,200)	(\$1,822,200)	(\$1,822,200)
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,384,311</b>	<b>\$1,702,750</b>	<b>\$966,701</b>	<b>\$1,235,174</b>	<b>\$1,235,174</b>	<b>\$1,235,174</b>
<b>REVENUE:</b>						
Charges for Services	\$1,040,835	\$1,421,200	\$703,576	\$1,001,200	\$1,001,200	\$1,001,200
Miscellaneous	0	30	0	30	30	30
Other Financing Sources:						
Community Dev. Program Trust	84,621	90,000	79,154	52,000	52,000	52,000
<b>TOTAL REVENUE</b>	<b>\$1,125,456</b>	<b>\$1,511,230</b>	<b>\$782,730</b>	<b>\$1,053,230</b>	<b>\$1,053,230</b>	<b>\$1,053,230</b>
<b>NET GENERAL FUND COST</b>	<b>\$258,855</b>	<b>\$191,520</b>	<b>\$183,971</b>	<b>\$181,944</b>	<b>\$181,944</b>	<b>\$181,944</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform project related services. The costs are offset by revenue received for services provided, primarily from charges to capital and major maintenance projects.

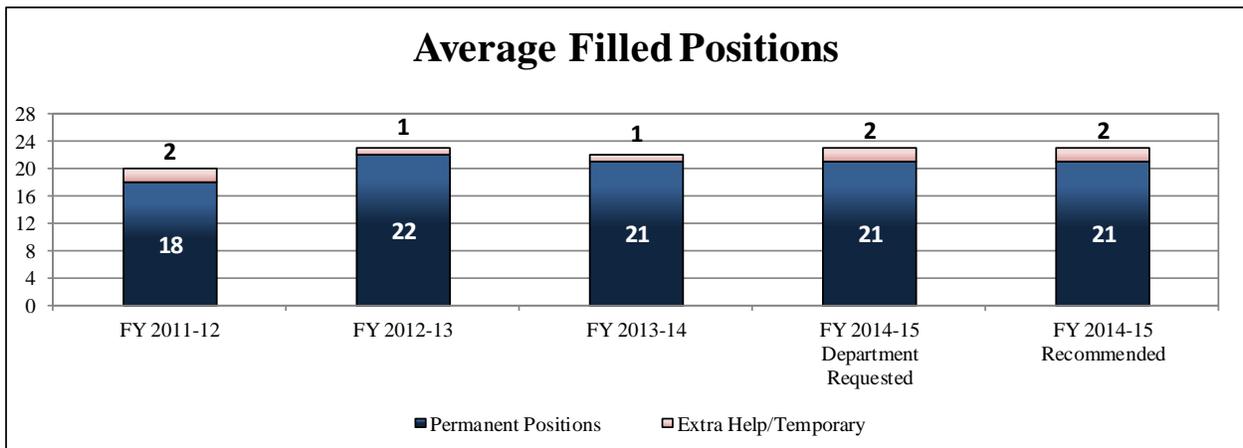
### Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits compared to FY 2013-14 actual due to anticipated staffing level changes. Charges for services and expenditure reimbursements are adjusted to reflect anticipated staffing levels and project workloads.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The budget holds one (1) Engineering Aide I/II/III position, one (1) Supervising Construction Project Inspector position, and two (2) Engineer I/II/III positions vacant and unfunded for a savings of approximately \$402,000. Although staffing costs for this division are largely offset by service charges, the anticipated FY 2014-15 project workload is insufficient to charge for all authorized positions. The division will be utilizing an additional temporary staff member in FY 2014-15.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	18	22	21	21	21
Extra Help/Temporary	2	1	1	2	2
<b>Total Positions</b>	<b>20</b>	<b>23</b>	<b>22</b>	<b>23</b>	<b>23</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	18	23	22	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
<b>Total Positions</b>	<b>20</b>	<b>24</b>	<b>23</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,139,544</b>	<b>\$2,667,856</b>	<b>\$2,620,182</b>	<b>\$2,749,802</b>	<b>\$2,749,802</b>

### Summary of Authorized Positions

The budget unit has 25 authorized positions, of which 21 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	7	0	0	7	7	0	7
Design	13	0	0	13	10	3	13
Inspection	5	0	0	5	4	1	5
<b>Total</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>21</b>	<b>4</b>	<b>25</b>

Administration	Design	Inspection
<b>Classification</b>	<b>Classification</b>	<b>Classification</b>
1 Division Director	2 Supervising Engineer	1 Supervising Project Inspector
2 Contract Specialist	4 Engineer I/II/III	4 Construct Proj Inspector I/II/III
1 Administrative Coordinator	5 Engineering Technician I/II/III	<b>5 Requested Total</b>
1 Fiscal Support Specialist	1 Engineering Aide I/II/III	
1 Fiscal Support Technician	1 Drafting Technician I/II/III	
1 Office Services Specialist	<b>13 Requested Total</b>	
<b>7 Requested Total</b>		

**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

**Goal 1: Provide efficient construction administration by minimizing non-construction costs.**

*Objective 1: Decrease the percentage of indirect cost to total cost for projects over \$100,000 and below \$1,000,000.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of administrative cost to total construction cost	N/A	N/A	4%	1.21%	2%
Percentage of design and engineering costs to total construction cost	N/A	N/A	8%	9.26%	9%
Percentage of project management and inspection costs to total construction cost	N/A	N/A	7%	4.71%	6%

This measure reports indirect cost for projects over \$100,000 and below \$1,000,000. This measure is intended to track cost by fiscal year in an effort to decrease the indirect expense as a percentage of total construction costs which maximizes the use of taxpayer resources. Construction Services goals are within expectations except for design and engineering costs. The design and engineering measurement was established for FY 2013-14 using estimates and has been adjusted for FY 2014-15 based on FY 2013-14 results.



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## Major Maintenance Projects

Department Head: John Nilon

Fund: General

Budget Unit: 1650

Function: General Government

Activity: Property Management

### Description of Major Services

The General Services Division of the County Administrative Office annually develops a master list of all major maintenance projects requested by departments. The projects are prioritized using the following criteria: legally mandated, health and safety concern, preventive maintenance concern, cost reduction impact, and extent of direct use or benefit to the public. Offsetting revenue and special funding are also considered when prioritizing the projects requested for funding consideration.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$5,314,404	\$10,901,415	\$1,962,161	\$0	\$0	\$8,025,834
<b>TOTAL EXPENDITURES</b>	<b>\$5,314,404</b>	<b>\$10,901,415</b>	<b>\$1,962,161</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,025,834</b>
Expend. Reimb.	(\$87,784)	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$5,226,620</b>	<b>\$10,901,415</b>	<b>\$1,962,161</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,025,834</b>
<b>REVENUE:</b>						
Intergovernmental	\$1,304,368	\$788,000	(\$32,070)	\$0	\$0	\$1,141,200
Miscellaneous	500,981	0	(122,492)	0	0	87,000
Other Financing Sources:	0	0	0	0	0	0
Mental Health Fund	0	0	0	0	0	73,393
Recorders Modernization Fund	0	0	175,000	0	0	225,000
County Local Revenue Fund 2011	15,981	182,687	115,161	0	0	300,000
Abatement Cost	3,805	0	0	0	0	0
Building Inspection	87,784	0	0	0	0	0
Solid Waste Management	93,094	0	0	0	0	0
Inmate Welfare Fund	0	65,000	0	0	0	0
Structural Fire Fund	0	0	140,000	0	0	0
Roads	0	0	0	0	0	40,000
<b>TOTAL REVENUE</b>	<b>\$2,006,013</b>	<b>\$1,035,687</b>	<b>\$275,599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,866,593</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,220,607</b>	<b>\$9,865,728</b>	<b>\$1,686,562</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,159,241</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

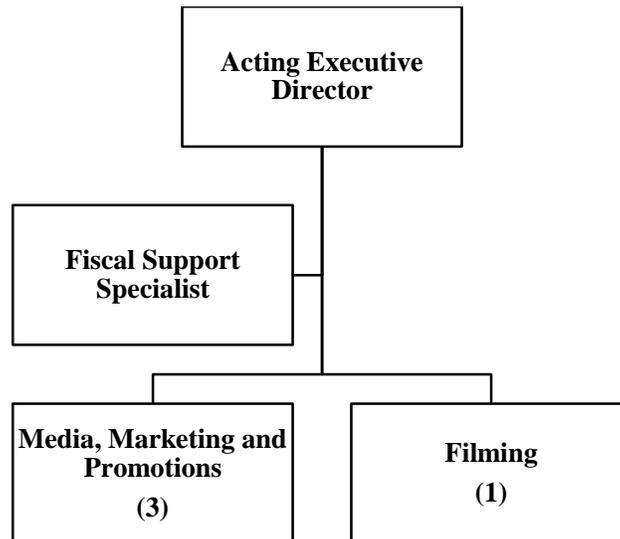
The table below contains a list of the recommended projects for FY 2014-15. For each project, the project cost, any offsetting revenue or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table below include 34 new projects with a combined NGFC of \$7,410,834. Revenue for this budget unit includes \$1,251,593 for projects started in prior fiscal years. The recommended projects are in accordance with the County's objective of evaluating and meeting the County's infrastructure needs. These recommended projects were identified by both the General Services Division and other operating departments as urgent unmet maintenance and facility needs.

Project Number	Description	Recommended Appropriation	Estimated Revenue	Net Cost
<b>New Projects</b>				
7008	Improv Animal Serv Surg Cntr	\$ 175,000		\$ 175,000
7084	PSB 2nd Floor Carpet & Cabling	350,000		350,000
7093	MH Chester Fac Tenant Improvs	300,000	300,000	0
7145	Maint Dredging Alejandro Inlet	125,000		125,000
7139	Repair Slab on Grade Sheriff C	61,593		61,593
7141	Underground Tank Remediation	113,000		113,000
7151	Coroners Office Plumbing Repl	196,761		196,761
7203	Fire Dept Fleet Bldg Reroof	132,123		132,123
7180	Rehab County Counsel Libr	91,214		91,214
7185	Struct Impr Hall of Records	225,000	225,000	0
7193	Reroof 1420 H St	206,163		206,163
7202	Paving Pub Health Parking Lot	473,000		473,000
7019	ADA-Var County Facilities	175,000		175,000
7022	Reroof Rathbun Branch Libr	230,145		230,145
7023	Ext Lighting Energy Retrofit	200,000	50,000	150,000
7024	Paving Jamison Center Prkng Lt	313,000		313,000
7025	Reroof Rosamond Branch Libr	656,528		656,528
7026	Paving Greenfield Park Pkg Lot	267,000		267,000
7027	Reroof Museum Buildings	288,956		288,956
7028	Pvng Rosamond Rec Hall Pk Lot	321,000		321,000
7029	Paving Var County Facilities	200,000		200,000
7030	J/H Classroom Flr Repl PhIII	250,000		250,000
7031	Rehab Fac GMP Kaweah/Yen Han	216,280		216,280
7032	Struct Impr Taft Admin Bldg	200,000		200,000
7033	Paving Baker Library Pk Lot	89,000		89,000
7034	Water Conservation Var Fac	122,000		122,000
7035	Reroof Cal City Branch Library	230,081		230,081
7037	Reroof Ridgecrest Branch Libr	216,240		216,240
7038	HVAC Lerdo Kitchen/Laundry	998,750		998,750
7039	Painting-Var County Fac	50,000		50,000
7040	Repair Admin Ctr Paver Pilot	75,000		75,000
7041	HVAC- Var County Facilities	150,000		150,000
7042	Rehab TMP Bldgs Phase 1	288,000		288,000
7162	Tam O'Shanter Drive Drywell Re	40,000	40,000	0
<b>Sub-Total</b>		<b>\$ 8,025,834</b>	<b>\$ 615,000</b>	<b>\$ 7,410,834</b>
<b>Rebudgets</b>				
	PY Revenue-CRF Remodel		\$ 73,393	\$ (73,393)
	PY Revenue-Taft Administrative Center		41,200	(41,200)
	PY Revenue-HVAC Upgrades 1415 Truxtun Ph III		447,250	(447,250)
	PY Revenue-Courts Complex Elec. Upgrade Ph. 2		485,200	(485,200)
	PY Revenue-Replace Water Service 1215 Trux-Ph II		167,550	(167,550)
	PY Revenue-Lakeshore Pine Wastewater Treatment		37,000	(37,000)
<b>Sub-Total</b>		<b>\$ -</b>	<b>\$ 1,251,593</b>	<b>\$ (1,251,593)</b>
<b>Grand Total</b>		<b>\$ 8,025,834</b>	<b>\$ 1,866,593</b>	<b>\$ 6,159,241</b>

## Mission Statement

*To contribute to Kern County's economy and quality of life by globally marketing its unique treasures, identifying tourism and filmmaking opportunities, enhancing the image of Kern County as a visitor destination, and creating a unified strategy to meet these goals.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Produced State of the County dinner and address, and sold all tickets to the venue.
- Administered the County's Tourism Promotion Grant program, facilitating \$100,000 in grant awards.
- Implemented a new mobile application to provide information about local attractions, events, dining, and hotel options for travelers.
- Modernized the County Visitors Guide to create a more upscale image of tourism opportunities in the County.
- Increased the departments social media presence as a part of the department's integrated marketing strategy.
- Assisted the Veteran's Department with the creation of print materials that are more attractive and user friendly and redesigned the exterior of the Veterans Building.
- Redesigned the adoptable animal videos for Animal Services to broadcast on Kern Government Television.
- Assisted Animal Services with rebranding the department.
- Redesigned the County Airports website.

## Board of Trade

Department Head: Teresa Hitchcock  
Fund: General  
Budget Unit: 1812

Fund: General Government  
Activity: Promotion

### Description of Major Services

The Board of Trade promotes tourism and commercial filming within the County and provides local stakeholders with general promotional, legislative, and educational assistance in regards to tourism-related matters. The department administers the County Tourism Promotion Grant Program and conducts a number of special events to promote the County, including the annual State of the County Dinner.

The department functions as the County's Film Commission and is the designated film-permitting authority in the County. As the Film Commission, the department is responsible for advertising, publicizing, and promoting film production resources and locations within the County.

The department is also responsible for the design and implementation of enhanced content for Kern Government Television (KGOV). The department develops and produces video segments for use on KGOV and department websites to highlight and showcase the services and programs offered by County departments.

### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$466,065	\$499,575	\$468,518	\$454,233	\$454,233	\$454,233
Services and Supplies	146,092	189,812	172,342	237,426	237,426	237,426
Other Charges	56	67	40	42	42	42
Capital Assets	0	0	8,819	0	0	0
Other Financing Uses	0	57,313	0	0	0	58,723
<b>TOTAL EXPENDITURES</b>	<b>\$612,213</b>	<b>\$746,767</b>	<b>\$649,719</b>	<b>\$691,701</b>	<b>\$691,701</b>	<b>\$750,424</b>
Expend. Reimb.	\$0	(\$5,000)	\$0	(\$5,000)	(\$5,000)	(\$5,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$612,213</b>	<b>\$741,767</b>	<b>\$649,719</b>	<b>\$686,701</b>	<b>\$686,701</b>	<b>\$745,424</b>
<b>REVENUE:</b>						
Charges for Services	\$0	\$7,000	\$2,215	\$18,900	\$18,900	\$18,900
Miscellaneous	12,031	13,100	17,457	15,085	15,085	15,085
Other Financing Sources:						
Board of Trade-Advertising	0	45,600	26,000	64,900	64,900	64,900
<b>TOTAL REVENUE</b>	<b>\$12,031</b>	<b>\$65,700</b>	<b>\$45,672</b>	<b>\$98,885</b>	<b>\$98,885</b>	<b>\$98,885</b>
Less Available BSI *	\$0	(\$57,313)	\$0	\$0	\$0	(\$58,723)
<b>NET GENERAL FUND COST</b>	<b>\$600,182</b>	<b>\$618,754</b>	<b>\$604,047</b>	<b>\$587,816</b>	<b>\$587,816</b>	<b>\$587,816</b>
BSI Ending Balance *	\$57,313	N/A	\$57,313	N/A	N/A	N/A

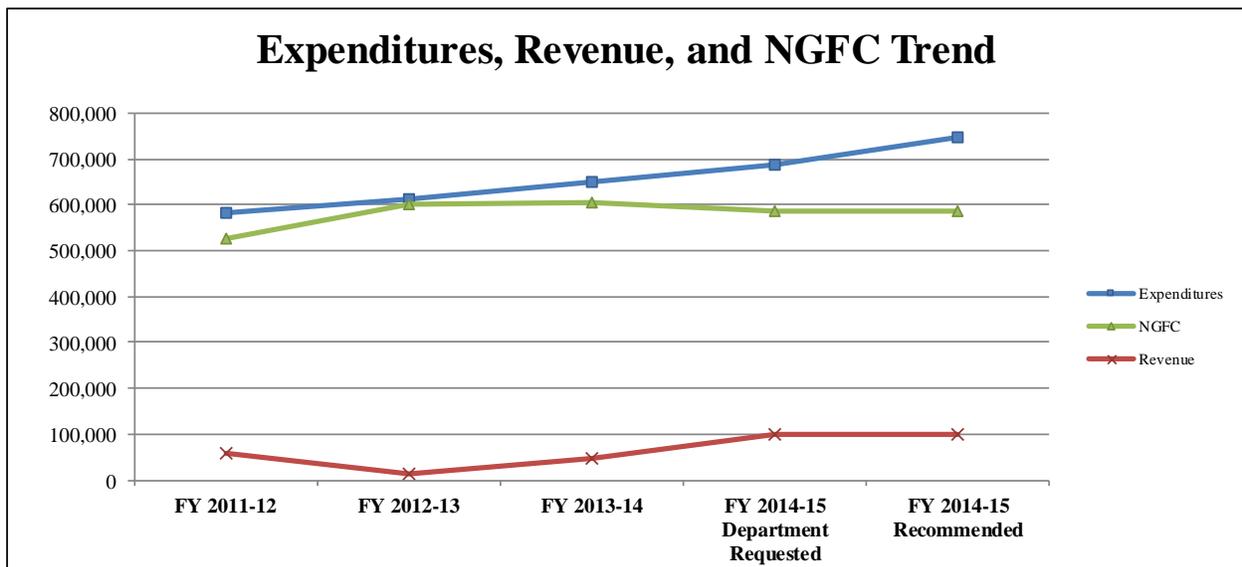
\* BSI = Budget Savings Incentives

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for the department are associated with staffing costs for positions required to perform the functions assigned. The department is primarily funded by an allocation of Net General Fund Cost. Other revenue sources include event ticket sales, advertising, and reimbursement of marketing and promotions costs.

### Budget Changes and Operational Impacts

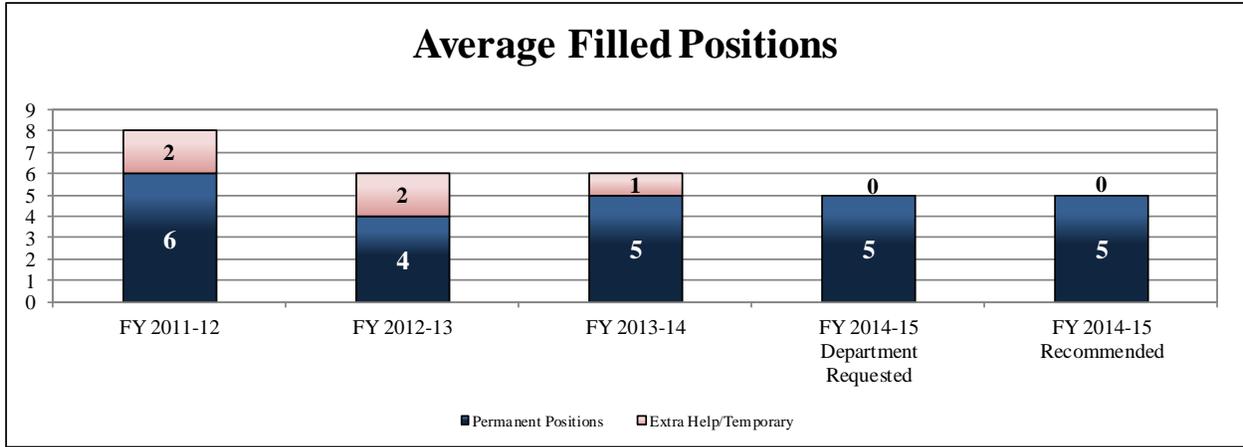
Salaries and benefits are recommended at a reduced level over the FY 2013-14 Adopted budget. This reduction is due to the deletion of one (1) Marketing Promotions Coordinator position. Services and supplies are recommended at an increased level to allow the procurement of specialized services for video production. The acting Director’s salary and benefits will continue to be funded by the County Administrative Office. The recommended budget will allow the department to maintain current levels of service.



### Staffing Changes and Operational Impacts

The department is deleting one (1) vacant Marketing and Promotions Coordinator position. Deleting this position will have no operational impact as it was vacant and unfunded in FY 2013-14.





### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	6	4	5	5	5
Extra Help/Temporary	2	2	1	0	0
<b>Total Positions</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	6	4	5	N/A	N/A
Extra Help/Temporary (FTE)	1	2	1	N/A	N/A
<b>Total Positions</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$435,109</b>	<b>\$466,065</b>	<b>\$468,518</b>	<b>\$454,233</b>	<b>\$454,233</b>

### Summary of Authorized Positions

The department currently has 7 authorized permanent positions. When adjusted for one position deletion the department has 6 authorized positions, of which 5 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	2	0	0	2	1	1	2
Media, Marketing, and Promotions	3	0	0	3	3	0	3
Filing	2	0	(1)	1	1	0	1
<b>Total</b>	<b>7</b>	<b>0</b>	<b>(1)</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>6</b>



Filming	Media, Marketing and Promotions	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Marketing & Promo Associate	1 Media Services Coordinator	1 Board of Trade Executive Director
1 Marketing & Promo Coordinator	2 Marketing & Promo Associate	1 Fiscal Support Specialist
2 <b>Current Total</b>	3 <b>Requested Total</b>	2 <b>Requested Total</b>
<u>Additions/Deletions</u>		
(1) Marketing & Promo Coordinator		
1 <b>Requested Total</b>		

## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Increase tourism and filming in the County.

#### *Objective 1: Promote Kern County as a great place to visit and film.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Dollar contribution to Kern County's economy from tourism spending	\$1.18 Billion	\$1.28 Billion	\$1.35 Billion	\$1.33 Billion	N/A
Percent change in County tourism spending	-4.7%	8.1%	5.4%	4.0%	N/A
Number of visitor guides distributed	New Performance Measure			30,000	20,000
Number of tour companies presented with information about Kern County	New Performance Measure			66	75
Number of ad impressions distributed from tourism print and web advertising	New Performance Measure			1,630,625	1,610,600
Number of unique visitors to visitkern.com	New Performance Measure				8,000
Number of unique visitors to filmkern.com	New Performance Measure				4,000
Number of tourism related social media interactions	New Performance Measure				15,000
Number of location scouts contacted through trade shows	New Performance Measure				50

The department's primary mission is to promote and increase tourism and filming in the County. The department will no longer be tracking two performance measures from previous years, as they are not reflective of the department's efforts and largely outside the department's control. Instead, the department is proposing a number of new performance measures aimed at tracking specific actions the department is taking to promote the County with measurable outcomes that can be used to evaluate the department's effectiveness in promoting the County.

#### *Objective 2: Encourage visitors and film makers to stay longer.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Dollar amount of Transient Occupancy Tax paid by overnight visitors in unincorporated areas of the County	\$1,729,801	\$1,823,378	\$1,932,800	\$1,779,764	N/A
Contribution to the County's economy from commercial filming	\$16.4 Million	\$18.8 Million	\$19.4 Million	\$15.4 Million	N/A
Number of visitors assisted in the tourism center.	New Performance Measure			3,000	3,100
Number of film locations located by film commission staff	New Performance Measure				150

Tourists and filmmakers are often unaware of the unique locations available throughout Kern County. Board of Trade staff encourage additional time spent in the County by pointing out additional points of interest. The department will no longer be tracking previous performance measures, as they are not reflective of the department's efforts to encourage longer stays in the County. Rather, the department is proposing new measurements to track how effective the department's efforts are in continuing outreach and providing services to visitors and film makers.

**Goal 2: Enhance the County's image and promote services to the public.***Objective 1: Assist County departments with branding and promoting services to the public.*

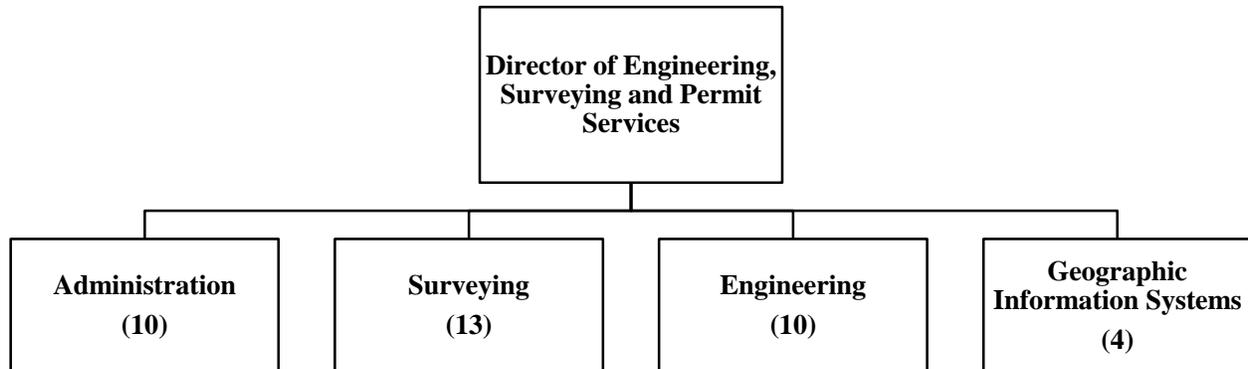
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of positive media interactions	New Performance Measure			24	20
Number of hours spent on print projects completed for departments	New Performance Measure			1,500	1,000
Number of hours spent on video production projects	New Performance Measure			800	700
Number of hours spent on other marketing projects	New Performance Measure			1,200	1,000
Number of hours spent on coordinating events	New Performance Measure			80	80
Number of KGOV shows produced	New Performance Measure			10	30

These are new measures for the department that are reflective of newly focused efforts on building and enhancing the image of the County by providing print, video, web-design, social media, and other marketing support to County departments. The department is also producing video content for the purpose of airing on KGOV television. These measures reflect the number of hours spent by staff assisting other County departments with their marketing efforts.

## Mission Statement

*The Engineering, Surveying and Permit Services Department exists to provide all our customers with accurate and up-to-date survey information, engineering and inspection services to ensure public health and safety*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Completed a two-year process of environmental review and state and federal permitting to be able to make repairs to the south fork of the Kern River at Sierra Way.
- Facilitated design and construction of Frazier Park Signs in the floodway.
- Staff support for the failure of and well replacement for the Athal Mutual Water System
- Updated the department's webpages.
- Assisted new owners in completing abandoned subdivisions.
- Represented the County in the following committees: Tulare Lake Integrated Regional Water Management Program, Tulare Lake Basin Disadvantaged Community Water Study, County's Debt Advisory Committee.
- Staff participated on the Technical Advisory Committee and North of River Sanitary District's connection fee was significantly reduced.
- Completed Hart Street pump station security improvement which was the target of repeated theft.
- Obtained a \$500,000 Planning Grant, issued Request for Proposals and selected a consultant to perform a study and prepare environmental documents for the Golden Hills Sewer problems.
- Completed project replacing missing grates and guardrails at various drainage facilities in Lamont.



## Engineering, Surveying and Permit Services

Department Head: Gregory Fenton

Function: General Government

Fund: General

Activity: Other General

Budget: 1900

### Description of Major Services

The Engineering, Surveying and Permit Services Department reviews and processes tract and parcel maps, and oversees drainage, floodplain, and geologic activities related to land-development permits. The department reviews construction and grading plans for code and regulation compliance. Other functions include operating drainage facilities, performing surveys required by the Board of Supervisors or other County departments, reviewing legal descriptions and other maps, and developing the County's geographic information system (GIS) capabilities.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$4,201,072	\$4,146,122	\$4,375,246	\$3,780,833	\$3,780,833	\$3,780,833	
Services and Supplies	614,155	809,075	745,609	704,737	704,737	704,737	
Other Charges	85	594	7,946	598	598	598	
Capital Assets	24,966	57,000	0	57,000	57,000	57,000	
Other Financing Uses	136,209	691,445	115,428	94,195	94,195	267,724	
<b>TOTAL EXPENDITURES</b>	<b>\$4,976,487</b>	<b>\$5,704,236</b>	<b>\$5,244,229</b>	<b>\$4,637,363</b>	<b>\$4,637,363</b>	<b>\$4,810,892</b>	
Expend. Reimb.	(\$302,365)	(\$310,000)	(\$292,821)	(\$260,000)	(\$260,000)	(\$260,000)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$4,674,122</b>	<b>\$5,394,236</b>	<b>\$4,951,408</b>	<b>\$4,377,363</b>	<b>\$4,377,363</b>	<b>\$4,550,892</b>	
<b>REVENUE:</b>							
Intergovernmental	\$0	\$0	\$7,633	\$0	\$0	\$0	
Charges for Services	2,642,248	2,705,090	2,440,821	2,535,490	2,535,490	2,535,490	
Miscellaneous	2,573	3,370	1,015	1,766	1,766	1,766	
Other Financing Sources:							
General Plan Admin Surcharge	10,560	10,560	9,247	9,306	9,306	9,306	
Community Development Program	17,485	3,000	25,465	5,000	5,000	5,000	
<b>TOTAL REVENUE</b>	<b>\$2,672,866</b>	<b>\$2,722,020</b>	<b>\$2,484,181</b>	<b>\$2,551,562</b>	<b>\$2,551,562</b>	<b>\$2,551,562</b>	
Less Available BSI *	\$0	(\$576,000)	\$0	\$0	\$0	(\$173,529)	
<b>NET GENERAL FUND COST</b>	<b>\$2,001,256</b>	<b>\$2,096,216</b>	<b>\$2,467,227</b>	<b>\$1,825,801</b>	<b>\$1,825,801</b>	<b>\$1,825,801</b>	
BSI Ending Balance *	\$589,092	N/A	\$173,529	N/A	N/A	N/A	

\* BSI = Budget Savings Incentives

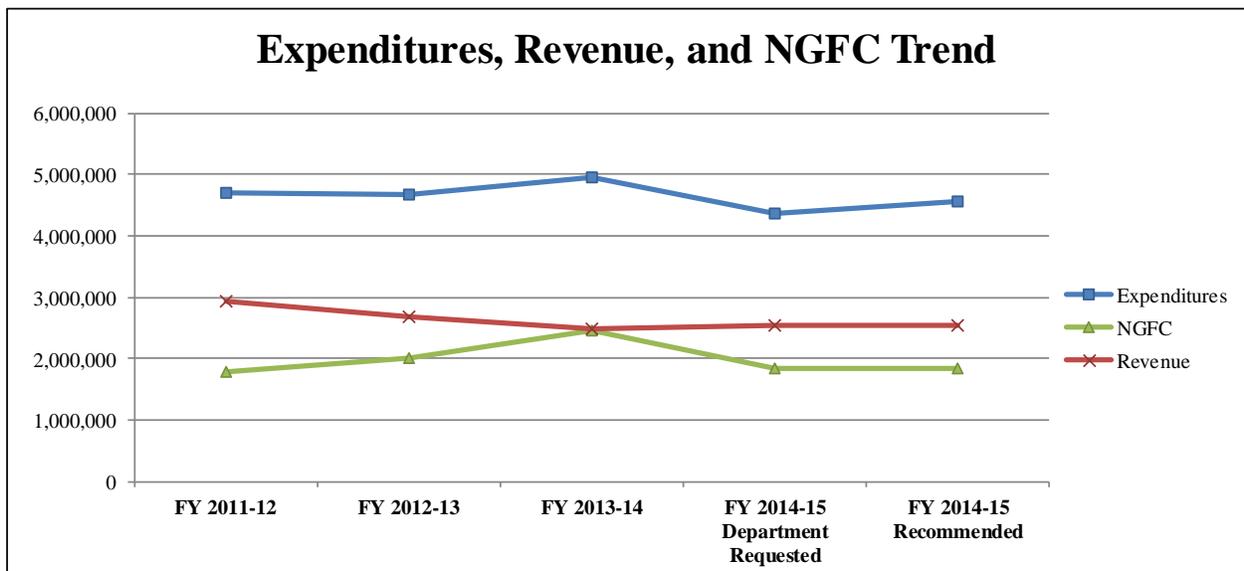
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Staffing costs comprise the majority of the department's expenditures. The department revenue sources include primarily charges for services for permits and plan reviews. The remaining funding comes from an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget contains salaries and benefits at lower levels than FY 2013-14 due to moving one (1) Housing Rehabilitation Programs Supervisor position to the Code Compliance Division and deleting four vacant positions. Services and supplies are recommended at a slight decrease due to a reduction of general liability insurance charges and a reduced need for external professional services. The recommended budget also includes \$57,000 for new surveying equipment.

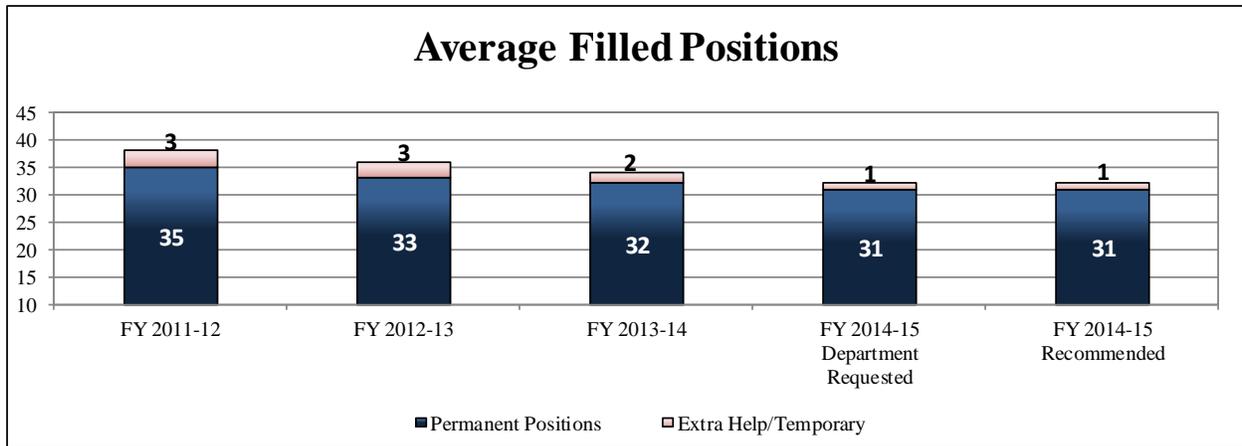
The recommended budget will allow the department to maintain current levels of service, including meeting or exceeding agreed turnaround timelines established in their performance standards.



### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) vacant Program Coordinator position, two (2) vacant Engineer Aide I/II/III positions, and one (1) vacant Supervising Engineer position that have been vacant for the past two years. The recommended budget also holds vacant and unfunded one (1) Senior Engineering Manager position and one (1) Supervising Engineer position. One (1) Housing Rehabilitation Programs Supervisor position is being moved to the Code Compliance Division for a cost savings of approximately \$112,000.





### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	35	33	32	31	31
Extra Help/Temporary	3	3	2	1	1
<b>Total Positions</b>	<b>38</b>	<b>36</b>	<b>34</b>	<b>32</b>	<b>32</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	36	33	35	N/A	N/A
Extra Help/Temporary (FTE)	2	2	1	N/A	N/A
<b>Total Positions</b>	<b>38</b>	<b>35</b>	<b>36</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$4,362,191</b>	<b>\$4,201,072</b>	<b>\$4,375,246</b>	<b>\$3,780,833</b>	<b>\$3,780,833</b>

## Summary of Authorized Positions

The department currently has 38 authorized permanent positions. The recommended budget includes 33 authorized positions, of which 31 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	11	0	(2)	9	9	8	1	9
Floodplain/Grading	4	0	0	4	4	4	0	4
Special Projects/CSAs	4	0	0	4	4	4	0	4
Drainage	2	0	0	2	2	2	0	2
Geographic Information Systems	4	0	0	4	4	4	0	4
Field Surveying	7	0	(2)	5	5	4	1	5
Office Survey	6	0	(1)	5	5	5	0	5
<b>Total</b>	<b>38</b>	<b>0</b>	<b>(5)</b>	<b>33</b>	<b>33</b>	<b>31</b>	<b>2</b>	<b>33</b>

<b>Administration</b>	<b>Floodplain/Grading</b>	<b>Special Projects/CSAs</b>
<p><b><u>Classification</u></b></p> <p>1 Director of ESPS</p> <p>1 Senior Engineering Manager</p> <p>1 Engineering Manager</p> <p>1 Administrative Services Officer</p> <p>1 Program Coordinator Housing Rehabilitation Programs</p> <p>1 Supervisor</p> <p>1 Fiscal Support Specialist</p> <p>3 Fiscal Support Technician</p> <p>1 Senior Office Services Specialist</p> <hr/> <p>11 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(1) Program Coordinator Housing Rehabilitation Programs</p> <p>(1) Supervisor</p> <hr/> <p>9 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Draft. or Engin. Techn I/II/III</p> <p>1 Supervising Engineer</p> <p>1 Engineer I/II/III</p> <hr/> <p>1 Engineering Aide I/II/III</p> <hr/> <p>4 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Draft. or Engin. Techn I/II/III</p> <p>1 Engineer I/II/III</p> <hr/> <p>2 Engineering Aide I/II/III</p> <hr/> <p>4 <b>Requested Total</b></p>
<b>Office Survey</b>	<b>Geographic Information Systems</b>	<b>Drainage</b>
<p><b><u>Classification</u></b></p> <p>1 Engineering Manager</p> <p>1 Supervising Engineer</p> <p>1 Engineer I/II/III</p> <p>1 Engineering Aide I/II/III</p> <hr/> <p>2 Draft. or Engin. Techn I/II/III</p> <hr/> <p>6 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(1) Supervising Engineer</p> <hr/> <p>5 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 GIS Coordinator</p> <p>1 GIS Specialist</p> <hr/> <p>2 Engineering Aide I/II/III</p> <hr/> <p>4 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Engineer I/II/III</p> <hr/> <p>1 Engineering Aide I/II/III</p> <hr/> <p>2 <b>Requested Total</b></p>
<b>Field Surveying</b>		
<p><b><u>Classification</u></b></p> <p>1 Supervising Engineer</p> <p>4 Engineering Aide I/II/III</p> <hr/> <p>2 Draft. or Engin. Techn I/II/III</p> <hr/> <p>7 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(2) Engineering Aide I/II/III</p> <hr/> <p>5 <b>Requested Total</b></p>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Facilitate development by performing timely reviews

#### Objective 1: Increase the speed of map reviews

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of tract map first reviews performed within 28 days	100%	100%	100%	100%	100%
Percentage of subsequent tract map reviews performed within 14 days	100%	100%	100%	100%	100%
Percentage of parcel map first reviews performed within 28 days	98%	100%	100%	100%	100%
Percentage of subsequent parcel map reviews performed within 14 days	100%	100%	100%	100%	100%
Number of public users per day of County's GIS system	5,032	4,757	5,000	N/A	N/A

Review of tract maps and parcel maps is a critical function of this department and is important to customers as they are dependent on timely reviews so they can record their maps. These time limits were established by an independent review from an outside consultant, and the department routinely completes reviews much quicker. The department is no longer tracking the number of public users per day on the County's GIS system, as it does not reflect the performance of the department.

#### Objective 2: Increase the speed of flood hazard evaluations

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of flood hazard evaluations completed within 1 day	67%	95%	50%	98%	90%
Percentage of flood hazard evaluations completed within 1 week	98%	99%	85%	100%	95%

Regulating development in the floodplain is a critical function of this department. The flood hazard evaluation is necessary to determine mitigation requirements in accordance with the department's Floodplain Management Ordinance and other applicable federal regulations and provide that information to our customers so they can incorporate it into their project drawings and specifications, without delays. Turnaround times continue to exceed the adopted goals.

### Goal 2: Maintain adequate drainage facilities

#### Objective 1: Increase the number of sumps maintained

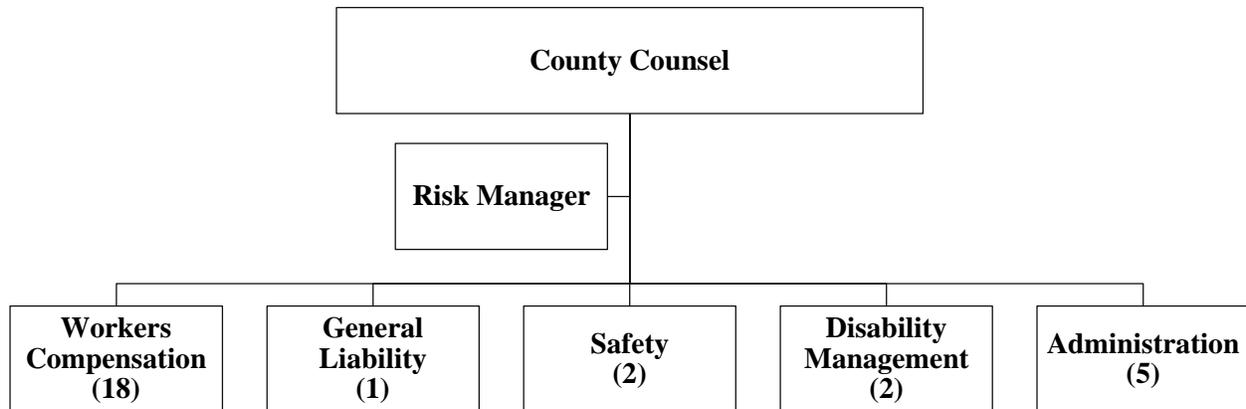
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of general fund sumps maintained	New Performance Measure				50
Percentage of general fund sumps renovated	New Performance Measure				5
Percentage of County Service Area sumps maintained	New Performance Measure				75
Percentage of County Service Area sumps renovated	New Performance Measure				25
Number of drainage facilities renovated	22	26	20	N/A	N/A
Condition/grade of drainage facilities	A-49%	A-53%	A-56%	A-56%	N/A
	C-35%	C-34%	C-35%	C-35%	
	F-16%	F-13%	F-10%	F-9%	

Maintenance of drainage facilities is a responsibility of this department. Within the County there are sumps that rely on general funds to accomplish any routine maintenance or major renovations. There are also "CSA" sumps that were constructed after the County started requiring new developments to annex into a County Service Area in order to provide a funding mechanism to facilitate maintenance of these sumps. Routine maintenance generally consists of inmate labor or work release personnel using hand tools (weed-eaters etc), while renovations are typically performed by a contractor using heavy equipment to remove significant vegetation and dredge the bottom to remove silts that tend to "clog" the sump and inhibit percolation. We maintain sumps as-needed, generally every 1-3 years depending on the specific sump. Complete renovations are less frequent, typically a 4-5 year rotation, again depending on the specific sump. The first four performance are new and more accurately reflect the performance of the department. The last two measures are existing performance measure proposed to be eliminated as they do not provide a meaningful evaluation of performance.

### Mission Statement

*To meet the legal and risk management challenges facing the County of Kern in partnership with our clients and to provide quality and innovative services to benefit our clients while supporting the public good.*

### Organizational Chart



### Fiscal Year 2012-13 and 2013-14 Accomplishments

- The Workers’ Compensation staff used structured settlements, where appropriate, to reduce the cost of a finalized claim through cost reduction realized by usage of the present value of an award.
- Staff worked on cost containment of medical expenses through ongoing utilization review.
- A Disability Management Coordinator was hired to oversee the Return to Work program and launch the Expedited Resolution Process, designed to resolve claims in a timely manner so employees can return to work sooner thereby making the employee more productive.
- Safety promoted the drivers license “pull” program with the Sheriff’s Office, which is designed to notify them of license suspensions or moving violations of officers and staff.
- Evaluated the benefits of Catastrophic Inmate Medical Insurance and Pollution Insurance, which provides coverage in areas where claims are typically quite expensive.
- Risk Management worked with Sheriff’s Office on a Risk Control Action Plan, which is designed to reduce risks, keep claims at a minimum, and slow insurance premium increases.
- Risk Management negotiated a flat insurance renewal for FY 2014-15 with excess coverage carrier Brit.
- Management staff developed a Medical Provider network of approved occupation medicine service providers to ensure accountability, consistency, and quality.



## Risk Management

Department Head: Theresa Goldner  
Fund: General  
Budget Unit: 1910

Function: General Government  
Activity: Other General

### Description of Major Services

The County Counsel Risk Management Division administers the County's General Liability and Workers' Compensation self-insurance programs, processes employee and liability claims, and provides loss prevention and safety programs. The division also negotiates the purchase of specialty insurance coverage for County departments. While there is no planned net General Fund cost associated with this division, any increase in expenditures directly increases the costs charged to other County departments.

	Summary of Expenditures and Revenue					
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,625,455	\$3,412,513	\$2,734,893	\$3,306,195	\$3,306,195	\$3,306,195
Services and Supplies	1,457,792	1,784,504	1,622,353	1,945,942	1,945,942	1,945,942
Other Charges	1,506	2,563	642	2,500	2,500	2,500
<b>TOTAL EXPENDITURES</b>	<b>\$4,084,753</b>	<b>\$5,199,580</b>	<b>\$4,357,888</b>	<b>\$5,254,637</b>	<b>\$5,254,637</b>	<b>\$5,254,637</b>
Expend. Reimb.	(\$585,082)	(\$623,424)	(\$610,902)	(\$724,221)	(\$724,221)	(\$724,221)
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,499,671</b>	<b>\$4,576,156</b>	<b>\$3,746,986</b>	<b>\$4,530,416</b>	<b>\$4,530,416</b>	<b>\$4,530,416</b>
<b>REVENUE:</b>						
Charges for Services	\$3,499,268	\$4,576,156	\$3,746,167	\$4,530,416	\$4,530,416	\$4,530,416
Miscellaneous	1	0	80	0	0	0
<b>TOTAL REVENUE</b>	<b>\$3,499,269</b>	<b>\$4,576,156</b>	<b>\$3,746,247</b>	<b>\$4,530,416</b>	<b>\$4,530,416</b>	<b>\$4,530,416</b>
<b>NET GENERAL FUND COST</b>	<b>\$402</b>	<b>\$0</b>	<b>\$739</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

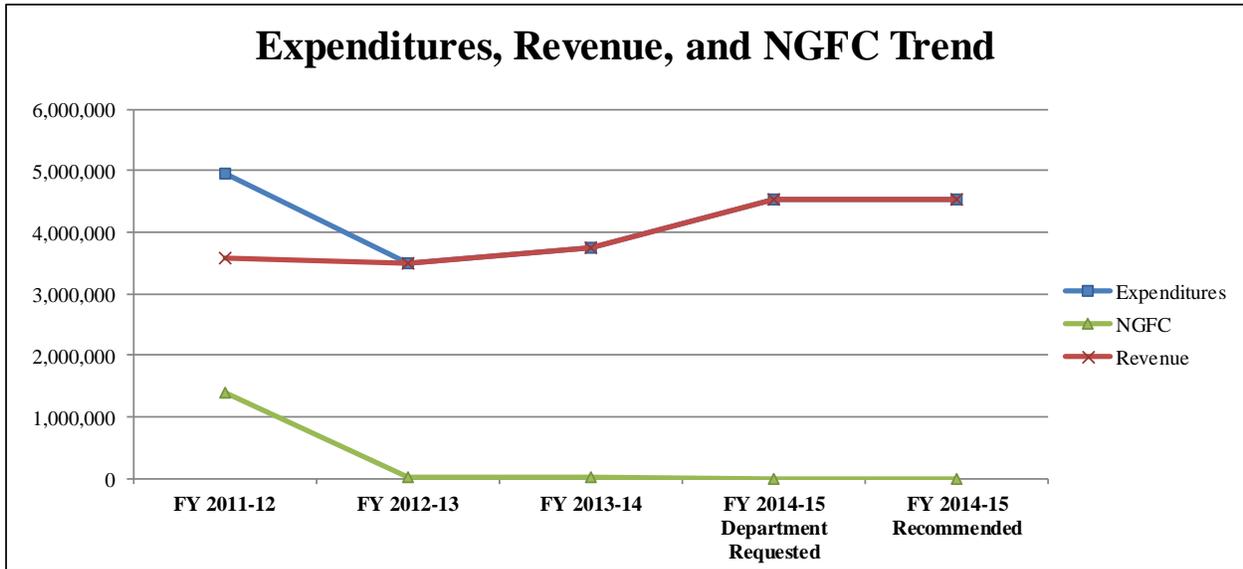
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Services and supplies expenditures are primarily for the various insurance policies managed by the division. These insurance costs, and all staffing costs, are charged directly to customer departments. These charges come in as expenditure reimbursements and charges for services. Prior to FY 2012-13, uninsured litigation, or the cost of defending the County in civil and administrative matters that are not covered under the County's self-insurance programs, had been the only major General Fund expense of this budget unit. In FY 2012-13 these costs were transferred to County Counsel, budget unit 1210.

### Budget Changes and Operational Impacts

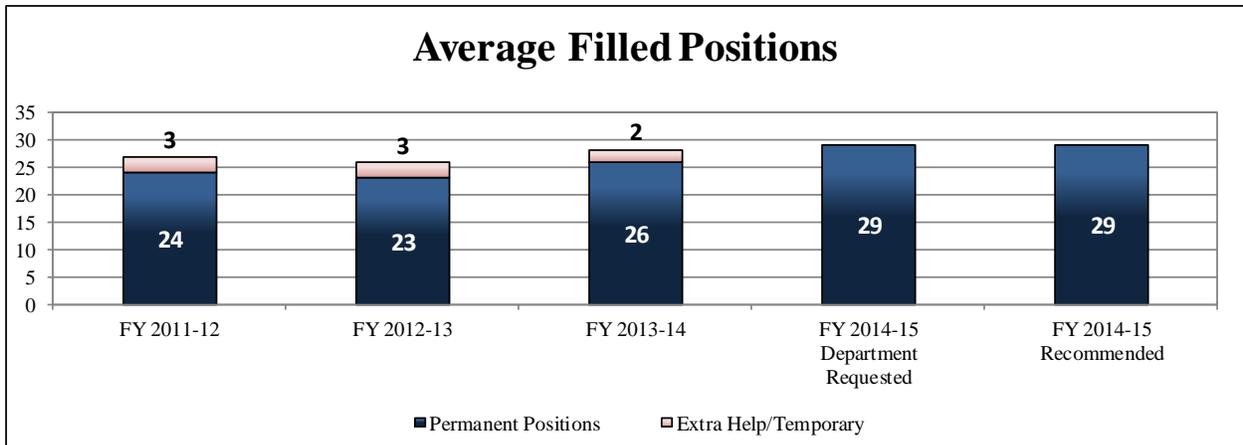
The recommended budget provides the department with funding for all authorized positions, causing the increase over FY 2013-14 actual salary expenses. The services and supplies category is anticipated to increase primarily due to insurance coverage expenses. Charges for services and expenditure reimbursements have been adjusted to reflect the planned expenditures.





### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. In FY 2013-14 the division had a lower number of average filled permanent positions due to three unplanned vacancies.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	24	23	26	29	29
Extra Help/Temporary	3	3	2	0	0
<b>Total Positions</b>	<b>27</b>	<b>26</b>	<b>28</b>	<b>29</b>	<b>29</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	23	22	26	N/A	N/A
Extra Help/Temporary (FTE)	3	3	1	N/A	N/A
<b>Total Positions</b>	<b>26</b>	<b>25</b>	<b>27</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,536,715</b>	<b>\$2,625,455</b>	<b>\$2,734,893</b>	<b>\$3,306,195</b>	<b>\$3,306,195</b>

### Summary of Authorized Positions

The division has 29 authorized positions, which have all been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	6	0	6
Disability Management	2	0	0	2	2	0	2
Safety	2	0	0	2	2	0	2
General Liability	1	0	0	1	1	0	1
Workers' Comp.	18	0	0	18	18	0	18
<b>Total</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>29</b>	<b>0</b>	<b>29</b>

<b>Administration</b>	<b>Disability Management</b>	<b>Safety</b>
<p><b><u>Classification</u></b></p> <p>1 Risk Manager</p> <p>1 Business Manager</p> <p>1 Administrative Coordinator</p> <p>2 Info Systems Specialist I/II/III/Sr</p> <p>1 Fiscal Support Specialist</p> <hr/> <p>6 <b>Requested Total</b></p> <p style="text-align: center;"><b>Workers' Compensation</b></p> <p><b><u>Classification</u></b></p> <p>1 Workers Comp Claims Manager</p> <p>2 Supervising Workers Comp Adj.</p> <p>10 Workers Comp Claim Adj. I/II/III</p> <p>1 Risk Management Investigator</p> <p>3 Office Services Technician</p> <p>1 Office Services Assistant</p> <hr/> <p>18 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Disability Management Coord.</p> <p>1 Office Services Assistant</p> <hr/> <p>2 <b>Requested Total</b></p> <p style="text-align: center;"><b>General Liability</b></p> <p><b><u>Classification</u></b></p> <p>1 Liability Claims Adjuster</p> <hr/> <p>1 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Safety Specialist</p> <p>1 Loss Prevention Specialist</p> <hr/> <p>2 <b>Requested Total</b></p>



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve the fiscal efficiency and responsibility of the County.

*Objective: Provide effective loss prevention and safety services to minimize the number of employees injured on the job.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	52	58	60	54	60
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	49	47	45	55	55
Percentage of departments rating loss prevention and safety as effective.	86%	100%	95%	84%	90%
Number of accidents and incidents per man hours worked County-wide	New Performance Measure				3.5
The percentage of lien-to-value settlements	New Performance Measure				92%

The second indicator calculates 4850 time used by public safety employees as an average number of days used. California Labor Code Section 4850 allows peace officers and firefighters a leave of absence up to one year without loss of salary, for industrial injuries. The division is working diligently to reduce the amount of 4850 time paid while still complying with the law. The third indicator measures how effective the preventative safety programs are to the operating departments. Departments are generally pleased with the service, which is evident in our surveys. The fourth indicator measures the effect of safety awareness preventative programs on the number of accident incidents. The fifth indicator measures the lien amounts reduced through negotiation with health care providers. A staff adjuster has been assigned to negotiate a reduction in medical liens with service providers or request a reduction at a lien conference before Workers' Compensation Appeals Board.

*Objective: Ensure proper fiscal planning that meets the needs of the public as well as County departments.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Total actual cost of risk of County operations.	\$40,762,529	\$38,177,468	\$49,000,000	\$47,402,545	\$59,000,000
General liability cost as a percentage of County expenditures.	.34%	.49%	.77%	.71%	.77%
The total payout to resolve lawsuits.	\$3,809,249	\$5,413,710	\$10,975,000	\$12,509,158	\$18,250,000
Workers' Compensation costs as a percentage of County expenditures.	1.34%	1.60%	1.10%	.82%	1.10%

The first indicator measures the total cost of risk to the County. The total cost is comprised of payouts, insurance premiums, security costs, the value of lost workdays, and other expenses related to workers' compensation and general liability claims. This indicator demonstrates whether the County is managing risk effectively and controlling costs from year to year. The FY 2014-15 goal has been increased to reflect costs outside the control of the division. The second indicator measures the portion of costs the County incurs as a result of general liability claims, lawsuits, and insurance. The third indicator measures the dollars paid out to resolve general liability and medical malpractice lawsuits. The fourth indicator measures the portion of County expenditures spent on work-related injuries including claims, insurance and administrative expenses. There has been an increased number of significant lawsuits in recent years, which has increased the total settlement payout. Workers' compensation costs have fallen in FY 2013-14, and the division believes that trend will continue as it focuses on department safety, efficient operations, and managing costs.

## Capital Projects

Department Head: John Nilon  
Fund: General  
Budget Unit: 1960

Function: General Government  
Activity: Plant Acquisition

### Description of Major Services

The Capital Projects budget provides funds for land and facility purchases, new construction projects, and major building alterations for most County departments. This budget unit is administered by the General Services Division.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Capital Assets	\$1,905,543	\$22,172,050	\$3,670,116	\$0	\$0	\$14,645,131
Other Financing Uses	12,000,000	3,982,852	10,304,852	0	0	825,239
<b>TOTAL EXPENDITURES</b>	<b>\$13,905,543</b>	<b>\$26,154,902</b>	<b>\$13,974,968</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,470,370</b>
<b>REVENUE:</b>						
Intergovernmental	\$1,420,779	\$999,975	\$338,296	\$0	\$0	\$1,199,975
Miscellaneous	10,130	0	58,579	0	0	0
Other Financing Sources:	0	0	0	0	0	0
AB900 Construction Fund	0	0	0	0	0	5,600,000
Local Revenue Fund 2011	0	1,228,768	796,346	0	0	312,119
State Fire Fund	0	1,100,000	490,000	0	0	1,180,000
Recorders Modernization Fund	1,102,029	228,000	6,279	0	0	10,000
Mental Health Services Act	0	0	0	0	0	6,100,000
Tobacco Endowment Fund	0	0	1,870,047	0	0	2,041,953
Inmate Welfare Fund	500,000	263,210	218,510	0	0	0
Kern County Fire	0	130,000	0	0	0	0
ARRA Energy Stimulus Grant	0	0	9,946	0	0	0
State Capital Outlay	0	0	0	0	0	100,000
<b>TOTAL REVENUE</b>	<b>\$3,032,938</b>	<b>\$3,949,953</b>	<b>\$3,788,003</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,544,047</b>
<b>NET GENERAL FUND COST</b>	<b>\$10,872,605</b>	<b>\$22,204,949</b>	<b>\$10,186,965</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,073,677)</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The table below contains a list of the recommended projects for FY 2014-15. For each project, the project cost, any offsetting revenue or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table below include five new projects at an NGFC of \$1,615,370 and four rebudgets at an NGFC of \$50,000. Revenue for this budget unit includes \$2,739,047 for projects started in prior fiscal years. The recommended projects are in accordance with the County's objective of evaluating and meeting the County's infrastructure needs. These recommended projects were identified by both the General Services Division and other operating departments as urgent unmet needs.

The following new projects are recommended for funding:

- \$790,131 to complete the second phase of the Agriculture Commissioner/Weights and Measures warehouse expansion. The project would continue the expansion of facilities to provide adequate space to house large capacity test equipment and a heavy capacity standards metrology lab.
- \$6,100,000 for the acquisition of a building for the Mental Health Department. This building will house staff who are currently in a higher-cost rental facility.
- \$200,000 to expand the feasibility study of the Golden Hills sanitation project. The purpose of this project is to conduct a planning study to evaluate options available for resolving the wastewater treatment and disposal needs of the community.
- \$825,239 to cover additional project improvements for the new Information Technology Services facility.
- \$100,000 for improvements of the land for a future fire station located in Golden Hills.

Project Number	Description	Recommended Appropriation	Estimated Revenue	Net Cost
<b>New Projects</b>				
8110	Warehouse Expansion Phase II	\$ 790,131	\$ -	\$ 790,131
8109	MH Building 28th Street	6,100,000	6,100,000	0
8499	GH-Sanitation Feasibility Stdy	200,000	200,000	0
8579	Golden Hills Fire Stn Imprv	100,000	100,000	0
	Operating Transfer Out - ITS Building	825,239	0	825,239
	<b>Sub-Total</b>	<b>\$ 8,015,370</b>	<b>\$ 6,400,000</b>	<b>\$ 1,615,370</b>
<b>Rebudgets</b>				
8011	Isabella Fire Land Acquisition	\$ 650,000	\$ 650,000	\$ -
8556	Upgrade to Lerdo Water Plant	5,600,000	5,600,000	0
8580	Krista&Weldon Water Projects	675,000	625,000	50,000
8581	Isabella Fire Replacement Dsgn	530,000	530,000	0
	PY Revenue-A/V Dgtl Cam Surv Lrdo P-trial	0	312,119	(312,119)
	PY Revenue-Rosamond Park Playground Upgrades	0	124,975	(124,975)
	PY Revenue-Golden Hills Sanitation Feasability Study	0	250,000	(250,000)
	PY Revenue-Recorder Annex Elevator	0	10,000	(10,000)
	PY Revenue-Barrack Replacement Lerdo Min Sec Ph1	0	2,041,953	(2,041,953)
	<b>Sub-Total</b>	<b>\$ 7,455,000</b>	<b>\$ 10,144,047</b>	<b>\$ (2,689,047)</b>
	<b>Grand Total</b>	<b>\$ 15,470,370</b>	<b>\$ 16,544,047</b>	<b>\$ (1,073,677)</b>



## Trial Court Funding

Department Head, John Nilon

Fund: General

Budget Unit: 2110, 9410, 9435, 9445 and 9455

Function: Public Protection

Activity: Judicial

### Description of Major Services

The Trial Court Funding budget unit is used to pay the State mandated funding for the courts, including the County’s maintenance of effort payments to the State for court operations and funding for court related costs that are not recognized by the State under the Trial Court Funding Act definition of court operational costs. Facility charges, operations and maintenance agreements, and auto allowances for judges are also paid from the budget unit. The County Administrative Office administers this budget unit.

Public Protection

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$16,275,552	\$16,500,000	\$15,946,834	\$16,636,438	\$16,636,438	\$16,636,438
<b>TOTAL EXPENDITURES</b>	<b>\$16,275,552</b>	<b>\$16,500,000</b>	<b>\$15,946,834</b>	<b>\$16,636,438</b>	<b>\$16,636,438</b>	<b>\$16,636,438</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$5,474,819	\$5,639,175	\$4,938,375	\$4,247,650	\$4,247,650	\$4,541,200
Charges for Services	5,305,008	5,450,525	5,275,204	4,857,340	4,857,340	4,822,340
Miscellaneous	357,684	0	353,767	739,245	739,245	739,245
<b>TOTAL REVENUE</b>	<b>\$11,137,511</b>	<b>\$11,089,700</b>	<b>\$10,567,346</b>	<b>\$9,844,235</b>	<b>\$9,844,235</b>	<b>\$10,102,785</b>
<b>NET GENERAL FUND COST</b>	<b>\$5,138,041</b>	<b>\$5,410,300</b>	<b>\$5,379,488</b>	<b>\$6,792,203</b>	<b>\$6,792,203</b>	<b>\$6,533,653</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

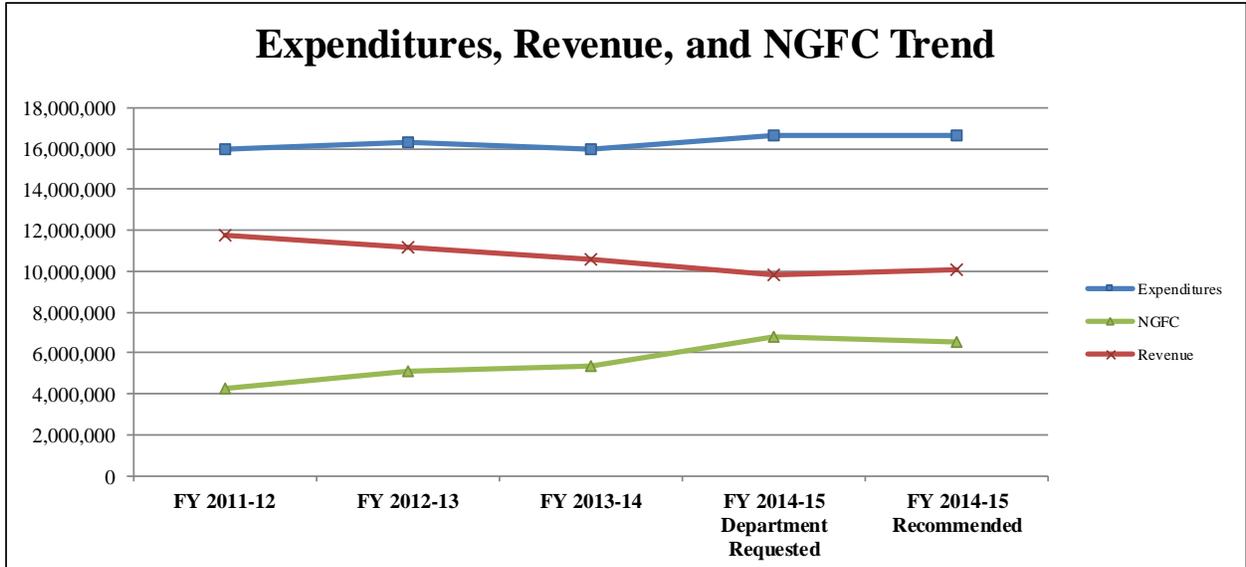
The majority of expenditures for this budget unit are associated to payments to the State for court operations, and the required maintenance of effort payment effective when the municipal courts transitioned to the State. The courts collect fines, forfeitures and traffic school fees that are deposited to the County in this budget unit and are used to offset the costs. The court collections are not sufficient to cover the costs incurred; and, therefore an allocation of Net General Fund Cost is required.

### Budget Changes and Operational Impacts

The recommended budget, compared to the past two fiscal years, remains relatively similar. While costs have remained flat, court collections have declined over the past two years resulting in an increase of an allocation of Net General Fund Cost. The budget includes funding to meet the County’s statutory fiscal responsibilities to the State and the courts.



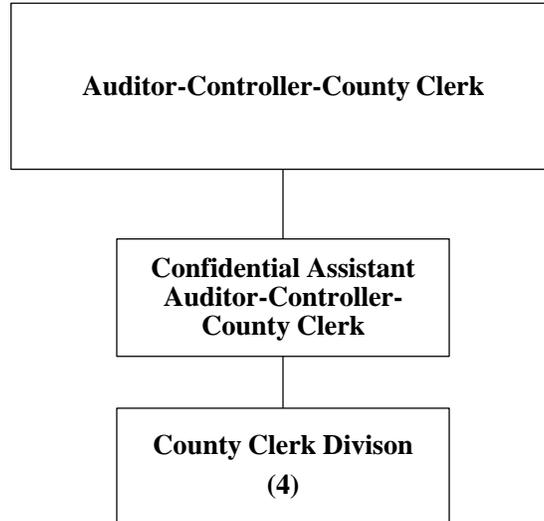
Public Protection



**Mission Statement**

*To perform all delegated and statutory responsibilities of Auditor, Controller, County Clerk and Registrar of Voters with excellence and foresight.*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Implemented issuance of same sex marriage licenses in compliance with changes in State law.
- Together with the systems staff from Auditor-Controller and General Services, improved the public lobby and counter area by adding security devices and windows and installing a monitor to display customer information.
- Together with Auditor-Controller programming staff, developed and implemented: cashiering system and client input applications for marriage licenses and fictitious business name applications resulting in improved efficiency and reduced operating costs.
- Completed imaging of Fictitious Business Name Statements improving efficiency and reducing storage costs.



## County Clerk

Department Head: Mary B. Bedard, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2116

### Description of Major Services

The County Clerk is a division of the Auditor-Controller's Office and is responsible for issuing marriage licenses and fictitious business names, and accepting filings of notary public bonds, environmental impact reports, County loyalty oaths, and other miscellaneous filings. The division relies heavily on the Auditor-Controller for supervisory, administrative and technical support.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$268,607	\$348,546	\$332,833	\$338,401	\$338,401	\$342,672
Services and Supplies	97,958	102,396	118,933	125,318	125,318	126,518
Other Charges	12	11	11	11	11	11
Other Financing Uses	0	106,969	0	0	0	92,196
<b>TOTAL EXPENDITURES</b>	<b>\$366,577</b>	<b>\$557,922</b>	<b>\$451,777</b>	<b>\$463,730</b>	<b>\$463,730</b>	<b>\$561,397</b>
<b>REVENUE:</b>						
Licenses and Permits	\$162,527	\$150,000	\$180,394	\$163,701	\$163,701	\$170,701
Charges for Services	287,356	295,500	305,814	296,000	296,000	296,000
Miscellaneous	37	0	1,269	0	0	0
Other Financing Sources:						
Vital & Health Stat-Co.Clerk	2,200	2,444	2,350	2,500	2,500	2,500
Community Development Program	0	1,400	200	0	0	0
<b>TOTAL REVENUE</b>	<b>\$452,120</b>	<b>\$449,344</b>	<b>\$490,027</b>	<b>\$462,201</b>	<b>\$462,201</b>	<b>\$469,201</b>
Less Available BSI *	\$0	(\$106,969)	\$0	\$0	\$0	(\$92,196)
<b>NET GENERAL FUND COST</b>	<b>(\$85,543)</b>	<b>\$1,609</b>	<b>(\$38,250)</b>	<b>\$1,529</b>	<b>\$1,529</b>	<b>\$0</b>
BSI Ending Balance *	\$64,474	N/A	\$71,289	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

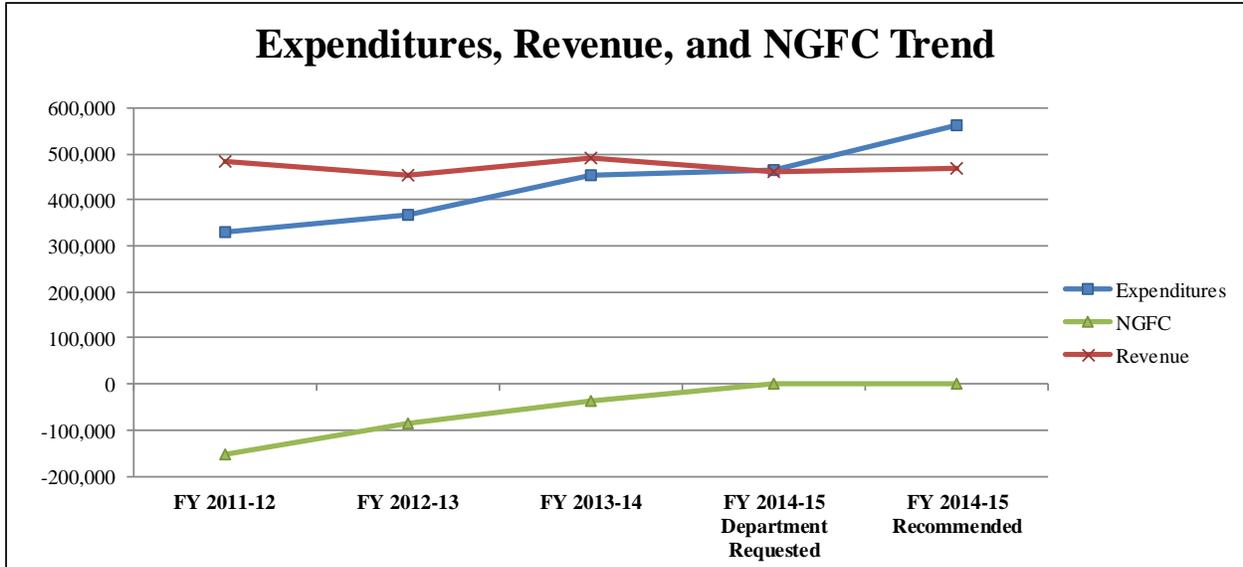
### Major Expenditures and Revenue in 2014-15 Recommended Budget

The primary expenditures of the division are for staffing necessary to complete all assigned functions. The estimated revenue from licenses, permits and fictitious business name filings is anticipated to fully offset expenditures. The division will use \$7,529 of the current \$92,196 Budget Savings Incentive credits balance to cover a portion of planned extra-help staffing costs.

### Budget Changes and Operational Impacts

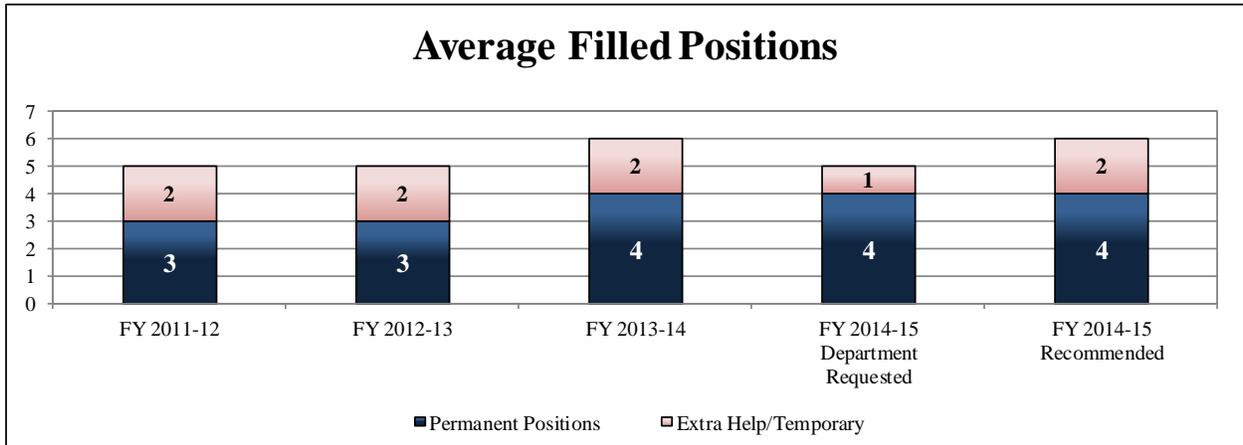
The recommended budget provides a level of funding to permit the County Clerk to continue serving the public without any impacts to service levels.





### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	3	3	4	4	4
Extra Help/Temporary	2	2	2	1	2
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>6</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	3	3	4	N/A	N/A
Extra Help/Temporary (FTE)	2	2	2	N/A	N/A
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$240,605</b>	<b>\$268,607</b>	<b>\$332,833</b>	<b>\$338,401</b>	<b>\$342,672</b>

### Summary of Authorized Positions

The division has four authorized permanent positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
County Clerk	4	0	0	4	4	0	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

County Clerk	
<b>Classification</b>	
1	Fiscal Support Supervisor
1	Office Services Specialist
2	Office Services Technician
<b>4</b>	<b>Requested Total</b>

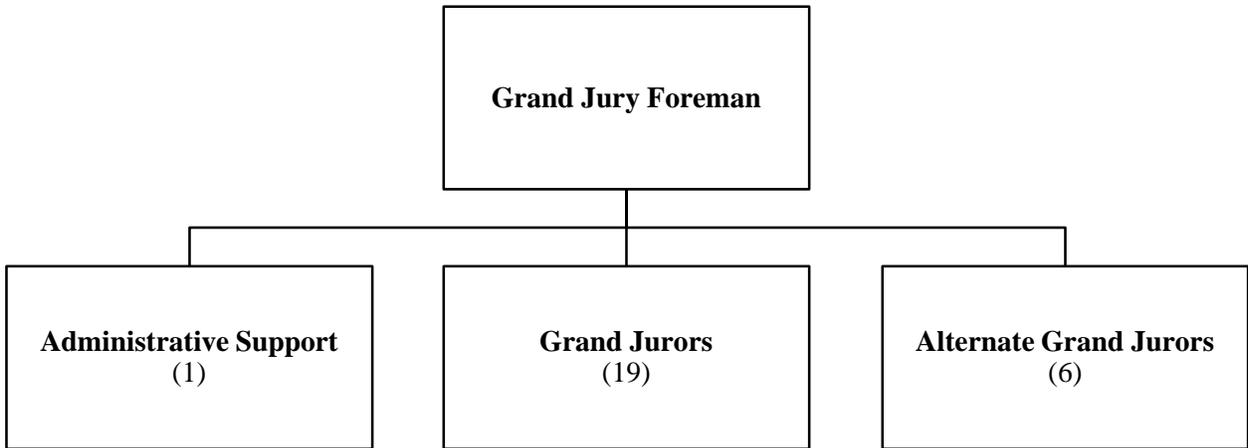


**Mission Statement**

*The Kern County Grand Jury reviews Kern County cities, departments, governmental agencies and special districts to ensure these bodies comply with fiduciary responsibilities and are governed effectively. The Administration and Audit, Cities and Joint Powers, Health, Education and Social Services, Law and Justice and Special Districts Committees investigate, evaluate and report on findings.*

Public Protection

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The work of the Grand Jury has resulted in one indictment during FY 2012-13, one indictment during FY 2013-14.
- In FY 2012-13 the Grand Jury received 85 complaints, conducted 100 investigations, and issued 77 reports.
- In FY 2013-14, as of April 30, the Grand Jury received 49 complaints, conducted 71 investigations, and issued 28 reports.
- In FY 2012-13 the Grand Jury arranged for the “Succeeding Against All Odds” Program that recognized 12 Kern County middle school students that have overcome adversity.



## Grand Jury

Department Head: Grand Jury Foreman  
Fund: General  
Budget Unit: 2160

Function: Public Protection  
Activity: Judicial

### Description of Major Services

The Grand Jury conducts civil and criminal investigations. The Grand Jury may examine the accounts and records of local government agencies and schools, and may inquire into possible criminal offenses, determining whether to return indictment charges in felony cases. Legal support is provided to the Grand Jury by the County Counsel's Office in civil matters and by the District Attorney's Office in criminal matters.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$106,701	\$91,915	\$91,906	\$90,688	\$90,688	\$90,688
Services and Supplies	179,281	217,250	170,220	203,018	203,019	203,019
<b>TOTAL EXPENDITURES</b>	<b>\$285,982</b>	<b>\$309,165</b>	<b>\$262,126</b>	<b>\$293,706</b>	<b>\$293,707</b>	<b>\$293,707</b>
<b>NET GENERAL FUND COST</b>	<b>\$285,982</b>	<b>\$309,165</b>	<b>\$262,126</b>	<b>\$293,706</b>	<b>\$293,707</b>	<b>\$293,707</b>

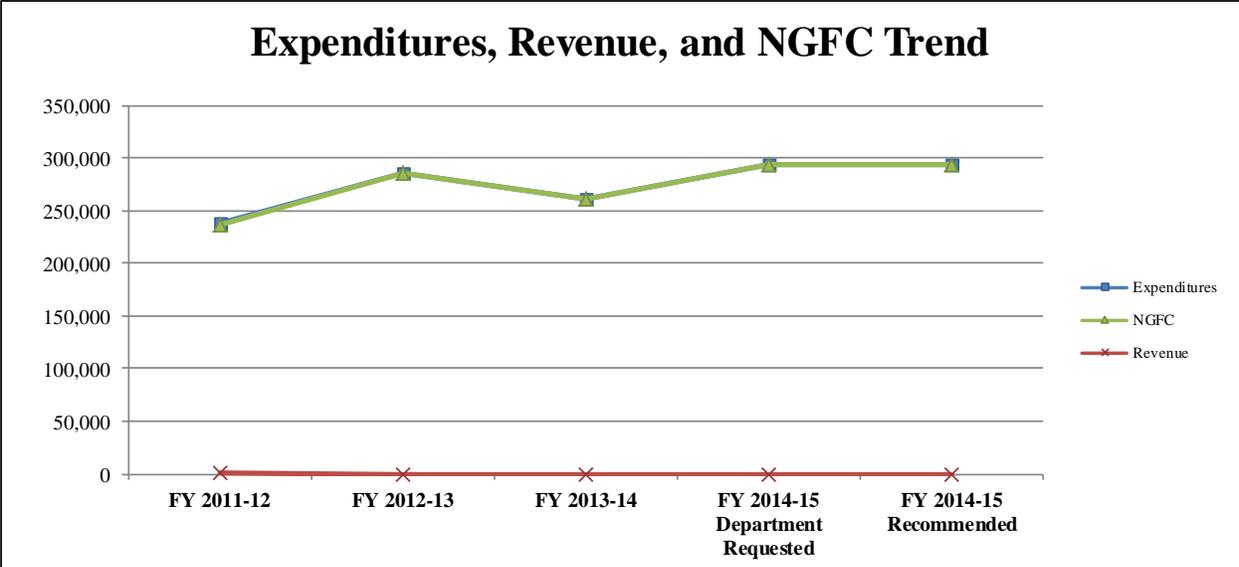
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

All salaries and benefit expenditures for the department are for one administrative support position to assist the volunteer Grand Jurors. Services and supplies provide for anticipated expert witness expenses and travel reimbursement for Grand Jurors. The County provides an allocation of net General Fund cost to fund the activities of the Grand Jury in accordance with California Penal Code sections 888-939.91.

### Budget Changes and Operational Impacts

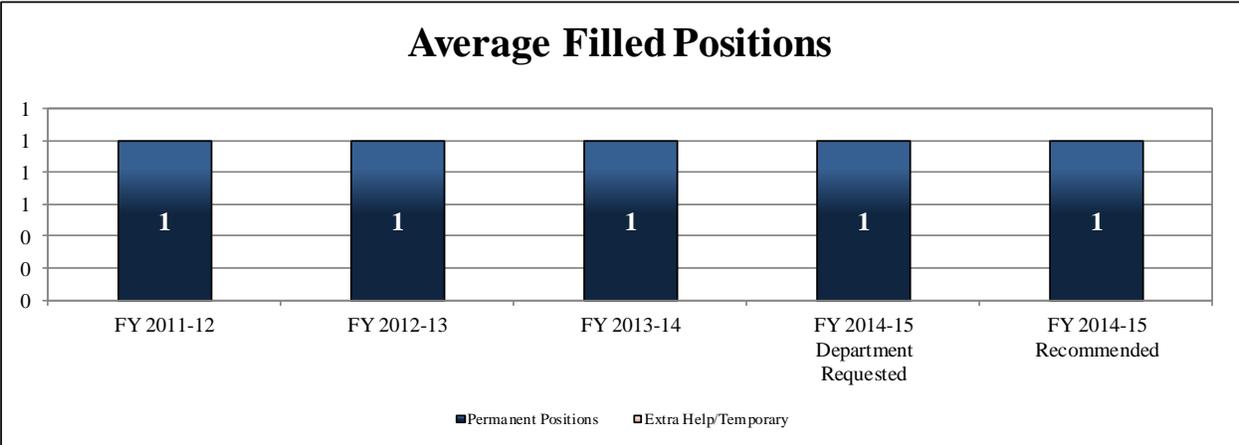
The recommended budget provides the funding necessary to allow the department to perform indictments as requested by the District Attorney and attend Grand Juror training. The recommended budget continues to provide funding for the one staff position. The reduction in the Net General Fund Cost allocation from FY 2013-14 will be absorbed by a reduction in services and supplies with no significant service level impact.





### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget.



Public Protection

4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
					FY 2014-15
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	1	1	1	1	1
<b>Total Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$87,754</b>	<b>\$106,701</b>	<b>\$91,906</b>	<b>\$90,688</b>	<b>\$90,688</b>

### Summary of Authorized Positions

The department has 1 authorized permanent position, which is budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administrative Support	1	0	0	1	1	0	1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

<b>Administrative Support</b>	
<b><u>Classification</u></b>	
1	Sr. Office Services Specialist
<b>1</b>	<b>Requested Total</b>



## Indigent Defense Program

Department Head: John Nilon

Fund: General

Budget Unit: 2170

Function: Public Protection

Activity: Judicial

### Description of Major Services

Defense attorney services are required when the Public Defender declares a conflict of interest or is otherwise unable to represent an indigent adult or juvenile defendant. This budget unit is used to process payments for these services. The County Administrative Office administers this budget unit.

Public Protection

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$6,247,227	\$7,179,000	\$7,119,766	\$7,490,000	\$7,490,000	\$7,490,000
<b>TOTAL EXPENDITURES</b>	<b>\$6,247,227</b>	<b>\$7,179,000</b>	<b>\$7,119,766</b>	<b>\$7,490,000</b>	<b>\$7,490,000</b>	<b>\$7,490,000</b>
<b>REVENUE:</b>						
Intergovernmental	\$1,259,811	\$1,220,000	\$1,373,565	\$1,200,000	\$1,200,000	\$1,200,000
Charges for Services	82,320	65,000	\$71,588	70,000	70,000	70,000
<b>TOTAL REVENUE</b>	<b>\$1,342,131</b>	<b>\$1,285,000</b>	<b>\$1,445,153</b>	<b>\$1,270,000</b>	<b>\$1,270,000</b>	<b>\$1,270,000</b>
<b>NET GENERAL FUND COST</b>	<b>\$4,905,096</b>	<b>\$5,894,000</b>	<b>\$5,674,613</b>	<b>\$6,220,000</b>	<b>\$6,220,000</b>	<b>\$6,220,000</b>

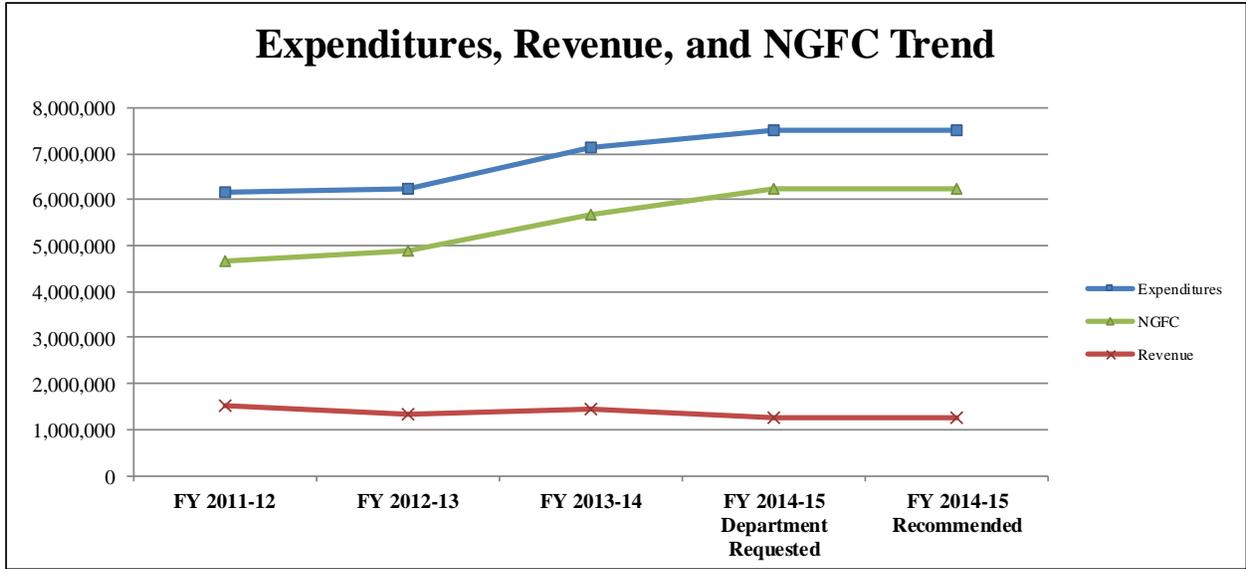
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for this program are allocated to the Kern County Bar Association that is paid to administer the program and provides representation to the indigent clients of the metro area. In the outlying areas of Kern County, attorneys are paid directly for services provided. This budget unit is primarily funded by an allocation of Net General Fund Cost. In addition, the budget unit receives intergovernmental revenues from State aid for trial court funding and State reimbursements for the cost of representing incarcerated defendants.

### Budget Changes and Operational Impacts

The recommended Net General Fund Cost is 5% higher than the FY 2013-14 adopted budget, this will cover a projected increase in the number of indigent defense cases for FY 2014-15. The recommended budget contains sufficient resources to meet the County's constitutional mandate of providing legal representation.

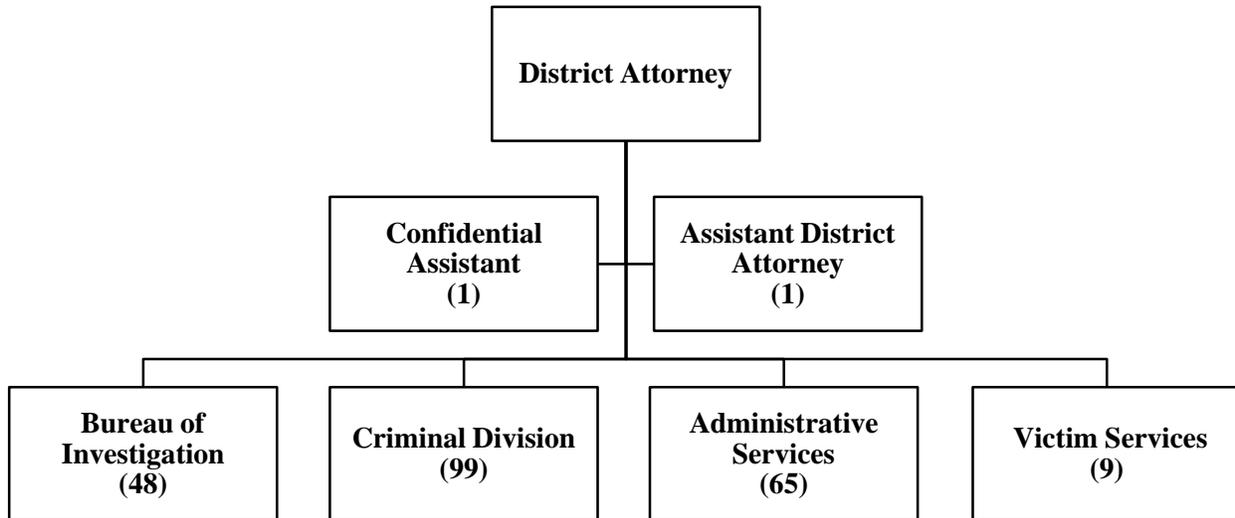
Public Protection



**Mission Statement**

*To fairly and vigorously represent the People of the State of California in the administration of justice in Kern County.*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The Kern County District Attorney’s Office has continued to prosecute a record number of felony criminal cases. In FY 2012-13 the department experienced a 19.7% increase in the number of felony criminal complaints filed over the prior year, and this trend continues with a 19.1% increase for FY 2013-14 over the prior year.



## District Attorney – Criminal Division

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2180

Public Protection

### Description of Major Services

The District Attorney's Office – Criminal Division is tasked with reviewing law enforcement requests for criminal complaints against juvenile and adult offenders, issuing and servicing subpoenas in all cases filed in Bakersfield, prosecuting all cases filed by this Office, assisting and advising the Grand Jury, reviewing consumer fraud and environmental complaints, processing civil actions, and conducting post-filing investigations of all misdemeanor and felony cases.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$28,547,618	\$30,962,867	\$29,910,783	\$32,581,580	\$32,118,381	\$32,118,381
Services and Supplies	2,100,248	2,889,301	2,598,367	2,748,769	2,701,769	2,701,769
Other Charges	58,962	730	514	0	0	0
Capital Assets	370,840	257,000	220,332	263,000	263,000	263,000
Other Financing Uses	0	478,601	0	0	0	729,812
<b>TOTAL EXPENDITURES</b>	<b>\$31,077,668</b>	<b>\$34,588,499</b>	<b>\$32,729,996</b>	<b>\$35,593,349</b>	<b>\$35,083,150</b>	<b>\$35,812,962</b>
Expend. Reimb.	(\$125,339)	(\$147,000)	(\$219,201)	(\$147,000)	(\$147,000)	(\$147,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$30,952,329</b>	<b>\$34,441,499</b>	<b>\$32,510,795</b>	<b>\$35,446,349</b>	<b>\$34,936,150</b>	<b>\$35,665,962</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$255,150	\$35,000	\$0	\$30,000	\$30,000	\$30,000
Intergovernmental	4,164,449	4,364,177	4,539,107	5,085,000	5,169,392	5,169,392
Charges for Services	2,803,883	3,052,000	2,966,119	3,042,000	3,603,853	3,603,853
Miscellaneous	472,159	400,000	541,084	660,000	660,000	660,000
Other Financing Sources:						
2011 Realignment	1,094,822	1,867,900	1,977,213	1,811,850	1,811,850	1,811,850
Local Public Safety	5,010,591	5,312,822	5,407,332	5,084,145	5,594,956	5,594,956
Real Estate Fraud	130,000	244,000	244,000	650,000	352,600	352,600
D.A. Local Forfeiture Trust	0	300,000	300,000	300,000	300,000	300,000
D.A. Equipment/Automation	150,000	82,000	0	73,000	73,000	73,000
D.A. Court Ordered Penalties	250,000	315,000	300,000	250,000	250,000	250,000
<b>TOTAL REVENUE</b>	<b>\$14,331,054</b>	<b>\$15,972,899</b>	<b>\$16,274,855</b>	<b>\$16,985,995</b>	<b>\$17,845,651</b>	<b>\$17,845,651</b>
Less Available BSI *	\$0	(\$478,601)	\$0	\$0	\$0	(\$729,812)
<b>NET GENERAL FUND COST</b>	<b>\$16,621,275</b>	<b>\$17,989,999</b>	<b>\$16,235,940</b>	<b>\$18,460,354</b>	<b>\$17,090,499</b>	<b>\$17,090,499</b>
BSI Ending Balance *	\$372,857	N/A	\$617,091	N/A	N/A	N/A

\* BSI = Budget Savings Incentives



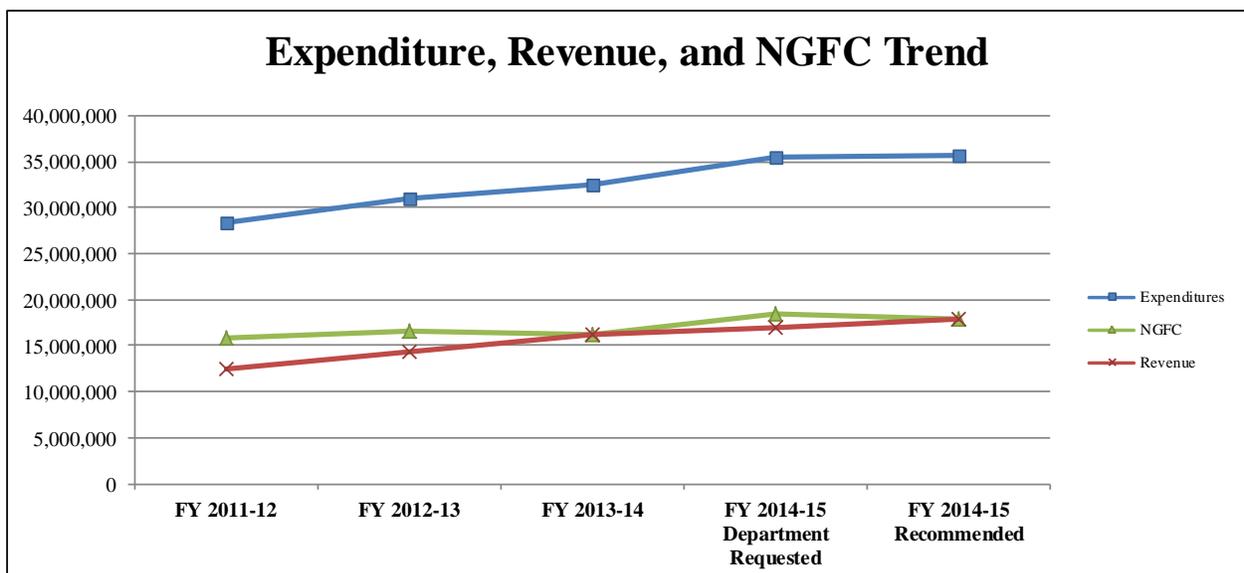
## Major Expenditures and Revenue in 2014-15 Recommended Budget

The majority of the department’s expenditures are for staffing costs necessary to continue to investigate and prosecute criminal cases. Approximately half of the department’s expenditures are funded by an allocation of Net General Fund Cost (NGFC). Other major sources of revenue include funding from the State for special prosecutions and investigations within the Prison and Special Investigation Units. The department also receives approximately \$5.6 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 realignment funds of \$1.8 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

### Budget Changes and Operational Impacts

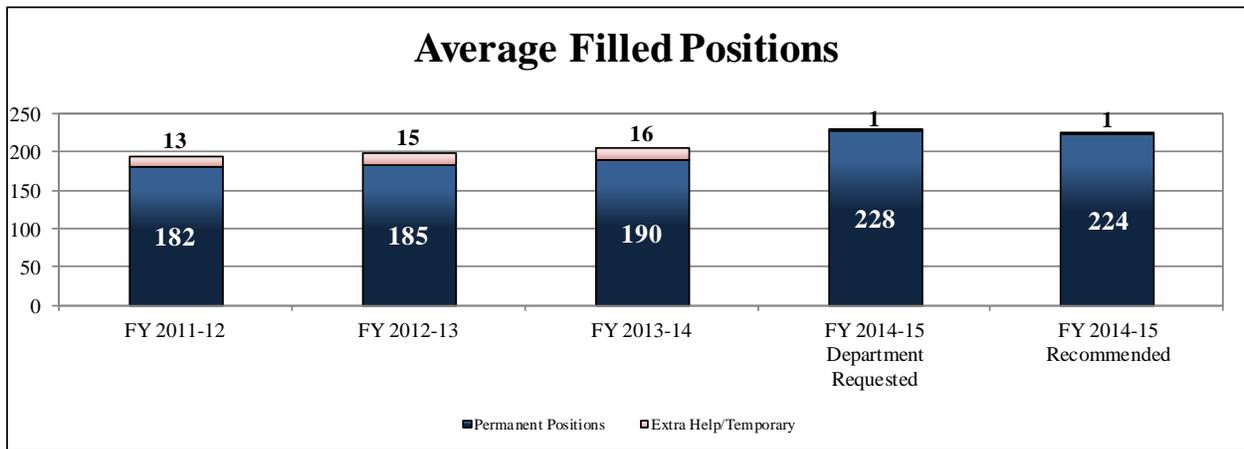
The recommended budget requires the department to use most of its accumulated Budget Savings Incentive credits, \$569,393, to maintain service levels. The recommended budget includes sufficient funding to conduct prosecutorial activities, including gang related activities, as well as administer the Victim Witness Assistance Program which transferred to the District Attorney from the Probation Department during the prior fiscal year’s budget cycle.

Appropriations for salaries and benefits have increased over the prior year due to the department’s desire to fill previously vacant positions to meet increased operational demands. Similarly, revenue in the recommended budget has increased from FY 2013-14 primarily due to revenue from State prison reimbursement and a truancy agreement that directly reimburses the department for expenditures associated with staffing and administrative costs. The State provides reimbursement for the investigation and prosecution of violent acts or misconduct within the confines of the prison for staff and inmates alike. The truancy agreement reimburses the department for investigation of truant students and their parents. Other revenue, particularly related to AB 109 is expected to remain relatively unchanged, while the allocation of Local Public Safety Funds will increase slightly by \$282,134.



### Staffing Changes and Operational Impacts

The recommended budget includes appropriations sufficient to support 225 permanent authorized positions and one extra help position, but will require the department to hold one (1) Supervising Investigative Aide position vacant and unfunded for FY 2014-15. The department has requested to add the following positions during the FY 2014-15 budget: one (1) Fiscal Support Specialist position; two (2) Legal Process Technician positions; one (1) Victim Witness Specialist position; and transfer of one (1) Supervising Investigative Aide position from the Forensic Sciences Division. The recommended budget also includes deleting two (2) Office Services Assistant positions. The General Fund cost increase for these position changes is \$126,045. This amount excludes the addition of the Victim Witness Specialist position which is completely offset by revenue.



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	182	185	190	228	224
Extra Help/Temporary	13	15	16	1	1
<b>Total Positions</b>	<b>195</b>	<b>200</b>	<b>206</b>	<b>229</b>	<b>225</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	183	186	190	N/A	N/A
Extra Help/Temporary (FTE)	4	8	10	N/A	N/A
<b>Total Positions</b>	<b>187</b>	<b>194</b>	<b>200</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$26,116,156</b>	<b>\$28,547,617</b>	<b>\$29,910,783</b>	<b>\$32,581,580</b>	<b>\$32,118,381</b>



### Summary of Authorized Positions

The recommended budget includes sufficient appropriations to support a net increase in authorized positions from 222 to 225 which is the result of four additions, one transfer, and two deletions. The NGFC guideline amount will necessitate the department holding one position vacant and unfunded through FY 2014-15.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Bureau of Investigation	47	1	0		48	47	1	48
Criminal	99	0	0		99	99	0	99
Victim Services	9	1	0		10	10	0	10
Administration	67	3	2		68	68	0	68
<b>Total</b>	<b>222</b>	<b>5</b>	<b>2</b>		<b>225</b>	<b>224</b>	<b>1</b>	<b>225</b>

Public Protection



Public Protection

<b>Bureau of Investigation</b>	<b>Criminal</b>	<b>Victim Services</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Chief District Attorney's Inv.	1 District Attorney	1 Program Coordinator
3 District Attorney's Lieutenant	1 Asst. District Attorney	7 Victim Witness Spec. I/II
22 District Attorney's Investigator	1 Confidential Assistant	<u>1</u> Office Services Technician
1 Supervising Investigative Aide	1 Chief Deputy District Attorney	9 <b>Current Total</b>
18 Investigative Aide	<u>95</u> Deputy District Attorney	<b><u>Additions/Deletions</u></b>
<u>2</u> Evidence Technician	99 <b>Requested Total</b>	<u>1</u> Victim Witness Spec. I/II
47 <b>Current Total</b>		10 <b>Requested Total</b>
<b><u>Additions/Deletions</u></b>		
<u>1</u> Transfer Supv. Inv. Aide from 2200		
48 <b>Requested Total</b>		
<b>Administrative Services</b>		
<b><u>Classification</u></b>		
1 Administrative Services Officer		
1 Program Support Supervisor		
1 Accountant		
1 Fiscal Support Specialist		
3 Fiscal Support Technician		
5 Paralegal		
6 Senior Legal Secretary		
20 Legal Secretary		
4 Legal Process Technician		
19 Office Services Technician		
3 Office Services Assistant		
1 LAN Systems Administrator		
1 Sr. Information Systems Spec.		
<u>1</u> Information Systems Spec.		
67 <b>Current Total</b>		
<b><u>Additions/Deletions</u></b>		
(2) Office Services Assistant		
1 Fiscal Support Specialist		
<u>2</u> Legal Process Technicians		
68 <b>Requested Total</b>		



**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

**Goal 1: Provide exceptional crime prevention and law enforcement services and an effective system of justice.**

*Objective 1: Reduce crime and improve law enforcement services*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of felony complaint requests filed as felony.	50.7%	40.4%	45%	51.5%	50%
Total state prison admissions per 100,000 population	233.79	147.17	200	148.12	160
Number of gang defendants and juvenile gang defendants charged as an adult with a gang-related offense.	602	658	650	512	600
Number of dispositions of adult gang defendants	658	598	600	632	600
Conviction rate of adult gang defendants	75.6%	69.2%	72%	70.5%	72%
Felony conviction rate of adult gang defendants	65.8%	62.5%	72%	57.8%	72%
Number of adult gang defendants who were sentenced	488	184	250	242	250
Number of adult gang defendants who were sentenced to state prison	270	124	150	133	150
Percentage of convicted adult gang defendants sentenced to state prison	55.3%	67.4%	60%	55%	60%

These measurements reflect the caseload and success of various prosecution efforts throughout the office in our efforts to reduce crime and provide for an effective system of justice. Overall the department is experiencing a growing number of complaint filings in all areas of the office. The department continues to review and analyze the workloads to balance coverage.

Public Protection



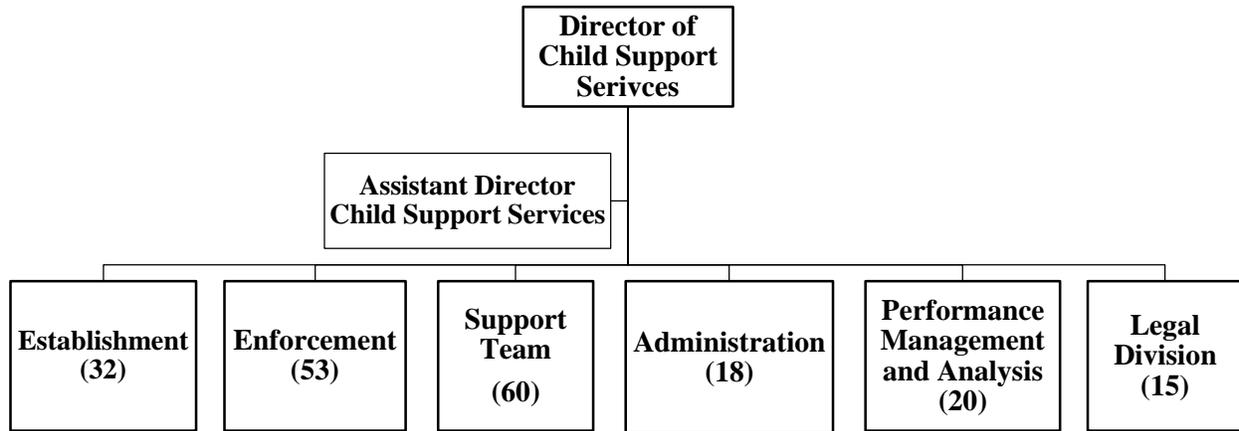
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**Mission Statement**

*To deliver outstanding child support services so that all children receive the financial and medical resources necessary for their well-being.*

**Organizational Chart**



Public Protection

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The Department experienced a 4.4% increase in total distributed collections for federal fiscal year (FFYE) end September 2013, and received special recognition from the State of California Department of Child Support Services (DCSS) for having the largest increase in collection over a three year period and received the Distributed Collections Performance Award for Large Counties. The department also met two of the State goals for the four performance measures during the Federal fiscal year.
- The department successfully collaborated with the Kern County Bar Association - Charitable Foundation, the Department of Human Services, and the Department of Public Health and sponsored the third annual Health & Wellness Fair in August 2013. They accomplished this event by collaborating with 51 community partners to deliver information and services to Kern County Families. The department employees assisted in raising funds to enable the department to distribute over 3,500 backpacks and school supplies to the children and families in the County. (There were also 1,500 backpacks distributed during the event in August 2012).
- The department experienced a 6.8% increase in total distributed collections for FFYE September 2012, and received special recognition from the State of California DCSS for being one of three counties that had an increase of greater than 3% from the prior fiscal year. The department also met three of the State goals for the four performance measures during the Federal fiscal year.
- The department further continues its dedicated services to juveniles in dependency and delinquency proceedings and to mentally infirm clients in conservatorship and mental health matters.



## Child Support Services

Department Head: Phyllis Nance

Fund: Child Support Services

Budget Unit: 2183 & 2189

Function: Public Protection

Activity: Judicial

### Description of Major Services

The Child Support Services Department initiates court actions necessary to establish responsibility for financial support of minors. The department establishes legal paternity, enforces support orders, and collects child support payments from non-custodial parents under the Social Security Act. The department is committed to ensuring that all children have the resources available to achieve long-term self-sufficiency and independence, and continues to educate and advocate on behalf of children to ensure appropriate services are received.

#### Summary of Expenditures and Revenue

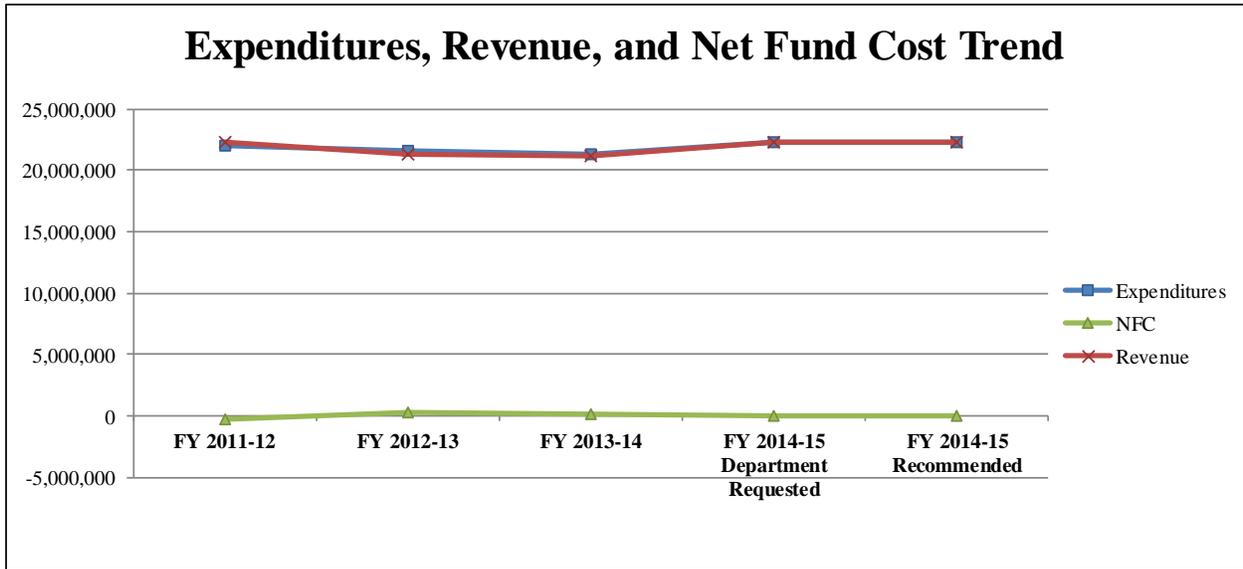
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$17,143,621	\$18,311,110	\$16,936,935	\$18,198,138	\$18,198,138	\$18,198,138
Services and Supplies	3,915,258	3,585,330	3,763,018	3,651,877	3,651,877	3,651,877
Other Charges	501,468	513,164	557,778	505,115	505,115	505,115
Capital Assets	80,181	0	72,088	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$21,640,528</b>	<b>\$22,409,604</b>	<b>\$21,329,819</b>	<b>\$22,355,130</b>	<b>\$22,355,130</b>	<b>\$22,355,130</b>
<b>REVENUE:</b>						
Use of Money/Property	\$22,249	\$22,164	\$26,628	\$27,064	\$27,064	\$27,064
Intergovernmental	20,990,271	22,387,325	21,207,016	22,327,966	22,327,966	22,327,966
Miscellaneous	10,355	115	161	100	100	100
Other Financing Sources:						
Child Support Excess	368,970	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>\$21,391,845</b>	<b>\$22,409,604</b>	<b>\$21,233,805</b>	<b>\$22,355,130</b>	<b>\$22,355,130</b>	<b>\$22,355,130</b>
<b>NET FUND COST</b>	<b>\$248,683</b>	<b>(\$29,200)</b>	<b>\$96,014</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The budget for Child Support Services is maintained in a special revenue fund and does not receive a General Fund contribution. This budget is funded entirely from State and federal subvention revenue and other departmental revenue. The majority of expenditures are associated with staffing costs to perform the functions of the department. Services and supplies expenses of \$3.6 million include rents and leases, utilities, and office expenses.

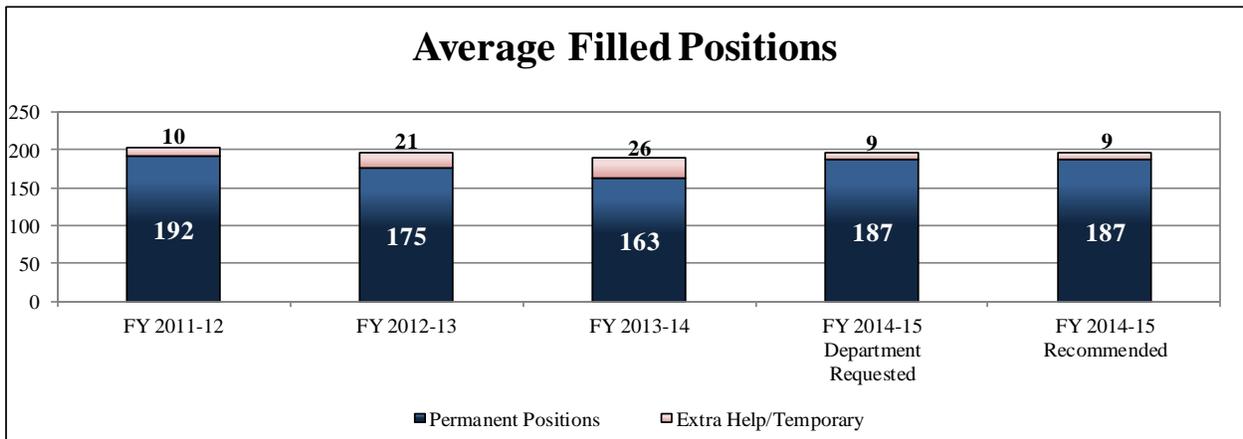
### Budget Changes and Operational Impacts

The recommended budget includes sufficient revenue for the department to continue to provide its current level of services and meet State program goals and objectives. While there are no major expenditure and revenue changes, costs are anticipated to increase slightly due to an increase in process service costs, phone charges, and building rent.



### Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Program Specialist I/II, one (1) Supervising Child Support Officer, one (1) Systems Analyst I/II and one (1) Office Services Specialist and the deletion of one (1) vacant Child Support Officer IV position. The addition of these positions will assist to serve the outlying Kern County communities more efficiently and assure the stability of the department’s technology services unit.



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>4-Year Staffing Trend</b>					
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	192	175	163	187	187
Extra Help/Temporary	10	21	26	9	9
<b>Total Positions</b>	<b>202</b>	<b>196</b>	<b>189</b>	<b>196</b>	<b>196</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	188	169	162	N/A	N/A
Extra Help/Temporary (FTE)	9	17	19	N/A	N/A
<b>Total Positions</b>	<b>197</b>	<b>186</b>	<b>181</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$17,663,697</b>	<b>\$17,143,622</b>	<b>\$16,936,935</b>	<b>\$18,198,138</b>	<b>\$18,198,138</b>

### Summary of Authorized Positions

The department has 200 authorized positions, of which 187 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	10	1	0	11		10	1	11
Establishment	32	0	0	32		32	0	32
Enforcement	53	0	0	53		45	8	53
Support Team	60	3	(1)	62		57	5	62
Administrative Services	10	0	0	10		10	0	10
Performance Management and Analysis	20	0	0	20		18	2	20
Legal	15	0	0	15		15	0	15
<b>Total</b>	<b>200</b>	<b>4</b>	<b>(1)</b>	<b>203</b>		<b>187</b>	<b>16</b>	<b>203</b>

Administration	Establishment	Enforcement
<p><b>Classification</b></p>		
1 Director	1 Program Manager	1 Program Manager
1 Assistant Director	3 Supervising Child Support Officer	4 Supervising Child Support Officer
1 Administrative Coordinator	3 Child Support Officer IV	4 Child Support Officer IV
1 Technology Services Supervisor	25 Child Support Officer I/II/III	37 Child Support Officer I/II/III
3 Information Systems Specialist	<b>32 Requested Total</b>	<b>45 Requested Total</b>
1 Office Services Coordinator		
1 Office Services Specialist		
<b>9 Current Total</b>		
<p><b>Additions/Deletions</b></p>		
1 Office Services Specialist		
<b>10 Requested Total</b>		
<p style="text-align: center;"><b>Support Team</b></p>		
<p><b>Classification</b></p>		
1 Program Manager	1 Administrative Services Officer	1 Program Manager
1 Supervising Child Support Officer	1 Accountant	1 Supervising Child Support Officer
10 Child Support Officer I/II/III	1 Storekeeper	6 Child Support Officer IV
1 Child Support Officer IV	1 Fiscal Sup Supervisor	1 Supervising Departmental Analyst
1 Fiscal Sup Supervisor	4 Fiscal Sup Technician	3 Departmental Analyst
5 Fiscal Sup Specialist	1 Fiscal Support Specialist	1 Marketing and Promotions Associate
1 Fiscal Sup Technician	1 Utility Worker	2 Program Specialist
2 Sr Office Services Specialist	<b>10 Requested Total</b>	1 Supervising Development Specialist
7 Office Services Specialist		2 Development Specialist
13 Office Services Technician		<b>18 Requested Total</b>
12 Office Services Assistant		
1 Investigative Aide		
<b>55 Current Total</b>		
<p><b>Additions/Deletions</b></p>		
1 Program Specialist I/II		
1 Systems Analyst I/II		
1 Supervising Child Support Officer		
(1) Child Support Officer IV		
<b>57 Requested Total</b>		
<p style="text-align: center;"><b>Legal</b></p>		
<p><b>Classification</b></p>		
1 Chief Child Support Attorney		
7 Child Support Attorney I/II/III/IV/V		
3 Senior Paralegal/Paralegal		
4 Legal Secretary		
<b>15 Requested Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Ensure every child has the opportunity to become self-sufficient and independent, and have the opportunity for optimum health

*Objective 1: Increase the financial resources available to properly support children.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of current support collected	59.2%	59.5%	63.0%	63.0%	65.1%
Percentage of cases with arrearage collections	59.9%	58.3%	62.0%	62.0%	65.2%
Total distributed child support collections	\$73,930,572	\$77,207,376	\$81,067,745	\$81,067,745	\$81,067,745

These are federal fiscal performance measures used to determine the State's funding and measure program success. They demonstrate the department's ability to collect and distribute child support on current month's support owed and arrears. Collections on current support and past due balances are essential to improving the financial well being of children. Consistent support allows a family to meet basic needs and reduces the reliance on public assistance. Increased percentages indicate more money reaching families as regular monthly support.

*Objective 2: Children's access to medical services is increased.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	111.3%	103.0%	100.0%	100.0%	100.0%
Percentage of open cases with support orders	82.8%	87.0%	86.4%	88.0%	88.0%

Establishing a paternity provides legal rights to a child of unmarried parents and sets the framework to legally document biological parents, establishes a support order if necessary, and facilitates access to a variety of benefits, such as medical support, that would be unavailable if paternity was not established. Increased percentages indicated are due to all valid paternity declarations that were signed in Kern County even if they were not part of the department's current caseload.

### Goal 2: Promote fiscal responsibility in operations

*Objective 1: Maximize the utilization of federal and State funding more efficiently and effectively*

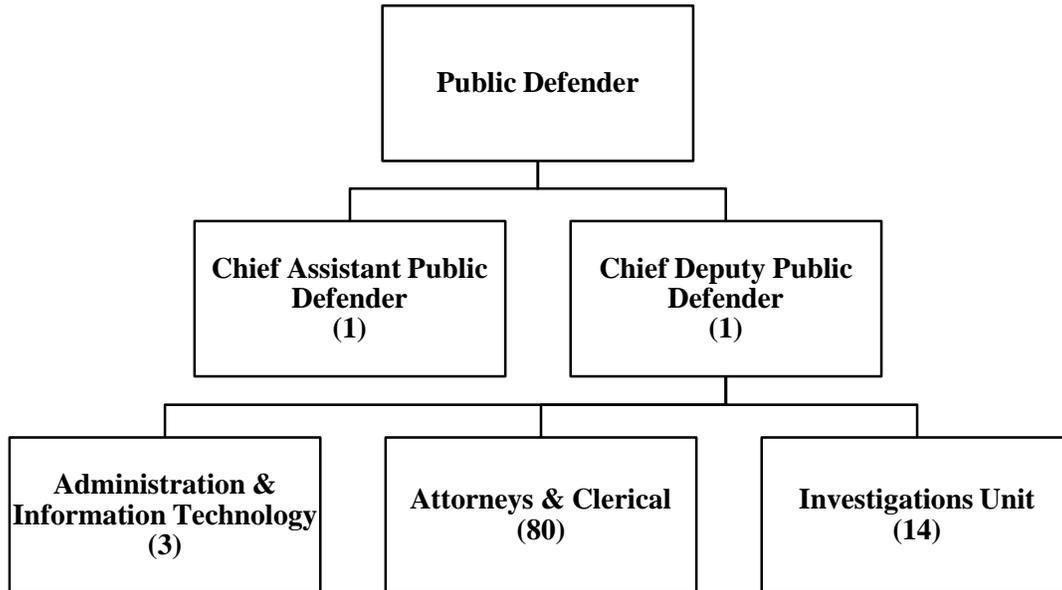
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Amount of child support collected for every dollar expended	\$3.38	\$3.66	\$3.00	\$3.70	\$3.00

Cost effectiveness is a comparison of total child support dollars collected to total dollars expended, which demonstrates the department's efficient use of federal and State funding. Actual performance exceeded.

**Mission Statement**

*The Kern County Public Defender's driving priorities are providing high quality and professional representation to all clients who have the privilege and constitutional mandate to represent, and respecting Kern County and state taxpayers who fund our department's work.*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Statistical evidence demonstrates that department lawyers and staff are performing at high levels and have absorbed significant caseload increases. Indeed, more than half of Public Defender clients who go to trial either win full acquittals or are convicted of fewer (or lesser) offenses than charged.
- As of April 2014 the department’s total case load appointments are 37,660 year-to-date, which represents a 12% increase over the same period in FY 2012-13.



## Public Defender

Department Head: R. Konrad Moore  
Fund: General  
Budget Unit: 2190

Function: Public Protection  
Activity: Judicial

### Description of Major Services

The Public Defender's Office provides high quality legal representation to the indigent who are accused of criminal offenses, juvenile dependents, and certain conserved and mentally disadvantaged individuals.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$13,160,323	\$15,205,405	\$14,012,873	\$14,077,301	\$14,695,084	\$14,695,084
Services and Supplies	565,281	958,014	697,785	1,067,037	1,117,037	1,117,037
Other Charges	0	237	0	259	259	259
Capital Assets	0	0	5,979	0	0	0
Other Financing Uses	0	678,912	0	0	0	833,007
<b>TOTAL EXPENDITURES</b>	<b>\$13,725,604</b>	<b>\$16,842,568</b>	<b>\$14,716,637</b>	<b>\$15,144,597</b>	<b>\$15,812,380</b>	<b>\$16,645,387</b>
<b>REVENUE:</b>						
Intergovernmental	\$1,245,784	\$1,050,999	\$1,122,330	\$1,092,647	\$1,092,647	\$1,092,647
Charges for Services	790,197	535,000	743,436	495,000	495,000	495,000
Miscellaneous	87	0	15	0	0	0
Other Financing Sources:						
2011 Realignment	227,106	928,067	1,020,631	558,773	797,250	797,250
Local Public Safety Funds	4,211,103	4,465,109	4,544,538	4,272,919	4,702,226	4,702,226
<b>TOTAL REVENUE</b>	<b>\$6,474,277</b>	<b>\$6,979,175</b>	<b>\$7,430,950</b>	<b>\$6,419,339</b>	<b>\$7,087,123</b>	<b>\$7,087,123</b>
Less Available BSI *	\$0	(\$678,912)	\$0	\$0	\$0	(\$833,007)
<b>NET GENERAL FUND COST</b>	<b>\$7,251,327</b>	<b>\$9,184,481</b>	<b>\$7,285,687</b>	<b>\$8,725,258</b>	<b>\$8,725,257</b>	<b>\$8,725,257</b>
BSI Ending Balance *	\$242,149	N/A	\$540,422	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

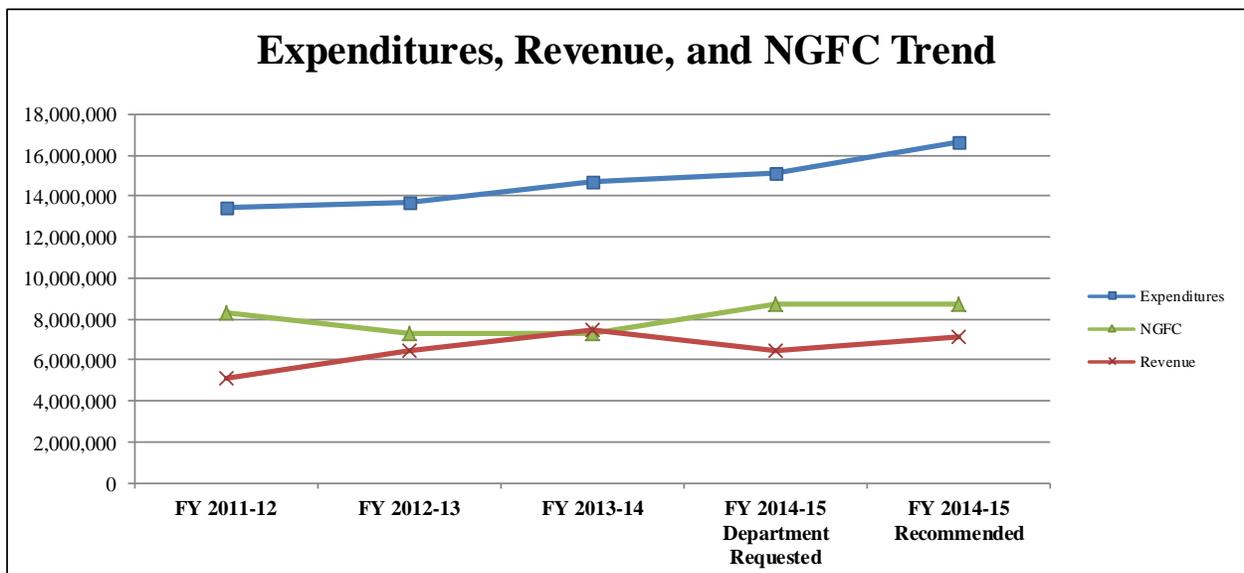
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission of providing high quality legal representation. These expenditures are funded primarily by an allocation of Net General Fund Cost. Other sources of revenue include \$4.7 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment to mitigate the impacts of the State prison realignment under Assembly Bill 109.



### Budget Changes and Operational Impacts

The recommended budget provides an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court and will allow the department to retain all of its accumulated Budget Savings Incentive (BSI) credits. As with past years, the department has continued to experience significant workload increases, in the first nine months of FY 2013-14 the Public Defender received 33,935 case appointments, which represents a 32% increase from two years ago, and a one-year increase of 13%. The department is able to meet the recommended 5% budget reduction through an increase in Local Public Safety revenues and prudent budget practices. Salaries and benefits will increase slightly as a result of increased salary expenses related to filling all but one authorized position. Services and supplies are also expected to increase due to an increase in general liability insurance premiums.

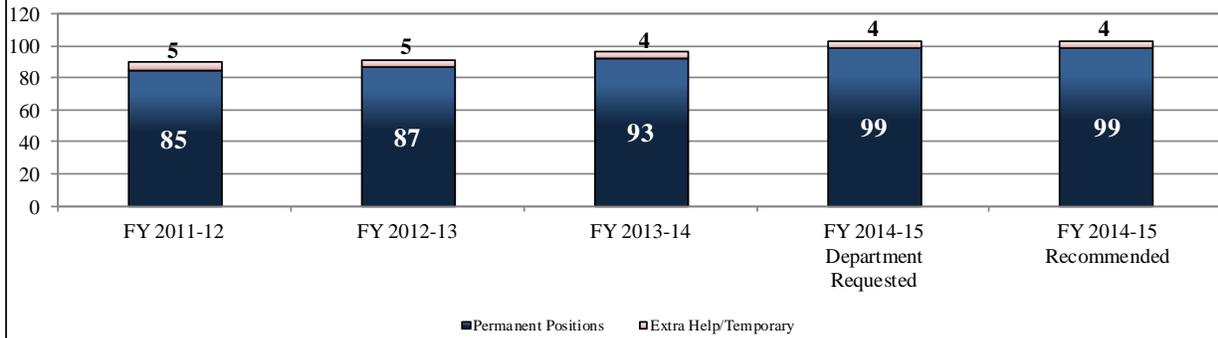


### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all authorized positions with the exception of one (1) Chief Public Defender Investigator position. The recommended budget also includes funding for four extra help positions. The department incurred salary savings in FY 2013-14 through temporary vacancies; therefore, there is an increase in salaries and benefits for FY 2014-15 as a result of anticipating filling all but one authorized permanent position.



### Average Filled Positions



Public Protection

### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	85	87	93	99	99
Extra Help/Temporary	5	5	4	4	4
<b>Total Positions</b>	<b>90</b>	<b>92</b>	<b>97</b>	<b>103</b>	<b>103</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	88	88	93	N/A	N/A
Extra Help/Temporary (FTE)	4	5	3	N/A	N/A
<b>Total Positions</b>	<b>92</b>	<b>93</b>	<b>96</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$12,758,426</b>	<b>\$13,160,325</b>	<b>\$14,012,873</b>	<b>\$14,077,301</b>	<b>\$14,695,084</b>

### Summary of Authorized Positions

The department has 100 authorized positions, of which 99 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	6	0	6
Misdemeanor and Felony Trials	80	0	0	80	80	0	80
Investigations	14	0	0	14	13	1	14
<b>Total</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>99</b>	<b>1</b>	<b>100</b>



Administration	Misdemeanor and Felony Trials	Investigations
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Public Defender	61 Deputy Public Defender I-V	1 Chief Public Defender Inv.
1 Chief Assistant Public Defender	4 Legal Secretary	12 Investigator I - Senior
1 Chief Deputy Public Defender	2 Office Services Specialist	1 Public Defender Inv. Aide
1 Business Manager	10 Office Services Technician	14 <b>Requested Total</b>
1 Sr. Information Systems Spec.	3 Office Services Assistant	
1 Office Services Specialist	80 <b>Requested Total</b>	
6 <b>Requested Total</b>		

Public Protection

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

**Goal 1: Cost effectively defend indigent persons accused by the government of committing crimes as mandated by the sixth amendment to the United States Constitution, and represent children adjudged dependents of the court and removed from their home based on abuse or neglect.**

*Objective 1: Provide constitutionally mandated, high quality professional services for disadvantaged community members in a manner that respects the taxpayers' interest in efficient operations.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of felony and misdemeanor trials not guilty as charged	57.8%	59.1%	60%	54.2%	60%
Total number of cases appointed to the public defender's office by the judicial system.	35,577	40,827	42,000	44,000	40,000
Total number of dependency case appointments	4,084	3,906	4,000	3,389	3,600
Average cost per case	\$377	\$373	\$330	\$314	\$325

The department seeks to protect and defend the rights of accused individuals against the overwhelmingly superior power of the government, while simultaneously demonstrating great respect for the taxpayers who fund the department's duties. As to the department works on behalf of children who are removed from their homes because of abuse or neglect, the department seeks to advance each child's best interest, while again remaining highly mindful of cost and resource considerations.

Statistical evidence demonstrates that department lawyers and staff are performing at high levels and have absorbed significant caseload increases. Indeed, more than half of Public Defender clients who go to trial either win full acquittals or are convicted of fewer (or lesser) offenses than charged.

At the same time, whether in law or medicine, the quality of professional services is inextricably correlated to a practitioner's ability to devote time and attention to individual matters. Some increase in caseloads may be absorbed within existing capacity. However, continued elevated workloads unaccompanied by commensurate appropriation increases will result in reduced client service and, in turn, would likely increase the risk of unjust outcomes, including the conviction and imprisonment of innocent persons.



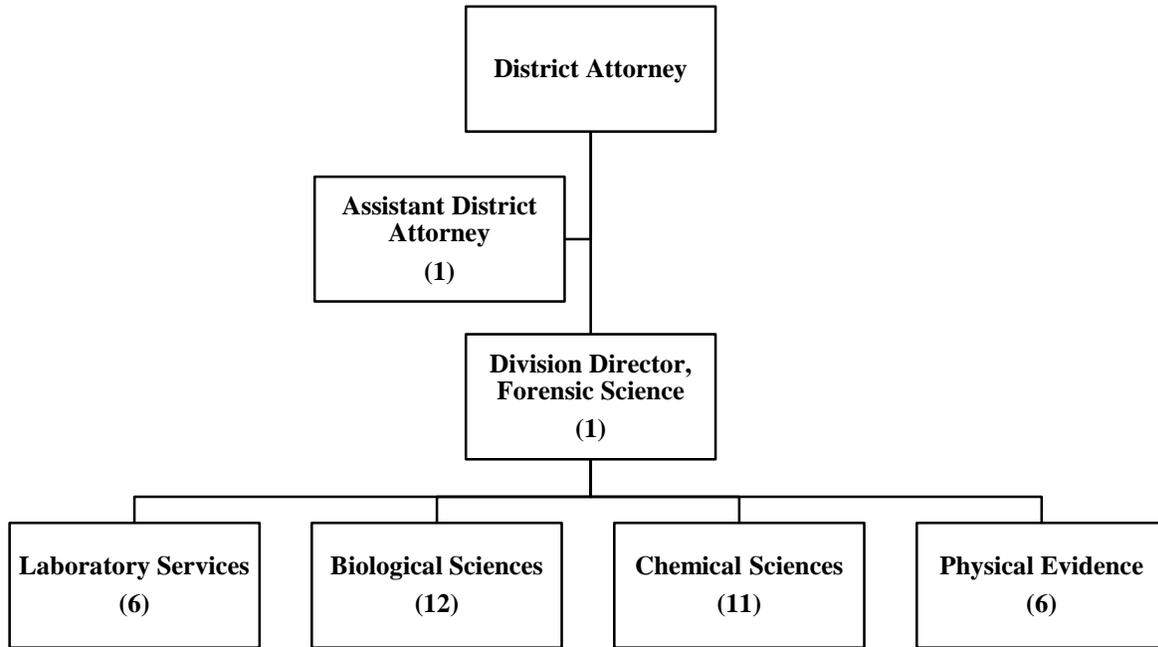
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**Mission Statement**

*To provide the residents and law enforcement agencies of Kern County with an unbiased, timely, and effective scientific analysis and interpretation of physical evidence for use in a court of law.*

**Organizational Chart**



Public Protection

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- During the past year, the Kern Regional Crime Laboratory has continued to implement a new Laboratory Information Management System (LIMS). The Lab has been working on accreditation standards to become compliant with International Organization for Standardization (ISO) requirements. The improvements within the Crime Lab have increased efficiency and quality.



## District Attorney – Forensic Science

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Police Protection

Budget Unit: 2200

Public Protection

### Description of Major Services

Functions performed by the forensic laboratory (lab) include activities such as comparison of hair, blood pattern analysis, impression evidence analysis, and ballistics comparisons. The lab is currently accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board-Legacy Program through April 2016. However, new accreditation requirements based on ISO/IEC 17025:2005 standards now dictate an enhanced level of service and separation of duties in order to achieve accreditation.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$4,492,337	\$4,766,097	\$4,381,760	\$4,722,063	\$4,339,533	\$4,348,262	
Services and Supplies	1,880,384	1,941,566	1,458,902	2,061,889	2,031,889	2,031,889	
Other Charges	96	159	111	0	0	0	
Capital Assets	20,266	290,000	87,211	300,000	0	300,000	
Other Financing Uses	0	189,166	0	0	0	653,973	
<b>TOTAL EXPENDITURES</b>	<b>\$6,393,083</b>	<b>\$7,186,988</b>	<b>\$5,927,984</b>	<b>\$7,083,952</b>	<b>\$6,371,422</b>	<b>\$7,334,124</b>	
Expend. Reimb.	(\$272,584)	\$0	\$0	(\$1)	(\$1)	(\$1)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,120,499</b>	<b>\$7,186,988</b>	<b>\$5,927,984</b>	<b>\$7,083,951</b>	<b>\$6,371,421</b>	<b>\$7,334,123</b>	
<b>REVENUE:</b>							
Fines and Forfeitures	\$127,647	\$120,000	\$115,031	\$120,000	\$120,000	\$120,000	
Intergovernmental	652,953	214,677	181,691	265,700	265,700	265,700	
Charges for Services	223,165	0	105,191	0	0	0	
Miscellaneous	13,969	4,800	5,386	4,800	4,800	4,800	
Other Financing Sources:							
2011 Realignment	0	130,000	130,000	122,150	122,150	122,150	
DNA Identification	303,000	200,000	200,000	125,000	110,000	110,000	
Local Public Safety	186,088	197,313	200,823	188,820	207,791	207,791	
Criminalist Laboratories	130,000	130,000	130,000	130,000	130,000	76,027	
<b>TOTAL REVENUE</b>	<b>\$1,636,822</b>	<b>\$996,790</b>	<b>\$1,068,122</b>	<b>\$956,470</b>	<b>\$960,441</b>	<b>\$906,468</b>	
Less Available BSI *	\$0	(\$189,166)	\$0	\$0	\$0	(\$653,973)	
<b>NET GENERAL FUND COST</b>	<b>\$4,483,677</b>	<b>\$6,001,032</b>	<b>\$4,859,862</b>	<b>\$6,127,481</b>	<b>\$5,410,980</b>	<b>\$5,773,682</b>	
BSI Ending Balance *	\$116,711	N/A	\$189,166	N/A	N/A	N/A	

\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission of providing local law enforcement agencies with scientific analysis and testing. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$207,791 in Local Public Safety Funds (Proposition 172), an allocation of 2011 realignment funds to mitigate impacts of the State prison realignment under Assembly Bill 109, and other revenue derived from fines and forfeitures.



## Budget Changes and Operational Impacts

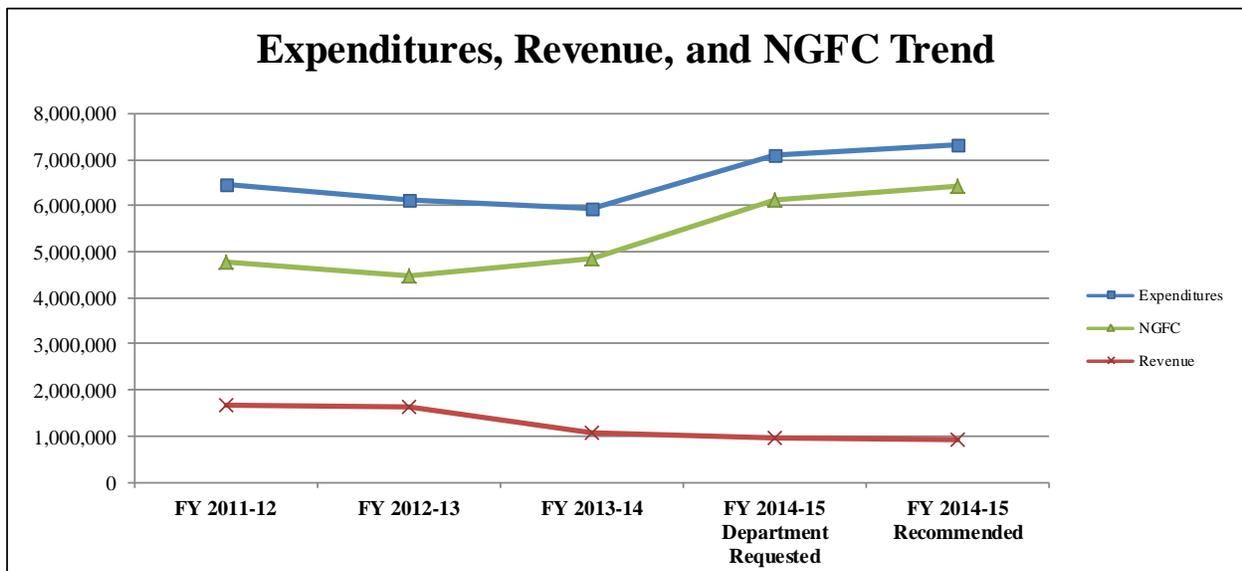
The recommended budget of \$5,773,682 is \$362,702 over the NGFC guideline of \$5,410,980 which will avoid a layoff and allow the department to continue its core mission.

The recommended budget will require the department to use all of its accumulated Budget Savings Incentive (BSI) credits of \$653,973. This BSI amount includes \$198,185 transferred from the District Attorney – Criminal Division to allow the Forensic Division to purchase two requested fixed assets totaling \$300,000. The additional NGFC recommended will fund one (1) Laboratory Helper position at a cost of \$53,610 to avoid a layoff, one (1) vacant Criminalist position at \$118,188, two (2) vacant Forensic Laboratory Technician position at \$164,563, and an unspecified salary adjustment of \$26,341. Capital asset expenditures will increase as the department will be using BSI to purchase two gas chromatography-mass spectrometers which are used for forensic substance identification. Travel was reduced by \$30,000 from the requested budget after discussion with the department to limit the number of employees from nine to five that the department will be sending to TrueAllele DNA training during FY 2014-15.

Public Protection

Revenue will be similar to FY 2013-14 and will continue to be down from prior fiscal years due to the discontinuance of drug testing for the Substance Abuse and Crime Prevention Act (Proposition 36) that the department indicates was inconsistent with their core mission to provide services for law enforcement purposes. Revenue in the recommended budget has decreased by \$50,002 due to a reduction in funding available in the Criminalist Laboratories special revenue fund.

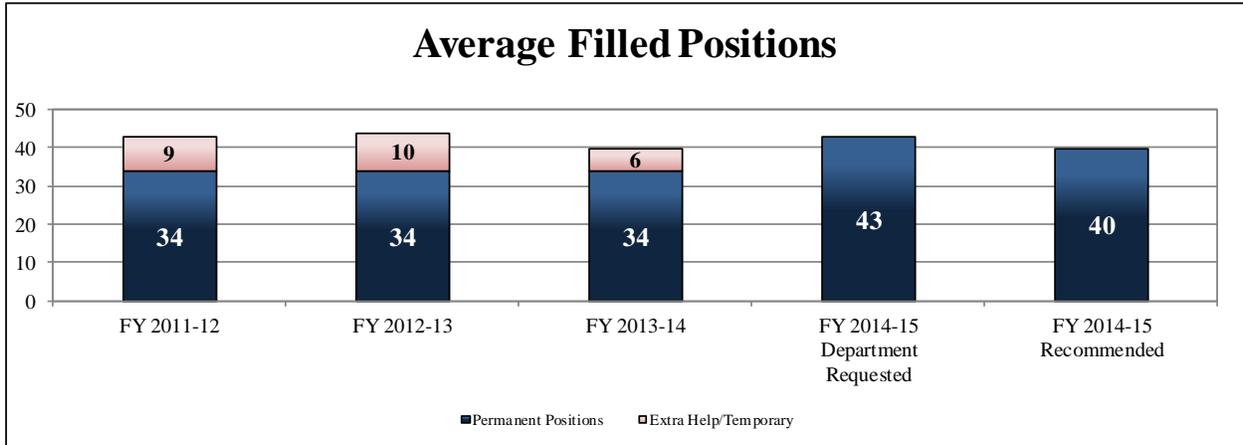
The recommended funding level will allow the department to continue to operate at a status quo staffing level and will allow the department to purchase the two fixed assets necessary to achieve ISO certification by FY 2015-16.



### Staffing Changes and Operational Impacts

No additions or deletions are included in the recommended budget. The department will hold vacant and unfunded 3 positions: two (2) Laboratory Assistant positions and one (1) Office Services Technician position. In addition, one (1) Supervising Investigative Aide position will be transferred to the District Attorney’s Criminal Division.

Public Protection



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	34	34	34	43	40
Extra Help/Temporary	9	10	6	0	0
<b>Total Positions</b>	<b>43</b>	<b>44</b>	<b>40</b>	<b>43</b>	<b>40</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	35	33	32	N/A	N/A
Extra Help/Temporary (FTE)	7	9	5	N/A	N/A
<b>Total Positions</b>	<b>42</b>	<b>42</b>	<b>37</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$4,516,592</b>	<b>\$4,492,339</b>	<b>\$4,381,760</b>	<b>\$4,722,063</b>	<b>\$4,348,262</b>

### Summary of Authorized Positions

The department has 44 authorized permanent positions, of which 40 are budgeted to be filled, 3 will be held vacant, and 1 is transferring to the Special Investigations Unit within the Criminal Division.



Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Forensic Sciences	44	0	1	43	40	3	43
Total	44	0	1	43	40	3	43

<b>Forensic Sciences</b>	
<b><u>Classification</u></b>	
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
19	Criminalist
2	Laboratory Assistants
12	Forensic Lab Technician
2	Laboratory Helpers
1	Supv. Inv. Aide
1	Administrative Coordinator
1	Office Services Technician
1	Fiscal Support Technician
<b>44</b>	<b>Current Total</b>
<b><u>Additions/Deletions</u></b>	
(1)	Supv. Inv. Aide to Criminal Division
<b>43</b>	<b>Requested Total</b>

Public Protection



**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

**Goal 1: Provide exceptional crime prevention and law enforcement services and an effective system of justice.**

*Objective 1: Reduce crime and improve law enforcement services*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Turn-around time for solid dosage drug cases in days	7.5	8	7.5	8	-
Number of toxicology cases/exams outsourced	653	780	250	852	-
Number of DNA Examinations Performed Per Analyst	123	98	100	96	-
The average number of days between the submission of a DNA request and the delivery of a report of examination	New Performance Measure				60
The number of backlogged DNA cases (requests >60 days without a report)	New Performance Measure				0
The average number of days between the submission of a request for toxicological service and the delivery of a report of examination	New Performance Measure				20
The number of backlogged toxicological cases (requests >40 days without a report)	New Performance Measure				0

These measurements show the overall effectiveness and productivity of key areas of the Kern Regional Crime Laboratory in working to provide an effective and efficient system of justice while improving services to law enforcement agencies. The department feels as though the previous performance measures did not adequately represent the efficiencies or success of the Lab. The new accreditation requirements and information management system allow for more meaningful tracking and reporting with the new performance measures.

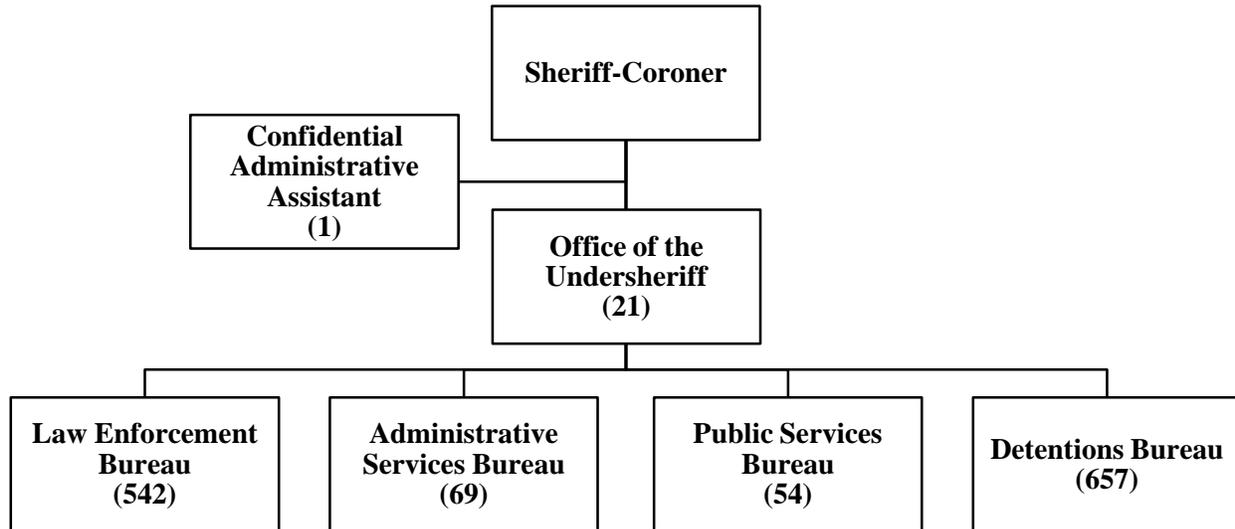
**Public Protection**



**Mission Statement**

*The Kern County Sheriff's Office is committed to work in partnership with our community to enhance the safety, security and quality of life for the residents and visitors of Kern County through professional public safety services.*

**Organizational Chart**



**Public Protection**

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Received \$4,474,216 in grant funding during FY 2013-14 and \$4,442,556 during FY 2012-13.
- Fully implemented Auditor’s electronic time entry system in October 2013.
- The virtual jail saved use of 221,641 bed days year-to-date and 250,880 bed days during FY 2012-13, thus saving the County approximately \$86 per day per inmate for housing.
- Inmate clean-up crews collected and disposed of 638,000 pounds of trash in FY 2013-14.
- Volunteer services provided 94,912 hours during 2013 and 94,567 hours during 2012 valued at \$2.8 million annually at the State volunteer rate \$23/hour.
- Work release participants have provided 194,664 hours year-to-date and 272,856 hours during FY 2012-13 valued at a savings of \$4,477,272 and \$6,275,688 respectively at State volunteer rate.
- Total street value of \$637,630,109 in narcotics seized over the last two years.
- Total of \$2,099,224 in Federal excess property was obtained over the last two years.
- Processed a total of 315,153 calls for service in 2013 and 287,120 in 2012.
- The Crime Prevention Unit has participated in over 120 community programs during FY 2013-14.
- Installed two body scanners to prevent smuggled contraband into Lerdo facilities for safety and security of inmates and officers.
- Received State funding and recognition from Governor Brown for the Residential Substance Abuse Treatment program using an evidence-based model to reduce recidivism.



## Sheriff-Coroner

Department Head: Donny Youngblood, Elected

Fund: General

Budget Unit: 2210

Function: Public Protection

Activity: Police Protection

### Public Protection

### Description of Major Services

In Kern County, the Sheriff is elected to serve as the Sheriff-Coroner-Public Administrator with each role having distinct authorities and functions. The Sheriff is the County's chief law enforcement officer. In addition to providing police services to the unincorporated portions of the County, the Sheriff has the responsibility for the jail system, providing bailiff and prisoner transportation service to the courts, search and rescue, coroner services, and civil process (serving lawsuit papers). In addition, the department maintains active involvement in the community by participating in functions and committees that serve those within the County.

The Coroner is mandated by law to investigate and determine the cause and manner of death for people who pass away in Kern County pursuant to California Government Code Section 27491 and Health and Safety Code Section 102850, including all violent, sudden or unusual deaths.

The Public Administrator protects and administers the estates of people who pass away without a Will, "intestate", or when no one with a higher priority to act is willing or able to act as administrator. The Superior Court may also appoint the Public Administrator when an estate is contested or assets may be at risk. The Public Administrator serves in a fiduciary capacity and must diligently safeguard the decedent's property from waste, loss, or theft.

**Summary of Expenditures and Revenue**

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$164,409,332	\$166,696,719	\$170,408,128	\$169,663,517	\$160,976,925	\$166,800,233
Services and Supplies	25,055,341	36,489,716	34,059,240	35,484,788	35,484,788	34,520,553
Other Charges	6,853,114	6,067,138	5,634,095	6,451,427	5,783,896	5,960,398
Capital Assets	686,783	981,158	639,925	539,586	509,586	2,515,586
Other Financing Uses	0	523,561	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$197,004,570</b>	<b>\$210,758,292</b>	<b>\$210,741,388</b>	<b>\$212,139,318</b>	<b>\$202,755,195</b>	<b>\$209,796,770</b>
Expend. Reimb.	(\$4,256)	\$0	(\$162,582)	\$0	(\$4,500)	(\$27,893)
<b>TOTAL NET EXPENDITURES</b>	<b>\$197,000,314</b>	<b>\$210,758,292</b>	<b>\$210,578,806</b>	<b>\$212,139,318</b>	<b>\$202,750,695</b>	<b>\$209,768,877</b>
<b>REVENUE:</b>						
Licenses and Permits	\$476,437	\$397,100	\$481,009	\$480,100	\$480,100	\$480,100
Fines and Forfeitures	18,190	14,200	15,518	17,200	17,200	17,200
Intergovernmental	3,486,890	3,458,816	3,577,605	1,353,899	1,272,899	1,683,021
Charges for Services	12,287,388	12,194,869	11,359,409	11,426,106	11,426,106	11,607,264
Miscellaneous	240,823	865,413	616,901	1,041,699	1,041,699	1,041,699
Other Financing Sources:						
2011 Realignment	22,940,682	24,341,958	26,037,094	23,191,139	23,191,139	23,191,139
Real Estate Fraud	80,000	100,000	100,000	100,000	64,600	150,000
Off Hwy MV Lic	51,200	50,000	83,131	50,000	50,000	50,000
DNA Identification	200,000	200,000	200,000	125,000	110,000	110,000
Local Public Safety	41,387,344	43,883,766	44,664,416	41,994,895	46,214,184	46,214,184
Sheriff Facility Training Fund	262,211	200,000	200,000	250,000	250,000	250,000
Automated Fingerprint Fund	506,422	837,000	825,383	847,000	847,000	847,000
Sheriff's Cal-ID	277,122	1,147,464	1,020,267	1,403,000	1,403,000	1,403,000
Sheriff's Drug Abuse Gang Divr	40,000	40,000	40,000	40,000	40,000	40,000
Sheriff's Training	81,000	100,000	91,000	75,000	75,000	75,000
Sheriff Work Release	720,000	524,100	486,025	475,000	475,000	475,000
Sheriff's Civil Automated	38,641	43,300	290,893	198,000	198,000	198,000
Sheriff's Firearms	17,700	5,000	5,000	50,000	50,000	50,000
Sheriff Judgement Debtors Fee	137,026	711,000	570,173	172,650	172,650	172,650
Sheriff's Community Resources	35,321	14,000	14,000	16,000	16,000	16,000
Sheriff's Volunteer Service	8,493	10,000	5,645	10,000	10,000	10,000
Sheriff Controlled Substance	403,546	450,000	440,666	438,089	438,089	438,089
Sheriff's State Forfeiture	0	0	44,700	0	0	0
HIDTA State Asset Forfeiture	61,200	0	49,500	12,500	12,500	12,500
Fireworks Violations	3,955	0	4,578	0	0	0
Inmate Welfare Fund	3,127,991	3,774,560	3,891,448	3,861,953	3,861,953	3,861,953
KNET Special Asset Forfeiture	46,774	0	20,000	0	0	0
Cal-MMET State Asset Forfeiture	252,636	300,000	58,434	290,000	290,000	290,000
Cal-MMET ARRA JAG Grant	110,092	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>\$87,299,084</b>	<b>\$93,662,546</b>	<b>\$95,192,795</b>	<b>\$87,919,230</b>	<b>\$92,007,119</b>	<b>\$92,683,799</b>
Less Available BSI *	\$0	(\$523,561)	\$0	\$0	\$0	\$0
<b>NET GENERAL FUND COST</b>	<b>\$109,701,230</b>	<b>\$116,572,185</b>	<b>\$115,386,011</b>	<b>\$124,220,088</b>	<b>\$110,743,576</b>	<b>\$117,085,078</b>
BSI Ending Balance *	\$523,561	N/A	\$0	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

Public Protection



## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to provide patrol operations for the County's unincorporated areas and operate the County's adult detention facilities. The budget also includes costs related to the following: Coroner, public administrator, civil unit, court services, specialized investigations, communication and administrative functions. These expenditures are funded primarily by an allocation of Net General Fund Cost. Other sources of revenue include \$46.2 million in Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment of \$10.2 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109). The department charges for services for providing housing and transportation for federal prisoners and law enforcement services to the City of Wasco.

### Public Protection

### Budget Changes and Operational Impacts

For FY 2014-15, all General Fund departments were requested to develop budgets at a 5% reduction of Net General Fund Cost (NGFC) the departments received in FY 2013-14. The 5% reduction equates to a \$5.8 million reduction to the Sheriff's Department for a NGFC total of \$110,743,576. The department was originally unable to meet this guideline request and submitted a budget which was \$13,476,512 over the NGFC guideline. Through discussion with the department and direction from the Board the recommended NGFC is \$117,085,078 which eliminates major service level impacts by avoiding layoffs and facility closures.

Several issues have impacted the Sheriff's Department budget:

#### Reduced Revenue

Revenue related to the Community Oriented Policing Services (COPS) grant which provided funding for 27 Deputy Sheriff positions has expired. The COPS grant requires the department to retain these Deputy Sheriff positions for 12 months after the grant's expiration in FY 2013-14. The cost to retain these positions through the 12 month period is estimated to cost \$2.3 million in FY 2014-15.

AB 109 revenue will be lower than years prior due to a statutory reduction in base funding provided. Until a new AB 109 allocation formula is created and approved by the State the County will continue to receive a disproportionately lower share of revenue per individual realigned to the County's custody, further compounding public safety issues. The department will also experience a decrease of \$654,000 in revenue previously received for federal contract jail beds whereby the County provided interim housing for federal inmates. The volume of federal contract beds has decreased from approximately 200 to 180 per day.

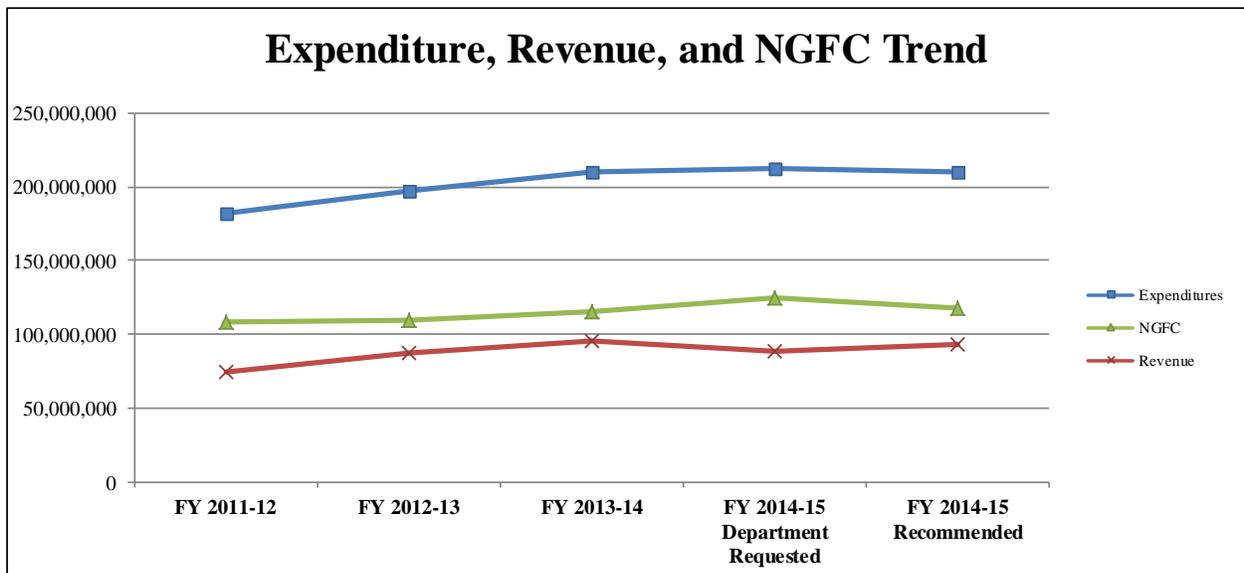


**Increased Expenditures**

Services and supplies in the recommended budget will increase by \$230,837 over the FY 2013-14 adopted budget. Capital assets will increase significantly due to the inclusion of \$1 million for the purchase of a new Records Management System that will replace the current system that will not be supported by the developer as of January 1, 2015, and an additional \$1 million so the Sheriff's Department can purchase up to 20 replacement patrol vehicles. The department's expenditures associated with salaries and benefits will remain nearly the same as FY 2013-14 adopted budget. The department will unfund and hold vacant 107 positions, resulting in no layoffs.

**Mitigating Adjustments**

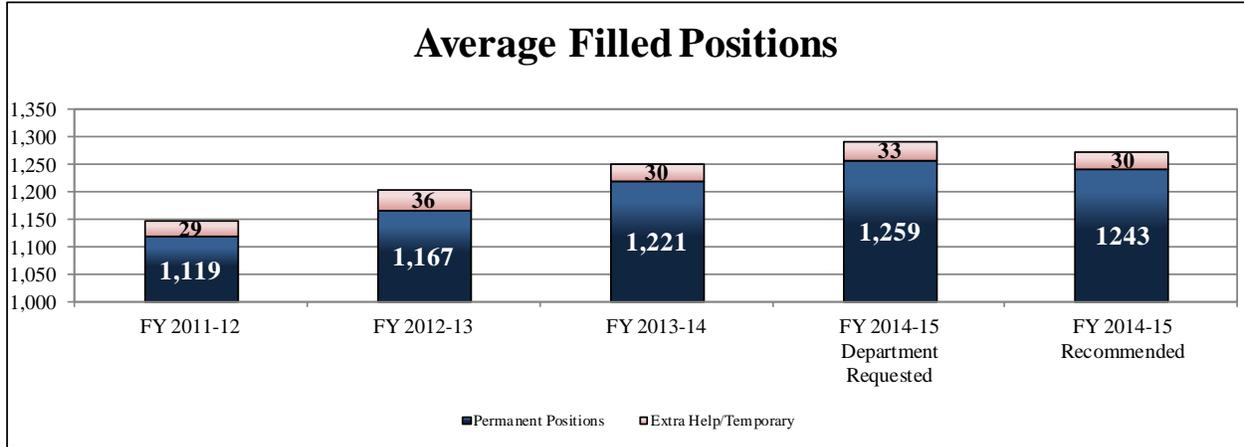
The recommended budget provides an NGFC that maintains a status quo funding level for the Sheriff's Department. The recommended budget includes \$2,432,000 which prevents the layoffs of 19 Deputies; \$413,400 to continue funding 3 full-time equivalents in the rural crime taskforce; \$1 million for replacement patrol vehicles; and \$2,496,102 which provides funding for approximately 35 vacant positions. Although additional NGFC has been recommended the department has expressed concerns with being able to achieve the recommended funding level and has therefore requested to have \$1,391,240 set aside in appropriations for contingencies (Budget Unit 1970). This additional funding can only be transferred mid-year by subsequent request by the Sheriff and approval by the Board of Supervisors.



### Staffing Changes and Operational Impacts

The department currently has 1,345 authorized positions. The recommended budget includes the following five new positions: one (1) Deputy Public Administrator position, one (1) Property Control Officer position, one (1) Deputy Coroner position, one (1) Supervising Deputy Coroner position, and one (1) Medical Transcriptionist position for a total cost of \$442,230. While the recommended budget includes five new positions, the funding level will require the department to hold 107 positions vacant and unfunded throughout FY 2014-15.

Public Protection



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	1119	1167	1221	1,259	1243
Extra Help/Temporary	29	36	30	33	30
<b>Total Positions</b>	<b>1148</b>	<b>1203</b>	<b>1251</b>	<b>1292</b>	<b>1273</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	1292	1371	1425	N/A	N/A
Extra Help/Temporary (FTE)	21	27	22	N/A	N/A
<b>Total Positions</b>	<b>1313</b>	<b>1398</b>	<b>1447</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$151,933,527</b>	<b>\$164,409,333</b>	<b>\$170,408,128</b>	<b>\$169,663,517</b>	<b>\$166,800,233</b>

### Summary of Authorized Positions

The department has 1,345 authorized permanent positions and will add five additional positions, of which 1,243 positions have been budgeted to be filled during FY 2014-15 as indicated below.



Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Office of the Sheriff	2	0	0		2	2	0	2
Office of the Undersheriff	21	0	0		21	17	4	21
Administrative Services	69	0	0		69	64	5	69
Public Services	54	5	0		59	59	0	59
Law Enforcement	542	0	0		542	495	47	542
Detentions	657	0	0		657	606	51	657
<b>Total</b>	<b>1,345</b>	<b>5</b>	<b>0</b>		<b>1,350</b>	<b>1,243</b>	<b>107</b>	<b>1,350</b>

<b>Office of the Sheriff</b>	<b>Office of the Undersheriff</b>	<b>Administrative Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sheriff-Coroner	1 Undersheriff	1 Sheriff's Chief Deputy
1 Conf. Administrative Asst.	1 Sheriff's Senior Support Spec.	1 Sheriff's Senior Support Spec.
<b>2 Requested Total</b>	1 Administrative Services Officer	2 Sheriff's Commander
	4 Administrative Coordinator	3 Sheriff's Lieutenant
	2 Accountant	1 Office Services Assistant
	4 Fiscal Support Supervisor	7 Sheriff's Sergeant
	4 Fiscal Support Specialist	11 Sheriff's Senior Deputy
	4 Fiscal Support Technician	1 Sheriff's Support Specialist
	<b>21 Requested Total</b>	6 Sheriff's Deputy
		3 Administrative Coordinator
		12 Sheriff's Support Technician
		1 Civil Lit. & Risk Mgmt. Coord.
		1 Departmental Analyst
		1 Crime Prevention Coordinator
		1 Crime Prevention Specialist
		1 Technology Services Manager
		1 Network Systems Administrator
		2 Sr. Information Systems Spec.
		4 Systems Analyst/Programmer
		7 Information Systems Spec.
		1 Technology Services Supv.
		1 Detentions Sergeant
		<b>69 Requested Total</b>

Public Protection



<b>Public Services</b>	<b>Law Enforcement</b>	<b>Detentions</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy
2 Sheriff's Senior Support Spec.	5 Sheriff's Commander	2 Sheriff's Commander
1 Sheriff's Commander	11 Sheriff's Lieutenant	2 Sheriff's Lieutenant
1 Sheriff's Lieutenant	42 Sheriff's Sergeant	10 Sheriff's Sergeant
2 Sheriff's Sergeant	75 Sheriff's Senior Deputy	9 Sheriff's Senior Deputy
1 Sheriff's Senior Deputy	247 Sheriff's Deputy	177 Sheriff's Deputy
4 Sheriff's Deputy	3 Sheriff's Aide	8 Sheriff's Aide
8 Sheriff's Aide	4 Administrative Coordinator	293 Detentions Deputy
3 Fiscal Support Technician	1 Aircraft Maintenance Supv.	7 Detentions Lieutenant
1 Fiscal Support Specialist	2 Aircraft Mechanic	31 Detentions Senior Deputy
1 Supervising Legal Process Tech.	1 Aircraft Pilot	1 Detentions Senior Officer
6 Legal Process Technician	8 Detentions Deputy	22 Detentions Sergeant
1 Sr. Legal Process Technician	2 Detentions Senior Deputy	4 Light Vehicle Driver
1 Sheriff's Coroner Manager	8 Evidence Technician	2 Maintenance - A/C Mechanic
1 Supervising Deputy Coroner	6 Identification Technician	1 Maintenance - Auto. Mechanic
8 Deputy Coroner	2 Latent Print Examiner	1 Maintenance Carpenter
2 Coroner's Autopsy Assistant	2 Office Services Assistant	2 Maintenance Electrician
1 Sheriff's Public Admin. Manager	7 Sheriff's Dispatch Assistant	1 Maintenance Plumber
2 Sheriff's Support Specialist	6 Sheriff's Dispatch Supervisor	8 Maintenance Worker
1 Office Services Assistant	22 Sheriff's Dispatcher	1 Office Services Assistant
2 Deputy Public Administrator	1 Sheriff's Records Administrator	4 Sheriff's Program Specialist
1 Property Control Officer	6 Sheriff's Report Technician	2 Sheriff's Sr. Support Specialist
1 Detentions Lieutenant	7 Sheriff's Senior Dispatcher	9 Sheriff's Support Specialist
1 Detentions Sergeant	3 Sheriff's Senior Support Spec.	57 Sheriff's Support Technician
1 Sheriff's Support Technician	1 Sheriff's Supv. Report Tech.	1 Structural Maint. Superintendent
<b>54 Current Total</b>	7 Sheriff's Support Specialist	<b>1 Warehouse Supervisor</b>
	<b>62 Sheriff's Support Technician</b>	<b>657 Requested Total</b>
	<b>542 Requested Total</b>	
<u>Additions/Deletions</u>		
1 Deputy Public Administrator		
1 Property Control Officer		
1 Deputy Coroner		
1 Supervising Deputy Coroner		
1 Medical Transcriptionist		
<b>59 Requested Total</b>		

## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: provide professional public safety services through community partnerships

*Objective 1: Provide service level to meet safety and security needs of the community*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average response time to priority 1 emergency calls	6 min. 21 sec	6 min. 43 sec	6 min	7 min. 11 sec.	6 min.
Percentage of violent crimes investigations cleared	47.9%	50%	52%	56%	55%
Percentage of stolen property recovered from rural crimes	14.9%	16%	20%	18%	20%
Percentage of gang related incidents cleared	68%	68.5%	72%	76%	72%
Number of gang related deaths	3	4	0	4	0

It is the Sheriff's Office goal to improve the quality of life and ensure safety for the citizens of Kern, by ensuring that offenders are arrested and held accountable for crimes committed. The Sheriff's Office has reviewed last year's results and was able to improve in the areas of: Percentage of violent crime investigations cleared, and Percentage of gang related incidents cleared. The Sheriff's Office is committed to improve in the areas of Average response time to priority 1 emergency calls, Percentage of stolen property recovered from rural crime and the number of gang related deaths by creating specific strategies to reach these goals next year.

Public Protection

*Objective 2: Reduce incarceration and recidivism through community outreach and evidence-based programs*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of inmates passing the GED test	15.7%	36.8%	25%	43%	33%
Increase the number of community contacts through community policing programs		New Performance Measure			50
Increase youth crime prevention and education activities		New Performance Measure			100
Percentage of inmates completing vocational programs		New Performance Measure			40%
Percentage of inmates completing drug/cognitive behavior therapy		New Performance Measure			45%

Meeting the needs of the community and preventing crime involving youth is important. These new performance measures will provide the Sheriff's Office with data to determine if the department is meeting the needs of the community and impacting/preventing youth crime. The Sheriff's Office will continue to build relationships and safer communities by providing information and addressing concerns, while making contacts and connections with neighborhood residents, community groups and businesses. The Sheriff's Office will continue to work with schools to provide lectures on various crime prevention topics and distribute crime prevention material. Working with youth and preventing juvenile victimization, crime and delinquency is a priority for the Sheriff's Office.

The Sheriff's Office goal is to reduce recidivism by providing rehabilitation services for inmates while in custody. Providing training and employment skills to inmates during incarceration is critical to assisting them to transition back into the community. AB 109 Realignment continues to impact both the community and County jail facilities. The addition of these new performance measures will allow the Sheriff's Office to review programs available to inmates on a bi-annual and annual basis. Measuring inmate participation, retention and completion of programs will ensure appropriate utilization of funding. The Sheriff's Office will continue to look for ways to improve and increase in-custody rehabilitation programs and post-release transitional housing.



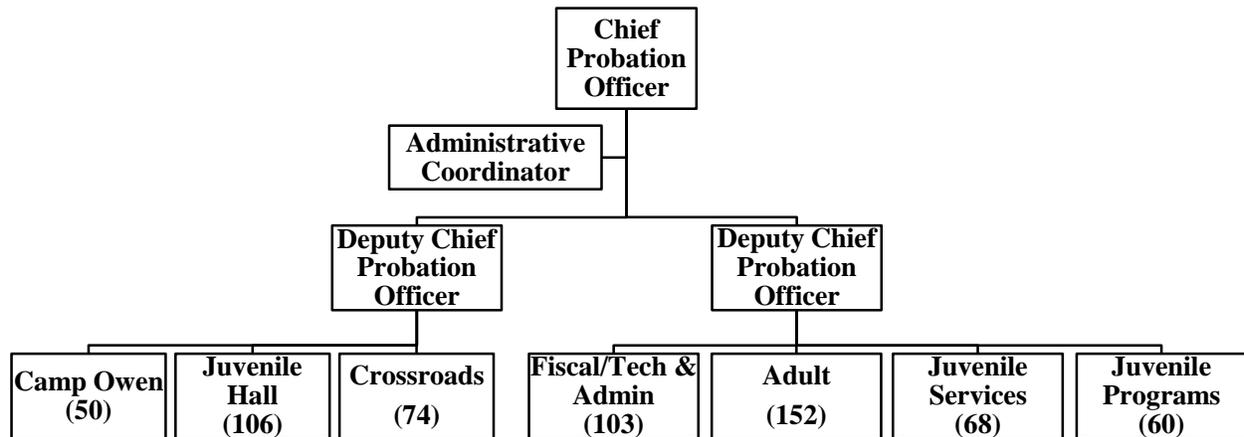
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### Mission Statement

*To reduce the incidence and impact of criminal behavior of juveniles and adults.*

### Organizational Chart



Public Protection

### Fiscal Year 2012-13 and 2013-14 Accomplishments

- Implementation of new adult probation assessment program with Noble as the provider.
- Expanded the AB 109 day reporting center from a maximum of 100 to 200 clients.
- Created a specific program for all non-AB 109 drug offenders with SB 678 funding.
- The Day Reporting Center had two graduations per year with the largest number of graduates in the 2014 class.
- The day reporting center recidivism rate is 30% compared to a 53% rate for non-participants.
- Joint operation with Drug Enforcement Agency resulted in a \$20 million seizure of drugs, money and property.
- The Bridges Career Development Academy for juveniles had 4 graduations, placing graduates in more than 25 jobs and another 20 continuing their education in college.
- As a direct result of evidence-based programs in the juvenile facilities, the recidivism rate continues to decline and it currently stands at 42%.
- In spite of high caseload sizes, adult and juvenile supervision units have confiscated more than 100 firearms, \$500,000 in drugs and made more than 700 arrests within the last year.



## Probation

Department Head: David Kuge

Fund: General

Budget Unit: 2340

Function: Public Protection

Activity: Detention and Correction

### Description of Major Services

The Probation Department is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. The department is also responsible operating the County's three juvenile detention facilities. With the impacts of the State prison realignment under Assembly Bill 109 (AB 109), the department has opened a day reporting center to provide services to the adult offender population by offering services from a wide variety of governmental agencies and community based agencies. All efforts are aimed at minimizing recidivism and moving offenders into a role of self-sufficient, productive citizens.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$63,297,044	\$72,435,669	\$67,969,205	\$73,233,748	\$71,089,955	\$71,294,208
Services and Supplies	7,827,390	9,609,527	7,952,309	9,869,895	9,717,195	9,717,195
Other Charges	443,520	885,497	868,099	936,953	936,953	936,953
Capital Assets	116,929	960,000	5,182	0	0	0
Other Financing Uses	54,481	785,225	0	0	0	1,496,895
<b>TOTAL EXPENDITURES</b>	<b>\$71,739,364</b>	<b>\$84,675,918</b>	<b>\$76,794,795</b>	<b>\$84,040,596</b>	<b>\$81,744,103</b>	<b>\$83,445,251</b>
Expend. Reimb.	(\$2,669)	(\$4,000)	(\$2,806)	(\$2,500)	(\$2,500)	(\$2,500)
<b>TOTAL NET EXPENDITURES</b>	<b>\$71,736,695</b>	<b>\$84,671,918</b>	<b>\$76,791,989</b>	<b>\$84,038,096</b>	<b>\$81,741,603</b>	<b>\$83,442,751</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$1,286	\$800	\$1,453	\$1,750	\$1,750	\$1,750
Use of Money/Property	9,634	9,800	9,795	9,800	9,800	9,800
Intergovernmental	11,442,503	10,747,407	7,806,268	7,997,378	7,997,378	8,180,908
Charges for Services	1,552,146	1,463,368	1,435,286	1,412,267	1,412,267	1,412,267
Miscellaneous	22,765	132,395	145,738	26,000	26,000	26,000
Other Financing Sources:						
2011 Realignment	18,749,939	21,285,045	19,445,255	22,479,814	22,479,814	22,500,537
Probation DDJ Realignment Fund	4,568,435	3,200,000	3,200,000	3,973,771	3,973,771	3,973,771
Probation Training Fund	248,388	273,350	273,350	290,125	290,125	290,125
Local Public Safety	10,663,251	12,189,529	12,406,369	11,664,860	12,836,846	12,836,846
Domestic Violence Program	120,000	140,000	140,000	150,000	150,000	150,000
DNA Identification	200,000	200,000	200,000	125,000	110,000	110,000
Juvenile Inmate Welfare	0	25,000	0	50,000	50,000	50,000
<b>TOTAL REVENUE</b>	<b>\$47,578,347</b>	<b>\$49,666,694</b>	<b>\$45,063,514</b>	<b>\$48,180,765</b>	<b>\$49,337,751</b>	<b>\$49,542,004</b>
Less Available BSI *	\$0	(\$785,225)	\$0	\$0	\$0	(\$1,496,895)
<b>NET GENERAL FUND COST</b>	<b>\$24,158,348</b>	<b>\$34,219,999</b>	<b>\$31,728,475</b>	<b>\$35,857,331</b>	<b>\$32,403,852</b>	<b>\$32,403,852</b>
BSI Ending Balance *	\$70,845	N/A	\$785,225	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department's expenditures are for staffing and facility costs related to the supervision of adult offenders and legally detained minors. A significant portion of these expenditures are funded by an allocation of Net General Fund Cost. The department's revenue offset a majority of its expenditures as nearly \$8 million is received through State and federal funding. Other financing sources account for the largest portion of revenue which includes \$12.8 million of Local Public Safety Funds (Proposition 172), approximately \$22.5 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109, and \$3.9 million juvenile realignment funds.

### Budget Changes and Operational Impacts

For FY 2014-15, all General Fund departments were requested to develop budgets at a 5% reduction of Net General Fund Cost (NGFC) the departments received in FY 2013-14. The 5% reduction equates to a \$1.7 million reduction to the Probation Department for a NGFC total of \$32,403,852. Due to various issues discussed below, the department was unable to meet this guideline request and submitted a budget with an NGFC of \$35,857,331 which is \$3,453,479 over the NGFC guideline.

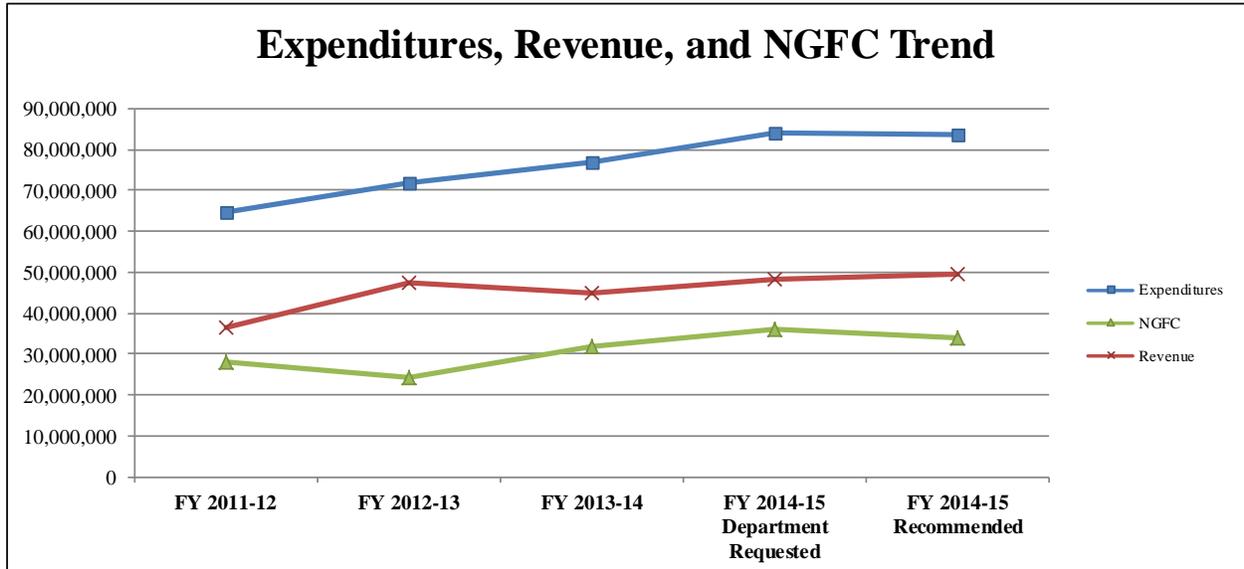
Through discussion with the County Administrative Office, the department has been able to fully reduce the NGFC overage for FY 2014-15 to the NGFC guideline without significant service level impacts or facility closures. This funding level would achieve status quo staffing and funding levels. To achieve this, the department would hold 10 Probation Officer positions vacant and unfunded for a savings of \$870,469; use approximately half, or \$785,225, of accumulated Budget Savings Incentive (BSI) credits; and reduce services and supplies by \$152,700. Other savings of \$283,846 associated with employee health benefits and increases to revenue, primarily related to Proposition 172, totaling \$1.17 million will further mitigate impacts and achieves the NGFC guideline of \$32,403,852.

At the recommended funding level, the department will have no significant service level impacts, although the department will continue to cope with large case loads as record numbers of individuals are being released from jail back into the community under the Probation Department's supervision. Revenue in the recommended budget associated with Title IV-E program has decreased by \$3 million due to a change in billing requirements for administrative activity. Local Public Safety (Proposition 172) revenue has increased slightly over last fiscal year. This increase has assisted in alleviating the 5% reduction in Net General Fund Cost. The recommended budget includes FY 2012-13 AB 109 carry forward specifically allocated to allow the department to continue to operate the AB 109 Day Reporting Center at a capacity of 200 clients, which is the same capacity as FY 2013-14. At the recommended funding level the department will also continue to operate all three pods at the Larry J. Rhoades Kern Crossroads Facility.

Services and supplies will increase with additional costs associated with maintaining enhanced service levels at the Kern Crossroads Facility. Services and supplies will also increase due to

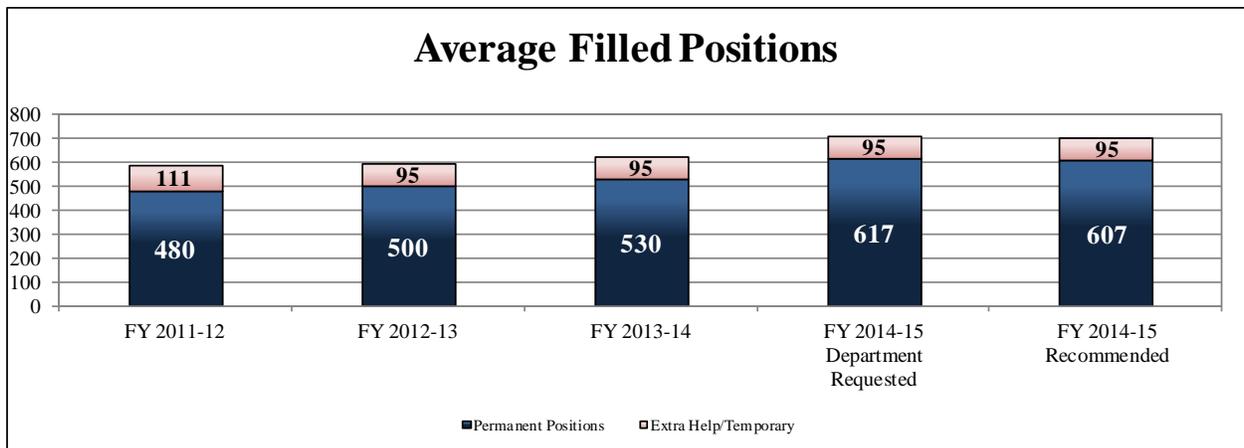
additional spending related to the Day Reporting Center, all of which is reimbursable and offset by revenue.

Public Protection



### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but 10 vacant authorized positions and 95 extra help positions, which requires the use of \$785,225 of accumulated BSI credits. No position additions or deletions are included in the recommended budget. The department has averaged 80-100 vacancies over the last year, therefore holding the 10 positions vacant will have no operational impact.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
	FY 2014-15				
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	480	500	530	617	607
Extra Help/Temporary	111	95	95	95	95
<b>Total Positions</b>	<b>591</b>	<b>595</b>	<b>625</b>	<b>712</b>	<b>702</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	472	504	543	N/A	N/A
Extra Help/Temporary (FTE)	105	101	96	N/A	N/A
<b>Total Positions</b>	<b>577</b>	<b>605</b>	<b>639</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$57,468,388</b>	<b>\$63,297,045</b>	<b>\$67,969,205</b>	<b>\$73,233,748</b>	<b>\$71,294,208</b>

Public Protection

### Summary of Authorized Positions

The department has 617 authorized positions, of which 607 have been budgeted to be filled in FY 2014-15.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive	4	0	0	4	4	0	4
Administrative Services	71	0	0	71	71	0	71
Fiscal & Technology	32	0	0	32	32	0	32
Adult	152	0	0	152	142	10	152
Juvenile Services	68	0	0	68	68	0	68
Juvenile Programs	60	0	0	60	60	0	60
Camp Erwin Owen	50	0	0	50	50	0	50
Crossroads	74	0	0	74	74	0	74
Juvenile Hall	106	0	0	106	106	0	106
<b>Total</b>	<b>617</b>	<b>0</b>	<b>0</b>	<b>617</b>	<b>607</b>	<b>10</b>	<b>617</b>



<b>Executive</b>	<b>Administrative</b>	<b>Fiscal &amp; Technology</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Probation Officer	1 Probation Division Director	1 Administrative Services Officer
2 Deputy Chief Probation Officer	4 Probation Supervisor	2 Accountant I/II/III
1 Administrative Coordinator	2 Deputy Probation Officer I/II/III	1 Technology Services Supervisor
4 <b>Requested Total</b>	4 Sr. Office Services Specialist	1 Network Systems Admin.
	6 Office Services Specialist	1 LAN Systems Administrator
	46 Office Services Technician	1 Sr. Systems Analyst
	2 Office Services Assistant	3 Systems Analyst/Programmer I/II
	3 Fiscal Support Technician	4 Info. Systems Spec. I/II/III/Sr.
	2 Mail Clerk	1 Database Analyst
	1 Probation Volunteer Svcs. Coord.	3 Fiscal Support Supervisor
	71 <b>Requested Total</b>	2 Fiscal Support Specialist
		8 Fiscal Support Technician
		1 Fiscal Support Assistant
		3 Office Services Technician
		32 <b>Requested Total</b>
<b>Adult Division</b>	<b>Juvenile Services</b>	<b>Juvenile Programs</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
2 Assistant Probation Div. Dir.	6 Probation Supervisor	5 Probation Supervisor
11 Probation Supervisor	13 Deputy Probation Officer III	7 Deputy Probation Officer III
1 Special Projects Manager	42 Deputy Probation Officer I/II	43 Deputy Probation Officer I/II
2 Departmental Analyst	1 Juvenile Correction Officer III	1 Juvenile Correction Officer I/II
27 Deputy Probation Officer III	5 Juvenile Correction Officer I/II	3 Office Services Technician
107 Deputy Probation Officer I/II	68 <b>Requested Total</b>	60 <b>Requested Total</b>
1 Office Services Technician		
152 <b>Requested Total</b>		
<b>Camp Erwin Owen</b>	<b>Crossroads</b>	<b>Juvenile Hall</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
1 Assistant Probation Div. Dir.	1 Assistant Probation Div. Dir.	1 Assistant Probation Div. Dir.
4 Deputy Probation Officer III	4 Deputy Probation Officer III	7 Deputy Probation Officer III
13 Juvenile Correction Officer III	12 Juvenile Correction Officer III	5 Deputy Probation Officer I/II
23 Juvenile Correction Officer I/II	43 Juvenile Correction Officer I/II	18 Juvenile Correction Officer III
1 Juvenile Corrections Sr. Cook	1 Juv. Corr. Food Svcs. Supv.	63 Juvenile Correction Officer I/II
2 Juvenile Corrections Cook	2 Juvenile Corrections Sr. Cook	1 Juv. Corr. Warehouse Supv.
1 Juv. Corr. Facilities Maint. Worker	3 Juvenile Corrections Cook	1 Juvenile Corrections Cook
1 Juv. Corr. Maint. Worker	1 Juv. Corr. Maint. Worker	3 Juvenile Corrections Custodian
1 Juv. Corr. Support Services	1 Juvenile Corrections Custodian	1 Juv. Corr. Support Services
1 Office Services Specialist	1 Juv. Corr. Support Services	2 Office Services Specialist
1 Office Services Technician	1 Office Services Specialist	2 Office Services Technician
50 <b>Requested Total</b>	2 Office Services Technician	1 Fiscal Support Technician
	1 Fiscal Support Technician	106 <b>Requested Total</b>
	74 <b>Requested Total</b>	



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### GOAL 1: Reduce crime and improve law enforcement services.

*Objective 1: Reduce the incident and impact of criminal behavior of adults*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of adult offenders successfully completing probation	11%	13%	10%	14%	10%
Percentage of adult probationers who have new violations (Recidivism Rate)	13.72%	9%	10%	10%	12%
Number of offenders on felony probation	6,823	7,042	7,200	7,300	7,500
Number of offenders on post release community supervision	1,444	1,692	1,800	1,660	1,600
Number of offenders on mandatory supervision	58	735	750	680	800
Number of pre-sentence investigation reports submitted to Superior Court	4,175	4,968	5,200	4,900	5,600
Number of home calls/field contacts	9,456	11,512	12,700	11,800	11,000
Number of arrests	1,184	1,624	1,800	1,700	1,600
Number of adult probationers receiving program services (DRC, KCMH,CBOs, Take Away Tattoo, Substance Abuse, ETR)	-	3,823	4,200	4,000	3,600

This is the department's primary objective which can be accomplished by providing investigation and enforcement services to Superior Court and by holding offenders accountable for criminal conduct. The adult division has experienced tremendous growth both in staff size and the number of adults on supervised probation. This is primarily due to prison realignment (AB109). (The Probation Department had planned this year to hire additional deputy probation officers to address this increase; however, the Probation Department will lose \$3.4 million in Title IV-E funding this fiscal year and may force the department to consider placing these intended new hires on hold. In addition, Should the department experience budget cuts and/or loss of other revenue, caseload sizes will increase and a number of offenders will not be supervised thus the possibility of an increase in crime in our county.)

*Objective 2: Reduce the incident and impact of criminal behavior of juveniles*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of juvenile offenders successfully completing probation	16%	18%	17%	20%	12%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	32.2%	15%	19%	18%	25%
Number of juveniles on supervised probation	2,271	2,237	2,100	2,438	2,300
Number of probation violation petitions filed	571	533	500	450	600
Number of referrals to the Probation Department	9,869	7,613	7,500	7,800	8,000
Number of investigations for Juvenile Court	1,860	1,579	1,400	1,300	1,600
Number of new law violation petitions filed	1,796	1,475	1,200	1,260	1,700
Number of home call/field contacts	12,778	11,605	11,200	11,000	10,800
Number of arrests	706	639	600	580	500

This is the department's primary objective which can be accomplished through providing investigation and enforcement services to Superior Court and by holding juvenile offenders accountable for their criminal conduct. The department is doing well within this objective (i.e. Successful Completions); however, as mentioned in Objective 1, the department is concerned regarding the future fiscal state of the department. The department will likely see increased and banked juvenile caseloads, fewer home calls/contacts made, and fewer arrests of juveniles found to be in violations of Court orders and/or law violations. Due to juvenile probationers not receiving supervision services will likely result in an increase in crimes committed by this population.

Public Protection



**GOAL 2: Increase the percentage of total sentences served/programs completed and decrease recidivism rates for non-violent offenders.**

*Objective1: Operating correctional programs that provide for public protection, the prevention of crime and the redirection of offenders (adults and juveniles)*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of adult probationers (AB 109) with new violations (recidivism) after graduating from the Day Reporting Center (DRC)	-	30%	28%	30%	33%
Percentage of Kern Crossroads Facility juvenile commitments who participated in an evidence-based treatment behavioral program (Aggression Replacement Therapy) with new violations (recidivism)	21.8%	21%	20%	20%	22%
Percentage of Camp Erwin Owen (CEO) juvenile commitments who participated in an evidence-based treatment behavioral program (Aggression Replacement Therapy) with new violations (recidivism)	47%	46%	40%	42%	45%
Percentage of Pathways Academy female juvenile commitments who participated in an evidence-based treatment behavioral program (Seeking Safety, Matrix Relapse Prevention, Forward Thinking ) with new violations (recidivism)	20.5%	19.9%	19%	20%	21%

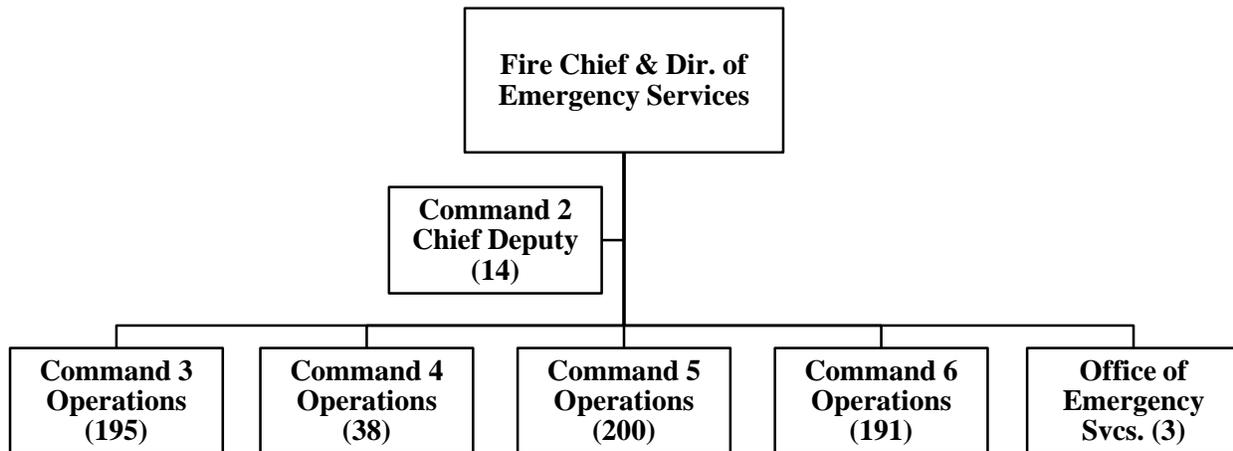
The department is pleased with the success of the programming provided to adult probationers through the DRC. The percentage of adult probationers not graduating from the DRC with new law violations is 43%. The overall recidivism rate of adults paroled from the Department of Corrections and Rehabilitation is approximately 74%. The recidivism rate is proof that Probation services are more effective in providing public protections while changing the lives of adult offenders in our community than the State. The data from the juvenile institution Kern Crossroads reflects the same as in the department’s adult correctional programs. The department feels as though they can do better with the CEO youth. The department has experienced a change in the risk level of youth committed to this program. Historically, youth sent to CEO were moderate risk to re-offend. Currently, the department is dealing with mostly high-risk youth. It should be noted the recidivism rate of male youth released from the Department of Juvenile Justice is 64%; female youth released from the Department of Juvenile Justice is 54.2%. The department’s plan is to implement an additional evidence-based program which will enhance the practice of motivational interviewing probationers which may lower the recidivism rate in all of the department’s youth correctional programs; however, as mentioned in Goal 1, projected loss of Title IV-E funding compounded by the fiscal problems that will likely increase caseload sizes for officers and force the department to bank cases. This will likely cause an increase in recidivism rates for both adult and juvenile offenders due to a lack of supervision services once these individuals are released from a program.



### Mission Statement

*To enhance the quality of life in Kern County by protecting and serving our citizens.*

### Organizational Chart



Public Protection

### Fiscal Year 2012-13 and 2013-14 Accomplishments

- The department completed design work and moved to the construction phase of replacing Fire Station 58, Pine Mountain Club, which is scheduled to be completed in August 2014.
- In FY 2013-14, the department contracted with New World Systems to replace their aging computer aided dispatch system that will allow the department to more effectively manage and dispatch resources to those in need.
- In FY 2013-14, the department was able to promote emergency response efforts through the replacement of front line apparatus equipment totaling \$2.2 million. Other major acquisitions include the purchase of a used ladder truck with an estimated value of \$285,000 for \$22,000.
- The department protected the visitors and citizens of Kern County by answering 42,278 calls for service in FY 2012-13 and 42,770 calls for service in FY 2013-14.
- During the past two fiscal years the department has promoted fire safety by contacting over 300,000 citizens.



**Fire**

Department Head: Brian Marshall  
 Fund: Fire  
 Budget Unit: 2415 and 1114

Function: Public Protection  
 Activity: Fire Protection

**Description of Major Services**

The Kern County Fire Department's fundamental mission is to preserve life, property, and the environment. The department responds to emergency fire, rescue, and medical aid requests. Other functions include fire and injury protection, public education, and emergency preparedness and mitigation. The department provides protection throughout Kern County, including areas of metro Bakersfield and other incorporated cities, and has many mutual aid agreements with neighboring fire suppression organizations. Additionally, the department also contracts with the State to protect 1.6 million acres of State responsibility area lands within the County.

**Summary of Expenditures and Revenue**

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$119,074,515	\$120,716,236	\$121,590,168	\$123,107,346	\$122,406,407	\$122,704,907
Services and Supplies	10,253,277	11,874,209	11,931,788	12,949,327	12,929,057	12,859,057
Other Charges	7,672,457	8,261,272	7,129,043	8,626,702	8,520,128	8,520,128
Capital Assets	762,744	1,477,100	1,904,931	2,059,175	1,132,000	3,079,175
Other Financing Uses	0	1,537,646	2,037,646	1,233,318	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$137,762,993</b>	<b>\$143,866,463</b>	<b>\$144,593,576</b>	<b>\$147,975,868</b>	<b>\$144,987,592</b>	<b>\$147,163,267</b>
<b>REVENUE:</b>						
Taxes	\$89,687,668	\$83,667,180	\$83,798,586	\$88,182,725	\$88,182,725	\$89,666,519
Licenses and Permits	446,305	350,000	641,102	350,000	350,000	350,000
Fines and Forfeitures	1,210	30,000	7,412	30,000	30,000	30,000
Use of Money/Property	(33)	0	6,442	0	0	0
Intergovernmental	5,176,800	3,208,000	5,098,575	800,000	800,000	800,000
Charges for Services	22,404,246	21,575,079	29,200,374	21,741,938	21,741,938	21,741,938
Miscellaneous	15,195	402,450	85,297	402,450	402,450	402,450
Other Financing Sources:						
General Fund	21,381,078	18,993,917	18,993,919	21,778,933	18,412,024	18,412,024
Local Public Safety	6,630,246	7,030,172	7,155,232	7,030,172	7,403,505	7,403,505
Fixed Wing Aircraft	162,000	52,000	52,000	0	0	0
Fireworks Violations	0	25,000	20,422	25,000	25,000	25,000
Fire Dept Donations	6,000	10,000	10,000	26,500	26,500	26,500
State Fire	0	170,000	170,000	0	0	0
Vehicle/Apparatus Trust	650,000	90,000	90,000	0	0	0
Fire-Hazard Reduction	1,002,570	775,000	775,000	350,000	350,000	350,000
Fire-Helicopter Operations	760,950	560,000	560,000	987,150	987,150	987,150
County Service Area #40.1 EMS	123,787	232,000	161,727	211,500	216,800	216,800
<b>TOTAL REVENUE</b>	<b>\$148,448,022</b>	<b>\$137,170,798</b>	<b>\$146,826,088</b>	<b>\$141,916,368</b>	<b>\$138,928,092</b>	<b>\$140,411,886</b>
<b>NET FUND COST</b>	<b>(\$10,685,029)</b>	<b>\$6,695,665</b>	<b>(\$2,232,512)</b>	<b>\$6,059,500</b>	<b>\$6,059,500</b>	<b>\$6,751,381</b>

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission. These expenditures are funded primarily by property taxes collected in budget unit 1114 in the Fire Fund of approximately \$89.6 million. The General Fund also provides a contribution to the Fire Fund which has decreased by nearly \$582,000 in FY 2014-15 to \$18.4 million. Other major sources of revenue include charges for services from other municipalities for whom the Fire Department provides fire and emergency response services totaling \$21.7 million and a \$7.4 million allocation of Local Public Safety Funds (Proposition 172).

### Budget Changes and Operational Impacts

Through a higher than anticipated fund balance available within the Fire Fund at fiscal year-end and an increase in property tax revenue estimates the department has been able absorb the 5% reduction in NGFC without service impacts. The recommended budget provides sufficient funding for the department to enhance administrative staffing by adding three new positions, in addition to continuing three person staffing at County fire stations even after the Staffing for Adequate Fire and Emergency Response (SAFER) grant expires during the first quarter of FY 2014-15.

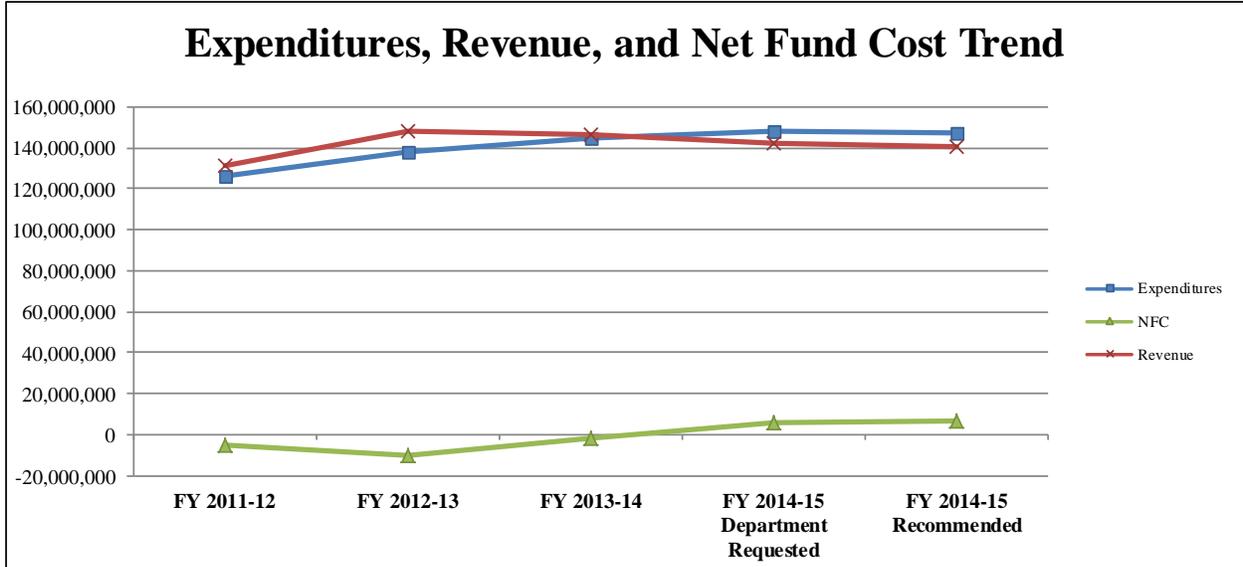
In FY 2013-14 the department purchased and implemented a new Computer Aided Dispatch (CAD) system and in FY 2014-15 the department will allocate \$1 million to the purchase of a new Records Management System (RMS). The RMS will interface with the new CAD system to allow for enhanced reporting and response capabilities. Other charges will increase as the department's portion of the countywide cost allocation has increased by \$1.2 million over FY 2013-14.

Intergovernmental revenue associated with the SAFER grant will decrease by \$3 million as this federal funding for 30 firefighters ends. Revenue associated with the General Fund contribution has decreased by 5% over the prior year due to reductions necessitated by other General Fund obligations. Charges for services associated with reimbursement revenue from other agencies for fire suppression costs is budgeted at \$3 million. Historically, reimbursements fluctuate dramatically depending on the severity and number of wild land fires during any given year, and the department may receive additional revenue throughout the fiscal year. Additional funds would be recognized and appropriated mid-year to cover overtime and other costs associated with fire response on behalf of other agencies. Other charges for services also include agreements with several cities and neighboring counties to facilitate reimbursement of costs of services provided, while some contracts have recently been renegotiated with less reimbursement due to the County, new contracts have also been signed equating to no change in this estimated revenue stream.

The Fire Fund fund balance available at June 30, 2014 was \$8,037,878 of which \$6.8 million is anticipated to be used towards the department's budget. The fund balance available was higher than anticipated primarily due to the department's efforts in billing charges to the State from prior year activity. In addition, property tax revenue is expected to increase by \$5.8 million over

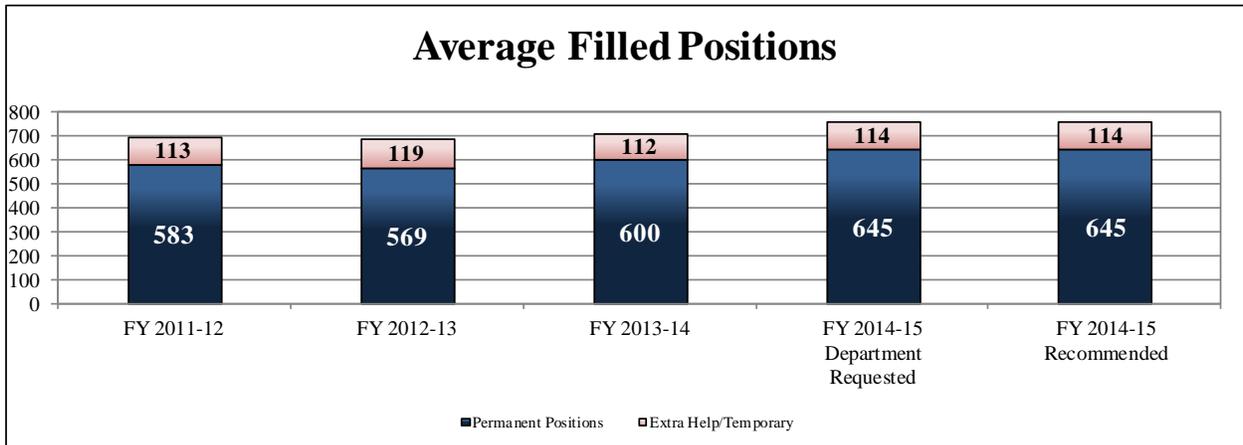
FY 2013-14 due to a modest growth in property valuations and a large property tax refund issued in FY 2013-14. Both factors allow the department to put over \$1.2 million into designations for future fire apparatus and property purchases and will facilitate the purchase of a new hazardous materials vehicle in FY 2014-15 that will assist the department to better serve communities.

Public Protection



### Staffing Changes and Operational Impacts

Three new positions have been added in the recommended budget: one (1) Administrative Coordinator position at an annual cost of \$103,587; one (1) Office Services Technician position at an annual cost of \$71,364; and one (1) Supervising Fire Dispatcher position at an annual cost of \$123,549.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	583	569	600	645	645
Extra Help/Temporary	113	119	112	114	114
<b>Total Positions</b>	<b>696</b>	<b>688</b>	<b>712</b>	<b>759</b>	<b>759</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	211	220	227	N/A	N/A
Extra Help/Temporary (FTE)	102	124	101	N/A	N/A
<b>Total Positions</b>	<b>313</b>	<b>344</b>	<b>328</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$108,917,357</b>	<b>\$119,074,516</b>	<b>\$121,590,168</b>	<b>\$123,107,346</b>	<b>\$122,704,907</b>

### Summary of Authorized Positions

The department currently has 642 authorized positions and has requested to add three new positions for a total of 645 positions. All 645 positions are budgeted to be filled during FY 2014-15.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	10	0	10
PIO/PEO	2	0	0	2	2	0	2
Office of Emergency Services	3	1	0	4	4	0	4
Emergency Communication Ctr.	20	1	0	21	21	0	21
Finance	13	0	0	13	13	0	13
Technology Services	8	0	0	8	8	0	8
Fleet Services	21	0	0	21	21	0	21
Facilities	6	0	0	6	6	0	6
Support Services	9	0	0	9	9	0	9
Arson	7	0	0	7	7	0	7
Training	8	0	0	8	8	0	8
Fire Heavy Equip. Facility	7	0	0	7	7	0	7
Fire Plan/Air Operations	13	1	0	14	14	0	14
Fire Prevention	12	0	0	12	12	0	12
Operations	503	0	0	503	503	0	503
<b>Total</b>	<b>642</b>	<b>3</b>	<b>0</b>	<b>645</b>	<b>645</b>	<b>0</b>	<b>645</b>

<b>Administration</b>	<b>PIO/PEO</b>	<b>Office of Emergency Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Chief & Director of Emerg. Svcs	1 Fire Captain CA - PIO	1 Special Projects Manager
1 Chief Deputy-Fire	1 Fire Engineer CA - PEO	1 Administrative Coordinator
4 Deputy Fire Chief	<b>2 Requested Total</b>	1 Fiscal Support Technician
1 Office Services Coordinator		<b>3 Current Total</b>
1 Senior Office Services Specialist		<u>Additions/Deletions</u>
1 Office Services Specialist		1 Administrative Coordinator
1 Office Services Assistant		<b>4 Requested Total</b>
<b>10 Requested Total</b>		
<b>Emergency Communications Center</b>	<b>Finance</b>	<b>Technology Services</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Captain CA	1 Administrative Svcs. Coordinator	1 Technology Svcs. Manager
1 Fire Emergency Comm. Ctr. Mgr.	1 Accountant I/II/III	2 Systems Analyst I/II
3 Supervising Fire Dispatcher	2 Administrative Coordinator	3 Sr. Info. Systems Specialist
8 Fire Dispatcher 2	2 Fiscal Support Supervisor	1 Info. Systems Specialist I/II/III
7 Fire Dispatcher 1	6 Fiscal Support Specialist	1 Geographic Info. Systems Spec.
<b>20 Current Total</b>	1 Fiscal Support Technician	<b>8 Requested Total</b>
<u>Additions/Deletions</u>	<b>13 Requested Total</b>	
1 Supv. Fire Dispatcher		
<b>21 Requested Total</b>		
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Equipment Maint. Superintendent	1 Fire Captain CA	1 Fire Captain CA
3 Supv. Heavy Equip. Mechanic	1 Structural Maint. Superintendent	1 Fiscal Support Specialist
12 Fire Equipment Mechanic	2 Maintenance Worker I/II/III	1 Fiscal Support Technician
3 Fire Equipment Service Worker	1 Groundskeeper I/II/III	1 Storekeeper I
1 Automotive Parts Storekeeper I/II	1 Building Services Worker	2 Light Vehicle Driver
1 Fiscal Support Technician	<b>6 Requested Total</b>	3 Fire Equipment Technician
<b>21 Requested Total</b>		<b>9 Requested Total</b>
<b>Arson</b>	<b>Training</b>	<b>Fire Heavy Equipment Facility</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Battalion Chief CA	1 Fire Battalion Chief CA	1 Supv. Fire Heavy Equip. Spec. CA
2 Fire Captain CA	4 Fire Captain CA	4 Fire Heavy Equip. Spec. II-C
3 Fire Captain C	1 Media Services Coordinator	1 Fire Heavy Equip. Spec. II-C
1 Office Services Specialist	2 Office Services Technician	1 Fire Heavy Equip. Spec. I
<b>7 Requested Total</b>	<b>8 Requested Total</b>	<b>7 Requested Total</b>



<b>Fire Plan/Air Operations</b>	<b>Fire Prevention</b>	<b>Operations</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
2 Fire Battalion Chief CA	1 Fire Battalion Chief CA	21 Fire Battalion Chief C
3 Fire Captain CA	3 Fire Captain CA	150 Fire Captain C
2 Fire Aircraft Pilot	1 Fire Captain C	156 Fire Engineer C
1 Fire Engineer A	5 Fire Engineer CA	1 Firefighter CA
3 Firefighter A	1 Building Plans Technician	3 Firefighter A
1 Supv. Aircraft Mechanic	1 Office Services Specialist	172 Firefighter
1 Aircraft Mechanic	12 <b>Requested Total</b>	503 <b>Requested Total</b>
13 <b>Current Total</b>		
<u><b>Additions/Deletions</b></u>		
1 Office Services Technician		
14 <b>Requested Total</b>		

Public Protection



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Enhance fire protection service through adequate fire suppression, emergency medical service, and emergency response.

*Objective 1: Achieve and maintain average response times of four minutes in suburban areas, and eight minutes in rural areas*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average response time (in minutes) for suburban areas	6:04	5:22	4:00	5:56	4:00
Average response time (in minutes) for rural areas	7:21	7:22	7:10	7:08	8:00

These indicators measure the department's ability to provide reasonable response times to all-risk incidents. Rapid deployment and concentration of resources at the decisive time and place is essential to successful performance of fire and lifesaving operations. Incident related life and property loss can be reduced through timely incident response. The adopted goals are based upon nationally recognized standards.

*Objective 2: Adequately staff fire stations for emergency response.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Protected population per on-duty firefighters	3,533	3,345	3,232	3,232	3,232

As a result of SAFER grant funding, the department was able to increase on-duty staffing has a minimum of 3 on-duty firefighters at 45 of our 46 fire stations. With this increase in staffing, the department now has an on-duty firefighter per 3,232 of protected population. The nationally recognized standard is to provide one on-duty firefighter per 2,500 population protected.

### Goal 2: Enhance fire protection services through public education, fire prevention activities, and hazard abatement

*Objective 1: Enhance public safety through public education programs and disaster preparedness activities*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of contacts made through public education programs	150,000	156,524	150,000	150,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	8,500	10,740	6,000	10,000	10,000

Education is an essential part of the prevention and mitigation process. The department has designated two full-time positions to participate in a variety of public education programs. Additionally, the department has overall responsibility for multi-agency and/or multi-jurisdiction disaster response coordination and communication. The department's preparedness and response capabilities have been greatly enhanced from equipment and training provided through Homeland Security grant funding.

*Objective 2: Protect Kern County communities from the devastation of wild fires.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of miles of fire roads and fuel breaks created or maintained	600	600	600	600	600
Percentage of wildfires controlled to 10 acres or less	95%	84.9%	95%	95%	95%

Fire and fuel breaks that are strategically located keeping small fires from becoming large and giving firefighters a place to stop large fires thereby saving money, property and natural resources. The fire and fuel break system in Kern County has been instrumental in stopping the spread of numerous fires along major roadways, such as Interstate 5 and State Highways 65 and 33. This has allowed the department to control these fires with fewer resources and less cost. The department's goal, and the state's mission, is to control 95% of wildfires on State responsibility area lands at ten acres or less as specified in the CalFire and department operating plan.

## County Contribution - Fire

Department Head: Brian Marshall  
 Fund: General  
 Budget Unit: 2416

Function: Public Protection  
 Activity: Fire Protection

### Description of Major Services

This budget unit facilitates the County Net General Fund Cost contribution to the Fire Department (Budget Unit 2415).

Public Protection

	Summary of Expenditures and Revenue					
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$21,381,078	\$19,381,078	\$18,993,917	\$21,778,933	\$18,412,024	\$18,412,024
<b>TOTAL EXPENDITURES</b>	<b>\$21,381,078</b>	<b>\$19,381,078</b>	<b>\$18,993,917</b>	<b>\$21,778,933</b>	<b>\$18,412,024</b>	<b>\$18,412,024</b>
<b>NET GENERAL FUND COST</b>	<b>\$21,381,078</b>	<b>\$19,381,078</b>	<b>\$18,993,917</b>	<b>\$21,778,933</b>	<b>\$18,412,024</b>	<b>\$18,412,024</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

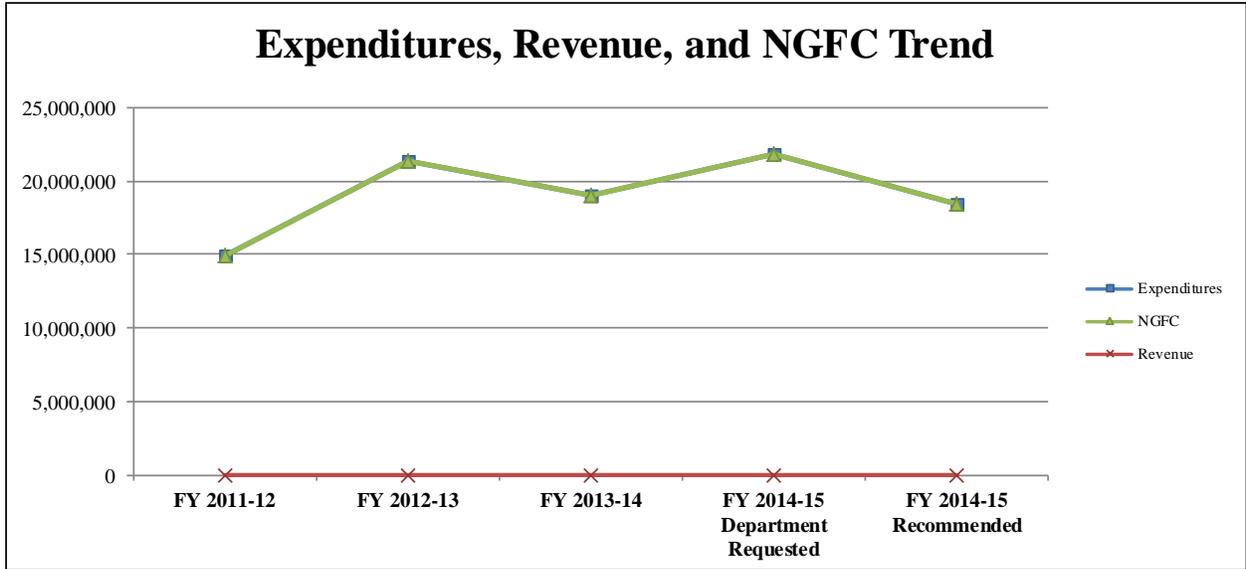
The County Contribution – Fire budget unit appropriates supplemental funding from the General Fund to the Fire Fund to support general operating expenses. Appropriations within this budget unit will be transferred to the Fire Department’s operating budget 2415 and is included in that budget unit under the revenue category of other financing sources.

### Budget Changes and Operational Impacts

The preliminary recommended budget for FY 2014-15 reduces the General Fund contribution by \$581,893 from the prior fiscal year and is \$3,366,909 less than the department requested for contribution. The recommended contribution does not result in any significant service level impacts for the Fire Department.



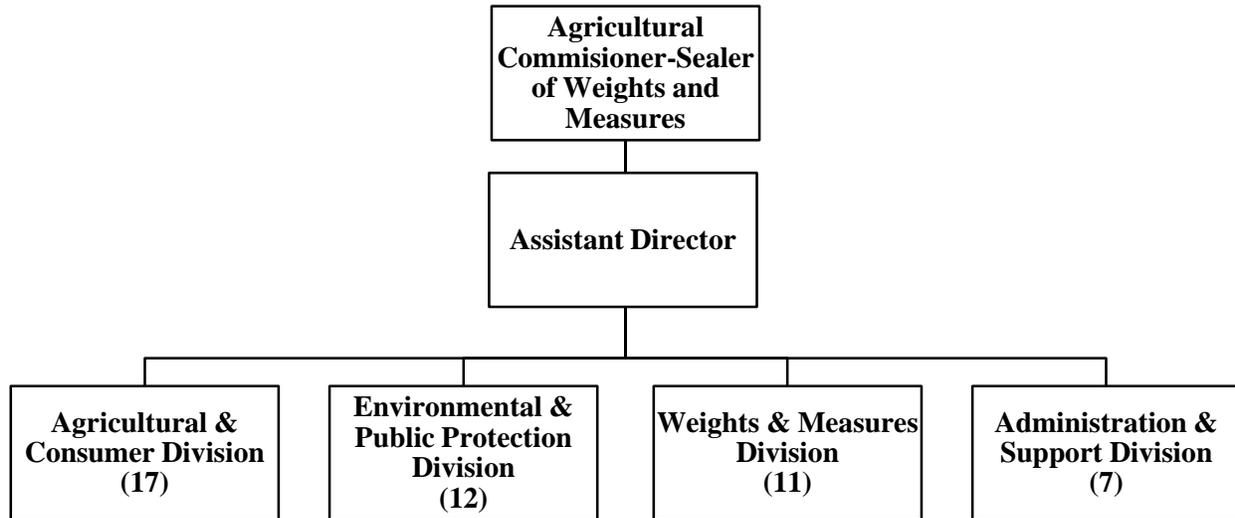
Public Protection



**Mission Statement**

*To promote and protect the agricultural industry, the environment, and the general public.*

**Organizational Chart**



Public Protection

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Conducted over 55,000 commodity inspection to help facilitate the sale and shipment of Kern County produce. This has contributed to the County being ranked number two in the state in total crop value for the first time in history.
- Focused on succession planning by continuing to train and assist employees with obtaining licensure with the idea of promoting from within. Through this effort, the department has promoted several employees to management positions who have worked themselves through the ranks.
- Implemented a phytosanitary certificate tracking program where all inspectors are required to enter certificates in a database and charge customers immediately.
- Increased the use of technology by purchasing and implementing the use of iPads for use in trapping programs which decrease paperwork and allows trappers to service more traps per workday.
- Completed the difficult task of mapping all bus stop locations in our County to include them on our map of sensitive sites. This map is provided to growers and pest control advisors so that they can safely apply pesticides while taking into account these locations. The number of pesticide drift incidents continues to decline as a result.



## Agriculture and Measurement Standards

Department Head: Ruben Arroyo

Function: Public Protection

Fund: General

Activity: Protective Inspection

Budget Unit: 2610

### Description of Major Services

The Agriculture and Measurement Standards Department promotes and protects the County's agricultural industry and provides agricultural research and information services. The department enforces laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide Regulations, and enforces consumer protection laws and regulations.

The department also enforces laws and regulations related to commercial transactions involving weight, measure, or count. The department inspects packaged goods and bulk commodities to ensure that their weights and measures are as advertised and that they conform to the Federal Fair Packaging and Labeling Act. The department also inspects petroleum products for proper labeling and quality conformance to established standards.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,725,256	\$5,375,095	\$5,734,843	\$5,337,744	\$5,337,744	\$5,386,656
Services and Supplies	840,827	1,020,983	1,065,060	1,008,467	1,008,467	1,008,467
Other Charges	169	2,701	183	2,634	2,634	2,634
Other Financing Uses	0	754,896	0	0	0	705,984
<b>TOTAL EXPENDITURES</b>	<b>\$6,566,252</b>	<b>\$7,153,675</b>	<b>\$6,800,086</b>	<b>\$6,348,845</b>	<b>\$6,348,845</b>	<b>\$7,103,741</b>
<b>REVENUE:</b>						
Licenses and Permits	\$25,595	\$22,550	\$25,175	\$23,040	\$23,040	\$23,040
Fines and Forfeitures	41,939	26,100	41,899	33,150	33,150	33,150
Intergovernmental	3,021,683	2,850,762	3,229,110	2,796,652	2,796,652	2,796,652
Charges for Services	2,082,218	2,040,295	2,235,628	2,109,960	2,109,960	2,158,872
Miscellaneous	816	100	1,750	20	20	20
<b>TOTAL REVENUE</b>	<b>\$5,172,251</b>	<b>\$4,939,807</b>	<b>\$5,533,562</b>	<b>\$4,962,822</b>	<b>\$4,962,822</b>	<b>\$5,011,734</b>
Less Available BSI *	\$0	(\$754,896)	\$0	\$0	\$0	(\$705,984)
<b>NET GENERAL FUND COST</b>	<b>\$1,394,001</b>	<b>\$1,458,972</b>	<b>\$1,266,524</b>	<b>\$1,386,023</b>	<b>\$1,386,023</b>	<b>\$1,386,023</b>
BSI Ending Balance *	\$594,053	N/A	\$500,000	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

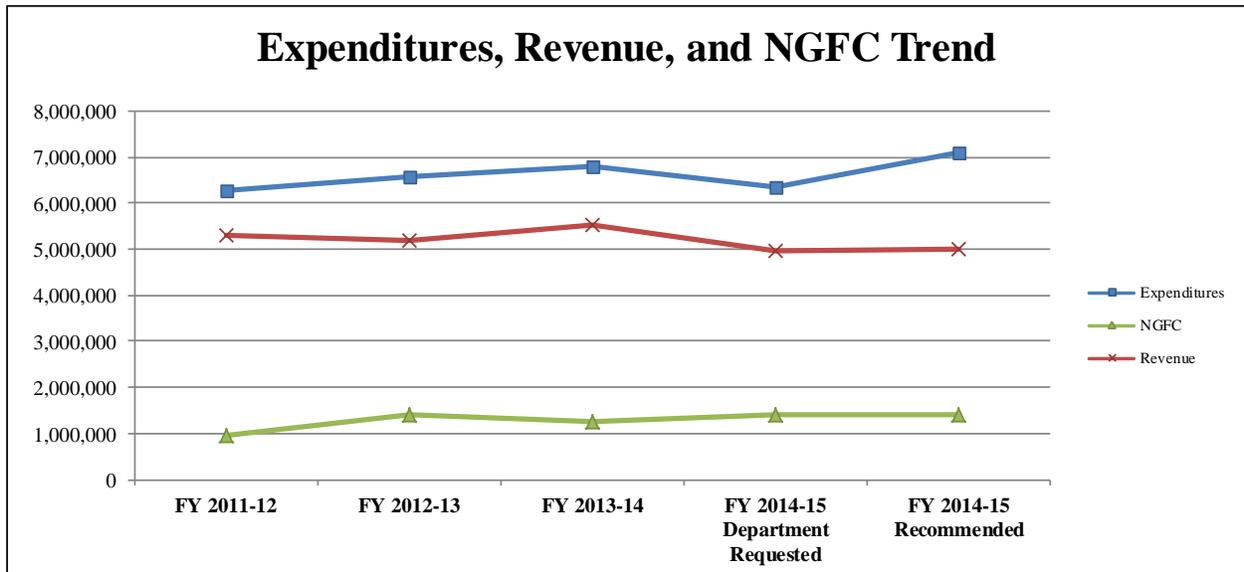
## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department’s expenditures are for staff costs. These expenditures are necessary to provide mandated inspection services in the field of agriculture and weights and measures. Vehicles and fuel charges comprise a majority of the operating expenses.

The department is funded through charges for phytosanitary services, weight and measures registration fees, reimbursement from State contracts, a portion of the State’s pesticide mill assessment and the County’s portion of unclaimed gasoline tax. The department also receives an allocation of Net General Fund Cost.

## Budget Changes and Operational Impacts

The recommended budget allows the department to operate at current service levels but will require the use of the department’s entire accumulated Budget Savings Incentive (BSI) credits of \$708,984. Expenditures are expected to remain similar to FY 2013-14. Revenue, particularly associated with State contracts, has been budgeted solely based on what the department has already been awarded for FY 2014-15. Additional State contracts may be awarded throughout the year, and consistent with prior years, the department plans to recognize new revenue throughout the fiscal year as it is received.

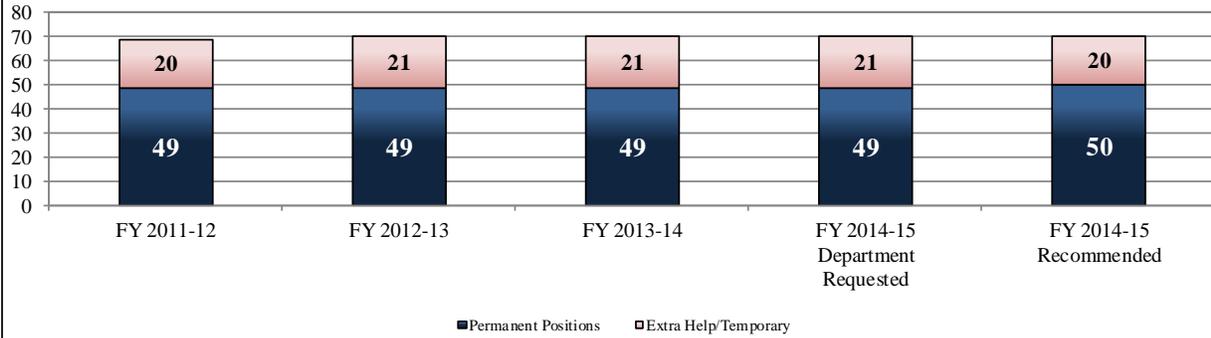


## Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all 49 currently authorized positions and the addition of one permanent position, which requires the use of \$705,984 of accumulated BSI credits. The department utilizes extra help staff to assist with seasonal workloads related to State contracts.



### Average Filled Positions



Public Protection

### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	49	49	49	49	50
Extra Help/Temporary	20	21	21	21	20
<b>Total Positions</b>	<b>69</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	50	50	49	N/A	N/A
Extra Help/Temporary (FTE)	18	19	21	N/A	N/A
<b>Total Positions</b>	<b>68</b>	<b>69</b>	<b>70</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,354,676</b>	<b>\$5,725,257</b>	<b>\$5,734,843</b>	<b>\$5,337,744</b>	<b>\$5,386,656</b>

### Summary of Authorized Positions

The department has 49 authorized positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below. The recommended budget also includes the addition of one (1) Geographic Information System Technician position, which will replace an extra-help position within the same classification for an annual increase of \$54,032.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administrative Services	9	1	0	10	10	0	10
Ag. & Consumer Protection	17	0	0	17	17	0	17
Environment & Public Protection	12	0	0	12	12	0	12
Weights & Measures	11	0	0	11	11	0	11
<b>Total</b>	<b>49</b>	<b>1</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>50</b>



<b>Weights and Measures</b>	<b>Agricultural and Consumer Protection</b>	<b>Environmental and Public Protection</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
1 Deputy Director	1 Deputy Director	1 Deputy Director
2 Ag. Bio./Wts. & Meas. Insp. IV	2 Ag. Bio./Wts. & Meas. Insp. IV	2 Ag. Bio./Wts. & Meas. Insp. IV
7 Ag. Bio./Wts. & Meas. Insp. I-III	14 Ag. Bio./Wts. & Meas. Insp. I-III	9 Ag. Bio./Wts. & Meas. Insp. I-III
1 Ag. Bio./Wts. & Meas. Insp. Tech.	17 <b>Requested Total</b>	12 <b>Requested Total</b>
11 <b>Requested Total</b>		
 <b>Administrative Services</b>  		
<u><b>Classification</b></u>		
1 Ag. Commissioner/Sealer		
1 Assistant Director		
1 Fiscal Support Supervisor		
1 Fiscal Support Specialist		
1 Fiscal Support Technician		
1 Senior Office Services Specialist		
1 Office Services Specialist		
1 Office Services Technician		
1 GIS Analyst/Programmer		
9 <b>Current Total</b>		
<u><b>Additions/Deletions</b></u>		
1 GIS Technician I		
10 <b>Requested Total</b>		

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

**Goal 1: Ensure safe pesticide use within the agricultural industry and monitor compliance with existing pesticide regulations.**

*Objective 1: Increase education of applicators through public contact and presentations*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of individuals reached through department presentations	1130	669	800	1006	1100
English speaking attendees to continuing education presentations	313	242	275	275	300
Spanish speaking attendees to continuing education presentations	39	49	40	88	40

Increased compliance will be gained through the department's increased public outreach and biannual continuing education (CE) presentations. For the past two fiscal years, we have seen a decrease in the number of people reached through department presentations. This was due to a shortage of manpower in our pesticide division. The department has been gradually adding licensed inspectors, resulting in an increase in availability for public presentations. Additionally, the department plans to attend and give as many public presentations as possible to increase knowledge of laws and regulations to the regulated community.



*Objective 2: Improve compliance with pesticide laws and regulations.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of pesticide inspections performed	1,119	1,061	1,100	806	1,200
Number of pesticide inspections with violations	83	132	100	50	125
Percentage of pesticide users complying with governmental standards	93%	88%	100%	94%	100%

The department performs unannounced pesticide use inspections on growers, agricultural pest control businesses and structural pest control businesses. The department also conducts pesticide related record audits on pest control advisors and pesticide dealers. Pesticide use inspections and pesticide related record audits are made to determine compliance with government pesticide standards. While the general trend has been for the compliance rate to increase from year to year, FY 2013-14 saw a slight decrease in compliance due to a few major pesticide episodes which had several affected individuals. With some additional changes to the department's permit conditions, the department hopes to prevent some of these episodes from reoccurring and bring our compliance percentage back up to a value near or equal to 100%. Additionally, staffing has fluctuated over the past few years to the point where only now at the proper staffing level in this division. This will allow the department to maximize their presence in the field as well as increase the number of inspections performed.

**Goal 2: Attract and support business by providing appropriate infrastructure support and accountability.***Objective 1: Ensure fairness and accuracy of weights and measure's devices in the marketplace*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of consumers rating the department's responsiveness to weights and measures complaints as "outstanding"	70%	85%	95%	85%	95%
Percentage of consumers rating the department's responsiveness to weights and measures complaints as "good"	25%	15%	5%	14%	5%
Percentage of consumers rating the department's responsiveness to weights and measures complaints as "average" or "below"	5%	0%	0%	1%	0%

This indicator is tabulated from the department's consumer service satisfaction survey sent to all complainants. Ratings are in one of the three above listed categories. A major goal of the department is to ensure the highest customer satisfaction when dealing with complaints from members of the public. Consequently, this indicator helps the department to address fairness in the marketplace by addressing specific device accuracy which may not be addressed by routine inspections. From FY 2011-12 to FY 2012-13 the department's ratings improved after adding two new inspectors to this division, thus allowing a more timely response to complaints.

*Objective 2: Ensure pest and problem free entry of commodity shipments into foreign countries.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of commodity shipments of agricultural products inspected	22,401	28,475	29,000	32,944	31,500
Number of commodity shipments of agricultural products rejected	18	14	15	23	22

This indicator shows the relatively small portion of the County commodity shipments which are rejected due to pest finds by foreign governments. The low number of rejections is due to the department's ability not only to inspect commodities well, but the ability to keep up with the rising workload associated with increasing foreign shipments. As a percentage, the number of rejected shipments should be kept at a miniscule level. The department's goal is to minimize the number of rejected shipments. In order to achieve this goal, the department will increase presence as well as increase training opportunities for employees so that they are more readily able to identify pests and diseases.

The County exports increased during the first part of FY 2013-14, largely due to an increase in demand for table grapes, potatoes, and stone fruit, which were exported to Mexico, Canada, China, Japan, South Korea, Australia, United Kingdom, and New Zealand.

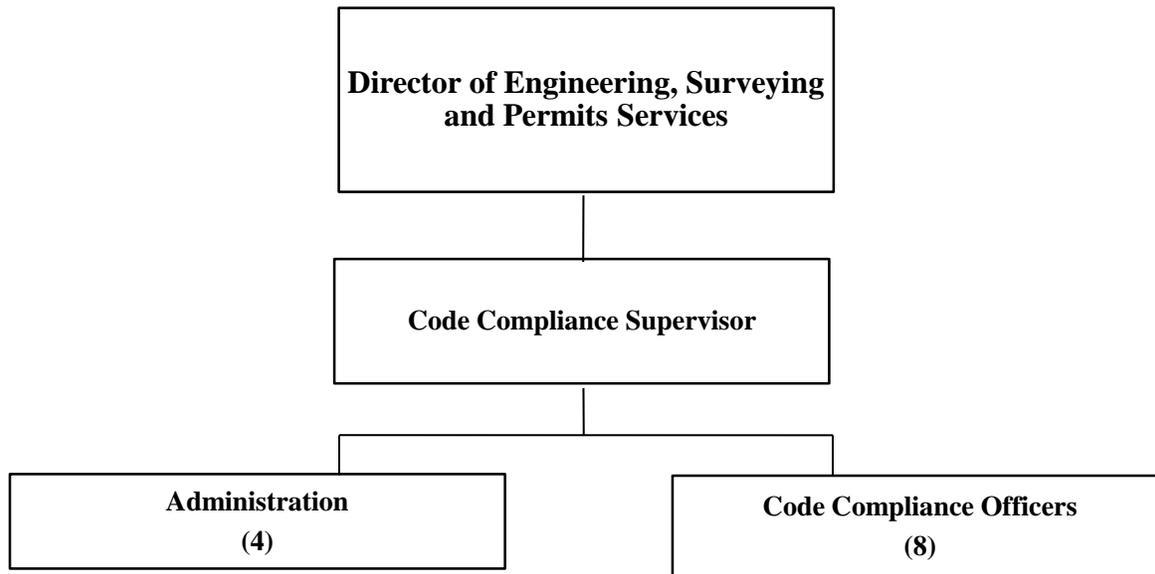
Citrus fruit exports were slightly down due to freeze damage and because the market remained closed to China this shipping season due to a disease sometimes found in the valley: phytophthora syringae, 'brown rot.'

Drought damage is also expected to impact future exports in FY 2014-15.

## Mission Statement

*The Code Compliance Division of the Engineering, Surveying and Permit Services Department is to work in partnership with the people of Kern County to promote health and safety and maintain community standards.*

## Organizational Chart



Public Protection

## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Implemented administrative and legal action to close marijuana dispensaries.
- Facilitated community blight remediation programs throughout the County.
- Proposed and adopted ordinance amendments related to foreclosed properties.
- Facilitated on-going meetings with community groups for community blight reduction programs.
- Maintained an aggressive abatement program for demolitions and clean-up of nuisance properties.
- Continued regular community cleanup projects in conjunction with Waste Management and Roads Department to remove waste and illegal dumping from local neighborhoods and alleys.
- Entered into an agreement with the City of Maricopa to assist with various code compliance issues.
- Recently implemented a new web-based tracking system for building permits to be used by the Code Compliance and Building Inspection Divisions.



## Code Compliance

Department Head: Gregory Fenton

Fund: General

Budget Unit: 2620

Function: Public Protection

Activity: Protective Inspection

### Description of Major Services

Code Compliance is a division of the Engineering, Surveying, and Permit Services Department. The division's core functions are to enforce and correct violations that threaten public safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned wrecked, inoperative, or dismantled vehicles. An additional function of the division is to provide for enforcement to prevent and fray littering and illegal dumping.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$927,483	\$1,135,092	\$1,089,822	\$1,240,886	\$1,240,886	\$1,240,886
Services and Supplies	550,028	680,364	1,082,345	617,085	617,085	649,085
Other Charges	16	22	171	25	25	25
Capital Assets	19,862	30,138	9,504	0	0	0
Other Financing Uses	0	84,867	0	0	0	28,880
<b>TOTAL EXPENDITURES</b>	<b>\$1,497,389</b>	<b>\$1,930,483</b>	<b>\$2,181,842</b>	<b>\$1,857,996</b>	<b>\$1,857,996</b>	<b>\$1,918,876</b>
Expend. Reimb.	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,497,389</b>	<b>\$1,930,483</b>	<b>\$2,181,842</b>	<b>\$1,857,996</b>	<b>\$1,857,996</b>	<b>\$1,918,876</b>
<b>REVENUE:</b>						
Charges for Services	\$285,560	\$480,048	\$344,449	\$525,120	\$525,120	\$525,120
Miscellaneous	2,999	1,035	134	615	615	615
Other Financing Sources:						
Abatement Cost	130,639	90,000	99,983	10,000	10,000	42,000
<b>TOTAL REVENUE</b>	<b>\$419,198</b>	<b>\$571,083</b>	<b>\$444,566</b>	<b>\$535,735</b>	<b>\$535,735</b>	<b>\$567,735</b>
Less Available BSI *	\$0	(\$84,867)	\$0	\$0	\$0	(\$28,880)
<b>NET GENERAL FUND COST</b>	<b>\$1,078,191</b>	<b>\$1,274,533</b>	<b>\$1,737,276</b>	<b>\$1,322,261</b>	<b>\$1,322,261</b>	<b>\$1,322,261</b>
BSI Ending Balance *	\$147,792	N/A	\$10,863	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

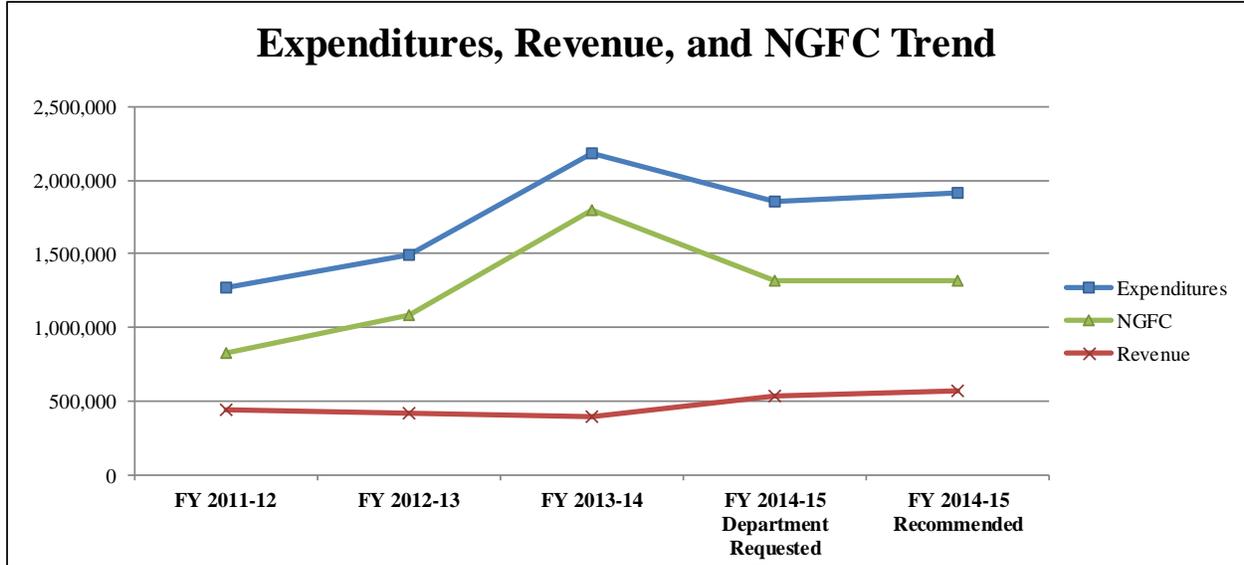
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the assigned functions. The division receives reimbursement for cleaning areas subject to illegal dumping and revenue from code enforcement violation fees although the division is primarily funded by an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

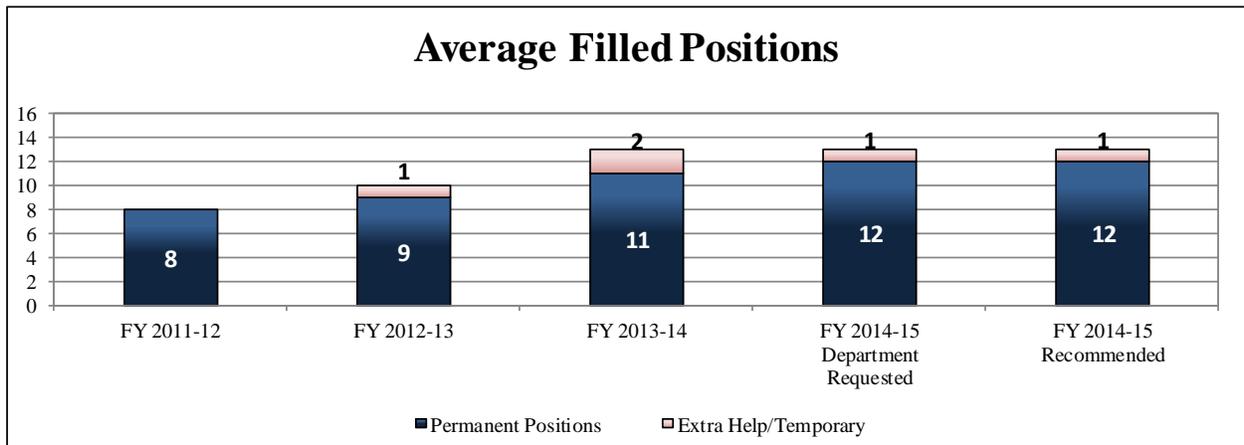
The department's revenue is expected to increase for FY 2014-15 due to an anticipated increase in reimbursable activities for the Waste Management Department for illegal dumping services. Expenditures are approximately \$1 million less than FY 2013-14 as abatement costs are added

throughout the fiscal year as projects are identified. The recommended budget includes a \$1.2 million designation in the General Fund for Blight Remediation that pays for abatement activities that will be transferred to the department as needed to address specific projects. The recommended budget will allow the department to maintain current levels of service.



### Staffing Changes and Operational Impacts

Over the past two years the division has experienced an increased workload from assisting the Sheriff's Department with marijuana cases and residential foreclosures. The department is requesting a transfer of one (1) Housing Rehabilitation Programs Supervisor from Engineering, Surveying and Permit Services to mitigate the increased workload, which results in higher expenses for salaries and benefits. The recommended budget also includes holding vacant and unfunded one (1) Code Compliance Officer position.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	8	9	11	12	12
Extra Help/Temporary	0	1	2	1	1
<b>Total Positions</b>	<b>8</b>	<b>10</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	8	10	11	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
<b>Total Positions</b>	<b>8</b>	<b>11</b>	<b>12</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$826,749</b>	<b>\$927,483</b>	<b>\$1,089,822</b>	<b>\$1,240,886</b>	<b>\$1,240,886</b>

**Summary of Authorized Positions**

The department currently has 12 authorized permanent positions. The recommended budget includes 13 authorized positions, of which 12 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration Division	4	1	0	5		5	0	5
Code Compliance Officers	8	0	0	8		7	1	8
<b>Total</b>	<b>12</b>	<b>1</b>	<b>0</b>	<b>13</b>		<b>12</b>	<b>1</b>	<b>13</b>

Administration Division		Code Compliance Officers	
<u>Classification</u>		<u>Classification</u>	
1 Code Compliance Supervisor	8	8 Code Compliance Officer	
1 Administrative Coordinator	8	<b>Requested Total</b>	
2 Office Services Technician			
4 <b>Current Total</b>			
<u>Additions/Deletions</u>			
1 Housing Rehab Program Supv.			
5 <b>Requested Total</b>			



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Reduce nuisances through efficient abatement procedures

*Objective 1: Increase the number and speed of nuisance abatements.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	72%	60%	75%	78%	80%
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	1,890	1,578	2,000	1,906	2,000
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	39%	32%	40%	43%	46%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	737	505	800	1,038	1,150
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	68%	66%	75%	69%	72%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1,285	1,041	1,500	1,675	1,800

The mission of the department is to work in partnership with the County residents to promote health and welfare, and maintain community standards. A key objective is to abate as many nuisances as possible, as quickly as possible. This past fiscal year, the department's performance improved significantly as it streamlined the abatement process and had more staff available to respond to complaints. This coming fiscal year, it is anticipated that the department will maintain its efficiency due to the reduction of one officer and the incorporation of a new software system to process and track complaints.

### Goal 2: Reduce blight throughout the County

*Objective 1: Generate community support and participation to reduce blight*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of meetings held with community and stakeholder groups					36

In collaboration with County Supervisors, the department focuses on community-wide revitalization and generate support and participation from community groups and various stakeholders to encourage and assist them to take ownership of their communities, establish organized local leadership, and establish goals and objectives for their specific community to help reduce blight and other nuisances. This is a new performance measure.

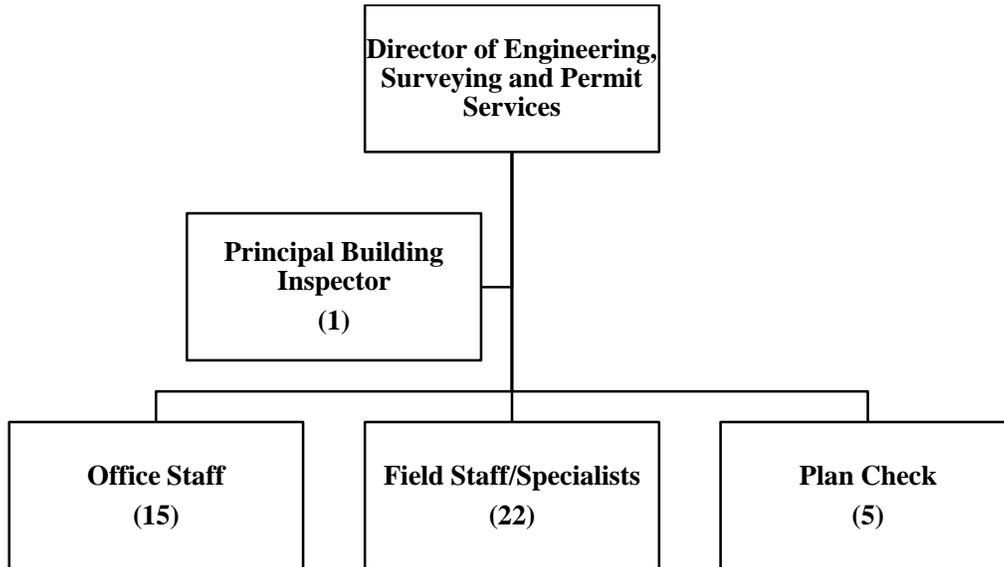
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**Mission Statement**

*The Building Inspection Division of the Engineering, Surveying and Permit Services Department is to ensure health and safety by providing quality service to the public during the permit and building process.*

**Organizational Chart**



Public Protection

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Assisted customers through the permitting and construction of a number of complex projects such as the new Caterpillar Distribution Center, Project Ocean at the Mojave Airpark, extremely large and unique greenhouses, numerous large scale solar and wind energy projects. One of the projects Antelope Valley Solar Projects is currently constructing is the largest solar project in the world.
- Participated in a statewide survey/outreach program and conducted public training workshops on energy efficiency standards, code amendments, compliance requirements, and the new California Building Standards Code (effective January 1, 2014).
- Assisted customers through the permitting and construction process of a number of complex projects including several utility-scale solar projects, a large processing facility for Paramount Farms, the County’s first-ever outlet mall for Tejon Ranch, the County’s ITS building and the new Animal Services facility, two large (33 acres each) and unique state-of-the-art greenhouse buildings, and wind turbine projects.
- Conducted public training workshops on the new California Building Standards Code, which became effective January 1, 2014.
- Recently implemented a new web-based permitting system to be used by the Building Inspection Division and the Code Compliance Division. Not only will this system be beneficial for staff, but will also improve customers’ experience and allow instant inspection results.



## Building Inspection

Department Head: Gregory Fenton

Fund: Building Inspection

Budget Unit: 2624 and 2625

Function: Public Protection

Activity: Protective Inspection

### Description of Major Services

Building Inspection is a division of the Engineering, Surveying, and Permit Services Department. The division enforces building regulations, administers parcel map and zoning requirements for land use by issuing building permits, and inspects all new construction in the County unincorporated area.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$550,000	\$0	\$550,000	\$550,000	\$550,000
Salaries and Benefits	2,901,285	4,578,457	3,141,871	4,483,239	4,483,239	4,594,890
Services and Supplies	664,805	1,042,958	1,003,550	1,250,735	1,250,735	1,250,735
Other Charges	1,145,747	1,310,781	1,250,317	1,302,566	1,182,518	1,182,518
Capital Assets	406,588	619,750	94,652	0	169,750	169,750
Other Financing Uses	87,784	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$5,206,209</b>	<b>\$8,101,946</b>	<b>\$5,490,390</b>	<b>\$7,586,540</b>	<b>\$7,636,242</b>	<b>\$7,747,893</b>
<b>REVENUE:</b>						
Licenses and Permits	\$6,527,707	\$4,204,000	\$7,048,252	\$5,404,000	\$5,404,000	\$5,404,000
Use of Money/Property	66,067	72,000	53,181	48,000	48,000	48,000
Charges for Services	50	50	2,124	650	650	650
Miscellaneous	27,708	12,560	22,249	18,260	18,260	18,260
Other Financing Sources:						
Community Development Program	6,421	8,400	75	3,000	3,000	3,000
<b>TOTAL REVENUE</b>	<b>\$6,627,953</b>	<b>\$4,297,010</b>	<b>\$7,125,881</b>	<b>\$5,473,910</b>	<b>\$5,473,910</b>	<b>\$5,473,910</b>
<b>NET FUND COST</b>	<b>(\$1,421,744)</b>	<b>\$3,804,936</b>	<b>(\$1,635,491)</b>	<b>\$2,112,630</b>	<b>\$2,162,332</b>	<b>\$2,273,983</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures of the division are associated with staffing cost, engineering consultant services and reimbursement to Engineering, Surveying and Permit Services for grading and map checks. The primary source of revenue for the division is building permit fees.

### Budget Changes and Operational Impacts

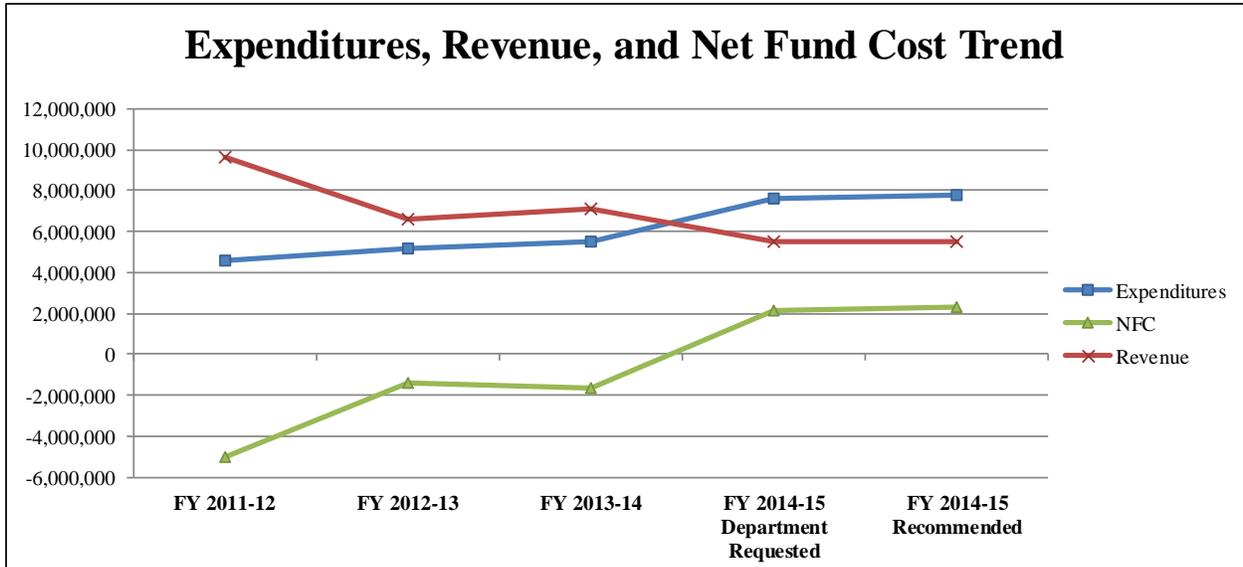
Salaries and benefit expenses are expected to be higher for FY 2014-15 primarily due to the funding of positions that are currently vacant. Historically, the division has funded all authorized positions due to fluctuations in workload that are difficult to predict. Services and supplies and other charges are expected to increase slightly due to an increased demand for solar and wind energy surveying and zoning services. The division's anticipated revenue is expected to decrease slightly for FY 2014-15 due to fewer building permit requests. The budget also includes

appropriation for contingencies in Budget Unit 2624 in the amount of \$550,000 to mitigate uncertainties.

The fund balance as of June 30, 2014 is \$5.4 million. The division anticipates using \$2.3 million of fund balance to offset the revenue reduction. The remaining fund balance, in an amount of \$3.2 million, will be added to the general designation for use in future years.

The recommended budget will allow the department to maintain or exceed current levels of service.

Public Protection

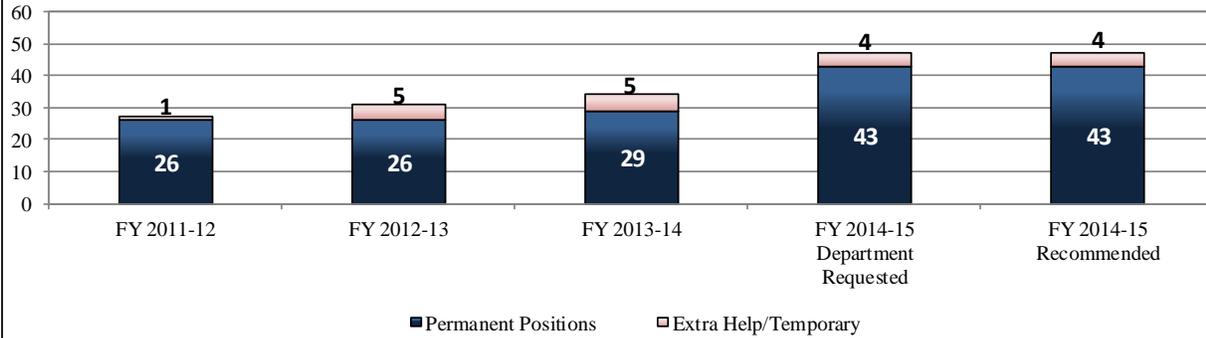


### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) vacant Office Services Technician position and one (1) vacant Office Services Assistant position; and the additions of one (1) Fiscal Support Technician position and one (1) Supervising Engineer position. Consistent with historical practices the division is once again requesting to fund all 43 authorized permanent positions due to fluctuations in workload, but will likely achieve salary savings from vacancies as in previous fiscal years.



### Average Filled Positions



Public Protection

### 4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	26	26	29	43	43
Extra Help/Temporary	1	5	5	4	4
<b>Total Positions</b>	<b>27</b>	<b>31</b>	<b>34</b>	<b>47</b>	<b>47</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	27	26	29	N/A	N/A
Extra Help/Temporary (FTE)	1	5	4	N/A	N/A
<b>Total Positions</b>	<b>28</b>	<b>31</b>	<b>33</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$2,709,645</b>	<b>\$2,901,285</b>	<b>\$3,141,871</b>	<b>\$4,483,239</b>	<b>\$4,594,890</b>

### Summary of Authorized Positions

The division has 43 authorized permanent positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Office Staff	15	1	(2)	14	1	0	1
Field Staff	19	1	0	20	15	0	15
Plan Check	5	0	0	5	3	0	3
Administration	1	0	0	1	19	0	19
Specialists	3	0	0	3	5	0	5
<b>Total</b>	<b>43</b>	<b>2</b>	<b>(2)</b>	<b>43</b>	<b>43</b>	<b>0</b>	<b>43</b>



Office Staff		Field Staff		Plan Check	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
7	Building Plans Technician	4	Engineer I/II/III	2	Supervising Building Inspector
6	Office Services Technician	1	Eng. or Draft. Tech. I/II/III	17	Building Inspector
2	Office Services Assistant	5	<b>Current Total</b>	19	<b>Requested Total</b>
15	<b>Current Total</b>	<u>Additions/Deletions</u>			
	<u>Additions/Deletions</u>	1	Supervising Engineer		
(1)	Office Services Technician	6	<b>Requested Total</b>		
(1)	Office Services Assistant				
1	Fiscal Support Technician				
14	<b>Requested Total</b>				
<b>Administration</b>			<b>Specialists</b>		
<u>Classification</u>			<u>Classification</u>		
1	Principal Building Inspector	3	Building Inspector Specialist		
1	<b>Requested Total</b>	3	<b>Requested Total</b>		

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

#### Goal 1: Facilitate construction by performing timely processing of building permits.

*Objective 1: Increase the speed of plan reviews*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of first plan reviews performed within 30 days	98%	95%	100%	75%	95
Percentage of first plan reviews performed within one day	20%	20%	20%	15%	N/A

Processing building permits is a critical function of this department and it is important to the permit applicant to obtain approval in a timely manner. This fiscal year the department processed several large projects that required internal reviews, as well as reviews by consultants. The department was unable to meet its adopted goals due to the resignation of an experienced plan check engineer coupled with a large influx of permit applications at the end of the year due to the State adopting new building codes that became effective January 1, 2014; applicants wanted to submit their projects before those changes became effective. It is expected that the department will improve its performance this fiscal year because the department has a new plan check engineer gaining experience, and has budgeted to hire a second plan check engineer this fiscal year.

*Objective 2: Increase response time of building inspections*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of building inspection requests responded to in one day	95%	95%	95%	95%	N/A

Timely inspections are critical for contractors and builders for scheduling purposes. The division consistently responds to the majority of requests within one day. This measure is proposed to be deleted as it is of little value in evaluating the performance of the department.



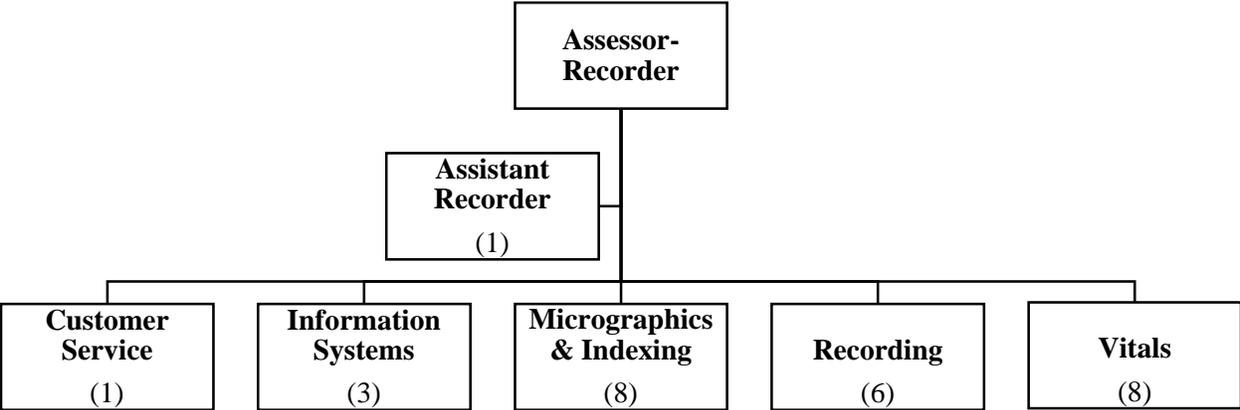
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### Mission Statement

*The Kern County Assessor-Recorder’s Office will continue to provide professional and courteous public service as well as maintain a high morale and positive working conditions for all employees. This office will fulfill the functions of Assessor-Recorder as mandated by law. The Assessor-Recorder will be dedicated to automating systems and procedures.*

### Organizational Chart



Public Protection

### Fiscal Year 2012-13 and 2013-14 Accomplishments

- Successful relocation of recording operations to Annex at 1530 Truxtun Avenue. The “Annex” allowed expansion of recording operations providing specialized recording services. The relocation allows for Hall of Records improvements needed for lobby space, counter access and public access to Customer Support and research resources.
- Stewardship of Modernization Funds collected through fees associated with recordings. Implementation of second phase of project converting filmed records older than 90 years to digitized images allowing for more efficient access of documents recorded in the Official Records.
- Introduced electronic recording in 2008, over 50% of all recordings processed in Kern County are via electronic submission. Currently submissions have been received from 38 separate States. Kern County maintains a Board member seat through Assessor-Recorder Mr. James Fitch, on the Joint Powers Authority “California Electronic Recording Transaction Network Authority” (CeRTNA).
- Successful completion of the Social Security Number Truncation Program established pursuant to 2007 legislation.



## Recorder

Department Head: James Fitch, Elected  
 Fund: Recorder  
 Budget Unit: 2700 and 2701

Function: Public Protection  
 Activity: Other Protection

### Description of Major Services

The Recorder Division of the Assessor-Recorder's Office was reclassified from the General Fund to a separate special revenue fund and budget unit in FY 2011-12. The department is responsible for creating and maintaining custody of permanent records for all documents filed and recorded in Kern County. In addition to providing public access to information regarding land and land ownership, the Recorder's office is also the local registrar of marriages and maintains copies of all certificates of marriage, births and deaths which occur in the County.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$325,123	\$0	\$598,993	\$598,993	\$548,946
Salaries and Benefits	1,959,499	2,144,710	1,979,756	2,104,453	2,105,023	2,105,023
Services and Supplies	784,874	2,081,626	460,170	1,142,806	1,142,806	1,142,806
Other Charges	631,212	405,857	677,552	702,088	701,518	701,518
Capital Assets	16,477	0	0	6,200	6,200	6,200
<b>TOTAL EXPENDITURES</b>	<b>\$3,392,062</b>	<b>\$4,957,316</b>	<b>\$3,117,478</b>	<b>\$4,554,540</b>	<b>\$4,554,540</b>	<b>\$4,504,493</b>
<b>REVENUE:</b>						
Licenses and Permits	\$3,890	\$3,500	\$4,254	\$4,000	\$4,000	\$4,000
Use of Money/Property	2,369	2,500	2,349	2,500	2,500	2,500
Charges for Services	2,554,728	2,631,781	2,261,077	2,279,000	2,279,000	2,279,000
Miscellaneous	2,153	1,652	3,030	2,590	2,590	2,590
Other Financing Sources:						
Recorder Truncation Fund	26,625	34,000	40,750	41,767	41,767	41,767
Recorder's Modernization Fund	174,839	1,071,401	371,758	893,723	893,723	893,723
Micrographic-Recorder	70,590	118,360	60,388	80,000	80,000	80,000
Electronic Recording	147,053	157,000	133,672	152,000	152,000	152,000
Vital & Health Statistics Fund	57,008	61,800	61,800	79,650	79,650	79,650
Contribution to Recorder	530,266	550,000	424,056	450,000	450,000	450,000
Community & Economic Dev.	114	200	181	200	200	200
<b>TOTAL REVENUE</b>	<b>\$3,569,635</b>	<b>\$4,632,194</b>	<b>\$3,363,315</b>	<b>\$3,985,430</b>	<b>\$3,985,430</b>	<b>\$3,985,430</b>
<b>NET FUND COST</b>	<b>(\$177,573)</b>	<b>\$325,122</b>	<b>(\$245,837)</b>	<b>\$569,110</b>	<b>\$569,110</b>	<b>\$519,063</b>

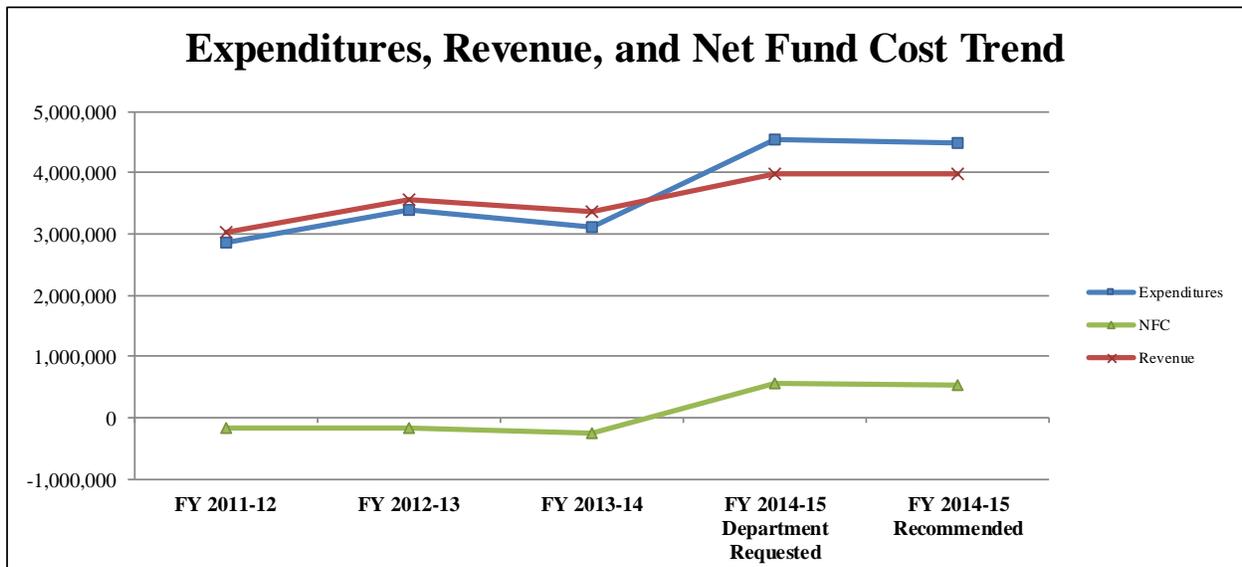
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs and service and supplies required to perform the functions of the department. Most of the revenue for this department is derived from customers for recording and providing copies of documents. In addition, operating transfers in are received from various other special revenue funds listed in the summary of revenue that contribute to the functions of the department. The department receives a General Fund contribution from budget unit 2705 from pass-through revenue comprised of a \$1 fee per recording transaction. Included in this budget is an appropriation for contingencies of \$548,946 from budget unit 2701-Appropriation for Contingencies Recorder.

### Budget Changes and Operational Impacts

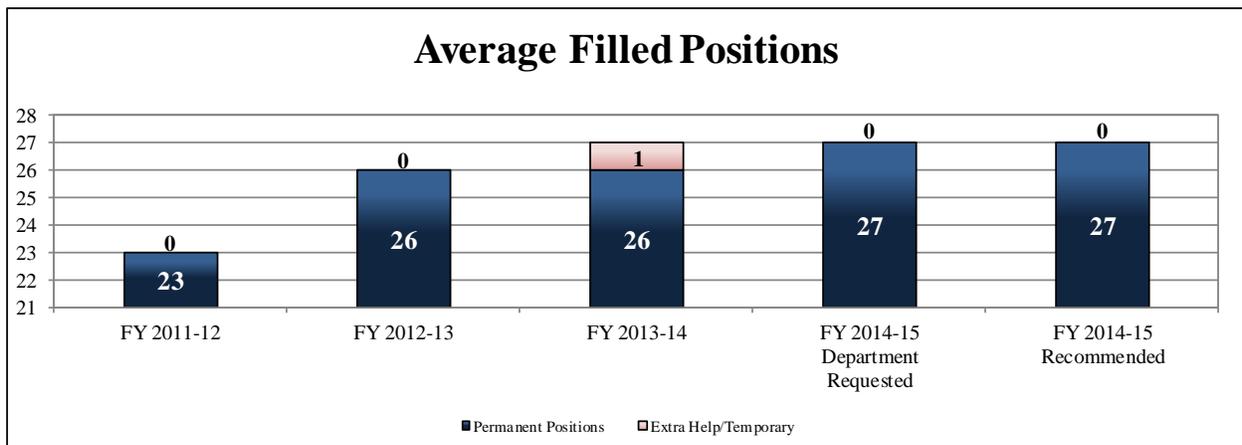
The budget includes costs for computer and other equipment for the recently purchased building adjacent to the Hall of Records, supplying the new building with furniture and installing an elevator to better meet the needs of the public. The slight increase in revenue originates from an operating transfer from the Recorder’s Modernization Fund to cover the costs associated with the purchases. These changes will enhance customer service to the public. The department is estimating to use \$519,063 of the ending fund balance available towards the FY 2014-15 budget.

Public Protection



### Staffing Changes and Operational Impacts

The recommended budget includes funding for one (1) Office Services Technician position that was vacant for most of FY 2013-14 due to turnover, no funding has been included for extra help positions in FY 2014-15.



### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	23	26	27	27	27
Extra Help/Temporary	0	0	1	0	0
<b>Total Positions</b>	<b>23</b>	<b>26</b>	<b>28</b>	<b>27</b>	<b>27</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	24	25	27	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
<b>Total Positions</b>	<b>24</b>	<b>25</b>	<b>28</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,846,796</b>	<b>\$1,959,500</b>	<b>\$1,979,756</b>	<b>\$2,104,453</b>	<b>\$2,105,023</b>

### Summary of Authorized Positions

The department has 27 authorized positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	1	0	1
Customer Service	1	0	0	1	1	0	1
Information Systems	3	0	0	3	3	0	3
Micrographics/Indexing	8	0	0	8	8	0	8
Recording	6	0	0	6	6	0	6
Vitals	8	0	0	8	8	0	8
<b>Total</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>27</b>

Administration	Customer Service	Information Systems
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Recorder	1 Document Imaging Technician	1 LAN Administrator
1 <b>Requested Total</b>	1 <b>Requested Total</b>	1 Office Services Technician
		1 Information System Specialist II
		3 <b>Requested Total</b>
Micrographics/Indexing Division	Recording	Vitals
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sr. Office Services Specialist	1 Supervisor Legal Processing Tech	1 Office Services Specialist
6 Office Services Technician	5 Legal Processing Technician	7 Office Services Technician
1 Document Imaging Technician	6 <b>Requested Total</b>	8 <b>Requested Total</b>
8 <b>Requested Total</b>		

Public Protection



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve the fiscal efficiency and responsibility of the County.

*Objective 1: Process, record, index and maintain official records and vital statistics, consisting of real property records authorized to be recorded according to law and birth, death and marriage registrations.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of official records processed for recording	191,495	216,298	210,780	188,908	219,500
Number of marriage certificates filed	3,898	4,000	4,280	4,144	4,390
Number of birth certificates filed	15,666	15,269	16,337	14,498	15,285
Number of death certificates filed	5,625	6,020	6,441	6,192	5,971
Average number of days to mail official records after processing	New Measure		25	20	15
Average number of days to review and return rejected documents	New Performance Measure			3	2

The department continues to improve recording services by expanding service area to the Recorder annex building, streamline recording processes with equipment and workflow improvements, and improving customer service experience and quicker processing of documentation.

*Objective 2: Efficiently service public requests and duplication needs of the records that are available through the Department.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of Vital records sold	53,678	54,973	55,798	54,600	55,755
Number of plain and certified non-vital duplicates sold	273	210	224	819	224
Average number of duplication services provided per day	214	219	222	220	227
Average number of minutes to provide duplication service to visitors	New Performance Measure		10	11	8

The check-in process to request service has been identified as an area that can be improved. The department is planning changes to improve, by developing the lobby area, assigning an employee to the lobby floor, providing direction upon visitors' arrival, and on-line appointment options that will reduce customer's visits for duplication services.

*Objective 3: Expand electronic document managing processes and improve access to all Recorder records converted to digitized image.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Total number of official record documents digitized	N/A	10,335,309	10,546,089	10,521,379	10,554,827
Percentage of documents available in imaged format	New Performance Measure			98.78%	99.39%

Conversion of both official records and vital statistics to a digitized image improves accessibility and efficiency.

## County Contribution-Recorder

Department Head: James Fitch, Elected  
 Fund: General  
 Budget Unit: 2705

Function: Public Protection  
 Activity: Other Protection

Public Protection

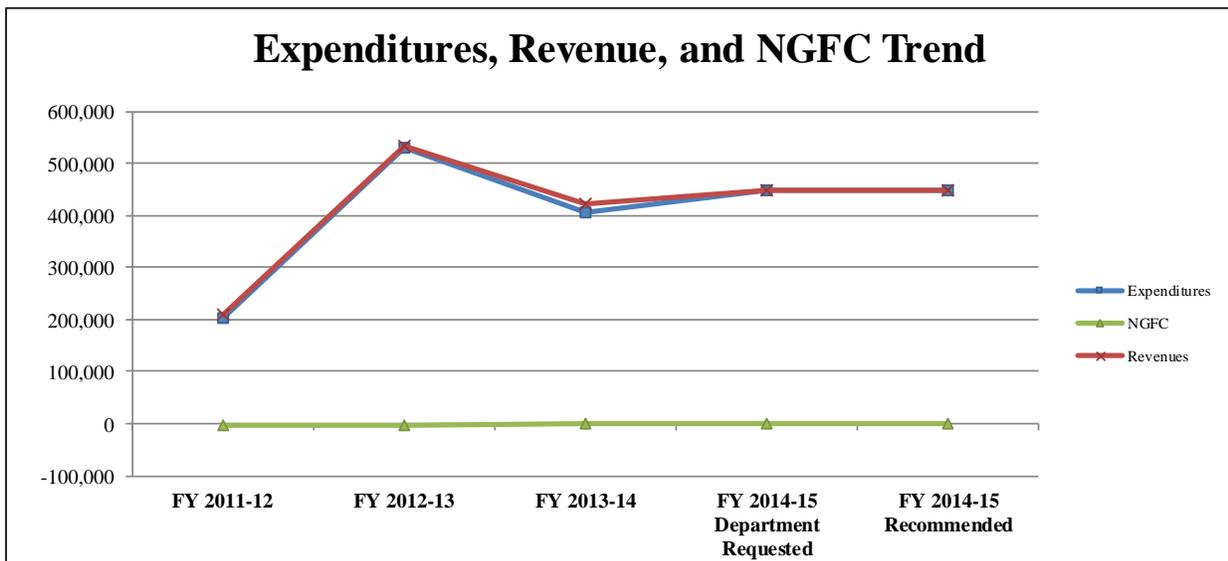
### Description of Major Services

This budget unit was established to facilitate the appropriation of a General Fund contribution to the Recorder.

	Summary of Expenditures and Revenues					
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$530,266	\$550,000	\$407,655	\$450,000	\$450,000	\$450,000
<b>TOTAL EXPENDITURES</b>	<b>\$530,266</b>	<b>\$550,000</b>	<b>\$407,655</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>
<b>REVENUES:</b>						
Charges for Services	\$534,755	\$550,000	\$422,642	\$450,000	\$450,000	\$450,000
<b>TOTAL REVENUES</b>	<b>\$534,755</b>	<b>\$550,000</b>	<b>\$422,642</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>
<b>NET GENERAL FUND COST</b>	<b>(\$4,489)</b>	<b>\$0</b>	<b>(\$14,987)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The contribution is funded by revenue generated from a \$1 fee charged on subsequent pages of certain document transactions. The \$1 fee is passed through the General Fund to the Recorder in order to achieve compliance with Government Code section 27361(b). The fee collected can only be used for the Recorder’s functions. There are no major revenue or expenditure changes for FY 2014-15.



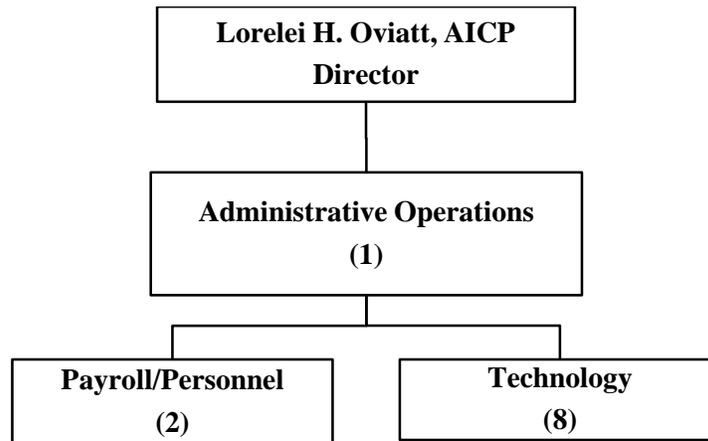
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## Mission Statement

*To enhance community development, public safety, economic development, and quality of life for the residents of Kern County by providing information technology, payroll, personnel, and fiscal functions to support the operations of the departments in the public services building.*

## Organizational Chart



Public Protection

## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Completed expansion of the wireless network (WiFi) within the Public Services Building (PSB) and to some outlying areas to increase customer service to the public.
- Designed technology infrastructure for new Animal Services facility and moved all equipment from the old Mt. Vernon facility to the new facility.
- Completed project to transition Building Inspection to Accela Automation, a new automated permitting and tracking system, which integrates with Geographic Information Systems.
- Upgraded Environmental Health inspection permitting and tracking program.
- Implemented Time, Reporting, and Account Costing System.
- Replaced 300 computers which were running Windows XP for multiple PSB departments, including remote sites such as road yards and building inspection offices.
- Completed upgrade of PSB phone system and desktop phones, allowing all staff to have multi line phones to increase productivity.
- Initiated installation of WiFi for Kern Regional Transit buses to enable monitoring and increase safety.
- Rewrote the project tracking and rehabilitation program applications for Community Development Division.
- Moved PSB centralized cashier to TRACS for receipt of payments for Planning, Building Inspection, Fire, Environmental Health (land use applications) and Engineering, Surveying and Permit Services.

## Development Services Agency

Department Head: Lorelei H. Oviatt

Fund: General

Budget Unit: 2730

Function: Public Protection

Activity: Other Protection

### Description of Major Services

The Development Services Agency (Agency) is under the direction of the Planning and Community Development Department. The agency provides information technology, payroll, personnel, and fiscal functions to support the operations of the East Kern Air Pollution Control District, Engineering, Surveying, and Permit Services, Planning and Community Development, Roads, Kern Sanitation Authority and Waste Management – approximately 450 users.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,370,076	\$1,428,582	\$1,434,486	\$1,366,980	\$1,366,980	\$1,366,980
Services and Supplies	60,503	77,582	70,122	75,662	75,662	75,662
Other Charges	26,602	24,280	18,724	19,595	19,595	19,595
Capital Assets	0	19,300	13,204	50,000	50,000	50,000
Other Financing Uses	0	131,957	0	0	0	138,274
<b>TOTAL EXPENDITURES</b>	<b>\$1,457,181</b>	<b>\$1,681,701</b>	<b>\$1,536,536</b>	<b>\$1,512,237</b>	<b>\$1,512,237</b>	<b>\$1,650,511</b>
Expend. Reimb.	(\$280,047)	(\$287,322)	(\$356,052)	(\$273,753)	(\$273,753)	(\$273,753)
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,177,134</b>	<b>\$1,394,379</b>	<b>\$1,180,484</b>	<b>\$1,238,484</b>	<b>\$1,238,484</b>	<b>\$1,376,758</b>
<b>REVENUE:</b>						
Charges for Services	\$767,479	\$839,310	\$782,769	\$836,528	\$836,528	\$836,528
Miscellaneous	409	0	3	0	0	0
<b>TOTAL REVENUE</b>	<b>\$767,888</b>	<b>\$839,310</b>	<b>\$782,772</b>	<b>\$836,528</b>	<b>\$836,528</b>	<b>\$836,528</b>
Less Available BSI *	\$0	(\$131,957)	\$0	\$0	\$0	(\$138,274)
<b>NET GENERAL FUND COST</b>	<b>\$409,246</b>	<b>\$423,112</b>	<b>\$397,712</b>	<b>\$401,956</b>	<b>\$401,956</b>	<b>\$401,956</b>
BSI Ending Balance *	\$129,246	N/A	\$131,957	N/A	N/A	N/A

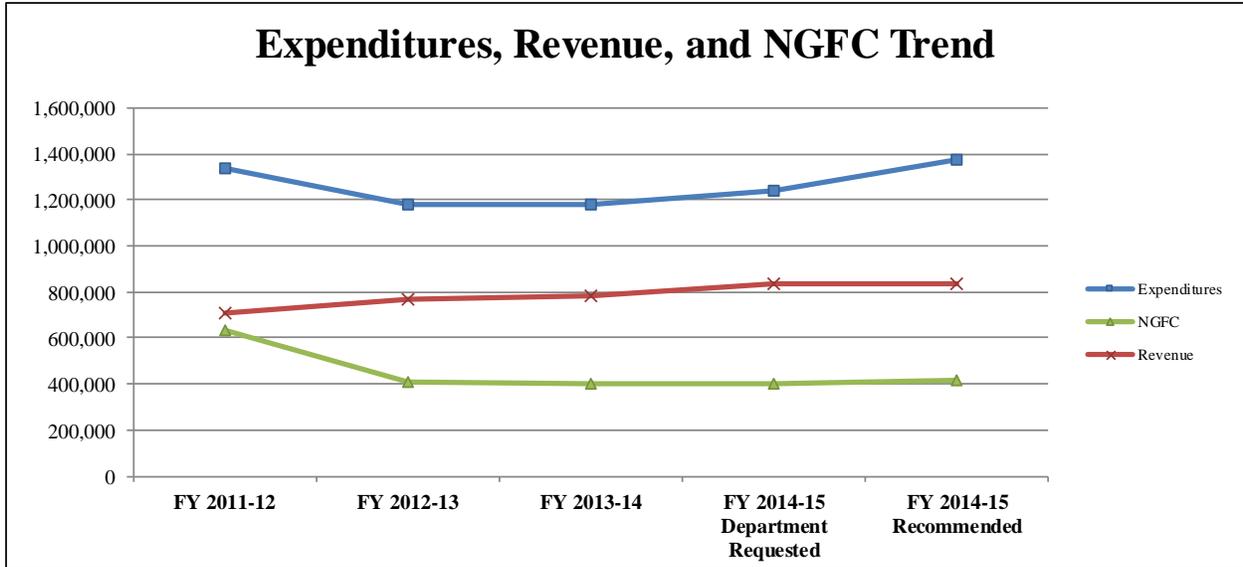
\* BSI = Budget Savings Incentives

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for the agency are associated with staffing costs for positions required to perform the administrative and technology services. The department is primarily funded through charges to non-General Fund departments and by an allocation of Net General Fund Cost.

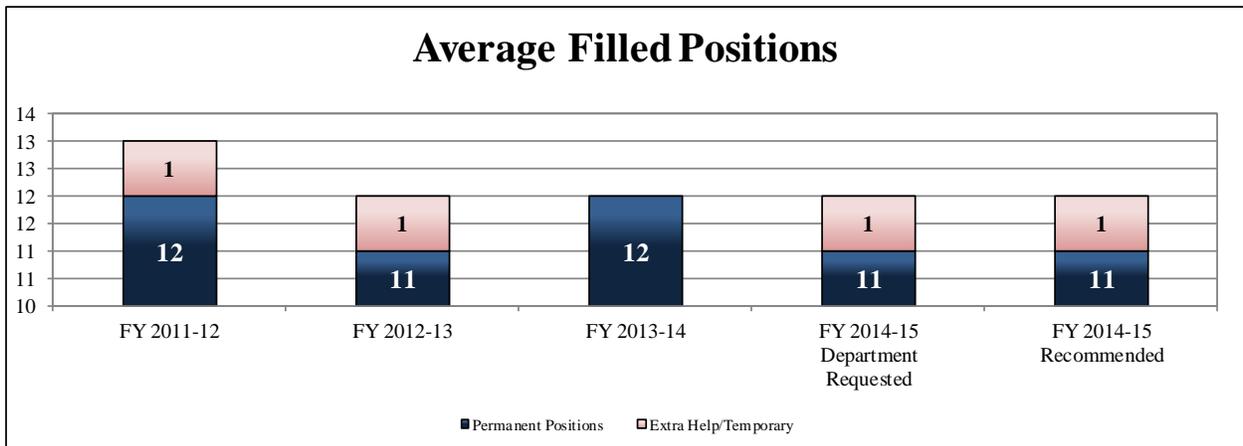
### Budget Changes and Operational Impacts

The recommended budget has no significant budgetary or operational changes from FY 2013-14. Appropriations for the purchase of a server and back-up tape drive have been included. The recommended budget will allow the department to maintain current levels of service.



### Staffing Changes and Operational Impacts

The recommended budget includes funding 11 authorized permanent positions, and deleting two (2) positions that have been vacant and unfunded the previous two fiscal years: one (1) Fiscal Support Specialist position, and one (1) Fiscal Support Technician position. The recommended budget also includes deleting one (1) Technology Services Manager position, and adding one (1) Technology Services Supervisor position in order to achieve salary savings.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	12	11	12	11	11
Extra Help/Temporary	1	1	0	1	1
<b>Total Positions</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	13	12	13	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
<b>Total Positions</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,506,388</b>	<b>\$1,370,077</b>	<b>\$1,434,486</b>	<b>\$1,366,980</b>	<b>\$1,366,980</b>

### Summary of Authorized Positions

The department currently has 13 authorized permanent positions. The recommended budget includes 11 authorized positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	1	0	1
Technology Support	8	1	(1)	8	8	0	8
Payroll/Personnel	4	0	(2)	2	2	0	2
<b>Total</b>	<b>13</b>	<b>1</b>	<b>(3)</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>

Technology Support	Payroll/Personnel	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Technology Services Manager	2 Fiscal Support Specialist	1 Planning Division Chief
1 Programmer I/II-System Analyst I/II	1 Fiscal Support Technician	1 <b>Current Total</b>
1 Programmer I/II	1 Sr. Office Services Specialist	
2 Sr. Info Systems Specialist	4 <b>Current Total</b>	
3 Info Systems Specialist I/II/III/Sr.	<u>Additions/Deletions</u>	
8 <b>Current Total</b>	(1) Fiscal Support Technician	
<u>Additions/Deletions</u>	(1) Fiscal Support Specialist	
1 Technology Services Supervisor	2 <b>Requested Total</b>	
(1) Technology Services Manager		
8 <b>Requested Total</b>		

## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve the fiscal efficiency and responsibility of the County.

*Objective 1: Ensure proper fiscal accountability.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Quantity of technology equipment tracked and maintained for supported departments by technology work unit.	New Performance Measure			2,574	2,400
Percent of tracked and maintained equipment that is verified during departmental audits.	New Performance Measure			100%	100%

The Technology Services Unit of this budget unit supports the Public Services Building departments, which includes maintaining the inventory of computer equipment greater than \$500 in value such as computers, monitors, servers, and network switches. Of the total equipment performance measure, 834 are computers, notebooks and tablets, which are auditable through the network; the remainder are physically audited. Departments rely upon the Unit to ensure the equipment is properly inventoried, documented when moved or disposed of, and meets the compliance requirements for audits both internal and external. These new performance measures demonstrate the Unit's commitment to meet the needs of supported departments reliably, consistently, and accurately. In FY 2014-15, support for Animal Services will be transitions to Information Technology Services, and the goal is adjusted to account for this transition.

*Objective 2: Provide responsible and efficient customer service*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percent of time the Public Services Building network is available to users of the supported departments.	N/A	99%	100%	99.99%	100%
Average rating, using a 4-point scale, received from user who contacted the Unit's information technology help desk for support services.	N/A	3.89	4.0	3.88	4.0

The first measure assesses the amount of time the servers and network infrastructure are available to the users. This includes servers used for applications such as Building Inspection's Accela Automation, the Waste Management landfill system, and Roads accounting system, as well as the Kern Sanitation Authority waste-treatment site. Support includes the GroupWise mail server, file and print servers, and ensuring all data is backed up on a daily basis. Critical components of this indicator also include the Public Services Building's network infrastructure consisting of the microwaves and LAN connectivity within the building.

With respect to the second measure, the division is keenly aware of the internal customers it serves (supported departments) and the importance of providing a high level of service to those customers. Whether a user request is submitted to remedy a problem or to request new equipment or software, customers are entitled to courteous, timely, and capable support. This indicator is a measurement of those factors.

Public Protection



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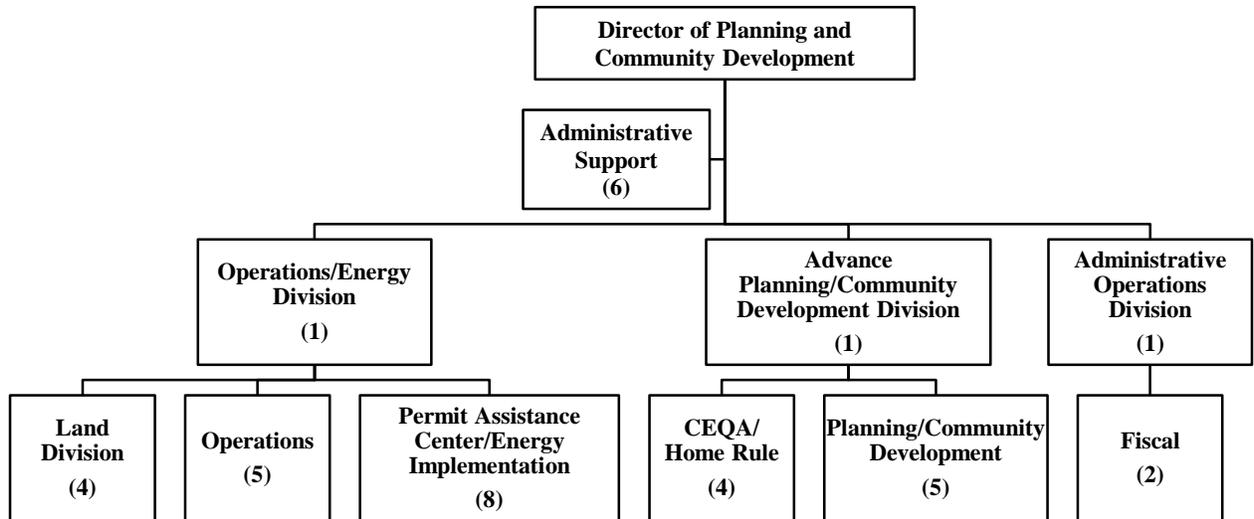


### Mission Statement

*The Planning Division of the Planning and Community Development Department provides consolidated land use planning and community development programs for the County's residents. The division is proud to fulfil a mission that fosters economic vitality, supports resource conservation, and serves the diverse needs of Kern County residents, including those with lower incomes, by improving their economic, environmental, and social quality of life.*

Public Protection

### Organizational Chart



### Fiscal Year 2012-13 and 2013-14 Accomplishments

- Through accelerated processing schedules, facilitated the construction of wind and commercial scale solar projects for a seven year total of \$15.5 billion in private investment, 4,500 construction jobs and 230 permanent renewable energy jobs.
- Conducted and began implementation of two community revitalization workshops focused on business areas with Renewable Energy Neighborhood Enhancement Wind Business Zone (RENEWBIZ) workshops: Boron, Old Towne Tehachapi.
- Expedited permit processing for Tejon Outlet Stores to produce over 1,000 new jobs.
- Streamlined processing by removing permit barriers for onsite ground mount solar photovoltaic for value added agriculture and industrial projects.
- Permitted and moved into construction an additional 343 MW of commercial scale wind and solar photovoltaic projects for a total of 8343 MW of permitted projects towards to 10,000 MW goal in production by 2015.
- Completed, on an accelerated schedule, a water resources report in Indian Wells Valley to support a solutions-based process. Began Indian Wells Land Management Plan/Environmental Impact Report and stakeholder meetings.
- Released Notice of Preparation for a zoning amendment for oil/gas permit and Environmental Impact Report streamlining, and continued to keep accelerated schedule for adoption in early 2015.



## Planning

Department Head: Lorelei H. Oviatt  
 Fund: General  
 Budget Unit: 2750

Function: Public Protection  
 Activity: Other Protection

### Description of Major Services

The Planning Division of the Planning and Community Development Department is responsible for administering land-use programs in a manner that fosters economic vitality, resource conservation, and responsiveness to public needs. The division monitors and reviews State and federal activities as part of the Home Rule Program, emphasizing the impacts of endangered species, wetlands, water, air quality, and land use activities on private property owners and industries.

The division provides public workshops, hearings and staffing for the Boron Business District Visioning Workshop, Indian Wells Valley Resources Opportunity Plan, Old Towne Visioning Workshop, and Buena Vista Recreational Area Visioning Plan. The division also provides proposed ordinance and program environmental impact report (EIR) for the Dairy Animals Facilities program, implementation of the Joint Land Use Study, and Project Level Zoning Amendment and EIR for Oil and Gas Permitting.

Additionally, the division will continue to administer the Renewable Energy Neighborhood Enhancement Wind Business Zone (RENEWBIZ) Grant Program.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$3,693,624	\$4,264,577	\$4,251,529	\$4,351,391	\$4,351,391	\$4,351,391
Services and Supplies	3,036,981	4,450,729	4,344,005	4,782,786	4,782,786	4,782,786
Other Charges	9,798	208,038	194,461	575,000	575,000	575,000
Other Financing Uses	0	73,390	0	0	110,000	391,477
<b>TOTAL EXPENDITURES</b>	<b>\$6,740,403</b>	<b>\$8,996,734</b>	<b>\$8,789,995</b>	<b>\$9,709,177</b>	<b>\$9,819,177</b>	<b>\$10,100,654</b>
Expend. Reimb.	(\$9,104)	(\$46,521)	(\$41,412)	(\$46,414)	(\$46,414)	(\$46,414)
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,731,299</b>	<b>\$8,950,213</b>	<b>\$8,748,583</b>	<b>\$9,662,763</b>	<b>\$9,772,763</b>	<b>\$10,054,240</b>
<b>REVENUE:</b>						
Licenses and Permits	\$403,705	\$475,443	\$422,428	\$399,680	\$399,680	\$399,680
Fines and Forfeitures	7,598	13,893	6,900	10,000	10,000	10,000
Intergovernmental	201,477	200,000	0	200,000	200,000	200,000
Charges for Services	3,322,814	3,588,747	4,992,748	4,268,960	4,268,960	4,268,960
Miscellaneous	29,767	45,000	57,010	36,100	36,100	36,100
Other Financing Sources:						
General Plan Admin Surcharge	226,594	1,139,394	244,756	1,139,394	1,139,394	1,139,394
<b>TOTAL REVENUE</b>	<b>\$4,191,955</b>	<b>\$5,462,477</b>	<b>\$5,723,842</b>	<b>\$6,054,134</b>	<b>\$6,054,134</b>	<b>\$6,054,134</b>
Less Available BSI *	\$0	(\$73,390)	\$0	\$0	\$0	(\$281,477)
<b>NET GENERAL FUND COST</b>	<b>\$2,539,344</b>	<b>\$3,414,346</b>	<b>\$3,024,741</b>	<b>\$3,608,629</b>	<b>\$3,718,629</b>	<b>\$3,718,629</b>
BSI Ending Balance *	\$0	N/A	\$73,390	N/A	N/A	N/A

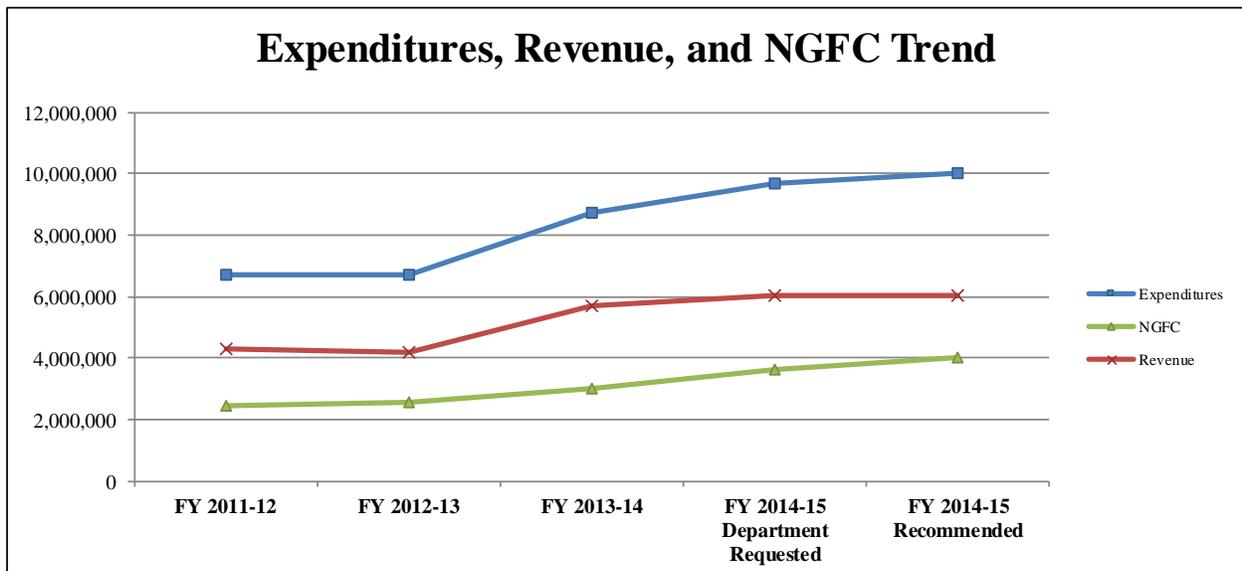
\* BSI = Budget Savings Incentives

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs and contracts for outside vendors required to perform the assigned functions. The recommended budget also includes \$746,000 for RENEWBIZ funded projects and grant program. The division receives significant revenue from applicant fees and reimbursements for costs related to contracts. The remaining funding is primarily an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget provides the division funding for all authorized positions with no impacts to current service levels. The division anticipates additional \$600,000 in revenue over FY 2013-14 due to an increase in applicant projects and reimbursements for staff time. The recommended budget includes \$110,000 more in RENEWBIZ funding than requested that will be used to reimburse the Roads Department for design and inspection for a Mojave Community Streetscape Improvement project.

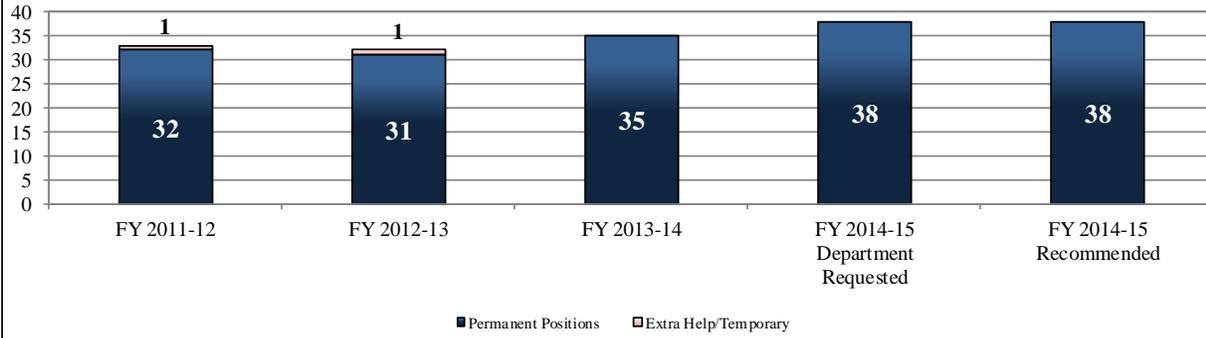


### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget



### Average Filled Positions



Public Protection

### 4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2011-12	FY 2012-13	FY 13-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	32	31	35	38	38
Extra Help/Temporary	1	1	0	0	0
<b>Total Positions</b>	<b>33</b>	<b>32</b>	<b>35</b>	<b>38</b>	<b>38</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	33	33	38	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
<b>Total Positions</b>	<b>34</b>	<b>34</b>	<b>38</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$3,616,453</b>	<b>\$3,693,624</b>	<b>\$4,251,529</b>	<b>\$4,351,391</b>	<b>\$4,351,391</b>

### Summary of Authorized Positions

The department has 38 authorized and funded permanent positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	10	0	10
Advance Planning/Community Development	10	0	0	10	10	0	10
Operations/Energy Division	18	0	0	18	18	0	18
<b>Total</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>38</b>	<b>38</b>	<b>0</b>	<b>38</b>



Administration	Operations/Energy Division	Planning/Community Development
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director-Planning and Comm Dev	1 Planning Division Chief	1 Planning Division Chief
1 Office Services Coordinator	3 Supervising Planner	2 Supervising Planner
1 Sr. Office Services Specialist	11 Planner I/II/III	7 Planner I/II/III
3 Office Services Specialist	3 Planning Technician	10 <b>Requested Total</b>
1 Office Services Technician	18 <b>Requested Total</b>	
1 Office Services Assistant		
1 Accountant I/II		
1 Fiscal Support Specialist		
10 <b>Requested Total</b>		

## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the County Economic Development Strategy.

*Objective 1: Promote economic growth through timely and effective processing of land use permits; balancing new development with existing uses and the vision articulated in the general and specific plans.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of weeks for a land use project which does not require preparation of an environmental document to be presented for consideration by a hearing body.			New Performance Measure		< 12 weeks
Average number of days for a ministerial land use permit to be reviewed and acted upon.			New Performance Measure		< 15 days

New development can play an important role in stimulating economic growth and in fulfilling the vision for land uses outlined in the general and specific plans. Being responsive to this initiative may encourage future development in the County. These new performance measures describe processes common to ministerial and many discretionary permits, which represent the bulk of the department's customer applicant base. Each measure is newly established for this fiscal year, so there is no historical data available.

### Goal 2: Improve fiscal efficiency/responsibility of County.

*Objective 1: Hold County departments and employees accountable to do their jobs well.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of days to provide a written response to preliminary reviews of all land use/land division applications.	11.3	10.5	30 days	9.6	30 days
Average number of days to provide a written response to a land use/land division applicant who has corrected and resubmitted an application previously determined to be incomplete.	5.6	7.6	< 15 days	11.2	< 15 days
Average wait time of customers who seek service at the public counter.	4 min.	4 min.	< 10 minutes	3 min.	< 10 minutes
Average number of days to pay invoices the department receives from a vendor.			New Performance Measure		< 30
Average number of days to process billings to customers who are charged on a time and materials basis.			New Performance Measure		< 30

These are core functions for several of the departments work units and, with the exception of the last measure, are indicators of customer service and how well we are meeting the needs of our customers. The last measure describes the level of effort undertaken by the department to recover costs from billable clients for the larger land use projects. Adequate cost recovery is imperative to protect the County's General Fund from providing a subsidy to such projects. The last two measures are newly established this fiscal year and no historical data is available.



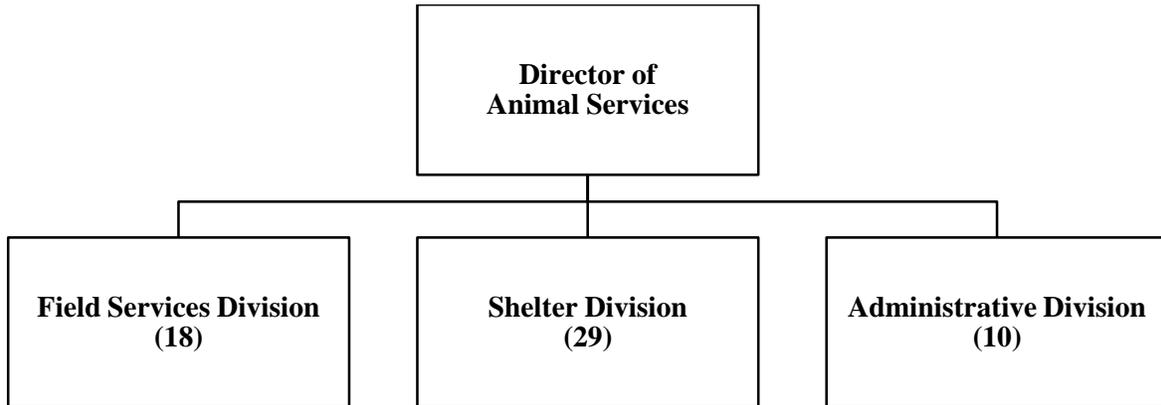
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**Mission Statement**

*Our Mission is to protect and care for the citizens and animals of Kern County through the promotion, example and education, of humane, safe and sane treatment of animals; to encourage adoption of the community's homeless animals; and to assist in the reunification of lost animals with their owners*

**Organizational Chart**



Public Protection

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- With the support of numerous County departments and countless volunteer hours, the department moved the Animal Shelter, including more than 300 animals, from 201 South Mt. Vernon to 3951 Fruitvale Avenue within forty-five days.
- Found homes for 1,344 animals during September 2013 through adoption or working with rescue organizations.
- Completed the second year of the Happy Kern Cats program to trap/neuter/return 2,611 feral/free roaming cats in the 93306 zip code which resulted in a 24% decrease in the intake of cats from that zip code.
- Implemented the Trap/Neuter/Release program for feral/free roaming cats; the lives of 1,002 cats have been saved by this program over eight months and thousands of cat births have been prevented.
- Increased the save rate of animals leaving the shelter to a permanent home from 10/1/13 through 3/1/14 over the same six month period of the previous year from 30% to 58%.
- Implemented a free microchipping program for residents in October 2012 which has provided over 8300 pets with permanent identification.
- Using the department's mobile veterinary coach and partnering with local veterinarians and members of the Board of Supervisors, pet spay/neutering surgeries and dog licensing services have been provided for residents in Oildale, Lamont, Tehachapi, Mojave, Boron, and Ridgecrest.
- Moved the Animal Control Dispatchers from Public Health to Animal Services completing the transition of Animal Services to a stand-alone department.



## Animal Services

Department Head: Shyanne Schull  
Fund: General  
Budget Unit: 2760

Function: Public Protection  
Activity: Other Protection

### Description of Major Services

The Animal Services Department provides for the care and protection of unwanted and abandoned animals within the community. The County operates shelters in Bakersfield and Mojave, and contracts for shelter services within Lake Isabella and Ridgecrest. The County provides enforcement and shelter activities for the City of Tehachapi and shelter services to the City of Arvin.

The department also provides local rabies control in accordance with California Health and Safety Code. The rabies control program includes animal licensing, rabies vaccinations, bite reporting, quarantine, and stray animal control. In addition the department provides low-cost vaccination clinics, investigates animal cruelty and abuse complaints, conducts public education programs, and promotes spaying and neutering.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,406,224	\$5,764,831	\$4,967,197	\$4,850,608	\$5,151,494	\$5,162,034
Services and Supplies	2,314,539	2,396,247	2,185,224	2,013,470	2,013,470	2,033,470
Capital Assets	(8,966)	0	0	0	0	13,000
<b>TOTAL EXPENDITURES</b>	<b>\$6,711,797</b>	<b>\$8,161,078</b>	<b>\$7,152,421</b>	<b>\$6,864,078</b>	<b>\$7,164,964</b>	<b>\$7,208,504</b>
Expend. Reimb.	\$0	\$0	(\$2,040)	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,711,797</b>	<b>\$8,161,078</b>	<b>\$7,150,381</b>	<b>\$6,864,078</b>	<b>\$7,164,964</b>	<b>\$7,208,504</b>
<b>REVENUE:</b>						
Licenses and Permits	\$301,775	\$400,000	\$266,672	\$320,000	\$320,000	\$320,000
Fines and Forfeitures	530	782	1,596	782	782	782
Intergovernmental	905,677	916,697	923,475	916,697	1,001,172	1,011,712
Charges for Services	1,176,867	1,154,676	405,539	322,700	322,700	322,700
Miscellaneous	41,219	35,351	18,263	18,315	18,315	18,315
Other Financing Sources:						
Animal Care Donations	0	63,959	63,959	10,500	10,500	10,500
Animal Care Trust	0	19,876	19,876	0	0	0
Animal Control-Feline Carcasses	0	11,147	11,147	0	0	0
Adoption Prepayment	0	20,125	20,125	0	0	0
Sterilization Fund	32,265	36,269	29,405	48,000	48,000	48,000
<b>TOTAL REVENUE</b>	<b>\$2,458,333</b>	<b>\$2,658,882</b>	<b>\$1,760,057</b>	<b>\$1,636,994</b>	<b>\$1,721,469</b>	<b>\$1,732,009</b>
<b>NET GENERAL FUND COST</b>	<b>\$4,253,464</b>	<b>\$5,502,196</b>	<b>\$5,390,324</b>	<b>\$5,227,084</b>	<b>\$5,443,495</b>	<b>\$5,476,495</b>

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary for field services which include local rabies control in accordance with California Health and Safety Code and animal shelter services. These expenditures are funded primarily by an allocation of Net General Fund Cost. Other sources of revenue include animal license, animal redemption and adoption fees as well as reimbursement from the Cities of Tehachapi and Arvin for shelter and enforcement activities. The department receives a portion of the 1991 health realignment revenue.

### Budget Changes and Operational Impacts

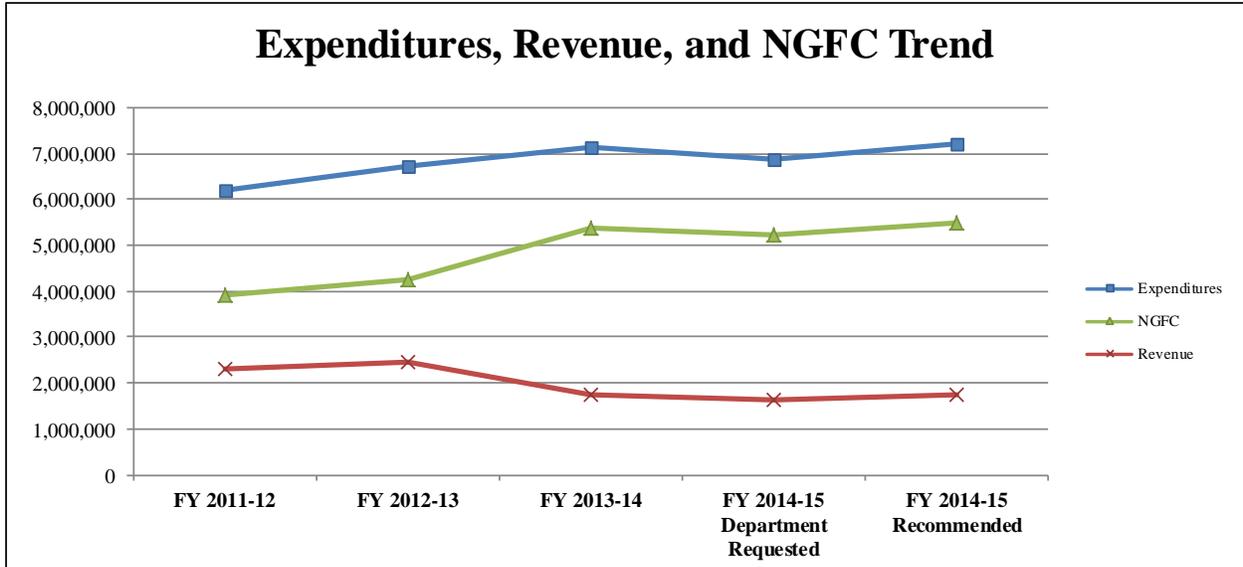
During FY 2013-14 the Animal Services Department underwent major changes, including relocation to a new shelter location at 3951 Fruitvale Avenue, from its prior location on South Mount Vernon Avenue. The move was made possible in less than 45 days through the cooperation of many County departments and thousands of volunteer hours. In coordination with a new facility, the Board of Supervisors formally adopted a name change from Animal Control to Animal Services. Finally, on September 17, 2013 the Board appointed a new interim director and on February 4, 2014 made the appointment permanent.

FY 2013-14 was the final year of the transition of Animal Services to its own stand-alone department, previously under the purview of the Public Health Department. The final phase of this three year process was complete with the transition of dispatching services.

The transition to a new facility has necessitated changes to the department's allocation of Net General Fund Cost as cost associated with rent and utilities of the new facility and the cost of dispatching services are now accounted for within the department's budget. The reduction in revenue from FY 2013-14 is due primarily to the corresponding reduction in reimbursement for services to the City of Bakersfield.

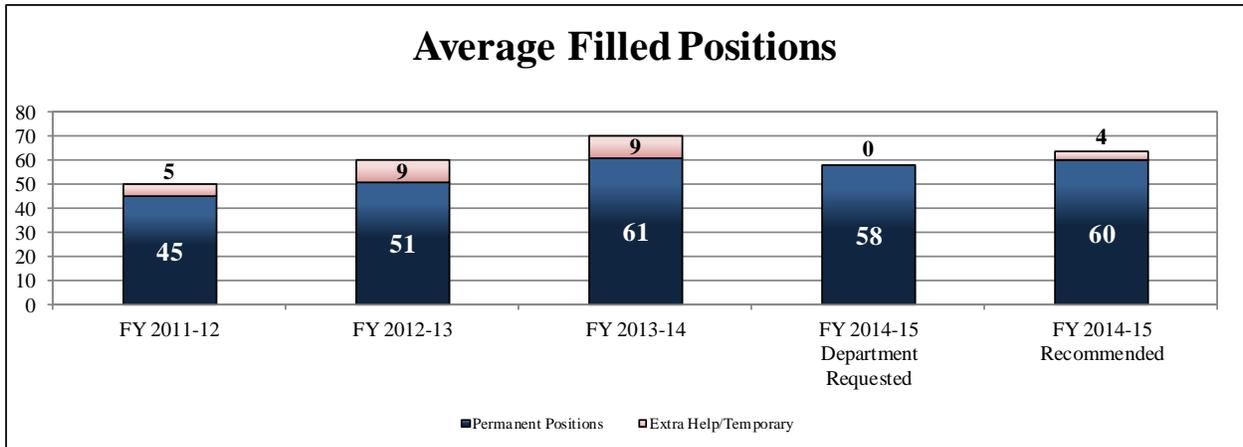
Salaries and benefits will increase slightly in FY 2014-15 but will require the department to hold seven positions vacant and unfunded and reduce the use of extra help from nine to approximately four full-time equivalents. Services and supplies are expected to decrease slightly as the department is housing fewer animals, though the new facility has a greater number of kennels which has increased expenses related to cleaning supplies and the cost of rent and utilities for the new facility are now included within the department's budget.

The recommended budget proposes to mitigate any layoffs in the requested budget to ensure the department has the resources to operate the new shelter and provide a high level of care to County animals. The recommended budget increases funding in salaries and benefits by \$300,886. Significant operational changes require the department to absorb increases in many areas of the operation; specifically, costs associated with transitioning the animal control dispatch activities from the Public Health Services Department estimated at \$260,787, rental and utilities expenses increases totaling approximately \$166,900 for the new shelter facility.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department will unfund four (4) vacant Animal Care Worker positions, two (2) vacant Animal Control Officer positions, and one (1) vacant Special Projects Manager position. The recommended budget includes additional funding in an amount of \$143,669 for two positions, one (1) Registered Veterinary Technician and one (1) administrative position, which would have otherwise resulted in layoffs. Additional funding of \$157,217 was also included in the recommended budget for the addition of four extra-help positions necessary to maintain a high quality of care and customer service.



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	45	51	61	58	60
Extra Help/Temporary	5	9	9	0	4
<b>Total Positions</b>	<b>50</b>	<b>60</b>	<b>70</b>	<b>58</b>	<b>64</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	48	54	62	N/A	N/A
Extra Help/Temporary (FTE)	5	8	8	N/A	N/A
<b>Total Positions</b>	<b>53</b>	<b>62</b>	<b>70</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$3,761,029</b>	<b>\$4,406,224</b>	<b>\$4,967,197</b>	<b>\$4,850,608</b>	<b>\$5,162,034</b>

### Summary of Authorized Positions

The department has 67 authorized positions, of which 60 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	13	0	0	13	12	1	13
Shelter	35	0	0	35	31	4	35
Enforcement	19	0	0	19	17	2	19
<b>Total</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>60</b>	<b>7</b>	<b>67</b>

Administration	Shelter	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Veterinarian	2 Senior Animal Control Officer
1 Special Projects Manager	3 Registered Veterinary Technician	15 Animal Control Officer
1 Business Manager	1 Shelter Supervisor	2 Animal Control Dispatcher
1 Fiscal Support Supervisor	2 Senior Animal Care Worker	<b>19 Requested Total</b>
1 Fiscal Support Specialist	26 Animal Care Worker	
2 Fiscal Support Technician	2 Office Service Technician	
2 Animal Care Worker - PEET	<b>35 Requested Total</b>	
1 Marketing and Promo. Assoc.		
1 Volunteer Coordinator		
1 Program Technician		
1 Office Services Specialist		
<b>13 Requested Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve animal services and promote responsible pet ownership

#### Objective 1: Reduce animal intakes through public education and spay/neuter programs

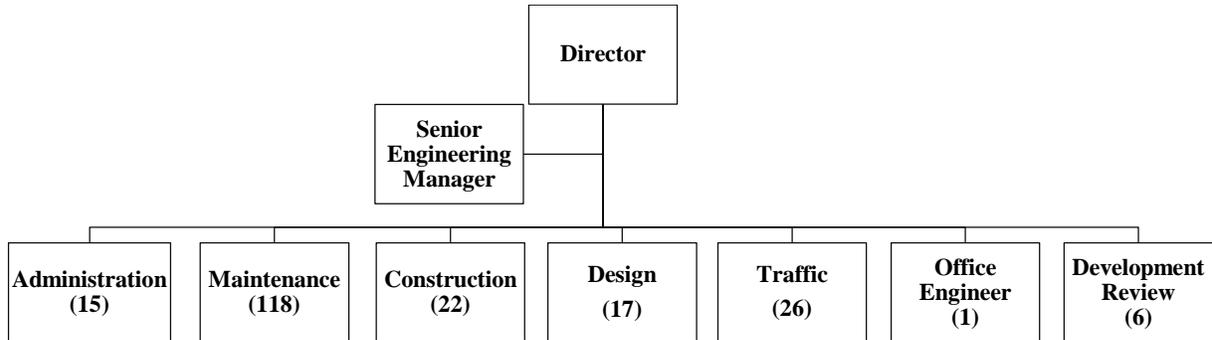
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percent change in the number of animals received at the shelter	3% Decrease	4% Increase	2% Decrease	43% Decrease	15% Decrease
Percent change in the number of impounded animals euthanized	7% Increase	9% Increase	10% Decrease	61% Decrease	15% Decrease
Percent change in the number of impounded animals that are returned to owner, adopted, rescued, trap/neuter/released, or transferred	7% Increase	2% Increase	5% Increase	2% Decrease	5% Increase
Number of animal owners directly reached (contacts) by animal service's public education and enforcement team (PEET)	11,103	12,846	13,000	8,268	11,000
Licenses sold due to PEET	1,593	2,734	2,000	2,423	2,500
Number of animals spayed or neutered	7% Increase	20% Increase	New Measure	88% Increase	15% Increase

A primary goal of the department is to decrease the number of abandoned and unwanted pets by promoting responsible pet ownership through progressive programming, outreach and education, adoption, rescue, and spay neuter efforts. The FY 2013-14 results are skewed due to the separation of City and County animals and services. The department will exceed the intake and euthanasia goals by a comfortable margin because of the reduction related to city animals. In addition, the successful implementation of the Trap-Neuter-Release program for cats accounts for an additional decrease in the number of animals euthanized. The positive animal outcome measurements will not be reached due to the loss of City animals. The PEET contact goal was not met due to the program not functioning during the move to the new facility, however the number of licenses issued because of the PEET program goal has been met. The department will continue to evaluate its performance measures in light of the changes over the past year to ensure the goals are appropriate and realistic.

**Mission Statement**

*To plan, design, construct and maintain the safest, most cost-effective public roadways for the movement of people and goods.*

**Organizational Chart**



Public Ways

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Completed construction of an auxiliary lane and other improvements at Olive Drive and Highway 99. Formerly rated at level of service (LOS) D, this intersection is now functioning at the A level.
- Reconstructed the Cache Creek Bridge in Tehachapi after it was destroyed in a recent fire.
- Progressed with design of alternate access/emergency egress route for residents living in the Standard Street area of Bakersfield near the San Joaquin Railroad tracks. Construction is expected to begin in spring of 2015.
- Continued regular community cleanup projects in conjunction with Waste Management and the waste haulers to provide manpower and equipment to remove waste and illegal dumping from local neighborhoods and alleys.
- Completed construction of the widening of 7<sup>th</sup> Standard Road from Highway 99 to Santa Fe Way and the American Society of Civil Engineers (ASCE) award winning overpass at Santa Fe Way.
- Completed construction of the ASCE award winning undercrossing at Hageman Road and Allen Road. Completion of this project improved the LOS at this intersection from an F to an A rating.



## Roads Department

Department Head: Craig Pope

Fund: Road

Budget Unit: 3000 and 3015

Function: Public Ways & Facilities

Activity: Public Ways

### Description of Major Services

The Roads Department plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County, except for State-maintained highways and bridges. The department provides engineering design for all transportation projects (and related requests from other departments), including preparation of preliminary studies to determine the project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

Public Ways

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$19,122,047	\$21,517,554	\$19,435,025	\$22,073,452	\$22,073,452	\$22,052,794
Services and Supplies	18,727,395	40,770,875	20,506,077	38,817,418	38,817,418	38,817,418
Other Charges	1,390,589	2,424,852	1,843,151	2,824,334	2,234,592	2,234,592
Capital Assets	1,536,083	1,170,000	151,585	2,530,000	2,530,000	2,530,000
Other Financing Uses	0	0	1,000,000	0	0	40,000
<b>TOTAL EXPENDITURES</b>	<b>\$40,776,114</b>	<b>\$65,883,281</b>	<b>\$42,935,838</b>	<b>\$66,245,204</b>	<b>\$65,655,462</b>	<b>\$65,674,804</b>
<b>REVENUES:</b>						
Taxes	\$0	\$2,619,900	\$3,021,929	\$2,261,000	\$2,261,000	\$2,261,000
Use of Money/Property	161,579	310,000	103,538	92,880	92,880	92,880
Intergovernmental	26,477,210	25,835,112	35,411,704	33,345,647	33,345,647	33,345,647
Charges for Services	4,662,104	7,264,021	8,955,491	5,929,043	5,929,043	5,929,043
Miscellaneous	(9,628)	11,301	37,456	489,860	489,860	489,860
Other Financing Sources:						
Sale of Fixed Assets	9,018	50,000	53,921	50,000	50,000	50,000
County Contribution to Roads	10,770,813	5,670,813	5,557,532	5,387,272	5,387,272	5,387,272
Core Area Bakersfield Imp Fee	105,810	1,350,000	0	1,000,000	1,000,000	1,000,000
Non-core area Bakersfield Imp Fee	3,534,080	3,629,804	557,910	939,021	939,021	939,021
Community Development	398,900	200,000	625,316	220,000	220,000	220,000
Mitigation Fund	0	0	0	114,500	114,500	114,500
Planning-RenewBIZ	0	0	0	110,000	110,000	110,000
<b>TOTAL REVENUES</b>	<b>\$46,109,886</b>	<b>\$46,940,951</b>	<b>\$54,324,797</b>	<b>\$49,939,223</b>	<b>\$49,939,223</b>	<b>\$49,939,223</b>
<b>NET FUND COST</b>	<b>(\$5,333,772)</b>	<b>\$18,942,330</b>	<b>(\$11,388,959)</b>	<b>\$16,305,981</b>	<b>\$15,716,239</b>	<b>\$15,735,581</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Road Fund activities are funded primarily from highway-users sources. Funding consists of State and federal fuel taxes (Gas Tax), local sales taxes, and development fees. The department also receives reimbursement from Kern Regional Transit for administrative cost and maintenance and repairs to the fleet. The majority of the expenditures for this budget unit are associated with staffing, equipment and supplies costs for the positions and materials required to construct, service, and maintain public ways. The department receives some reimbursement for

services provided and is also funded by an allocation of Net General Fund Cost from the Contribution to Roads Budget Unit 3001.

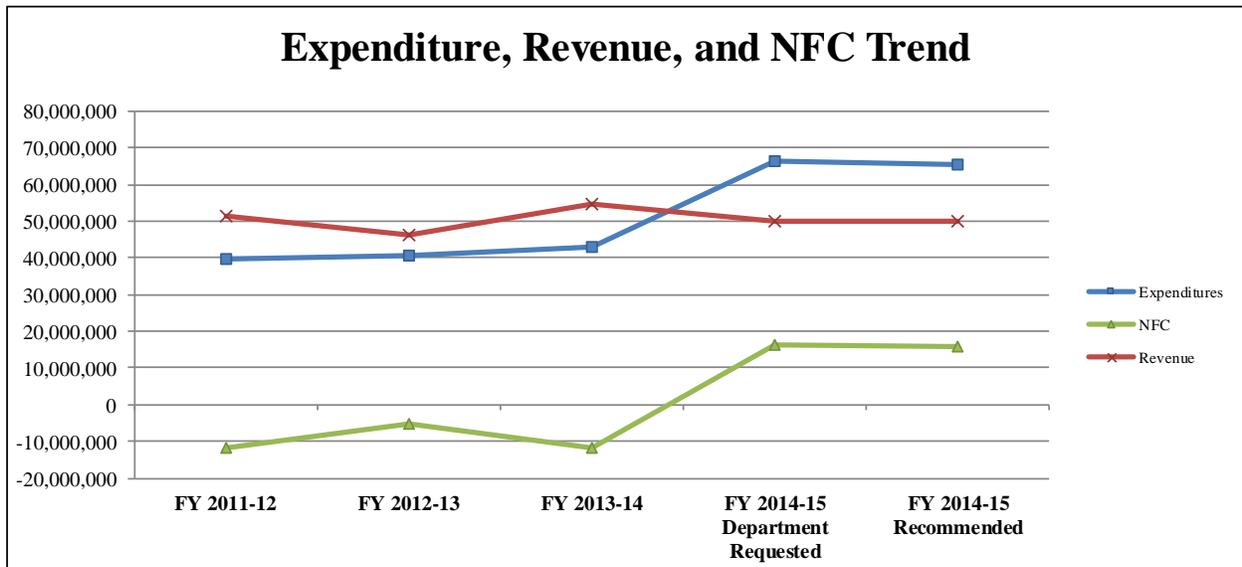
### Budget Changes and Operational Impacts

The requested appropriation for salaries and benefits includes the addition of four (4) Maintenance Painters for the Paint and Sign Shop. There have been revisions to the State’s Manual on Uniform Traffic Control Devices which require additional traffic signs and pavement markings. Additionally, environmental restrictions and regulations on the type of paint that can be used for pavement markings have necessitated the use of paint that needs to be reapplied more frequently than previous paints. As such, expenses for salaries and benefits are recommended at a higher level than FY 2013-14.

Services and supplies are recommended at a higher level due to the replacement of a road yard on Roberts Lane. This facility houses the department’s soil laboratory and traffic signal control center, among other functions. The facility has long needed updating to ensure the safety of the machinery and technology housed there. There will be no operational impacts as a result of replacing this road yard. Expenses for other charges are also expected to increase due to rising fuel prices.

The department has an ending fund balance at June 30, 2014 of \$23.2 million that will be used towards the anticipated Net Fund Cost of \$15.7 million for FY 2014-15.

Public Ways

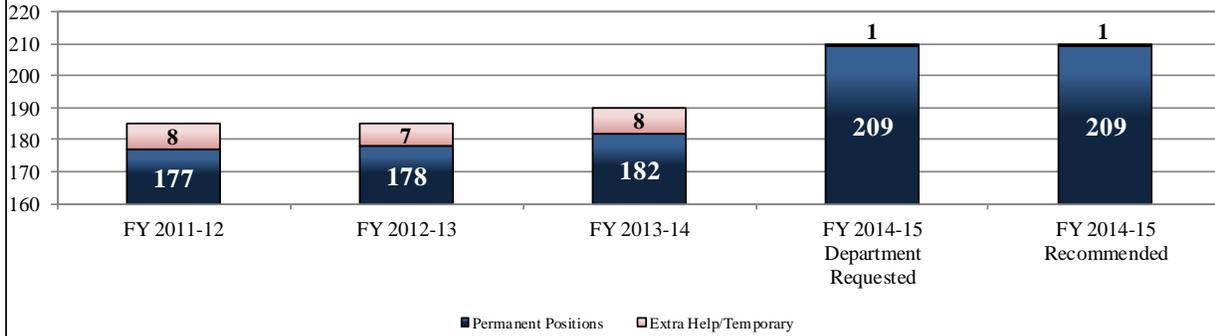


### Staffing Changes and Operational Impacts

The recommended budget includes the addition of four (4) Maintenance Painter positions for the Paint and Sign Shop, totaling \$338,000 annually.



### Average Filled Positions



Public Ways

### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	177	178	182	209	209
Extra Help/Temporary	8	7	8	1	1
<b>Total Positions</b>	<b>185</b>	<b>185</b>	<b>190</b>	<b>210</b>	<b>210</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	184	184	187	N/A	N/A
Extra Help/Temporary (FTE)	8	6	7	N/A	N/A
<b>Total Positions</b>	<b>192</b>	<b>190</b>	<b>194</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$18,493,722</b>	<b>\$19,122,047</b>	<b>\$19,435,023</b>	<b>\$22,073,452</b>	<b>\$22,052,794</b>

### Summary of Authorized Positions

The department currently has 205 authorized permanent positions. The recommended budget includes 209 permanent positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	15	0	0	15	15	0	15
Maintenance	118	0	0	118	118	0	118
Development Review	6	0	0	6	6	0	6
Traffic	26	4	0	30	30	0	30
Construction	22	0	0	22	22	0	22
Design	17	0	0	17	17	0	17
Office Engineering	1	0	0	1	1	0	1
<b>Total</b>	<b>205</b>	<b>4</b>	<b>0</b>	<b>209</b>	<b>209</b>	<b>0</b>	<b>209</b>



<b>Administration</b>	<b>Maintenance</b>	<b>Development Review</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Director	1 Engineering Manager	1 Engineering Manager
1 Senior Engineering Manager	2 Supervising Engineer	1 Supervising Engineer
1 Special Projects Manager	2 Road Superintendent	2 Engineer I/II/III
1 Business Manager	12 Supv. Road Maint. Worker I/II	1 Engineering Technician I/II/III
2 Accountant I/II/III	32 Road Maintenance Worker III	1 GIS Specialist
2 Administrative Coordinator	52 Road Maintenance Worker I/II	<hr/> 6 <b>Requested Total</b>
1 Senior Office Services Specialist	1 Equip. Maint. Superintendent	
1 Office Services Specialist	1 Supv. Heavy Equip. Mechanic	
1 Office Services Technician	12 Heavy Equipment Mechanic	
2 Fiscal Support Specialist	1 Warehouse Supervisor	
2 Fiscal Support Technician	2 Auto Parts Storekeeper I/II	
<hr/> 15 <b>Requested Total</b>	<hr/> 118 <b>Requested Total</b>	
<b>Traffic</b>	<b>Design</b>	<b>Construction</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Engineering Manager	1 Engineering Manager	1 Engineering Manager
2 Supervising Engineer	2 Supervising Engineer	2 Supervising Engineer
2 Engineer I/II/III	5 Engineer I/II/III	1 Engineering Support Supervisor
1 Engineering Support Supervisor	4 Engineering Technician I/II/III	7 Engineer I/II/III
3 Engineering Technician I/II/III	1 Engineering Aide I/II/III	4 Engineering Technician I/II/II
3 Engineering Aide I/II/III	1 Administrative Coordinator	<hr/> 7 Engineering Aide I/II/III
1 Highway Paint Equip. Sup.	1 Supervising Planner	22 <b>Requested Total</b>
10 Maintenance Painter	1 Planner I/II/III	
2 Senior Traffic Signal Technician	1 Real Property Agent I/II/III	
1 Traffic Signal Technician I/II	17 <b>Requested Total</b>	
26 <b>Current Total</b>		
<b><u>Additions/Deletions</u></b>		
4 Maintenance Painter		
30 <b>Requested Total</b>		
<b>Office Engineering</b>		
<b><u>Classification</u></b>		
1 Engineering Manager		
1 <b>Requested Total</b>		

Public Ways



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Provide a safe road system that reduces traffic congestion.

#### *Objective 1: Increase the safety of the County road system.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of miles of County-maintained roads that have been resurfaced	79.2	64.4	115.9	99.18	100
Percentage of miles of County-maintained paved roads that are rated in Above Average condition	45%	47%	48%	48%	49%
Number of miles of pedestrian paths, bike paths and sidewalk constructed in existing neighborhoods in the unincorporated areas	9.2	1.2	12.1	2.28	22.1
Number of miles of County-maintained unpaved road shoulders stabilized and number of miles of County-maintained dirt roads paved	16.4	4.8	13.1	12.15	39.9
Number of miles of curb and gutter installed in existing neighborhoods in the unincorporated areas	5.9	.2	2.5	1.28	1.5

The department has been provided with sufficient funding to continue improving the County roadways. Any additional funds and manpower are being directed to safety enhancements, especially in the areas of safety signage and pavement markings.

#### *Objective 2: Reduce traffic congestion on County roadways.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	87%	93%	93%	100%	100%

With the recent completion of improvements at Olive Drive and Hwy 99 and at Hageman Road and Allen Road, all key intersections now meet or exceed General Plan specifications.

## County Contribution - Roads

Department Head: Craig Pope

Fund: Roads

Budget unit: 3001

Function: Public Ways &amp; Facilities

Activity: Public Ways

### Description of Major Services

This budget unit facilitates a transfer of the Net General Fund Cost contribution to the Roads Department (Budget Unit 3000).

	Summary of Expenditures and Revenue					
	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$10,770,813	\$5,670,813	\$5,557,532	\$5,387,272	\$5,387,272	\$5,387,272
<b>TOTAL EXPENDITURES</b>	<b>\$10,770,813</b>	<b>\$5,670,813</b>	<b>\$5,557,532</b>	<b>\$5,387,272</b>	<b>\$5,387,272</b>	<b>\$5,387,272</b>
<b>NET GENERAL FUND COST</b>	<b>\$10,770,813</b>	<b>\$5,670,813</b>	<b>\$5,557,532</b>	<b>\$5,387,272</b>	<b>\$5,387,272</b>	<b>\$5,387,272</b>

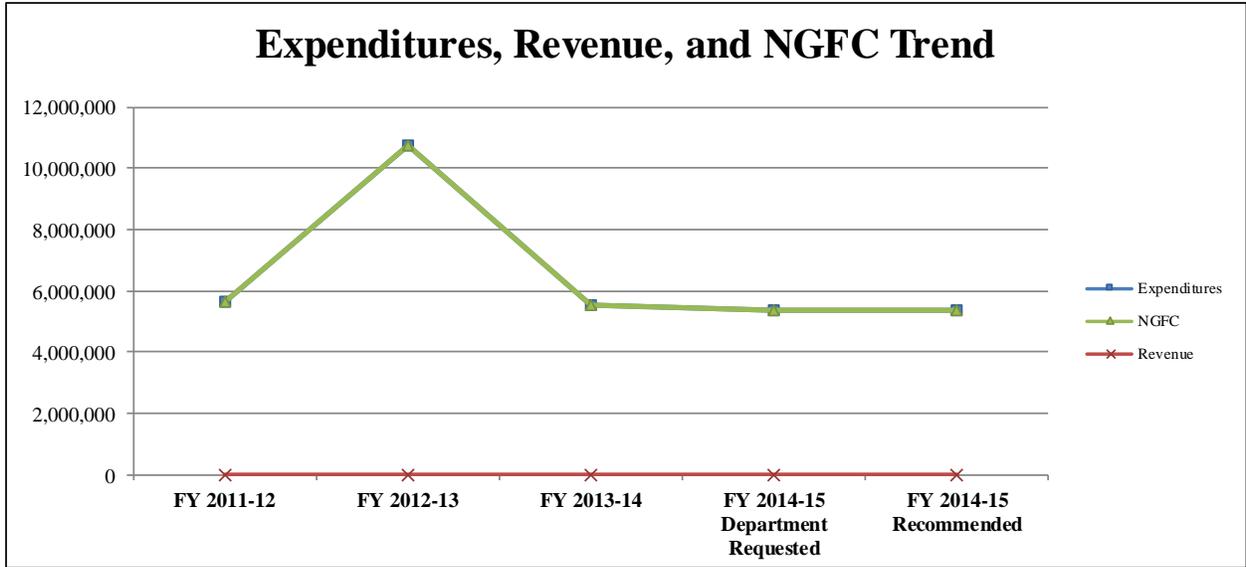
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The County Contribution – Roads budget unit appropriates supplemental funding from the General Fund to the Road Fund to support road maintenance, emergency projects, and ongoing road improvement projects. Appropriations within this budget unit will be transferred to Roads Department and will be reflected in that budget unit under the revenue category other financing sources.

### Budget Changes and Operational Impacts

The recommended budget for FY 2014-15 reduces the General Fund contribution by \$170,260. The recommended contribution does not result in any significant service level impacts for the Roads Department. The General Fund Contribution will be spent on the local match towards federally funded projects, various road maintenance and construction projects including equipment maintenance/acquisition.

Public Ways



## County Contribution - Airports

Department Head: Richard Strickland

Fund: General

Budget Unit: 3201

Function: Public Ways and Facilities

Activity: Transportation Terminals

### Description of Major Services

The purpose of this budget unit is to provide the Airports Enterprise with funding made available through the Airport Economic Opportunity Area (AEOA), which was established by the County Board of Supervisors on September 15, 2009. The AEOA allocates the incremental increase of property taxes collected for the General Fund on a defined area in and around Meadows Field Airport to be used towards the Airport's capital facilities, including debt service associated with capital projects.

Public Ways

	Summary of Expenditures and Revenue					
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$74,201	\$98,945	\$98,945	\$238,476	\$238,476	\$238,476
<b>TOTAL EXPENDITURES</b>	<b>\$74,201</b>	<b>\$98,945</b>	<b>\$98,945</b>	<b>\$238,476</b>	<b>\$238,476</b>	<b>\$238,476</b>
<b>NET GENERAL FUND COST</b>	<b>\$74,201</b>	<b>\$98,945</b>	<b>\$98,945</b>	<b>\$238,476</b>	<b>\$238,476</b>	<b>\$238,476</b>

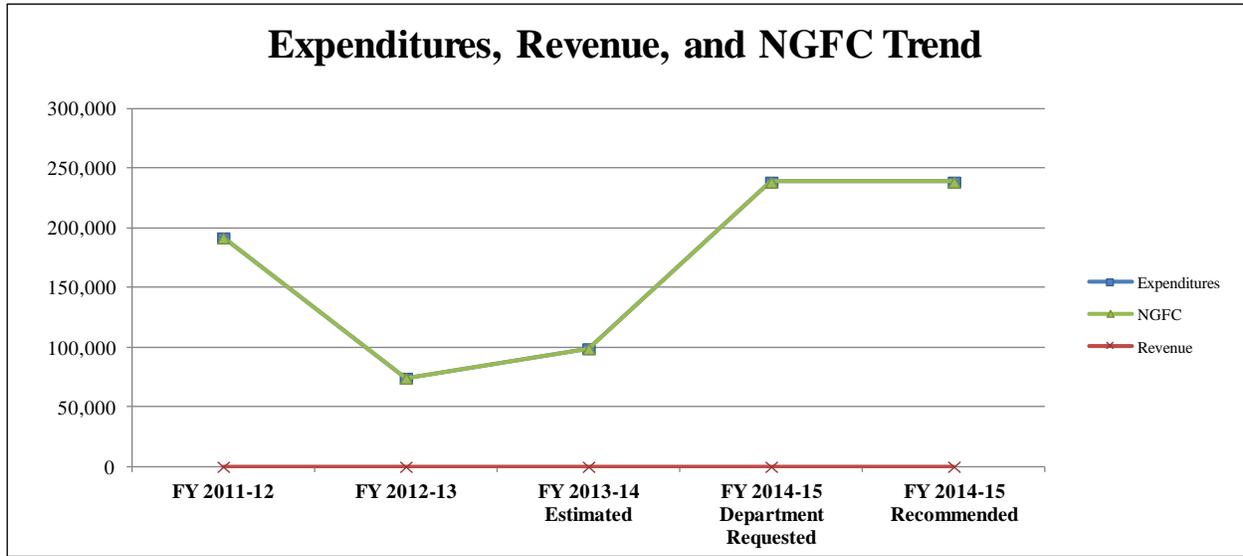
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Other Financing Uses of \$238,476 are available for transfer to the Airports Enterprise Fund to fund the cost associated with capital facilities, including debt service. This budget unit contains no revenue as the AEOA revenue is collected within Budget Unit 1112 discretionary revenue as property taxes for the General Fund.

### Budget Changes and Operational Impacts

The recommended budget includes a 141%, or \$139,531, increase in General Fund contribution over FY 2013-14 as a result of growth in property tax allocations within the defined are of the AEOA.

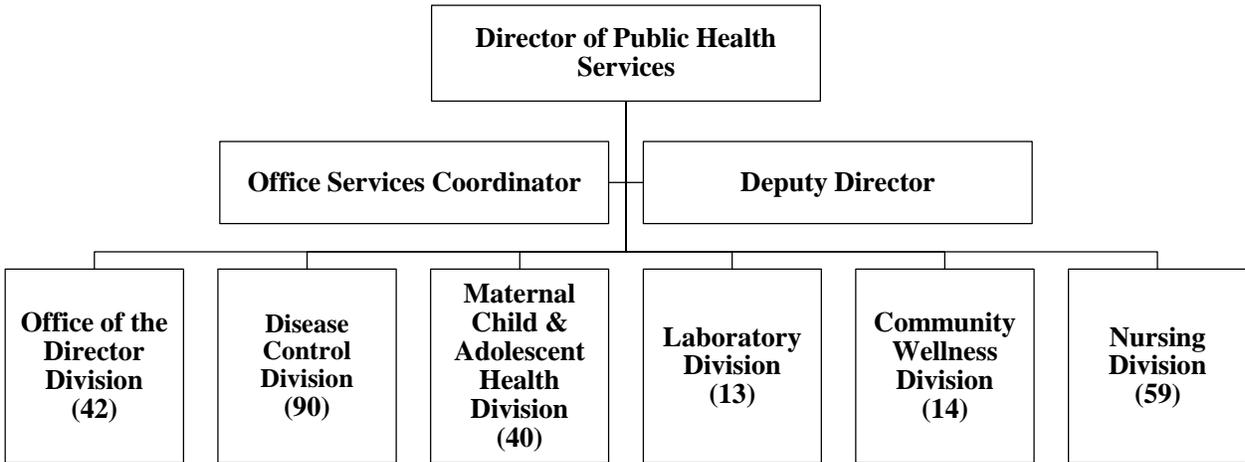
Public Ways



**Mission Statement**

*Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.*

**Organizational Chart**



Health and Sanitation

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Through grants totaling more than \$6.4 million, the department established a Chronic Disease section (now called Community Wellness) focusing on heart disease, diabetes, stroke and obesity.
- The department has successfully implemented year one of its four-year agreement with the State for a total of \$5,378,369 to be used to combat some of the risk factors contributing to chronic diseases plaguing our community. This funding has allowed the department to provide nutrition education interventions and physical activity promotion to eligible families.
- The department launched a Kern County Valley Fever website and participated in the planning and presentation of the Valley Fever Symposium.
- The department continues to aggressively pursue insurance reimbursements, is a preferred insurance provider with ten insurance plans, and has applications pending approval with additional plans. A new clinic entrance/registration area and patient tracking system have been installed, which allows staff to efficiently serve customers and assess needed changes to achieve improvements.
- Enhancements in the Public Health Laboratory enable Quantiferon testing for tuberculosis and a fourth generation test for HIV, which permits earlier and more accurate detection of infection.



## Public Health Services

Department Head: Matt Constantine

Fund: General

Budget Unit: 4110

Function: Health and Sanitation

Activity: Health

### Description of Major Services

The Public Health Services Department provides a wide range of services to assist in the prevention of disease and the improvement of the health, safety, and quality of life for County residents and visitors. The department participates in improving the health of the community through education, encouraging health lifestyles, and studying disease and injury prevention.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$24,960,495	\$25,439,058	\$23,899,416	\$21,645,736	\$21,958,094	\$21,958,094
Services and Supplies	3,630,824	4,066,997	3,191,766	3,404,838	3,289,838	3,289,838
Other Charges	1,365,144	2,633,306	1,800,560	2,659,632	2,659,632	2,659,632
Capital Assets	150,726	18,000	35,655	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$30,107,189</b>	<b>\$32,157,361</b>	<b>\$28,927,397</b>	<b>\$27,710,206</b>	<b>\$27,907,564</b>	<b>\$27,907,564</b>
Expend. Reimb.	(\$532,877)	(\$424,170)	(\$509,975)	(\$298,099)	(\$327,723)	(\$327,723)
<b>TOTAL NET EXPENDITURES</b>	<b>\$29,574,312</b>	<b>\$31,733,191</b>	<b>\$28,417,422</b>	<b>\$27,412,107</b>	<b>\$27,579,841</b>	<b>\$27,579,841</b>
<b>REVENUE:</b>						
Intergovernmental	\$19,050,205	\$20,929,475	\$19,427,379	\$16,830,193	\$16,997,933	\$16,997,933
Charges for Services	3,698,276	3,586,094	3,581,122	3,845,914	3,845,914	3,845,914
Miscellaneous	149,681	221,818	89,774	128,772	128,772	128,772
Other Financing Sources:						
Public Health Miscellaneous	2,810	6,775	2,243	10,000	10,000	10,000
Health MAA/TCM	68,776	100,000	94,512	100,000	100,000	100,000
Child Restraint Loaner Program	33,845	108,845	71,483	60,000	60,000	60,000
Health NNFP	2,117	0	0	0	0	0
Health Bio-Terrorism Grant	846,421	598,014	456,634	582,748	582,748	582,748
Tobacco Education Control	(9,824)	0	0	0	0	0
Vital & Health Statistics	55,653	66,617	66,617	73,925	73,925	73,925
Hospital Preparedness Program	(27,011)	98,110	91,397	63,978	63,978	63,978
<b>TOTAL REVENUE</b>	<b>\$23,870,949</b>	<b>\$25,715,748</b>	<b>\$23,881,160</b>	<b>\$21,695,530</b>	<b>\$21,863,270</b>	<b>\$21,863,270</b>
<b>NET GENERAL FUND COST</b>	<b>\$5,703,363</b>	<b>\$6,017,443</b>	<b>\$4,536,262</b>	<b>\$5,716,577</b>	<b>\$5,716,571</b>	<b>\$5,716,571</b>

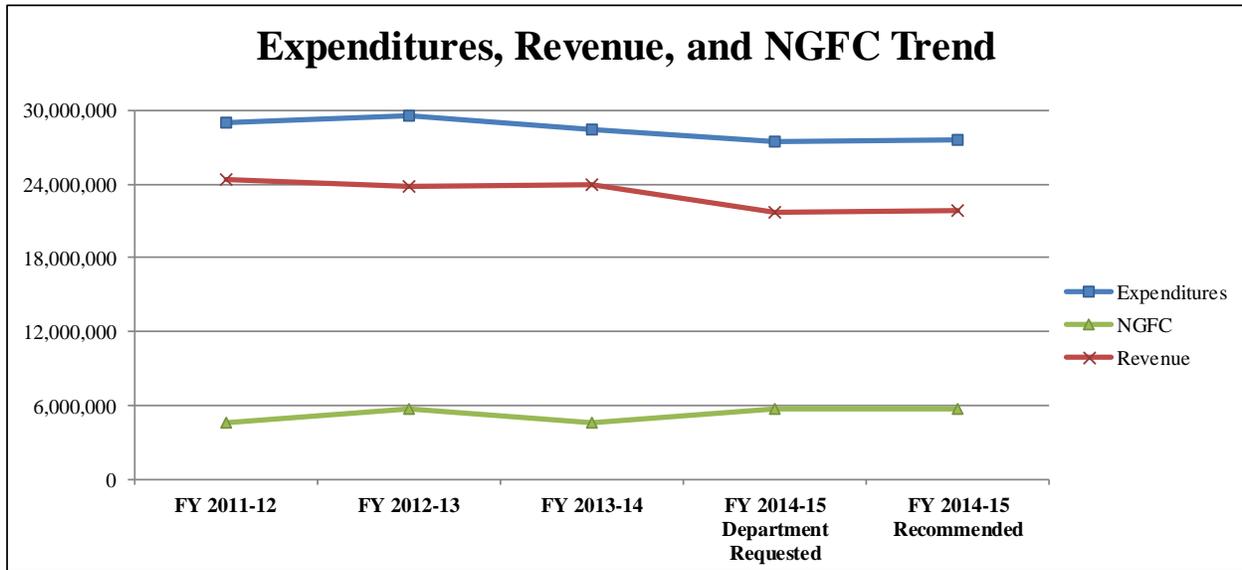
Health and Sanitation

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide the services and perform the functions of the department. The largest revenue category for the department is intergovernmental, which is comprised of revenue received from the State and federal government. This revenue is intended to cover the range of services provided by the department. Charges for service revenue is generated from document recording, clinic fees, case management fees, laboratory fees, and other sources. The department also receives an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The loss of the Community Transformation Grant will result in decreased revenue of approximately \$315,000. At the end of FY 2013-14 the contract with the California Department of Corrections for transitional case management services expired, resulting in the deletion of 28 authorized positions. The end of the transitional case management program will result in lower salaries and benefits costs and consequently intergovernmental revenue. Improved billing practices and services are expected to increase charges for services revenue.



Health and Sanitation

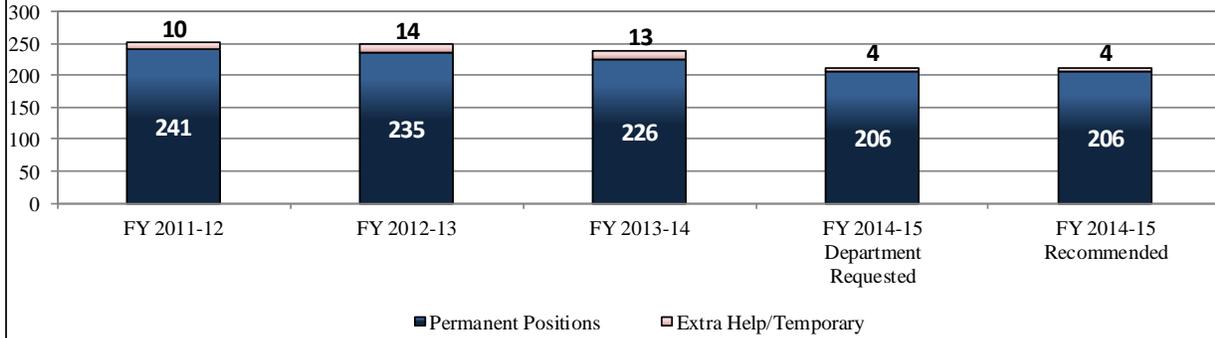
### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Health Education Assistant I/II position, one (1) Departmental Aide position, three (3) Fiscal Support Technician positions, two (2) Fiscal Support Specialist positions, one (1) Office Services Technician, and two (2) Office Support Specialist positions at an annual savings of approximately \$717,000. The recommended budget includes the addition of five (5) Billing Office Specialist positions, two (2) Senior Office Services Specialist positions, and one (1) Technology Services Manager position at an annual cost of approximately \$802,000. The cost of the Technology Services Manager position addition will be partially offset by lower reimbursement expenditures, as the Public Health Department currently pays another department for the work that will now be performed by this position.

The recommended budget holds the following authorized positions vacant and unfunded: one (1) Public Health Program Specialist, one (1) Clinical Laboratory Assistant, one (1) Public Health Nurse III, three (3) Public Health Nurse Jr./I/II, one (1) Staff Nurse Jr./I, one (1) Vocational Nurse I/II, two (2) Stock Clerk I/II, one (1) Fiscal Support Technician, three (3) Office Services Specialist, four (4) Office Services Technician, one (1) Health Educator, and four (4) Medical Investigator positions at an approximate annual savings of \$2,150,000. The department will be able to provide current levels of service at the recommended staffing level.



### Average Filled Positions



### 4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	241	235	226	206	206
Extra Help/Temporary	10	14	13	4	4
<b>Total Positions</b>	<b>251</b>	<b>249</b>	<b>239</b>	<b>210</b>	<b>210</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	234	228	219	N/A	N/A
Extra Help/Temporary (FTE)	8	11	10	N/A	N/A
<b>Total Positions</b>	<b>242</b>	<b>239</b>	<b>229</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$24,581,610</b>	<b>\$24,960,495</b>	<b>\$23,899,416</b>	<b>\$21,645,736</b>	<b>\$21,958,094</b>

Health and Sanitation

### Summary of Authorized Positions

The department currently has 231 authorized positions. 229 authorized positions are being recommended, of which 206 are budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Office of the Director	45	7	(7)	45		40	5	45
Disease Control	62	1	(2)	61		48	13	61
Maternal, Child, and Adolescent Health	40	0	0	40		39	1	40
Laboratory	13	0	0	13		11	2	13
Community Wellness	13	0	(1)	12		12	0	12
Nursing	58	0	0	58		56	2	58
<b>Total</b>	<b>231</b>	<b>8</b>	<b>(10)</b>	<b>229</b>		<b>206</b>	<b>23</b>	<b>229</b>



Office of the Director	Disease Control	Maternal, Child, and Adolescent Health
<p><b><u>Classification</u></b></p> <p>1 Director Of Public Health Services                      1 Public Health Deputy Director                      1 Administrative Services Officer                      3 Administrative Coordinator                      1 Contracts Administrative Assistant                      1 Marketing &amp; Promotions Associate                      1 Public Health Program Specialist                      2 Public Health Project Specialist                      1 Public Health Nurse Jr./I/II                      3 Accountant I/II/III                      3 Sr. Information Systems Specialist                      1 Storekeeper                      2 Stock Clerk                      1 Graphic Artist                      6 Fiscal Support Specialist                      7 Fiscal Support Technician                      1 Office Services Coordinator                      3 Office Services Specialist                      6 Office Services Technician</p> <hr/> <p>45 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>1 Technology Services Manager                      (2) Fiscal Support Specialist                      (3) Fiscal Support Technician                      5 Billing Office Specialist I/II/III                      (1) Office Services Specialist                      (1) Office Services Technician                      1 Sr. Office Services Specialist</p> <hr/> <p>45 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Public Health Officer                      1 Health Asses. &amp; Epid. Manager                      1 Public Health Project Specialist                      2 Physician Assist/Nurse Pract.                      1 Director of Disease Control                      1 Public Health Nurse III                      6 Public Health Nurse Jr./I/II                      1 Supervising Nurse                      5 Staff Nurse                      4 Vocational Nurse                      2 Public Health Epidemiologist                      1 Fiscal Support Specialist                      2 Senior Office Services Specialist                      4 Office Services Specialist                      14 Office Services Technician                      1 Office Services Assistant                      1 Health Education Assistant I/II                      8 Medical Investigator                      1 Departmental Aide                      5 Public Health Aide I/II</p> <hr/> <p>62 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(1) Departmental Aide                      (1) Office Services Specialist                      1 Sr. Office Services Specialist</p> <hr/> <p>61 <b>Requested Total</b></p>	<p><b><u>Classification</u></b></p> <p>1 Deputy Public Health Officer                      2 Public Health Project Specialist                      1 Perinatal Investigator                      2 Public Health Nurse III                      16 Public Health Nurse Jr./I/II                      2 Staff Nurse                      1 Office Services Specialist                      4 Office Services Technician                      1 Health Educator</p> <hr/> <p>40 <b>Requested Total</b></p>
<p style="text-align: center;"><b>Laboratory</b></p> <p><b><u>Classification</u></b></p> <p>1 Public Health Lab Director                      1 Assistant Lab Director                      2 Microbiologist                      2 Microbiologist Specialist                      1 Laboratory Assistant                      3 Clinical Laboratory Assistant                      1 Laboratory Helper                      1 Office Services Specialist                      1 Office Services Technician</p> <hr/> <p>13 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Community Wellness</b></p> <p><b><u>Classification</u></b></p> <p>1 Departmental Analyst I/II                      1 Fiscal Support Specialist                      1 Office Services Specialist                      1 Office Services Assistant                      1 Director of Health Promotions                      1 Senior Health Educator                      2 Health Educator                      5 Health Education Assistant I/II</p> <hr/> <p>13 <b>Current Total</b></p> <p><b><u>Additions/Deletions</u></b></p> <p>(1) Health Education Assistant I/II</p> <hr/> <p>12 <b>Requested Total</b></p>	<p style="text-align: center;"><b>Nursing</b></p> <p><b><u>Classification</u></b></p> <p>1 Director of Public Health Nursing                      6 Public Health Nurse III                      29 Public Health Nurse Jr./I/II                      1 Office Services Specialist                      7 Office Services Technician                      13 Public Health Aide I/II                      1 Social Service Worker I/II/III</p> <hr/> <p>58 <b>Requested Total</b></p>

Health and Sanitation



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Increase the daily consumption of healthy foods and increase physical activity of County residents.

*Objective 1: Reduce the rate of mortality attributable to chronic diseases.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
The rate of mortality attributable to heart disease, per 100,000 population	183.2	165.1	100.8	136.4	100.8
The rate of mortality attributable to diabetes, per 100,000 population	33.0	32.4	30.4	33.0	30.4
The rate of mortality attributable to stroke, per 100,000 population	45.5	42.4	33.8	40.6	33.8

The County leads the State in deaths attributable to chronic diseases such as heart disease, diabetes and stroke. Chronic diseases are preventable through increased physical activity and changing eating habits. Chronic diseases account for nearly 75% of healthcare costs. Because of these staggering statistics, the department has developed a Community Wellness Unit, which provides education and information regarding health and active living to the community, in an attempt to lower these rates.

*Objective 2: Reduce the number of County residents who are overweight or obese per body mass index measurements (BMI>25 and BMI >30, respectively).*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
The percentage of overweight or obese adults	62.1%	62.1%	59.0%	70.0%	59.0%
The percentage of 7 <sup>th</sup> graders who are not physically fit	41.7%	41.7%	32.3%	44.2%	32.3%

Obesity increases the risks of developing chronic diseases and chronic diseases account for nearly 75% of healthcare costs. The department has developed a Community Wellness Unit, which provides education and information regarding health eating, active living, and obesity prevention to the community, in an attempt to lower the obesity rates and, therefore, lower the chronic disease rates as well.

### Goal 2: Promote healthy lifestyles and prevent spread of diseases.

*Objective 1: Reduce incidences of diseases through prevention and education.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Reduce the incident rate of chlamydia within Kern County per 100,000.	663.2	637.1	560.52	665.1	560.52
Reduce the incident rate of gonorrhea within Kern County per 100,000.	102.6	187.6	88.9	180.5	88.9

The County ranks number one and number four for chlamydia and gonorrhea rates, respectively, in California for 2011. This measure is one of the key determinants of reproductive health. This is critical because both chlamydia and gonorrhea can cause sterility in the patient. Moreover, chlamydia can cause eye infections and pneumonia among newborns. The department has a Disease Control Division, focused on surveillance of these diseases, in an attempt to protect the public from spread or outbreak of these diseases and to educate the public on prevention.

*Objective 2: Reduce teen birth rates.*

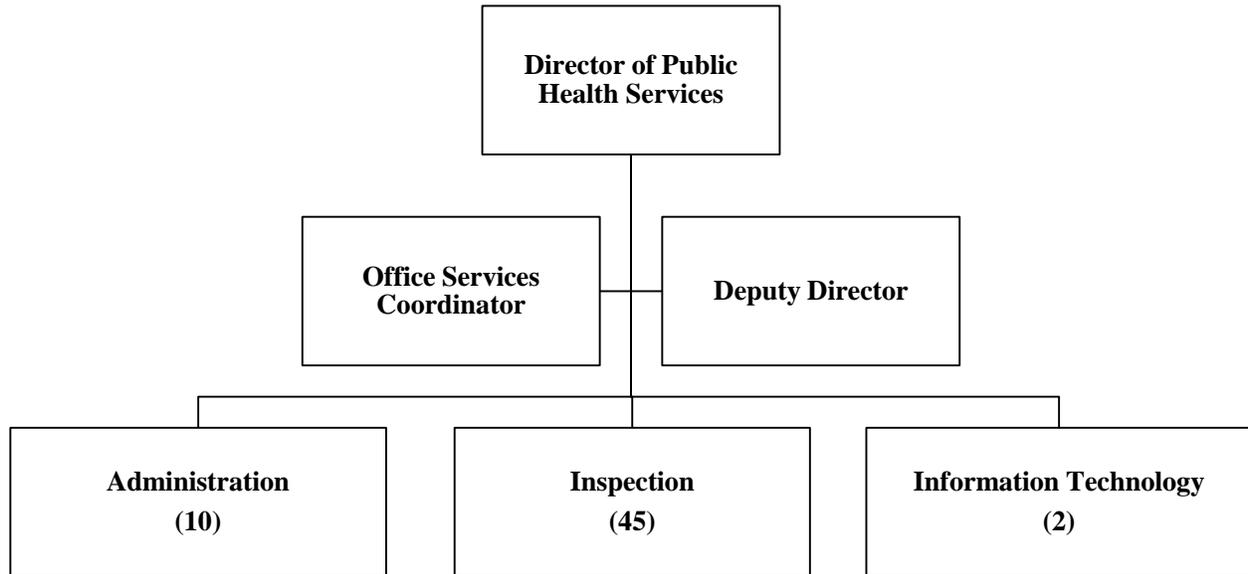
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Rate of births to teenage mothers age 15-19 within Kern County per 100,000.	62.7	57.2	52.3	53.5	51.5

Teen birth is of concern for the health and well-being of both the mother and the child. The teen mother is at higher risk for complications such as high-blood pressure, anemia or premature labor. As a result of the premature labor, they are more likely to give birth to low-birth weight babies. The babies are also at higher risk of dying in the first year of life. In addition, teen births can be harmful to the teenager's social, education, and economic development. The department has multiple programs aimed at teen pregnancy prevention and education.

**Mission Statement**

*Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.*

**Organizational Chart**



Health and Sanitation

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The division implemented an enhanced response to foodborne illness reports and outbreaks using a Food and Drug Administration grant award in 2013.
- The division conducted educational Farmers’ Market workshops to assist local managers in complying with State and federal regulations and issued foodborne illness surveillance guidance for medical professionals to improve foodborne illness reporting and investigations.
- The division conducted workshops for businesses handling hazardous materials and co-sponsored a Chemical Safety Day training event attended by over 700 members of the business community
- The division continues to assist local businesses in prospering through the Performance Incentive Program; incentivizing achieving and maintaining compliance with regulations.
- The division created and deployed the first food grading app for smartphones in California, “Safe Diner”.
- The division initiated a phased implementation of AB 885 – Onsite Waste Water Systems.



## Environmental Health Services

Department Head: Matt Constantine

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4113

### Description of Major Services

Environmental Health Services, a division of the Public Health Department, provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities. The division is responsible for reviewing and inspecting over 8,000 business facilities to protect the public and the environment. The division has a fully implemented risk-based inspection program focused on inspection and audit services and designed to direct resources to areas of greatest risk.

#### Summary of Expenditures and Revenue

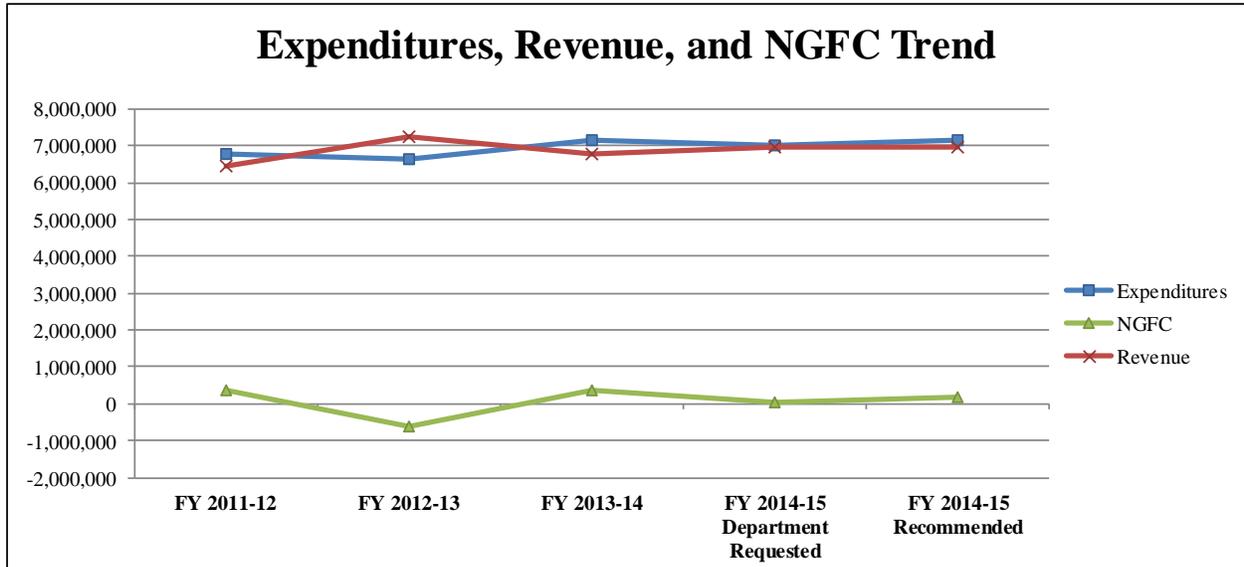
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,688,150	\$6,050,759	\$6,053,285	\$6,049,968	\$6,049,968	\$6,049,968
Services and Supplies	1,018,442	1,091,243	1,124,253	1,097,855	1,097,855	1,214,545
Other Charges	0	1,974	0	0	0	0
Capital Assets	0	0	75,311	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,706,592</b>	<b>\$7,143,976</b>	<b>\$7,252,849</b>	<b>\$7,147,823</b>	<b>\$7,147,823</b>	<b>\$7,264,513</b>
Expend. Reimb.	(\$85,434)	(\$62,201)	(\$80,586)	(\$135,878)	(\$135,878)	(\$135,878)
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,621,158</b>	<b>\$7,081,775</b>	<b>\$7,172,263</b>	<b>\$7,011,945</b>	<b>\$7,011,945</b>	<b>\$7,128,635</b>
<b>REVENUE:</b>						
Licenses and Permits	\$2,803,556	\$2,794,979	\$2,783,535	\$2,973,514	\$2,973,514	\$2,973,514
Fines and Forfeitures	21,947	24,410	77,612	80,000	80,000	80,000
Intergovernmental	550,844	515,879	464,556	617,627	617,627	617,627
Charges for Services	3,053,402	3,166,338	3,166,348	3,133,578	3,133,578	3,133,578
Miscellaneous	78,953	75,689	90,082	5,574	5,574	5,574
Other Financing Sources:						
Health - Local Option	1,700	0	0	0	0	0
Health - State L.U.S.T. Program	170,826	3,550	3,550	0	0	0
Hazardous Waste Settlements	0	25,000	65,334	0	0	0
Solid Waste Enforcement	373,393	0	0	0	0	0
Solid Waste-LEA Grant	30,000	64,933	38,564	0	0	0
Tobacco Education Program	159,823	150,000	137,978	150,000	150,000	150,000
Community Development Program	0	0	75	0	0	0
<b>TOTAL REVENUE</b>	<b>\$7,244,444</b>	<b>\$6,820,778</b>	<b>\$6,827,634</b>	<b>\$6,960,293</b>	<b>\$6,960,293</b>	<b>\$6,960,293</b>
<b>NET GENERAL FUND COST</b>	<b>(\$623,286)</b>	<b>\$260,997</b>	<b>\$344,630</b>	<b>\$51,652</b>	<b>\$51,652</b>	<b>\$168,342</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The division receives a significant portion of revenue for permitting, inspecting and enforcement services provided. The division performs these services for food, hazardous waste, water, solid waste, housing, and medical waste facilities. A smaller portion of revenue is derived from grants and educational programs. The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions assigned.

### Budget Changes and Operational Impacts

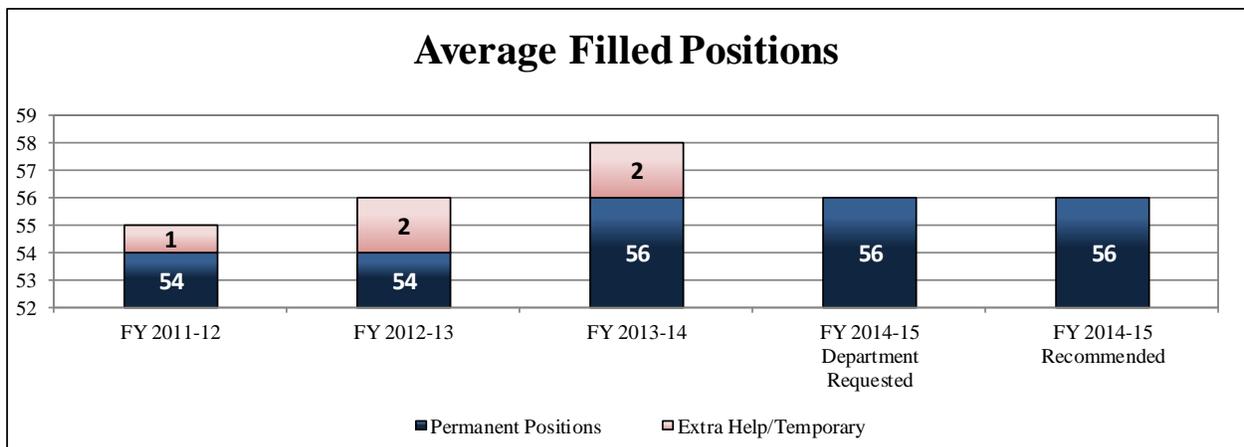
Revenue collected for permitting is anticipated to increase due to program enhancements and fee adjustments approved by the Board of Supervisors late FY 2013-14. Miscellaneous revenue will decrease as grant revenue has been reassigned to the intergovernmental revenue object. Capital assets expenditures and other financing sources revenue were sharply elevated in FY 2013-14 due to one-time equipment purchases. The division will use the remainder of the one-time designation realized from salary savings in FY 2012-13 to offset its revenue shortfall and maintain service levels with no impact to the General Fund.



Health and Sanitation

### Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Chief Environmental Health Specialist position, one (1) Health Education Assistant I/II position and the addition of one (1) Director of Environmental Health position at an annual net savings of \$9,400. The recommended budget does not include funding for temporary staffing.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	54	54	56	56	56
Extra Help/Temporary	1	2	2	0	0
<b>Total Positions</b>	<b>55</b>	<b>56</b>	<b>58</b>	<b>56</b>	<b>56</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	57	55	58	N/A	N/A
Extra Help/Temporary (FTE)	1	2	2	N/A	N/A
<b>Total Positions</b>	<b>58</b>	<b>57</b>	<b>60</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,534,299</b>	<b>\$5,688,151</b>	<b>\$6,053,285</b>	<b>\$6,049,968</b>	<b>\$6,049,968</b>

### Summary of Authorized Positions

The division currently has 57 authorized positions, of which 56 are budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	10	0	10
Inspection	45	1	(2)	44	44	0	44
Information Technology	2	0	0	2	2	0	2
<b>Total</b>	<b>57</b>	<b>1</b>	<b>(2)</b>	<b>56</b>	<b>56</b>	<b>0</b>	<b>56</b>

Administration	Inspection	Information Technology
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Accountant I/II/III	1 Building Plans Technician	1 GIS Specialist
4 Fiscal Support Specialist	7 Waste Management Tech I/II	1 Programmer/Systems Analyst I/II
2 Fiscal Support Technician	2 Chief Environmental Health Spec	<b>2 Requested Total</b>
1 Office Services Specialist	5 Environmental Health Spec IV	
2 Office Services Technician	1 Hazardous Materials Spec IV	
<b>10 Requested Total</b>	2 Hazardous Materials Spec I/II/III	
	24 Environ Health Spec Training/I/II	
	1 Senior Health Educator	
	1 Health Educator	
	1 Health Education Assistant I/II	
	<b>45 Current Total</b>	
	<u>Additions/Deletions</u>	
	(1) Chief Environmental Health Spec	
	(1) Health Education Assistant I/II	
	1 Director of Environmental Health	
	<b>44 Requested Total</b>	

Health and Sanitation



**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

**Goal 1: Improving the quality of life of County residents by safeguarding the community and environment.**

*Objective: Permit and inspect facilities within the County.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.48	.32	.30	.28	.27
Average number of critical risk factor violations associated with failed bacteriological water quality tests for permitted water systems tested as proxies for waterborne disease outbreaks.	.45	.59	.50	.18	N/A
Average number of critical risk factor violations, per facility inspected, associated with the handling of hazardous materials or waste which presents an immediate or potential threat to public health or the environment.	1.18	1.68	1.20	1.61	1.50
Average number of critical risk factor violations, per facility inspected, associated with the handling of solid waste which presents an immediate or potential threat to public health or the environment.	1.67	1.19	1.0	1.17	1.10
Average number of critical risk factor violations, per facility inspected, of hotels and motels which presents an immediate or potential threat to public health.	New Performance Measure				2.5

The Environmental Health Division of the Public Health Services Department provides State-mandated regulatory oversight and enforcement actions for community businesses and activities to ensure the appropriate application of the California Health and Safety Code. The division has a fully implemented risk-based inspection program focused on inspection services and designed to direct resources to areas with the greatest risk to the community. Directing resources to those facilities with the greatest risk will increase the division’s presence in these facilities and financially incentivize these businesses to comply with regulations. The division is phasing out the use of failed bacteriological water quality tests as a performance measure because use of such does not accurately represent the critical risk factor for waterborne disease.

**Health and Sanitation**

*Objective: Enhance protection of the community through industry training and education.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of people trained on food safety.	New Performance Measure				75
Number of people trained on handling of hazardous waste and materials.	New Performance Measure				100

The provision of training and education to local businesses will assist in the overall protection of the community and the environment. The number of people trained each year by the division should directly correlate to the average number of critical risk factor violations seen in facilities during inspections. Industry training and education measures are being added to the division’s performance measures, as the responsibilities of the division are broader than just inspecting for safety. It is the responsibility of the division to provide training and education to the industry to enhance the protection of the community.



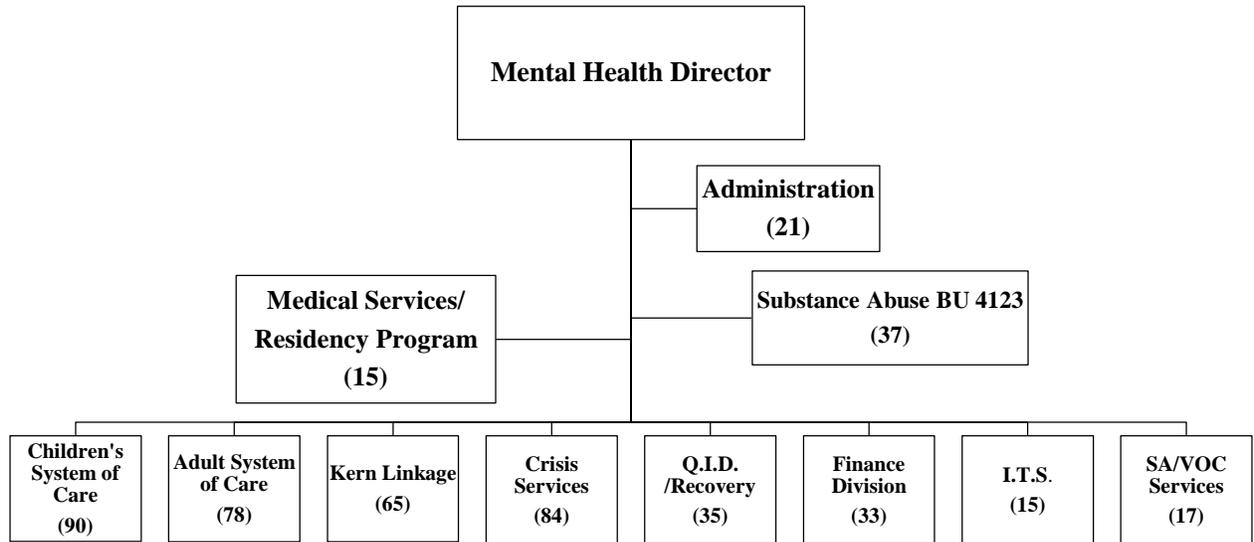
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**Mission Statement**

*Working together to achieve hope, healing, and a meaningful life in the community.*

**Organizational Chart**



Health and Sanitation

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Opened a new “Brief Therapy Clinic” on Oswell Street, in December, to serve individuals with a moderate level of mental illness who gained health care benefits under the Affordable Care Act (ACA);
- Was awarded a prestigious accreditation for the Crisis Hotline from the American Association of Suicidology;
- Provided mental health or substance abuse services to over 15,000 individuals living in Kern County;
- The division launched several social media links to the KernStopMethNow website to broaden the public awareness campaigns of the Methamphetamine Task Force including links to state of the art resource availability, promotion of community events including links to local training opportunities and general health promotion messages;
- Began the physical integration of the Substance Abuse and Mental Health departments to ensure long-term fiscal stability and increased efficiency by eliminating duplication of effort by re-positioning staff performing quality reviews and contract development into appropriate work units;
- Completed a county-wide stakeholder process mandatory for the development of a new Mental Health Services Act three-year program and expenditure plan.



## Mental Health Services Department

Department Head: William Walker, Interim

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4120 and 4121

### Description of Major Services

The Mental Health Department focuses its efforts on ensuring access to high quality mental health services throughout the County. The department serves as a community-based outpatient treatment system of care and works diligently to minimize hospitalization, promote less costly treatment modes, and ultimately help County residents recover from their illnesses. Implementation of the Mental Health Services Act (MHSA) has had a significant positive impact on these efforts. MHSA funded programs are augmenting the role of the department by providing consumer-driven services to previously underserved populations.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$8,000,000	\$0	\$0	\$0	\$4,753,608
Salaries and Benefits	46,287,332	48,588,271	46,945,278	48,736,998	48,736,998	48,564,868
Services and Supplies	34,603,647	44,906,716	34,169,475	43,524,356	43,524,356	43,649,375
Other Charges	12,325,255	15,320,250	11,442,129	20,168,410	13,768,410	13,940,540
Capital Assets	22,966	13,000	13,652	0	0	0
Other Financing Uses	0	0	0	0	0	300,000
<b>TOTAL EXPENDITURES</b>	<b>\$93,239,200</b>	<b>\$116,828,237</b>	<b>\$92,570,534</b>	<b>\$112,429,764</b>	<b>\$106,029,764</b>	<b>\$111,208,391</b>
<b>REVENUE:</b>						
Use of Money/Property	\$85,389	\$71,500	\$80,750	\$80,000	\$80,000	\$80,000
Intergovernmental	3,256,550	3,022,230	3,078,084	2,383,808	2,383,808	2,388,808
Charges for Services	28,129,717	28,725,606	22,189,065	28,319,356	28,319,356	28,319,356
Miscellaneous	1,282,494	950,619	567,281	457,048	457,048	457,048
Other Financing Sources:						
General Fund Contribution	1,173,749	1,173,749	1,173,747	1,173,749	1,173,749	1,173,749
2011 Program Realignment	23,585,010	22,771,521	21,594,708	19,272,999	19,272,999	19,305,126
2011 Realignment	20,936,667	21,230,195	22,771,521	22,657,898	22,657,898	22,761,469
KCIRT	1,184	0	0	0	0	0
Mental Health Services Act	25,565,915	28,650,000	27,534,699	36,099,044	29,999,044	30,269,498
ARRA HPRP Grant	1,745	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>\$104,018,420</b>	<b>\$106,595,420</b>	<b>\$98,989,855</b>	<b>\$110,443,902</b>	<b>\$104,343,902</b>	<b>\$104,755,054</b>
<b>NET FUND COST</b>	<b>(\$10,779,220)</b>	<b>\$10,232,817</b>	<b>(\$6,419,321)</b>	<b>\$1,985,862</b>	<b>\$1,685,862</b>	<b>\$6,453,337</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Operating expenses of \$43.5 million are comprised mostly of contracted and specialized professional services, and make up the majority of the department's expenditures within the services and supplies category. Staffing expenses of \$48.5 million are the other major expense category for the department. Together these expenditures fund programs and clinics necessary to provide mental health services to County residents. State, federal, and realignment revenue are

provided through sales tax, vehicle license fees, Medi-Cal, MHSA, Assembly Bill 109 (AB 109) Public Safety Realignment program, and federal grants.

In addition to its typical operating functions, the department's recommended budget establishes a capital project in budget unit 1960 and sets up appropriations in the amount of \$6.1 million from the MHSA Designation to fund the purchase of a new Mental Health building located at 2001 28<sup>th</sup> Street in Bakersfield. The building purchase will allow the department to relocate its Administration unit, Consumer Family Learning Center, and Southwest Recovery and Wellness Center to the new, centrally located, facility. Purchase, design, and partial occupancy are planned for FY 2014-15 with the remaining design of consumer space and remodel occurring in FY 2015-16. Long term savings on lease costs will be used to fund tenant improvements in FY 2015-16 with lease savings beyond FY 2015-16 being channeled back into direct client care.

### **Budget Changes and Operational Impacts**

Overall, the department's revenue and expenditure totals are on par with prior year spending and do not represent significant deviations from the status quo. The department's largest expense items in FY 2014-15 will be salaries and benefits (\$48.5 million) and funds disbursed via service delivery contracts to provide patient treatment (\$33.5 million of the total \$43.5 million allocated to services and supplies).

In 2011, the State realigned the assignment of program and fiscal responsibility to local governments (2011 Realignment). The 1991 Mental Health Program Realignment funding, one of the department's main sources of revenue, was subsequently diverted to fund California Work Opportunities and Responsibilities to Kids (CalWORKs) program responsibilities. The services that were previously funded with 1991 Mental Health Program Realignment are now supported by a guaranteed revenue source within the 2011 Realignment structure. 2011 Realignment funds are transferred in equal monthly payments, relieving the burden of variability in timing of tax receipts that often created cash flow concerns under the previous 1991 Realignment disbursement model. The department's share of 2011 Realignment funding will be \$22.7 million in FY 2014-15.

Additionally, realignment brought a new funding source to the department through Assembly Bill 109 (AB 109), the Public Safety Realignment Act of 2011. This act shifted a large portion of the offender population responsibilities from the State to local governments. Mental Health's AB 109 allocation is \$1.7 million for FY 2014-15, which will be used to provide additional staffing and increased contractor funding for both in-custody and outpatient mental health programs and services for the AB 109 population.

Beginning in FY 2012-13, two additional programs were added to the State's 2011 Realignment budget plan; Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and Mental Health Managed Care. EPSDT is a federally mandated program that requires the County, as the State's contractor, to provide Medi-Cal beneficiaries under the age of 21 with all medically necessary specialty mental health services. The Mental Health Managed Care program provides Medi-Cal beneficiaries with specialty mental health services. The services provided under this plan include psychiatric inpatient hospital services and outpatient specialty mental health

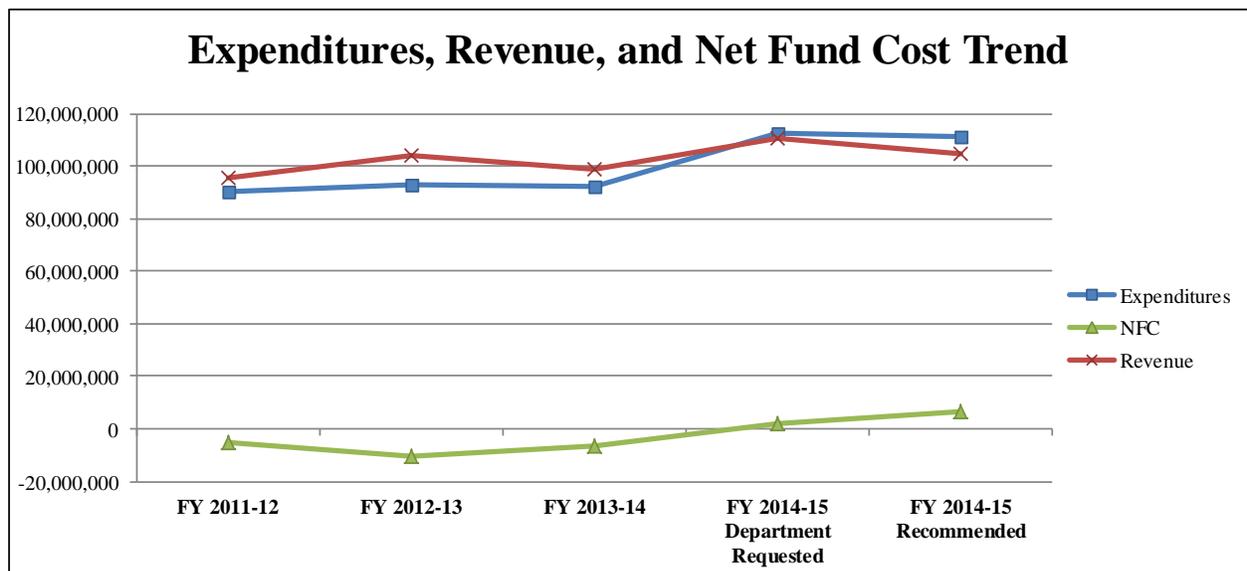
services. The department's EPSDT and Mental Health Managed Care allocations in FY 2014-15 will be \$10.3 million and \$6.9 million, respectively.

MHSA funding is set at \$30.1 million in FY 2014-15 and will be used to provide community and support services as well as prevention and early intervention services to County residents. A portion of MHSA funds will also be used for workforce education and training and to address the department's capital facilities and technology needs.

Overall, the FY 2014-15 recommended budget provides the department with the desired flexibility to continue to meet the demands and challenges of providing quality mental health services to Kern County residents. The department will use of \$1.7 million in available fund balance carry forward from FY 2013-14 to offset the department's overall fund cost in FY 2014-15; the remaining fund balance of \$4.7 million has been placed in appropriations for contingencies. The coming fiscal year will bring significant changes to the department with the implementation of expanded Medi-Cal services as part of the Affordable Care Act (ACA). New Medi-Cal clients with serious mental illnesses and substance abuse disorders are expected to be served through the County's system of care. Newly eligible individuals will have 100% Medi-Cal funding in the first three years of coverage as opposed to the 50% Federal Financial Participation (FFP) and 50% local match formula used in years prior to the ACA. After 2016, Medi-Cal will cover no less than 90% of costs on a permanent basis.

Finally, the department will repay the State the difference between the interim Medi-Cal payments received and the settled cost report for FY 2008-09. This payback is a result of the department claiming certain ineligible costs during the 2008-09 period, which has now been audited and settled. Funds for the payback are included in the department's FY 2014-15 recommended budget. Subsequent fiscal years beyond 2008-09 are anticipated to have amounts due to the State, however, the funds for those repayments are set aside in designations and will be repaid once the State completes its settlement processes in future fiscal years. The department has improved its cost reporting and allocation practices to mitigate future paybacks.

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### Staffing Changes and Operational Impacts

The Mental Health Services Department is authorized 454 total positions; 451 full time positions and 3 part time positions. The recommended budget includes the addition of 9 positions and the deletion of 9 positions for no net change in authorized positions. Funding is provided for 444 positions, leaving 10 positions vacant and unfunded.

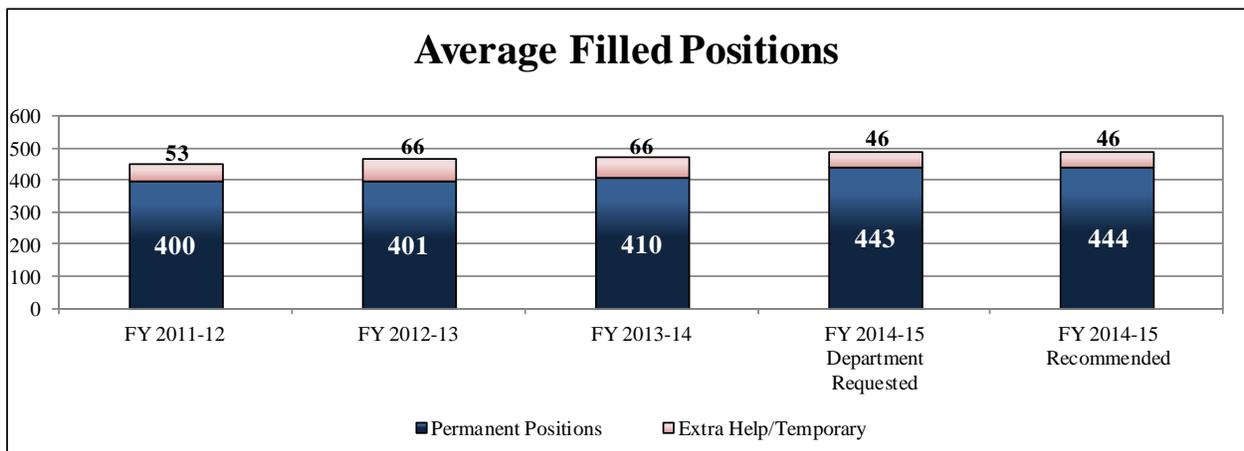
The recommended budget includes the addition of the following positions: one (1) Programmer I/II; two (2) Program Support Supervisors; one (1) Administrative Services Officer; one (1) Patient Rights Advocate; one (1) Mental Health Nurse I/II; two (2) Business Office Specialist III, and one (1) Maintenance Worker I/II/III/IV.

The recommended budget includes the deletion of the following vacant positions: one (1) Departmental Analyst I/II; one (1) Program Specialist I/II; one (1) Office Services Coordinator; one (1) Psychiatrist (contract); one (1) Substance Abuse Specialist I/II; one (1) Mental Health Unit Supervisor, and three (3) Fiscal Support Technicians.

The net effect of the requested position additions and deletions is an overall decrease in annual costs of \$62,970.

The recommended budget holds vacant and unfunded 10 full time positions. These unfunded positions include: one (1) Mental Health Recovery Specialist; one (1) Mental Health Therapist Trainee; one (1) Office Services Assistant; two (2) Office Services Technicians; one (1) Pre-Licensed Vocational Nurse; one (1) Psychology Intern (contract); two (2) Substance Abuse Specialists, and one (1) Supervising Mental Health Clinician.

Health and Sanitation



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	400	401	410	443	444
Extra Help/Temporary	53	66	66	46	46
<b>Total Positions</b>	<b>453</b>	<b>467</b>	<b>476</b>	<b>489</b>	<b>490</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	393	394	404	N/A	N/A
Extra Help/Temporary (FTE)	44	54	53	N/A	N/A
<b>Total Positions</b>	<b>437</b>	<b>448</b>	<b>457</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$43,859,193</b>	<b>\$46,287,332</b>	<b>\$46,945,278</b>	<b>\$48,736,998</b>	<b>\$48,564,868</b>

## Summary of Authorized Positions

The department has 454 authorized permanent positions, of which 444 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Executive Administration	21	2	(2)	21		15	6	21
Finance Administration	34	4	(3)	35		35	0	35
Information Technology Services	15	0	0	15		15	0	15
Medical Services	15	0	(1)	14		14	0	14
Quality Improvement Division	35	2	(2)	35		35	0	35
Adult Community Services	78	0	0	78		74	4	78
Children's System of Care	90	0	0	90		90	0	90
Crisis Services Administration	84	1	(1)	84		84	0	84
Kern Linkage Program	65	0	0	65		65	0	65
Substance Abuse	17	0	0	17		17	0	17
<b>Total</b>	<b>454</b>	<b>9</b>	<b>(9)</b>	<b>454</b>		<b>444</b>	<b>10</b>	<b>454</b>

<b>Executive Administration</b>	<b>Finance Administration</b>	<b>Information Technology</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Deputy Director MHS	7 Accountant I/II/III	1 Computer Operator I/II/III
1 Director of Mental Health Services	1 Contract System Supervisor	1 Information System Specialist I/II
1 Family Advocate	5 Fiscal Support Specialist	1 LAN Systems Administrator
2 MH Therapist Trainee	14 Fiscal Support Technician	1 MH Unit Supervisor
1 MH Unit Supervisor	2 Mail Clerk I/II	2 Office Services Specialist
1 Office Services Assistant	1 Office Services Specialist	1 Office Services Technician
1 Office Services Coordinator	1 Program Specialist I/II	4 Sr. Information Systems Specialist
1 Office Services Specialist	1 Program Support Supervisor	1 Sr. Office Services Specialist
4 Office Services Technician	1 Programmer I	2 Systems Analyst I/II
2 Patient Rights Advocate	1 Special Project Manager	1 Technology Services Manager
1 Program Specialist I/II	<u>34</u> <b>Current Total</b>	<u>15</u> <b>Current Total</b>
1 MH Recovery Specialist Aide	<b>Additions/(Deletions)</b>	
2 Sr. Office Services Specialist	1 Administrative Services Officer	
1 Substance Abuse Specialist I/II	1 Maintenance Worker I/II/III/IV	
1 Supervising MH Clinician	2 Business Office Specialist III	
<u>21</u> <b>Current Total</b>	<u>(3)</u> Fiscal Support Technician	
<b>Additions/(Deletions)</b>	<u>35</u> <b>Requested Total</b>	
1 Patient Rights Advocate		
1 Program Support Supervisor		
(1) Office Services Coordinator		
(1) Program Specialist I/II		
<u>21</u> <b>Requested Total</b>		
<b>Adult Community Services</b>	<b>Quality Improvement</b>	<b>Medical Services</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Administrative Coordinator	1 Administrative Coordinator	1 Administrative Coordinator
1 Clinical Psychologist I/II	1 Behavioral Hlth. & Rec. Sys. Admn.	1 Mental Health Medical Director
3 MH Nurse I/II	3 Departmental Analyst I/II	1 MH Recovery Specialist I/II/III
2 MH Recovery Specialist Aide	1 MH Nurse I/II	1 MH Unit Supervisor
23 MH Recovery Specialist I/II/III	1 MH Planning Analyst	1 Nurse Practitioner
1 MH System Administrator	9 MH Recovery Specialist I/II/III	1 Office Services Technician
12 MH Therapist I/II	1 MH System Administrator	1 Program Specialist I/II
6 MH Unit Supervisor	4 MH Therapist I/II	5 Psychiatrist III, Mental Health
1 Office Services Assistant	3 MH Unit Supervisor	2 Psychiatrist-Contract
1 Office Services Specialist	1 Office Services Assistant	<u>1</u> Sr. Office Services Specialist
12 Office Services Technician	1 Office Services Specialist	<u>15</u> <b>Current Total</b>
1 Prelicensed Vocational Nurse	5 Office Services Technician	<b>Additions/(Deletions)</b>
1 Program Technician	1 Program Specialist I/II	<u>(1)</u> Psychiatrist - Contract
5 Psychology Intern-Contract	2 Supervising MH Clinician	<u>14</u> <b>Requested Total</b>
2 Staff Nurse	<u>1</u> Vocational Nurse I/II	
3 Substance Abuse Specialist I/II	<u>35</u> <b>Current Total</b>	
<u>3</u> Supervising MH Clinician	<b>Additions/(Deletions)</b>	
<u>78</u> <b>Current Total</b>	1 Programmer I/II	
	1 MH Nurse I/II	
	(1) Departmental Analyst I/II	
	<u>(1)</u> MH Unit Supervisor	
	<u>35</u> <b>Requested Total</b>	



Children's System of Care	Crisis Services Administration	Kern Linkage Program
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Coordinator	1 Administrative Coordinator	1 Administrative Coordinator
1 Clinical Psychologist I/II	1 Clinical Supervisor	2 MH Nurse I/II
1 MH Nurse I/II	7 MH Nurse I/II	24 MH Recovery Specialist I/II/III
3 MH Recovery Specialist Aide	1 MH Recovery Specialist Aide	1 MH System Administrator
31 MH Recovery Specialist I/II/III	30 MH Recovery Specialist I/II/III	10 MH Therapist I/II
1 MH System Administrator	1 MH System Administrator	4 MH Unit Supervisor
25 MH Therapist I/II	10 MH Therapist I/II	1 Office Services Specialist
4 MH Unit Supervisor	2 MH Unit Supervisor	10 Office Services Technician
2 Office Services Assistant	1 Office Services Assistant	1 Pre Licensed Vocational Nurse
1 Office Services Specialist	1 Office Services Specialist	4 Substance Abuse Specialist I/II
11 Office Services Technician	11 Office Services Technician	7 Vocational Nurse I/II
1 Program Specialist I/II	4 Staff Nurse	<u>65</u> <b>Current Total</b>
1 Staff Nurse	5 Substance Abuse Specialist I/II	
4 Substance Abuse Specialist I/II	3 Supervising MH Clinician	
3 Supervising MH Clinician	6 Vocational Nurse I/II	
<u>90</u> <b>Current Total</b>	<u>84</u> <b>Current Total</b>	
	<b>Additions/(Deletions)</b>	
	1 Program Support Supervisor	
	(1) Substance Abuse Specialist I/II	
	<u>84</u> <b>Requested Total</b>	
 <b>Substance Abuse</b>  		
<u>Classification</u>		
7 MH Recovery Specialist I/II/III		
3 MH Therapist I/II		
2 Office Services Technician		
1 Program Specialist I/II		
1 Sr. Office Services Specialist		
1 Substance Abuse Specialist I/II		
2 Supervising MH Clinician		
<u>17</u> <b>Current Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Provide effective clinical outcomes that are also cost effective for consumers receiving mental health services

#### *Objective 1: Decrease hospitalization, incarceration and homelessness of individuals entering mental health treatment*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percent change in the number of days of psychiatric hospitalization of individuals in their first year of mental health treatment compared to the year prior to treatment	83% reduction	83% reduction	85% reduction	68% reduction	75% reduction
Percent change in the number of days of incarceration of individuals in their first year of mental health treatment compared to the year prior to treatment	88% reduction	88% reduction	90% reduction	80% reduction	90% reduction
Percent change in the number of days of homelessness of individuals in their first year of mental health treatment compared to the year prior to treatment.	79% reduction	79% reduction	90% reduction	57% reduction	90% reduction

The department's primary mission is to reduce those life impairments that consumers experience due to their mental illness. The above measurements reflect changes in the most severe consequences of psychiatric illness including hospitalization, incarceration and homelessness. Significant reductions in these areas also reduce the costs to the County and our community in general. Currently, the department is meeting its strategic plan goals in these areas and hopes to maintain this progress over the coming year.

#### *Objective 2: Increase client self-reporting of progress in their treatment goals and overall satisfaction since beginning treatment*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of clients self-reporting progress of their recovery from serious mental illness	N/A	70%	69%	69%	70%
Percentage of adults receiving mental health services who are satisfied or very satisfied with the department's services	88%	89%	93%	83%	90%
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the department's services	90%	87%	90%	85%	90%

Consumer perception of progress in treatment and satisfaction is essential in assessing the clinical outcomes from our services and required by the California Department of Health Care services. During the past year, the department has maintained overall client satisfaction averages that are at or above the State averages for other County mental health programs in California. Since beginning to collect client self-report of progress while in treatment, the overall percentage of clients who reported treatment progress has increased and we expect to maintain these numbers and expand these measurement across our system of care (including contract providers).

### Goal 2: Provide and improve access to mental health services

#### *Objective 1: Increase outreach to children in foster care*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of children in foster care who receive mental health services	49%	51%	54%	55%	55%

This measurement was initiated several years ago when the department's outreach to foster care children was significantly below the statewide average of mental health departments. Several of the department's State audit groups have focused on this area for improvement and the department developed a number of strategies and programs to improve foster care outreach. There has been significant improvement in this area and the County is only slightly below the statewide average for large counties at this time. In the following year, the goal is to match and/or exceed the statewide average in this area.

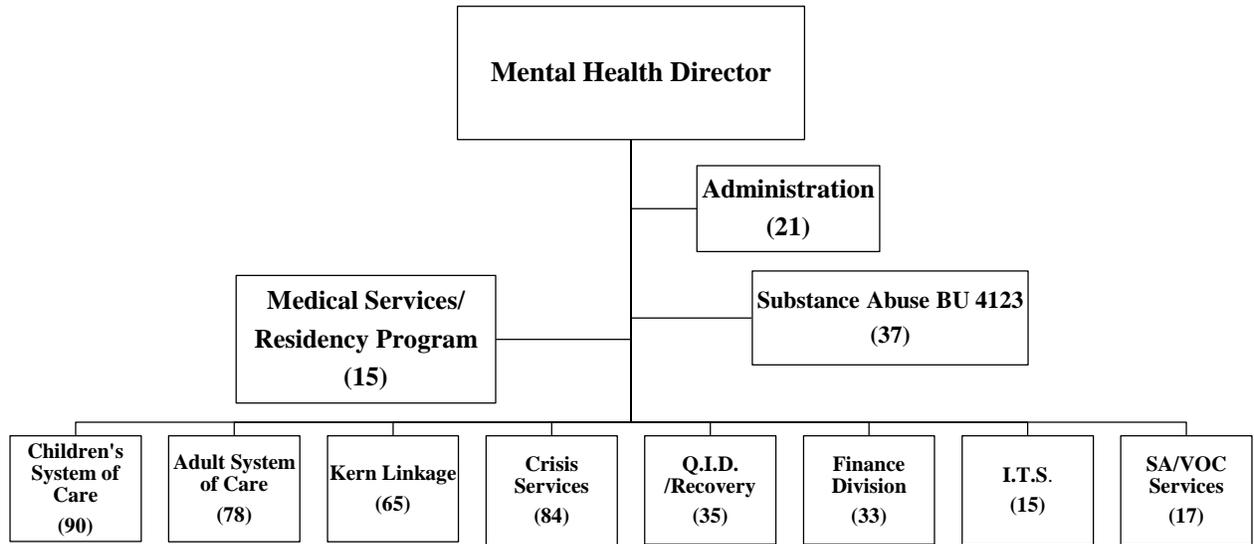
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**Mission Statement**

*Working together to achieve hope, healing, and a meaningful life in the community.*

**Organizational Chart**



**Health and Sanitation**

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Opened a new “Brief Therapy Clinic” on Oswell Street, in December, to serve individuals with a moderate level of mental illness who gained health care benefits under the Affordable Care Act (ACA).
- Was awarded a prestigious accreditation for the Crisis Hotline from the American Association of Suicidology;
- Provided mental health or substance abuse services to over 15,000 individuals living in Kern County;
- The division launched several social media links to the KernStopMethNow website to broaden the public awareness campaigns of the Methamphetamine Task Force including state of the art resource availability, promotion of community events including links to local training opportunities and general health promotion messages;
- Began the physical integration of the Substance Abuse and Mental Health departments to ensure long-term fiscal stability and increased efficiency by eliminating duplication of effort by re-positioning staff performing quality reviews and contract development into appropriate work units;
- Completed a county-wide stakeholder process mandatory for the development of a new Mental Health Services Act three-year program and expenditure plan.



## Mental Health – Substance Abuse Program

Department Head: Bill Walker, Interim

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4123

### Description of Major Services

The Mental Health Substance Abuse Program provides a variety of treatment and prevention programs to meet the needs of the community. The Substance Abuse program meets Health and Safety Code §11800 to administer, coordinate and monitor the County alcohol program, and §11962 to administer, coordinate, and monitor the County drug program. In addition, the Substance Abuse program functions as the lead agency for implementation of Proposition 36.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$3,360,481	\$3,806,249	\$3,293,332	\$3,549,600	\$3,549,600	\$3,549,600
Services and Supplies	7,184,830	10,544,741	7,796,725	10,318,047	10,307,716	10,315,282
Other Charges	301,512	401,872	348,614	568,159	568,159	568,159
<b>TOTAL EXPENDITURES</b>	<b>\$10,846,823</b>	<b>\$14,752,862</b>	<b>\$11,438,671</b>	<b>\$14,435,806</b>	<b>\$14,425,475</b>	<b>\$14,433,041</b>
<b>REVENUE:</b>						
Intergovernmental	\$4,471,621	\$4,340,336	\$3,928,127	\$4,024,793	\$4,024,793	\$4,024,793
Charges for Services	3,918,269	4,093,047	3,931,857	4,603,220	4,603,220	4,603,220
Miscellaneous	122	100,000	131	0	0	0
Other Financing Sources:						
General Fund Contribution	318,022	318,022	318,024	318,022	307,689	307,689
2011 Realignment	5,912,229	5,609,557	6,050,851	5,197,873	5,197,873	5,205,439
Alcoholism Program	159,706	72,587	72,587	72,587	72,587	72,587
Alcohol Abuse Education/Prev.	100,094	61,748	61,748	61,748	61,748	61,748
Drug Program Fund	22,000	157,565	157,565	157,565	157,565	157,565
<b>TOTAL REVENUE</b>	<b>\$14,902,063</b>	<b>\$14,752,862</b>	<b>\$14,520,890</b>	<b>\$14,435,808</b>	<b>\$14,425,475</b>	<b>\$14,433,041</b>
<b>NET FUND COST</b>	<b>(\$4,055,240)</b>	<b>\$0</b>	<b>(\$3,082,219)</b>	<b>(\$2)</b>	<b>\$0</b>	<b>\$0</b>

Health and Sanitation

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The department's largest expense items in FY 2014-15 will be salaries and benefits (\$3.5 million) and funds disbursed via service delivery contracts for substance abuse counseling and treatment (\$9.9 million). Overall, the department's revenue and expenditure totals are on par with prior year spending and do not represent significant deviations from the status quo.

Primary funding for the programs operated within this budget unit is provided by sources outside the General Fund. However, in order to qualify for much of the funding, a County General Fund contribution in the amount of \$111,363 is required and is appropriated in the Mental Health – County Contribution budget unit 4127.

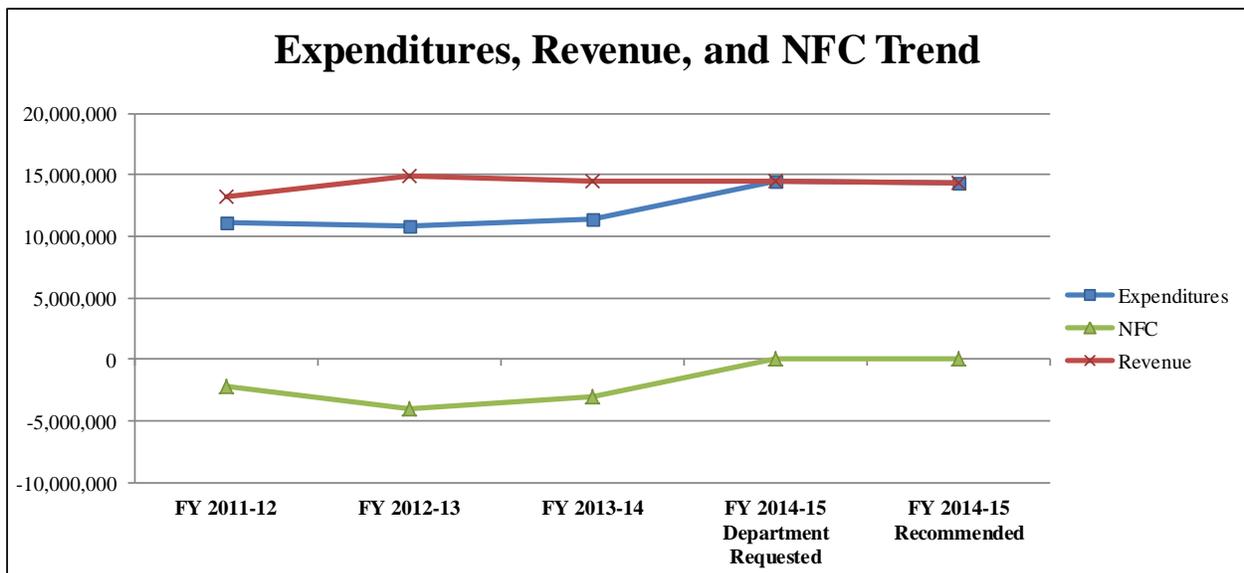
### Budget Changes and Operational Impacts

The Criminal Justice Realignment Act, also known as AB 109, provides a significant funding source to the department. The Substance Abuse program’s allocation of AB 109 funding in FY 2014-15 is \$1.7 million, which will be used to provide evidence-based treatment to inmates in the Lerdo Jail Facility and community-based treatment for the released AB 109 population. Additional 2011 Realignment funding amounts to \$3.4 million in the recommended budget. The Substance Abuse Prevention and Treatment (SAPT) block grant will provide approximately \$4 million in funding to the department in FY 2014-15. The General Fund will contribute \$196,326 for assistance with gang suppression activities. Funding for this program was reduced by 5% as all General Fund contributions are being reduced to mitigate current fiscal constraints.

Since 2011 Realignment, State program responsibilities and corresponding revenue has been shifted to local government. This plan realigned several substance abuse treatment programs that were previously funded through the State Department of Alcohol and Drug Programs. The realigned programs include Regular and Perinatal Drug Medi-Cal, Regular and Perinatal Non Drug Medi-Cal, and Drug Courts. Funding levels remain relatively consistent with pre-realignment levels, and no service impacts have been experienced with this change. AB 109 Realignment funds will continue to be split equally between Mental Health and Substance Abuse services, with the majority of funding being utilized for direct services delivered through the department and contracted providers, housing, and medications.

The coming fiscal year will bring significant changes to the department with the implementation of expanded Medi-Cal services as part of the Affordable Care Act (ACA). New Medi-Cal clients with serious mental illnesses and substance abuse disorders are expected to be served through the County’s system of care. Newly eligible individuals will have 100% Medi-Cal funding in the first three years of coverage as opposed to the 50% Federal Financial Participation (FFP) and 50% local match used in years prior to the ACA. After 2016, Medi-Cal will cover no less than 90% of costs on a permanent basis.

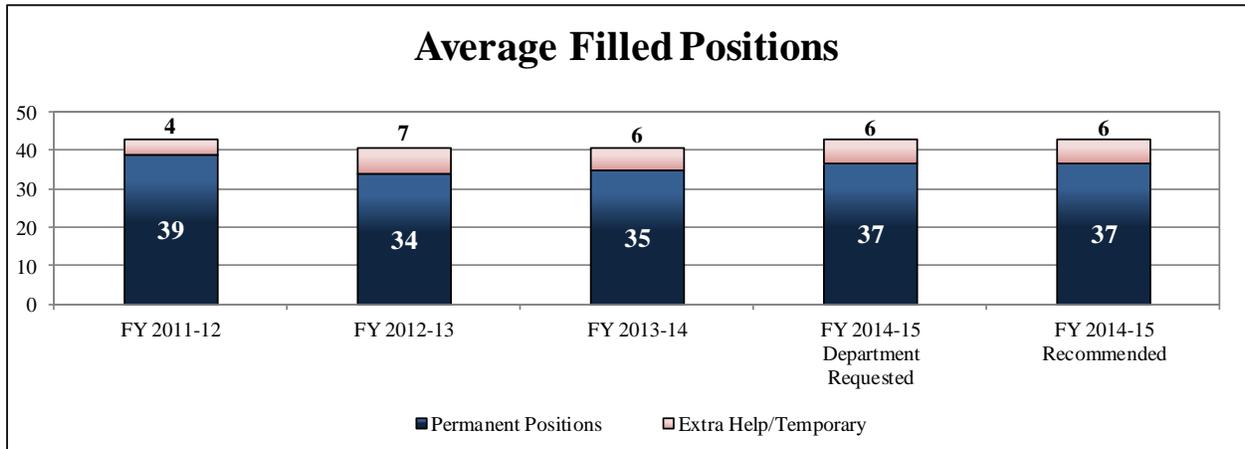
Health and Sanitation



### Staffing Changes and Operational Impacts

The department is currently authorized 47 positions in the Substance Abuse program. The recommended budget includes funding for 37 positions. As part of the budget process, the department is requesting to delete 10 positions that have remained vacant and unfunded for at least two fiscal years. Deleting these long-term unfunded positions represents a “clean up” of the salary schedule and will have no impact on expenses as the positions have historically been unfunded. The department’s list of deletions includes: one (1) Youth Prevention Specialist; one (1) Mental Health Nurse; one (1) Office Services Assistant; one (1) Supervising Mental Health Clinician; three (3) Mental Health Therapist Trainees; one (1) Office Services Coordinator, and two (2) Mental Health Recovery Specialists.

Health and Sanitation



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	39	34	35	37	37
Extra Help/Temporary	4	7	6	6	6
<b>Total Positions</b>	<b>43</b>	<b>41</b>	<b>41</b>	<b>43</b>	<b>43</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	38	33	33	N/A	N/A
Extra Help/Temporary (FTE)	3	7	5	N/A	N/A
<b>Total Positions</b>	<b>41</b>	<b>40</b>	<b>38</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$3,785,946</b>	<b>\$3,360,481</b>	<b>\$3,293,332</b>	<b>\$3,549,600</b>	<b>\$3,549,600</b>



### Summary of Authorized Positions

The department has 47 authorized permanent positions, of which 10 will be deleted and 37 are budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Total Requested	Filled	Vacant	Total
Substance Abuse Administration	47	0	(10)	37	37	0	37
<b>Total</b>	47	0	(10)	37	37	0	37

<b>Substance Abuse Administration</b>	
<b><u>Classification</u></b>	
1	Behavioral Health & Recovery System Administrator
2	Program Coordinator
14	Substance Abuse Specialist I/II
4	Youth Prevention Specialist I/II
1	Mental Health Nurse
1	Contract System Supervisor
1	Systems Analyst I/II
2	Fiscal Support Technician
1	Office Service Coordinator
1	Sr. Office Services Specialist
8	Office Services Technician
1	Office Services Assistant
2	Supervising MH Clinician
3	Mental Health Therapist Trainee
2	MH Planning Analyst
3	MH Recovery Specialist I/II/III
47	<b>Current Total</b>
<b><u>Additions/(Deletions)</u></b>	
(1)	Youth Prevention Specialist I/II
(1)	Mental Health Nurse I/II
(1)	Office Services Assistant
(1)	Supervising MH Clinician
(3)	Mental Helth Therapist Trainee
(1)	Office Services Coordinator
(2)	Mental Health Recovery Specialist I/II/III
37	<b>Requested Total</b>

Health and Sanitation



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Improve the health of children and adults with preventive services.

*Objective 1: Maintain the KernStopMethNow collaborative to increase the awareness of the negative impact methamphetamine use has in the County.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average attendance at each quarterly meeting of the task force	33	33	33	33	35
Average number of community events each month sponsored by the task force	.38	.25	.33	.91	1
Number of participants attending community events	500	1,200	1,300	1500	1,700
Average number of social media participants each month (YouTube, FaceBook, Twitter)	N/A	YT:29 FB:601	800	YT:29 FB:1130 TW:80	1,200
Average viewing audience for each public service announcement	N/A	N/A	384,000	395,000	350,000
Average number of parents exposed to prevention messages	30	40	150	160	200
Average number of hours per month in support meetings	4.13	6.33	6.44	6.00	6.50
Number of participants attending substance abuse training	100	200	600	700	850
Number of outreach events attended by the task force members	2	6	5	11	12

Methamphetamine addiction affects both the private and public sector in the County. Local data demonstrates the prevalence of the problem in the everyday activities of every major county department. The causal antecedent conditions include risk factors associated with families, employment, public safety, and early onset of use among youth. The mission of the task force is to strengthen collaboration among communities working to prevent and reduce substance use. The task force meets quarterly, is organized into four sub-committees, participates in the development of geo-political specific coalitions, sponsors mass and social media to disseminate information and conducts a plethora of outreach, training and technical assistance activities to build awareness and mobilization. The short-term goal is to continue to recruit communities to mobilize their prevention efforts; the long-term goal is to reduce the incidence of abuse. Challenges include despair and hopelessness, positive attitudes toward use, and insufficient evidence-based practices. The opportunities include strengthening families, youth, business, faith communities and criminal justice to create a perception that drug use is socially unacceptable.

**Goal 2: Increase public safety with effective rehabilitation for persons with substance use disorders.**

*Objective 1: Increase enrollment for individuals requiring substance use disorder treatment in Kern County.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of individuals referred to treatment by criminal justice or child welfare each month.	New Performance Measure			280	300
Number of residential beds available each month	New Performance Measure			54	37
Number of outpatient treatment slots available each month	New Performance Measure			1,127	1,500
Number of methadone slots available each month	New Performance Measure			1,150	1,800
Average monthly enrollment in residential programs	New Performance Measure			58	45
Average monthly enrollment in outpatient programs	New Performance Measure			583	750
Average monthly enrollment in methadone programs	New Performance Measure			889	1200
Percent reduction of jail days measured at discharge from programs	77.3%	85.2%	65%	89%	65%

The Substance Abuse System of Care is organized into five Levels of Care; all outlying areas in the county have minimal outpatient programs. The more intensive Levels of Care, in addition to outpatient programs, are located in Bakersfield. Historically, about 5% of individuals require residential placement, 15% require an intensive level of outpatient and the remaining 80% of individuals are served in outpatient programs. The department utilizes patient placement criteria to screen and refer individuals to treatment to enhance access and utilize limited resources through managed care principles. On a daily average, approximately 1,600 individuals are enrolled in programs throughout the county. With the advent of health care reform and expanded populations eligible to receive services, it is unknown if sufficient capacity will be available to meet the need.

*Objective 2: Increase the number of individuals successfully completing treatment in Kern County.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average length of stay in residential programs	45	45	45	45	45
Average length of stay in outpatient programs	90	100	90	85	90
Average length of stay in methadone programs	New Performance Measure			76	49
Completion rates for outpatient programs	New Performance Measure			27%	42%
Completion rates for residential programs	New Performance Measure			55%	75%
Percentage of adults participating in substance abuse treatment who report being satisfied with services	87%	87%	85%	97%	85%

In collaboration with criminal justice and treatment providers, the criteria for “Successful Completion” includes attendance, negative drug screens, and credible plans for employment/education, social support and relapse triggers related to physical or mental health issues. The system of care manages an average 45-day length of stay in residential programs, 180 days for intensive outpatient and 90 days for outpatient programs. These measurements are based upon scientific literature regarding the treatment of substance use disorders. The most current data indicates the completion rate is 40.2%. This rate is based upon a population that has been coerced into treatment. With the advent of health care reform, this rate may decline when more individuals without external support enter into treatment programs.

Health and Sanitation



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## County Contribution – Mental Health Services

Department Head: Bill Walker, Interim

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4127

### Description of Major Services

This budget unit has been established to facilitate the appropriation of the General Fund contribution to the Mental Health Services Department. Appropriations within this budget unit will be transferred to the Mental Health Services operating budget unit 4120 and Mental Health Services – Substance Abuse operating budget unit 4123.

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$1,491,771	\$1,491,771	\$1,491,770	\$1,491,771	\$1,481,438	\$1,481,438
<b>TOTAL EXPENDITURES</b>	<b>\$1,491,771</b>	<b>\$1,491,771</b>	<b>\$1,491,770</b>	<b>\$1,491,771</b>	<b>\$1,481,438</b>	<b>\$1,481,438</b>
<b>REVENUE:</b>						
Intergovernmental	\$402,625	\$402,625	\$402,624	\$402,624	\$402,624	\$402,624
<b>TOTAL REVENUE</b>	<b>\$402,625</b>	<b>\$402,625</b>	<b>\$402,624</b>	<b>\$402,624</b>	<b>\$402,624</b>	<b>\$402,624</b>
<b>NET GENERAL FUND COST</b>	<b>\$1,089,146</b>	<b>\$1,089,146</b>	<b>\$1,089,146</b>	<b>\$1,089,147</b>	<b>\$1,078,814</b>	<b>\$1,078,814</b>

Health and Sanitation

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

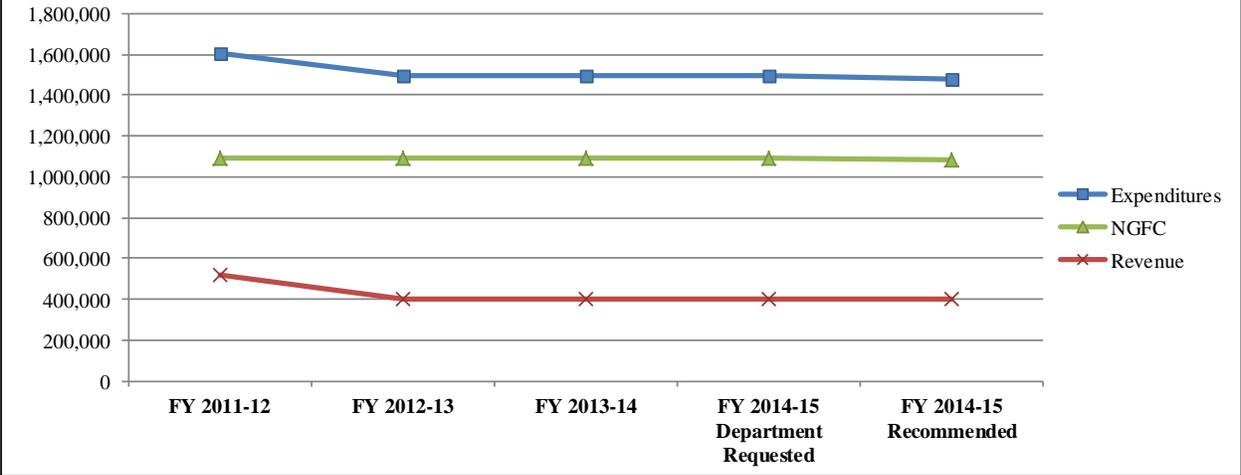
The State requires the County to appropriate funding through a Maintenance of Effort (MOE) for mental health and substance abuse services in the amounts of \$771,125 and \$111,363 respectively. The County contribution includes an additional \$196,326 to Substance Abuse budget unit 4123 for assistance with gang suppression activities; funding for this program was reduced by 5% as all General Fund contributions are being reduced to mitigate fiscal constraints on the County General Fund.

### Budget Changes and Operational Impacts

The recommended budget represents the mandated funding in accordance with MOE requirements. The only budget change is the 5% reduction of gang suppression funding for which the department has indicated there will be no significant service level impacts.



### Expenditures, Revenue, and NGFC Trend



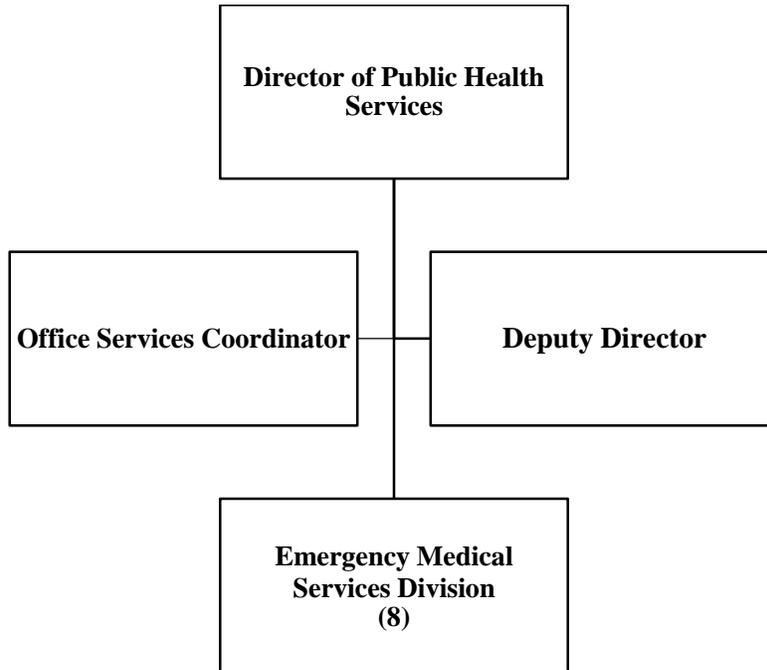
Health and Sanitation



**Mission Statement**

*Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.*

**Organizational Chart**



Health and Sanitation

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The division implemented processes, procedures, and agreements to coordinate a complex network of resources to ensure victims of heart attacks receive rapid care and life-saving interventions.
- The division eliminated hospital closure, ensuring hospitals are always open to ambulance traffic, providing maximum emergency room choice for each patient.
- The division expanded stroke system of care by designating an additional hospital as a stroke specialty center, bringing the total to five.
- The division implemented system-wide addition of radio communication channels to expand interoperability capacity, improved trauma system through focused evaluations and studies, secured grant funds to update electronic patient care reporting system by including reports from Fire basic life support first-responders, held a series of countywide paramedic update classes to educate paramedics on major protocol updates and changes, and added a fireline paramedic program to improve safety of firefighters.



## Emergency Medical Services

Department Head: Matt Constantine

Fund: General

Budget Unit: 4200

Function: Health and Sanitation

Activity: Hospital Care

### Description of Major Services

The Emergency Medical Services (EMS) Division is responsible for monitoring the delivery of emergency medical services and coordinating system participation throughout the County. EMS system participants include fire departments, ambulance companies, other emergency service providers, hospitals, and the public. EMS continually monitors the performance standards of community ambulance providers and ensures compliance with contract requirements. The division provides certification and accreditation of County pre-hospital personnel, including certification and re-certification for emergency medical technicians (EMT), paramedics, specialized nurses and specialized dispatchers. The division administers the Countywide trauma system and manages Emergency Medical Payments which partially reimburses hospitals and physicians for County indigent services.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$844,109	\$905,042	\$922,523	\$835,669	\$836,487	\$836,487	
Services and Supplies	150,869	159,489	203,564	259,244	258,426	258,426	
Other Financing Uses	0	268,001	0	0	0	131,928	
<b>TOTAL EXPENDITURES</b>	<b>\$994,978</b>	<b>\$1,332,532</b>	<b>\$1,126,087</b>	<b>\$1,094,913</b>	<b>\$1,094,913</b>	<b>\$1,226,841</b>	
Expend. Reimb.	(\$111,141)	(\$110,525)	(\$110,382)	(\$130,671)	(\$130,671)	(\$130,671)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$883,837</b>	<b>\$1,222,007</b>	<b>\$1,015,705</b>	<b>\$964,242</b>	<b>\$964,242</b>	<b>\$1,096,170</b>	
<b>REVENUE:</b>							
Licenses and Permits	\$169,860	\$126,117	\$144,936	\$187,571	\$187,571	\$187,571	
Intergovernmental	170,069	167,492	115,259	127,492	127,492	127,492	
Charges for Services	134,000	134,004	134,000	233,999	233,999	233,999	
Miscellaneous	5,708	560	34,917	350	350	350	
Other Financing Sources:							
Emergency Medical Services Fund	324,760	443,692	369,879	336,921	336,921	336,921	
EMS Week-Donations	0	500	0	0	0	0	
County Service Area #40.1 EMS	7,178	3,000	4,366	3,200	3,200	3,200	
<b>TOTAL REVENUE</b>	<b>\$811,575</b>	<b>\$875,365</b>	<b>\$803,357</b>	<b>\$889,533</b>	<b>\$889,533</b>	<b>\$889,533</b>	
Less Available BSI *	\$0	(\$268,001)	\$0	\$0	\$0	(\$131,928)	
<b>NET GENERAL FUND COST</b>	<b>\$72,262</b>	<b>\$78,641</b>	<b>\$212,348</b>	<b>\$74,709</b>	<b>\$74,709</b>	<b>\$74,709</b>	
BSI Ending Balance *	\$275,175	N/A	\$141,001	N/A	N/A	N/A	

\* BSI = Budget Savings Incentives

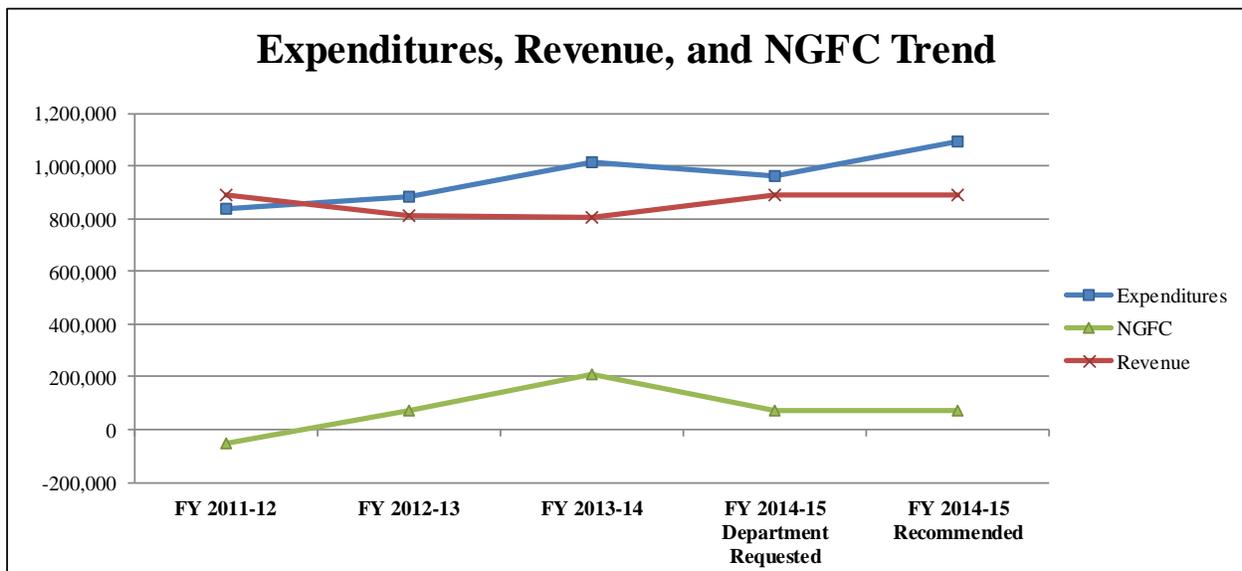
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The division receives revenue for issuing ambulance permits, issuing certifications and re-certifications, performing oversight of trauma systems at Kern Medical Center and for medical assessment fees collected from court fines and penalties. The largest expenditure category for the

division is staffing which is anticipated to remain relatively flat. The recommended budget requires the department use a portion of its accumulated Budget Savings Incentive (BSI) credits.

### Budget Changes and Operational Impacts

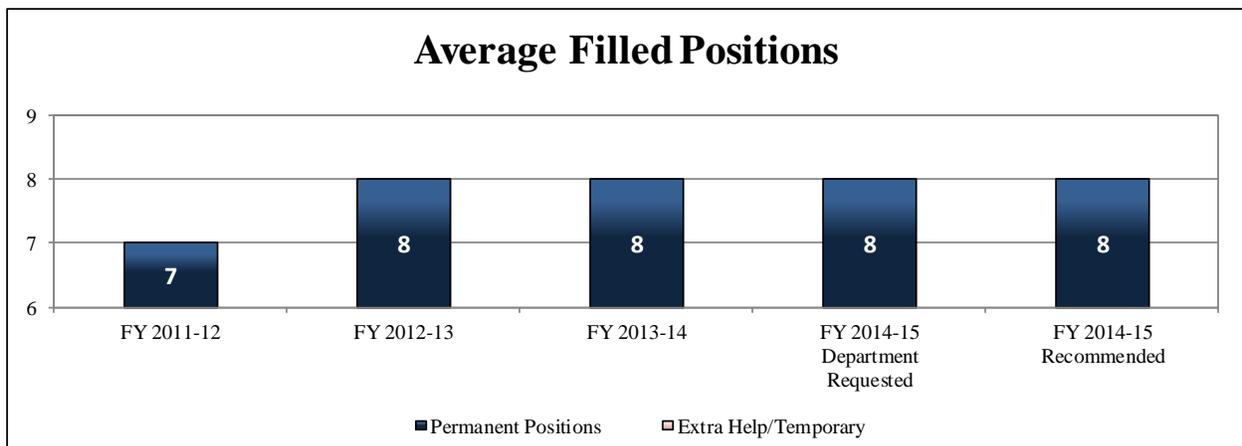
The division’s largest revenue source, transfers from the Emergency Medical Services Fund, is expected to decrease next fiscal year due to declining court fee receipts. The increase in charges for services revenue is primarily due to a revision of the ambulance rates process that required service providers to reimburse the division for contracted rate reviews. This has no net impact on the division as the services and supplies expense will increase by an identical amount. The recommended budget provides funding for all eight authorized positions, which requires the use of \$27,948 of accumulated BSI credits.



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### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	7	8	8	8	8
Extra Help/Temporary	0	0	0	0	0
<b>Total Positions</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	7	8	8	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
<b>Total Positions</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$745,777</b>	<b>\$844,109</b>	<b>\$922,523</b>	<b>\$835,669</b>	<b>\$836,487</b>

### Summary of Authorized Positions

The division has eight authorized permanent positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	8	0	0	8	8	0	8
<b>Total</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>

#### Administration

**Classification**

- 1 Director of Emergency Medical Services
- 1 Senior Emergency Medical Services Coordinator
- 5 Emergency Medical Services Coordinator
- 1 Office Services Technician
- 8 Requested Total**

Health and Sanitation



**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

**Goal 1: Ensure patients receive optimal, high-quality and timely emergency medical care to improve survival rates.**

*Objective 1: Regulate and monitor emergency medical service system participants*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of paramedic compliance with treatment protocols	91.7%	95%	95 to 100%	95%	95 to 100%
Percentage of instances in which ground ambulances arrive on the scene within the required response time for Priority 1, Priority 2, and Priority 3 calls	98.7%	97%	90 to 100%	97%	90 to 100%
Percentage of instances in which air ambulances arrive on scene within required response times.	New Performance Measure				90 to 100%
Percentage of compliance data submitted accurately and timely by each contracted ambulance service provider.	New Performance Measure				90 to 100%
Percentage of compliance data submitted accurately and timely by specialty care centers.	New Performance Measure				90 to 100%
Percentage of ePCR data submitted within the fifteen hour time requirement.	New Performance Measure				95 to 100%
Percentage of BLS ambulances responded to ALS designated calls.	New Performance Measure				≤ 3%
Percentage of EMT enforcement related actions managed within State allotted timelines.	New Performance Measure				95 to 100%

Emergency medical service system participants provide specific medical treatments dependent upon the signs and symptoms a patient is displaying. Compliance with required response times, data submission, and established protocols ensure appropriate medical care is provided, and therefore; the division added six additional measures in this category to track and report performance. The division obtains these performance measures monthly and reviews for compliance. Areas out of compliance are addressed within the following month in an attempt to improve performance timely.

Health and Sanitation

*Objective 2: Regulate and monitor pre-hospital training programs and evaluate current protocols, policies, and procedures to ensure application of current evolving medical practices and countywide implementation.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Audit pre-hospital continuing education provider programs for compliance with State and local requirements.	New Performance Measure				Audit at least 30%
Audit paramedic training programs for compliance with State and local requirements.	New Performance Measure				Audit at least 50%
Audit EMT training programs for compliance with State and local requirements.	New Performance Measure				Audit at least 50%
Percentage of paramedic protocols reviewed by the division and updated to current medical practices.	New Performance Measure				95 to 100%
Percentage of current EMT protocols reviewed by the division and updated to current medical practices.	New Performance Measure				95 to 100%
Percentage of current inventory policies reviewed by the division and updated to current medical equipment standards.	New Performance Measure				95 to 100%

This was an area not previously reported by the division; however, due to ever evolving medical practices, it is essential that emergency medical service system participants are receiving regular continuing education and training and that protocols are continually updated to reflect such changes.



*Objective 3: Provide partial reimbursement for indigent medical care to emergency medical service system participants.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of days after valid EMS Fund claims were made that physicians were paid.	36 days	35 days	Range of 15 to 45 days	44 days	N/A

The Emergency Medical Services Fund was established as a depository for funds derived from various fines, penalties, and forfeitures imposed and collected by local courts to partially offset the losses emergency medical service system participants incur for services provided and not reimbursed. Timely payment helps to prevent inappropriate transfer of patients with emergency medical needs and no means for payment of needed services. This measurement is being discontinued because it does not reflect performance by the division, as payments are made as claims are received.

**Goal 2: Maintain the ability to appropriately respond to medical emergencies during times of disaster.**

*Objective 1: Ensure division staff is appropriately trained to coordinate a response in the event of a disaster*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Hours annually devoted to disaster preparedness activities	3,214	2,712	3,500	2,715	N/A
Staff participating in discussion based exercises.	New Performance Measure				≥ 3
Staff participating in functional exercises.	New Performance Measure				≥ 2

Continual participation in disaster preparedness exercises allows the division to evaluate the readiness of staff to respond in the event of a disaster and to provide staff with the tools necessary to adequately respond in the event of a disaster.

*Objective 2: Ensure local providers are appropriately trained to respond in the event of a disaster.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Participate in multi-agency training exercises.	New Performance Measure				≥ 3

Practicing disaster response with other agencies during exercises allows for a more coordinated approach to caring for the community.



## County Contribution – Kern Medical Center

Department Head: Russell Judd

Function: Health and Sanitation

Fund: General

Activity: Hospital Care

Budget Unit: 4202

### Description of Major Services

State law mandates that the County provide medical care for indigent residents and inmates of correctional facilities. This budget unit appropriates funds to reimburse the Kern Medical Center Enterprise Fund for providing medical services to indigent patients, jail inmates, and juveniles in County detention facilities.

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$36,980,694	\$41,586,093	\$61,609,282	\$49,005,756	\$41,295,231	\$44,781,656
<b>TOTAL EXPENDITURES</b>	<b>\$36,980,694</b>	<b>\$41,586,093</b>	<b>\$61,609,282</b>	<b>\$49,005,756</b>	<b>\$41,295,231</b>	<b>\$44,781,656</b>
<b>REVENUE:</b>						
Intergovernmental	\$15,700,694	\$10,500,000	\$10,499,998	\$10,500,000	\$11,910,653	\$11,910,653
<b>TOTAL REVENUE</b>	<b>\$15,700,694</b>	<b>\$10,500,000</b>	<b>\$10,499,998</b>	<b>\$10,500,000</b>	<b>\$11,910,653</b>	<b>\$11,910,653</b>
<b>NET GENERAL FUND COST</b>	<b>\$21,280,000</b>	<b>\$31,086,093</b>	<b>\$51,109,284</b>	<b>\$38,505,756</b>	<b>\$29,384,578</b>	<b>\$32,871,003</b>

Health and Sanitation

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

This budget unit accounts for \$44.8 million in payments to Kern Medical Center and Correctional Medicine for providing medical care to indigent and uninsured residents and inmates of correctional facilities. These costs are offset by an allocation of Health Program Realignment derived from sales taxes and vehicle license fees.

### Budget Changes and Operational Impacts

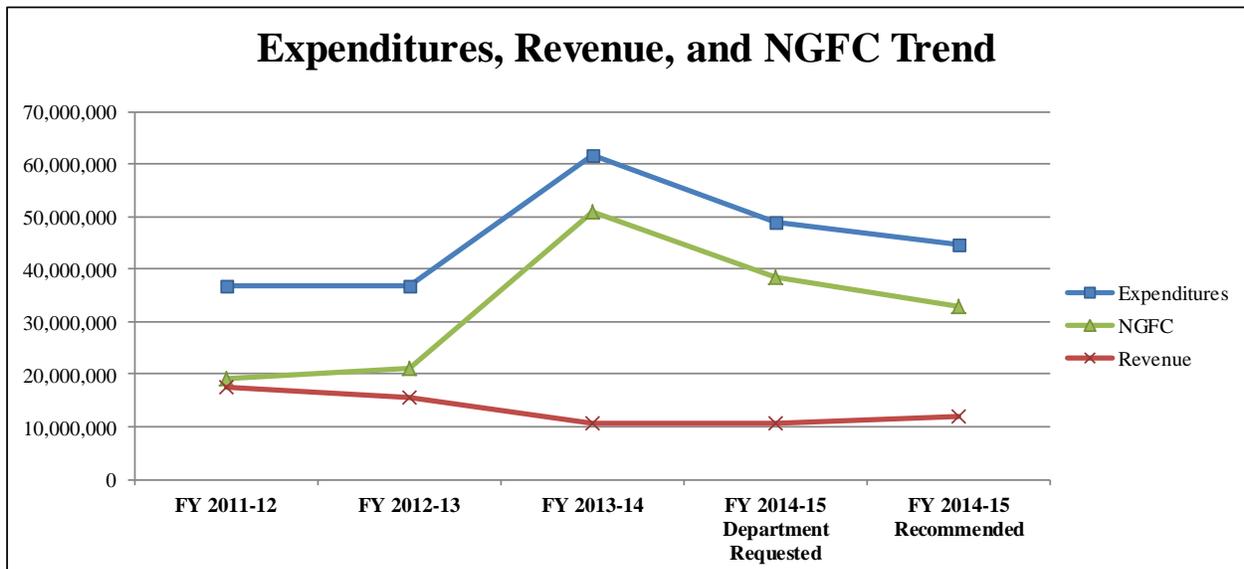
The hospital is partially funded by an allocation from Health Program Realignment revenue for services provided to adult indigent patients. The State implemented optional Medi-Cal expansion to those individuals with incomes up to 138% of the federal poverty level under the federal Affordable Care Act (ACA) beginning January 2014. As a result, individuals previously covered by the County as indigent residents have gained health care coverage under Medi-Cal expansion, resulting in some savings for the County. The Brown Administration assumes counties will eventually achieve enough savings from expanded eligibility to offset the State’s reductions in realignment funding. Kern Medical Center was able to negotiate amendments to the State’s coverage expansion assumptions resulting in a substantial retention of health realignment funding in FY 2014-15. The recommended allocation of Health Program Realignment revenue is approximately \$11.9 million in FY 2014-15.



Costs and reimbursements associated with adult and juvenile inmate medical care are recognized in the Correctional Medicine budget unit 8988; however, the County contribution for providing inmate care originates in budget unit 4202. In FY 2013-14 the County issued a Request for Proposals (RFP) to medical care providers to assess the value of outsourced service delivery. The RFP has been placed on hold until the hospital’s new administrative staff, Kern Medical Center Management, Inc., completes its evaluation of correctional medicine services and meets with the County Administrative Office and Kern County Sheriff to determine the best course of action moving forward. The decision to outsource correctional medicine services or keep them in-house is expected to be complete in FY 2014-15. In the interim, the County anticipates the correctional medicine Net General Fund Cost will not exceed \$21.5 million in FY 2014-15.

Finally, the County General Fund is making a contribution to Kern Medical Center to support the hospital’s routine operations, fund several capital projects deemed critical to the medical center’s future success, and true-up the hospital’s losses for the months of May and June in FY 2013-14. In total, \$13.4 million will be allocated to the hospital with \$10 million earmarked to fund day-to-day operations and approximately \$2.5 million set aside for the seismic reclassification project, G-Wing decommissioning project, pediatric remodel, medical records improvement, and Phase I of the information systems rewire and nurse call system. The remaining funds of approximately \$930,000 will cover the hospital’s losses in May and June 2014.

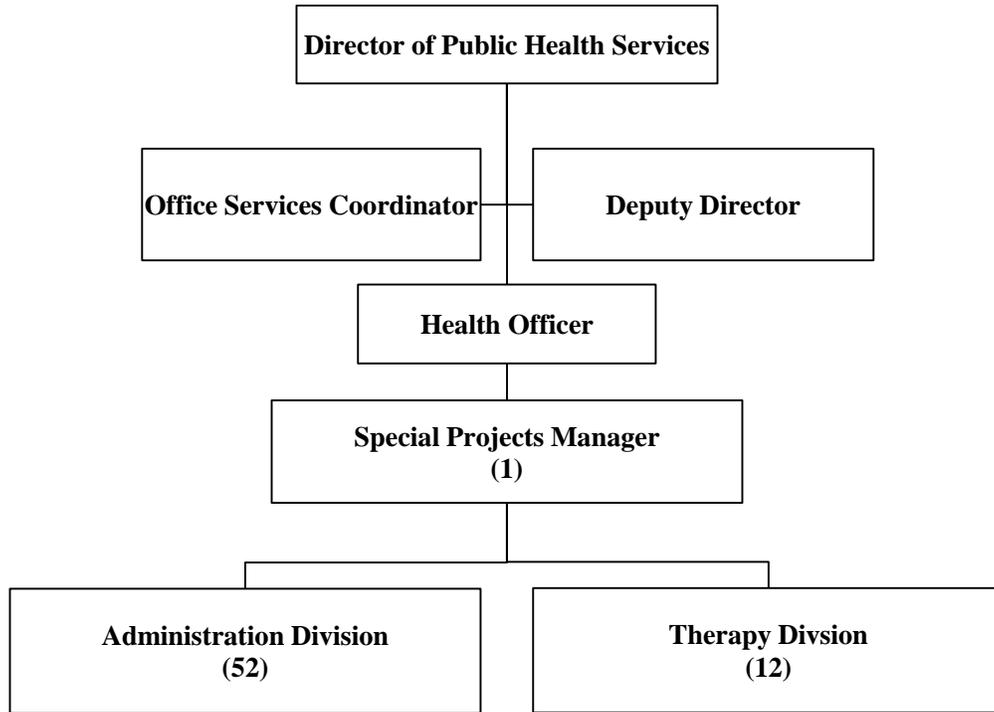
Health and Sanitation



**Mission Statement**

*Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.*

**Organizational Chart**



**Health and Sanitation**

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The division made notable impacts in remaining within established budget guidelines by correcting the State’s erroneous charges, resulting in the return of \$660,000 at the close of FY 2012-13.
- The division established an intake unit, improving the delivery of services by reducing the wait time to obtain medical services.
- The division enhanced customer service by establishing a parent liaison position, holding a transition fair to provide information on resources available to clients reaching maximum program eligibility age, and conducting a “how to create a Care Notebook workshop.”
- The division continues to improve operational efficiencies through the establishment of multi-disciplinary teams.



## California Children's Services

Department Head: Matt Constantine

Fund: General

Budget Unit: 4300

Function: Health and Sanitation

Activity: California Children Services

### Description of Major Services

The California Children's Services (CCS) Program provides diagnosis, treatment and therapy services to children with disabling conditions. The program is designed to ensure that children with medically eligible conditions realize their maximum physical and social potential. The CCS Program, mandated by the California Health and Safety Code, currently provides diagnostic and treatment services, medical case management and physical and occupational therapy services to approximately 6,000 children.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,953,882	\$7,073,350	\$6,138,622	\$6,641,361	\$6,641,361	\$6,641,361
Services and Supplies	1,868,198	2,294,492	1,842,131	2,124,645	2,124,645	2,124,645
Other Charges	127	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$7,822,207</b>	<b>\$9,367,842</b>	<b>\$7,980,753</b>	<b>\$8,766,006</b>	<b>\$8,766,006</b>	<b>\$8,766,006</b>
<b>REVENUE:</b>						
Intergovernmental	\$7,271,863	\$8,391,582	\$7,586,059	\$8,175,316	\$8,175,316	\$8,274,870
Charges for Services	91,970	176,026	99,088	131,900	131,900	131,900
Miscellaneous	2,229	39,774	5,471	25,000	25,000	25,000
<b>TOTAL REVENUE</b>	<b>\$7,366,062</b>	<b>\$8,607,382</b>	<b>\$7,690,618</b>	<b>\$8,332,216</b>	<b>\$8,332,216</b>	<b>\$8,431,770</b>
<b>NET GENERAL FUND COST</b>	<b>\$456,145</b>	<b>\$760,460</b>	<b>\$290,135</b>	<b>\$433,790</b>	<b>\$433,790</b>	<b>\$334,236</b>

Health and Sanitation

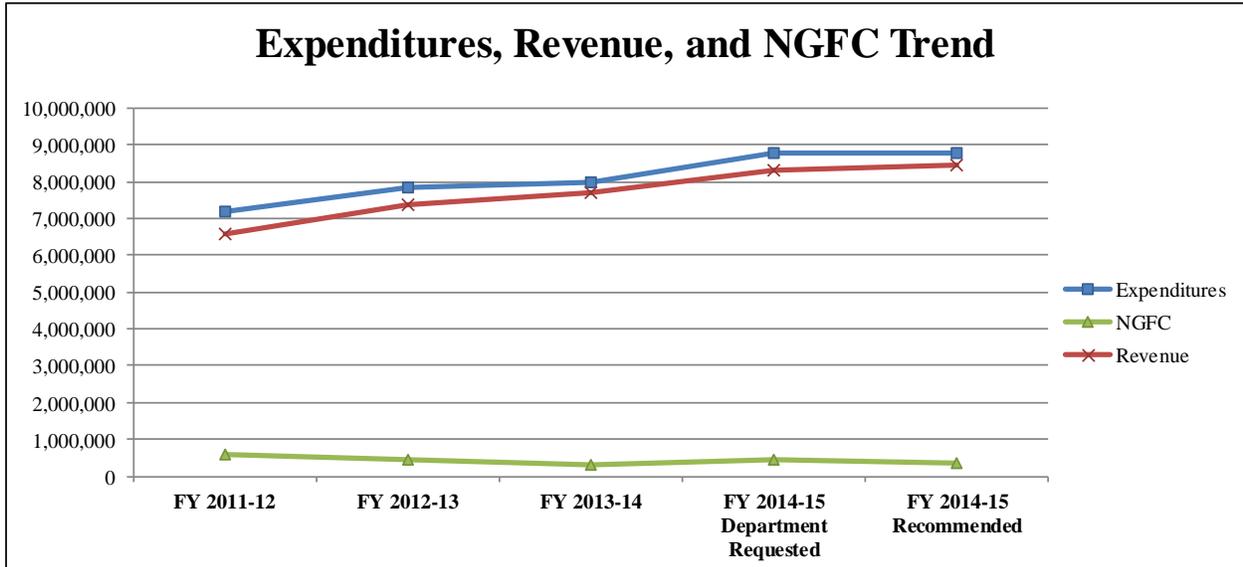
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The administrative and case management costs incurred by CCS are reimbursed by the State and federal government, at varying ratios, depending on the health benefits a child is eligible to receive. Medi-Cal eligibility results in a 100% reimbursement by the State; Targeted Low Income Children's Program (formerly Healthy Families) eligibility results in an 82.5% reimbursement. Ineligibility for either program results in a 50% State reimbursement to CCS. Revenue from the State is budgeted using actual CCS caseload eligibility statistics for the current year. Medical therapy services are reimbursed 50% by the State. Services and supplies expenditures include costs related to diagnostic and treatment services provided.

### Budget Changes and Operational Impacts

The recommended budget includes \$99,554 in intergovernmental revenue to reflect a carryover balance of 1991 realignment revenue. While the FY 2013-14 budget funded all authorized positions, greater than anticipated vacancies lowered the salaries and benefits costs for that year.

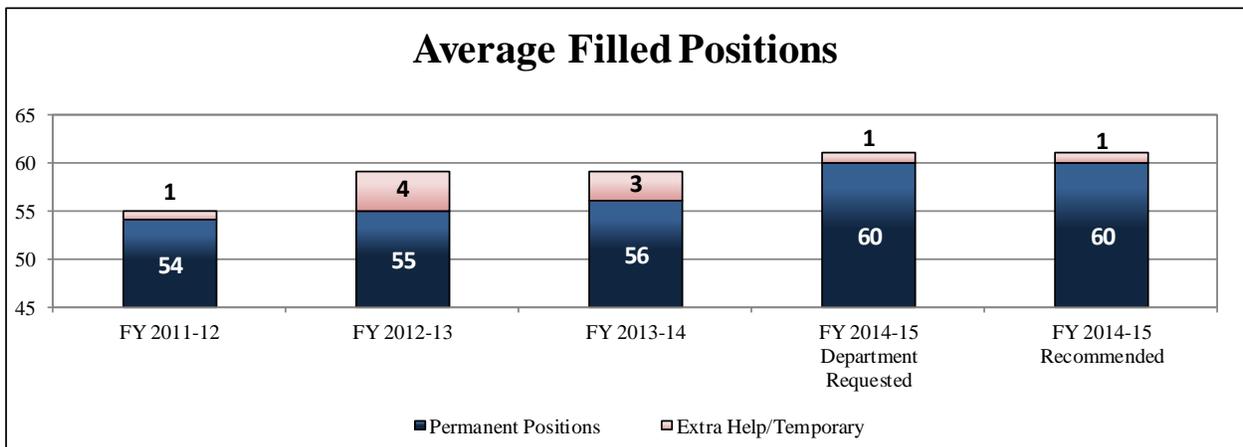
The recommended budget assumes some of these positions will be filled resulting in salaries and benefits costs higher than FY 2013-14 actual. In an effort to alleviate the cost and inefficiency of paper record keeping, the services and supplies object is increased over FY 2013-14 actual to accommodate the one-time purchase of a software platform that will provide protected electronic transmittal of patient health data and allow for electronic document storage, indexing and data mining.



Health and Sanitation

### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The recommended budget includes holding vacant and unfunded one (1) Physical Therapist position, one (1) Office Services Specialist position, one (1) Public Health Nurse Jr./I/II position, one (1) Office Services Assistant position, and (1) Assistant Program Director position at an annual savings of approximately \$514,000. Work duties have been absorbed by other program staff allowing the division to meet State mandated service levels. In FY 2013-14 the division had a lower number of average filled permanent positions due to eight unplanned vacancies.



**4-Year Staffing Trend**

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	54	55	56	60	60
Extra Help/Temporary	1	4	3	1	1
<b>Total Positions</b>	<b>55</b>	<b>59</b>	<b>59</b>	<b>61</b>	<b>61</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	51	52	53	N/A	N/A
Extra Help/Temporary (FTE)	1	3	2	N/A	N/A
<b>Total Positions</b>	<b>52</b>	<b>55</b>	<b>55</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,367,323</b>	<b>\$5,953,882</b>	<b>\$6,138,622</b>	<b>\$6,641,361</b>	<b>\$6,641,361</b>

**Summary of Authorized Positions**

The division has 65 authorized permanent positions, of which 60 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	53	0	0	53	49	4	53
Therapy	12	0	0	12	11	1	12
<b>Total</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>60</b>	<b>5</b>	<b>65</b>

**Administration**

- Classification
- 1 Special Projects Manager
  - 2 Program Support Supervisor
  - 3 Program Support Specialist
  - 12 Program Technician
  - 1 Occupational/Physical Therapist
  - 2 Public Health Nurse III
  - 17 Public Health Nurse Jr./I/II
  - 1 Programmer I/II
  - 2 Fiscal Support Specialist
  - 3 Fiscal Support Technician
  - 1 Office Services Assistant
  - 1 Office Services Specialist
  - 6 Office Services Technician
  - 1 Assistant Program Director
  - 53 Requested Total**

**Therapy**

- Classification
- 1 Supervising Therapist
  - 6 Occupational/Physical Therapist
  - 1 Therapy Supervisor
  - 2 Therapy Aide
  - 2 Office Services Technician
  - 12 Requested Total**



**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

<b>Goal 1: Ensure patients receive optimal, high-quality and timely medical care.</b>					
<i>Objective 1: Minimize the amount of time it takes to link a referred patient to services.</i>					
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of days to determine medical eligibility of referrals					Less than or equal to 5 days
<p>The division provides mandated medical services to referred children. Minimizing the number of days it takes to link a child to services can have an impact on the recovery of the child.</p>					

**Health and Sanitation**



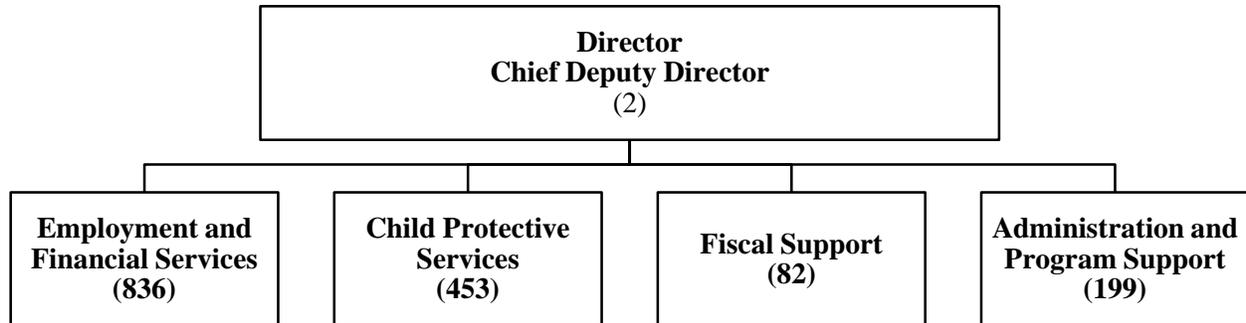
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**Mission Statement**

*The Department of Human Services partners with children, individuals, families and the community to provide customer-centered services. We work to ensure safe, protected and permanent homes for children and we actively assist individuals as they prepare for employment.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Completed a state mandated review process in Child Protective Services resulting in the development of the County's Child Welfare System Improvement Plan (SIP) and realized significant improvements in the majority of outcomes.
- Collaborated with the Differential Response Program to achieve reductions in foster care entry rates.
- Developed the Temporary Assistance for Needy Families Subsidized Employment Program entitled "Work Today" which brought in more than \$2 million in federal funding to Kern County.
- Kern Regional Call Center managed calls regarding Health Care Reform.
- Awarded \$697,269 for Medi-Cal Outreach & Enrollment and created a plan utilizing Community Based Organizations to reach targeted populations.
- Recognized by California Department of Social Services for low CalFresh error rate of lower than state and national average.
- Awarded \$600,000 for Get Fresh Grant to implement focused nutrition education interventions geared toward the needs of low income residents. An extension of the Supplemental Nutrition Assistance Program-Education Grant of \$1.4 million previously awarded.

Public Assistance



## Human Services - Administration

Department Head: Dena Murphy, Interim  
 Fund: Human Services - Administration  
 Budget Unit: 5120

Function: Public Assistance  
 Activity: Administration

### Description of Major Services

The Human Services Department administers State, local and federally mandated public assistance programs which include California Work Opportunity and Responsibility to Kids Program (CalWorks), CalWorks Welfare to Work Program, County-funded general assistance, and CalFresh, and referral services, and foster family home licensing.

Most public assistance programs administered by the department are controlled by federal and/or State laws, and are regulated and supervised by the State Department of Social Services (CDSS). The department continues to direct its efforts to a family –focused service delivery system which includes initiatives such as Family-to-Family, Linkages, Differential Response, Disproportionality Project, Heart Gallery for adopted children, and continued work on implementation of Child Welfare League of America (CWLA) recommendations through the resulting strategic plan for service improvements.

The department functions as a full service adoption agency, licensed by CDSS. The department provides a continuum of services to members of the adoption triad – birth parents, adoptees and adoptive parents. The department also operates child protective services that provide a 24-hour response system designated to receive, investigate and evaluate reports of child abuse and neglect. In conjunction with this responsibility, the department operates the Jamison Center, which temporarily shelters children who have been removed from their home due to safety concerns until a foster home can be arranged.

The department administers eligibility for the Medi-Cal program which pays for health care services provided to qualifying individuals and families who live in California and who fall within certain income levels. Beginning in FY 2013-14, the department also became responsible for outreach and enrollment of newly eligible Medi-cal recipients under the Affordable Care Act.

### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$119,121,873	\$133,441,455	\$130,214,690	\$135,497,453	\$135,497,453	\$135,497,453
Services and Supplies	25,912,528	42,868,296	30,348,137	41,992,422	41,992,422	41,992,422
Other Charges	9,601,899	11,608,407	11,715,433	17,884,426	17,884,426	17,884,426
Capital Assets	101,090	130,000	97,336	124,000	124,000	154,420
<b>TOTAL EXPENDITURES</b>	<b>\$154,737,390</b>	<b>\$188,048,158</b>	<b>\$172,375,596</b>	<b>\$195,498,301</b>	<b>\$195,498,301</b>	<b>\$195,528,721</b>
<b>REVENUE:</b>						
Use of Money/Property	\$27,606	\$94,812	\$17,392	\$27,624	\$27,624	\$27,624
Intergovernmental	117,460,212	145,970,913	138,511,443	151,482,543	151,482,543	151,512,963
Charges for Services	151,950	139,377	186,510	130,013	130,013	130,013
Miscellaneous	34,495	30,126	84,066	135,718	135,718	135,718
Other Financing Sources:						
2011 Realignment	18,229,726	21,225,894	21,369,287	23,052,021	23,052,021	22,908,488
County Contribution	3,457,752	18,656,146	18,656,148	13,367,457	13,367,457	11,937,428
Social Services Realignment	1,321,045	1,361,734	1,361,734	1,425,927	1,425,927	1,548,871
Wraparound Services	0	0	59,678	711,010	711,010	711,010
<b>TOTAL REVENUE</b>	<b>\$140,682,786</b>	<b>\$187,479,002</b>	<b>\$180,246,258</b>	<b>\$190,332,313</b>	<b>\$190,332,313</b>	<b>\$188,912,115</b>
<b>NET FUND COST</b>	<b>\$14,054,604</b>	<b>\$539,956</b>	<b>(\$7,870,662)</b>	<b>\$5,165,988</b>	<b>\$5,165,988</b>	<b>\$6,616,606</b>

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling \$135.5 million which covers employee costs for the administration and operation of various programs such as CalWORKs, CalFresh, Child Protective Services, Adoptions, and Foster Care. Services and supplies are budgeted at \$42 million which includes the cost associated with community providers for services required under several programs. Other charges are budgeted at \$17.9 million and include reimbursements to other County departments for professional services for programs as well as administrative costs through the county-wide cost allocation plan.

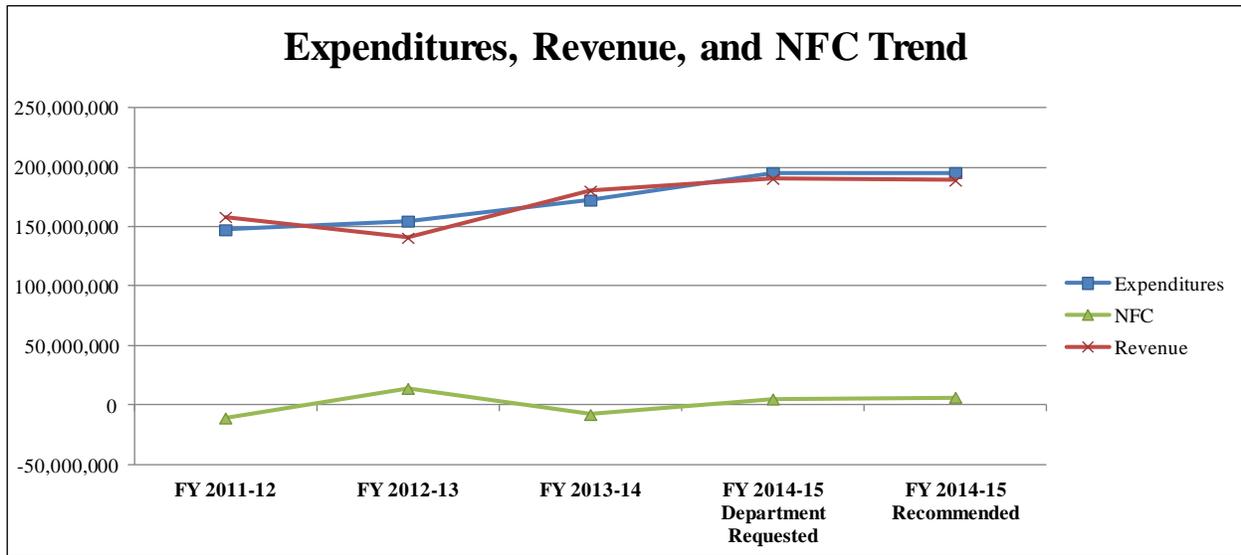
The largest revenue source for the department is federal and State reimbursements in the amount of \$151.5 million. The majority of funding for the department's various programs is funded by federal and State funds, however many programs have a County share of cost which is the portion the County is responsible for funding. The County's responsibility is funded by \$22.9 million in 2011 Realignment revenues, \$1.5 million in 1991 Realignment revenues, \$11.9 million in General Fund contribution, and \$6.6 million in assigned fund balance. Realignment revenue is derived from sales taxes and vehicle license fee collections of the State and as such are contingent upon the stability of the economy.

## Budget Changes and Operational Impacts

The recommended budget includes an increase in other charges of \$5.8 million due primarily to the launch of the Expanded Subsidized Employment Program and an increase in the county-wide cost allocation charges. The budget continues to include funding for expanded Phase 1 Differential Response services provided by the Kern County Network for Children.

Intergovernmental revenue is increasing \$9.1 million due to the Expanded Subsidized Employment Program and increased caseload. The County contribution from the General Fund is decreasing by \$6.8 million, which coincides with fund balance available of \$6.7 million at June 30, 2014.

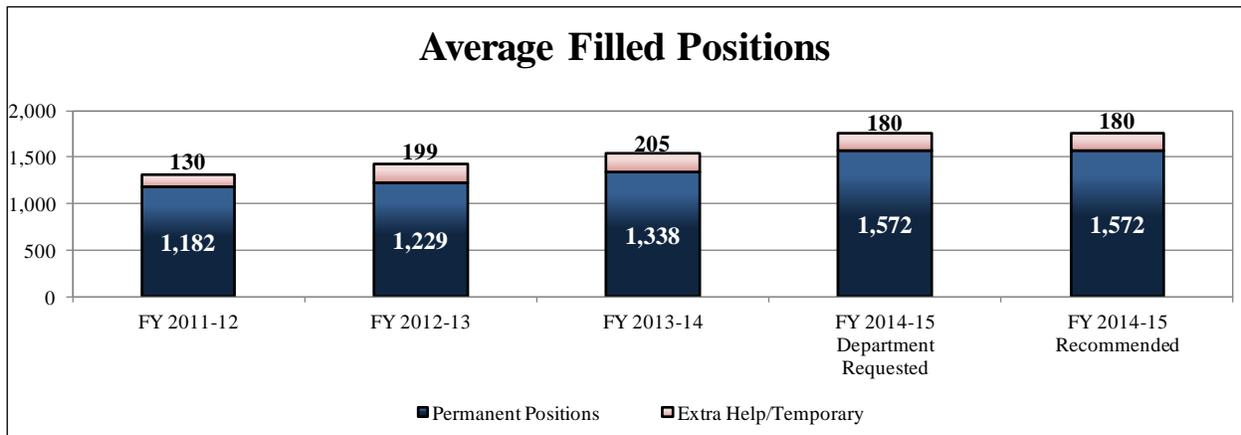
The department is able to absorb the reduction to the General Fund County contribution with no significant impacts to service levels.



Public Assistance

### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department funds all of its authorized permanent positions and 180 extra help positions; however, an adjustment is included in total salaries to account for the savings related to staff turnover in the amount of \$6.1 million.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	1,182	1,229	1,338	1,572	1,572
Extra Help/Temporary	130	199	205	180	180
<b>Total Positions</b>	<b>1312</b>	<b>1428</b>	<b>1543</b>	<b>1752</b>	<b>1752</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	1,171	1,214	1,345	N/A	N/A
Extra Help/Temporary (FTE)	116	184	192	N/A	N/A
<b>Total Positions</b>	<b>1287</b>	<b>1398</b>	<b>1537</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$108,934,140</b>	<b>\$119,121,872</b>	<b>\$130,214,690</b>	<b>\$135,497,453</b>	<b>\$135,497,453</b>

### Summary of Authorized Positions

The department has 1,572 authorized permanent positions, of which all are funded. Due to a high level of turnover, the department does not budget to hold any specific positions vacant. Each year all positions are budgeted as funded and total appropriations for salaries and benefits is adjusted to reflect the vacant positions that occur throughout the fiscal year.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin and Program Support	201	0	0	201	201	0	201
Fiscal Support	82	0	0	82	82	0	82
Child Protective Services	453	0	0	453	453	0	453
Employment and Financial Svcs	836	0	0	836	836	0	836
<b>Total</b>	<b>1,572</b>	<b>0</b>	<b>0</b>	<b>1,572</b>	<b>1,572</b>	<b>0</b>	<b>1,572</b>

Public Assistance



Public Assistance

Administration and Program Support	Fiscal Support	Child Protective Services
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Director	1 Assistant Director	1 Assistant Director
1 Chief Deputy Director	1 Sr Office Services Specialist	1 Sr Office Services Specialist
1 Assistant Director	4 Administrative Coordinator	8 Human Service Program Specialist
1 Office Services Coordinator	7 Accountant I/II/III	7 Office Services Specialist
2 Program Director	14 Fiscal Support Specialist	5 Program Director
11 Assistant Program Director	5 Fiscal Support Supervisor	2 Administrative Coordinator
2 Accountant I/II/III	14 Fiscal Support Technician	47 Social Services Supervisor I/II
10 Office Service Specialist	2 Office Services Specialist	266 Social Services Worker I/II/III/IV/V
1 Sr Paralegal	2 Office Services Technician	24 Human Service Aide
2 Sr Office Services Specialist	1 Technology Services Manager	23 Office Services Technician
1 Marketing and Promo Associate	4 Technology Services Supervisors	3 Office Services Assistants
31 Human Services Technician I/II/III	1 Senior System Analyst	9 Legal Processing Technician I/II
4 Human Service Technician IV	6 Systems Analyst I/II	2 Human Services Supervisor
1 Human Resource Manager	6 Sr Information Sys Specialist	14 Human Services Technician I/II/III
1 Special Projects Manager	1 Network Systems Administrator	7 Group Counselors III
4 Human Service Program Specialist	3 Information Systems Specialist	23 Group Counselors I/II
5 Administrative Coordinator	2 Computer Operator I/II/III	1 Cook III
11 Human Services Supervisor	2 LAN Systems Analyst	1 Cook I/II
7 Fiscal Support Specialist	1 Systems Programmer I/II	1 Food Services Worker I/II
10 Fiscal Support Technician	3 Repro Production Tech I/II/III	2 Housekeeper
1 Senior Personnel Analyst	1 Office Services Assistants	6 Paralegal
6 Social Service Supervisor I/II	1 Database Analyst I/II	453 <b>Requested Total</b>
20 Social Service Worker I/II/III/IV/V	82 <b>Requested Total</b>	
38 Office Services Technicians		
4 Stock Clerk	<b>Employment and Financial Services</b>	
1 Human Services Facilities Mgr	<b><u>Classification</u></b>	
8 Building Services Worker	1 Assistant Director	
5 Mail Clerk I/II	1 Sr Office Services Specialist	
1 Maintenance Supervisor	1 Administrative Coordinator	
5 Maintenance Worker I/II/III/IV	14 Office Services Specialist	
1 Sup Building Services Worker	5 Program Director	
1 Supervising Mail Clerk	15 Assistant Program Director	
1 Utility Worker	491 Human Services Technician I/II/III	
1 Warehouse Supervisor	1 Human Services Technician IV	
1 GIS Technician I/II	4 Fiscal Support Technician	
201 <b>Requested Total</b>	1 Disability Advocate	
	79 Human Services Supervisors	
	62 Office Services Technician	
	27 Office Services Assistants	
	15 Program Specialist I/II	
	18 Social Services Supervisor I/II	
	100 Social Service Worker I/II/III/IV/V	
	1 Program Support Supervisor	
	836 <b>Requested Total</b>	



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Ensure safe, protected and permanent homes for children.

*Objective 1: Promote and support child safety and well-being through prevention, intervention and protective services, while promoting stability and permanency in child welfare placements.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimate*	2014-15 Goal
Children who did not experience recurring of maltreatment while in the care of parent/guardians within six months of initial incident.	91.7%	92.5%	94.6%	91.2%	94.6%
Children who were not victims of substantiated maltreatment by foster parent or facility staff while in out-of-home care.	100%	99.9%	100%	99.9%	100%
Children reentering foster care within 12 months of being discharged for reunification with their families.	10.8%	10.4%	12%	13.7%	12%
Children who have less than 3 placement changes in foster homes.	69.3%	74.7%	77.3%	70.1%	77.3%
Children who are reunited with their families within 12 months of their removal.	73.5%	57%	75.2%	65.7%	75.2%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	95.7%	95.5%	95%	93.6%	95%
Children that are adopted within 24 months of removal from their families.	62.2%	56.9%	53%	55.7%	53%

Many of the measurements for this objective were identified in the County's 2012-2017 System Improvement Plan (SIP) and align with the above-noted objective. The department continues to work toward the Federal standards for these outcomes by 2017.

The department will no longer track timely response compliance as a measurement. While timely, correct risk assessments are important, the timely measure changes daily and is more of a tool for social workers to use, not a measure. Correct risk assessments are subjective as to the reader, and are also not an actual measure.

Placement stability and permanency were identified as three of the SIP outcomes to focus on between years 2012-2017. While the department continues to work toward Federal standards, improvement is needed in the area of stability, while adoptions continue to be above standard.

### Goal 2: Assist individuals as they prepare for employment, and provide access to other Safety-Net Services.

*Objective 1: Promote and provide services that encourage family self-sufficiency and provide access to mandated services such as medical care and food assistance.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimate*	2014-15 Goal
All families participating in work-related activities.	15%	14.6%	19%	17%	14%
Two-parent families participating in work-related activities.	13.4%	17.4%	23%	16.9%	12%
Adults who are working in paid employment that receives CalWORKs.	24.7%	24.9%	25%	25.7%	26%
Adults who are still working three months after their CalWORKs is discontinued.	84.4%	82.4%	79%	84.1%	85%
CalFresh benefits accurately administered by department staff.	96.8%	97.7%	95%	96.6%	95%
Medi-Cal intake cases that are processed within the State mandated timeframes.	92.5%	90.7%	90%	91.4%	90%

The County, along with most California counties, continues to struggle with meeting CalWORKs Federal Welfare to Work (WTW) participation requirements. Factors include high unemployment rates and diminished WTW program participation due to exemptions or sanctions. Participation is anticipated to increase due to regulation changes and new strategies to promote self-sufficiency. In recent years, the number of employed clients has increased and the department continues to overcome hurdles to securing and sustaining unsubsidized employment after cash aid discontinuance.

The department continues to maintain a low CalFresh error rate through training and quality assurance reviews. In addition, Medi-Cal application activity is closely monitored to ensure timely processing. These activities result in meeting mandated goals and avoiding fiscal sanctions.

\*Estimates are based on the most recent State reporting available.



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## County Contribution – Human Services

Department Head: Dena Murphy, Interim  
 Fund: General  
 Budget Unit: 5121

Function: Public Assistance  
 Activity: Administration

### Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Administration budget unit 5120 and Human Services Direct Financial Aid budget unit 5220. These funds provide the County's share of financial responsibility for the department's operations in providing financial assistance and social services programs to eligible recipients in the community.

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$36,059,993	\$39,051,757	\$38,710,244	\$37,240,645	\$37,240,645	\$38,051,735
<b>TOTAL EXPENDITURES</b>	<b>\$36,059,993</b>	<b>\$39,051,757</b>	<b>\$38,710,244</b>	<b>\$37,240,645</b>	<b>\$37,240,645</b>	<b>\$38,051,735</b>
<b>REVENUE:</b>						
Intergovernmental	\$19,330,311	\$20,054,098	\$20,054,097	\$20,999,468	\$20,999,468	\$23,568,984
Other Financing Sources	0	1,901,681	1,901,681	0	0	0
<b>TOTAL REVENUE</b>	<b>\$19,330,311</b>	<b>\$21,955,779</b>	<b>\$21,955,778</b>	<b>\$20,999,468</b>	<b>\$20,999,468</b>	<b>\$23,568,984</b>
<b>NET GENERAL FUND COST</b>	<b>\$16,729,682</b>	<b>\$17,095,978</b>	<b>\$16,754,466</b>	<b>\$16,241,177</b>	<b>\$16,241,177</b>	<b>\$14,482,751</b>

Public Assistance

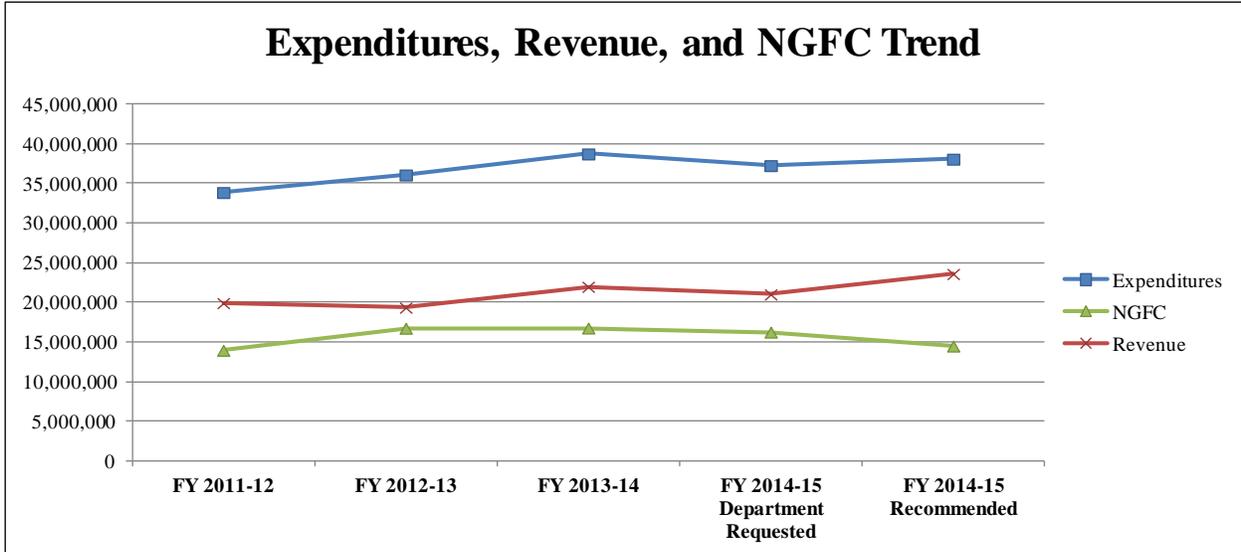
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The recommended budget provides \$13.5 million to budget unit 5120, Human Services Administration, and \$24.6 million to budget unit 5220, Human Services Direct Financial Aid. These contributions are funded by Social Services Program Realignment revenues of \$1.5 million for Administration, \$22 million for Direct Financial Aid, and a \$14.5 million contribution from the General Fund.

### Budget Changes and Operational Impacts

The recommended budget includes an overall reduction of approximately \$650,000 to the Human Services budget units. The contributions from this budget unit, along with any fund balance available in the Human Services funds, are sufficient to cover the County's financial responsibility of providing financial assistance and social services programs to eligible recipients in the community. See Human Services – Administration budget unit 5120 and Human Services – Direct Financial Aid budget unit 5220 for further discussion.





Public Assistance



## Human Services – Direct Financial Aid

Department Head: Dena Murphy, Interim  
Fund: Human Services–Direct Financial Aid  
Budget Unit: 5220

Function: Public Assistance  
Activity: Direct Financial Aid

### Description of Major Services

The Department of Human Services Direct Financial Aid accounts for direct financial assistance payments to eligible recipients. The largest component of financial aid is direct aid payments to eligible needy families under the Temporary Assistance for Needy Families (TANF) program. The primary recipients of aid are families eligible for TANF such as CalWORKs, CalFresh, and other programs. As required by State law, the County provides funding for general assistance payments to indigent adults. Families who adopt children throughout the County are also eligible for assistance payments. Foster care payments made on behalf of children placed in a County foster family home, a foster family agency, or a group home after becoming a dependent of the court. Funding for Assembly Bill 12 (AB 12), which extends foster care services to transitional youth to age 21 are also made from this fund.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Charges	\$191,934,138	\$198,266,697	\$192,683,388	\$201,763,507	\$201,763,507	\$205,263,507
Other Financing Uses	0	1,901,681	1,901,681	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$191,934,138</b>	<b>\$200,168,378</b>	<b>\$194,585,069</b>	<b>\$201,763,507</b>	<b>\$201,763,507</b>	<b>\$205,263,507</b>
<b>REVENUE:</b>						
Intergovernmental	\$138,648,813	\$141,730,597	\$137,249,196	\$143,939,566	\$143,939,566	\$147,439,566
Miscellaneous	571,789	1,785,712	1,183,941	2,448,513	2,448,513	2,448,513
Other Financing Sources:						
2011 Realignment	27,474,938	30,192,451	30,366,235	31,231,968	31,231,968	31,360,165
County Contribution	13,271,932	0	0	2,873,721	2,873,721	2,545,323
Social Services Realignment	18,009,265	18,692,364	18,692,366	19,573,540	19,573,540	22,020,113
<b>TOTAL REVENUE</b>	<b>\$197,976,737</b>	<b>\$192,401,124</b>	<b>\$187,491,738</b>	<b>\$200,067,308</b>	<b>\$200,067,308</b>	<b>\$205,813,680</b>
<b>NET FUND COST</b>	<b>(\$6,042,599)</b>	<b>\$7,767,254</b>	<b>\$7,093,331</b>	<b>\$1,696,199</b>	<b>\$1,696,199</b>	<b>(\$550,173)</b>

Public Assistance

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The Human Services – Direct Financial Aid budget unit provides direct financial assistance to qualifying persons throughout the County. The CalWORKs program is the greatest expenditure out of this budget unit at approximately \$122.1 million. Adoptions Assistance and Foster Care Assistance programs are budgeted at \$33.8 million and \$43 million, respectively.

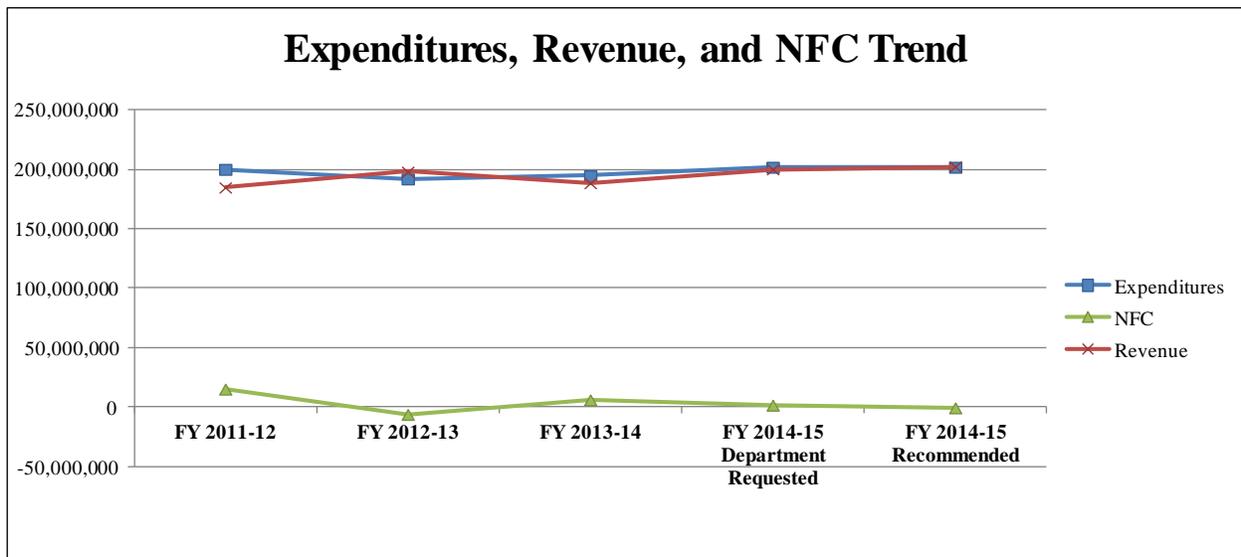
Major revenue of the department includes Intergovernmental revenue of \$147.4 million which consists of \$82.4 million in federal funds and \$65 million in State funds which are passed through directly to recipients. State funds for 2011 Realignment and 1991 Realignment provides an additional \$53.4 million to fund the cost of direct financial assistance.

### Budget Changes and Operational Impacts

The recommended budget includes a \$12.6 million increase in expenditures over FY 2013-14 as a result of the ongoing 5% increase in CalWORKs grant funding which began March 1, 2014, the 5% increase in CalWORKs grant funding effective October 1, 2014, the Board of Supervisor approved increase in the general assistance grant amount, and the effects of Assembly Bill 12 (AB 12), which extends foster care services to transitional youth to age 21.

Revenue is budgeted at \$13.4 million over FY 2013-14, of which \$9.8 million funds the CalWORKs grant increase and the effects of AB 12. The recommended budget also includes a \$2.5 million contribution from the General Fund as well as carryforward realignment revenue which is sufficient to offset the negative fund balance available of \$505,173 at June 30, 2014.

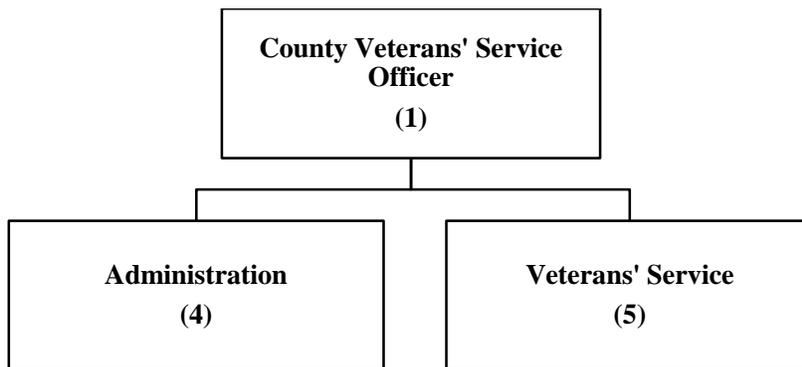
Public Assistance



### Mission Statement

*The Veterans' Services Department promotes veterans' rights, veterans' issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for all veterans and their families.*

### Organizational Chart



### Fiscal Year 2012-13 and 2013-14 Accomplishments

- Obtained new and increased monthly cash benefits to veterans from the U.S. Department of Veterans Affairs (USDVA) in the amount of \$718,752; this amounts to \$8,625,024 on an annualized basis.
- Obtained \$9,887,294 in one-time benefits consisting of single and retroactive payments to veterans, which was \$2,721,054 more than those obtained in FY 2012-13.
- Applications for the College Tuition Fee Waiver program resulted in saving \$1,193,118 for veterans or their families.
- Partnered with our U.S. Congressman to press the USDVA to implement changes in its claims process and correct the backlog of pending claims. In addition, the Veterans' Service Department is part of a USDVA pilot program to provide expedited claims processing.
- Redesigned department outreach literature in partnership with the Board of Trade.
- Worked with Information Technology Services to make the department website more user-friendly and maintain consistent County layout.
- Through a public/private partnership with Rio Tinto Minerals, Inc., developed a Kern County Veterans Identification Card System which verifies military discharge papers and provides incentive for veterans to visit the Veterans' Service Department to be entered into a department contact system. This system, as well as an additional ID Card System was funded completely by Rio Tinto Minerals, Inc., greatly increasing the number of veterans who come to the Veterans' Service Department and become aware of their eligibility of benefits.

Public Assistance



## Veterans' Service Department

Department Head: Richard Taylor

Fund: General

Budget Unit: 5510

Function: Public Assistance

Activity: Veterans' Service

### Description of Major Services

The Veterans' Service Department is responsible for advocating on behalf of local veterans, providing assistance with claim preparation and benefits counseling, and referring veterans to other County, State and federal agencies for whose programs they may be eligible to receive. In addition, the department conducts outreach throughout the County for the purpose of informing the community of veterans' benefits and services.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$782,235	\$939,316	\$852,231	\$889,120	\$961,134	\$961,134
Services and Supplies	67,316	56,699	120,061	59,535	59,535	59,535
Other Charges	16	83	16	97	97	97
Other Financing Uses	0	49,597	0	0	0	77,001
<b>TOTAL EXPENDITURES</b>	<b>\$849,567</b>	<b>\$1,045,695</b>	<b>\$972,308</b>	<b>\$948,752</b>	<b>\$1,020,766</b>	<b>\$1,097,767</b>
<b>REVENUE:</b>						
Intergovernmental	\$95,506	\$99,517	\$193,989	\$97,000	\$97,000	\$97,000
<b>TOTAL REVENUE</b>	<b>\$95,506</b>	<b>\$99,517</b>	<b>\$193,989</b>	<b>\$97,000</b>	<b>\$97,000</b>	<b>\$97,000</b>
Less Available BSI *	\$0	(\$49,597)	\$0	\$0	\$0	(\$77,001)
<b>NET GENERAL FUND COST</b>	<b>\$754,061</b>	<b>\$896,581</b>	<b>\$778,319</b>	<b>\$851,752</b>	<b>\$923,766</b>	<b>\$923,766</b>
BSI Ending Balance *	\$44,040	N/A	\$49,597	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

Public Assistance

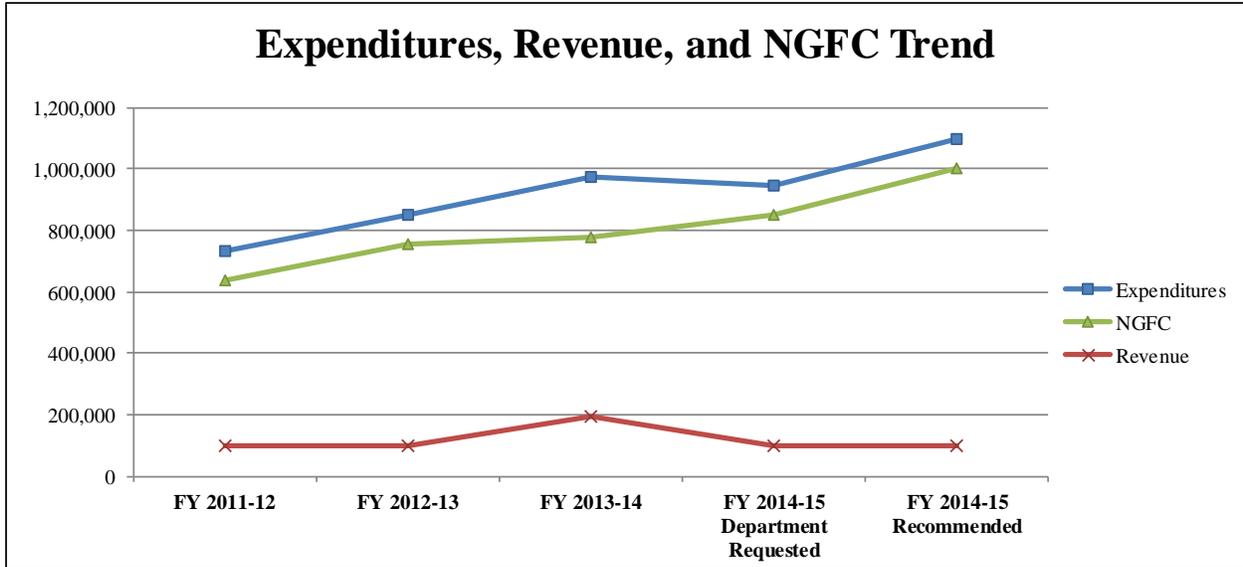
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures in this budget unit are associated with staffing costs to perform the services provided by the Veterans' Service Department. The department is primarily funded by an allocation of Net General Fund Cost. Additional sources of revenue are from State Aid for Veterans' Affairs and the sale of veterans' license plates.

### Budget Changes and Operational Impacts

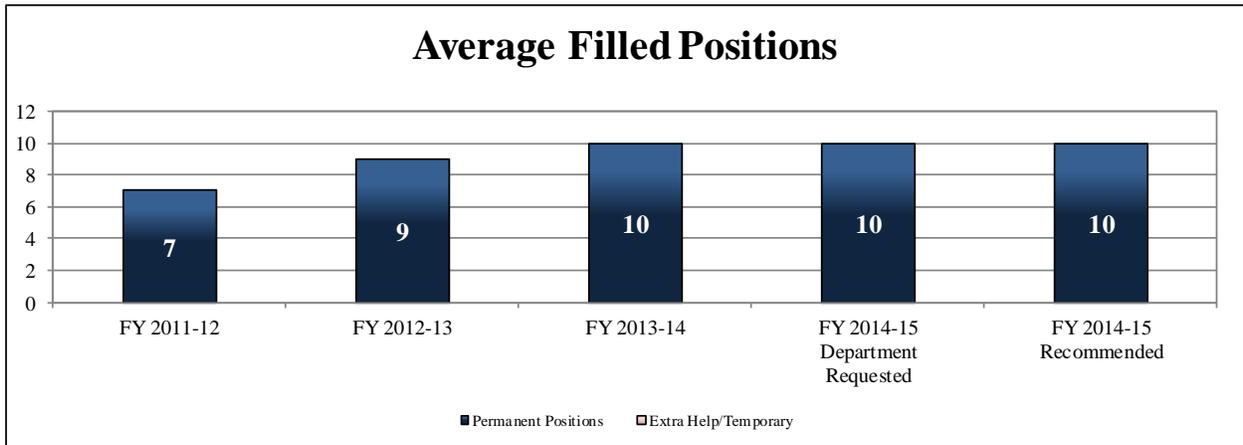
The recommended budget includes a decrease of \$80,000 in revenue due to one-time funding from the California Department of Veterans' Affairs for outreach services in FY 2013-14. Salaries and benefits reflect fully funding all ten authorized positions in FY 2014-15. The slight increase in salaries and benefits costs is due to temporary personnel vacancies that occurred in FY 2013-14. The recommended budget allows for the department to maintain current service levels.





### Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all authorized positions.



Public Assistance



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	7	9	10	10	10
Extra Help/Temporary	N/A	N/A	N/A	N/A	N/A
<b>Total Positions</b>	<b>7</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	8	9	5	N/A	N/A
Extra Help/Temporary (FTE)	N/A	N/A	5	N/A	N/A
<b>Total Positions</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$693,870</b>	<b>\$782,235</b>	<b>\$852,231</b>	<b>\$889,120</b>	<b>\$961,134</b>

### Summary of Authorized Summary

The department has 10 authorized permanent positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Public Assistance

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	10	0	10
<b>Total</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>

Administration	
<b>Classification</b>	
1	County Veterans Service Officer
1	Administrative Coordinator
1	Supervising Veterans Service Representative
1	Office Service Technician
1	Office Service Assistant
5	Veterans Service Representative I/II
<b>10</b>	<b>Requested Total</b>



**Fiscal Year 2014-15 Goals, Objectives, and Performance Measures**

**Goal 1: Increase community awareness and improve services to veterans, dependents and survivors.**

*Objective 1: Provide education and outreach to veterans, dependents and survivors regarding benefit changes and amendments to their benefits. Work with Federal, State and regional governments and organizations to ensure the County, and its veterans, receive their fair share of resources.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of client contacts	12,793	13,337	N/A	N/A	13,150
Number of veteran dependents determined to be eligible for the California Department of Veterans Affairs College Fee Waiver Program	N/A	N/A	400	300	350
Percentage of college fee waiver letters mailed within ten days of application.	New Performance Measure				100%

This indicator measures the department's total number of contacts with clients; department staff performs outreach activities to provide detailed information and to urge veterans to visit department's office in order to assist them obtain the benefits they have earned. Beginning in FY 2013-14, the department stop utilizing the first measurement, but will use measurement again starting FY 2014-15. The department is successfully generating veteran visits to its office and is providing high quality advocacy and claims processing. Fees are waived by the State for children of veterans who either have a service connected disability or were killed while on active duty. Students are required to apply and if eligible are granted this benefit. The department is continuing the awareness outreach program to ensure all eligible dependents are informed of this program. The addition of state-funded items such as an L.E.D. informational sign, outreach materials and implementation of a contact management system will improve our outreach and awareness as well. The percentage of college fee waiver letters mailed within ten days of application is a new measure for FY 2014-15, so no historical data was available.

*Objective 2: Receive required continuing education hours of training from the U. S. Department of Veterans Affairs and the California Department of Veterans Affairs to maintain federal accreditation and maximize staff knowledge of federal and State benefits and services.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimate	2014-15 Goal
Percentage of Veterans Service staff that satisfy continuing education requirements to maintain federal accreditation	100%	100%	100%	100%	100%
Percentage of training classes attended by Veterans Service staff, which are offered by the California Department of Veterans Affairs.	New Performance Measure				100%

A key element in providing top-quality customer service is the technical proficiency of staff. The department has weekly training in the office as well as some staff attends training sanctioned by the California Department of Veterans Affairs. By meeting these continuing education requirements staff maintains accreditation from the United States Department of Veterans Affairs. The department is leveraging resources to be able to send an additional staff member to more comprehensive training. The California Association of County Veterans Service Officers is working with our Legislative delegation in Sacramento to add additional funding from the State for the Subvention funds each county receives.

Public Assistance



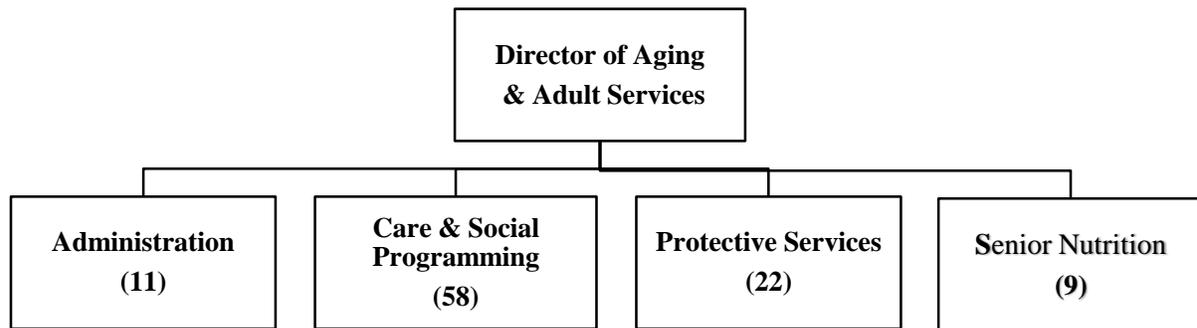
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## Mission Statement

*To provide services that protect, preserve the dignity and support the independence and safety of older adults and disabled individuals in the community.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Held Annual Elder Abuse Conference with community partners, Law Enforcement and seniors.
- Continued multi-disciplinary teams Dependent Elder Abuse Review, Elder Death Review Team and Geriatric Task Force to focus efforts of services on underserved populations.
- Collaborated with Mental Health on providing services to isolated seniors through the Volunteer Senior Outreach Program.
- Aging and Adult Services Department (AASD) Health Insurance Counseling and Advocacy Program (HICAP) staff uncovered Medicare fraud, gaining national recognition.
- HICAP staff spoke at the California Department of Aging's 2013 Fall Training, held in Sacramento.
- AASD implemented several computer information systems, including Case Management Information Payroll System II, JUMP Adult Protective computer system, Estate Management System and Time Reporting and Account Costing System.
- AASD sponsored and participated in several community events for seniors including Senior Day at the fair, AASD Healthy Harvest Fair, Senior Resource Fair, Flu Clinic and Senior Games at Rosewood Retirement Community.
- Emergency Cooling Centers were provided at twelve locations throughout the County.
- AASD partnered with area hospitals seeking grant to reduce Medicare hospital readmissions.



## Aging and Adult Services

Department Head: Lito Morillo  
 Fund: Aging and Adult Services  
 Budget Unit: 5610

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The Department of Aging and Adult Services administers federal, State, and local funds to provide services to elderly and disabled adults. Programs and services coordinated by the department include the In-Home Supportive Services program, abuse prevention, nutrition, homemaker, conservator, disease prevention and health promotion, insurance counseling, as well as substantial information and referral assistance.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$8,024,182	\$9,650,985	\$9,001,000	\$9,671,006	\$9,671,006	\$10,026,082	
Services and Supplies	3,163,789	3,541,384	3,443,149	3,524,744	3,524,744	3,666,771	
Other Charges	652,772	842,388	1,038,731	1,260,307	1,260,307	1,260,307	
Capital Assets	45,518	210,548	375,761	17,330	17,330	17,330	
Other Financing Uses	0	0	0	0	0	150,435	
<b>TOTAL EXPENDITURES</b>	<b>\$11,886,261</b>	<b>\$14,245,305</b>	<b>\$13,858,641</b>	<b>\$14,473,387</b>	<b>\$14,473,387</b>	<b>\$15,120,925</b>	
<b>REVENUE:</b>							
Use of Money/Property	\$24,905	\$26,866	\$17,812	\$14,000	\$14,000	\$14,000	
Intergovernmental	8,393,664	9,393,243	9,552,850	9,136,747	9,136,747	9,273,266	
Charges for Services	1,087,936	1,236,746	1,356,781	1,672,200	1,672,200	1,844,330	
Miscellaneous	234,030	257,562	288,328	245,100	245,100	245,100	
Other Financing Sources:							
General Fund Contribution	1,129,488	1,106,925	1,106,925	1,073,014	1,073,014	473,166	
Social Services Realignment	654,062	690,764	690,766	723,328	723,328	723,328	
2011 Realignment	1,157,484	1,266,933	1,266,931	1,309,108	1,309,108	1,400,469	
ARRA - Aging and Adult	0	0	461	0	0	0	
<b>TOTAL REVENUE</b>	<b>\$12,681,569</b>	<b>\$13,979,039</b>	<b>\$14,280,854</b>	<b>\$14,173,497</b>	<b>\$14,173,497</b>	<b>\$13,973,659</b>	
<b>NET FUND COST</b>	<b>(\$795,308)</b>	<b>\$266,266</b>	<b>(\$422,213)</b>	<b>\$299,890</b>	<b>\$299,890</b>	<b>\$1,147,266</b>	

Public Assistance

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

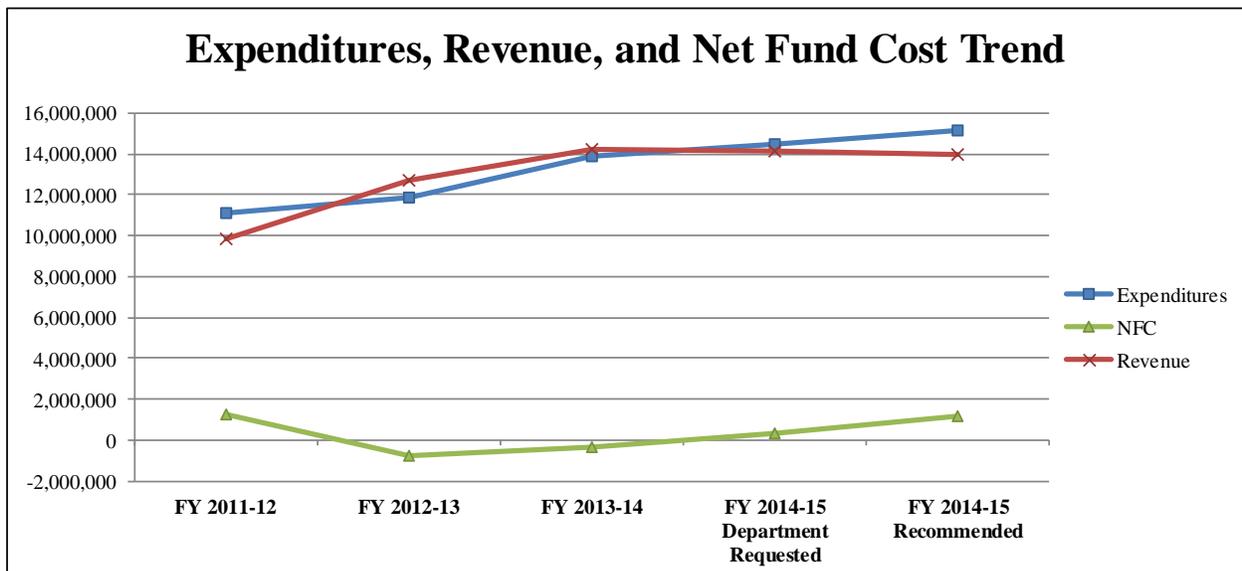
Staffing expenses of \$10 million fund 179 budgeted positions (109 full-time positions and 70 extra-help/temporary positions). Services and supplies expenditures of \$3.7 million consist of cost for contracted services for Adult Protective Services, Supportive Services, Senior Nutrition Programs and California Department of Aging Programs. The department is primarily funded through federal and State sources of \$9.3 million that include revenue for Senior Nutrition, Protective Services, and Supportive Services. Additionally, the department receives approximately \$473,000 from an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits in FY 2014-15 primarily due to the conversion of per diem employees to permanent and or extra help, and the increase of minimum wage effective July 1, 2014. Other charges are projected to increase by approximately \$260,000 primarily due to an increase in the county-wide cost allocation charges.

Overall revenue is budgeted at the same level as FY 2013-14, however a \$633,700 reduction in County contribution is recommended due to a higher than anticipated fund balance available at June 30, 2014. Charges for services revenue is increasing by approximately \$480,000 due to an increase in grant funding.

The department is able to absorb the reduction to the General Fund County contribution with no significant impacts to service levels.



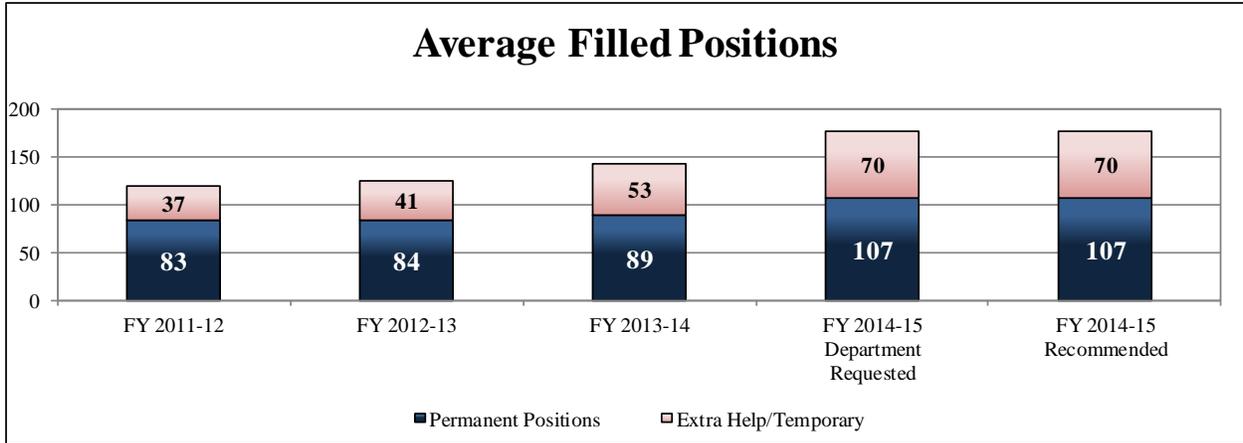
Public Assistance

### Staffing Changes and Operational Impacts

The recommended budget includes funding for 107 permanent authorized positions and 70 extra-help/temporary positions.

The department has also requested to delete one (1) vacant Fiscal Support Technician position, and one (1) vacant Cook I position; and add two (2) Cook III positions, one (1) Accountant I/II/III position, four (4) Senior Nutrition Site Coordinator positions, and four (4) Food Service Worker II positions. The net cost increase of these changes is approximately \$464,000, which will primarily be funded with Department of Social Services and California Department of Aging funds.





### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	83	84	89	107	107
Extra Help/Temporary	37	41	53	70	70
<b>Total Positions</b>	<b>120</b>	<b>125</b>	<b>142</b>	<b>177</b>	<b>177</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	78	81	86	N/A	N/A
Extra Help/Temporary (FTE)	20	21	29	N/A	N/A
<b>Total Positions</b>	<b>98</b>	<b>102</b>	<b>115</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$7,430,993</b>	<b>\$8,024,183</b>	<b>\$9,001,000</b>	<b>\$9,671,006</b>	<b>\$10,026,082</b>

Public Assistance

### Summary of Authorized Positions

The department has 100 authorized positions. The recommended budget includes 109 positions, of which 107 are budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	11	1	(1)		11	11	0	11
Care & Social Programing	58	0	0		58	58	0	58
Adult Protective Services	22	0	0		22	22	0	22
Senior Nutrition	9	10	(1)		18	16	2	18
<b>Total</b>	<b>100</b>	<b>11</b>	<b>(2)</b>		<b>109</b>	<b>107</b>	<b>2</b>	<b>109</b>



<b>Administration</b>	<b>Care &amp; Social Programing</b>	<b>Adult Protective Services</b>
<b><u>Classification</u></b>	<b><u>Classification</u></b>	<b><u>Classification</u></b>
1 Director of Aging & Adult Services	1 Program Director	1 Program Director
1 Business Manager	5 Social Services Supervisor I	3 Social Services Supervisor I
1 Accountant III	10 Social Worker III	11 Social Worker III
1 Sr. Information Systems Specialist	23 Social Worker I/II	4 Social Service Worker I/II
2 Administration Coordinator	1 Assistant Program Director	1 Mental Health Unit Supervisor
1 Fiscal Support Specialist	1 Fiscal Support Assitant	1 Mental Health Recovery Specialist
3 Fiscal Support Technician	1 Office Services Assistant	1 Legal Secretary
1 Senior Office Services Specialist	5 Office Services Technician	<u>22</u> <b>Requested Total</b>
<u>11</u> <b>Current Total</b>	2 Office Services Specialist	
<b>Additions/(Deletions)</b>	1 Program Specialist II	
1 Accountant II	1 Program Technician (Part time)	
(1) Fiscal Support Technician	5 Program Technician	
<u>11</u> <b>Requested Total</b>	<u>2</u> Human Services Aide	
	<u>58</u> <b>Requested Total</b>	
<b>Senior Nutrition</b>		
<b><u>Classification</u></b>		
2 Senior Nutrition Program Coordinator		
1 Cook III		
4 Cook I/II		
<u>2</u> Senior Nutrition Site Coordinator		
<u>9</u> <b>Current Total</b>		
<b>Additions/(Deletions)</b>		
2 Cook III		
(1) Cook I		
4 Senior Nutrition Coordinator		
<u>4</u> Food Service Worker II		
<u>18</u> <b>Requested Total</b>		

Public Assistance

## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

<b>Goal 1: Keep our senior and disabled adult community safe.</b>					
<i>Objective 1: Reduce exploitation and abuse through prevention and education.</i>					
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of community education presentations	93	90	New Performance Measure		120
<p>In an effort to prevent and reduce elder abuse, the department continues to conduct presentations on the subject in order to bring awareness to this issue. The department provides an annual elder abuse conference, and trains mandated reporters on a regular basis throughout the community. The training is provided to mandated reporters as well as private sector businesses involved in the industry, non-profit, and other community organizations. The department will continue to provide outreach and education presentations in the community, and looks to expand its efforts through our public website. The number of community presentations is a new performance measure for FY 2014-15. Some prior year information has been included.</p>					



*Objective 2: Investigate reported abuse and exploitation effectively.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of urgent adult protective services referrals responded to within 18 hours	100%	100%	100%	100%	100%
Percentage of adult protective services referrals responded to within the state mandate of ten days	99%	99%	100%	99%	100%
Number of adult protective services referrals investigated	2,492	2,639	2,500	3,076	2,800
Total number of adult protective services referrals	3,091	3,366	3,405	3,296	3,400

State guidelines mandate that referrals to Adult Protective Services be resolved within ten days of receipt. Also, there must be a response to an urgent referral within 18 hours. The department has been able to continue to meet both of these requirements, even with increasingly complex cases, particularly those dealing with financial abuse.

**Goal 2: Support the dignity and independence of our senior and disabled adult population.***Objective 1: Provide outreach, information, and education about services available to seniors and disabled adults.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of information and assistance contacts	26,145	12,018	13,000	12,936	12,000
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	\$1,357,760	\$1,264,053	\$1,200,000	\$1,270,530	\$1,200,000
Number of HICAP contacts	6,918	7,979	8,000	9,510	8,500

The department operates an information and assistance call center where seniors are linked to services offered in the community. In addition, hands on assistance is offered in the completion of applications for services in the community, selection of health plans, and referrals are made for other services such as but not limited to legal aid. It is anticipated that the need for and use of these services will continue to increase with the implementation of the Affordable Care Act and recent changes to Medicare.

*Objective 2: Effectively and efficiently administer service programs for eligible seniors and disabled adults.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of senior meals served	382,544	379,875	380,000	376,105	380,000
Percentage of case assessments for In Home Supportive Services completed within 45 days or less	77%	72%	100%	96%	100%
Number of initial case reviews for In Home Supportive Services Quality Assurance	254	265	250	252	380
Number of cases per worker for In Home Supportive Services	168	166	172	245	245

The department administers the Senior Nutrition Program, which provides lunchtime meals through congregate (senior centers) and home delivered to those 60 years and older. The actual number of meals served has remained steady, in spite of continued funding cuts from the federal and state level. The department also administers the In Home Supportive Services Program (IHSS) which provides in home care to individuals on Medi-Cal and who are at risk of institutionalization if services were not provided. The goal of all initial case assessments being completed within 45 days has continued to be somewhat elusive, due to increased staff turnover. However, the trend is improving and we believe that it is attainable. The department has reorganized the functions of our IHSS social service workers. A separate, non-case carrying unit handles all our intakes of new clients. This has increased the actual case count for the rest of IHSS. Quality assurance is a top priority for the department. We continue to staff and promote quality case management. State standards for Quality Assurance case reading have increased for FY 2014/15 to 308 cases, which is expected to be achieved. IHSS now requires a maintenance of effort payment, which has stabilized our costs and revenue for in home supportive services administration. We expect to be able to continue to provide services at our current level again this year. However, if the funding for our nutrition, caregiver, and legal assistance services continues to be a target of federal funding cuts, that may not be possible in the future.

## County Contribution – Aging and Adult Services

Department Head: Lito Morillo  
 Fund: General  
 Budget Unit: 5611

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Aging and Adult Services Department to provide funding for abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$1,783,550	\$1,820,252	\$1,797,689	\$1,796,342	\$1,796,342	\$1,196,494
<b>TOTAL EXPENDITURES</b>	<b>\$1,783,550</b>	<b>\$1,820,252</b>	<b>\$1,797,689</b>	<b>\$1,796,342</b>	<b>\$1,796,342</b>	<b>\$1,196,494</b>
<b>REVENUE:</b>						
Intergovernmental	\$654,062	\$690,764	\$690,766	\$723,328	\$723,328	\$723,328
<b>TOTAL REVENUE</b>	<b>\$654,062</b>	<b>\$690,764</b>	<b>\$690,766</b>	<b>\$723,328</b>	<b>\$723,328</b>	<b>\$723,328</b>
<b>NET GENERAL FUND COST</b>	<b>\$1,129,488</b>	<b>\$1,100,288</b>	<b>\$1,106,923</b>	<b>\$1,073,014</b>	<b>\$1,073,014</b>	<b>\$473,166</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

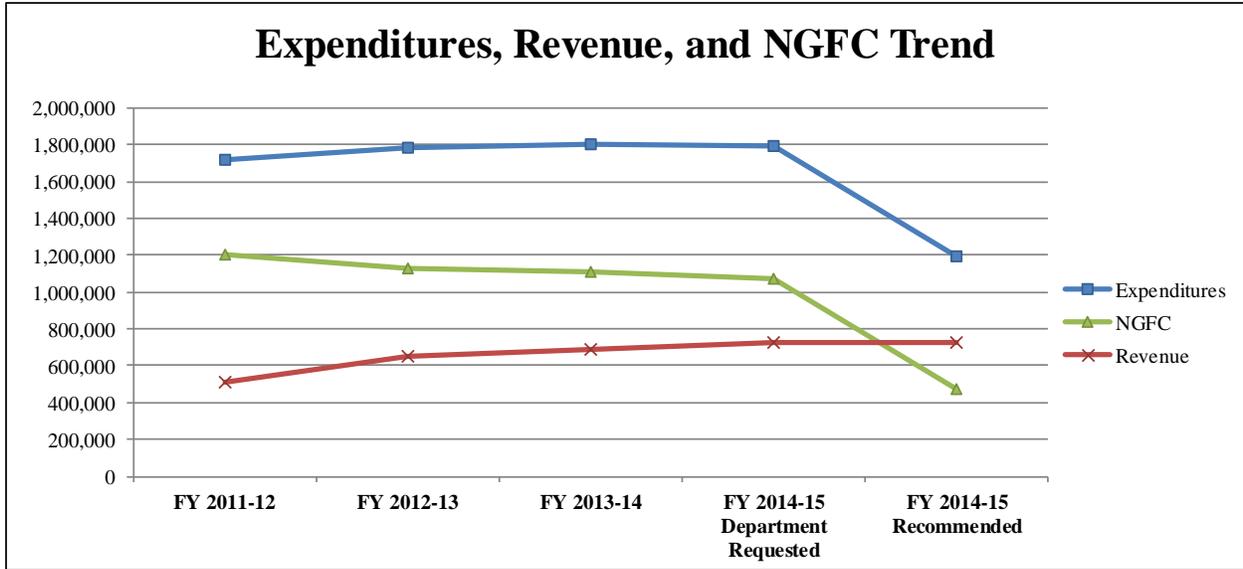
The recommended budget includes an allocation to Aging and Adult Services Department, budget unit 5610, in the amount of \$1.2 million to meet County match requirements in specific programs as required by State and federal regulations. Social services program realignment revenue provides funding in the amount of \$723,328, with the remainder being funded by a General Fund contribution.

### Budget Changes and Operational Impacts

The recommended budget includes a reduction of approximately \$600,000 in Net General Fund Cost from the preliminary to recommended phase due to a higher than anticipated fund balance available at June 30, 2014. The budget as recommended is sufficient to maintain status quo service levels within the Aging and Adult Services Department.

Public Assistance





Public Assistance



## County Contribution – In-Home Supportive Services

Department Head: Lito Morillo  
 Fund: General  
 Budget Unit 5810

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

This budget unit facilitates the appropriation of the County contribution for the In-Home Supportive Services (IHSS) program, which is administered by the Aging and Adult Services Department. State Law mandates that the County provide services to qualified aged and blind persons with disabilities in order for them to remain in their homes and avoid being institutionalized.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$6,940,174	\$7,858,270	\$7,725,101	\$8,215,780	\$8,215,780	\$8,089,269
<b>TOTAL EXPENDITURES</b>	<b>\$6,940,174</b>	<b>\$7,858,270</b>	<b>\$7,725,101</b>	<b>\$8,215,780</b>	<b>\$8,215,780</b>	<b>\$8,089,269</b>
<b>REVENUE:</b>						
Intergovernmental	\$8,047,753	\$7,725,101	\$7,725,101	\$8,089,269	\$8,089,269	\$8,089,269
<b>TOTAL REVENUE</b>	<b>\$8,047,753</b>	<b>\$7,725,101</b>	<b>\$7,725,101</b>	<b>\$8,089,269</b>	<b>\$8,089,269</b>	<b>\$8,089,269</b>
<b>NET GENERAL FUND COST</b>	<b>(\$1,107,579)</b>	<b>\$103,969</b>	<b>\$0</b>	<b>\$126,511</b>	<b>\$126,511</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

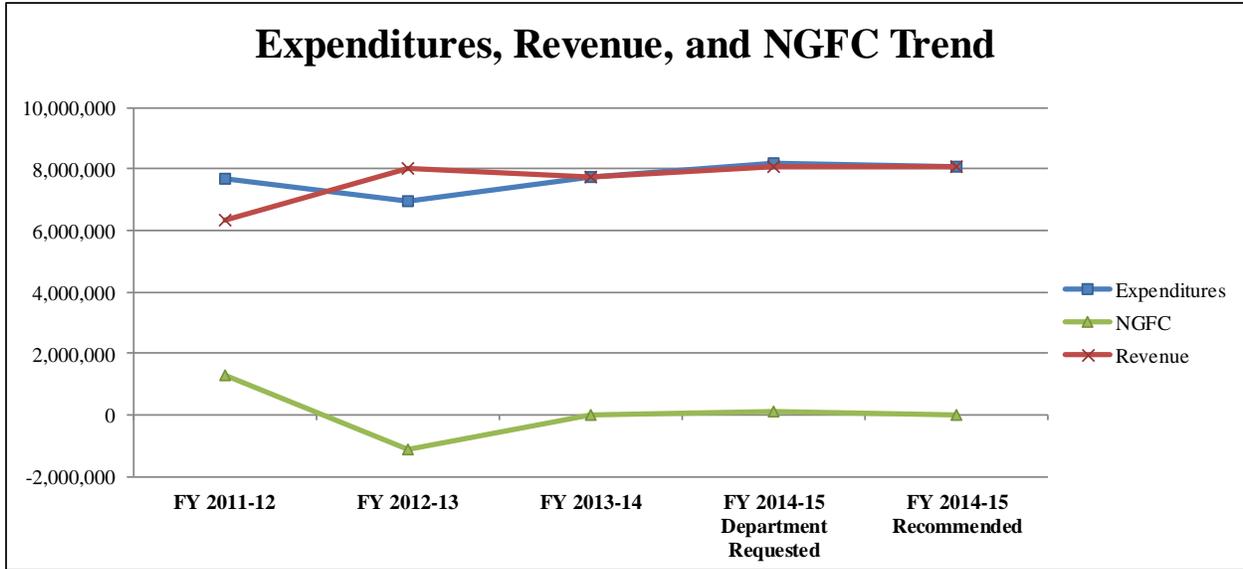
The recommended budget includes a contribution of \$8 million to cover the IHSS Maintenance of Effort with the State as well as the County’s administrative costs of the IHSS Public Authority. Social services program realignment revenue in the amount of \$8 million offsets the County’s local match requirement.

### Budget Changes and Operational Impacts

The recommended budget includes a reduction of approximately \$126,511 in Net General Fund Cost from the preliminary to recommended phase due to higher than anticipated fund balance available at June 30, 2014. There are no operational impacts from this reduction.

Public Assistance





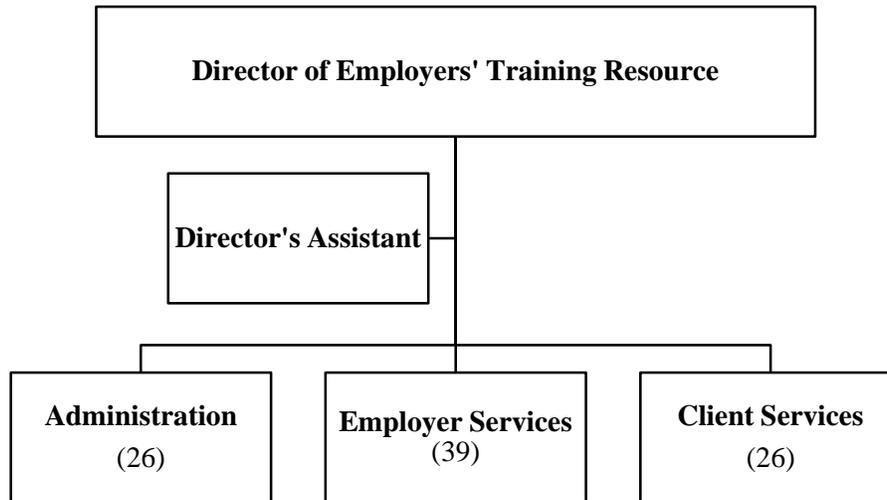
Public Assistance



## Mission Statement

*To provide expertise and leadership to ensure that the workforce development system prepares people for current and future jobs that improve the economic conditions of the community.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Served over 50,000 customers by providing nearly 400,000 units of service through the Career Services Centers, which were rebranded as the America's Job Center of California (AJCC).
- Developed a new Five-Year Strategic Plan with a focus on local employers' needs while supporting job seekers and identified four industry clusters as "high-demand, high-wage" important to our area.
- In FY 2012-13, eighty-three percent of adults and eighty-seven percent of dislocated workers were placed in jobs and still working after six months with the assistance of AJCC staff.
- In the past two years, over 40 employers have utilized On-the-Job Training, worth approximately \$518,121, to support job training for over 144 clients hired for their businesses.
- Nearly 1,200 employers have been provided job recruitment services matching qualified employees to open positions.
- Over 100 job recruitment events have taken place, including job fairs and outreach activities, which have saved local employers thousands of dollars.
- Partnered with local unions to provide pre-apprenticeship training for high-demand occupations.

## Employers' Training Resource

Department Head: Daniel Smith

Fund: General

Budget Unit: 5923

Function: Public Assistance

Activity: Other Assistance

### Description of Major Services

Employers' Training Resource (ETR) administers Workforce Investment Act (WIA) funding from the Department of Labor as well as various other grants provided by the State Employment Development Department, other counties or collaborative, the Department of Human Services, and 2011 Realignment for AB 109 services. ETR coordinates and implements the County's workforce development system and provides employment and training services. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. ETR recognizes that increased employment opportunities enhance the quality of life for residents and diligently strives to ensure that the needs of local businesses are met by providing them with a skilled workforce.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$8,860,905	\$9,016,749	\$8,451,482	\$8,557,720	\$8,557,720	\$9,129,522
Services and Supplies	1,417,730	1,965,880	1,497,866	2,002,588	2,002,588	2,056,088
Other Charges	5,261	30,149	286	185,153	5,369	5,369
Capital Assets	0	0	25,270	14,000	14,000	44,000
<b>TOTAL EXPENDITURES</b>	<b>\$10,283,896</b>	<b>\$11,012,778</b>	<b>\$9,974,904</b>	<b>\$10,759,461</b>	<b>\$10,579,677</b>	<b>\$11,234,979</b>
<b>REVENUE:</b>						
Miscellaneous	\$2	\$1,000	\$21	\$1,000	\$1,000	\$1,000
Other Financing Sources:						
Emp Training Resource - WIA	10,310,697	11,001,778	9,972,254	10,748,461	10,568,677	11,182,159
Emp Training Resource - Non-WIA	7,618	10,000	2,630	10,000	10,000	51,820
<b>TOTAL REVENUE</b>	<b>\$10,318,317</b>	<b>\$11,012,778</b>	<b>\$9,974,905</b>	<b>\$10,759,461</b>	<b>\$10,579,677</b>	<b>\$11,234,979</b>
<b>NET FUND COST</b>	<b>(\$34,421)</b>	<b>\$0</b>	<b>(\$1)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Public Assistance

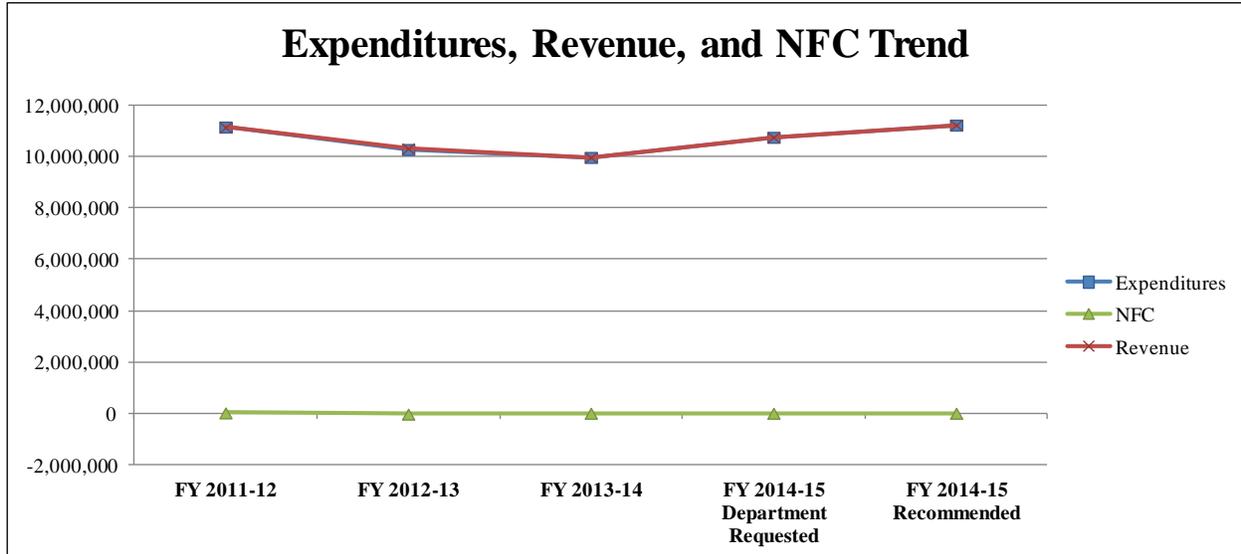
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Major expenditures for FY 2014-15 include salaries and benefits of \$9.1 million to fund 94 budgeted positions. The costs in this budget unit are funded primarily by operating transfers in from budget unit 8907, Employers' Training Resource – WIA.

### Budget Changes and Operational Impacts

The recommended budget provides adequate funding to allow the department to maintain its current level of service to the community. The WIA funds received by the department cover two fiscal years at a time while many of their smaller grants cross fiscal years. The department

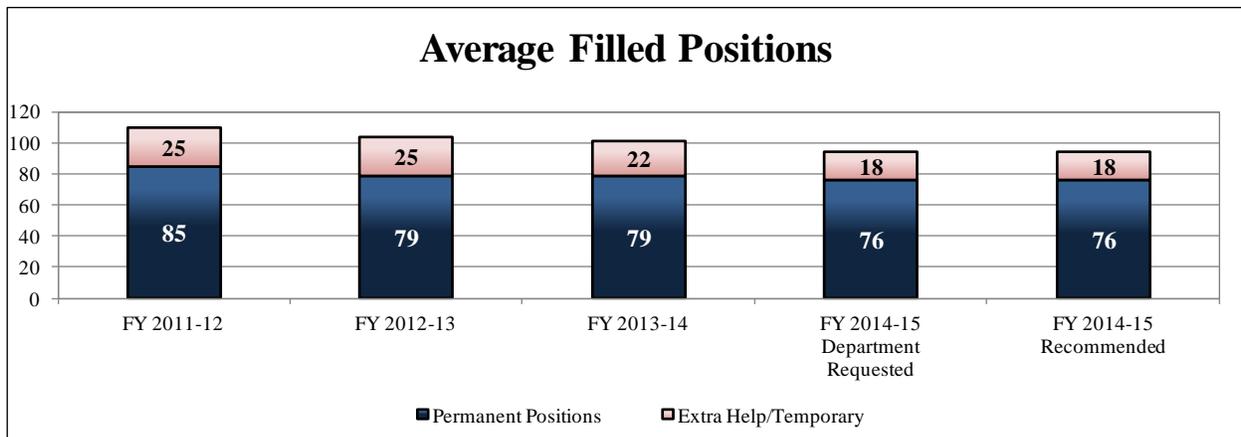
budgets the full amount of each grant available, regardless of which fiscal year the funding will be spent.



### Staffing Changes and Operational Impacts

Salaries and benefits of \$9.1 million fund 94 budgeted positions of which 76 are permanent positions and 18 are extra-help/temporary positions. The department is deleting two of its unfunded positions, one (1) Program Specialist position and one (1) Program Technician position. There is no cost savings in the FY 2014-15 budget year as these positions were not previously funded. The department anticipates maintaining current levels of service for its primary mandated task of providing employment services to job seekers and businesses.

Public Assistance



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	85	79	79	76	76
Extra Help/Temporary	25	25	22	18	18
<b>Total Positions</b>	<b>110</b>	<b>104</b>	<b>101</b>	<b>94</b>	<b>94</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	82	78	77	N/A	N/A
Extra Help/Temporary (FTE)	21	22	19	N/A	N/A
<b>Total Positions</b>	<b>103</b>	<b>100</b>	<b>96</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$8,950,983</b>	<b>\$8,860,906</b>	<b>\$8,451,482</b>	<b>\$8,557,720</b>	<b>\$9,129,522</b>

### Summary of Authorized Positions

The department has 93 authorized permanent positions, of which 76 have been budgeted to be filled during FY 2014-15 as indicated below.

Public Assistance

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	26	0	0	26		23	3	26
Employer's Services	40	0	(1)	39		31	8	39
Client Services	27	0	(1)	26		22	4	26
<b>Total</b>	<b>93</b>	<b>0</b>	<b>(2)</b>	<b>91</b>		<b>76</b>	<b>15</b>	<b>91</b>

Administration	Employer Services	Client Services
<b>Classification</b>	<b>Classification</b>	<b>Classification</b>
1 Director	1 Deputy Director	1 Deputy Director
1 Deputy Director	2 Program Coordinator	2 System Analyst II
1 Business Manager	20 Program Specialist	1 Sr Office Services Specialist
2 Accountant	4 Program Technician	1 Program Technician
1 Administrative Coordinator	2 Office Services Assistant	4 Office Services Technician
2 Fiscal Support Specialist	6 Program Support Supervisor	1 Program Coordinator
2 Fiscal Support Technician	1 Marketing & Promotions Asst	1 Program Support Supervisor
2 Supervising Dept Analyst	1 Graphic Artist	14 Program Specialist
8 Departmental Analyst	3 Office Services Technician	2 Office Services Assistant
1 LAN Systems Administrator	<b>40 Current Total</b>	<b>27 Current Total</b>
2 Sr Info Systems Specialist	<b>Additions/(Deletions)</b>	<b>Additions/(Deletions)</b>
2 Sr Office Services Specialist	(1) Program Technician	(1) Program Specialist
1 Office Services Technician	<b>39 Requested Total</b>	<b>26 Requested Total</b>
<b>26 Requested Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Collaborate with businesses, educators and training providers to align workforce Goal 1: development programs and activities for enhanced and shared prosperity throughout the County.

*Objective 1: Work with employers to meet their employment needs for business prosperity and economic growth.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimate	2014-15 Goal
Percent of surveyed employers who would use American's Job Center of California (AJCC) again for potential hires	97%	No survey	90-95%	90-95%	90-95%
Number of employers who utilize AJCC for recruitments and job fairs	50	50	45-55	55	55-60
Number of employers who utilize On the Job Training (OJT)	37	37	35	27	35
Number of OJTs agreements written	85	142	150	47	65
Amount employers saved by using OJTs	\$303,582	\$472,974	\$480,000	\$97,500	\$200,000
Number of employers who actively contribute time to the Workforce Investment Board and forums	24	22	50-60	54	50-60
Number of employers with job openings	867	585	600	621	600
Number of job openings	11,297	6,986	3,000	1,786	4,000
Number of job orders	3,213	2,782	2,200	1,519	2,500
Participant wages upon entering the workforce	\$8-60/hr	\$8-60/hr	\$8-20/hr	\$8-25/hr	\$9-20/hr

The department is collaborating with employers to meet their workforce needs for recruitment, training, hiring, and retention in order to promote and support local economic growth. Services are provided to employers, free of charge, to assist with recruitment and applicant screening to fill job openings. Staff works diligently to obtain job orders from employers, each of which may result in multiple job openings.

*Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimate	2014-15 Goal
Workforce Investment Act (WIA) Adult enrolled clients employed upon exit from program	69%	62%	72%	43%	72%
CalWORKs recipients employed upon program completion	34%	22%	35%	22%	25%
Average annual income of WIA clients after employment	\$27,758	\$28,335	\$26,000-\$27,000	\$26,852	\$26,000-\$27,000
WIA program participants who are satisfied or highly satisfied with services received	97%	96%	85%	80%	90%
Number of first time visits to AJCC for services	26,495	26,492	26,492	N/A	N/A
Number of jobseekers attending WIA orientations in english	6,036	6,156	4,000	4,154	5,500
Number of job seekers attending WIA orientations in spanish	673	748	250	198	750

Employers' Training Resource and America's Job Centers of California (formerly known as Career Services Centers) will continue to develop job openings, provide in demand no-cost training, job placement services, career counseling and job search techniques for residents of the County.

**Goal 2: Coordinate with local stakeholders to prepare youth for post-secondary education and employment opportunities.**

*Objective 1: Provide youth with vocational training, career exploration, and job searching techniques as well as support to increase graduation rates.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimate	2014-15 Goal
WIA Youth placement in employment or post-secondary education at exit	59.8%	84.7%	64.6%	68%	70%
WIA Youth attainment of degree or certificate upon exit	48.0%	65.2%	60%	65%	67%
WIA out-of-school youth literacy/numeracy gain rate	23.2%	26.2%	25%	43%	45%

Youth are the future of the local economy. Employers' Training Resource collaborates with local school districts and public and private agencies to assist with helping youth, both in-school and out-of-school, in developing work readiness, career awareness, and providing them with the skills to meet some of the challenges they face as they ready themselves to enter the workforce.

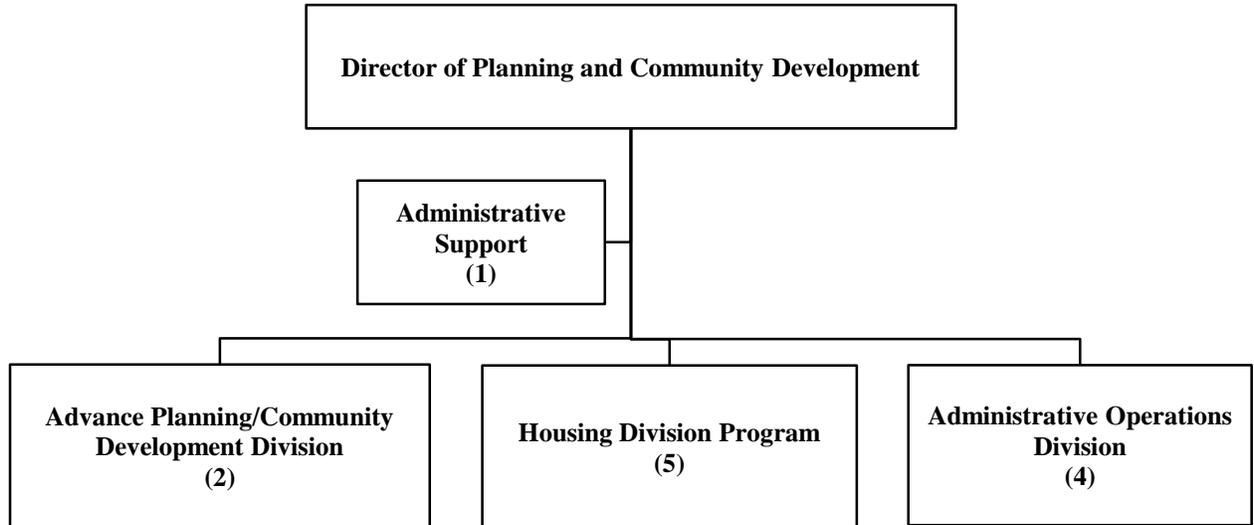
Public Assistance



**Mission Statement**

*The Community Development Division of the Planning and Community Development Department, is dedicated to serving the diverse needs of Kern County residents, primarily those with lower incomes, by improving their economic, environmental, and social quality of life. We achieve this through projects and programs that revitalize neighbourhoods by providing safer living environments, decent and affordable housing, public facilities and improvements, and expanded employment opportunities.*

**Organizational Chart**



Public Assistance

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Expended \$2,935,299 of Community Development Block Grant (CDBG) funds and \$92,325 of Emergency Solutions Grant funds on projects and programs located in unincorporated County communities and the cities of Arvin, California City, McFarland, Ridgecrest, Shafter, and Tehachapi.
- CDBG projects included LeRoy Jackson Park Improvements (Ridgecrest), Weedpatch Sewer Hook-Up Program, Arvin Street Improvements, Boys and Girls Club Facility Improvements, Arvin Fire Station 54 Improvements, Ben Austin Senior Center Waste Water System Improvements, Oildale Street Improvements, and Rexland Acres Park Improvements; and Emergency Shelter Grant funds supported nonprofit shelter provider programs.
- Completed two Home Investment Partnership Act multi-family agreements to assist with the financing of 68 rental units.



## Community Development

Department Head: Lorelei H. Oviatt

Fund: General

Budget Unit: 5940

Function: Public Assistance

Activity: Other Assistance

### Description of Major Services

Community Development is a division of the Planning and Community Development Department. The division is dedicated to serve the needs of primarily lower income residents by improving their economic environment and quality of life through projects and programs that revitalize neighborhoods, improve public facilities and provide decent affordable housing. The division administers several Federal Department of Housing and Urban Development programs. These programs include the Community Development Block Grant, Emergency Solutions Grant, the HOME Investment Partnership, the Homelessness Prevention and Rapid Re-Housing, Neighborhood Stabilization and the Economic Development Revolving Loan.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,305,038	\$1,364,049	\$1,123,413	\$1,239,446	\$1,278,533	\$1,273,006
Services and Supplies	281,492	418,544	320,865	250,972	250,972	250,972
Other Charges	33	48	32	987	987	987
<b>TOTAL EXPENDITURES</b>	<b>\$1,586,563</b>	<b>\$1,782,641</b>	<b>\$1,444,310</b>	<b>\$1,491,405</b>	<b>\$1,530,492</b>	<b>\$1,524,965</b>
Expend. Reimb.	(\$6,925)	\$0	(\$257)	\$0	\$0	\$0
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,579,638</b>	<b>\$1,782,641</b>	<b>\$1,444,053</b>	<b>\$1,491,405</b>	<b>\$1,530,492</b>	<b>\$1,524,965</b>
<b>REVENUE:</b>						
Other Financing Sources:						
NSP 3 Grant	\$69,105	\$85,159	\$5,761	\$0	\$0	\$0
NSP Grant	78,282	0	7,381	0	0	0
ARRA Grant	579	0	0	0	0	0
Community Development Prog	1,262,714	1,509,986	1,252,766	1,316,034	1,316,034	1,316,034
Emergency Shelter Grant	10,308	52,318	16,967	29,057	68,144	62,617
Home Investment Trust	158,650	135,178	161,177	146,314	146,314	146,314
<b>TOTAL REVENUE</b>	<b>\$1,579,638</b>	<b>\$1,782,641</b>	<b>\$1,444,053</b>	<b>\$1,491,405</b>	<b>\$1,530,492</b>	<b>\$1,524,965</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

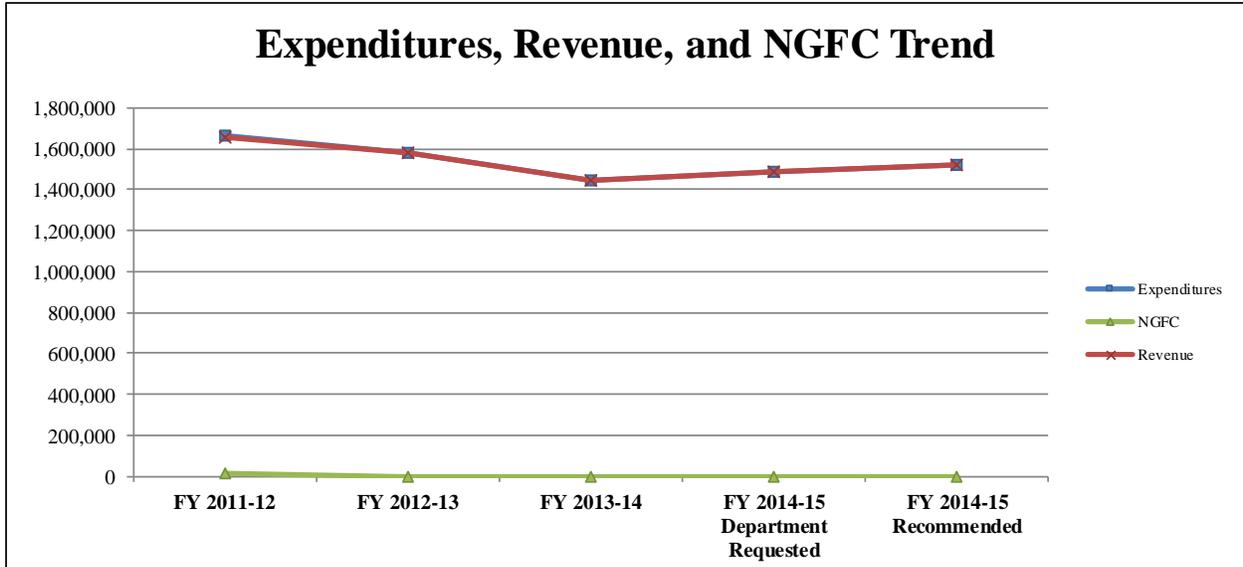
Public Assistance

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The major expenditures for the division are the staffing costs related to the administration of the grant programs. The expenditures are funded with an allocation of the grants. There is no Net General Fund Cost allocation to this budget unit.

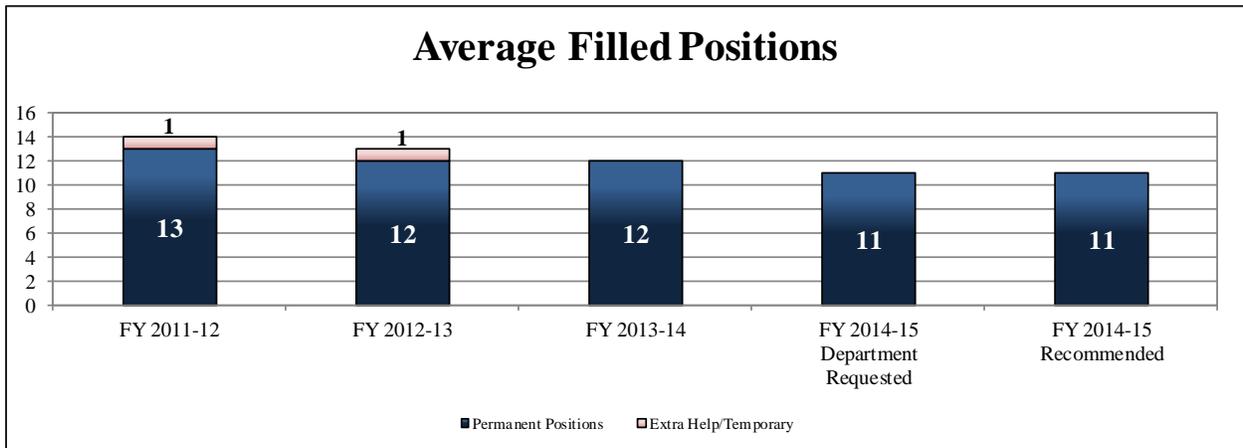
### Budget Changes and Operational Impacts

The recommended budget includes funding similar to FY 2013-14, allowing the division to continue operations without any impacts to service levels.



### Staffing Changes and Operational Impacts

The recommended budget includes funding for 11 permanent positions. The department is holding one (1) Housing Inspector position vacant and unfunded.



Public Assistance



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	13	12	12	11	11
Extra Help/Temporary	1	1	0	0	0
<b>Total Positions</b>	<b>14</b>	<b>13</b>	<b>12</b>	<b>11</b>	<b>11</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	13	12	12	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
<b>Total Positions</b>	<b>14</b>	<b>13</b>	<b>12</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,431,973</b>	<b>\$1,305,038</b>	<b>\$1,123,413</b>	<b>\$1,239,446</b>	<b>\$1,273,006</b>

### Summary of Authorized Positions

The department has 12 authorized permanent positions, of which 11 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested Total	Filled	Vacant	Total
Planning/Community Development	2	0	0	2	2	0	2
Housing	5	0	0	5	4	1	5
Administrative/Fiscal	5	0	0	5	5	0	5
<b>Total</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>11</b>	<b>1</b>	<b>12</b>

Public Assistance

Housing	Administrative/Fiscal	Planning/Community Development
<b>Classification</b>	<b>Classification</b>	<b>Classification</b>
1 Housing Program Manager	1 Administrative Coordinator	2 Planner I/II/III
1 Housing Rehab Program Supv.	1 Sr. Office Services Specialist	2 <b>Requested Total</b>
1 Housing Rehabilitation Technician	2 Accountant I/II/III	
1 Housing Inspector	1 Fiscal Support Specialist	
1 Fair Housing Coordinator	5 <b>Requested Total</b>	
5 <b>Requested Total</b>		



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Every child and adult has a supportive, nurturing home environment.

*Objective 1: Ensure decent and affordable housing opportunities.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average percent of grant funds expended on activities that benefit residents having low/moderate income, by exceeding the HUD requirement that not less than 70% of the funds are expended for activities that principally benefit this population group.	94.27%	74.16%	≥70%	97.5%	≥70%
Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.	\$3,090,279	\$3,077,459	≥\$2,670,698	\$4,004,112	≥\$2,606,534

The Community Development Division of Planning and Community Development administers the Federal Housing and Urban Development (HUD) grants for the County. The primary objective of the Community Development Block Grant program is the development of viable communities principally for persons of low and/or moderate income. The Division has consistently achieved or surpassed the minimum percentage of funds required by HUD to be expended. It is anticipated that the County, through Community Development, will continue to comply with the low/moderate income benefit expenditure rate in the budget year and in years to come.

### Goal 2: Improve fiscal efficiency/responsibility of County.

*Objective 1: Improve and increase affordable housing for the community.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation grant funds.	10	1	5	2	3
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	70	32	56	33	80
The sum of Community Development Block Grant (CDBG) program income on hand and the line-of-credit fund balance, relative to the current year grant amount.	1.35	1.48	≤1.5	1.43	≤1.5
Number of businesses assisted through CDBG-eligible economic development activities	13	1	10	0	N/A

Decent, safe, sanitary and affordable housing through housing rehabilitation, or reconstruction and accessibility improvements is another objective of the HUD program. The Community Development Division continues to serve the needs of as many eligible County residents as grant resources allow. The housing rehabilitation program has been limited to qualified applicants who must have a positive home equity to be eligible for participation in the program, and decreases in federal grant funding over the years has limited funds available for the home access program. The Division continues to reach out to as many potential grantees as possible and will continue to do so in the coming fiscal year.

The third performance measure quantifies the County's ability and capacity to expend CDBG funds in a timely manner. Doing so requires the cooperation of sub-recipients and the County departments who implement CDBG projects to assure that there is consistent progress and that the use of the funds is timely and expedited. Failure to meet the 1.5 standard will result in the imposition by HUD of an administrative sanction on the County and potential loss of future CDBG grant funding. Community Development has consistently met this benchmark for the past several years, and anticipates doing so in the years to come. The division is no longer tracking the last performance measure, as it is not a useful measurement to report on the effectiveness and performance of the department.

Public Assistance



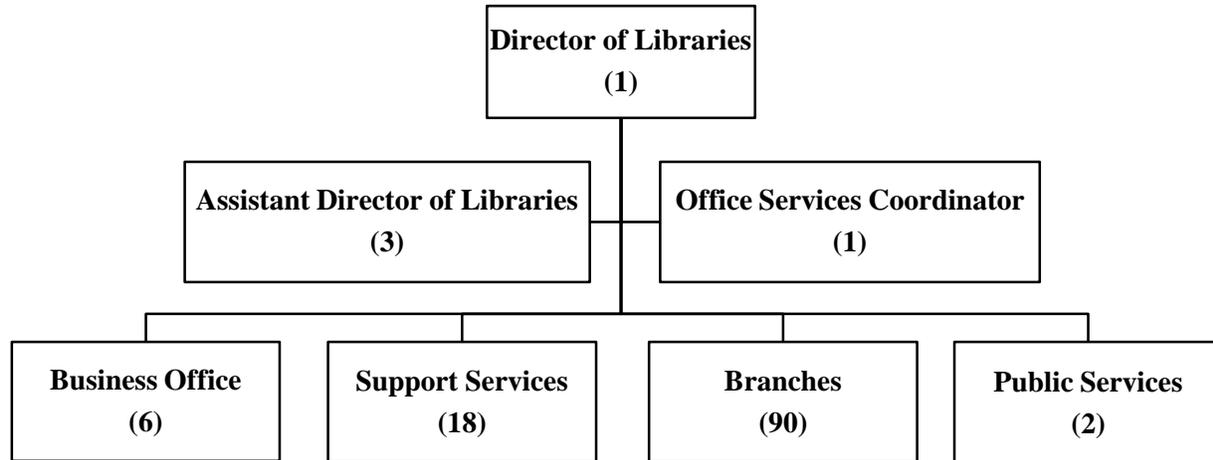
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## Mission Statement

*Kern County Library provides access to resources that enrich lives.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- All Library branches were opened one extra day; funding provided by Board of Supervisors at budget hearings.
- Self-check units for selected branches were installed and are being used by the public.
- Cal Humanities announced that Kern County Library is the recipient of a \$15,000 grant and will be the coordinating agency for the initiative CA Reads: When War Comes Home – 2014.
- Extended the "One Book, One Bakersfield, One Kern" program. In 2013, 5,633 people attended 19 private programs.
- Implemented nine grants totaling \$55,393 in funding and one grant of in-kind material donation valued at \$3,050.
- Coordinated with the Beale Memorial Library Foundation to celebrate the 25<sup>th</sup> Anniversary of the Beale, including a fundraiser and open house.
- Projects underway: Buttonwillow move to new building; Mojave move to County building; Shafter – City of Shafter/County of Kern-Library development of literacy center.

## Library

Department Head: Sherry K. Gomez  
Fund: General  
Budget Unit: 6210

Function: Education  
Activity: Education

### Description of Major Services

The Library Department operates 28 library facilities, including three bookmobiles, to provide book lending, inter-library loan, reference, audiovisual, computer and other literacy information services to all County residents. The department provides enrichment and motivational programs to enhance the quality of life for citizens of all ages.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,554,735	\$6,509,664	\$5,771,445	\$5,844,079	\$5,942,550	\$6,142,550
Services and Supplies	1,768,179	1,559,585	1,748,893	1,591,683	1,591,683	1,591,683
Other Charges	329	313	0	379	379	379
Capital Assets	35,171	0	95,080	0	0	0
Other Financing Uses	0	209,814	0	0	0	143,160
<b>TOTAL EXPENDITURES</b>	<b>\$7,358,414</b>	<b>\$8,279,376</b>	<b>\$7,615,418</b>	<b>\$7,436,141</b>	<b>\$7,534,612</b>	<b>\$7,877,772</b>
<b>REVENUE:</b>						
Use of Money/Property	\$73,205	\$84,000	\$67,504	\$73,000	\$73,000	\$73,000
Intergovernmental	5,554	0	44,466	0	0	0
Charges for Services	353,675	400,940	300,241	320,000	320,000	320,000
Miscellaneous	68,409	70,000	86,298	75,000	75,000	75,000
Other Financing Sources						
Kern County Library Donations	281,002	25,000	202,863	18,000	18,000	18,000
<b>TOTAL REVENUE</b>	<b>\$781,845</b>	<b>\$579,940</b>	<b>\$701,372</b>	<b>\$486,000</b>	<b>\$486,000</b>	<b>\$486,000</b>
Less Available BSI *	\$0	(\$209,814)	\$0	\$0	\$0	(\$143,160)
<b>NET GENERAL FUND COST</b>	<b>\$6,576,569</b>	<b>\$7,489,622</b>	<b>\$6,914,046</b>	<b>\$6,950,141</b>	<b>\$7,048,612</b>	<b>\$7,248,612</b>
BSI Ending Balance *	\$78,350	N/A	\$126,893	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

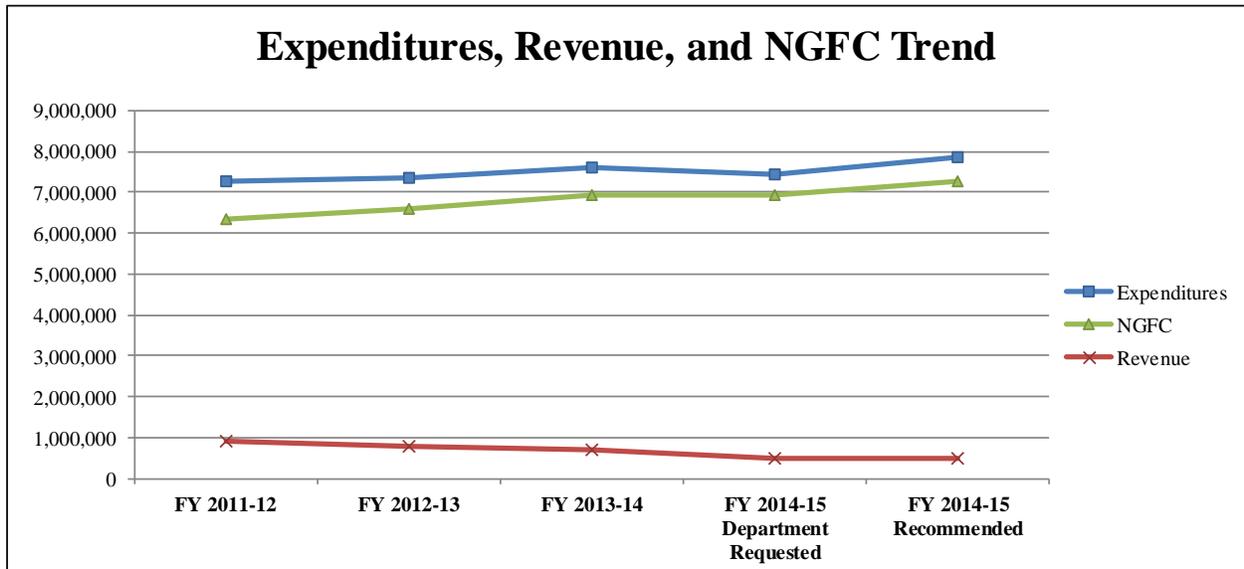
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Staffing expenses are the largest portion of the department's expenditures for FY 2014-15, which includes staffing for all the library facilities and the mobile units. Services and supplies expenditures of \$1.6 million include general operating expenses for branch locations, memberships, and library books and materials. Funding for books is established in the recommended budget at \$258,000, which is \$25,000 more than in FY 2013-14. The department is primarily funded by an allocation of Net General Fund Cost. Additional sources of revenue of \$486,000 are comprised of library fines, fees, and charges for library materials.



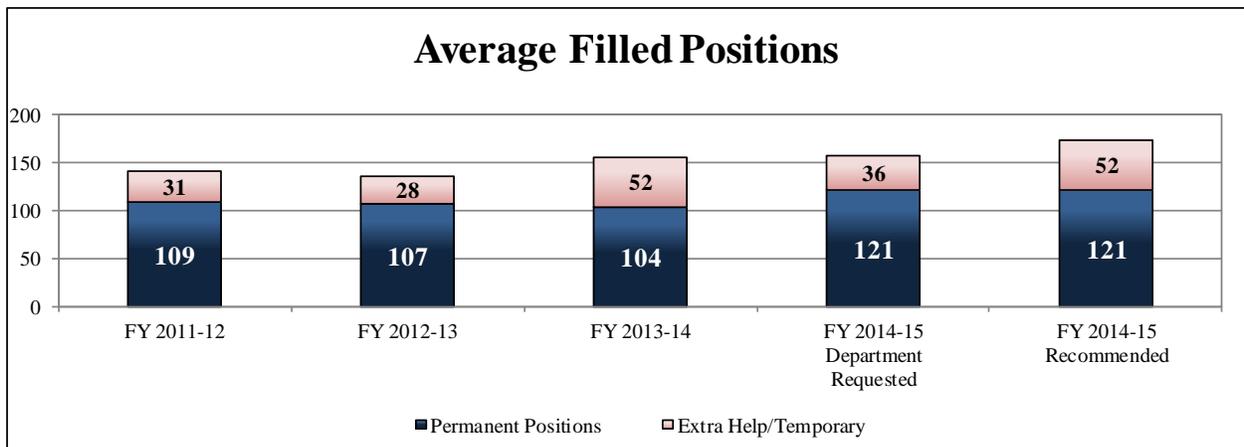
### Budget Changes and Operational Impacts

The recommended budget allows the department to maintain current levels of service and continue to meet its mission with no change in hours of operation. The recommended budget provides funding that will support 37,856 combined hours of opening at all 28 library facilities, which is the same as the estimated hours of opening in FY 2013-14. The department is projecting a slight decrease in revenue due to more patrons using e-books, which are not assessed late fees.



### Staffing Changes and Operational Impacts

The recommended budget includes funding for 121 authorized permanent positions and 52 extra help positions. The department will hold two positions vacant and unfunded: one (1) Fiscal Support Technician and one (1) Librarian III. The budget for salaries and benefits includes a retirement payout that is contributing to the increase in expenditures from FY 2013-14.



Education



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
	FY 2014-15				
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	109	107	104	121	121
Extra Help/Temporary	31	28	52	36	52
<b>Total Positions</b>	<b>140</b>	<b>135</b>	<b>156</b>	<b>157</b>	<b>173</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	82	79	78	N/A	N/A
Extra Help/Temporary (FTE)	12	12	25	N/A	N/A
<b>Total Positions</b>	<b>94</b>	<b>91</b>	<b>103</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$5,838,844</b>	<b>\$5,554,736</b>	<b>\$5,771,445</b>	<b>\$5,844,079</b>	<b>\$6,142,550</b>

### Summary of Authorized Positions

The department has 123 authorized permanent positions, of which 121 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	12	0	0	12	11	1	12
Support Services	19	0	0	19	18	1	19
Branch Staff	90	0	0	90	90	0	90
Public Services	2	0	0	2	2	0	2
<b>Total</b>	<b>123</b>	<b>0</b>	<b>0</b>	<b>123</b>	<b>121</b>	<b>2</b>	<b>123</b>

Education

<b>Administration</b>	<b>Support Services</b>	<b>Branch Staff</b>
<u><b>Classification</b></u>	<u><b>Classification</b></u>	<u><b>Classification</b></u>
1 Director of Libraries	2 Librarian II	2 Librarian III
3 Assistant Director of Libraries	1 Library Associate	3 Librarian II
1 Business Mnager	1 Senior Office Services Specialist	5 Librarian I
1 Office Services Coordinator	1 Office Services Specialist	11 Library Associate
1 Fiscal Support Supervisor	1 Office Services Technician	1 Library Associate PT
1 Fiscal Support Specialist	2 Office Services Assistant	2 Office Services Specialist
1 Fiscal Support Technician	1 Office Services Assistant PT	7 Office Services Technician
1 Fiscal Support Assistant	1 Senior Information Systems Specialis	5 Office Services PT
1 Departmental Aide	1 Information Systems Specialist II	5 Office Services Assistant
<u>11</u> <b>Requested Total</b>	2 Light Vehicle Driver	6 Office Services Assistant PT
	<u>5</u> Departmental Aide	<u>43</u> Departmental Aide
	<b>18 Requested Total</b>	<b>90 Requested Total</b>
 <b>Public Services</b>  		
<u><b>Classification</b></u>		
1 Library Associate		
1 Graphic Artist PT		
<u>2</u> <b>Requested Total</b>		

Education



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Increase community engagement and improve access to recreational, cultural, informational, and educational resources, services, and opportunities.

#### Objective 1: Increase utilization of library resources

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average attendance per hour of operation	31	31	36	28	30
Number of registered users	167,121	157,427	160,000	153,202	160,000
Number of items checked out annually	1,502,126	1,406,414	1,500,000	1,325,113	1,400,000
Percentage of registered users as portion of County Population	20%	18%	19%	16%	17%
Number of programs offered	2,144	2,810	2,300	2,478	2,300
Number of participants in programs	50,728	55,764	55,000	55,889	55,000
Number of hours computers used	New Performance Measure				153,000

Historically, there is a direct correlation with the population's educational attainment and library registrations and use. Despite the limited hours of operation, attendance levels continue to remain strong. The library offers a variety of programs that nurture education, creativity and imagination for all age ranges and continues to seek new ways to increase library programming.

#### Objective 2: Expand recreational, cultural, and educational resources available to the public

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Total operating hours of library facilities	26,721	26,692	26,692	32,931	36,520
Total number of materials available to the public	1,162,441	1,158,276	1,100,000	992,466	1,000,000
Average population served per staff full-time equivalent (FTE)	9,255	9,255	9,623	9,737	9,700
Total public computer users	227,661	217,833	220,000	215,199	220,000
Total E-books and E-audio offered	New Performance Measure				6,000
Total number of website views	New Performance Measure				600,000

Our primary mission is to provide the public with access to resources. The department tracks performance by measuring operating hours, number of available materials, efficient use of staff resources, and access provided to computers and the internet. Due to budgetary constraints, the department has been and continues to lose materials each year due to age and damage without the ability to replace them in the quantities needed. Library hours open to the public continue to be limited, but due to increased funding last year an additional day of opening was added to each library facility. We continue to look for ways to connect our patrons with educational materials through the resources on the Library website, the use of public computers and free Wi-Fi in nine Branches.

### Goal 2: Promote integrity and fiscal responsibility in operations.

#### Objective 1: Utilize resources more efficiently and effectively

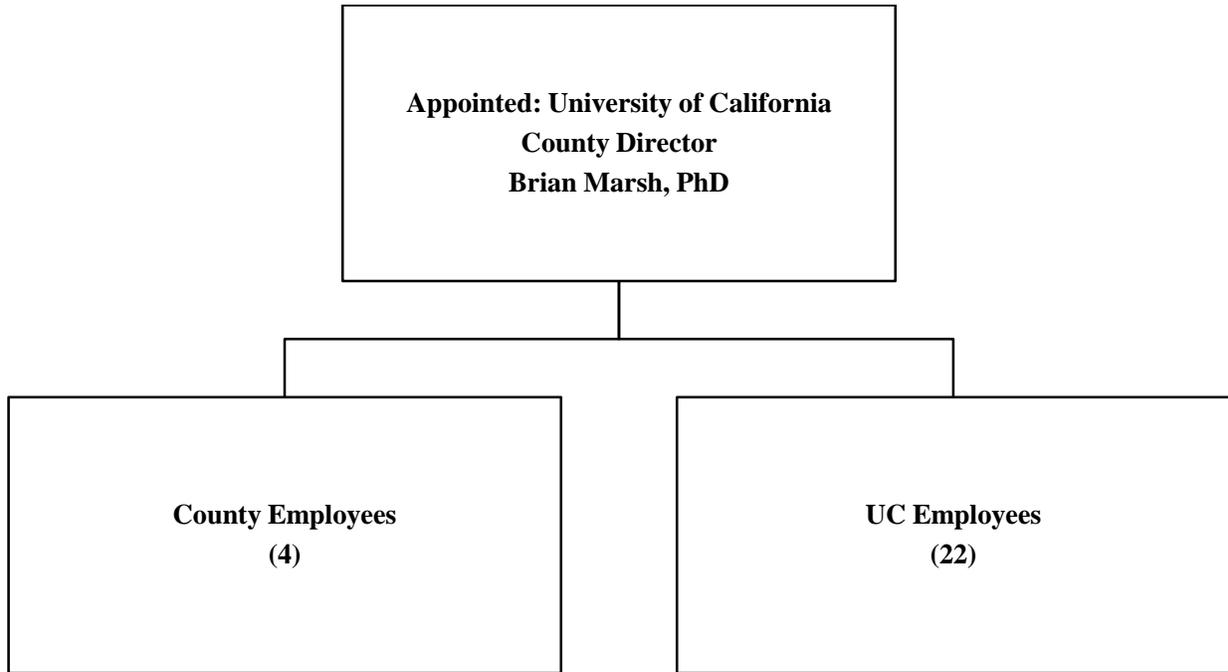
Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Services/Programs provided in coordination with other agencies	New Performance Measure				25
Grants received	New Performance Measure				7/\$60,000

It is the Library's goal to enrich the lives of the County residents by providing services in a more efficient and effective manner. Exploring partnerships and providing programs in conjunction with other County agencies or community groups will enhance the reach of the library and will serve to better connect residents with educational and enrichment opportunities.

**Mission Statement**

*To serve California through the creation, development and application of knowledge in agricultural, natural and human resources.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- The farm advisors continue to provide essential research and education that enable Kern County growers to remain viable and stable in the agricultural industry. Innovations developed by the farm advisors have resulted in increased disease control in vegetables, increased planting acreage, and decreased irrigation requirements.
- The Horticulture for Landscape, Gardens, and Orchards program doubled the number of classes, providing up-to-date horticultural practices to Kern County’s urban/suburban population. The classes were provided in Bakersfield, Tehachapi, and Ridgecrest.
- The Expanded Food and Nutrition Education Program and UC CalFresh nutrition education program improved nutrition, food safety, and family financial behaviors in local participating families and youth. More than 9,000 children were reached through the program.
- 4-H Youth Development, in partnership with local volunteers, continued to provide Kern County youth with hands-on learning opportunities focused on developing leadership, citizenship and life-skills.

**Education**



## Farm and Home Advisor

Farm Advisor: Brian Marsh  
Fund: General  
Budget Unit: 6310

Function: Education  
Activity: Education

### Description of Major Services

The Farm and Home Advisor is a cooperative extension of the University of California (UC) and the United States Department of Agriculture. This budget unit was established to facilitate the County contribution to this collaboration by providing funds for administrative support, under a Memorandum of Understanding with the University of California. The UC cooperative extension develops and distributes information on the County's production and consumption of agricultural products and relays the County's agricultural needs to the University for research on product quality and yield improvements. The UC cooperative also operates the 4-H youth program, Adult and Youth Expanded Family Nutrition Education program, and the Master Gardener horticultural program.

#### Summary of Expenditures and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$300,454	\$297,639	\$305,281	\$298,940	\$298,940	\$298,940
Services and Supplies	92,029	129,997	116,911	107,402	107,402	107,402
Other Charges	9	9	8	11	11	11
Other Financing Uses	0	85,080	0	0	0	81,657
<b>TOTAL EXPENDITURES</b>	<b>\$392,492</b>	<b>\$512,725</b>	<b>\$422,200</b>	<b>\$406,353</b>	<b>\$406,353</b>	<b>\$488,010</b>
<b>REVENUE:</b>						
Non-Revenue Receipts	\$0	\$0	\$0	\$800	\$800	\$800
Miscellaneous	80	800	637	50	50	50
<b>TOTAL REVENUE</b>	<b>\$80</b>	<b>\$800</b>	<b>\$637</b>	<b>\$850</b>	<b>\$850</b>	<b>\$850</b>
Less Available BSI *	\$0	(\$85,080)	\$0	\$0	\$0	(\$81,657)
<b>NET GENERAL FUND COST</b>	<b>\$392,412</b>	<b>\$426,845</b>	<b>\$421,563</b>	<b>\$405,503</b>	<b>\$405,503</b>	<b>\$405,503</b>
BSI Ending Balance *	\$85,080	N/A	\$81,389	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

Education

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

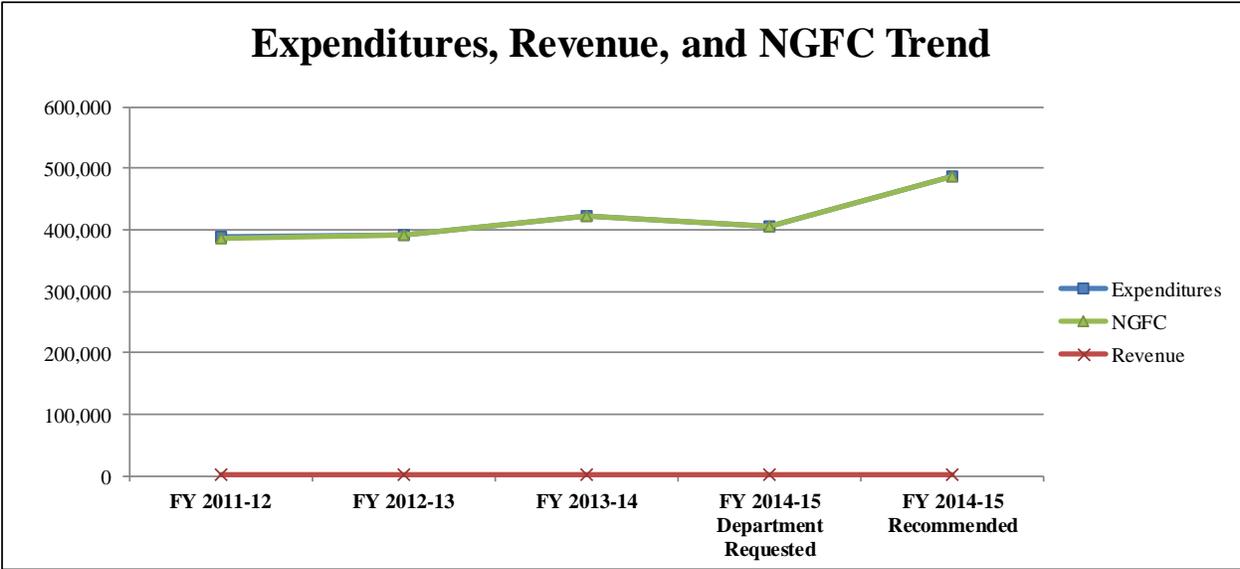
A majority of the expenditures for this budget unit are associated with staffing costs to perform the functions of the Farm and Home Advisor. The department is primarily funded by an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget provides the department with funding for all authorized positions, which requires the department to use \$16,724 of its accumulated Budget Savings Incentive (BSI) credits. Services and supplies are recommended at a decrease, primarily due to a reduction in

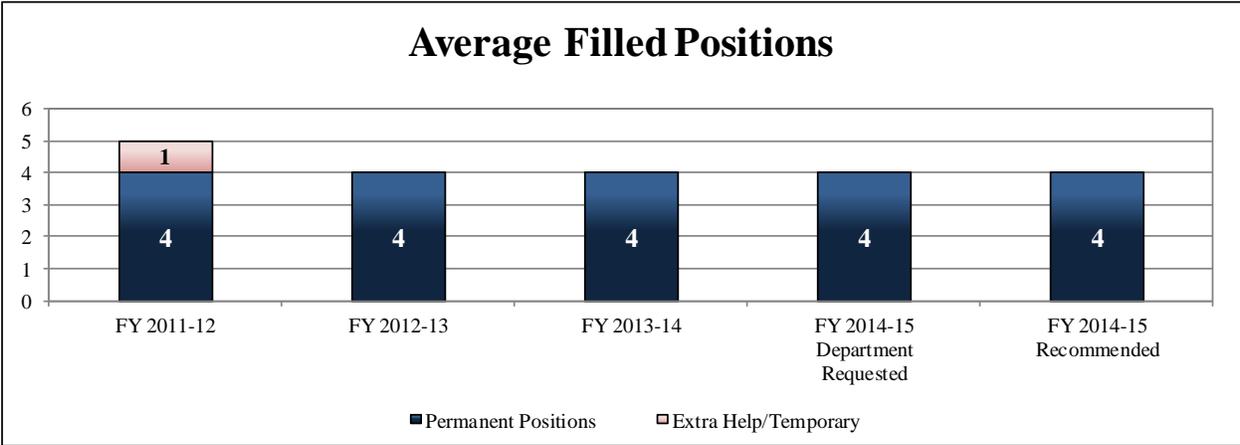


general liability insurance and fleet costs. The recommended budget will allow the County to retain the educational and economic benefit of hosting the cooperative extension researchers from the University of California.



### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. Minor savings are being recognized in the salaries and benefits object due to replacing a Fiscal Support position at a lower step that resulted in lower salary costs.



Education



	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>4-Year Staffing Trend</b>					
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	1	N/A	N/A	N/A	N/A
<b>Total Positions</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
<b>Total Positions</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$302,008</b>	<b>\$300,454</b>	<b>\$305,281</b>	<b>\$298,940</b>	<b>\$298,940</b>

### Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	4	0	4
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

Education

<b>Administration</b>	
<b>Classification</b>	
1	Office Service Coordinator
1	Fiscal Support Technician
1	Office Service Technician
1	Ag. Field Equipment Specialist
<b>4</b>	<b>Requested Total</b>



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Increase community access to informational and educational resources in order to promote healthy lifestyles, personal development and long-term self-sufficiency

*Objective 1: Provide the public with educational resources designed to increase awareness of healthy behaviors and personal enrichment strategies.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	100%	100%	100%	100%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards	100%	95.2%	100%	98.7%	100%

Healthy eating reduces the risk of chronic diseases and improves quality of life. Our educational sessions provide eight hours of nutrition education to low income families with children that include the subjects of physical activity, healthy eating, and food safety. Plants contribute to air quality, to energy conservation, to carbon dioxide uptake, as well as providing aesthetic benefits and food. Participants in our classes gain useful knowledge that enables them to maintain and enhance landscapes, as well as make informed choices that affect energy consumption, water conservation, and contribute to air quality. Both programs continue to flourish; participants indicate that they are gaining beneficial information and are incorporating that information and newly learned behaviors into their daily practices.

*Objective 2: Provide targeted youth programs that focus on developing healthy lifestyles, acquisition of essential skills and the ability to thrive and succeed.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of first year 4-H Youth members that re-enroll	65%	78%	55%	84%	75%
Percentage of first year 4-H Adult volunteers that re-enroll	75%	100%	75%	96%	75%
Number of children reached through participation in the Expanded Food & Nutrition Education Program (EFNEP) for youth.	6612	5923	6000	9852	6000

The main goal of the 4-H Youth Development Program is the promotion of citizenship, leadership and life-skills. 4-H club programs utilize the knowledge and dedication of adult volunteers who guide the youth in the various 4-H projects and leadership building tasks. The longer a young person participates in 4-H, the more likely they are to experience the opportunities for growth this program offers. The goal is therefore to increase the year-to-year retention rates of both youth members and adult volunteers.

The EFNEP program prioritizes strategies to improve the diet and health of low-income children and families. Healthy eating reduces the risk of chronic diseases and improves the quality of life. This performance measure reflects the number of children participating in the nutrition education program. Local teachers, who have been trained by our staff, provide six hours of education to children using our Youth EFNEP nutrition curriculum. The curriculum is age-based for children from pre-school to Junior High.

### Goal 2: Ensure economic vitality by supporting local commerce through the extension of research and the application of improved operational methods and procedures.

*Objective 1: Disseminate the results of research addressing pest management, crop production, water conservation, soil management, and livestock issues, as well as the benefits of new plant varieties for Kern County.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of participants that report a gain in useful knowledge from Agriculture trainings.	99%	99%	100%	99%	100%
Number of newsletters issued, articles published, seminars held, or other educational outreach efforts conducted during the fiscal year designed to benefit Kern County agriculture.	New Performance Measure				250

Farm advisors present the results of research addressing multiple areas of concern for Kern County agriculture. The measures allow for both qualitative and quantitative assessment of our performance by reporting benefits as judged by stakeholders, as well as the actual volume of materials provided to the community. Based on stakeholder input, the department is successfully addressing the needs of the agricultural community and participants are integrating new processes into their operating procedures. The second measure is newly instituted for the FY 2014-15, so no historical data is available, although an estimate of 259 for FY 2013-14 was establish as baseline for setting the FY 2014-15 goal.

Education



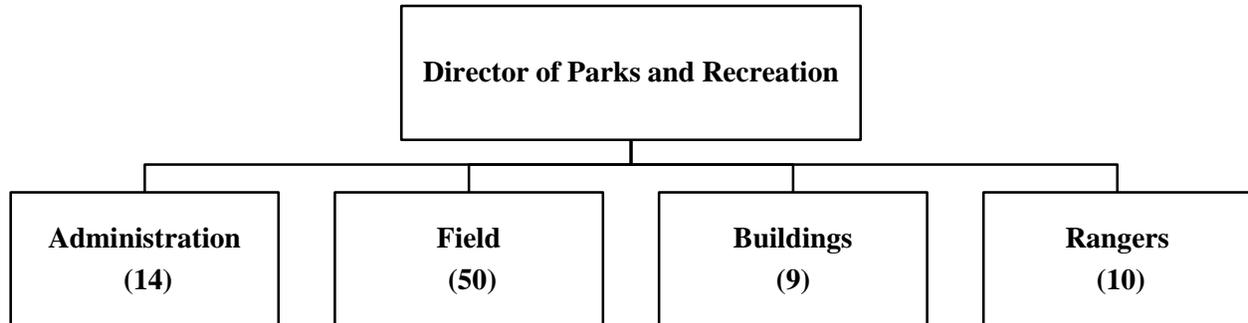
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**Mission Statement**

*The Kern County Parks and Recreation Department develops and maintains a safe, accessible, high-quality regional system of parks, open spaces, landscapes and recreational facilities to support and enhance the quality of life for our residents and visitors.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Rehabilitated a section of campgrounds at Buena Vista Aquatic Recreation Area with a new irrigation system and new picnic tables.
- Secured grant for Lake Woollomes in the amount of \$198,000 from Bureau of Reclamation for rehabilitation of parking lots and roadways, new trees and the lake's shoreline.
- Planted over 200 trees in collaboration with the Tree Foundation, State Parks, IKEA and the Dolores Huerta Foundation at various County parks through various grants.
- Collaborated with Paramount Farms for Phase II at Lost Hills Paramount Park which included an artificial turf soccer field, all-weather track and new recreation building.
- Rehabilitated Pioneer Park Trough with a new group picnic area, basketball standards and court surfacing through Quimby funding.
- Collaborated with Supervisor Perez's office on Kaboom playground grant for a new playground at Lamont Park.
- Rehabilitated the basketball court at Virginia Avenue Park and Riverside Park with new standards and new court surfacing through Quimby funding.

Recreation and Culture



## Parks and Recreation

Department Head: Robert Lerude  
Fund: General  
Budget Unit 7100

Function: Recreation and Culture  
Activity: Recreation Facilities

### Description of Major Services

The Parks and Recreation Department operates eight regional and forty neighborhood parks with recreational facilities that include lakes, campgrounds, group picnic areas, playgrounds, bike trails and ball fields. The department also operates seventy-six County buildings, which include veterans' halls, senior centers, community buildings, and recreation buildings. The department also provides administrative support for the Golf Course Enterprise Fund, Wildlife Resources Commission, Parks and Recreation Commission, and the Heritage Commission. In addition, the department maintains landscape areas around many County facilities.

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$7,794,171	\$8,061,215	\$7,479,930	\$7,853,380	\$7,853,380	\$7,802,782
Services and Supplies	3,944,463	4,798,147	4,610,916	4,400,262	4,400,262	4,463,177
Other Charges	192,442	209,825	140,831	271,685	271,685	271,685
Capital Assets	284,733	117,000	121,824	92,000	92,000	292,000
Other Financing Uses	0	291,469	0	2,098	2,098	365,171
<b>TOTAL EXPENDITURES</b>	<b>\$12,215,809</b>	<b>\$13,477,656</b>	<b>\$12,353,501</b>	<b>\$12,619,425</b>	<b>\$12,619,425</b>	<b>\$13,194,815</b>
Expend. Reimb.	(\$2,955)	(\$3,500)	(\$22,139)	(\$26,778)	(\$26,778)	(\$26,778)
<b>TOTAL NET EXPENDITURES</b>	<b>\$12,212,854</b>	<b>\$13,474,156</b>	<b>\$12,331,362</b>	<b>\$12,592,647</b>	<b>\$12,592,647</b>	<b>\$13,168,037</b>
<b>REVENUE:</b>						
Fines and Forfeitures	\$11,985	\$16,020	\$11,863	\$15,720	\$15,720	\$15,720
Use of Money/Property	156,574	164,676	200,516	192,000	192,000	192,000
Intergovernmental	8,400	0	80,899	247,260	247,260	247,260
Charges for Services	1,682,963	1,751,846	1,546,642	1,653,038	1,653,038	1,653,038
Miscellaneous	14,134	2,670	42,435	2,214	2,214	2,214
Other Financing Sources:						
Sales-Fixed Assets	0	0	1,759	0	0	0
Litter Fine Fund	3,393	3,200	3,088	3,000	3,000	3,317
Timber Harvest Fund	0	65,000	47,835	0	0	0
Parcel Map In-Lieu Fees	0	0	42,900	0	0	0
Community Development Program	22,916	0	(174)	0	0	0
Off Hwy Motor Vehicle License	30,895	210,417	123,338	59,000	59,000	59,000
Realignment 2011	0	0	3,000	0	0	12,000
<b>TOTAL REVENUE</b>	<b>\$1,931,260</b>	<b>\$2,213,829</b>	<b>\$2,104,101</b>	<b>\$2,172,232</b>	<b>\$2,172,232</b>	<b>\$2,184,549</b>
Less Available BSI *	\$0	(\$291,469)	\$0	\$0	\$0	(\$363,073)
<b>NET GENERAL FUND COST</b>	<b>\$10,281,594</b>	<b>\$10,968,858</b>	<b>\$10,227,261</b>	<b>\$10,420,415</b>	<b>\$10,420,415</b>	<b>\$10,620,415</b>
BSI Ending Balance *	\$347,507	N/A	\$288,587	N/A	N/A	N/A

\* BSI = Budget Savings Incentives

## Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Staffing costs of \$7.8 million fund 84 positions for the administration, operations and maintenance of the County's numerous parks and County buildings. Services and supplies expenses of \$4.3 million include utilities, maintenance, insurance, and fleet costs. The department is primarily funded by an allocation of Net General Fund Cost. Additional sources of \$2.1 million represents fees from camping, fishing, park entrance, facility use, permits, and concession agreements.

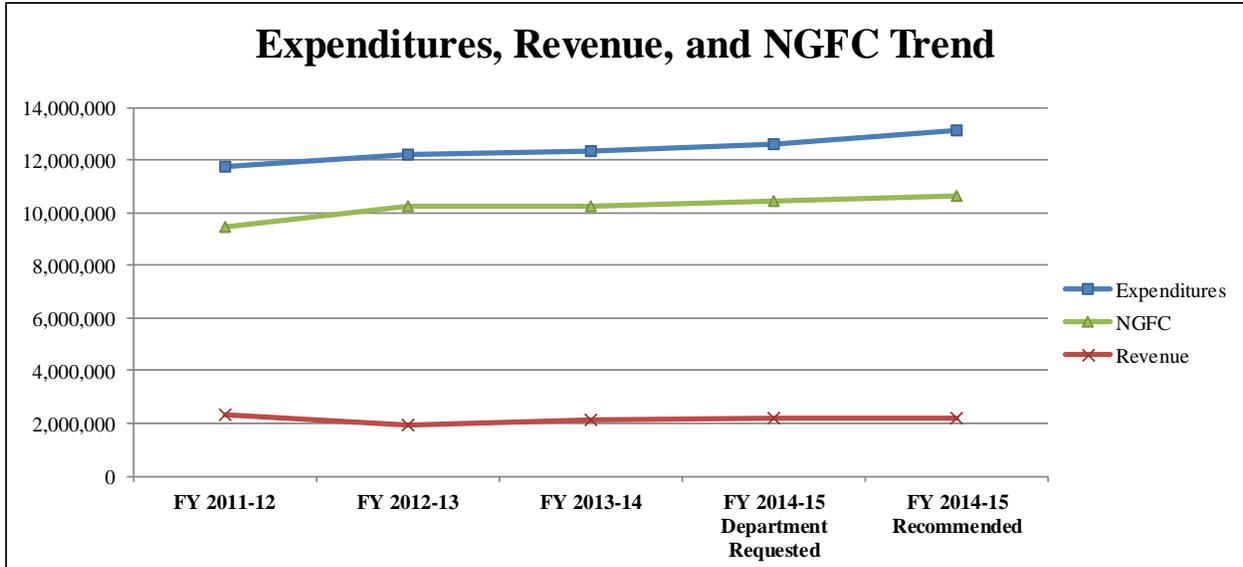
### Budget Changes and Operational Impacts

In FY 2013-14, the department began the evaluation of the maintenance needs in remote locations, as well as restructuring the security of the parks under the Sheriff's Office. These operational reviews resulted in the department not filling funded Parks Rangers and Groundskeeper positions, resulting in lower salaries and benefit costs in FY 2013-14.

The recommended budget provides funding that will allow the department to fund 84 of the 94 authorized positions. This will require the department to hold two additional positions vacant and unfunded in FY 2014-15. Services and supplies are recommended at a reduced level. The department anticipated a reduction in Off Highway Motor Vehicle projects that are funded from fees and licensing of off road vehicles. In addition, the management for Park Ranger functions previously performed by the Sheriff will be reassigned to a new Park Ranger Manager. In order to achieve the 5% reduction in NGFC in FY 2014-15, the department anticipates that park maintenance in some areas will remain at minimum levels.

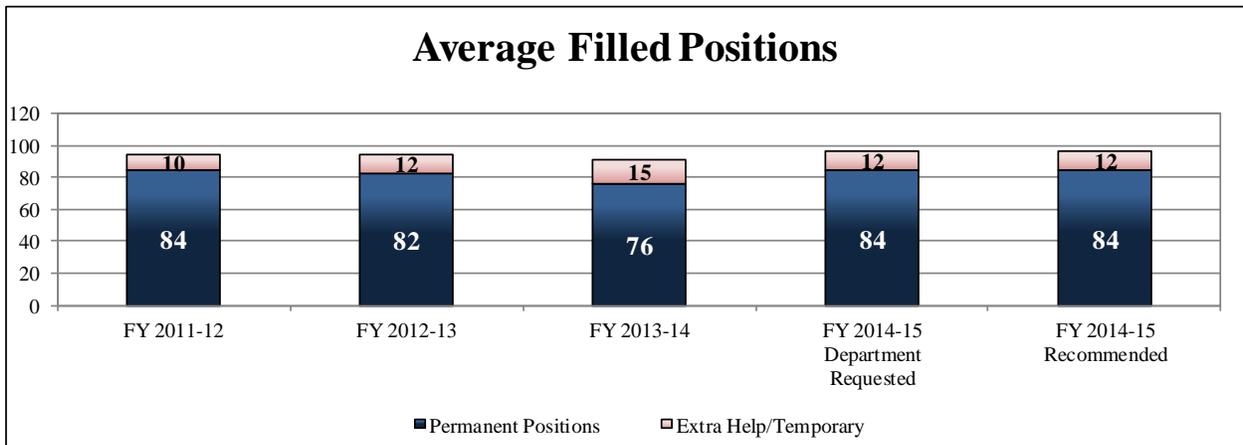
In FY 2013-14, the department had anticipated completing Phase II and III of the privatization projects for Mojave, California City, North Edwards, Boron, Frazier Park, Ford City, Valley Acres, Derby Acres, and Fellows; however, due to process delays the outsourcing has not been finalized. In order to mitigate the 5% reduction the department requested appropriations that removed the funding for privatization. Therefore, \$207,700 authorized for contracted services in FY 2013-14 is not included in the recommended budget. At this time the department estimates that the full implementation of Phase II and III would cost \$465,000 which is not included in the recommended budget.

Revenue is slightly decreasing in use of money/property due to a decrease in license, concessions and lease agreements. Intergovernmental revenue is increasing by approximately \$167,000 primarily due to one-time grant funding from the Bureau of Reclamation for improvements at Lake Woollomes.



### Staffing Changes and Operational Impacts

The recommended budget includes funding for 84 permanent positions and 12 extra help positions. The department will hold eight (8) Groundskeeper I positions and two (2) Building Services Worker positions vacant and unfunded, two more than was adopted for FY 2013-14.



Recreation and Culture



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	84	82	76	84	84
Extra Help/Temporary	10	12	15	12	12
<b>Total Positions</b>	<b>94</b>	<b>94</b>	<b>91</b>	<b>96</b>	<b>96</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	82	82	77	N/A	N/A
Extra Help/Temporary (FTE)	9	11	14	N/A	N/A
<b>Total Positions</b>	<b>91</b>	<b>93</b>	<b>91</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$7,871,664</b>	<b>\$7,794,170</b>	<b>\$7,479,930</b>	<b>\$7,853,380</b>	<b>\$7,802,782</b>

### Summary of Authorized Positions

The department has 95 authorized positions, of which 84 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	15	0	0	15	15	0	15
Field	58	0	0	58	50	8	58
Buildings	11	0	0	11	9	2	11
Rangers	10	0	0	10	10	0	10
<b>Total</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>84</b>	<b>10</b>	<b>94</b>

Recreation and Culture



<b>Administration</b>	<b>Field</b>	<b>Buildings</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Parks and Recreation	4 Area Park Supervisor	1 Sr. Building Services Worker
1 Business Manager	6 Park Supervisor	2 Building Services Worker I/II
1 Sr. Office Services Specialist	2 Maintenance Worker IV	6 Building Services Worker III
1 Park Superintendent	3 Maintenance Worker III	<u>9 Requested Total</u>
1 Planner II	4 Maintenance Worker I/II	
1 Planner I	14 Groundskeeper III	
1 Park Ranger Manager	5 Groundskeeper I/II	
1 Administrative Coordinator	1 Maintenance Plumber	
2 Fiscal Support Supervisor	1 Maintenance Electrician	
1 Fiscal Support Specialist	3 Equipment Operator	
4 Fiscal Support Technician	1 Sr. Mower Repair Mechanic	
<u>15 Requested Total</u>	4 Tree Trimmer II	
	<u>2 Park Caretaker</u>	
	<u>50 Requested Total</u>	
 <b>Range rs</b>  		
<u>Classification</u>		
3 Supervising Park Ranger		
1 Park Ranger I		
3 Park Ranger II		
3 Park Ranger Trainee		
<u>10 Requested Total</u>		

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

**Goal 1: Promote beautification in parks and increase accessibility to recreational resources and opportunities**

*Objective 1: Increase tree planting and remove hazardous trees*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Ratio of trees planted to trees removed across the County by Parks Department	114/158	157/307	160/80	200/167	150/100

The department seeks to beautify the community by increasing shade canopy and improving the environment with trees and other vegetation. Trees and vegetation improve the environment, air quality, and aesthetics of the community. Planting region-appropriate vegetation and trees ensure a greater likelihood of plant survival, as well as a suitable urban forest. During FY 2013-14 the department planted a greater number of trees than were removed. The goal for FY 2014-15 is to continue to plant an equal or greater number of trees than are being removed.

*Objective 2: Removing graffiti as quickly as possible to prevent further occurrences and increase beautification.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average number of days to remove graffiti on Parks property	2.5	1.5	1.0	.5	.5

By removing graffiti quickly, the department prevents further occurrences from happening as quickly, and enhances the beautification of County parks, and facilities. By hiring an extra-help maintenance painter during the summer months, in FY 2013-14 the department reduced the average number of days to remove graffiti, which reduced the number of complaints.

Recreation and Culture



*Objective 3: To track utilization of website to make reservations and to purchase boat permits*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Total transactions processed in reservations system.	New Performance Measure				3,090
Number of seniors using Parks facilities for Senior Nutrition Program	2,034	3,084	3,300	3,972	N/A
Number of campers using Buena Vista Aquatic Recreation Area	25,635	25,499	25,500	24,080	N/A

Through its website, the department will provide the public with access to make reservations 24-hours a day, 365 days a year. The department proposes discontinuing the last two measurements due to the difficulty in obtaining accurate data and measurement not providing a meaningful evaluation of performance.

**Goal 2: Enhance public safety in County parks and facilities**

*Objective 1: Improve public safety of park patrons and quality of life for residents living near neighborhood parks through targeted enforcement of specific crimes in the county regional and neighborhood parks, lakes and recreations areas*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of DUI and boating under the influence reports	New Performance Measure				20
Number of alcohol and tobacco ordinance enforcement	New Performance Measure				40
Number of vandalism reports outside of graffiti reports	New Performance Measure				30
Number of graffiti reports	New Performance Measure				40
Number of public contacts by Park Rangers	34,637	30,644	30,000	35,429	N/A

Park rangers and security officers patrol lakes to ensure boaters are operating safely and legally; and provide a patrol presence within parks to encourage compliance with regulation, answer questions related to camping, fire, fishing, and vehicle operation; observe and intervene in disturbances related to alcohol use and visitor conflicts, and vehicle code and parking regulations. In addition to the regional parks the Park Rangers regularly patrol, they are also patrolling County neighborhood parks and facilities. It is expected the expansion into County parks and recreational facilities outside the regional parks will result in higher numbers of reports. The first four performance measures are newly instituted for FY 2014-15, so no historical data is available, however, an estimate of FY 2013-14 was developed in order to establish a baseline for setting the FY 2014-15 goal. The department is eliminating the last performance measure as it does not provide a meaningful evaluation of performance.

*Objective 2: Relocate the homeless from county parks and other facilities.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Contacts with homeless individuals	New Performance Measure				100
Homeless individuals issued citations/booked into jail	New Performance Measure				15
Referrals to homeless facilities and programs	New Performance Measure				100

Many of the homeless in the county parks have outstanding warrants and/or social services needs. As the rangers expand their activities into neighborhood parks outside their regional park home stations, they will encounter homeless people in need of various social services, including mental health services, or with arrest warrants. The three performance measures are newly instituted for FY 2014-15, so no historical data is available, however, an estimate of FY 2013-14 was developed in order to establish a baseline for setting the FY 2014-15 goal.

Recreation and Culture



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## Debt Service

Department Head: John Nilon  
Fund: General  
Budget Unit: 8120

Function: Debt Service  
Activity: Interest on Long Term Debt

### Description of Major Services

This budget unit is used to make annual debt service payments for County projects and equipment financed on a long-term basis, and to pay interest on the County's short term cash flow borrowing. The County Administrative Office administers this budget unit.

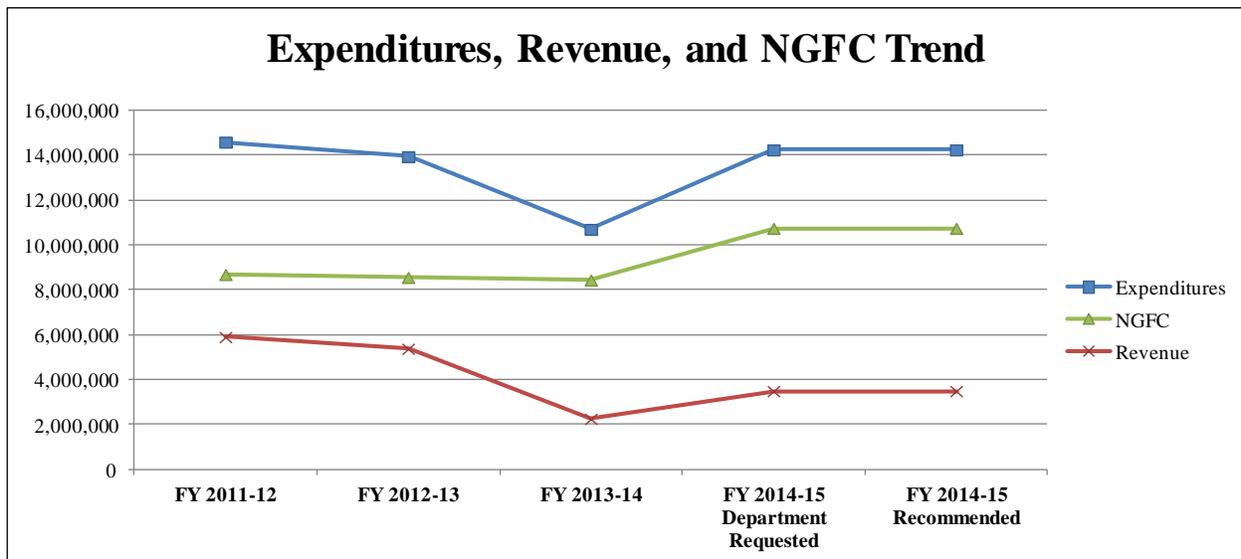
Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$631,922	\$1,039,000	\$656,403	\$1,328,100	\$1,328,100	\$1,328,100
Other Charges	13,308,902	13,560,582	10,045,666	12,913,563	12,913,563	12,913,563
<b>TOTAL EXPENDITURES</b>	<b>\$13,940,824</b>	<b>\$14,599,582</b>	<b>\$10,702,069</b>	<b>\$14,241,663</b>	<b>\$14,241,663</b>	<b>\$14,241,663</b>
<b>REVENUE:</b>						
Use of Money/Property	\$4,492,500	\$3,000,000	\$2,124,250	\$3,000,000	\$3,000,000	\$3,000,000
Miscellaneous	30,779	0	0	0	0	0
Other Financing Sources:						
Community Development Program	856,512	134,082	134,082	495,665	495,665	495,665
<b>TOTAL REVENUE</b>	<b>\$5,379,791</b>	<b>\$3,134,082</b>	<b>\$2,258,332</b>	<b>\$3,495,665</b>	<b>\$3,495,665</b>	<b>\$3,495,665</b>
<b>NET GENERAL FUND COST</b>	<b>\$8,561,033</b>	<b>\$11,465,500</b>	<b>\$8,443,737</b>	<b>\$10,745,998</b>	<b>\$10,745,998</b>	<b>\$10,745,998</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The recommended budget includes sufficient appropriations to cover debt service payments for the 2009 Certificates of Participation, the 2011 Refunding Certificates of Participation, the 2007 California Infrastructure and Economic Development Bank Loan, in addition to the anticipated interest cost of the FY 2014-15 Tax and Revenue Anticipation Notes. Appropriations are included for the estimated issuance costs associated with the refunding of the California County Tobacco Securitization Agency Tobacco Settlement Asset-Backed Bonds (Kern County Tobacco Funding Corporation) Series 2002 in order to accelerate receipt of the tax settlement revenue and to pay for the debt service costs for vacant space in the Southeast Bakersfield Community Services Center that have increased with the relocation of some of the Employers' Training Resource employees and the Sheriff Civil Unit to other facilities. The major source of funding for this budget unit is an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

The recommended budget includes an increase in services and supplies of \$728,371 for the estimated issuance costs associated with the refunding of the Tobacco Settlement Asset-Backed Bonds and the increase in the rent cost for the additional vacant space in the Southeast Bakersfield Community Services Center. Other charges increased as a result of the anticipated interest cost associated with FY 2014-15 Tax and Revenue Anticipation Notes as well as the principal and interest related to the 2007 California Infrastructure and Economic Development Bank Loan. A prepayment of the FY 2013-14 principal was made in the prior fiscal year with available Community Development funds; therefore the principal is not included in the estimated actual cost for FY 2013-14. The principal cost for FY 2014-15 is reflected in the other charges category. Revenue from the Community Development budget offsets the loan repayment costs.



Debt Service



**COUNTY OF KERN**  
**TOTAL OUTSTANDING DEBT**  
**As of July 1, 2014**

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	FY 2014-2015 Payment Obligation
<b>Certificates of Participation</b>				
2009 Certificates of Participation (Capital Improvement Projects)	General Fund	\$88,725,000	August 1, 2035	\$6,943,304
2011 Solid Waste Refunding (Solid Waste System Improvements)	Solid Waste Enterprise Fund	5,660,000	August 1, 2016	1,976,263
2011 Refunding Certificates of Participation (Capital Improvement Projects)	General /Kern Medical Center/Fire Funds	10,140,000	November 1, 2019	2,194,225
<b>Subtotal Certificates of Participation</b>		<b>\$104,525,000</b>		<b>\$11,113,791</b>
<b>Privately Placed Obligations</b>				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	\$3,702,033	January 12, 2026	\$484,064
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	5,265,913	August 1, 2026	495,664
Equipment Capital Leases	Various Funds <sup>1</sup>	13,334,475	Various	5,083,950
Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	7,325,000	August 1, 2022	935,143
<b>Subtotal Private Placement Bank Loans</b>		<b>\$29,627,421</b>		<b>\$6,998,821</b>
<b>Pension Obligation Bonds<sup>2</sup></b>				
Taxable Pension Obligation Bonds Series 1995	Various Funds	80,063,439	August 15, 2021	31,472,431
Taxable Pension Obligation Refunding Bonds Series 2003A	Various Funds	204,512,067	August 15, 2027	17,879,443
Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
<b>Subtotal Pension Obligation Bonds</b>		<b>\$334,575,506</b>		<b>\$51,444,374</b>
<b>Total Long-Term Debt</b>		<b>\$468,727,927</b>		<b>\$69,556,986</b>
<b>Short-Term Debt</b>				
FY 2014-15 Tax and Revenue Anticipation Notes	General Fund	\$200,000,000	June 30, 2015	\$200,997,222

<sup>1</sup> The debt service payments for the Equipment Capital Leases is made from the budget units owning the equipment.

<sup>2</sup> The debt service payments for all Pension Obligation Bonds are made on a pro rata basis between various County funds proportional to the amount of salary costs incurred in those funds.



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## Appropriations for Contingencies

Department Head: John Nilon  
 Fund: General  
 Budget Unit: 1970

Function: General Government  
 Activity: Appropriation for Contingencies

### Description of Major Services

The Appropriations for Contingencies budget unit accounts for General Fund resources set aside to help protect the County from unforeseen increases in expenditures or reductions in revenue, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In doing so, it is also intended to help avoid undue service level fluctuations during periods of economic instability. The County Administrative Office administers this budget unit.

<b>Summary of Appropriations</b>					
	<u>FY 2012-13</u>	<u>FY 2013-14</u>	<u>FY 2014-15</u>		
	Adopted Budget	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>					
Contingencies	\$6,777,191	\$10,420,000	\$11,500,000	\$11,500,000	\$8,341,240
<b>TOTAL APPROPRIATIONS</b>	<b>\$6,777,191</b>	<b>\$10,420,000</b>	<b>\$11,500,000</b>	<b>\$11,500,000</b>	<b>\$8,341,240</b>
<b>NET GENERAL FUND COST</b>	<b>\$6,777,191</b>	<b>\$10,420,000</b>	<b>\$11,500,000</b>	<b>\$11,500,000</b>	<b>\$8,341,240</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

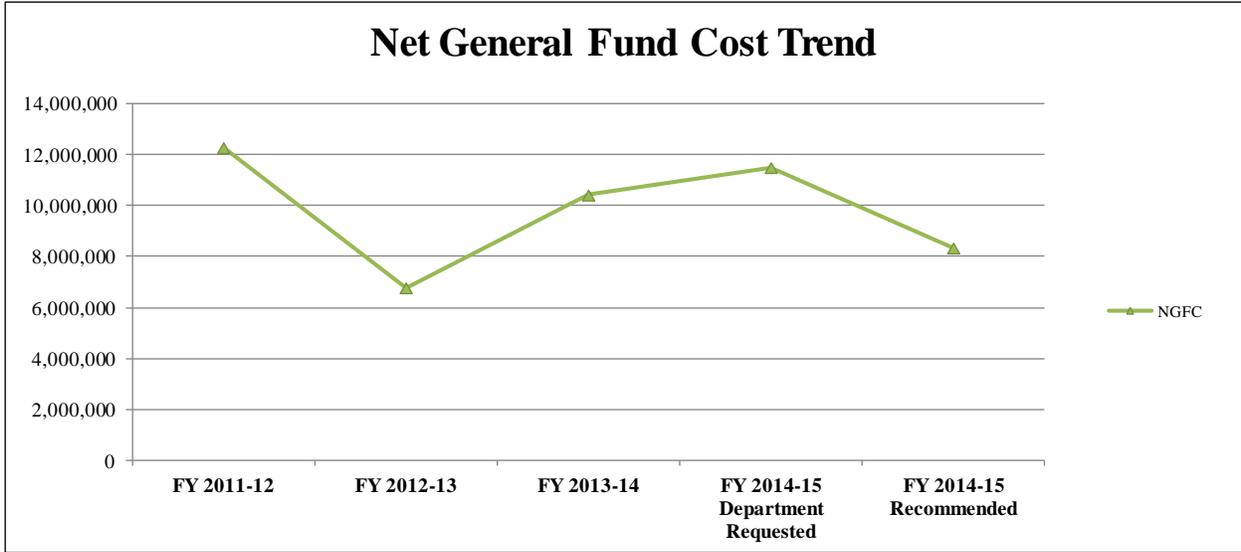
Expenditures are not incurred in this budget unit but rather appropriations are transferred to other General Fund budget units under limited circumstances if approved by the Board of Supervisors. The recommended budget includes the appropriation of 1% of General Fund general purpose revenue in the amount of \$4 million to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting the County’s operations that could not have been reasonably anticipated. In addition, \$1 million is appropriated for other uncertainties departments may encounter such as emergency maintenance projects and other unforeseen circumstances. The budget unit is funded through an allocation of Net General Fund Cost.

### Budget Changes and Operational Impacts

In addition to the standard general purpose contingencies identified above, the recommended budget includes the following set asides:

- \$1.5 million for Correctional Medicine budget unit 8988 if projected Medi-Cal revenue for inmates is not realized
- \$200,000 for fiscal reviews or audits of Kern Medical Center
- \$250,000 for Animal Services for potential spay/neuter activities
- \$1.4 million for the Sheriff Department if budget reductions are not achieved





## Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Governmental Funds</b>				
00001 <b>General Fund</b>				
Reserve-General	\$40,000,000	\$0	\$0	\$40,000,000
Reserve-Tax Litigation	5,579,614	0	0	5,579,614
Designation-Human Services	15,454,000	0	998,848	16,452,848
Designation-RenewBiz	751,307	746,000	346,982	352,289
Designation-Blight Remediation	0	0	1,200,000	1,200,000
Designation-Retirement	8,087,478	0	1,575,108	9,662,586
Designation-Infrastructure Replacement	4,977,208	0	4,394,973	9,372,181
Designation-EH Program Enhancements	260,664	168,342	0	92,322
Designation-KCMF Capital Projects	750,000	0	0	750,000
Designation-Kmc Working Capital	695,484	0	20,304,516	21,000,000
Designation-Info Technology Projects	366,319	0	5,000,000	5,366,319
Designation-Sheriffs Aircraft	836,966	0	0	836,966
<b>General Fund Subtotal</b>	<b>\$77,759,040</b>	<b>\$914,342</b>	<b>\$33,820,427</b>	<b>\$110,665,125</b>
<b>Special Revenue Funds</b>				
<b>Operating Special Revenue Funds</b>				
00007 <b>Road</b>				
Designation-General	\$1,157,738	\$0	\$7,486,218	\$8,643,956
00011 <b>Structural Fire</b>				
Reserve-Tax Litigation	\$1,800,000	\$0	\$0	\$1,800,000
Designation-Infrastructure Replacement	33,318	0	752,703	786,021
Designation-Capital Projects	1,433,299	0	533,794	1,967,093
<b>Total Structural Fire</b>	<b>\$3,266,617</b>	<b>\$0</b>	<b>\$1,286,497</b>	<b>\$4,553,114</b>
00120 <b>Building Inspection</b>				
Designation-General	\$9,203,700	\$0	\$3,202,208	\$12,405,908
00141 <b>Mental Health Fund</b>				
Designation-General	\$9,884,109	\$0	\$0	\$9,884,109
00145 <b>Aging and Adult Services</b>				
Designation-General	\$1,652,551	\$488,344	\$0	\$1,164,207
00183 <b>Kern Co Dept. of Child Support</b>				
Designation-General	\$775,973	\$93,010	\$0	\$682,963
<b>Operating Special Revenue Funds Subtotal</b>	<b>\$25,940,688</b>	<b>\$581,354</b>	<b>\$11,974,923</b>	<b>\$37,334,257</b>
<b>Non-Operating Special Revenue Funds</b>				
00160 <b>Wildlife Resources</b>				
Designation-General	\$14,254	\$0	\$3,002	\$17,256
00161 <b>Timber Harvest</b>				
Designation-General	\$19,343	\$0	\$17,601	\$36,944
00162 <b>Graffiti Abatement</b>				
Designation-General	\$1,904	\$0	\$0	\$1,904
00163 <b>Probation Juvenile Justice Realignment Fund</b>				
Designation-General	\$678,014	\$0	\$700,663	\$1,378,677
00164 <b>Real Estate Fraud</b>				
Designation-General	\$175,176	\$0	\$84,263	\$259,439
00165 <b>Litter Clean Up</b>				
Designation-General	\$2,647	\$2,647	\$0	\$0
00170 <b>Off-Hwy Motor Vehicle License</b>				
Designation-General	\$306,871	\$0	\$86,459	\$393,330
00171 <b>Planned Local Drainage-Shalimar</b>				
Designation-Infrastructure Replacement	\$9,502	\$0	\$33	\$9,535
Designation-General	957	0	0	957
<b>Total Planned Local Drainage-Shalimar</b>	<b>\$10,459</b>	<b>\$0</b>	<b>\$33</b>	<b>\$10,492</b>



### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Non-Operating Special Revenue Funds</b>				
00172 <b>Planned Local Drainage-Brundage</b>				
Designation-Infrastructure Replacement	\$129,021	\$0	\$396	\$129,417
Designation-General	846	0	0	846
<b>Total Planned Local Drainage-Brundage</b>	<b>\$129,867</b>	<b>\$0</b>	<b>\$396</b>	<b>\$130,263</b>
00173 <b>Planned Local Drainage-Orangewood</b>				
Designation-Infrastructure Replacement	\$828,131	\$0	\$2,524	\$830,655
Designation-General	1,109	0	0	1,109
<b>Total Planned Local Drainage-Orangewood</b>	<b>\$829,240</b>	<b>\$0</b>	<b>\$2,524</b>	<b>\$831,764</b>
00174 <b>Planned Local Drainage-Breckenridge</b>				
Designation-Infrastructure Replacement	\$34,006	\$0	\$109	\$34,115
Designation-General	1,133	0	0	1,133
<b>Total Planned Local Drainage-Breckenridge</b>	<b>\$35,139</b>	<b>\$0</b>	<b>\$109</b>	<b>\$35,248</b>
00175 <b>Range Improvement Section 15</b>				
Designation-General	\$62,708	\$0	\$1,132	\$63,840
00176 <b>Planned Local Drainage-Oildale</b>				
Designation-Infrastructure Replacement	\$104,016	\$0	\$187,804	\$291,820
Designation-General	1,367	0	0	1,367
<b>Total Planned Local Drainage-Oildale</b>	<b>\$105,383</b>	<b>\$0</b>	<b>\$187,804</b>	<b>\$293,187</b>
00177 <b>Range Improvement Section 3</b>				
Designation-General	\$33,261	\$1,232	\$0	\$32,029
00179 <b>Probation Training</b>				
Designation-General	\$72,055	\$0	\$6,730	\$78,785
00180 <b>DNA Identification</b>				
Designation-General	\$158,380	\$17,198	\$0	\$141,182
00181 <b>Local Public Safety</b>				
Designation-General	\$0	\$0	\$3,778,527	\$3,778,527
00182 <b>Sheriff Facility Training</b>				
Designation-General	\$52,142	\$0	\$55,844	\$107,986
00184 <b>Automated Fingerprint</b>				
Designation-General	\$744,593	\$572,039	\$0	\$172,554
00186 <b>Juvenile Justice Facility Temp Construction</b>				
Designation-General	\$8,505	\$0	\$92	\$8,597
00187 <b>Emergency Medical Services</b>				
Designation-General	\$1,032,086	\$0	\$441,608	\$1,473,694
00188 <b>Automated County Warrant System</b>				
Designation-General	\$11,674	\$11,649	\$0	\$25
00190 <b>Domestic Violence Program</b>				
Designation-General	\$54,647	\$0	\$19,548	\$74,195
00191 <b>Criminal Jus Facilities Construction</b>				
Designation-General	\$1,240,111	\$107,387	\$0	\$1,132,724
00194 <b>Recorders Social Security Number Truncation</b>				
Designation-General	\$338,410	\$24,638	\$0	\$313,772
00195 <b>Alcoholism Program</b>				
Designation-General	\$20,165	\$0	\$17,041	\$37,206
00196 <b>Alcohol Abuse Education/Prevention</b>				
Designation-General	\$79,746	\$0	\$16,471	\$96,217
00197 <b>Drug Program</b>				
Designation-General	\$204,230	\$125,450	\$0	\$78,780
00198 <b>Recorders Modernization</b>				
Designation-General	\$2,172,182	\$0	\$19,822	\$2,192,004
00199 <b>Micrographics/Recorders Fund</b>				
Designation-General	\$98,243	\$23,170	\$0	\$75,073

## Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Non-Operating Special Revenue Funds</b>				
00264 <b>Tax Loss Reserve</b>				
Reserve 1% Teeter Plan	\$9,667,425	\$0	\$361,547	\$10,028,972
Designation-General	46,593,211	0	4,297,072	50,890,283
<b>Total Tax Loss Reserve</b>	<b>\$56,260,636</b>	<b>\$0</b>	<b>\$4,658,619</b>	<b>\$60,919,255</b>
00266 <b>Redemption System</b>				
Designation-General	\$2,360,806	\$50,465	\$0	\$2,310,341
00270 <b>Abatement Cost</b>				
Designation-General	\$0	\$0	\$10,168	\$10,168
22010 <b>County Local Revenue Fund 2011</b>				
Designation-AB109	\$0	\$0	\$4,488,101	\$4,488,101
Designation-General	7,391,900	955,884	0	6,436,016
<b>Total County Local Revenue Fund 2011</b>	<b>\$7,391,900</b>	<b>\$955,884</b>	<b>\$4,488,101</b>	<b>\$10,924,117</b>
22021 <b>Animal Care Donations</b>				
Designation-General	\$0	\$0	\$1,798	\$1,798
22023 <b>Animal Care</b>				
Designation-General	\$0	\$0	\$76	\$76
22027 <b>Sterilization Fund</b>				
Designation-General	\$41,830	\$12,457	\$0	\$29,373
22036 <b>Board of Trade-Advertising</b>				
Designation-General	\$161,678	\$0	\$12,054	\$173,732
22042 <b>General Plan Administration Surcharge</b>				
Designation-General	\$583,131	\$0	\$410,323	\$993,454
22045 <b>County-Wide Crime Prevention</b>				
Designation-General	\$8,079	\$0	\$722	\$8,801
22064 <b>District Attorney-Local Forfeiture Trust</b>				
Designation-General	\$392,608	\$243,527	\$0	\$149,081
22067 <b>Health-Local Option</b>				
Designation-General	\$23,806	\$23,806	\$0	\$0
22068 <b>Hlth-State L.U.S.T. Prog</b>				
Designation-General	\$0	\$0	\$50	\$50
22069 <b>Public Health Miscellaneous</b>				
Designation-General	\$16,324	\$0	\$175	\$16,499
22073 <b>Health-MAA/TCM</b>				
Designation-General	\$94,172	\$648	\$0	\$93,524
22076 <b>Child Restraint Loaner Program</b>				
Designation-General	\$90,568	\$0	\$18,403	\$108,971
22079 <b>District Attorney Equipment/Automation</b>				
Designation-General	\$418,520	\$0	\$12,535	\$431,055
22085 <b>Mental Health Services Act</b>				
Designation-General	\$30,457,965	\$8,622,996	\$0	\$21,834,969
22086 <b>MHSA Prudent Reserve</b>				
Designation-General	\$12,333,459	\$0	\$45,142	\$12,378,601
22087 <b>Criminalistics Laboratories</b>				
Designation-General	\$114,316	\$86,171	\$0	\$28,145
22097 <b>Asset Forfeiture 15 Percent</b>				
Designation-General	\$9,776	\$0	\$297	\$10,073
22098 <b>Probation Asset Forfeiture</b>				
Designation-General	\$68,851	\$0	\$1,947	\$70,798
22107 <b>Asset Forfeiture Federal</b>				
Designation-General	\$0	\$0	\$83,618	\$83,618
22121 <b>Truck 21 Replacement</b>				
Designation-General	\$3,555	\$4	\$0	\$3,551
22122 <b>Fixed Wing Aircraft</b>				
Designation-General	\$861	\$344	\$0	\$517

### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Non-Operating Special Revenue Funds</b>				
22123 <b>Vehicle/Apparatus</b>				
Designation-General	\$42,620	\$0	\$101,084	\$143,704
22125 <b>Hazardous Waste Settlements</b>				
Designation-General	\$590,441	\$0	\$397,654	\$988,095
22126 <b>Sheriff's-Rural Crime</b>				
Designation-General	\$22	\$0	\$0	\$22
22127 <b>Sheriff's CAL-ID</b>				
Designation-General	\$3,032,823	\$700,623	\$0	\$2,332,200
22128 <b>Sheriff's Civil Subpoenas</b>				
Designation-General	\$42,159	\$17,561	\$0	\$24,598
22129 <b>KNET-Special Asset Forfeiture</b>				
Designation-General	\$155,545	\$0	\$149,661	\$305,206
22131 <b>Sheriff's Drug Abuse Gang Diversion</b>				
Designation-General	\$196,780	\$18,826	\$0	\$177,954
22132 <b>Sheriff's Training</b>				
Designation-General	\$40,454	\$6,265	\$0	\$34,189
22133 <b>Sheriff-Work Release</b>				
Designation-General	\$0	\$0	\$3,359	\$3,359
22137 <b>Sheriff-State Forfeiture</b>				
Designation-General	\$379,365	\$0	\$92,633	\$471,998
22138 <b>Sheriff's Civil Automated</b>				
Designation-General	\$838,990	\$17,147	\$0	\$821,843
22140 <b>Sheriff's Firearms</b>				
Designation-General	\$67,823	\$48,612	\$0	\$19,211
22141 <b>Sheriff-Judgment Debtors Fee</b>				
Designation-General	\$306,429	\$0	\$159,947	\$466,376
22142 <b>Sheriff's Community Resources</b>				
Designation-General	\$32,087	\$15,844	\$0	\$16,243
22143 <b>Sheriff's Volunteer Service Group</b>				
Designation-General	\$102,765	\$0	\$6,049	\$108,814
22144 <b>Sheriff-Controlled Substance</b>				
Designation-General	\$285,015	\$52,916	\$0	\$232,099
22153 <b>Bakersfield Planned Sewer #1</b>				
Designation-Infrastructure Replacement	\$2,271,701	\$0	\$19,254	\$2,290,955
Designation-General	661	0	0	661
<b>Total Bakersfield Planned Sewer #1</b>	<b>\$2,272,362</b>	<b>\$0</b>	<b>\$19,254</b>	<b>\$2,291,616</b>
22156 <b>DIVCA Local Franchise Fee</b>				
Designation-General	\$649,091	\$67,432	\$0	\$581,659
22158 <b>Bakersfield Planned Sewer #2</b>				
Designation-Infrastructure Replacement	\$301,447	\$0	\$16,817	\$318,264
Designation-General	858	0	0	858
<b>Total Bakersfield Planned Sewer #2</b>	<b>\$302,305</b>	<b>\$0</b>	<b>\$16,817</b>	<b>\$319,122</b>
22160 <b>Sheriff's CAL-MMET</b>				
Designation-General	\$13,113	\$0	\$25	\$13,138
22161 <b>HIDTA-State Asset Forfeiture</b>				
Designation-General	\$46,175	\$222	\$0	\$45,953
22162 <b>CAL-MMET-State Asset Forfeiture</b>				
Designation-General	\$593,119	\$43,144	\$0	\$549,975
22163 <b>High Tech Equipment</b>				
Designation-General	\$3,971	\$13	\$0	\$3,958
22164 <b>Bakersfield Planned Sewer #3</b>				
Designation-Infrastructure Replacement	\$5,198	\$1,798	\$0	\$3,400
Designation-General	601	0	0	601
<b>Total Bakersfield Planned Sewer #3</b>	<b>\$5,799</b>	<b>\$1,798</b>	<b>\$0</b>	<b>\$4,001</b>

## Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Non-Operating Special Revenue Funds</b>				
22166 <b>Bakersfield Planned Sewer #4</b>				
Designation-General	\$72,482	\$2,172	\$0	\$70,310
22167 <b>Bakersfield Planned Sewer #5</b>				
Designation-Infrastructure Replacement	\$81,343	\$3,776	\$0	\$77,567
Designation-General	611	0	0	611
<b>Total Bakersfield Planned Sewer #5</b>	<b>\$81,954</b>	<b>\$3,776</b>	<b>\$0</b>	<b>\$78,178</b>
22173 <b>County Planned Sewer Area A</b>				
Designation-Infrastructure Replacement	\$39,000	\$0	\$8,444	\$47,444
Designation-General	157	0	0	157
<b>Total County Planned Sewer Area A</b>	<b>\$39,157</b>	<b>\$0</b>	<b>\$8,444</b>	<b>\$47,601</b>
22176 <b>Health-Bio Terrorism Grant</b>				
Designation-General	\$8,789	\$0	\$7,928	\$16,717
22177 <b>County Planned Sewer Area B</b>				
Designation-General	\$924	\$0	\$4	\$928
22184 <b>County Service Area #71 Septic Abandonment</b>				
Designation-Infrastructure Replacement	\$1,007,406	\$0	\$63,148	\$1,070,554
Designation-General	932	0	0	932
<b>Total County Service Area #71 Septic Abandonment</b>	<b>\$1,008,338</b>	<b>\$0</b>	<b>\$63,148</b>	<b>\$1,071,486</b>
22185 <b>Wraparound Savings</b>				
Designation-General	\$1,968,918	\$0	\$2,654,998	\$4,623,916
22187 <b>Recorders Electronic Recording</b>				
Designation-General	\$276,611	\$76,412	\$0	\$200,199
22188 <b>Fireworks Violations</b>				
Designation-General	\$78,709	\$0	\$28,552	\$107,261
22190 <b>Community Corrections Perf Incentive Fund</b>				
Designation-General	\$16,748	\$92	\$0	\$16,656
24024 <b>District Attorney Family- Excess Revenue</b>				
Designation-General	\$700	\$700	\$0	\$0
24028 <b>District Attorney-Federal Forfeiture</b>				
Designation-General	\$106,767	\$0	\$5,604	\$112,371
24038 <b>District Attorney -Court Ordered Penalties</b>				
Designation-General	\$1,376,379	\$62,800	\$0	\$1,313,579
24039 <b>Hospital Preparedness Program</b>				
Designation-General	\$1,236	\$0	\$1,899	\$3,135
24041 <b>EMS Week- Donations</b>				
Designation-General	\$23,498	\$0	\$549	\$24,047
24042 <b>Fire Department Donations</b>				
Designation-General	\$70,375	\$20,016	\$0	\$50,359
24043 <b>State Fire</b>				
Designation-General	\$1,946,791	\$163,096	\$0	\$1,783,695
24044 <b>Fire-Hazard Reduction</b>				
Designation-General	\$162,735	\$0	\$187,680	\$350,415
24047 <b>Fire-Helicopter Operations</b>				
Designation-General	\$623,004	\$0	\$358,363	\$981,367
24050 <b>Mobile Fire Kitchen</b>				
Designation-General	\$2,954	\$6	\$0	\$2,948
24057 <b>Inmate Welfare-Sheriff Correction FC</b>				
Designation-General	\$4,774,551	\$1,184,879	\$0	\$3,589,672
24060 <b>Juvenile Inmate Welfare</b>				
Designation-General	\$190,786	\$9,756	\$0	\$181,030
24066 <b>Kern CO CHILDREN'S</b>				
Designation-General	\$334,074	\$33,765	\$0	\$300,309
24067 <b>Kern County Library Donations</b>				
Designation-General	\$421,843	\$0	\$224,786	\$646,629

### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Non-Operating Special Revenue Funds</b>				
24086 <b>Peace Officer's Training</b>				
Designation-General	\$0	\$0	\$487	\$487
24088 <b>Core Area Metro Bakersfield Impact Fee</b>				
Designation-General	\$52,024	\$0	\$506,421	\$558,445
24089 <b>Metro Bakersfield Transport Impact Fee</b>				
Designation-General	\$5,173,058	\$0	\$3,079,842	\$8,252,900
24091 <b>Rosamond Transport Impact Fee</b>				
Designation-General	\$473,675	\$0	\$47,113	\$520,788
24095 <b>Bakersfield Mitigation</b>				
Designation-General	\$1,176,197	\$0	\$16,944	\$1,193,141
24096 <b>Tehachapi Transport Impact Fee Core</b>				
Designation-General	\$12,214	\$0	\$51	\$12,265
24097 <b>Tehachapi Transport Impact Fee Non-Core</b>				
Designation-General	\$1,287,956	\$0	\$245,172	\$1,533,128
24098 <b>Project Impact Mitigation Fund</b>				
Designation-General	\$0	\$0	\$14,333,500	\$14,333,500
24105 <b>Jamison Center</b>				
Designation-General	\$134,052	\$20,988	\$0	\$113,064
24125 <b>Strong Motion Instrumentation</b>				
Designation-General	\$113,780	\$107,180	\$0	\$6,600
24126 <b>Tobacco Education Control Program</b>				
Designation-General	\$21,907	\$5,960	\$0	\$15,947
24137 <b>Vital &amp; Health STAT-Health Department</b>				
Designation-General	\$76,760	\$18,873	\$0	\$57,887
24138 <b>Vital &amp; Health Statistics-Recorder</b>				
Designation-General	\$341,585	\$0	\$17,142	\$358,727
24139 <b>Vital &amp; Health Statistics-County Clerk</b>				
Designation-General	\$264	\$0	\$548	\$812
24300 <b>Oildale Revitalization Fund</b>				
Designation-General	\$8,420	\$0	\$0	\$8,420
25120 <b>Parcel Map In-Lieu Fees</b>				
Designation-General	\$278,915	\$62,215	\$0	\$216,700
26006 <b>ARRA Energy Stimulus</b>				
Designation-General	\$0	\$0	\$13	\$13
<b>Non-Operating Special Revenue Funds Subtotal</b>	<b>\$152,262,659</b>	<b>\$13,644,801</b>	<b>\$37,919,368</b>	<b>\$176,537,226</b>
<b>Total Special Revenue Funds</b>	<b>\$178,203,347</b>	<b>\$14,226,155</b>	<b>\$49,894,291</b>	<b>\$213,871,483</b>
<b>Capital Project Funds</b>				
00004 <b>ACO-General</b>				
Designation-Infrastructure Replacement	\$2,287,888	\$8,206	\$0	\$2,279,682
00012 <b>ACO-Structural Fire</b>				
Designation-General	\$274,495	\$0	\$1,081	\$275,576
00155 <b>Seventh Standard Road Project</b>				
Designation-General	\$1,139,450	\$1,139,450	\$0	\$0
00211 <b>KHS Excess Reserves/Capital</b>				
Designation-General	\$6,045,160	\$0	\$46,771	\$6,091,931
00220 <b>7TH Standard widening Project</b>				
Designation-General	\$162,868	\$0	\$16,501	\$179,369
00221 <b>2009 COP Capital Projects</b>				
Designation-General	\$87,073	\$52,616	\$0	\$34,457
00222 <b>Hageman Road Separation of Grade</b>				
Designation-General	\$90,905	\$0	\$38,462	\$129,367
00225 <b>AB900 Phase II Construction</b>				
Designation-Jail Facility	\$12,594,898	\$12,594,898	\$0	\$0

### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Capital Projects</b>				
00235 <b>Tobacco Securitization Proceeds-Capital Project</b>				
Designation-Cash With Trustee	\$35,144,914	\$0	\$0	\$35,144,914
Designation-General	\$15,556	\$0	\$6,143	\$21,699
<b>Total Tobacco Securitization Proceeds-Capital Project</b>	<b>\$35,160,470</b>	<b>\$0</b>	<b>\$6,143</b>	<b>\$35,166,613</b>
<b>Capital Projects Funds Subtotal</b>	<b>\$57,843,207</b>	<b>\$13,795,170</b>	<b>\$108,958</b>	<b>\$44,156,995</b>
<b>Total Governmental Funds</b>	<b>\$313,805,594</b>	<b>\$28,935,667</b>	<b>\$83,823,676</b>	<b>\$368,693,603</b>
<b>Other Funds</b>				
<b>Other Agencies</b>				
<b>Public Employment Grant Programs</b>				
29055 Employer Training Resource-Non-WIA				
Designation-General	\$198,527	\$0	\$0	\$198,527
29089 Community Development-Other Funding Source				
Designation-General	\$80,149	\$0	\$0	\$80,149
<b>Other Agencies Subtotal</b>	<b>\$278,676</b>	<b>\$0</b>	<b>\$0</b>	<b>\$278,676</b>
<b>Internal Service Funds</b>				
30010 <b>Group Health Self Ins Program-ISF</b>				
Reserve-Deposits W/Others	\$1,803,500	\$0	\$0	\$1,803,500
30012 <b>G.S. Garage Internal Service Fund</b>				
Reserve-Deposits W/Others	\$2,787,392	\$0	\$100,000	\$2,887,392
<b>Internal Service Funds Subtotal</b>	<b>\$4,590,892</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$4,690,892</b>
<b>Enterprise Funds</b>				
35005 <b>Airport Enterprise Fund</b>				
Reserve-Imprest Cash	\$1,350	\$0	\$0	\$1,350
35030 <b>Kern Medical Center Enterprise Fund</b>				
Reserve-Imprest Cash	\$10,980	\$0	\$0	\$10,980
35050 <b>Solid Waste Management Enterprise Fund</b>				
Reserve-Imprest Cash	\$10,200	\$0	\$0	\$10,200
Designation-Article 5 Financial Assurance	2,000,000	0	0	2,000,000
Designation-Bena SLF Phase 2A Closure/Postclosure	3,004,290	0	243,798	3,248,088
Designation-Bena SLF Phase 1 Closure/Postclosure	4,001,213	4,001,213	0	0
Designation-Boron SLF Closure/Postclosure	1,071,874	0	37,589	1,109,463
Designation-Moj-Rosamnd SLF Phase 1	2,776,934	0	180,890	2,957,824
Designation-Ridgecrest-Inyokern SLF	4,840,966	0	178,768	5,019,734
Designation-Shafter-SCO SLF Closure/Postclosure	5,541,658	0	308,805	5,850,463
Designation-Taft SLF Closure/Postclosure	1,464,628	0	65,717	1,530,345
Designation-Tehachapi SLF Closure/Postclosure	2,834,865	0	63,743	2,898,608
Designation-Capital Projects	7,231,146	0	3,065,228	10,296,374
<b>Total Solid Waste Management Enterprise Fund</b>	<b>\$34,777,774</b>	<b>\$4,001,213</b>	<b>\$4,144,538</b>	<b>\$34,921,099</b>
<b>Enterprise Funds Subtotal</b>	<b>\$34,790,104</b>	<b>\$4,001,213</b>	<b>\$4,144,538</b>	<b>\$34,933,429</b>

### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>Special Districts</b>				
<b><u>County Service Areas</u></b>				
40515 <b>County Service Area #3</b>				
Designation-General	\$3,331	\$0	\$47	\$3,378
40520 <b>County Service Area #4</b>				
Designation-General	\$7,792	\$0	\$1,429	\$9,221
40525 <b>County Service Area #5</b>				
Designation-General	\$9,261	\$530	\$0	\$8,731
40530 <b>County Service Area #6</b>				
Designation-General	\$22,402	\$2,074	\$0	\$20,328
40535 <b>County Service Area #7</b>				
Designation-General	\$1,096	\$0	\$124	\$1,220
40540 <b>County Service Area #8</b>				
Designation-General	\$19,063	\$0	\$8,938	\$28,001
40545 <b>County Service Area #9</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$4,848	\$4,848
Designation-General	39,762	0	0	39,762
<b>Total County Service Area #9</b>	<b>\$39,762</b>	<b>\$0</b>	<b>\$4,848</b>	<b>\$44,610</b>
40548 <b>County Service Area #10 Zone 6</b>				
Designation-Infrastructure Replacement	\$79,000	\$0	\$412	\$79,412
Designation-General	434	274	0	160
<b>Total County Service Area #10 Zone 6</b>	<b>\$79,434</b>	<b>\$274</b>	<b>\$412</b>	<b>\$79,572</b>
40550 <b>County Service Area #10</b>				
Designation-General	\$31,048	\$3,390	\$0	\$27,658
40555 <b>County Service Area #11</b>				
Designation-General	\$63,809	\$10,975	\$0	\$52,834
40556 <b>County Service Area #11 Zone 4</b>				
Designation-General	\$22,540	\$22,540	\$0	\$0
40557 <b>County Service Area #11 Zone 5</b>				
Designation-Infrastructure Replacement	\$18,000	\$0	\$4,907	\$22,907
Designation-General	469	0	0	469
<b>Total County Service Area #11 Zone 5</b>	<b>\$18,469</b>	<b>\$0</b>	<b>\$4,907</b>	<b>\$23,376</b>
40561 <b>County Service Area #12.2</b>				
Designation-General	\$520	\$520	\$0	\$0
40565 <b>County Service Area #12.6</b>				
Designation-General	\$7,095	\$6,831	\$0	\$264
40568 <b>County Service Area #12.9</b>				
Designation-General	\$6,263	\$5,994	\$0	\$269
40572 <b>County Service Area #12.1 Zone 1</b>				
Designation-General	\$1,778	\$1,469	\$0	\$309
40595 <b>County Service Area #13</b>				
Designation-General	\$1,324	\$0	\$46	\$1,370
40600 <b>County Service Area #14</b>				
Designation-Infrastructure Replacement	\$17,000	\$0	\$2,375	\$19,375
Designation-General	439	0	0	439
<b>Total County Service Area #14</b>	<b>\$17,439</b>	<b>\$0</b>	<b>\$2,375</b>	<b>\$19,814</b>
40605 <b>County Service Area #15</b>				
Designation-General	\$78,292	\$7,327	\$0	\$70,965
40607 <b>County Service Area #15 Zone 5</b>				
Designation-Infrastructure Replacement	\$368	\$0	\$315	\$683
40609 <b>County Service Area #15 Zone 4</b>				
Designation-General	\$2,650	\$0	\$723	\$3,373
40610 <b>County Service Area #16</b>				
Designation-General	\$23,637	\$0	\$3,440	\$27,077
40615 <b>County Service Area #17</b>				
Designation-General	\$68,350	\$31,184	\$0	\$37,166



## Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>County Service Areas</b>				
40616 <b>County Service Area #17 Zone 1</b>				
Designation-Infrastructure Replacement	\$67,000	\$5,233	\$0	\$61,767
Designation-General	7,360	0	0	7,360
<b>Total County Service Area #17 Zone 1</b>	<b>\$74,360</b>	<b>\$5,233</b>	<b>\$0</b>	<b>\$69,127</b>
40617 <b>County Service Area #17 Zone 2</b>				
Designation-General	<b>\$181,778</b>	<b>\$0</b>	<b>\$6,945</b>	<b>\$188,723</b>
40618 <b>CSA #17 Zone 3</b>				
Designation-General	<b>\$28,037</b>	<b>\$4,379</b>	<b>\$0</b>	<b>\$23,658</b>
40620 <b>County Service Area #18</b>				
Designation-General	<b>\$54,692</b>	<b>\$21,561</b>	<b>\$0</b>	<b>\$33,131</b>
40626 <b>County Service Area #18 Zone 5</b>				
Designation-General	<b>\$6,845</b>	<b>\$0</b>	<b>\$939</b>	<b>\$7,784</b>
40627 <b>County Service Area #18 Zone 6</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$32,000	\$32,000
Designation-General	37,419	31,949	0	5,470
<b>Total County Service Area #18 Zone 6</b>	<b>\$37,419</b>	<b>\$31,949</b>	<b>\$32,000</b>	<b>\$37,470</b>
40628 <b>County Service Area #18 Zone 7</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$30,000	\$30,000
Designation-General	55,018	39,211	0	15,807
<b>Total County Service Area #18 Zone 7</b>	<b>\$55,018</b>	<b>\$39,211</b>	<b>\$30,000</b>	<b>\$45,807</b>
40630 <b>County Service Area #20</b>				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	57,334	11,169	0	46,165
<b>Total County Service Area #20</b>	<b>\$97,334</b>	<b>\$11,169</b>	<b>\$0</b>	<b>\$86,165</b>
40635 <b>County Service Area #21</b>				
Designation-Infrastructure Replacement	\$569	\$0	\$2,181	\$2,750
Designation-General	3,470	0	0	3,470
<b>Total County Service Area #21</b>	<b>\$4,039</b>	<b>\$0</b>	<b>\$2,181</b>	<b>\$6,220</b>
40640 <b>County Service Area #22</b>				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	25,504	1,677	0	23,827
<b>Total County Service Area #22</b>	<b>\$65,504</b>	<b>\$1,677</b>	<b>\$0</b>	<b>\$63,827</b>
40645 <b>County Service Area #23</b>				
Designation-Infrastructure Replacement	\$53,633	\$0	\$3,479	\$57,112
Designation-General	14,164	0	0	14,164
<b>Total County Service Area #23</b>	<b>\$67,797</b>	<b>\$0</b>	<b>\$3,479</b>	<b>\$71,276</b>
40648 <b>County Service Area #23 Zone 1</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$2,500	\$2,500
Designation-General	4,753	3,247	0	1,506
<b>Total County Service Area #23 Zone 1</b>	<b>\$4,753</b>	<b>\$3,247</b>	<b>\$2,500</b>	<b>\$4,006</b>
40650 <b>County Service Area #24</b>				
Designation-General	<b>\$4,005</b>	<b>\$0</b>	<b>\$239</b>	<b>\$4,244</b>
40655 <b>County Service Area #25</b>				
Designation-General	<b>\$4,579</b>	<b>\$4,474</b>	<b>\$0</b>	<b>\$105</b>
40660 <b>County Service Area #26</b>				
Designation-General	<b>\$29,337</b>	<b>\$2,385</b>	<b>\$0</b>	<b>\$26,952</b>
40665 <b>County Service Area #27</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$4,576	\$4,576
Designation-General	82,462	0	0	82,462
<b>Total County Service Area #27</b>	<b>\$82,462</b>	<b>\$0</b>	<b>\$4,576</b>	<b>\$87,038</b>
40666 <b>County Service Area 27 Zone 2</b>				
Designation-Infrastructure Replacement	\$47,000	\$0	\$180	\$47,180
Designation-General	297	0	0	297
<b>Total County Service Area 27 Zone 2</b>	<b>\$47,297</b>	<b>\$0</b>	<b>\$180</b>	<b>\$47,477</b>
40675 <b>County Service Area #29</b>				
Designation-General	<b>\$943</b>	<b>\$47</b>	<b>\$0</b>	<b>\$896</b>

### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>County Service Areas</b>				
40676 <b>County Service Area #30 Zone 6</b>				
Designation-Infrastructure Replacement	\$85,000	\$0	\$596	\$85,596
Designation-General	268	0	28	296
<b>Total County Service Area #30 Zone 6</b>	<b>\$85,268</b>	<b>\$0</b>	<b>\$624</b>	<b>\$85,892</b>
40680 <b>County Service Area #30</b>				
Designation-General	<b>\$74,795</b>	<b>\$0</b>	<b>\$1,822</b>	<b>\$76,617</b>
40682 <b>County Service Area #30 Zone 2</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$6,000	\$6,000
Designation-General	8,299	7,787	0	512
<b>Total County Service Area #30 Zone 2</b>	<b>\$8,299</b>	<b>\$7,787</b>	<b>\$6,000</b>	<b>\$6,512</b>
40685 <b>County Service Area #31</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$2,000	\$2,000
Designation-General	5,512	3,499	0	2,013
<b>Total County Service Area #31</b>	<b>\$5,512</b>	<b>\$3,499</b>	<b>\$2,000</b>	<b>\$4,013</b>
40690 <b>County Service Area #32</b>				
Designation-General	<b>\$1,024</b>	<b>\$0</b>	<b>\$161</b>	<b>\$1,185</b>
40700 <b>County Service Area #34</b>				
Designation-General	<b>\$48,337</b>	<b>\$1,243</b>	<b>\$0</b>	<b>\$47,094</b>
40710 <b>County Service Area #36</b>				
Designation-General	<b>\$103,737</b>	<b>\$6,282</b>	<b>\$0</b>	<b>\$97,455</b>
40711 <b>County Service Area #36 Zone 1</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$1,273	\$1,273
Designation-General	5,077	0	0	5,077
<b>Total County Service Area #36 Zone 1</b>	<b>\$5,077</b>	<b>\$0</b>	<b>\$1,273</b>	<b>\$6,350</b>
40712 <b>County Service Area #36 Zone 2</b>				
Designation-General	<b>\$2,564</b>	<b>\$0</b>	<b>\$1,349</b>	<b>\$3,913</b>
40713 <b>County Service Area #36 Zone 3</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$3,946	\$3,946
Designation-General	7,495	0	0	7,495
<b>Total County Service Area #36 Zone 3</b>	<b>\$7,495</b>	<b>\$0</b>	<b>\$3,946</b>	<b>\$11,441</b>
40715 <b>County Service Area #37</b>				
Designation-General	<b>\$47,716</b>	<b>\$482</b>	<b>\$0</b>	<b>\$47,234</b>
40720 <b>County Service Area #38</b>				
Designation-General	<b>\$5,469</b>	<b>\$2,262</b>	<b>\$0</b>	<b>\$3,207</b>
40722 <b>County Service Area #39 Zone 4</b>				
Designation-Infrastructure Replacement	\$23,000	\$0	\$466	\$23,466
Designation-General	476	0	186	662
<b>Total County Service Area #39 Zone 4</b>	<b>\$23,476</b>	<b>\$0</b>	<b>\$652</b>	<b>\$24,128</b>
40723 <b>County Service Area #39 Zone 5</b>				
Designation-Infrastructure Replacement	\$1,400	\$0	\$292	\$1,692
Designation-General	49	0	18	67
<b>Total County Service Area #39 Zone 5</b>	<b>\$1,449</b>	<b>\$0</b>	<b>\$310</b>	<b>\$1,759</b>
40724 <b>County Service Area #40.1 EMS</b>				
Designation-General	<b>\$80,772</b>	<b>\$0</b>	<b>\$59,876</b>	<b>\$140,648</b>
40725 <b>County Service Area #39</b>				
Designation-Infrastructure Replacement	\$7,500	\$0	\$237	\$7,737
Designation-General	97	0	48	145
<b>Total County Service Area #39</b>	<b>\$7,597</b>	<b>\$0</b>	<b>\$285</b>	<b>\$7,882</b>
40726 <b>County Service Area #39 Zone 1</b>				
Designation-Infrastructure Replacement	\$40,000	\$0	\$6,111	\$46,111
Designation-General	8,434	0	999	9,433
<b>Total County Service Area #39 Zone 1</b>	<b>\$48,434</b>	<b>\$0</b>	<b>\$7,110</b>	<b>\$55,544</b>
40727 <b>County Service Area #39.2 Z OF B2</b>				
Designation-Infrastructure Replacement	\$21,000	\$3,418	\$0	\$17,582
Designation-General	1,654	0	388	2,042
<b>Total County Service Area #39.2 Z OF B2</b>	<b>\$22,654</b>	<b>\$3,418</b>	<b>\$388</b>	<b>\$19,624</b>



### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>County Service Areas</b>				
40730 <b>County Service Area #40</b>				
Designation-Infrastructure Replacement	\$457	\$0	\$0	\$457
Designation-SEWAGE Disposal system	30,000	29,325	0	675
Designation-General	2,565	0	0	2,565
<b>Total County Service Area #40</b>	<b>\$33,022</b>	<b>\$29,325</b>	<b>\$0</b>	<b>\$3,697</b>
40733 <b>County Service Area #39 Zone 8</b>				
Designation-General	<b>\$146,698</b>	<b>\$31,427</b>	<b>\$0</b>	<b>\$115,271</b>
40737 <b>County Service Area #38 ZN 2</b>				
Designation-Infrastructure Replacement	\$16,500	\$0	\$2,664	\$19,164
Designation-General	787	0	1,620	2,407
<b>Total County Service Area #38 Zone 2</b>	<b>\$17,287</b>	<b>\$0</b>	<b>\$4,284</b>	<b>\$21,571</b>
40740 <b>County Service Area #42</b>				
Designation-Infrastructure Replacement	\$17,500	\$0	\$86	\$17,586
Designation-General	54	0	101	155
<b>Total County Service Area #42</b>	<b>\$17,554</b>	<b>\$0</b>	<b>\$187</b>	<b>\$17,741</b>
40745 <b>County Service Area #43</b>				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	53,214	5,875	0	47,339
<b>Total County Service Area #43</b>	<b>\$58,214</b>	<b>\$5,875</b>	<b>\$0</b>	<b>\$52,339</b>
40750 <b>County Service Area #44</b>				
Designation-General	<b>\$47,209</b>	<b>\$14,359</b>	<b>\$0</b>	<b>\$32,850</b>
40755 <b>County Service Area #45</b>				
Designation-General	<b>\$3,626</b>	<b>\$11</b>	<b>\$0</b>	<b>\$3,615</b>
40765 <b>County Service Area #47</b>				
Designation-General	<b>\$15,273</b>	<b>\$1,488</b>	<b>\$0</b>	<b>\$13,785</b>
40785 <b>County Service Area #51</b>				
Designation-Infrastructure Replacement	\$11,000	\$3,977	\$0	\$7,023
Designation-General	162	0	633	795
<b>Total County Service Area #51</b>	<b>\$11,162</b>	<b>\$3,977</b>	<b>\$633</b>	<b>\$7,818</b>
40790 <b>County Service Area #52</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$2,609	\$2,609
Designation-General	44,412	0	0	44,412
<b>Total County Service Area #52</b>	<b>\$44,412</b>	<b>\$0</b>	<b>\$2,609</b>	<b>\$47,021</b>
40795 <b>County Service Area #53</b>				
Designation-General	<b>\$1,245</b>	<b>\$1,375</b>	<b>\$0</b>	<b>(\$130)</b>
40796 <b>County Service Area #53 Zone 1</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$5,000	\$5,000
Designation-General	12,716	5,480	0	7,236
<b>Total County Service Area #53 Zone 1</b>	<b>\$12,716</b>	<b>\$5,480</b>	<b>\$5,000</b>	<b>\$12,236</b>
40800 <b>County Service Area #54</b>				
Designation-General	<b>\$16,718</b>	<b>\$0</b>	<b>\$1,633</b>	<b>\$18,351</b>
40805 <b>County Service Area #55</b>				
Designation-General	<b>\$5,235</b>	<b>\$305</b>	<b>\$0</b>	<b>\$4,930</b>
40810 <b>County Service Area #56</b>				
Designation-General	<b>\$10,320</b>	<b>\$3,306</b>	<b>\$0</b>	<b>\$7,014</b>
40820 <b>County Service Area #58</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$15,000	\$15,000
Designation-General	25,685	15,180	0	10,505
<b>Total County Service Area #58</b>	<b>\$25,685</b>	<b>\$15,180</b>	<b>\$15,000</b>	<b>\$25,505</b>
40830 <b>County Service Area #60</b>				
Designation-Infrastructure Replacement	\$100,000	\$0	\$0	\$100,000
Designation-General	209,890	27,139	0	182,751
<b>Total County Service Area #60</b>	<b>\$309,890</b>	<b>\$27,139</b>	<b>\$0</b>	<b>\$282,751</b>
40831 <b>County Service Area #60 Zone 1</b>				
Designation-General	<b>\$32,268</b>	<b>\$0</b>	<b>\$3,277</b>	<b>\$35,545</b>



### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>County Service Areas</b>				
40832	<b>County Service Area #60 Zone 2</b>			
	Designation-Infrastructure Replacement	\$375,000	\$124,211	\$0
	Designation-General	4,789	0	7,717
	<b>Total County Service Area #60 Zone 2</b>	<b>\$379,789</b>	<b>\$124,211</b>	<b>\$7,717</b>
40836	<b>County Service Area #61 Zone 1</b>			
	Designation-General	\$35,390	\$7,101	\$0
40837	<b>County Service Area #61 Zone 2</b>			
	Designation-General	\$2,770	\$311	\$0
40838	<b>County Service Area #61 Zone 3</b>			
	Designation-General	\$13,552	\$2,079	\$0
40839	<b>County Service Area #61 Zone 4</b>			
	Designation-General	\$3,925	\$0	\$453
40840	<b>County Service Area #62</b>			
	Designation-Infrastructure Replacement	\$0	\$0	\$380
	Designation-General	9,900	0	0
	<b>Total County Service Area #62</b>	<b>\$9,900</b>	<b>\$0</b>	<b>\$380</b>
40845	<b>County Service Area #63</b>			
	Designation-General	\$41,664	\$688	\$0
40846	<b>County Service Area #63 Zone 1</b>			
	Designation-Infrastructure Replacement	\$50,000	\$40,690	\$0
	Designation-General	58,946	82,193	0
	<b>Total County Service Area #63 Zone 1</b>	<b>\$108,946</b>	<b>\$122,883</b>	<b>\$0</b>
40847	<b>County Service Area #63 Zone 2</b>			
	Designation-Infrastructure Replacement	\$36,000	\$12,840	\$0
	Designation-General	264	188	0
	<b>Total County Service Area #63 Zone 2</b>	<b>\$36,264</b>	<b>\$13,028</b>	<b>\$0</b>
40848	<b>County Service Area #63 Zone 3</b>			
	Designation-Infrastructure Replacement	\$20,000	\$2,769	\$0
	Designation-General	37,364	0	3,721
	<b>Total County Service Area #63 Zone 3</b>	<b>\$57,364</b>	<b>\$2,769</b>	<b>\$3,721</b>
40849	<b>County Service Area #63 Zone 4</b>			
	Designation-Infrastructure Replacement	\$0	\$0	\$12,600
	Designation-General	196,073	0	0
	<b>Total County Service Area #63 Zone 4</b>	<b>\$196,073</b>	<b>\$0</b>	<b>\$12,600</b>
40851	<b>County Service Area #63 Zone 5</b>			
	Designation-General	\$3	\$3	\$0
40852	<b>County Service Area #63 Zone 6</b>			
	Designation-General	\$37,153	\$5,242	\$0
40855	<b>County Service Area #65</b>			
	Designation-Infrastructure Replacement	\$78,697	\$301	\$0
	Designation-Wtlms/Hyd Replacement	90,000	0	0
	<b>Total County Service Area #65</b>	<b>\$168,697</b>	<b>\$301</b>	<b>\$0</b>
40856	<b>County Service Area #65.1</b>			
	Designation-Infrastructure Replacement	\$0	\$0	\$8,000
	Designation-General	13,376	9,201	0
	<b>Total County Service Area #65.1</b>	<b>\$13,376</b>	<b>\$9,201</b>	<b>\$8,000</b>
40860	<b>County Service Area #66</b>			
	Designation-Infrastructure Replacement	\$0	\$0	\$2,000
	Designation-General	10,348	1,891	0
	<b>Total County Service Area #66</b>	<b>\$10,348</b>	<b>\$1,891</b>	<b>\$2,000</b>
40862	<b>County Service Area #66 Zone 2</b>			
	Designation-General	\$3,914	\$493	\$0
40863	<b>County Service Area #66 Zone 3</b>			
	Designation-Infrastructure Replacement	\$14,000	\$0	\$8,719
	Designation-General	604	220	0



### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>County Service Areas</b>				
40864 <b>County Service Area #66 Zone 4</b>				
Designation-Infrastructure Replacement	\$12,500	\$0	\$6,378	\$18,878
Designation-General	488	0	568	1,056
<b>Total County Service Area #66 Zone 4</b>	<b>\$12,988</b>	<b>\$0</b>	<b>\$6,946</b>	<b>\$19,934</b>
40865 <b>County Service Area #67</b>				
Designation-General	\$4,749	\$757	\$0	\$3,992
40866 <b>County Service Area #67 ZN 1</b>				
Designation-General	\$6,295	\$6,278	\$0	\$17
40875 <b>County Service Area #69</b>				
Designation-Infrastructure Replacement	\$22,500	\$0	\$404	\$22,904
Designation-General	143	0	42	185
<b>Total County Service Area #69</b>	<b>\$22,643</b>	<b>\$0</b>	<b>\$446</b>	<b>\$23,089</b>
40885 <b>County Service Area #71</b>				
Designation-General	\$217,948	\$68,509	\$0	\$149,439
40886 <b>County Service Area #71 Zone 1</b>				
Designation-General	\$44,736	\$74	\$0	\$44,662
40887 <b>County Service Area #71 Zone 2</b>				
Designation-General	\$68,138	\$0	\$3,347	\$71,485
40888 <b>County Service Area #71 Zone 3</b>				
Designation-General	\$402,162	\$0	\$46,168	\$448,330
40890 <b>County Service Area #72</b>				
Designation-General	\$2,174	\$235	\$0	\$1,939
40893 <b>County Service Area #71 Zone 5</b>				
Designation-General	\$151,922	\$0	\$9,331	\$161,253
40894 <b>County Service Area #71 Zone 6</b>				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	1,040	687	0	353
<b>Total County Service Area #71 Zone 6</b>	<b>\$3,040</b>	<b>\$687</b>	<b>\$0</b>	<b>\$2,353</b>
40895 <b>County Service Area #71 Zone 7</b>				
Designation-Infrastructure Replacement	\$376,429	\$85,415	\$0	\$291,014
40896 <b>County Service Area #71 Zone 8</b>				
Designation-General	\$483,329	\$0	\$42,057	\$525,386
40901 <b>County Service Area #71 Zone 9</b>				
Designation-Infrastructure Replacement	\$25,000	\$0	\$0	\$25,000
Designation-General	19,381	8,845	0	10,536
<b>Total County Service Area #71 Zone 9</b>	<b>\$44,381</b>	<b>\$8,845</b>	<b>\$0</b>	<b>\$35,536</b>
40904 <b>County Service Area #81</b>				
Designation-General	\$22,488	\$2,128	\$0	\$20,360
40906 <b>County Service Area #85</b>				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	26,651	13,671	0	12,980
<b>Total County Service Area #85</b>	<b>\$66,651</b>	<b>\$13,671</b>	<b>\$0</b>	<b>\$52,980</b>
40908 <b>County Service Area 71 Zone 10</b>				
Designation-Infrastructure Replacement	\$150,000	\$0	\$0	\$150,000
Designation-General	55,325	44,445	0	10,880
<b>Total County Service Area 71 Zone 10</b>	<b>\$205,325</b>	<b>\$44,445</b>	<b>\$0</b>	<b>\$160,880</b>
40910 <b>County Service Area #87.2</b>				
Designation-General	\$3,418	\$0	\$349	\$3,767
40911 <b>County Service Area #87</b>				
Designation-Infrastructure Replacement	\$10,901	\$0	\$2,834	\$13,735
Designation-General	0	0	752	752
<b>Total County Service Area #87</b>	<b>\$10,901</b>	<b>\$0</b>	<b>\$3,586</b>	<b>\$14,487</b>
40913 <b>County Service Area #89</b>				
Designation-Infrastructure Replacement	\$3,200	\$0	\$1,555	\$4,755
Designation-General	1,269	0	451	1,720
<b>Total County Service Area #89</b>	<b>\$4,469</b>	<b>\$0</b>	<b>\$2,006</b>	<b>\$6,475</b>

### Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2014	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designation to be Provided in FY 2014-15	Total Reserves/ Designation for FY 2014-15
<b>County Service Areas</b>				
40914 <b>County Service Area #91</b>				
Designation-Infrastructure Replacement	\$4,000	\$0	\$474	\$4,474
Designation-General	1,419	0	4	1,423
<b>Total County Service Area #91</b>	<b>\$5,419</b>	<b>\$0</b>	<b>\$478</b>	<b>\$5,897</b>
40915 <b>County Service Area #92</b>				
Designation-Infrastructure Replacement	\$0	\$0	\$2,074	\$2,074
Designation-General	7,059	0	0	7,059
<b>Total County Service Area #92</b>	<b>\$7,059</b>	<b>\$0</b>	<b>\$2,074</b>	<b>\$9,133</b>
40916 <b>County Service Area #92 Zone 1</b>				
Designation-General	<b>\$21,238</b>	<b>\$2,965</b>	<b>\$0</b>	<b>\$18,273</b>
40917 <b>County Service Area #92 Zone 2</b>				
Designation-Infrastructure Replacement	\$11,500	\$10,952	\$0	\$548
Designation-General	2	2	0	0
<b>Total County Service Area #92 Zone 2</b>	<b>\$11,502</b>	<b>\$10,954</b>	<b>\$0</b>	<b>\$548</b>
40918 <b>County Service Area #95 - Construction</b>				
Designation-Infrastructure Replacement	\$20,519	\$0	\$28,504	\$49,023
Designation-General	34,472	0	0	34,472
<b>Total County Service Area #95 - Construction</b>	<b>\$54,991</b>	<b>\$0</b>	<b>\$28,504</b>	<b>\$83,495</b>
40920 <b>County Service Area #94</b>				
Designation-Infrastructure Replacement	\$2,900	\$0	\$414	\$3,314
Designation-General	14	0	89	103
<b>Total County Service Area #94</b>	<b>\$2,914</b>	<b>\$0</b>	<b>\$503</b>	<b>\$3,417</b>
40921 <b>County Service Area #94 Zone 1</b>				
Designation-Infrastructure Replacement	\$9,000	\$0	\$419	\$9,419
Designation-General	276	276	0	0
<b>Total County Service Area #94 Zone 1</b>	<b>\$9,276</b>	<b>\$276</b>	<b>\$419</b>	<b>\$9,419</b>
40922 <b>County Service Area #97 Zone 1</b>				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	100	0	102	202
<b>Total County Service Area #97 Zone 1</b>	<b>\$5,100</b>	<b>\$0</b>	<b>\$102</b>	<b>\$5,202</b>
40923 <b>County Service Area #97 Zone 2</b>				
Designation-Infrastructure Replacement	\$26,500	\$0	\$922	\$27,422
Designation-General	448	406	0	42
<b>Total County Service Area #97 Zone 2</b>	<b>\$26,948</b>	<b>\$406</b>	<b>\$922</b>	<b>\$27,464</b>
40925 <b>County Service Area #97</b>				
Designation-Infrastructure Replacement	\$14,500	\$0	\$173	\$14,673
Designation-General	81	30	0	51
<b>Total County Service Area #97</b>	<b>\$14,581</b>	<b>\$30</b>	<b>\$173</b>	<b>\$14,724</b>
40313 <b>Ford City-Taft HTS Sanit M&amp;O</b>				
Designation-Capital Projects	<b>\$800,390</b>	<b>\$152,030</b>	<b>\$0</b>	<b>\$648,360</b>
40332 <b>Kern Sanitation Authority</b>				
Designation-Capital Projects	<b>\$4,459,121</b>	<b>\$0</b>	<b>\$212,534</b>	<b>\$4,671,655</b>
40491 <b>IHSS Public Authority</b>				
Designation-General	<b>\$305,652</b>	<b>\$0</b>	<b>\$599,044</b>	<b>\$904,696</b>
<b>Special Districts Subtotal</b>	<b>\$11,772,240</b>	<b>\$1,070,786</b>	<b>\$1,231,641</b>	<b>\$11,933,095</b>
<b>Total Other Funds</b>	<b>\$51,431,912</b>	<b>\$5,071,999</b>	<b>\$5,476,179</b>	<b>\$51,836,092</b>
<b>Total County Reserves/Designations</b>	<b>\$365,237,506</b>	<b>\$34,007,666</b>	<b>\$89,299,855</b>	<b>\$420,529,695</b>

## Employers' Training Resource - WIA

Department Head: Daniel Smith

Function: Public Assistance

Fund: Employers' Training Resource - WIA

Activity: Other Assistance

Budget Unit: 8907

### Description of Major Services

The Employers' Training Resource Department (ETR) administers the federal Workforce Investment Act (WIA), other Department of Labor grants, and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, other counties or collaborative, and the County Department of Human Services. Services are delivered to job seekers and businesses throughout the County via the department's America's Job Centers of California. These Centers are strategically placed throughout the County. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. In addition, ETR administers the federal WIA funding for Inyo and Mono counties, although each of these counties operates its own employment and training programs and services.

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB has focused on demand industry sectors and is working with businesses to target these demand occupations and high growth industries. The WIB is comprised of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

### Summary of Expenditures and Revenue

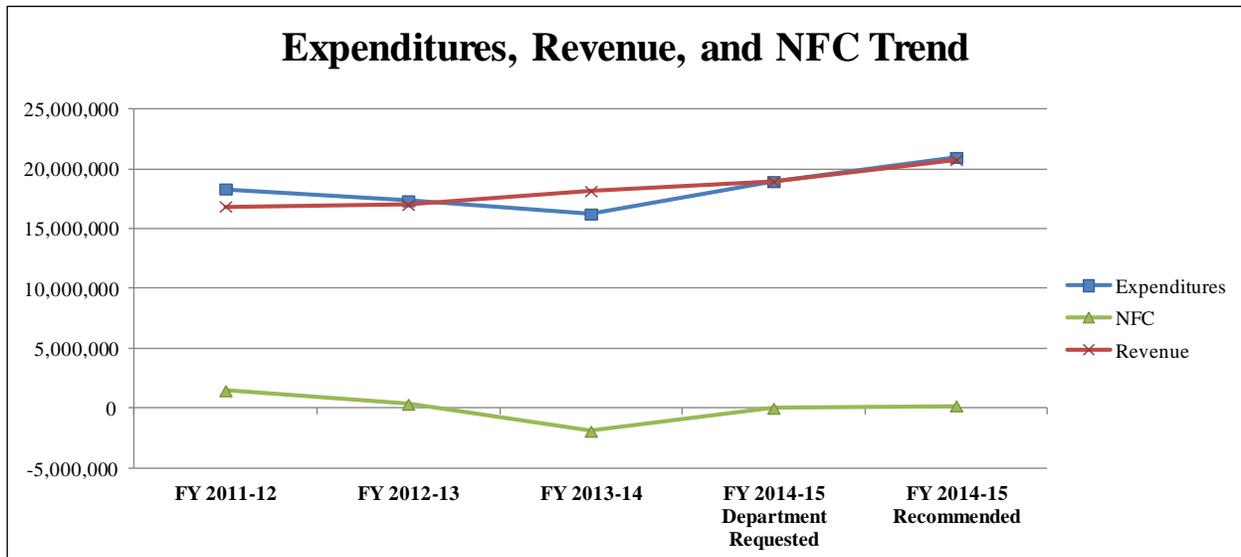
	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$0	\$0	\$4,000	\$4,000	\$5,000
Other Charges	7,025,760	7,641,173	6,107,619	8,185,075	8,364,859	9,765,823
Other Financing Uses	10,310,697	11,001,778	10,117,965	10,748,461	10,568,677	11,182,159
<b>TOTAL EXPENDITURES</b>	<b>\$17,336,457</b>	<b>\$18,642,951</b>	<b>\$16,225,584</b>	<b>\$18,937,536</b>	<b>\$18,937,536</b>	<b>\$20,952,982</b>
<b>REVENUE:</b>						
Use of Money/Property	\$4,972	\$5,000	\$5,637	\$4,800	\$4,800	\$4,800
Intergovernmental	14,837,679	15,948,618	14,821,152	13,876,308	13,876,308	16,422,131
Charges for Services	1,503,287	2,175,000	3,317,358	3,965,008	3,965,008	3,965,008
Miscellaneous	86,486	1,050	0	100	100	100
Other Financing Sources:						
2011 Realignment	268,785	372,410	1,101,117	1,091,320	358,655	358,655
Emp Training Resource - Non-WIA	296,281	140,000	145,712	0	0	0
<b>TOTAL REVENUE</b>	<b>\$16,997,490</b>	<b>\$18,642,078</b>	<b>\$19,390,976</b>	<b>\$18,937,536</b>	<b>\$18,204,871</b>	<b>\$20,750,694</b>
<b>NET FUND COST</b>	<b>\$338,967</b>	<b>\$873</b>	<b>(\$3,165,392)</b>	<b>\$0</b>	<b>\$732,665</b>	<b>\$202,288</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The department has budgeted \$9.8 million, or 46.6% of total funds, to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. The remaining 53.4%, or \$11.2 million, has been budgeted to be transferred to budget unit 5923, Employers' Training Resource, to fund employee salaries and benefits, as well as other operational costs to provide employment and client services. Revenue of \$16.4 million, primarily Department of Labor WIA funding, support federal programs administered by ETR.

### Budget Changes and Operational Impacts

Budgeted resources are sufficient to maintain service levels and the department continuously seeks out additional revenue sources in order to expand or augment services provided. The department has budgeted to use assigned fund balance at June 30, 2014 in the amount of \$202,288. The WIA funds received by the department cover two fiscal years at a time while many of their smaller grants cross fiscal years. The department budgets the full amount of each grant available, regardless of which fiscal year they will be spent.



## Employers' Training Resource Non-WIA

Department Head: Daniel Smith

Function: Public Assistance

Fund: Emp Training Resource Non-WIA

Activity: Other Assistance

Budget Unit: 8916

### Description of Major Services

The Employers' Training Resource Non-WIA budget unit accounts for non-federal grant proceeds and provides funding for expenditures within the normal course of business that do not qualify for reimbursement under special grants or federal funding provided by the Department of Labor.

Public Employment

#### Summary of Expenditures and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$0	\$0	\$0	\$0	\$136,593
Services and Supplies	0	60,000	613	60,000	60,000	589,679
Other Charges	0	50,000	0	50,000	50,000	58,000
Other Financing Uses	303,899	150,000	2,630	10,000	10,000	51,820
<b>TOTAL EXPENDITURES</b>	<b>\$303,899</b>	<b>\$260,000</b>	<b>\$3,243</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$836,092</b>
<b>REVENUE:</b>						
Use of Money/Property	\$2,346	\$4,000	\$1,505	\$2,000	\$2,000	\$2,000
Miscellaneous	0	150,000	214,705	50,000	50,000	514,794
Other Financing Sources	2,385	3,000	330	3,000	3,000	3,000
<b>TOTAL REVENUE</b>	<b>\$4,731</b>	<b>\$157,000</b>	<b>\$216,540</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$519,794</b>
<b>NET FUND COST</b>	<b>\$299,168</b>	<b>\$103,000</b>	<b>(\$213,297)</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$316,298</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Services and supplies of \$589,679 and other charges of \$58,000 have been determined to be adequate to cover expenditures that may arise through the normal course of business during FY 2014-15 that will not qualify for reimbursement under special grants or federal funding provided by the Department of Labor, as well as expenditures associated with the Drought Relief Program grant Employers' Training Resource (ETR) was awarded in FY 2013-14.

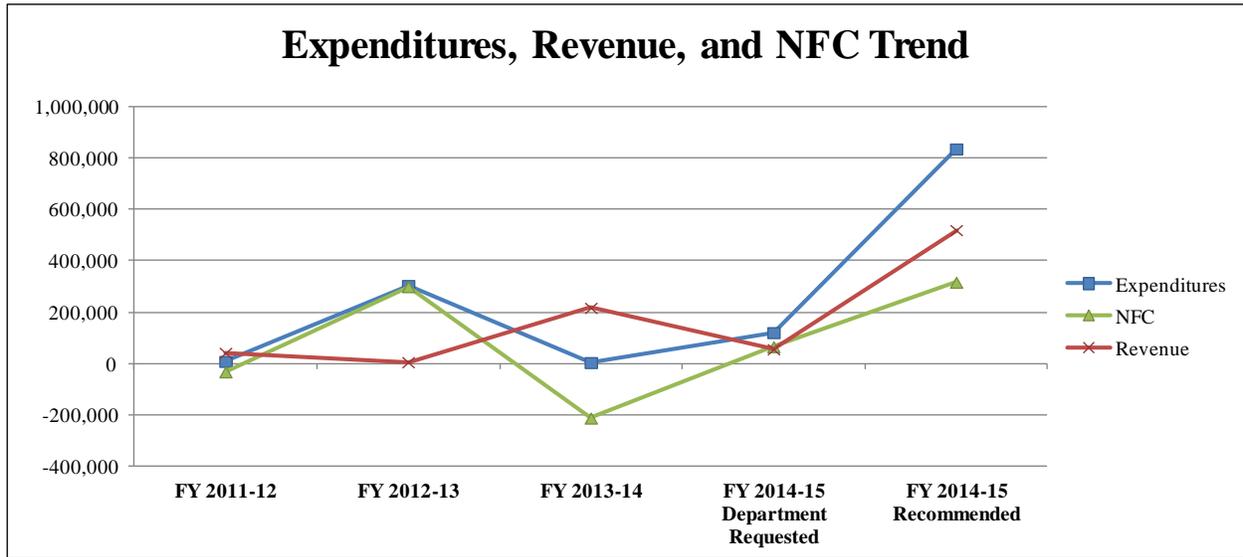
Miscellaneous revenue generated from the sale or disposition of equipment as well as the Drought Relief Program grant proceeds provides \$514,794 in funding for this budget unit.

The fund has sufficient assigned fund balance available at June 30, 2014 to fund the budget in the amount of \$316,298, as recommended.

### Budget Changes and Operational Impacts

The recommended budget provides sufficient funding to administer and operate the non-WIA programs in the County, specifically the Drought Relief Program grant for FY 2014-15. Operating transfers reimburse expenses incurred in the department's operating budget unit 5923 Administration, for which federal funding is not available.

Public Employment



## Community Development Block Grant Program

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: Community Development Program

Activity: Other Assistance

Budget Unit: 8920

### Description of Major Services

The Community Development Block Grant Program (CDBG) is one of the longest continuously run programs at the U.S. Department of Housing and Urban Development (HUD). HUD provides funding to states and local governments. Community Development, division of Planning and Community Development Department, provides CDBG funds to local programs or projects that ensure decent affordable housing, and certain local economic development activities. Projects and programs must assist people with low to moderate incomes, eliminate physical blight, or meet other qualifying criteria.

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$1,710,296	\$0	\$1,738,721	\$1,738,721	\$1,745,838
Services and Supplies	2,366,103	7,001,761	2,702,003	6,274,074	6,274,074	6,942,084
Other Charges	0	0	0	0	(88,649)	(88,649)
Other Financing Uses	2,692,335	1,947,088	2,214,315	2,091,899	2,091,914	2,091,914
<b>TOTAL EXPENDITURES</b>	<b>\$5,058,438</b>	<b>\$10,659,145</b>	<b>\$4,916,318</b>	<b>\$10,104,694</b>	<b>\$10,016,060</b>	<b>\$10,691,187</b>
<b>REVENUE:</b>						
Intergovernmental	\$4,901,273	\$10,524,528	\$4,889,366	\$9,941,114	\$9,851,060	\$10,497,954
Miscellaneous	107,214	160,000	81,636	160,000	160,000	160,000
Other Financing Sources:						
CD-Home Investment Trust	0	5,000	0	5,000	5,000	5,000
<b>TOTAL REVENUE</b>	<b>\$5,008,487</b>	<b>\$10,689,528</b>	<b>\$4,971,002</b>	<b>\$10,106,114</b>	<b>\$10,016,060</b>	<b>\$10,662,954</b>
<b>NET FUND COST</b>	<b>\$49,951</b>	<b>(\$30,383)</b>	<b>(\$54,684)</b>	<b>(\$1,420)</b>	<b>\$0</b>	<b>\$28,233</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The recommended budget is a reflection of available federal allocation to the County. The majority of expenditures are associated with projects. Other financing uses include reimbursement to Community Development for the administration of the program. There is no cost to the General Fund, and the recommended budget includes using \$28,233 of available fund balance. Projects proposed for approval by both the Board of Supervisors and HUD for FY 2014-15 are:

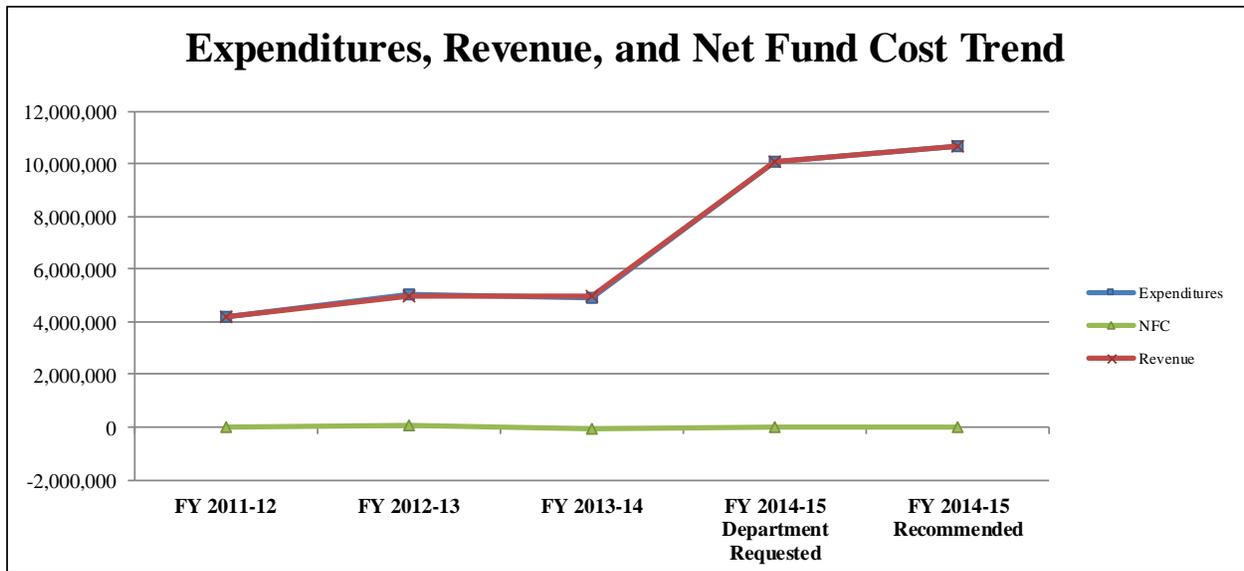
- *California Infrastructure Bank Loan Payment:* Loan payment for the construction of street and drainage improvements in unincorporated East Bakersfield and Lamont.
- *East Niles Senior Center Improvements:* Design and construction of improvements to the roof, parking lot, security fencing, and other related improvements for the center.



- *Claude W. Richardson Child Development Center Playground Improvements:* Design and construction of permanent playground equipment, surface materials, pathways, and other related improvements for the Child Development Center.
- *City of Arvin Street Improvements:* Design and reconstruction of streets located within Arvin, including grinding of deteriorated pavement; repaving; replacing damaged curbs, gutters, and sidewalks; and making other related improvements.
- *City of Ridgecrest Handicapped Access Improvements:* Design and construction of handicapped ramps and other improvements within the public right-of-way.
- *City of Shafter Veterans Park Improvements:* Design and construction of public improvements at the City’s Veterans Park, including sports field lights, electrical installation, storage building, and other related improvements.
- *Inyokern Community Services District (CSD) Water System Improvements:* Design and construction of a new water well and transmission line as part of the water system owned by Inyokern CSD.
- *Mojave Community Streetscape Improvements:* Design and construction of public facilities and/or infrastructure within the unincorporated community of Mojave.

**Budget Changes and Operational Impacts**

The recommended budget provides adequate funding to support the Community Development Block Grant Program pursuant to the Housing and Community Development Act. Revenue and expenditures fluctuate annually based on identified eligible projects. The recommended budget includes funding for an additional \$5.8 million towards existing and new projects.



## Economic Development – Revolving Loan Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-ED Revolving Loan  
 Budget Unit: 8921

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Economic Development Administration provided funds to establish the Economic Development Revolving Loan Program. The loans provide qualified applications with financial assistance to support the retention and creation of jobs for County residents. The loans are intended to fill a financing gap beyond the amount of private financing that can be raised by qualified applicants. The Community Development Division of the Planning and Community Development Department administers the program.

CD Grant Programs

	Summary of Expenditures and Revenue					
	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$422,349</b>	<b>\$422,349</b>
<b>NET FUND COST</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$422,349</b>	<b>\$422,349</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

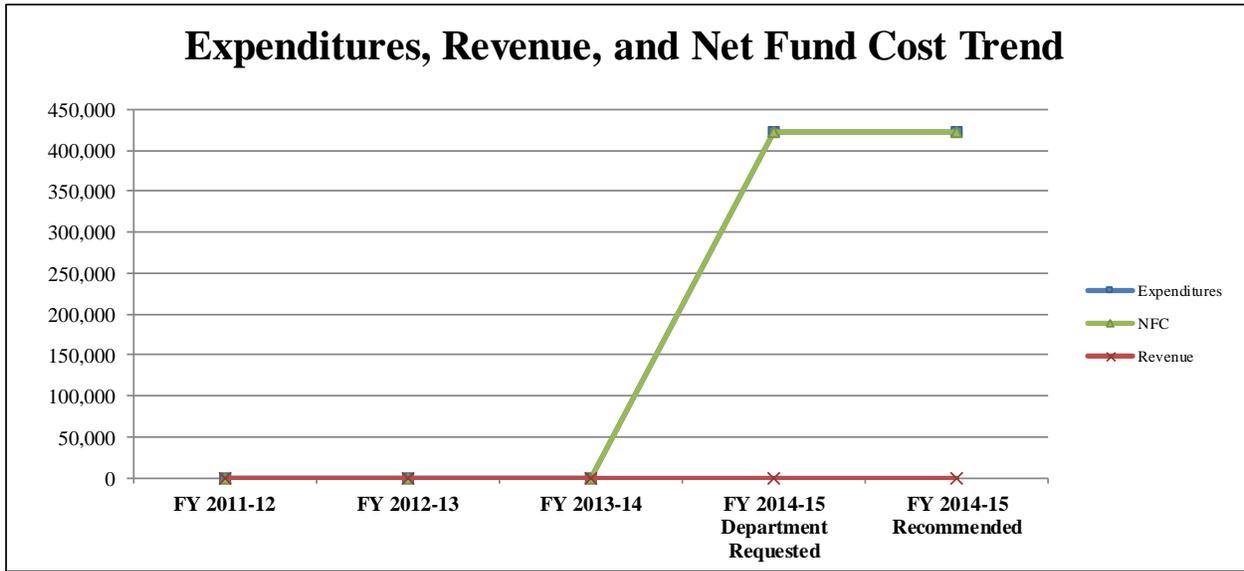
All budgeted expenditures are to ensure funding is available for qualifying applicants. The fund has sufficient fund balance available at June 30, 2014 to cover the Net Fund Cost. There is no cost to the General Fund.

### Budget Changes and Operational Impacts

Although there has been no activity in prior years, the recommended budget continues to establish spending authority in order to fund projects should an eligible business apply to the program for funding.



CD Grant Programs



## Neighborhood Stabilization Program Three

Department Head: Lorelei H. Oviatt  
 Fund: CD-NSP3 Grant  
 Budget Unit: 8931

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Department of Housing and Urban Development provided funds for the Neighborhood Stabilization Program (NSP) for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. NSP Three refers to funds authorized under the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, which provided a third round of NSP grants to states and selected local governments on a formula basis. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The Community Development Division of the Planning and Community Development Department administers the program.

CD Grant Programs

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$2,577,827	\$440,000	\$0	\$440,000	\$0	\$0
Other Financing Uses	69,105	88,506	5,761	83,666	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$2,646,932</b>	<b>\$528,506</b>	<b>\$5,761</b>	<b>\$523,666</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE:</b>						
Intergovernmental	\$2,646,932	\$528,506	\$5,761	\$523,666	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$2,646,932</b>	<b>\$528,506</b>	<b>\$5,761</b>	<b>\$523,666</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

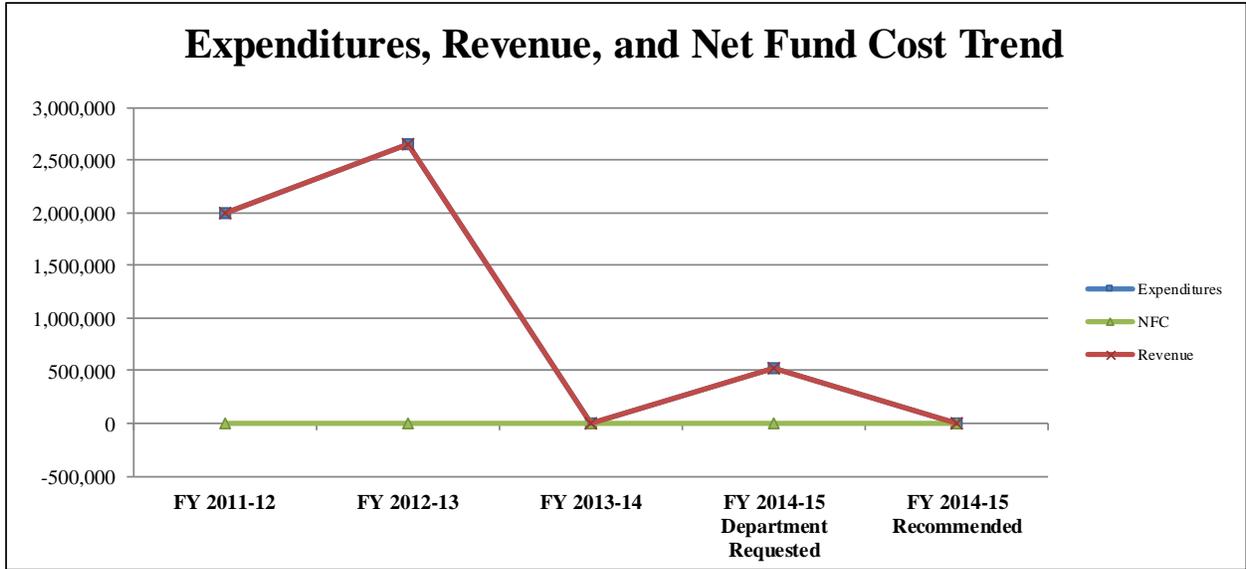
The U.S. Department of Housing and Urban Development notified Community Development that the grant period has expired and funds will not be available.

### Budget Changes and Operational Impacts

Program funding will not be available in FY 2014-15.



CD Grant Programs



## Emergency Solutions Grant Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-Emergency Solutions Grant  
 Budget Unit: 8932

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Emergency Solutions Grant Program (ESG) under the McKinney-Vento Homeless Assistance Act as amended by the Mortgage Foreclosures and Enhance Mortgage Credit Availability Act. Funds are used to provide emergency shelter services or facilities for homeless people and to assist people quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The Community Development Division of Planning and Community Development Department administers the program.

	<b>Summary of Expenditures and Revenue</b>					
	<b>FY 2012-13</b>	<b>FY 2013-14</b>		<b>FY 2014-15</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$181,401	\$849,780	\$234,875	\$1,014,717	\$1,014,717	\$983,077
Other Financing Uses	10,308	52,318	16,968	68,144	68,144	62,617
<b>TOTAL EXPENDITURES</b>	<b>\$191,709</b>	<b>\$902,098</b>	<b>\$251,843</b>	<b>\$1,082,861</b>	<b>\$1,082,861</b>	<b>\$1,045,694</b>
<b>REVENUE:</b>						
Intergovernmental	\$191,709	\$902,098	\$251,843	\$1,082,861	\$1,082,861	\$1,045,694
<b>TOTAL REVENUE</b>	<b>\$191,709</b>	<b>\$902,098</b>	<b>\$251,843</b>	<b>\$1,082,861</b>	<b>\$1,082,861</b>	<b>\$1,045,694</b>
<b>NET FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

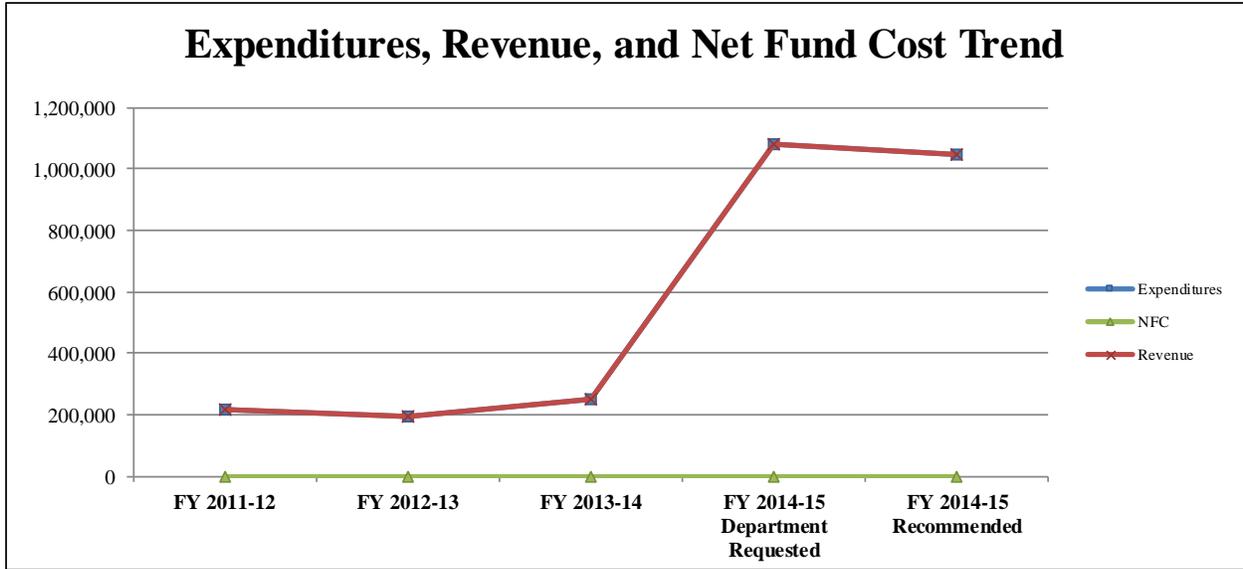
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures are associated with projects and administrative cost. There is no cost to the General Fund.

### Budget Changes and Operational Impacts

The recommended budget includes an additional \$800,000 in funding, which is offset by an increase in revenue in the same amount. The increase is due to the department not receiving grant funding from the U.S. Department of Housing and Urban Development for ESG until very late in FY 2013-14. As a result of the delay, the department dispersed a minimal amount of funding in FY 2013-14.

CD Grant Programs



## Neighborhood Stabilization Program

Department Head: Lorelei H. Oviatt  
 Fund: CD-NSP Grant  
 Budget Unit: 8933

Function: Public Assistance  
 Activity: Other Assistance

### Description of Major Services

The U.S. Department of Housing and Urban Development provided funds for the Neighborhood Stabilization Program (NSP) for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. NSP refers to funds authorized under Division B, Title III of the Housing and Economic Recovery Act of 2008, which provided NSP grants to states and selected local governments on a formula basis. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The Community Development Division of the Planning and Community Development Department administers the program.

CD Grant Programs

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$468,860	\$107,574	\$0	\$107,574	\$0	\$0
Other Financing Uses	78,282	7,381	7,381	1,994	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$547,142</b>	<b>\$114,955</b>	<b>\$7,381</b>	<b>\$109,568</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE:</b>						
Intergovernmental	\$547,142	\$114,955	\$7,381	\$109,568	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$547,142</b>	<b>\$114,955</b>	<b>\$7,381</b>	<b>\$109,568</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

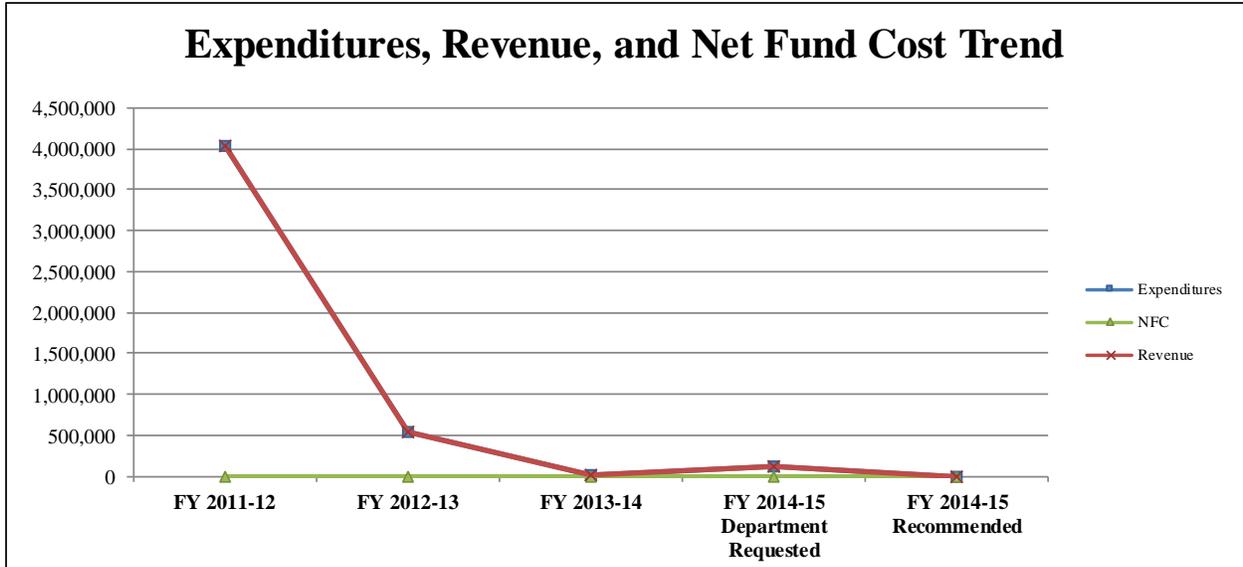
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The U.S. Department of Housing and Urban Development notified Community Development that the grant period has expired and funds will not be available.

### Budget Changes and Operational Impacts

Program funding will not be available in FY 2014-15.





## Homelessness Prevention and Rapid Re-Housing Program

Department Head: Lorelei H. Oviatt  
 Fund: ARRA CD-HPRP Grant  
 Budget Unit: 8934

Activity: Public Assistance  
 Function: Other Assistance

### Description of Major Services

The Homelessness Prevention and Rapid Re-Housing Program (HPRRP) provided financial assistance and services to prevent individuals and families from becoming homeless and helped those who were experiencing homelessness to be quickly re-housed and stabilized. The funds under the program were intended to target individuals and families who would be homeless but for this assistance. HPRRP funding was granted to the County under the American Recovery and Reinvestment Act of 2009 by the U.S. Department of Housing and Urban Development. The Community Development Division of the Planning and Community Development Department administered the program. The program funding is no longer available.

CD Grant Programs

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$282,661	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	2,325	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$284,986</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE:</b>						
Intergovernmental	\$284,986	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$284,986</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

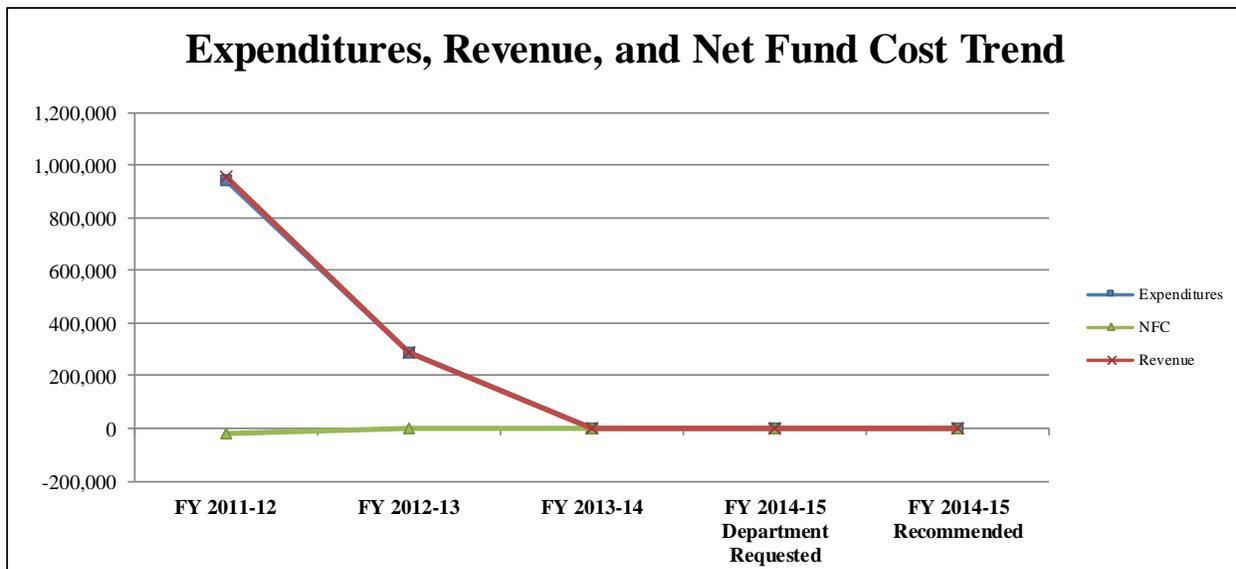
There are no expenditures or revenue budgeted for FY 2014-15.

### Budget Changes and Operational Impacts

The HPRRP ended in FY 2012-13 and program funds are no longer available.



CD Grant Programs



## Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: CD-Home Investment Trust

Activity: Other Assistance

Budget Unit: 8936

### Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Home Investment Partnership Program through grants that must be used for eligible activities and projects, such as expanding the supply of decent, safe, sanitary and affordable housing; strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing; and extending and strengthening partnerships between all levels of government and the private sector. The Community Development Division of the Planning and Community Development Department administers the program.

	Summary of Expenditures and Revenue					
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$1,041,796	\$0	\$350,000	\$350,000	\$350,000
Services and Supplies	916,400	4,809,092	0	5,597,152	5,597,151	5,597,151
Other Financing Uses	161,067	140,178	161,177	151,313	151,314	151,314
<b>TOTAL EXPENDITURES</b>	<b>\$1,077,467</b>	<b>\$5,991,066</b>	<b>\$161,177</b>	<b>\$6,098,465</b>	<b>\$6,098,465</b>	<b>\$6,098,465</b>
<b>REVENUE:</b>						
Intergovernmental	\$899,807	\$5,568,770	\$139,093	\$5,748,465	\$5,748,465	\$5,353,135
Miscellaneous	201,578	350,000	345,118	350,000	350,000	350,000
<b>TOTAL REVENUE</b>	<b>\$1,101,385</b>	<b>\$5,918,770</b>	<b>\$484,211</b>	<b>\$6,098,465</b>	<b>\$6,098,465</b>	<b>\$5,703,135</b>
<b>NET FUND COST</b>	<b>(\$23,918)</b>	<b>\$72,296</b>	<b>(\$323,034)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$395,330</b>

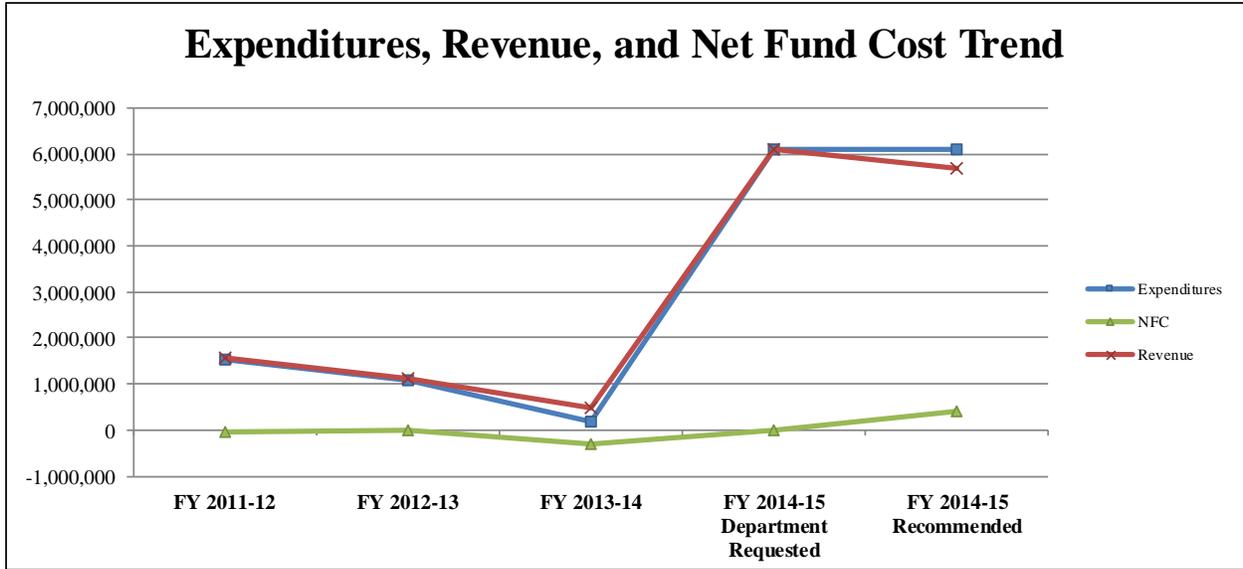
### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

The majority of expenditures are associated with projects and administrative cost funded through the federal program. There is no cost to the General Fund, and the recommended budget includes using \$395,330 of available fund balance.

### Budget Changes and Operational Impacts

The department has multiple projects that cross over fiscal years. The recommended budget provides approximately \$5.6 million in funding over FY 2013-14 actual costs in anticipation of the completion of multiple projects.

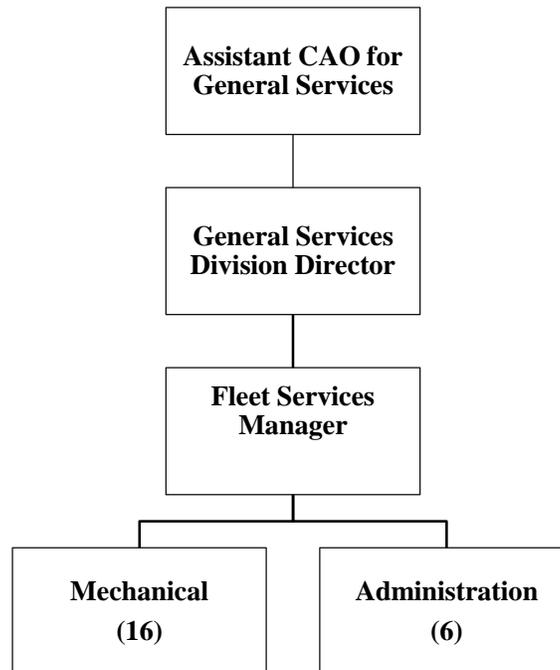
CD Grant Programs



## Mission Statement

*The General Services Division provides responsive, customer-focused support enabling the effective delivery of County services.*

## Organizational Chart



Internal Service Fund

## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence (ASE).
- Fleet Services maintains approximately 1,950 County vehicles.
- Fleet completes an average of 600 work orders per month, or 7,200 per year for repairs and preventive maintenance of County vehicles.
- Fleet Services has a ratio of 135:1 vehicles per mechanic compared to the industry average ratio of 75:1.

## Garage

Department Head: John Nilon  
 Fund: General Services Garage  
 Budget Unit: 8950

Function: Internal Service Fund  
 Activity: Other General

### Description of Major Services

The Garage administers and maintains vehicles assigned to County departments and is managed by the General Services Division of the County Administrative Office. Services provided include vehicle maintenance including lubrication, steam cleaning and vehicle washing. Vehicle repairs include body and engine repair and overhaul, special body fabrication and brake services. Funding requirements for purchasing replacement and additional vehicles are included in this budget unit.

To provide flexibility in addressing departments' needs, the Garage offers vehicle maintenance services under three different plans. In Plan 1, the Garage owns the vehicle and provides full-service maintenance and replacement. In Plan 2, full-service maintenance is provided, but County departments own and replace the vehicle. In Plan 3, maintenance is provided to department-owned vehicles on a time-and-materials basis. Also, due to the on-going fiscal constraints facing departments, the Garage has a "Modified Plan 1" option to better assist departments that have experienced budget reductions. This option allows departments to defer purchase of replacement vehicles and extend service for existing vehicles at a reduced cost.

Internal Service Fund

<b>Summary of Expenses and Revenue</b>						
	<u>FY 2012-13</u>	<u>FY 2013-14</u>		<u>FY 2014-15</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$45,000	\$0	\$20,000	\$20,000	\$20,000
Salaries and Benefits	1,764,396	2,098,468	1,749,966	2,258,566	2,258,566	2,258,566
Services and Supplies	1,840,621	1,889,726	1,747,104	2,000,234	2,000,234	2,000,234
Other Charges	1,064,155	1,094,499	1,105,213	1,177,470	1,176,253	1,176,253
Capital Assets	1,742,788	641,250	518,587	1,194,990	1,194,990	1,204,240
<b>TOTAL EXPENSES</b>	<b>\$6,411,960</b>	<b>\$5,768,943</b>	<b>\$5,120,870</b>	<b>\$6,651,260</b>	<b>\$6,650,043</b>	<b>\$6,659,293</b>
<b>REVENUE:</b>						
Use of Money/Property	\$14,658	\$50,000	\$12,012	\$15,000	\$15,000	\$15,000
Intergovernmental	60,000	0	0	0	0	0
Charges for Services	4,285,604	5,303,287	5,129,744	5,133,048	5,133,048	5,142,298
Miscellaneous	30,895	152,600	130,845	250,100	250,100	250,100
Non-Revenue Receipts	926,454	1,000,001	1,010,754	1,000,001	1,000,001	1,000,001
Other Financing Sources	142,753	57,000	90,885	65,000	65,000	65,000
<b>TOTAL REVENUE</b>	<b>\$5,460,364</b>	<b>\$6,562,888</b>	<b>\$6,374,240</b>	<b>\$6,463,149</b>	<b>\$6,463,149</b>	<b>\$6,472,399</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$951,596)</b>	<b>\$793,945</b>	<b>\$1,253,370</b>	<b>(\$188,111)</b>	<b>(\$186,894)</b>	<b>(\$186,894)</b>

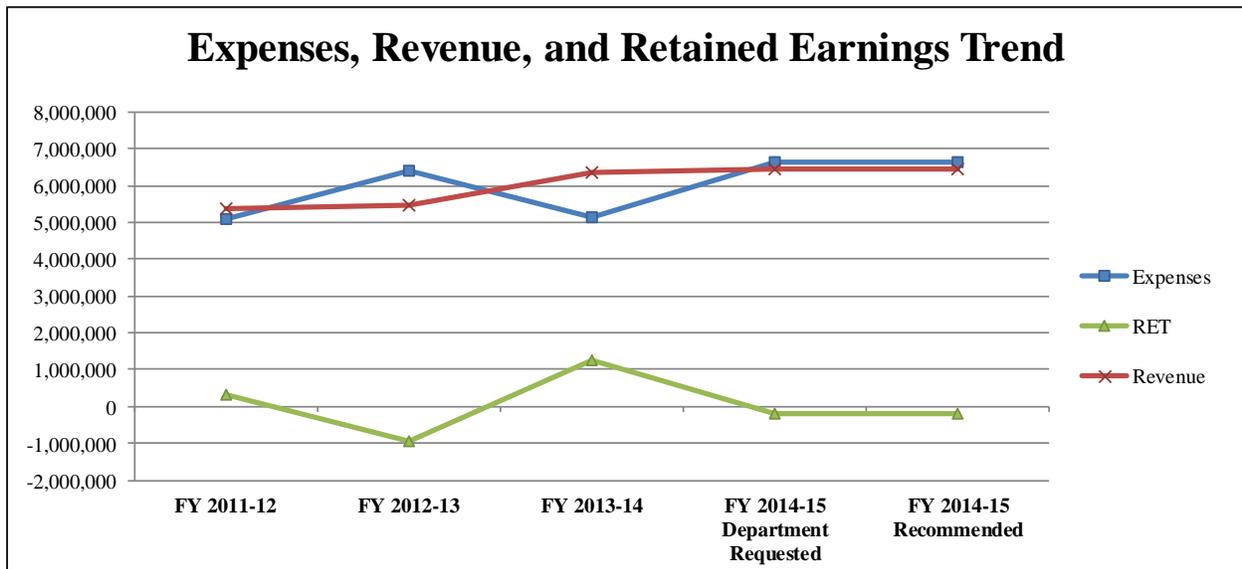
### Major Expenses and Revenue in FY 2014-15 Recommended Budget

Major expenses for the department include new vehicle purchases for customer departments and the supplies needed to service the vehicles. Remaining expenses cover the staffing needed to

service customer vehicles and respond to service requests. Revenue for the department is primarily derived from charges to departments for vehicle purchases and services provided.

### Budget Changes and Operational Impacts

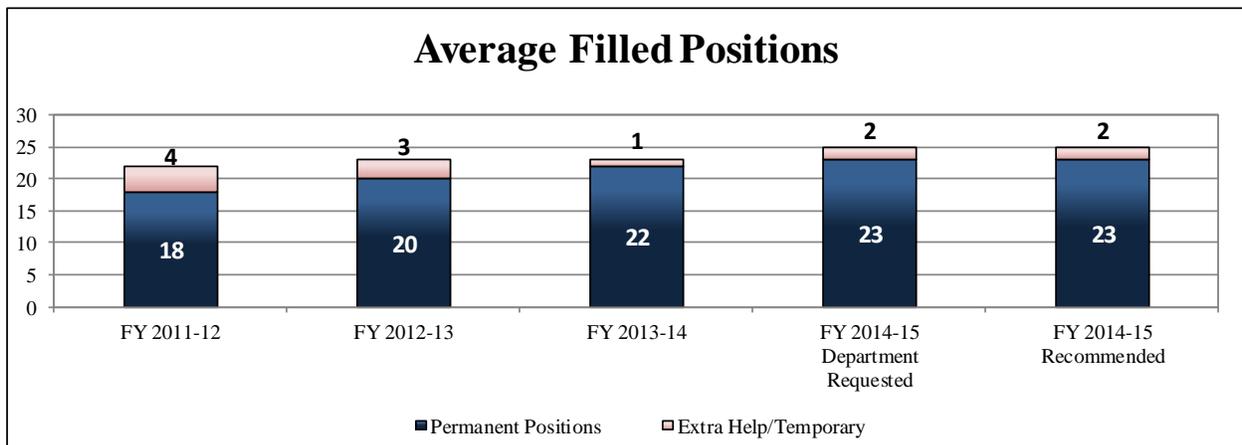
The increase in the capital assets object compared to the FY 2013-14 is due to the planned purchase of 48 vehicles at a cost of \$1,204,240. The recommended budget anticipates the filling of all authorized positions resulting in increased salaries and benefits costs. The retained earnings balance as of June 30, 2014 was \$516,844. The department anticipates decreasing retained earnings by \$286,894 to offset expenses. A retained earnings balance of \$229,950 is estimated for June 30, 2015.



Internal Service Fund

### Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. FY 2013-14 experienced lower average filled positions due to greater than unanticipated vacancies.



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	18	20	22	23	23
Extra Help/Temporary	4	3	1	2	2
<b>Total Positions</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>25</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	17	18	20	N/A	N/A
Extra Help/Temporary (FTE)	3	3	1	N/A	N/A
<b>Total Positions</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,645,825</b>	<b>\$1,764,396</b>	<b>\$1,749,966</b>	<b>\$2,258,566</b>	<b>\$2,258,566</b>

### Summary of Authorized Positions

The budget unit has 23 authorized positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	7	0	0	7	7	0	7
Mechanical	16	0	0	16	16	0	16
<b>Total</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>23</b>

Administration		Mechanical	
<u>Classification</u>		<u>Classification</u>	
1 Fleet Services Manager		2 Heavy Equipment Mechanic	
2 Garage Shift Supervisor		2 Senior Automotive Mechanic	
1 Automotive Service Writer I/II		8 Automotive Mechanic I/II	
2 Auto Parts Storekeeper I/II		4 Automotive Service Worker I/II	
1 Light Vehicle Driver		<b>16 Requested Total</b>	
<b>7 Requested Total</b>			

Internal Service Fund



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Increase work performance and accountability for County Garage employees.

*Objective: Maintain, service, and repair County fleet to ensure that 95% of vehicles are available and in a safe working condition.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Average percentage of fleet available on a daily basis	98%	98%	97%	98%	95%

The department currently has a ratio of vehicles to technicians at an above average level of 135:1. Through regular reviews of processes for improvement, and training, the department continues to meet or exceed its goal for fleet availability.

*Objective: Automotive technicians are at a productivity level of 90% or greater.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of productive hours to total paid hours	N/A	N/A	97%	91%	90%

Measuring productive hours provides valuable information to determine the number of technicians required to perform all maintenance and repair tasks in meeting the needs of the fleet; and calculate repair labor rates. The department technicians have exceeded the industry standard of 75% to 80% productivity; however, due to vacancies as a result of retirements and long term medical leaves, the department did not meet its FY 2013-14 goal. The department had to recruit and train new staff causing productivity to fall below its FY 2013-14 goal by 6%.

Internal Service Fund

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## Group Health and Dental Self-Insurance Program

Budget Unit 8960, 30010

Function: Internal Service Fund

Department Head: John Nilon

Activity: Employee Health Benefits

### Description of Major Services

The Group Health Self-Insurance Program is used to fund the County's employee medical, dental, and vision benefit plan programs. This budget unit is used to pay all self-funded medical and dental claims, medical and dental plan premiums, County administration costs, third-party administration costs, and Employee Assistance Program and Employee Wellness Program administration costs. The County Administrative Office administers this budget unit. Revenue consists of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees.

	<b>Summary of Expenses and Revenue</b>					
	<b>FY 2012-13</b>	<b>FY 2013-14</b>		<b>FY 2014-15</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$1,000,000	\$0	\$7,000,000	\$7,000,000	\$7,000,000
Services and Supplies	9,961,851	10,140,410	8,527,831	9,544,204	9,544,204	9,544,204
Other Charges	101,919,796	114,425,868	110,043,242	110,428,801	110,428,801	110,428,801
<b>TOTAL EXPENSES</b>	<b>\$111,881,647</b>	<b>\$125,566,278</b>	<b>\$118,571,073</b>	<b>\$126,973,005</b>	<b>\$126,973,005</b>	<b>\$126,973,005</b>
<b>REVENUE:</b>						
Use of Money/Property	\$146,216	\$150,000	\$121,119	\$95,000	\$95,000	\$95,000
Intergovernmental	32,914	30,000	26,358	25,000	25,000	25,000
Charges for Services	115,176,075	115,500,000	119,842,923	119,850,000	119,850,000	119,850,000
<b>TOTAL REVENUE</b>	<b>\$115,355,595</b>	<b>\$115,680,000</b>	<b>\$119,990,400</b>	<b>\$119,970,000</b>	<b>\$119,970,000</b>	<b>\$119,970,000</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$3,473,948</b>	<b>(\$9,886,278)</b>	<b>\$1,419,327</b>	<b>(\$7,003,005)</b>	<b>(\$7,003,005)</b>	<b>(\$7,003,005)</b>

Internal Service Funds

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

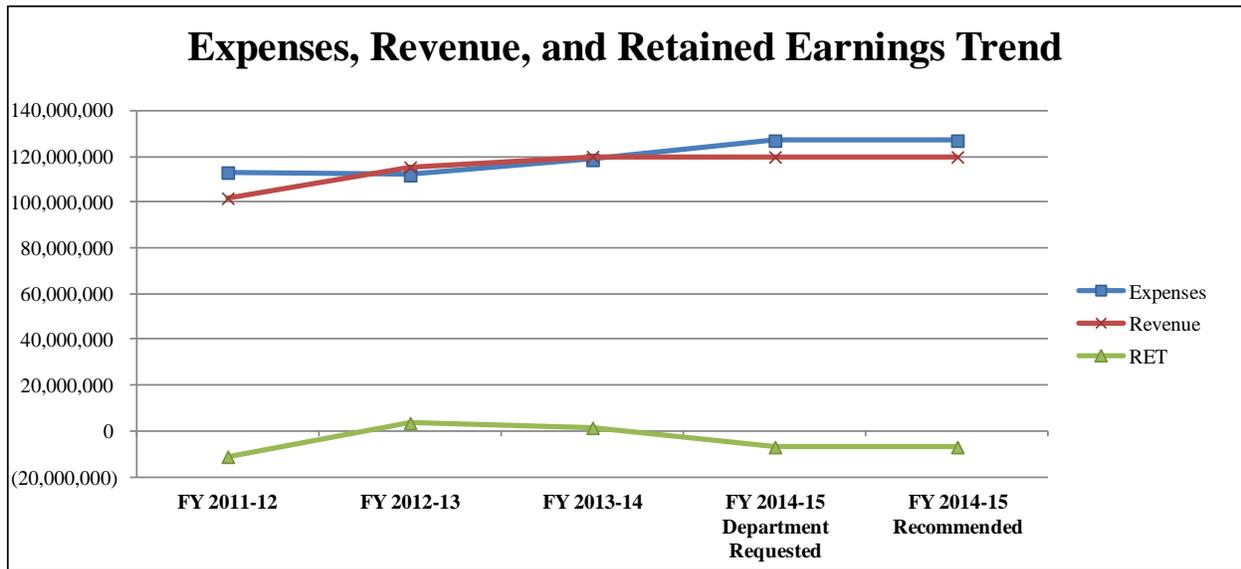
This budget unit funds all expenses related to active employee health care benefits with utilization and actual claims being the primary drivers of costs. The preliminary budget also includes \$1.25 million allocated for Patient-Centered Outcome (PCORI) fees and new reinsurance fees payable to the federal government under the Affordable Care Act. The County Administrative Office is exploring changes to health plan cost-sharing and employee wellness and education in an effort to reduce overall claims expenses for self-funded plan options. Revenue is also expected to increase slightly, due to a 1% increase in the employer contribution, in order to ensure adequate reserves are maintained.

Actuarially recommended minimum reserves (unrestricted retained earnings) are \$25 million for FY 2013-14, excluding Incurred But Not Reported (IBNR) liabilities of \$10 million. The reserve is being decreased by \$7 million in FY 2014-15, although this amount is equal to the fund's appropriation for contingencies. The estimated retained earnings balance at June 30, 2015 is \$21 million.

### Budget Changes and Operational Impacts

The recommended budget includes \$7 million in the fund’s appropriations for contingencies. Actuarial claims projections for the County’s self-funded health plans include additional margin for claims fluctuation and a portion of this excess estimate has been allocated to appropriation for contingencies, rather than claims accounts in other charges, in order to more closely indicate expected costs based on historical trends. Despite expected savings related to changes in plan offerings and reductions in administrative costs, claims expenses are budgeted at an increase in the next fiscal year, as there is always a potential for increased expenses due to general medical inflation.

Internal Service Funds



## Retiree Group Health – Internal Service Fund

Budget Unit 8965, Fund 30016

Function: Internal Service Fund

Department Head: John Nilon

Activity: Other Post Employment Benefits

### Description of Major Services

The Retiree Group Health Program budget unit is used to pay the County’s contributions to the Retiree Health Insurance Stipend and Retiree Health Premium Supplement Programs, and for administration costs. The Stipend Program provides a monthly stipend to all County retirees, which helps to offset the premium cost of medical benefits purchased by retirees through a County administered retiree health plan. The Retiree Health Premium Supplement Program (RHPSP) originated as a negotiated item for all employee unions. It was designed to further assist retirees under the age of 65 in paying for their medical benefits purchased through a County administered retiree health plan until they are Medicare eligible. The County Administrative Office administers this budget unit.

Internal Service Funds

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$200,000	\$0	\$500,000	\$500,000	\$500,000
Salaries and Benefits	8,281,973	8,956,000	8,219,519	8,750,000	8,750,000	8,750,000
Services and Supplies	157,101	209,300	153,278	234,300	234,300	234,300
Other Charges	40,936,374	18,990	16,986,267	108,682	108,682	108,682
<b>TOTAL EXPENSES</b>	<b>\$49,375,448</b>	<b>\$9,384,290</b>	<b>\$25,359,064</b>	<b>\$9,592,982</b>	<b>\$9,592,982</b>	<b>\$9,592,982</b>
<b>REVENUE:</b>						
Use of Money/Property	\$212,591	\$300,000	\$27,951	\$10,000	\$10,000	\$10,000
Charges for Services	11,667,232	11,300,000	12,072,416	9,093,000	9,093,000	9,093,000
Miscellaneous	0	0	8,220,381	0	0	0
<b>TOTAL REVENUE</b>	<b>\$11,879,823</b>	<b>\$11,600,000</b>	<b>\$20,320,748</b>	<b>\$9,103,000</b>	<b>\$9,103,000</b>	<b>\$9,103,000</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$37,495,625)</b>	<b>\$2,215,710</b>	<b>(\$5,038,316)</b>	<b>(\$489,982)</b>	<b>(\$489,982)</b>	<b>(\$489,982)</b>

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

This budget unit collects and distributes appropriate employee and County contributions for the retiree health benefits programs; all revenue and expenses in this fund are related to these programs. Both the Stipend and RHPSP assist in paying monthly health benefits costs for qualified County or special district retirees and their dependents or beneficiaries. Based on current enrollment, total annual expenses are estimated at \$10 million. Administration of these programs is funded through a small fee charged to retirees as part of their monthly health benefits costs, at a budgeted cost of \$230,000. Most retirees contribute directly to pay at least a portion of their retiree health care costs, limiting the County’s total liability.

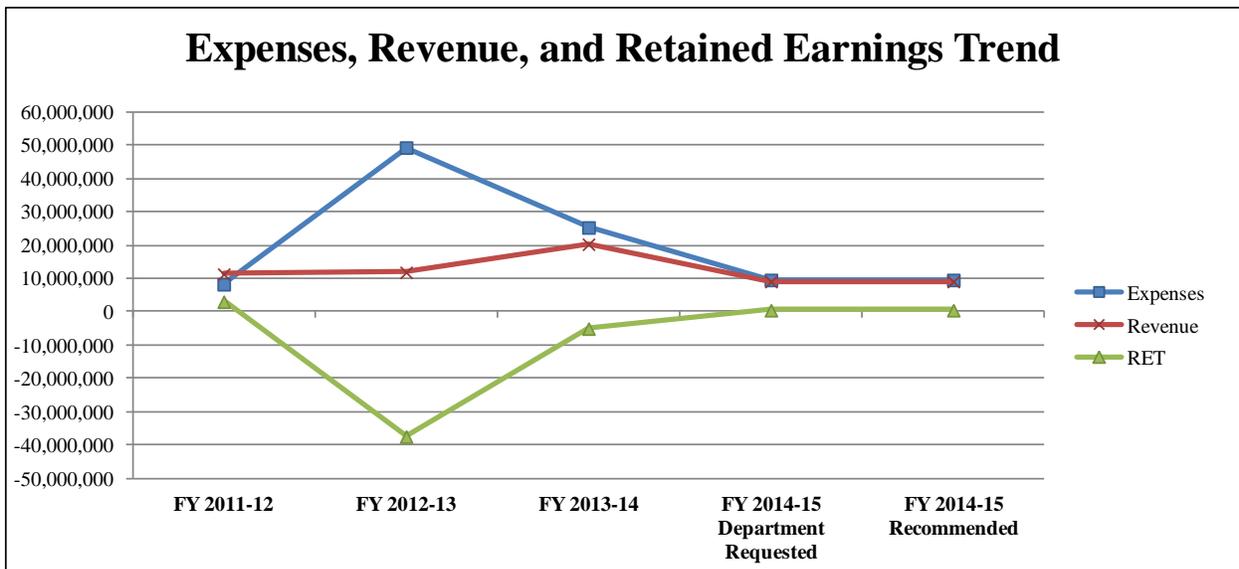


### Budget Changes and Operational Impacts

In the two prior fiscal years, more than \$50 million in Retiree Group Health Program reserves were transferred to an irrevocable trust fund for funding of future Other Post-Employment Benefits (OPEB). Beginning in FY 2014-15, biweekly employee and County contributions to the Stipend and RHPSP programs will be deposited directly into the OPEB trust. This budget unit will maintain minimum reserves adequate to ensure payment of benefits on a monthly basis and will be reimbursed from the OPEB trust for actual expenses for both the Stipend and RHPSP programs for current retirees.

Additional reserves may be transferred to the OPEB trust fund as appropriate. The recommended budget decreases retained earnings by \$490,000, which approximates this fund’s budgeted appropriations for contingencies. With no additional transfers to the OPEB trust fund anticipated, retained earnings are estimated at \$3 million for June 30, 2015.

Internal Service Funds



## General Liability Self-Insurance Program

Department Head: Theresa Goldner  
 Fund: Liability Self-Insurance Program  
 Budget Unit: 8970

Function: Internal Service Fund  
 Activity: Insurance Programs

### Description of Major Services

The General Liability Self-Insurance Program is administered by the Risk Management Division of the Office of County Counsel. This budget unit is used to meet the County’s legal liability for damages to individuals and/or property arising out of the County’s general and automotive activities.

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$3,475,374	\$4,086,754	\$5,533,971	\$6,710,208	\$6,710,208	\$6,710,208
Other Charges	5,491,367	9,904,250	9,263,051	9,510,052	9,510,052	9,510,052
<b>TOTAL EXPENSES</b>	<b>\$8,966,741</b>	<b>\$13,991,004</b>	<b>\$14,797,022</b>	<b>\$16,220,260</b>	<b>\$16,220,260</b>	<b>\$16,220,260</b>
<b>REVENUE:</b>						
Use of Money/Property	\$24,394	\$5,000	\$32,594	\$11,000	\$11,000	\$11,000
Charges for Services	3,386,534	18,814,085	18,814,086	18,477,531	18,477,531	18,477,531
Miscellaneous	4,898	1,000	216,135	1,000	1,000	1,000
Other Financing Sources:						
Special Services	0	0	1,000,000	0	0	0
<b>TOTAL REVENUE</b>	<b>\$3,415,826</b>	<b>\$18,820,085</b>	<b>\$20,062,815</b>	<b>\$18,489,531</b>	<b>\$18,489,531</b>	<b>\$18,489,531</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$5,550,915)</b>	<b>\$4,829,081</b>	<b>\$5,265,793</b>	<b>\$2,269,271</b>	<b>\$2,269,271</b>	<b>\$2,269,271</b>

Internal Service Fund

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

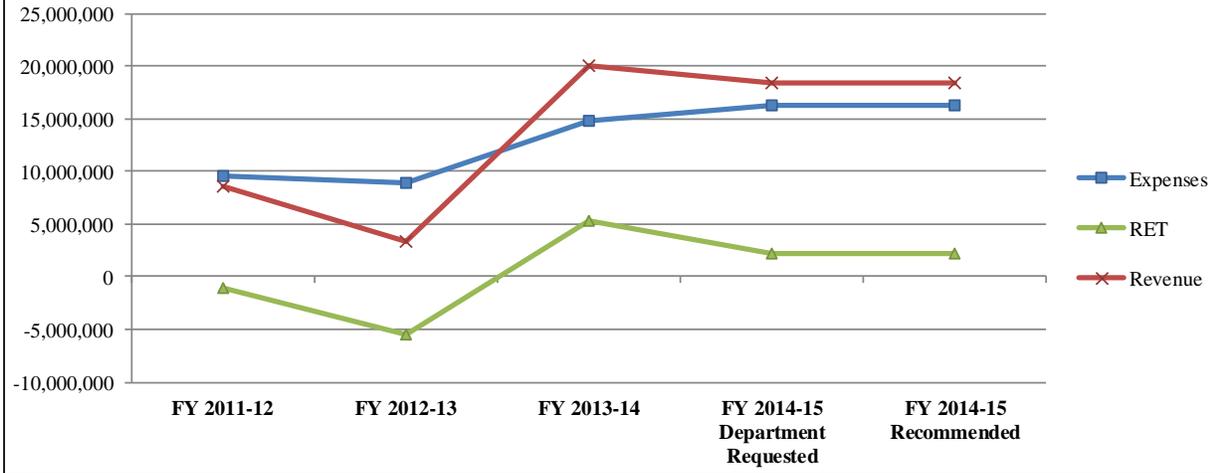
The primary expenses of this budget unit are insurance expenses and legal costs. This budget unit is financed primarily through charges to County departments for coverage and services provided.

### Budget Changes and Operational Impacts

The recommended budget provides adequate funding for the County’s General Liability Program. The recommended budget continues the elevated level of charges for services to pay for anticipated settlement and litigation activity, and restore reserves to an appropriate level. Expense changes are based on anticipated settlement and litigation activity. The retained earnings balance as of June 30, 2014 was \$7.1 million. The department anticipates increasing retained earnings by \$2.3 million to an estimated \$9.4 million balance at June 30, 2015.



### Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund



## Unemployment Compensation Insurance Program

Budget Unit 8980, Fund 30015

Function: Internal Service Fund

Department Head: John Nilon

Activity: Unemployment Self-Insurance

### Description of Major Services

This budget unit is used to pay the cost of administering and operating the County’s unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$13,772	\$19,000	\$12,227	\$19,000	\$19,000	\$19,000
Other Charges	2,224,534	3,602,696	2,947,784	3,027,579	3,027,579	2,827,579
<b>TOTAL EXPENSES</b>	<b>\$2,238,306</b>	<b>\$3,621,696</b>	<b>\$2,960,011</b>	<b>\$3,046,579</b>	<b>\$3,046,579</b>	<b>\$2,846,579</b>
<b>REVENUE:</b>						
Use of Money/Property	\$15,659	\$20,000	\$13,390	\$13,000	\$13,000	\$13,000
Charges for Services	1,731,717	2,084,040	2,007,622	2,392,332	2,392,332	2,392,332
<b>TOTAL REVENUE</b>	<b>\$1,747,376</b>	<b>\$2,104,040</b>	<b>\$2,021,012</b>	<b>\$2,405,332</b>	<b>\$2,405,332</b>	<b>\$2,405,332</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$490,930)</b>	<b>(\$1,517,656)</b>	<b>(\$938,999)</b>	<b>(\$641,247)</b>	<b>(\$641,247)</b>	<b>(\$441,247)</b>

Internal Service Funds

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

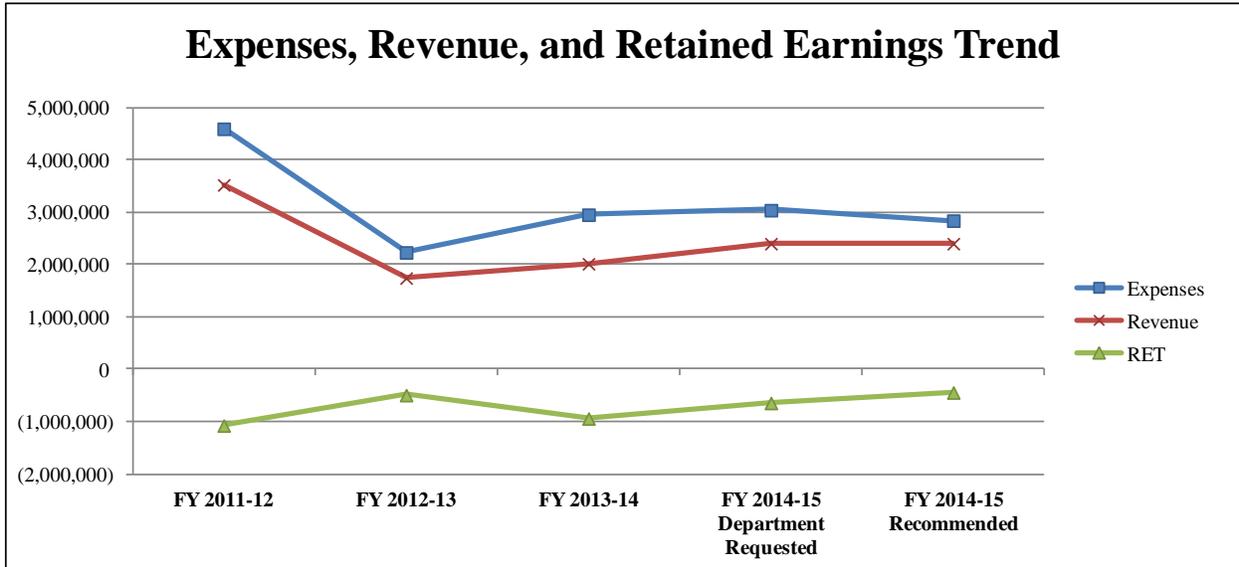
The majority of expenses in this budget unit are payment of actual unemployment benefit claims. Future unemployment costs are not easily estimated, as unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim. The availability of other employment in the community also has an effect on the County’s claims. The maximum unemployment claim is \$11,700, based on the claimant drawing the maximum weekly benefit of \$450 for the first 26 weeks of unemployment. Revenue in this budget unit is primarily comprised of charges to County departments based on each individual department’s actual unemployment experience and claims.

### Budget Changes and Operational Impacts

Based on trends in recent years, it is expected that the unemployment claims for eligible former employees will not increase substantially and may even decline. However, if the current fiscal condition results in layoffs, there may be an unforeseen increase in expenses for this budget unit. The recommended budget decreases expenses over the prior year, as unemployment costs seem to be on the decline. Charges to departments have been increased slightly to help maintain adequate reserves. The recommended budget includes use of budgetary retained earnings in the



amount of \$441,000 for FY 2014-15. After adjusting for the Incurred But Not Reported (IBNR) liability, the budgetary retained earnings are estimated at \$1.6 million at June 30, 2015.



Internal Service Funds



## Workers' Compensation Self-Insurance Program

Department Head: Theresa Goldner  
 Fund: Workers Compensation Program  
 Budget Unit: 8990

Function: Internal Service Fund  
 Activity: Insurance Programs

### Description of Major Services

The Workers' Compensation Self-Insurance Program is administered by the Risk Management Division of County Counsel, and meets the County's statutory obligation to compensate its employees for work-related injuries.

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$4,785,473	\$6,086,064	\$5,102,289	\$6,085,506	\$6,085,506	\$6,085,506
Other Charges	12,358,651	13,722,225	11,925,033	13,695,013	13,695,013	13,695,013
<b>TOTAL EXPENSES</b>	<b>\$17,144,124</b>	<b>\$19,808,289</b>	<b>\$17,027,322</b>	<b>\$19,780,519</b>	<b>\$19,780,519</b>	<b>\$19,780,519</b>
<b>REVENUE:</b>						
Use of Money/Property	\$58,386	\$40,000	\$43,689	\$28,000	\$28,000	\$28,000
Intergovernmental	0	0	937	0	0	0
Charges for Services	19,685,318	14,593,756	14,593,756	17,775,409	17,775,409	17,775,409
Miscellaneous	830,610	754,964	368,823	250,000	250,000	250,000
<b>TOTAL REVENUE</b>	<b>\$20,574,314</b>	<b>\$15,388,720</b>	<b>\$15,007,205</b>	<b>\$18,053,409</b>	<b>\$18,053,409</b>	<b>\$18,053,409</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$3,430,190</b>	<b>(\$4,419,569)</b>	<b>(\$2,020,117)</b>	<b>(\$1,727,110)</b>	<b>(\$1,727,110)</b>	<b>(\$1,727,110)</b>

Internal Service Fund

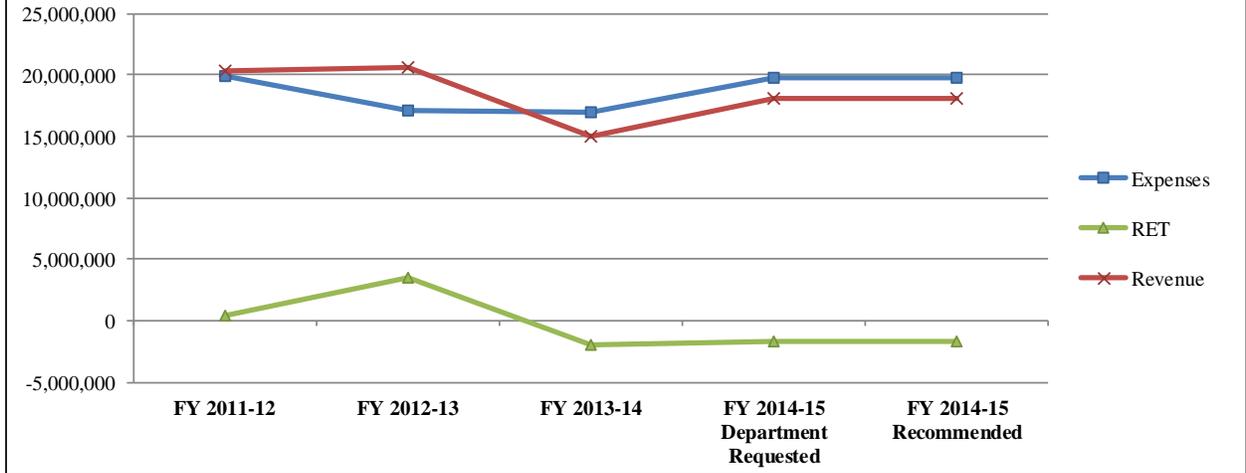
### Major Expenses and Revenue in FY 2014-15 Recommended Budget

The Workers' Compensation Self-Insurance Program is financed through direct charges to County departments largely based on each department's claims history. The primary expense for the program is claims costs of injured workers.

### Budget Changes and Operational Impacts

The recommended budget includes increased expenses from FY 2013-14 actual to reflect a projected increase in claims costs, and changes in administrative costs from the Risk Management Division due to higher anticipated staffing levels. Charges for services revenue will increase to reflect the higher administrative and claims costs. However, expenses will exceed revenue as retained earnings will be used to control premiums charged to departments. The retained earnings balance as of June 30, 2014 was \$8.5 million. The department anticipates decreasing retained earnings by \$1.7 million to offset expenses. A retained earnings balance of \$6.8 million is anticipated for June 30, 2015.

### Expenses, Revenue, and Retained Earnings Trend



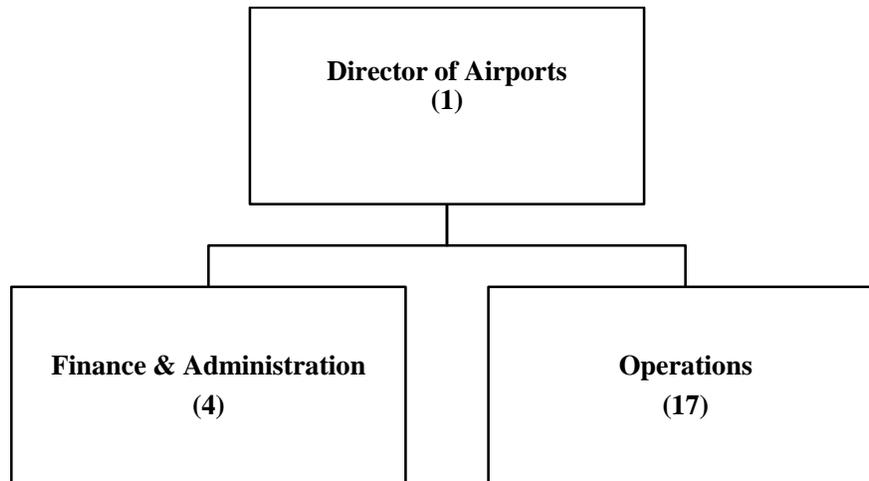
Internal Service Fund



## Mission Statement

*The Department of Airports mission is to build a world class, quality airport system that focuses on the customer, complements Kern County's economy, and promotes safe and efficient operations.*

## Organizational Chart



## Fiscal Year 2012-13 and 2013-14 Accomplishments

- Implemented Frontier Airlines air service to Denver.
- Provided safe flight environments for over 200,000 aviation operations at Meadows Field, and outlying general aviation airports.
- Administered approximately \$2 million in Federal Aviation Administration (FAA) and California Department of Transportation grants for Airport improvements to Meadows Field, Kern Valley, Lost Hills, Poso, Taft, and Wasco airports.
- Offered exceptional customer service to over 270,000 enplaned passengers with daily flights to San Francisco, Los Angeles, Phoenix, Houston, and Denver.
- Upgraded the assets for which the department is responsible, including major maintenance in the William M. Thomas Terminal such as updating the heating, ventilation, air conditioning system in a restaurant concession and repurposing lobby furniture in both the Domestic and International Terminals.
- Completed a significant information technology upgrade by teaming with Republic Parking to replace the revenue accounting hardware and software that serves the paid parking facility at Meadows Field Airport. The new system processes patrons more efficiently as they queue to enter pay and leave the facility, increases internal accounting control for the operator, and provides a greater range of management.
- Completed the 2013 FAA requirement of establishing a new Airport Emergency Plan. Meadows Field Airport went through an extensive review.

## Airports Enterprise Fund

Department Head: Richard Strickland

Fund: Airports Enterprise

Budget Units: 8989, 8994, and 8995

Function: Public Ways and Facilities

Activity: Transportation Terminals

### Description of Major Services

The Department of Airports provides for the management, development, maintenance and operation of seven airports and airfields within Kern County: Meadows Field, Elk Hills, Kern Valley, Lost Hills, Poso/Famoso, Taft, and Wasco. The department maintains safe and secure airfields in compliance with federal and State regulations and provides passenger services and facilities that meet the needs of commercial aviation and the traveling public. Additionally, the department provides services and facilities that meet the needs of general aviation.

#### Summary of Expenses and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$101,927	\$0	\$26,306	\$26,306	\$26,306
Salaries and Benefits	1,902,933	2,214,470	1,997,597	2,111,415	2,118,391	2,118,391
Services and Supplies	2,669,423	2,164,755	1,872,309	2,540,543	2,668,043	2,668,043
Other Charges	4,209,437	4,687,720	2,947,472	3,732,273	3,732,273	3,732,273
Non-Operating Expenses	474,052	74,350	949,522	935,143	935,143	935,143
Capital Assets	19,813	879,778	114,543	1,060,000	1,060,000	1,060,000
<b>TOTAL EXPENSES</b>	<b>\$9,275,658</b>	<b>\$10,123,000</b>	<b>\$7,881,443</b>	<b>\$10,405,680</b>	<b>\$10,540,156</b>	<b>\$10,540,156</b>
<b>REVENUE:</b>						
Taxes	\$468,191	\$458,000	\$642,734	\$645,000	\$645,000	\$645,000
Licenses and Permits	0	19,500	17,000	11,000	11,000	11,000
Fines and Forfeitures	168	60	511	400	400	400
Use of Money/Property	3,293,172	3,340,680	3,343,820	3,442,046	3,442,046	3,442,046
Intergovernmental	2,323,513	1,836,672	726,206	2,217,300	2,217,300	2,217,300
Charges for Services	165,411	170,100	167,609	206,230	206,230	206,230
Miscellaneous	239,417	448,494	273,517	179,704	179,704	179,704
Non-Revenue Receipts	3,124,030	3,600,000	2,818,996	3,600,000	3,600,000	3,600,000
Other Financing Sources:						
General	74,201	98,945	4,340,119	238,476	238,476	238,476
<b>TOTAL REVENUE</b>	<b>\$9,688,103</b>	<b>\$9,972,451</b>	<b>\$12,330,512</b>	<b>\$10,540,156</b>	<b>\$10,540,156</b>	<b>\$10,540,156</b>
<b>INC./(DECR.) IN RETAINED EARNINGS</b>	<b>\$412,445</b>	<b>(\$150,549)</b>	<b>\$4,449,069</b>	<b>\$134,476</b>	<b>\$0</b>	<b>\$0</b>

Enterprise Funds

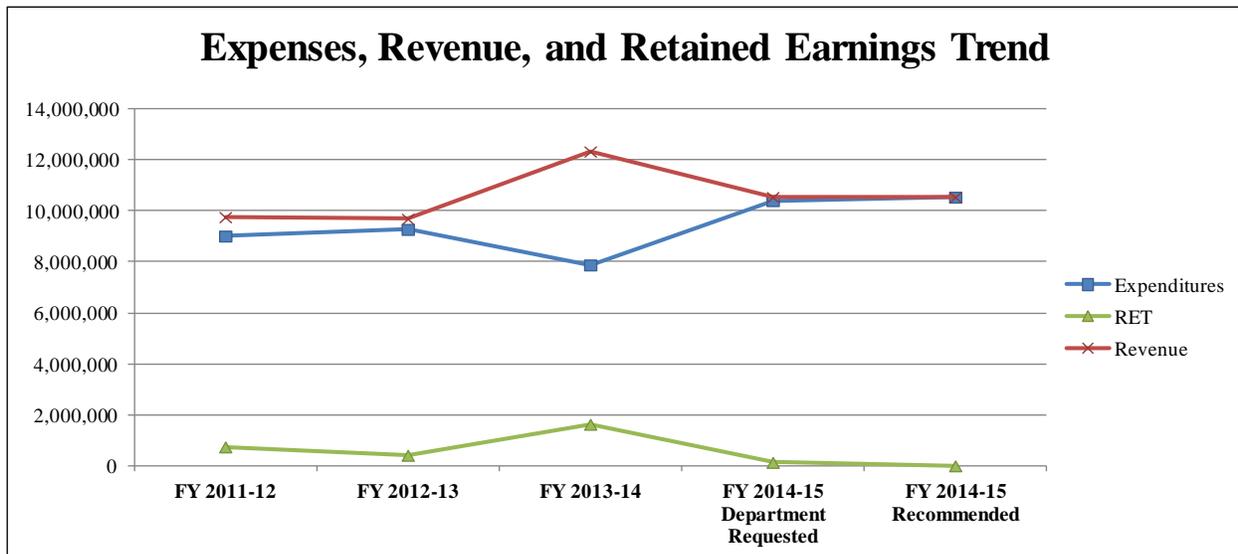
### Major Expenses and Revenue in FY 2014-15 Recommended Budget

Staffing expenses of \$2.1 million fund 20 positions that provide support for seven County-operated airports. Expenses for services and supplies of \$2.5 million include property insurance, utilities, other professional services, and general maintenance. In addition, expenses of \$3.7 million are budgeted to cover county-wide cost allocation charges and depreciation. The department has also included debt service payments totaling \$935,143 and capital expenses of \$1.1 million for the re-pavement of the main runway at Meadow's Field as well as other various projects.

The County's airports produce revenue to operate and maintain the airport system. Revenue is generated from facility rents, concession and user fees. Additionally, the Meadows Field Airport receives a County contribution from the General Fund from property taxes collected in the Airport Economic Opportunity Area. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure. The recommended budget includes \$3.4 million in revenue associated to space rentals, concessions and user fees. Intergovernmental revenue provides \$2.2 million in funding for major maintenance and capital projects.

### Budget Changes and Operational Impacts

The recommended budget provides the department with funding for 20 permanent authorized positions and two extra help positions. An increase of approximately \$600,000 is included in services and supplies for major maintenance projects. Overall, revenue is decreasing by approximately \$2.7 million. In FY 2013-14, the department received a one-time contribution from the ACO-General Fund in the amount of \$4.2 million due to the forgiveness of a long-term loan by the Board of Supervisors on February 25, 2014 resulting in higher revenue collections. Additionally, the budget includes an increase of \$1.5 million in intergovernmental revenue associated with major maintenance and capital improvements for which the department will receive federal and State reimbursements.



Enterprise Funds



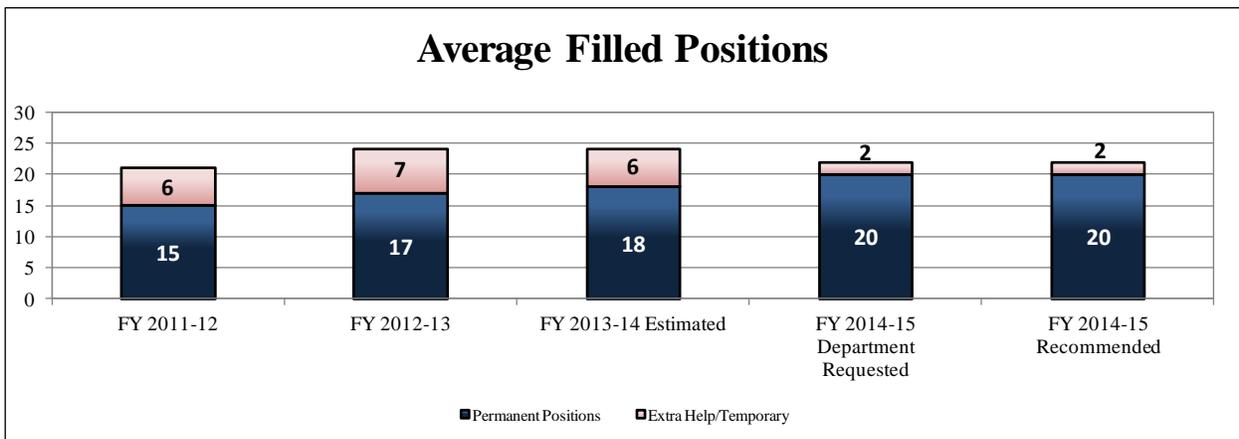
### Staffing Changes and Operational Impacts

Salaries and benefits of \$2.1 million fund 20 permanent authorized positions and two extra help positions. The department has unfunded and will hold vacant one (1) Maintenance Worker I/II/III/IV position and one (1) Airport Operations and Security Supervisor position.

Included in the recommended budget are the deletion of one (1) Office Services Specialist position for a cost savings of \$75,407 and the addition of one (1) Building Services Worker position at a cost of \$64,267. The net savings to the department is \$11,140.

The department does not anticipate any operational impacts with the proposed changes to authorized positions.

**Average Filled Positions**



Enterprise Funds

### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	15	17	18	20	20
Extra Help/Temporary	6	7	6	2	2
<b>Total Positions</b>	<b>21</b>	<b>24</b>	<b>24</b>	<b>22</b>	<b>22</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	16	18	19	N/A	N/A
Extra Help/Temporary (FTE)	4	5	5	N/A	N/A
<b>Total Positions</b>	<b>20</b>	<b>23</b>	<b>24</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,655,905</b>	<b>\$1,902,933</b>	<b>\$1,997,597</b>	<b>\$2,111,415</b>	<b>\$2,118,391</b>



### Summary of Authorized Positions

The department has 22 permanent positions, of which 20 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Finance and Administration	5	0	(1)	4	4	0	4
Operations	17	1	0	18	16	2	18
<b>Total</b>	<b>22</b>	<b>1</b>	<b>(1)</b>	<b>22</b>	<b>20</b>	<b>2</b>	<b>22</b>

Operations		Finance and Administration	
<u>Classification</u>		<u>Classification</u>	
1 Airports Chief Operations Officer		1 Director of Airports	
1 Airports Maintenance Supervisor		1 Airports Chief Financial Officer	
1 Supervising Building Svcs Worker		1 Accountant I/II/III	
1 Airport Op & Security Supervisor		1 Fiscal Support Specialist	
5 Airport Police Officer I/II		1 Office Services Specialist	
1 Security Attendant		<b>5 Total Current</b>	
5 Maintenance Worker I/II/III/IV		<u>Additions/Deletions</u>	
2 Building Services Worker I/II/III		(1) Office Services Specialist	
<b>17 Total Current</b>		<b>4 Total Requested</b>	
<u>Additions/Deletions</u>			
1 Building Services Worker I/II/III			
<b>18 Total Requested</b>			

Enterprise Funds



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Build a world class, quality commercial airport that focuses on the customer, and complements the County economy

#### Objective 1: Increase utilization of Meadows Field Airport passenger service

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of available seats offered by airlines	188,400	202,952	223,000	201,300	216,000
Number of enplaned passengers	129,203	140,189	142,800	135,000	145,500
Number of destinations offered by airlines	5	5	5	5	6
Number of aircraft operations	113,759	107,598	110,000	100,000	85,000
Number of community air service presentations	0	0	0	4	6
Number of airline service meetings	N/A	N/A	0	4	5

An increased effort is being made by the department to recruit new airlines and expand current service in order to bring both customer satisfaction and economic benefit to the County. The recent announcement of a new airline coming to Meadows Field is proof that the efforts are working. Unfortunately, losing the 20-year tenant, International Flight Training Academy, has come as a surprise to the Airport. The owner, Al Nippon Airways, has decided to close the doors of the long-standing academy located at Meadows Field. The reductions in estimated and future goals of aircraft operations reflect the loss of nearly 1,300 times per month of aircraft touching the runway. Efforts are being made to promote the facilities to flight training educators and to maintain the facilities in expectation of a new tenant.

### Goal 2: Promote and maintain an environment of safe and efficient air travel for the County Airport System

#### Objective 1: Reduce and eliminate safety risks at airports within the County airport system

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of safety violations from the Federal Aviation Administration (FAA)	0	0	0	2	0
Number of safety violations from the California Department of Transportation Division of Aeronautics (DOT)	0	0	0	0	0
Number of security violations from Transportation Security Administration (TSA)	0	0	0	0	0
Job related injuries	1	1	0	2	0
Completed airport construction projects	0	3	0	3	6

The department has received only two minor safety violations in the prior three fiscal years. These two violations by the FAA were attributed to new staff on the airfield. As these were minor violations, additional training was completed to avoid future infractions. The department continues to strive for perfection in safety and security in all operations, aircraft movement areas, passenger facilities, and employee activities. Continued training and monitoring for safe practices are employed daily. Goals for these measurements will always be zero, and the department has proven for many years that these goals are attainable.

## Golf Course Enterprise Fund

Department Head: Robert Lerude  
 Fund: Golf Course Enterprise  
 Budget Unit: 8991

Function: Recreation and Culture  
 Activity: Recreation Facilities

### Description of Major Services

The Golf Course Enterprise Fund is used to account for the operation of three County-owned golf courses, North Kern, Kern River, and Buena Vista. Private contractors operate the golf courses under land lease agreements. The Parks and Recreation Department provides administrative support to the Golf Course Enterprise Fund.

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$509,394	\$275,400	\$77,857	\$275,450	\$275,450	\$275,450
Other Charges	799,873	216,294	216,000	255,508	255,508	255,508
<b>TOTAL EXPENSES</b>	<b>\$1,309,267</b>	<b>\$491,694</b>	<b>\$293,857</b>	<b>\$530,958</b>	<b>\$530,958</b>	<b>\$530,958</b>
<b>REVENUE:</b>						
Use of Money/Property	\$11,541	\$11,000	\$5,849	\$5,000	\$5,000	\$5,000
Charges for Services	473,843	496,500	461,790	230,000	230,000	230,000
Non-revenue Receipts	0	148,500	148,206	148,206	148,206	148,206
<b>TOTAL REVENUE</b>	<b>\$485,384</b>	<b>\$656,000</b>	<b>\$615,845</b>	<b>\$383,206</b>	<b>\$383,206</b>	<b>\$383,206</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$823,883)</b>	<b>\$164,306</b>	<b>\$321,988</b>	<b>(\$147,752)</b>	<b>(\$147,752)</b>	<b>(\$147,752)</b>

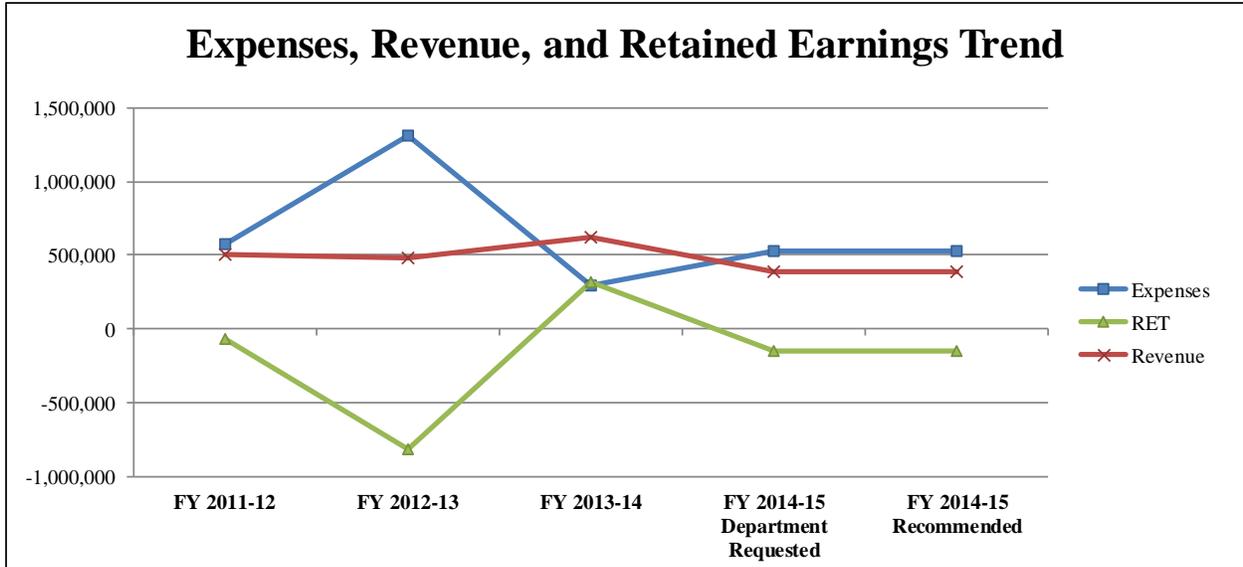
Enterprise Funds

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

Revenue is primarily generated from land lease agreements and is deposited into the Golf Course Enterprise Fund where it is used for necessary capital and infrastructure maintenance projects at the golf courses and to reimburse the Parks and Recreation Department for administrative support.

### Budget Changes and Operational Impacts

The recommended budget includes an appropriation of \$75,000 per golf course for ongoing maintenance. A reduction in revenue of \$232,639 is included in the recommended budget due to the expiration of the golf course surcharge. In FY 2013-14, the revenue included a \$2 surcharge that was originally set up October 30, 1995, as part of the golf course water system construction financing plan. The surcharge was set up for the repayment of debt, which has now been repaid in full. The retained earnings at June 30, 2014 is \$2.5 million of which the department anticipates using \$147,752 in FY 2014-15.



Enterprise Funds



## Universal Collection Enterprise Fund

Department Head: Doug Landon

Fund: Universal Collection Enterprise Fund

Budget Unit: 8992

Function: Health and Sanitation

Activity: Sanitation

### Description of Major Services

The Universal Collection Enterprise Fund is used to account for the revenue and expenses connected with refuse collection in the Universal Collection Areas. These areas cover the more densely populated, unincorporated portion of metropolitan Bakersfield and other portions of the County. All improved properties within the Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Waste Management Department administers this fund, providing ongoing support, oversight of contracted waste haulers, and contract administration.

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$10,846,441	\$13,048,500	\$12,781,658	\$13,079,400	\$13,079,400	\$13,079,400
Other Charges	10,462	34,500	6,973	14,400	14,400	14,400
<b>TOTAL EXPENSES</b>	<b>\$10,856,903</b>	<b>\$13,083,000</b>	<b>\$12,788,631</b>	<b>\$13,093,800</b>	<b>\$13,093,800</b>	<b>\$13,093,800</b>
<b>REVENUE:</b>						
Taxes	\$9,702,216	\$12,536,500	\$12,658,013	\$12,761,500	\$12,761,500	\$12,761,500
Fines and Forfeitures	188,472	199,800	198,400	200,600	200,600	200,600
Use of Money/Property	7,561	15,200	3,078	3,600	3,600	3,600
Charges for Services	(9,363)	(9,890)	(9,573)	(9,570)	(9,570)	(9,570)
<b>TOTAL REVENUE</b>	<b>\$9,888,886</b>	<b>\$12,741,610</b>	<b>\$12,849,918</b>	<b>\$12,956,130</b>	<b>\$12,956,130</b>	<b>\$12,956,130</b>
<b>INCR/(DECR) IN RETAINED EARNINGS</b>	<b>(\$968,017)</b>	<b>(\$370,590)</b>	<b>\$61,287</b>	<b>(\$137,670)</b>	<b>(\$137,670)</b>	<b>(\$137,670)</b>

Enterprise Funds

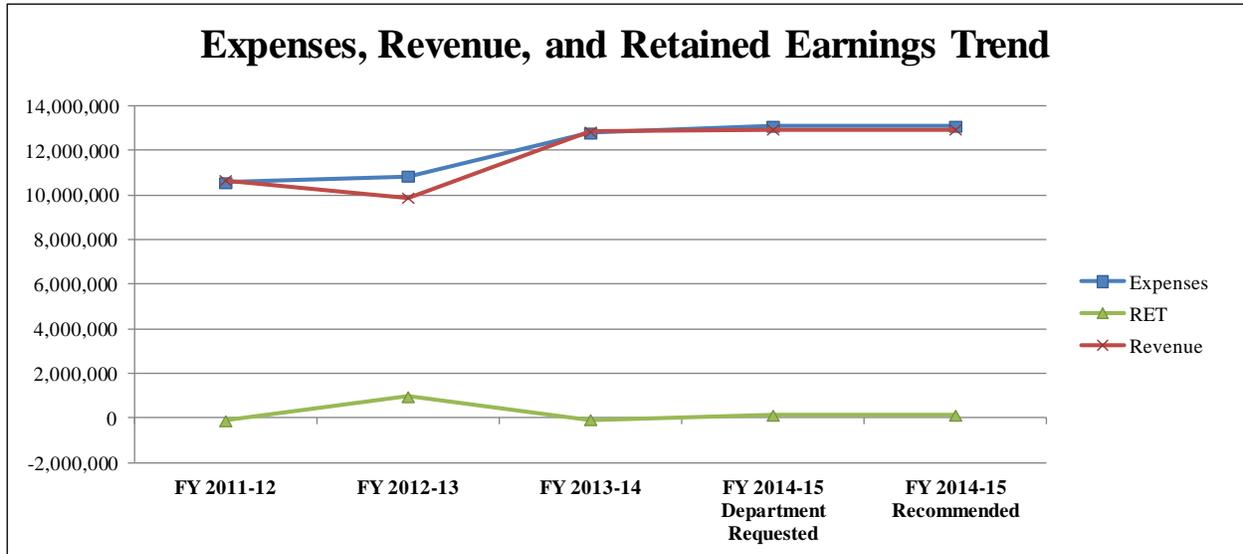
### Major Expenses and Revenue in FY 2014-15 Recommended Budget

The majority of expenses and revenue in this budget unit are for contracts with local waste haulers for services, and the collection of waste assessment fees collected through property tax bills.

### Budget Changes and Operational Impacts

The recommended budget includes expenses and revenue similar to FY 2013-14, increasing slightly due to general inflation. The retained earnings balance as of June 30, 2014, is approximately \$2.1 million. The department is anticipating utilizing approximately \$138,000 towards the budget in FY 2014-15.





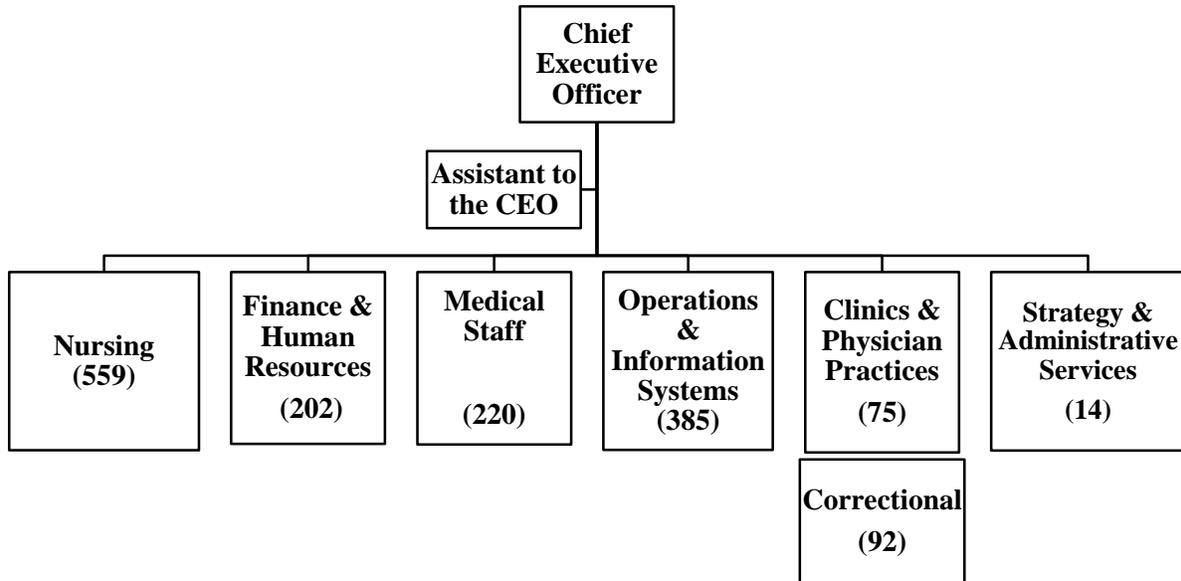
Enterprise Funds



**Mission Statement**

*The mission of Kern Medical Center is to advance the health status of Kern County residents through access to comprehensive outpatient and inpatient care provided in the most dignified and cost effective manner possible, the training of medical professionals, the advancement of medical knowledge, and collaboration with others who seek to improve the health status of the community.*

**Organizational Chart**



Enterprise Funds

**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- National Recognition - Recognized in FY 2012- 2013 by U.S. Department of Health and Human Services with a Health and Human Service Silver Medal of Honor for organ donations. Kern was one of 404 hospitals nationally recognized for this achievement.
- Delivery System Reform Incentive Payment (DSRIP) - Achieved 100% milestone completion in Demonstration Year (DY) 8, projected to achieve at least 90% in DY9, and will receive the \$26.9 million and \$23.4 million in incentive payments, respectively.
- Expense Controls – \$6.8 million in labor expense reduction for FY 2013-14 was achieved. A bi-weekly FTE management-monitoring tool has been developed and implemented as of March 2014. The organization’s labor force is now being resized daily consistent with fluctuating hospital volumes. A Physician Compensation Committee has been established to better align physician and hospital incentives to improve the payer mix of patients served and enhance net revenue.
- In July 2013, Kern Medical Center (KMC) launched a low cost county employee health plan option that drives care to KMC called Kern Legacy Health Plan. As of March 2014, Kern Legacy has generated \$1.2 million in payments to the hospital.



## Kern Medical Center Enterprise Fund

Department Head: Russell Judd

Function: Health and Sanitation

Fund: KMC Enterprise

Activity: Hospital Care

Budget Unit: 8996 and 8997

### Description of Major Services

Kern Medical Center (KMC) provides comprehensive inpatient, outpatient, and ancillary services. It is the only hospital with physician residency programs in the County; the seven residency programs include Pharmacy, Emergency Medicine, Family Practice, Internal Medicine, Surgery, Obstetrics/Gynecology, and Psychiatry. All residency programs are fully accredited by the Accreditation Council on Graduate Medical Education. KMC is designated by Kern County Emergency Medical Services and the American College of Surgeons as the County's only trauma center.

#### Summary of Expenses and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual <sup>1</sup>	Adopted Budget	Actual <sup>2</sup>	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$663,096	\$0	\$0	\$679,449	\$819,643
Salaries and Benefits	183,720,358	190,741,184	176,812,664	171,118,705	171,118,705	171,118,705
Services and Supplies	81,901,836	90,623,617	84,314,364	85,571,327	84,320,711	84,580,711
Other Charges	14,885,314	65,289,403	14,552,146	88,376,463	69,454,331	69,454,331
Depreciation	4,999,564	0	6,990,940	5,830,000	5,830,000	5,830,000
Capital Assets	0	6,415,118	0	16,235,220	3,087,421	3,087,421
Capital Projects (BU 8996)	0	2,078,765	0	1,000,000	0	2,226,395
<b>TOTAL EXPENSES</b>	<b>\$285,507,072</b>	<b>\$355,811,183</b>	<b>\$282,670,114</b>	<b>\$368,131,715</b>	<b>\$334,490,617</b>	<b>\$337,117,206</b>
Expend. Reimb.	\$0	(\$6,037,045)	(\$8,771,688)	(\$8,390,899)	(\$8,390,899)	(\$8,390,899)
<b>TOTAL NET EXPENSES</b>	<b>\$285,507,072</b>	<b>\$349,774,138</b>	<b>\$273,898,426</b>	<b>\$359,740,816</b>	<b>\$326,099,718</b>	<b>\$328,726,307</b>
<b>REVENUE:</b>						
Patient Revenue	\$635,425,385	\$672,818,860	\$655,057,092	\$680,736,874	\$646,050,625	\$646,050,625
Deductions From Revenue	(541,254,891)	(539,939,734)	(534,556,837)	(547,083,767)	(519,207,675)	(519,207,675)
Fines and Forfeitures	2,960	8,288	0	9,090	9,090	9,090
Use of Money/Property	124,366	16,162	0	16,070	16,070	16,070
Intergovernmental	109,354,778	126,500,000	103,614,707	166,324,381	158,961,046	158,961,046
Charges for Services	4,479,930	4,853,103	3,252,096	4,026,060	4,094,560	4,094,560
Miscellaneous	15,610,076	62,927,459	10,006,383	5,453,030	5,453,030	5,453,030
Non-revenue Receipts	98,252	5,080,000	0	5,830,000	5,830,000	5,830,000
Other Financing Sources:						
County Contribution	0	0	25,801,396	15,000,000	10,000,000	12,226,395
Correctional Medicine	21,318,500	0	0	0	0	0
1991 Realignment	15,700,694	10,500,000	10,500,002	0	11,910,653	11,910,653
KHS Excess Reserves (BU 8213)	0	7,010,000	0	0	2,982,319	3,382,513
<b>TOTAL REVENUE</b>	<b>\$260,860,050</b>	<b>\$349,774,138</b>	<b>\$273,674,839</b>	<b>\$330,311,738</b>	<b>\$326,099,718</b>	<b>\$328,726,307</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$24,647,022)</b>	<b>\$0</b>	<b>(\$223,587)</b>	<b>(\$29,429,078)</b>	<b>\$0</b>	<b>\$0</b>

<sup>1</sup> Figures derived from the County's Comprehensive Annual Financial Report (CAFR) with adjustment for KHS contribution. CAFR combines budget data for hospital operations and Correctional Medicine.

<sup>2</sup> Unaudited Actuals provided by KMC; costs exclude Correctional Medicine.

## Major Expenses and Revenue in FY 2014-15 Recommended Budget

Staffing cost of \$171.1 million is the primary expense of KMC. Operating expenses of \$84.5 million are comprised primarily of medical supplies, contracted physician fees, purchased medical services, external provider care services, insurance, utilities, and equipment rental and maintenance. Other charges of \$69.4 million include \$52.9 million of intergovernmental transfers necessary to drawdown federal and State funding. The remaining appropriations in other charges include the interest paid to the General Fund for the outstanding loan, the countywide cost allocation plan and settlement and attorney fees. KMC receives reimbursement from the Correctional Medicine budget unit 8988 for the cost of providing inpatient and outpatient services to adult inmates and juvenile detainees; \$8.3 million have been included as expense reimbursement for this activity.

Total revenue of \$328 million includes \$158.9 million in State and federal funding primarily from programs to reimburse KMC for providing services to uninsured and underinsured patients, \$127 million from patient revenue net of contractual adjustments and bad debt from services to Medi-Cal, Medicare, private pay patients and insurance, and \$15.2 million in other revenue from cafeteria sales, reimbursement from medical education and services provided to other County departments.

Other financing sources include \$11.9 million for the portion of 1991 Health Realignment allocated to KMC, \$12.2 million county contribution to fund daily operations and capital projects, and \$3.3 million from Kern Health Systems (KHS) excess reserve to cover the cost of capital purchases.

## Budget Changes and Operational Impacts

KMC's management team is working diligently to improve operations and combat the hospital's continued substandard financial performance. As part of these efforts, KMC Management Inc. has implemented staffing standards that resize the labor force daily consistent with fluctuating patient census. Adjusting the number of full time equivalents (FTEs) to match the patient census will help reduce KMC's salaries and benefits by approximately \$5.7 million in FY 2014-15. Overall salary and benefit costs are budgeted at \$171.1 million in FY 2014-15, which includes a projected reduction in overall staffing.

The medical center's recommended budget also includes \$3 million for requested capital assets. These appropriations will allow the hospital to purchase several pieces of medical equipment identified by physicians and management at KMC as vital to providing beneficial impacts in direct patient care. The majority of the capital asset purchases, approximately \$2.3 million, will be paid for by excess reserve funding received from KHS. The remaining \$700,000 in appropriations for capital assets will replace deteriorating equipment and greatly benefit multiple service lines throughout the hospital. A balance of approximately \$5.6 million in the KHS excess reserve account is designated for a potential remodel of the hospital's Sagebrush clinic. KMC identified the need for a new Electronic Medical Record (EMR) in its requested budget and estimated total costs could range between \$5 million and \$14 million for full implementation. Appropriations for a new EMR are not included in the recommended budget per the Board of



Supervisor's direction to the hospital's management team to produce a robust analysis of the County's options for EMR replacement. KMC has the option to reallocate KHS funds for the Sagebrush remodel to help cover the costs of a new EMR. However, it should be noted that costs in excess of the \$5.6 million available in the KHS designation would require an additional General Fund contribution later in the fiscal year if the hospital is unable to generate surplus revenue from operations to cover the gap. KMC also requested \$2.2 million in appropriations for five capital projects; the largest project is a new nurse call system and information systems rewire with an estimated cost of \$1.8 million for Phase I. The recommended budget includes appropriations for all five capital projects with funding provided by the General Fund.

The recommended budget provides \$84.5 million for services and supplies in FY 2014-15. The hospital is reducing costs for professional and specialized services primarily due to the elimination of costs associated with the Low Income Health Plan (LIHP), which sunset January 2014, and as a result of continued reductions in the number of temporary contract employees used by the hospital.

Effective January 1, 2014 all individuals enrolled in the LIHP transitioned from the financial class of "County Indigent" to either Medi-Cal Managed Care or Medi-Cal Fee for Service (FFS). Implementation of the Affordable Care Act (ACA) and the State's expansion of Medi-Cal are expected to improve net patient revenue by approximately \$6.3 million; enhanced payer mix and increases in Medi-Cal managed care contracts are the basis for KMC's enhanced revenue assumptions. Early payer mix indicators since the ACA ensued suggest the hospital has seen a 22% reduction in indigent patients compared to an 18% increase in Medi-Cal patients. It's important to note that previously uninsured patients who presented at KMC and have since obtained coverage through the State's ACA expansion efforts must be retained by KMC in order to meet increased revenue expectations. Although the indigent payer mix has improved because of the ACA, patients will now have the ability to choose where they receive their care. KMC must compete with other hospitals in the community to retain market share.

State and federal programs designed to reimburse KMC for the cost of treating low income and indigent patients have changed over the years. On November 2, 2010, the State entered into an agreement with the Centers for Medicare and Medicaid Services (CMS) that was designed to sustain and strengthen the Medi-Cal program. The Section 1115 Medicaid Waiver provided continuing funding for the Disproportionate Share Hospital (DSH) and Safety Net Care Pool (SNCP) programs; however, it also shifted DSH allocations to fund two new programs under the waiver, namely the LIHP and the Delivery System Reform Incentive Pool (DSRIP). The LIHP was sunset on January 1, 2014 in conjunction with the start of ACA implementation. LIHP funding is no longer available to KMC in FY 2014-15. Gross revenue for DSRIP in FY 2014-15 is estimated at \$34.7 million and will require an intergovernmental transfer (IGT) of \$17.3 million to draw down the federal funding portion. Much like the LIHP, DSRIP is scheduled to sunset after FY 2014-15; however, there have been discussions with CMS to extend the program beyond its five-year limit. DSRIP funds represent a substantial revenue source for KMC and the department must begin planning for the possible elimination of the program.

Similarly, gross DSH and SNCP allocations for FY 2014-15 are expected to be \$78.9 million and will require an IGT of approximately \$22.6 million to draw down maximum funds. The DSH model KMC employed to determine its share of funds, allotted among the 21 Designated Public

Hospitals in California, is a conservative projection that relies upon variables and data tied to each hospital's Interim Payment Rate Workbook or "P14" report. The California Association of Public Hospitals (CAPH) and healthcare consulting firm Toyon and Associates have provided the finance team at KMC with advice on methods to reduce reporting errors and informed KMC of assumptions included in the DSH model that can potentially impact other funding sources the hospital relies upon. KMC's Chief Financial Officer has worked tirelessly to improve the accuracy of data provided in the annual P14 report to avoid overstating DSH funds and other governmental receivables. The FY 2014-15 DSH revenue estimates are based on the best information and projections available. It is also important to note that, like DSRIP, CMS is scheduled to begin reducing DSH funds to the State in FY 2016-17 as part of the federal government's implementation of the ACA. In essence, public hospitals receive DSH, LIHP, and DSRIP funding from CMS to help cover the costs of providing care to the indigent and the poor. As more Americans obtain health care coverage, funding will be shifted away from programs like the Section 1115 Medicaid Waiver program to cover the increased cost of Medicaid expansion. As a result, KMC will need to begin implementing strategies that maximize patient revenue rather than rely on government subsidies.

In total, the preliminary recommended budget includes approximately \$52.9 million in IGTs to the State that will be used to draw down federal funding. The IGT amounts represent the non-federal share of programs. Matching contributions to the State, as well as the return of the initial IGT investment are reported in the budget under other charges and intergovernmental revenue, respectively.

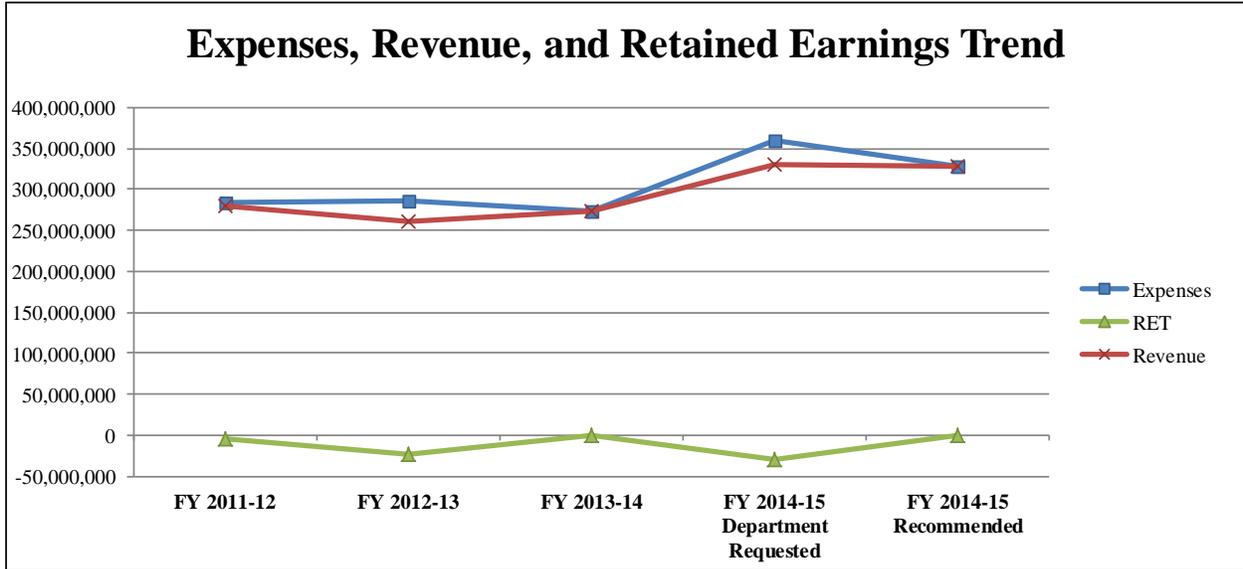
The hospital is also partially funded by an allocation of Health Program Realignment revenue from the State to help cover the costs of services provided to adult indigent patients. The State implemented optional Medi-Cal expansion to those individuals with incomes up to 138% of the Federal Poverty Level under the ACA beginning January 2014. Some individuals previously covered by the County as indigent residents have since gained health care coverage under Medi-Cal expansion, resulting in some savings for the County. Much like the federal government's reduction in funding, California has begun to reduce its Realignment allocations to counties. The Brown Administration assumes counties will eventually achieve enough savings from expanded Medi-Cal eligibility to offset the State's reductions in Realignment funding. KMC was able to negotiate amendments to the State's coverage expansion assumptions resulting in a substantial retention of funding in FY 2014-15. The recommended allocation of Health Program Realignment revenue is approximately \$11.9 million for FY 2014-15.

Finally, the County General Fund is making a contribution to Kern Medical Center to support the hospital's routine operations, fund several capital projects deemed critical to the medical center's future success, and true-up the hospital's losses for the months of May and June in FY 2013-14. In total, \$13.4 million will be allocated to the hospital with \$10 million earmarked to fund day-to-day operations and approximately \$2.2 million set aside for the seismic reclassification project, G-Wing decommissioning project, pediatric remodel, medical records improvement, and Phase I of the information systems rewire and nurse call system. Approximately \$300,000 will be allocated to cover prior year encumbrances for the five capital projects, and the remaining \$930,000 will cover the hospital's prior year losses in May and June 2014.

Changes in the health care landscape as a result of the ACA, coupled with the potential sunset on several governmental funding sources, are creating a much more challenging environment in



which the County must operate its hospital. KMC must begin a transition to maximize patient revenue rather than rely on government subsidies, become a provider of choice for local patients, make the best use of its relative strengths such as capitalizing on its position in the local market as the only trauma center, continue to expand and strengthen relationships with local plans and community partners, and demonstrate its value, experience, and outcomes to the community.

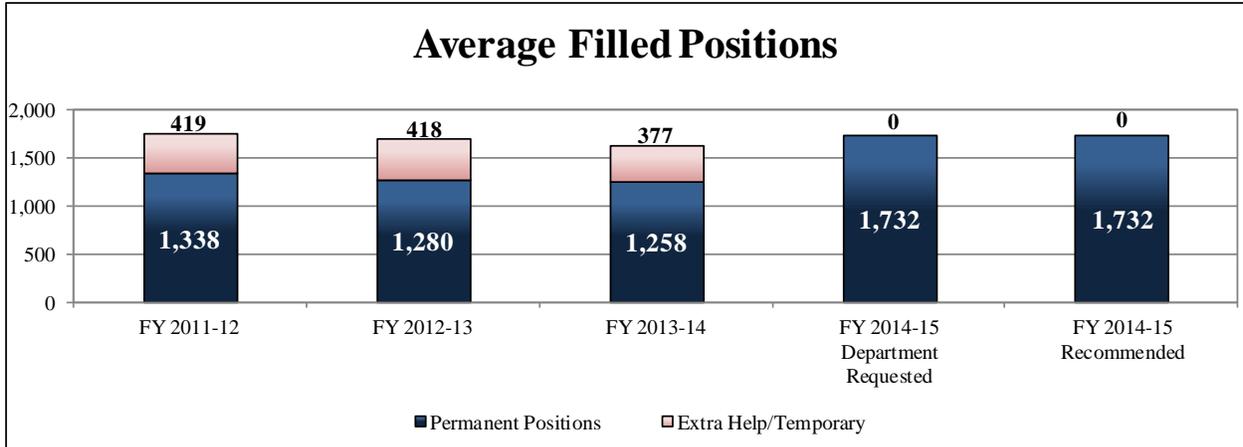


Enterprise Funds

### Staffing Changes and Operational Impacts

The recommended budget provides funding for all 1,732 authorized positions. Although all authorized positions are funded in FY 2014-15 (as depicted below) it is important to note that, unlike a typical County department, KMC budgets for staffing based on patient census and full time equivalents (FTEs), not authorized positions. Mandated staff-to-patient ratios and the correct allocation of FTEs drive the hospital’s staffing costs, as is customary in virtually all hospital settings. The department also experiences a high vacancy rate, exacerbated by the FTE model and the hospital’s use of temporary staff, resulting in a significant disparity between the average number of filled positions in prior years compared to the number of requested positions in the recommended budget. In addition, some of KMC’s authorized permanent positions, such as residents and some physicians, display as “extra help/temporary” in the table below due to the finite duration of their employment at the hospital. For example, residents typically do not exceed five years of employment with the hospital in the resident physician classification. Because residents are coded with a definite end date, the payroll system gathers their data and reports it as “extra help/temporary”. The same condition exists for physicians who are under contract with the hospital and are scheduled to separate at the end of the agreed upon term pending renegotiation and contract renewal with the County.





### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	1,338	1,280	1,258	1,732	1,732
Extra Help/Temporary	419	418	377	0	0
<b>Total Positions</b>	<b>1,757</b>	<b>1,698</b>	<b>1,635</b>	<b>1,732</b>	<b>1,732</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	1,330	1,274	1,236	N/A	N/A
Extra Help/Temporary (FTE)	324	337	292	N/A	N/A
<b>Total Positions</b>	<b>1,654</b>	<b>1,611</b>	<b>1,528</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$184,377,746</b>	<b>\$183,720,358</b>	<b>\$179,359,465</b>	<b>\$171,118,705</b>	<b>\$171,118,705</b>

Enterprise Funds

### Summary of Authorized Positions

The department has 1,732 authorized permanent positions; all authorized positions have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Kern Medical Center	1,732	0	0	1,732	1,732	0	1,732
<b>Total</b>	<b>1,732</b>	<b>0</b>	<b>0</b>	<b>1,732</b>	<b>1,732</b>	<b>0</b>	<b>1,732</b>



## Kern Medical Center

<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Executive Officer (0210 B)	1 Orthopedic Surgeon - Contract	1 Manager Cardiopulmonary Services
1 Associate Director of Medicine	1 Core Physician - Contract (0403 B)	1 Cardio. Services Clinical Coordinator
1 Chief Executive Officer (0215)	1 Core Psychiatrist - Contract (0404 B)	2 Pharmacist in Training
1 Assoc. Hospital Administrator - Oper.	1 Core Psychiatrist - Contract (0405 B)	33 Physician's Asst. or Nurse Pract.
1 Hospital Chief Financial Officer	1 Core Psychiatrist - Contract (0406 B)	2 Phys. Asst. or Nurse Pract. <b>PT</b>
1 Chief Nursing Officer	1 Core Psychiatrist - Contract (0407 B)	1 Supervising Cardiovascular Tech.
1 Chief Medical Officer	1 Core Physician - Contract (0408 B)	1 Elder Life Program Coord.
1 Chairman - Family Practice	1 Core Physician - Contract (0410 B)	21 Respiratory Therapist I/II/III/IV
1 Chairman - Psychiatry	1 Core Physician - Contract (0411 B)	2 Respiratory Therapist I/II/III/IV <b>PT</b>
1 Faculty Physician - Contract (0227 B)	1 Core Physician - Contract (0412 B)	1 Cardiopulmonary Equipment Tech. <b>PT</b>
1 Chief Quality Officer - Contract	1 Core Physician - Contract (0413 B)	1 Pulmonary Function Tech.
1 Faculty Physician - Contract (0240 B)	1 Chief/Medicine (0415 B)	1 Trauma Nurse Coordinator
1 Faculty Physician - Contract (0244 B)	1 Core Physician - Contract (0416 B)	1 Psychiatrist Intern
1 Faculty Physician - Contract (0256 B)	1 Chief/Medicine (0417 B)	5 Clinical Pharmacist
1 Radiologist - Contract	1 Core Physician - Contract (0418 B)	1 Director of Pharmacy Services
1 Core Phys. - Radiology - Contr. (0263 B)	1 Core Physician - Contract (0421 B)	4 Senior Pharmacist
1 Core Phys. - Radiology - Contr. (0264 B)	1 Chair Department of Radiology - Contract	17 Pharmacist or Pre-Licensed Pharm.
1 Core Physician - Contract (0267 B)	1 Core Physician - Contract (0425 B)	33 Pharmacy Technician I/II/III
1 Faculty Physician - Contract (0300 B)	1 Faculty Physician - Contract (0426 B)	1 Pharmacy Technician I/II/III <b>PT</b>
1 Faculty Physician - Contract (0302 B)	1 Core Physician - Contract (0427 B)	1 Supervisor Core Lab/Client Services
1 Faculty Physician - Contract (0303 B) <b>PT</b>	1 Admin. of Clinics & Phys. Practices - Contract	6 Supervising Clinical Lab. Scientist
1 Faculty Physician - Contract (0304 B)	1 Chairman/Medicine (0432 B)	1 Supervising Clinical Microbiologist
1 Faculty Physician - Contract (0305 B)	1 Core Physician - Contract (0437 B)	19 Clinical Lab. Scientist Pre-Lic./I/II
1 Faculty Physician - Contract (0306 B)	1 Faculty Physician - Contract (0444 B)	4 Clinical Lab. Scientist Pre-Lic./I/II <b>PT</b>
1 Physician - Psychiatry - Contract	1 Faculty Physician - Contract (0445 B)	1 Supervising Clinical Lab. Assistant
1 Physician - Emergency Med. - Contract	1 Faculty Physician - Contract (0452 B)	23 Clinical Lab. Assistant I/II
1 Faculty Physician - Contract (0315 B)	1 Staff Physician - Pathology	4 Clinical Lab. Assistant I/II <b>PT</b>
1 Associate/Emergency Medicine (0318 B)	1 Psychiatrist - Contract (0549 B)	1 Radiology Manager
1 Core Physician - Contract (0322 B)	1 Core Physician - Psychiatrist	1 Hospital PACS Administrator
1 Emergency Med. Physician - Contract	1 Chair Department of Surgery	17 Radiologic Tech. Pre-Lic./I/II/III
1 Exec. Director Managed Care - Contract	1 Chief of Cardiology - Contract	4 Radiologic Tech. Pre-Lic./I/II/III <b>PT</b>
1 Associate/Family Practice	1 Psychiatrist - Contract (0606 B)	2 Supervising Radiologic Tech.
1 Chairman/Medicine (0335 B)	1 Neurosurgeon - Contract	8 Computed Tomography Tech. TR/I/II
1 Associate/Medicine (0337 B)	1 Assistant Hospital HR Director	2 MRI Tech.
1 Associate/Medicine (0340 B)	1 Hospital HR Director	1 Nuclear Medicine Tech. TR/I/II
1 Associate/Emergency Medicine (0341 B)	1 Admin. for Ambulatory Care Operations	3 Ultrasound Tech. TR/I/II
1 Associate/OB-GYN	1 Family Practice Physician (0642 B)	2 Histologic Tech.
1 Faculty Physician - Contract (0353 B)	1 Manager Clinical Laboratory Services	1 Histologic Tech. <b>PT</b>
1 Chief/Pediatrics	1 Director of Surgical Services	1 Therapy Supervisor
1 Associate/Pediatrics (0362 B)	1 Medical Clinic Physician - Contract	4 Physical or Occupational Therapist
1 Associate/Pediatrics (0364 B)	1 Family Practice Physician (0702 B)	1 Therapy Aide
1 Faculty Physician - Contract (0365 B) <b>PT</b>	1 Hospital Risk Manager	2 Therapy Aide <b>PT</b>
1 Faculty Physician - Contract (0366 B)	1 Senior Nutrition Program Coord. <b>PT</b>	1 Health Information Services Director
1 OB-GYN - Contract	4 Special Projects Manager	2 Health Info. Services Supervisor
1 Staff Psychiatrist - Contract	1 Project Manager - Contract	1 Hospital Volunteer Services Coord.
1 Faculty Physician - Contract (0373 B)	1 Supervising Departmental Analyst	1 Quality Management Analyst
1 Physician/Surgery - Contract	4 Administrative Coordinator	1 Quality Assurance Analyst
1 Associate/Surgery	2 Departmental Analyst I/II	3 Health Information Coder III
1 Associate/Surgery - Urology	11 Program Specialist I/II	11 Health Information Coder I/II
1 Chairman/Medicine (0388 B)	1 Marketing & Promotions Associate or Assistant	1 Clinical Document. Improvement Spec.
1 Chief Financial Officer - Contract	3 Hospital Employment Specialist I/II	5 Health Information Services Spec. III
1 Assistant Director of Quality Assurance	3 Prenatal Health Worker	18 Health Information Services Spec. I/II
1 Faculty Physician - Contract (0393 B)	113 Resident Physician (Post Graduate I/II/III/IV/V)	1 Dietetic Technician
53 <b>Requested Total</b>	186 <b>Requested Total</b>	1 Wound Ostomy Continence Nurse
		284 <b>Requested Total</b>

<b>Kern Medical Center</b>		
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
407 Hospital Staff Nurse Pre-Lic./I/II	3 Fiscal Support Supervisor	26 Food Service Worker I/II <b>PT</b>
6 Hospital Staff Nurse Pre-Lic./I/II <b>PT</b>	1 Mail Clerk I/II	11 Patient Service Associate I/II
1 Clinical Director - Trauma Program	3 Fiscal Support Specialist	1 Patient Service Associate I/II <b>PT</b>
7 Clinical Director	10 Hospital Business Office Specialist III	37 Building Services Worker I/II/III
1 Nursing QA & Standards Coordinator	1 Messenger <b>PT</b>	19 Building Services Worker I/II/III <b>PT</b>
3 Hospital Nursing Shift Manager	11 Fiscal Support Technician	1 Linen Services Associate III
1 Staff Development & Education Coord.	20 Hospital Business Office Specialist I/II	2 Linen Services Associate I/II
2 Clinical Nurse Specialist	2 Fiscal Support Assistant	7 Linen Services Associate I/II <b>PT</b>
1 Home Health Care Nursing Director	4 Hospital Charging Tech.	104 <b>Requested Total</b>
16 Clinical Supervisor	2 Clinical Healthcare Interpreter	
2 Infection Control Coordinator	1 Paralegal or Senior Paralegal	
3 Home Health Care Nurse	5 Patient Access Services Supervisor	
5 Home Health Care Nurse <b>PT</b>	2 Medical Support Supervisor	
1 Nurse Midwife	11 Patient Access Services Representative III	
14 Utilization Review Nurse I/II	56 Patient Access Services Representative I/II	
40 Vocational Nurse Pre-Lic./I/II	71 Medical Support Tech.	
2 Vocational Nurse Pre-Lic./I/II <b>PT</b>	6 Medical Support Tech. <b>PT</b>	
4 Obstetrical Tech. I/II	5 Medical Transcriptionist	
1 Obstetrical Tech. I/II <b>PT</b>	1 Hospital Residency Coordinator	
2 Anesthesia Tech. I/II	2 Medical Staff Services Coordinator	
14 Surgical Tech. I/II	2 Trauma Registrar I/II	
1 Ophthalmology Assistant	6 Senior Office Services Specialist	
1 Home Health Care Aide	28 Office Services Specialist	
117 Nursing Attendant	1 Office Services Specialist <b>PT</b>	
8 Nursing Attendant <b>PT</b>	17 Office Services Tech.	
1 Electrodiagnostic Tech. <b>PT</b>	11 Office Services Assistant	
3 Orthopedic Tech. I/II/III	8 Office Services Assistant <b>PT</b>	
7 Central Supply Assistant I	1 Medical Social Services Supervisor	
2 Mental Health Worker	5 Medical Social Worker I/II	
10 Accountant I/II/III	1 Social Service Worker I/II/III/IV/V	
1 Hospital Information Systems Manager	1 Elder Life Activity Coordinator	
1 Hospital Controller	1 Medical Librarian	
2 Hospital Business Office Manager	3 Transport Service Associate	
2 Patient Access Services Manager	7 Transport Service Associate <b>PT</b>	
2 Technology Services Supervisor	7 Hospital Services Aide	
1 Charge Master Compliance Analyst	3 Hospital Services Aide <b>PT</b>	
5 Hospital Business Office Supervisor	1 Medical Center Facility Manager	
2 Network Systems Administrator	1 Supervising Bio-Med Electronic Tech.	
8 Healthcare Application Analyst I/II	4 Bio-Med Electronic Tech. I/II	
3 Systems Analyst I/II or Programmer I/II	2 Maintenance Electrician	
4 Info. Systems Specialist I/II/III/Senior	1 Maintenance Plumber	
3 Computer Operator I/II/III	1 Maintenance Carpenter	
1 Telecomm. PBX Support Tech. I/II	1 Maintenance Painter	
1 Patient Representative	2 Air Conditioning Mechanic	
1 Hospital Materials Manager	5 Stationary Engineer	
1 Contract Administrator	3 Mechanical Service Worker	
1 Hospital Materials Supervisor	3 Maintenance Worker I/II/III/IV	
1 Core Physician - Contract (2582 B)	1 Groundskeeper III	
1 Emergency Physician - Contract (2589 B)	2 Groundskeeper I/II	
1 Storekeeper II	5 Cook I/II	
4 Storekeeper I	6 Support Services Associate	
2 Storekeeper I <b>PT</b>	6 Support Services Associate <b>PT</b>	
2 Stock Clerk	9 Food Service Worker I/II	
733 <b>Requested Total</b>	372 <b>Requested Total</b>	

Enterprise Funds



## Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

### Goal 1: Reduce operating loss from \$3.5 million to \$1.5 million a month by June 2015.

*Objective 1: Implement a staffing productivity measurement tool to monitor staffing levels and adjust daily based on fluctuating hospital patient volumes.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Paid Full-time Equivalents Per Adjusted Occupied Bed (includes Correctional Medicine)	6.7	6.6	6.6	6.3	6.1
Productive Full-time Equivalents Per Adjusted Occupied Bed	5.8	5.8	5.7	5.5	5.1
Paid Full-time Equivalents Per Adjusted Occupied Bed (excludes physicians)	5.7	5.7	5.8	5.4	5.2
Productive Full-time Equivalents Per Adjusted Occupied Bed (excludes physicians) (PM #12 in FY 2013-2014)	5.0	5.0	5.0	4.7	4.7

This objective will put controls on the department's salary & benefit dollars spent, which represents 75% of the available net revenue at this time. Non-profit hospitals benchmark this expenditure in the range of 65%. Difficulties achieving this goal will be the ability of the mid-level management/executive staff to respond immediately as census fluctuates, and fixed staffing departments completing work demands that do not reduce when required to flex with hospital volume changes. The County benefit and pension costs, which make up approximately 45% of this expenditure, will not reduce correspondingly with salary dollar reductions and run higher than non-profit hospitals. If this goal is achieved, salary expenses can be expected to reduce by \$1 - \$1.5 million per month.

*Objective 2: Increase net revenue from patients by 10-13%*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Increase Average Daily Census	142	139	161	134	137
Increase Gross Charges (in thousands)	\$623,071	\$647,294	\$672,819	\$655,057	\$646,050
Increase Net Revenue From Patients (in thousands) (PM #13 in FY 2013-2014)	\$110,427	\$116,773	\$132,879	\$120,500	\$126,843
Gross Days Outstanding in Accounts Receivable (PM #11 in FY 2013-2014)	185.8	115.7	50	76.5	55

The hospital has experienced declining inpatient volumes by 3% from the prior year and 19% from what was budgeted for FY 2013-14. Improving the census by 10 per day (7.3%) will come from implementing strategies such as increasing postpartum beds in private rooms and increasing admissions into the Psychiatric unit from the Kern County Mental Health department. These changes should result in a 5.2% increase in gross charges as these patient types are not heavy users of ancillary services. The 12.5% increase in net revenue from patients is due to the impact of Affordable Care Act legislation that took effect in January 2014, managed care contract negotiations, and preliminary revenue cycle improvements. Uninsured patients are expected to remain at 10% in FY 2015. Improved charge capturing will not be fully accomplished until a new electronic medical record/charge capturing system is purchased, subject to approval and funding by the Board. The electronic medical record software (Open Vista) installed in 2011 has proven to be error prone and requires many manual charge entry processes to be done to achieve proper revenue capture and billing. This environment does not provide internal controls to ensure that all charges are captured as procedures are performed on patients. Completion of a request for proposals for revenue cycle management and contractor selection by August 2014 will also be a foundational step to implementing performance improvement to the revenue cycle functions. If this objective can be met, these new revenue sources will offset funding reductions from state indigent programs (Low Income Health Program realignment funds).

**Goal 2: Maintain compliance with Quality Measures.**

*Objective 1: Maintain a Joint Commission accountability measure composite rate of 85% or greater and completion of DSRIP goals per KMC plan*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
SCIP/SIP-Inf-3a Antibiotic disc. within 24 hrs.-Overall	74.7%	67.7%	80%	65%	85%
SCIP/SIP-Inf-1a Antibiotic within 1 hr. of incision-Overall	95.7%	96.6%	95%	95.4%	96%
Exclusive Breast Milk Feeding	74.7%	31.9%	35%	31%	37%
Exclusive Breast Milk Feeding - Mother's Choice	N/A	43.4%	45%	33%	45%
Resident participation in mandatory Accreditation Council for Graduate Medical Education monthly conference (PM #1 2013-2014 – retired)	30%	18%	90%	15.5%	N/A
People - Employee turnover rate will be equal to or less than the state/regional turnover rate (PM #2 2013-2014 – retired)	12.2%	5.2%	17.1%	16.2%	N/A
People - Registered Nurse employee vacancy rate will be equal to or less than the state/regional vacancy rate (PM #3 2013-2014 – retired)	9.3%	11.9%	12.2%	15%	N/A
Quality – compliance with national standards for community acquired pneumonia (PM #4 2013-2014 – retired)	78.9%	85%	91.2%	87.5%	N/A
Quality – compliance with national standards for heart failure (PM #5 2013-2014 – retired)	87.8%	89.1%	93.4%	88%	N/A
Quality – compliance with national standards for acute myocardial infarction (PM #6 2013-2014 – retired)	80.8%	100%	100%	100%	N/A
Quality – compliance with national standards for antibiotics administration within one hour of surgical incision (PM #7 2013-2014 – retired)	80.0%	98%	97.9%	95.4%	N/A
Diabetic patients with LCL Control <100 will meet or exceed the MediCaid HMO percentile (PM#8 2013-2014 – retired)	38%	27%	43.5%	43.5%	N/A
All female patients age 50-74 years who had a mammogram screen for breast cancer within 24 months (PM #9 2013-2014 – retired)	53.4%	50.0%	59.4%	59.4%	N/A
Patient satisfaction: Patients who will recommend their friends utilize KMC will meet or exceed 50th percentile (PM #10 2013-2014 – retired)	10%	2%	50%	9%	N/A
Implement a HIV retention program suitable for managing patients with HIV (PM #14 2013-2014 – retired)	N/A	100%	100%	100%	N/A
Access to primary care as evidenced by wait time for next available appointment less than goal (PM #15 2013-2014 – retired)	46 days	32 days	32 days	18 days	N/A
Access to primary care as evidence by cycle time for patient primary visit less than standard (PM #16 2013-2014 – retired)	66 min	58 min	58 min	54 min	N/A

Upon evaluation, the hospital decided to retire most of the performance measures from FY 2013-14. Most measures met or exceeded proposed goals. The hospital has adopted measures and objectives for FY 2014-15 that will meet our reportable quality measures. Accountability measures are quality measures that meet four criteria (research, proximity, accuracy and adverse effects) that produce the greatest positive impact on patient outcomes when hospitals demonstrate improvement on them. The Joint Commission has classified 22 of its 28 hospital core measures as accountability measures. These measures are aligned with the Centers for Medicare & Medicaid Services (CMS) measures. The accountability measure composite rate is the sum of all numerator counts from the hospital's reported accountability measures across all measure sets, divided by the sum of all the denominator counts from across the same accountability measures. The rate is calculated using the discharge period of the past eight (8) quarters. The rate is posted quarterly on the Joint Commission website. Our greatest challenges are in the Surgical Care Infection Prevention (SCIP) and Perinatal Care (PC) core measures. The specific SCIP indicators that present continued improvement opportunities are antibiotic administration within one hour of surgery and discontinuation of antibiotics within 24 hours of surgery. CMS expectation value for hospital compliance is above 96%. The surgery and nursing departments continue to work towards improving patient care and are working together to change process to meet these goals. With this focus, the hospital will continue to increase its composite accountability measure score. Over the past 3 years, the hospital maintained an overall composite rate greater than 85% and anticipates the trend will continue to meet the Joint Commission requirement in FY 2014-15.

Enterprise Funds



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## Correctional Medicine

Department Head: Russell Judd  
 Fund: KMC Enterprise  
 Budget Unit: 8988

Function: Health and Sanitation  
 Activity: Hospital Care

### Description of Major Services

State law mandates that the County provide medical care for jail inmates and juveniles in County detention facilities. This budget unit was established to account for the cost of this mandate.

Since 1984, Kern Medical Center (KMC) has provided medical care to adult inmates and juveniles at County-owned and operated detention facilities, when the Board of Supervisors approved the reorganization of the program and transferred the medical staff from the Sheriff's Department to KMC.

Summary of Expenses and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual*	Adopted Budget	Actual*	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$12,416,274	\$15,142,263	\$13,111,495	\$12,852,842	\$12,852,842	\$12,852,842
Services and Supplies	2,202,439	310,805	313,225	246,372	246,372	246,372
Other Charges	7,650,368	6,037,045	8,771,688	8,390,899	8,390,899	8,390,899
<b>TOTAL EXPENSES</b>	<b>\$22,269,081</b>	<b>\$21,490,113</b>	<b>\$22,196,408</b>	<b>\$21,490,113</b>	<b>\$21,490,113</b>	<b>\$21,490,113</b>
<b>REVENUE:</b>						
Patient Revenue	\$0	\$0	\$0	\$0	\$1,829,268	\$1,829,268
Deductions From Revenue	0	0	0	0	(329,268)	(329,268)
Charges for Services	0	0	0	0	605,535	605,535
Other Financing Sources:						
General Fund Contribution	21,318,500	21,490,113	21,490,112	21,490,113	19,384,578	19,384,578
<b>TOTAL REVENUE</b>	<b>\$21,318,500</b>	<b>\$21,490,113</b>	<b>\$21,490,112</b>	<b>\$21,490,113</b>	<b>\$21,490,113</b>	<b>\$21,490,113</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>(\$950,581)</b>	<b>\$0</b>	<b>(\$706,296)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*Unaudited Actuals provided by KMC.

Enterprise Funds

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

Appropriations in the amount of \$13 million will cover the cost of staff and medical supplies needed to provide medical care in seven locations within the adult and juvenile correctional facilities; funding is sufficient for the department's 92 full-time positions. Appropriations in the amount of \$8.3 million have been allocated for anticipated inpatient and specialty care services provided at the hospital and for payments to outside vendors for services, such as ambulance transportation for inmates and juveniles, and for payments to other hospitals for services provided to the inmate population. Medical care in the County's correctional facilities is funded primarily by an allocation of Net General Fund Cost.



## Budget Changes and Operational Impacts

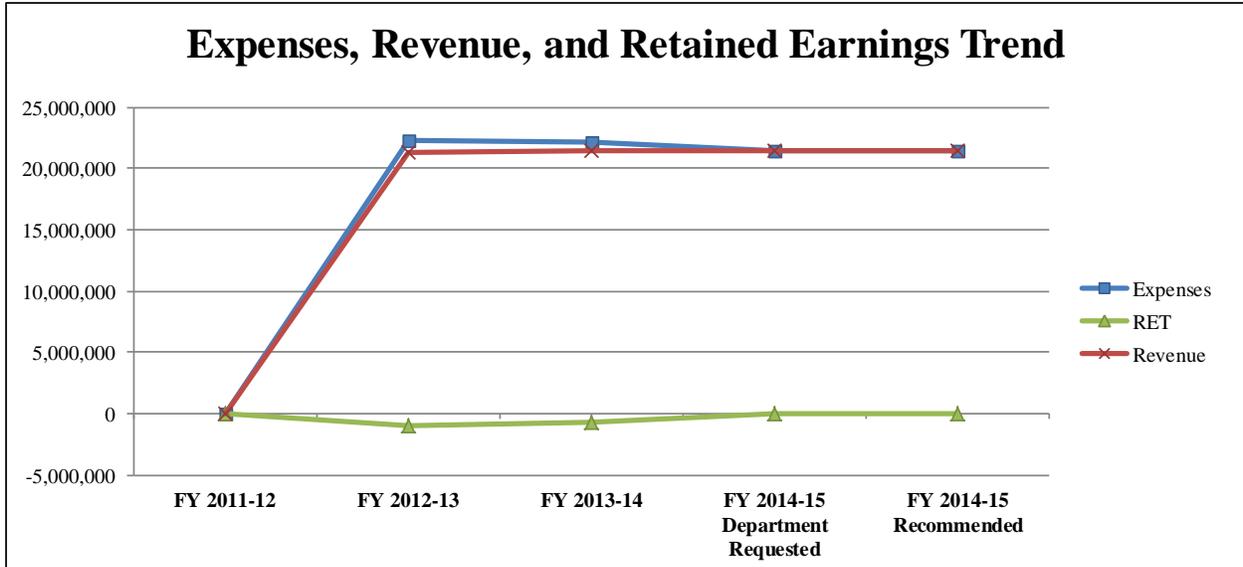
In previous fiscal years, the County has met its obligation to provide medical care to the correctional system population by providing a fixed contribution to Kern Medical Center. In FY 2014-15, the recommended Net General Fund Cost for these services is \$19.3 million.

The cost and reimbursement associated with providing medical care for federal inmates as well as the reimbursement for inmates eligible for inpatient Medi-Cal coverage under the Affordable Care Act (ACA) are included in the recommended budget and account for a reduction of approximately \$2.1 million in the County's General Fund contribution compared to prior years. While federal law generally excludes individuals who are inmates in an institutional setting (such as in county jails) from the Medicaid program, inmates who are referred off-site for inpatient care lasting at least 24 hours are not excluded from participation in Medicaid if they otherwise meet the program's eligibility requirements. As a result, when county inmates receive inpatient care at a hospital, nursing facility, or other facility that is outside of the correctional system, they can be enrolled into Medi-Cal and a federal match can be applied to the cost of the entire duration of their inpatient stay.

Although the recommended budget anticipates approximately \$1.5 million in revenue for providing care to inmates now eligible for inpatient reimbursement under the ACA, the State has yet to disclose how it will receive claims and pay counties for providing inpatient care to inmates. To mitigate against delays in State reimbursement, the County Administrative Office will set aside \$1.5 million, of the anticipated \$2.1 million in General Fund savings, in the General Fund's appropriations for contingencies to cover the cost of inmate care if the State does not have a viable reimbursement strategy in place when FY 2014-15 commences.

The County has issued a Request for Proposals (RFP) to explore service delivery options for this program. Budgetary changes may be necessary as the fiscal year progresses, if a different service delivery option is selected. The RFP has been placed on hold until the hospital's new administrative staff, Kern Medical Center Management, Inc., completes its evaluation of correctional medicine services and meets with the County Administrative Office and Kern County Sheriff to determine the best course of action moving forward. The decision to outsource correctional medicine services or keep them in-house is expected to be complete in FY 2014-15. In the interim, the County anticipates correctional medicine costs will not exceed \$21.5 million in FY 2014-15.



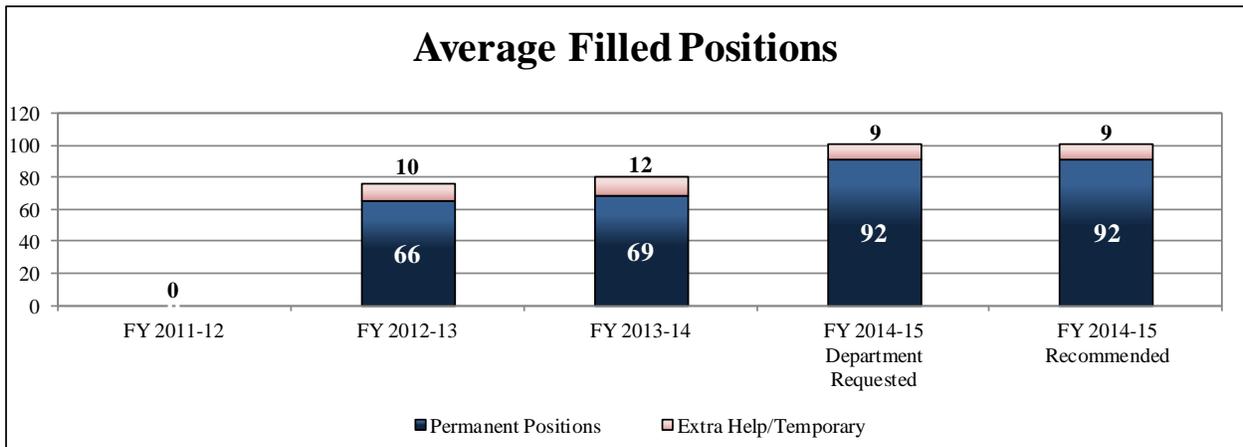


### Staffing Changes and Operational Impacts

Beginning in FY 2012-13, the Correctional Medicine budget unit, division of KMC, was established to more accurately account for the cost of the program. Ninety-two (92) authorized positions were transferred from KMC budget unit 8997 to the Correctional Medicine budget unit; however, employees remain under the management of the hospital. The recommended budget provides funding for all 92 authorized positions and 9 extra help/temporary positions.

While all authorized positions are scheduled to be filled in FY 2014-15, as depicted below, it is important to note that the department continues to deal with a high vacancy rate resulting in a significant disparity between the average number of filled positions in prior years compared to the number of requested positions in the recommended budget. The large number of vacancies has forced the department to use overtime to provide adequate medical coverage during shifts, which has subsequently impacted the departments overall staffing costs.

Enterprise Funds



4-Year Staffing Trend	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
				FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	0	66	69	92	92
Extra Help/Temporary	0	10	12	9	9
<b>Total Positions</b>	<b>0</b>	<b>76</b>	<b>81</b>	<b>101</b>	<b>101</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	0	80	85	N/A	N/A
Extra Help/Temporary (FTE)	0	5	6	N/A	N/A
<b>Total Positions</b>	<b>0</b>	<b>85</b>	<b>91</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$0</b>	<b>\$12,416,274</b>	<b>\$13,111,495</b>	<b>\$12,852,842</b>	<b>\$12,852,842</b>

### Summary of Authorized Positions

The department has 92 authorized permanent positions; all authorized positions have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Correctional Medicine	92	0	0	92	92	0	92
<b>Total</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>92</b>	<b>92</b>	<b>0</b>	<b>92</b>

Enterprise Funds

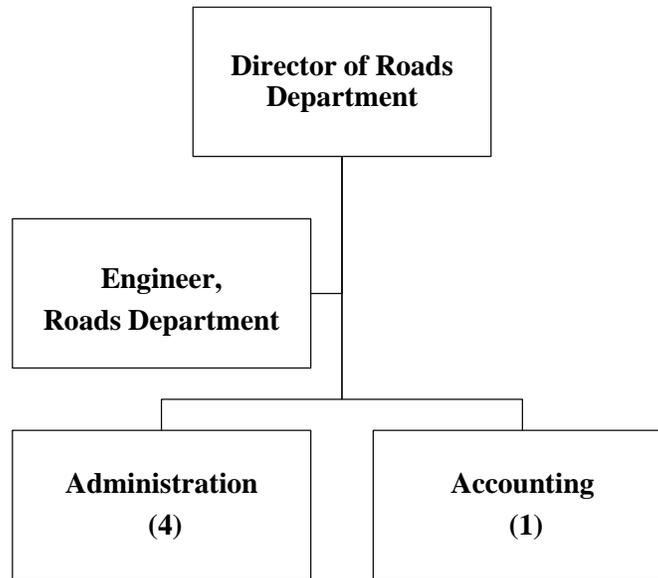
Correctional Medicine	
<b>Classification</b>	
2	Physician - Lerdo Facility
1	Internal Medicine Physician
1	Physician Assistant/Nurse Practitioner
52	Hospital Staff Nurse I/II or HSN Pre-Licensed
2	Clinical Supervisor
2	Clinical Director
20	Vocational Nurse I/II
2	Messenger
5	Medical Support Technician
3	Office Services Technician
2	Office Services Assistant
<b>92</b>	<b>Current Total</b>



**Mission Statement**

*To be the most efficient, customer-oriented transit agency possible, providing superior service to the individual client, as well as viable transportation solutions for the residents of Kern County.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Began Sunday service on the Lake Isabella – Bakersfield route in response to an unmet transit need.
- Obtained three 40-foot Certified Natural Gas (CNG) buses that are the largest in our fleet and have seating capacity for up to 41 passengers which have been used on the East Kern Express, the busiest route in the KRT system.
- Obtained three 35-foot CNG buses that can seat up to 32 passengers and have been used on the Lamont – Bakersfield route and the North Kern Express.
- Awarded \$1,830,374 in a Congestion Mitigation and Air Quality grant for the purchase of four 40-foot CNG buses to be delivered in late 2015.
- Awarded \$530,000 in Transit System Safety, Security & Disaster Response Account and Public Transportation Modernization Improvement and Service Enhancement Account funds for purchasing an Intelligent Transportation System. The system will streamline our dial-a-ride scheduling process, provide fixed-route passengers with real-time arrival information, and provide staff with a wealth of system-wide performance information. Implementation is scheduled to begin in late 2014.

Enterprise Funds



## Kern Regional Transit Enterprise Fund

Department Head: Craig Pope  
Fund: Public Transportation  
Budget Unit: 8998

Function: Public Ways and Facilities  
Activity: Transportation Systems

### Description of Major Services

The Kern Regional Transit, a division of the Roads Department, develops and operates the public transportation system within the County's unincorporated areas. The division studies and makes recommendations on public transportation needs and administers contracts with public and private transit service providers. The division provides a combination of demand-response, fixed-route, and inter-city transit services.

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

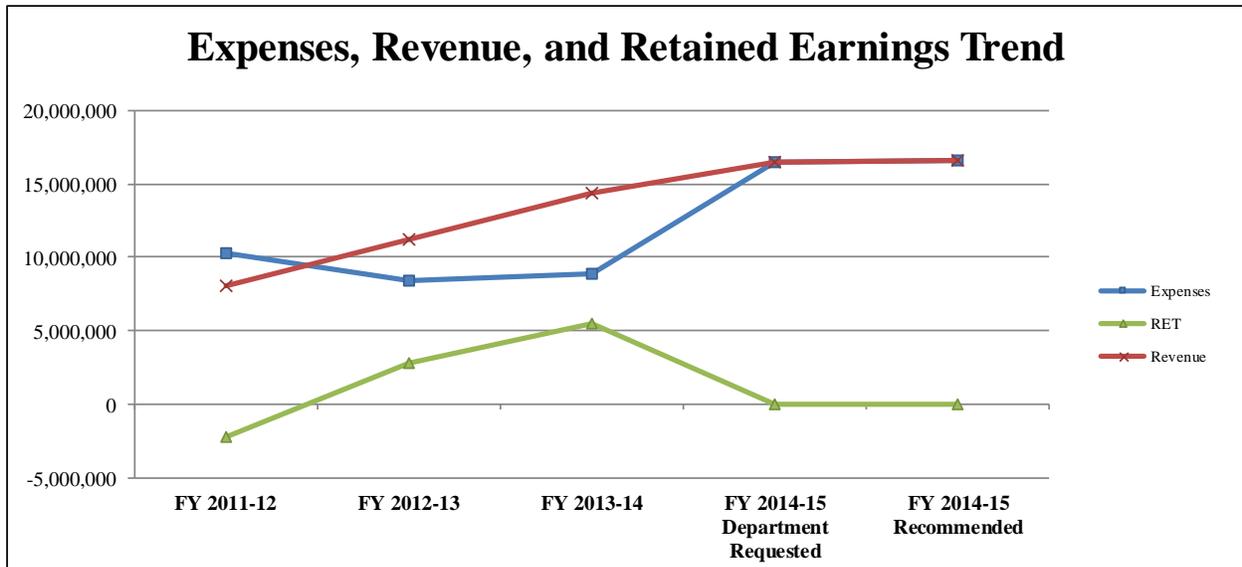
The activities of Kern Regional Transit are funded primarily from Sales and Use Tax for local transportation, State Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA) and funding from the State Department of Transportation Section 5311 that provides funding for public transit in non-urbanized areas. The primary expenditures for the division include purchase of buses and other capital assets and contracts for transportation services.

	<b>Summary of Expenses and Revenue</b>					
	<b>FY 2012-13</b>	<b>FY 2013-14</b>		<b>FY 2014-15</b>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$283,418	\$465,971	\$336,248	\$355,651	\$355,651	\$355,651
Services and Supplies	7,007,965	7,528,183	7,548,591	7,864,815	8,067,809	8,067,809
Other Charges	872,675	1,185,505	943,168	1,344,321	1,303,127	1,303,127
Capital Assets	271,741	881,440	51,932	6,879,759	6,879,759	6,879,759
<b>TOTAL EXPENDITURES</b>	<b>\$8,435,799</b>	<b>\$10,061,099</b>	<b>\$8,879,939</b>	<b>\$16,444,546</b>	<b>\$16,606,346</b>	<b>\$16,606,346</b>
<b>REVENUE:</b>						
Taxes	\$4,858,101	\$5,633,770	\$6,159,183	\$5,702,482	\$5,864,282	\$5,864,282
Use of Money/Property	52,667	63,104	63,452	62,171	62,171	62,171
Intergovernmental	4,082,502	3,378,921	6,195,257	8,090,205	8,090,205	8,090,205
Charges for Services	978,019	823,255	956,497	880,000	880,000	880,000
Miscellaneous	358,242	200,000	43,996	497,044	497,044	497,044
Other Financing Sources:						
Fixed Asset Sales	0	0	0	36,000	36,000	36,000
Non-Revenue Receipts	863,178	1,176,644	899,727	1,176,644	1,176,644	1,176,644
<b>TOTAL REVENUE</b>	<b>\$11,192,709</b>	<b>\$11,275,694</b>	<b>\$14,318,112</b>	<b>\$16,444,546</b>	<b>\$16,606,346</b>	<b>\$16,606,346</b>
<b>Inc/(Dec) in Retained Earnings</b>	<b>\$2,756,910</b>	<b>\$1,214,595</b>	<b>\$5,438,173</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Budget Changes and Operational Impacts

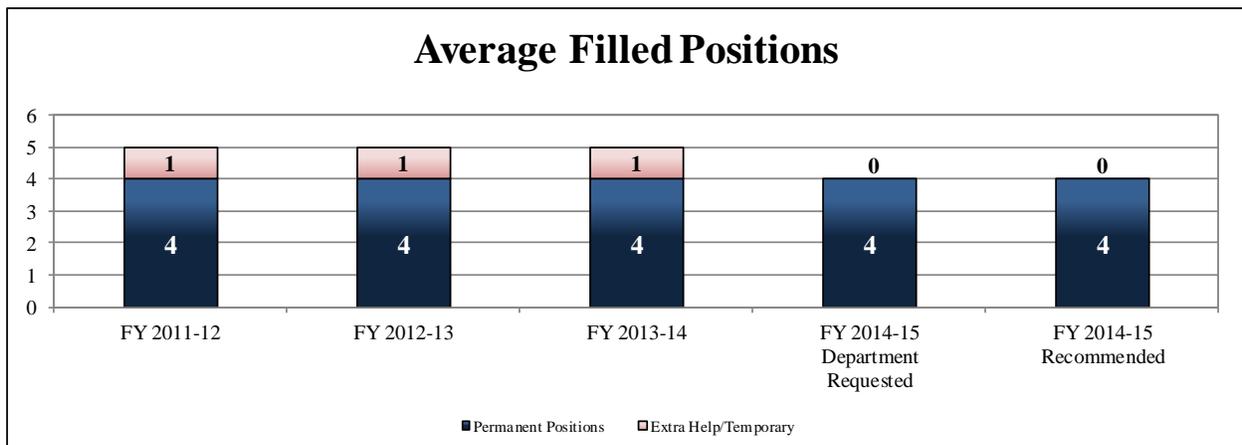
The recommended budget holds salaries and benefits to a similar level as FY 2013-14. The department plans to purchase 16 buses required to replace aging buses or to augment services due to increased ridership. The buses will be funded with a combination of PTMISEA and an allocation of federal Congestion Mitigation and Air Quality Grant.

The retained earnings balance at June 30, 2014 is \$3.1 Million. The division does not anticipate to use retained earnings in FY 2014-15.



### Staffing Changes and Operational Impacts

The recommended budget includes the necessary funding for four full-time positions. The recommended budget holds vacant and unfunded one (1) Planner I/II/III position.



Enterprise Funds



### 4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	1	1	1	0	0
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	3	3	4	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$350,245</b>	<b>\$283,418</b>	<b>\$336,248</b>	<b>\$355,651</b>	<b>\$355,651</b>

### Summary of Authorized Positions

The department has 5 authorized permanent positions, of which 4 have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Accounting	1	0	0	1	1	0	1
Administration	4	0	0	4	3	1	4
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>5</b>

#### Administration

<u>Classification</u>	
2 Administrative Coordinator	1
1 Planner I/II/III	1
1 Fiscal Support Technician I/II/III	
<b>4 Requested Total</b>	

#### Accounting

<u>Classification</u>	
1 Office Services Technician	1
<b>1 Requested Total</b>	

### Fiscal Year 2014-15 Goals, Objectives, and Performance Measures

#### Goal 1: Promote public transportation to improve access to services and improve air quality.

*Objective 1: Encourage people to use public transit instead of private vehicles.*

Measurement	2011-12	2012-13	2013-14	2013-14	2014-15
	Actual	Actual	Adopted	Actual	Goal
Total number of passengers who board a Kern Regional Transit bus	669,908	613,168	615,000	615,000	650,000
Requests for Additional Service	8	28	20	18	N/A
Average cost per passenger per mile	1.25	1.00	1.10	1.08	N/A

There has been a slight decrease in passengers over the past 2 years. An improved schedule, improvements to on-time performance and a new marketing program are expected to increase future ridership. Discontinued measurements were difficult to accurately measure and did not provide a meaningful performance evaluation of the department.

**Mission Statement**

*Protect the health and safety of the public, and enhance the quality of life by providing environmentally safe management of liquid and solid waste.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Controlled costs sufficiently resulting in no cost-of-living adjustment to the solid waste fees for FY 2012-13.
- The department exceeded requirements of AB 939 by achieving a County disposal rate at 5.5 pounds per person per day for 2012 which is well below the compliance standard of 7.2.
- Universal residential recycling approved in the metro universal collection area.
- Completed construction of the Bena Sanitary Landfill phase one closure project.
- Implemented Mandatory Commercial Recycling Program including establishment of franchise hauler recycling rates.
- Completed environmental and permitting of landfill expansions for the Ridgecrest, Shafter-Wasco and Taft sanitary landfills which extends the permitted life-span of the three landfills by 31 years, 21 years and 22 years, respectively.
- Acquired buffer property at the Taft Sanitary Landfill that will result in significant cost savings related to cover soil management.
- Expanded the South Shafter and unincorporated Taft Universal Collection areas.
- Completed construction of the Arvin Sanitary Landfill closure project including remediation of the VenVirotek material stockpile.
- Completed construction of the Waste Relocation project at the Taft Sanitary Landfill.
- Permitted and constructed a leachate and condensate recirculation system at Bena Sanitary Landfill.

**Enterprise Funds**



## Waste Management Department

Department Head: Douglas E. Landon  
 Fund: Solid Waste Management Enterprise  
 Budget Unit: 8999 and 8993

Function: Health and Sanitation  
 Activity: Sanitation

### Description of Major Services

The Waste Management Department is responsible for the operation and management of the County's solid waste disposal system, which consist of seven active landfills, seven recycling/transfer stations, and three special waste facilities. The department administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in some of the County unincorporated areas, and state mandated waste diversion and recycling programs. The department also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps.

#### Summary of Expenses and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$13,264,861	\$14,106,670	\$13,612,513	\$15,099,540	\$15,099,540	\$15,099,540
Services and Supplies	14,475,029	18,891,001	15,472,282	19,495,791	19,495,791	19,585,391
Other Charges	6,067,604	8,064,600	6,321,989	7,126,700	7,126,694	7,126,694
Capital Assets	2,108,137	12,174,510	628,522	9,268,159	9,334,159	9,334,159
Other Financing Uses	93,094	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$36,008,725</b>	<b>\$53,236,781</b>	<b>\$36,035,306</b>	<b>\$50,990,190</b>	<b>\$51,056,184</b>	<b>\$51,145,784</b>
<b>REVENUE:</b>						
Taxes	\$22,136,982	\$22,202,570	\$22,376,653	\$22,534,598	\$22,534,598	\$22,534,598
Fines and Forfeitures	2,069,813	226,839	307,611	288,131	288,131	288,131
Use of Money/Property	361,833	906,854	308,148	601,726	601,726	601,726
Intergovernmental	156,942	103,500	218,536	207,794	207,794	207,794
Charges for Services	16,654,815	16,064,662	17,427,611	16,449,039	16,449,039	16,449,039
Miscellaneous	662,504	592,000	432,261	443,000	443,000	443,000
Non-Revenue Receipts	2,337,327	3,832,000	2,595,743	3,832,000	3,832,000	3,832,000
<b>TOTAL REVENUE</b>	<b>\$44,380,216</b>	<b>\$43,928,425</b>	<b>\$43,666,563</b>	<b>\$44,356,288</b>	<b>\$44,356,288</b>	<b>\$44,356,288</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$8,371,491</b>	<b>(\$9,308,356)</b>	<b>\$7,631,257</b>	<b>(\$6,633,902)</b>	<b>(\$6,699,896)</b>	<b>(\$6,789,496)</b>

Enterprise Funds

### Major Expenses and Revenue in FY 2014-15 Recommended Budget

A major expense for the department continues to be salaries and benefits. Services and supplies includes landfill operating contracts and other professional services needed to maintain the County's disposal sites, payment to the Board of Equalization based on a per ton of landfill waste, and costs associated with educational and recycling programs. Department revenue is generated from special land use assessments collected through property tax bills, landfill gate fees and waste bin fees.

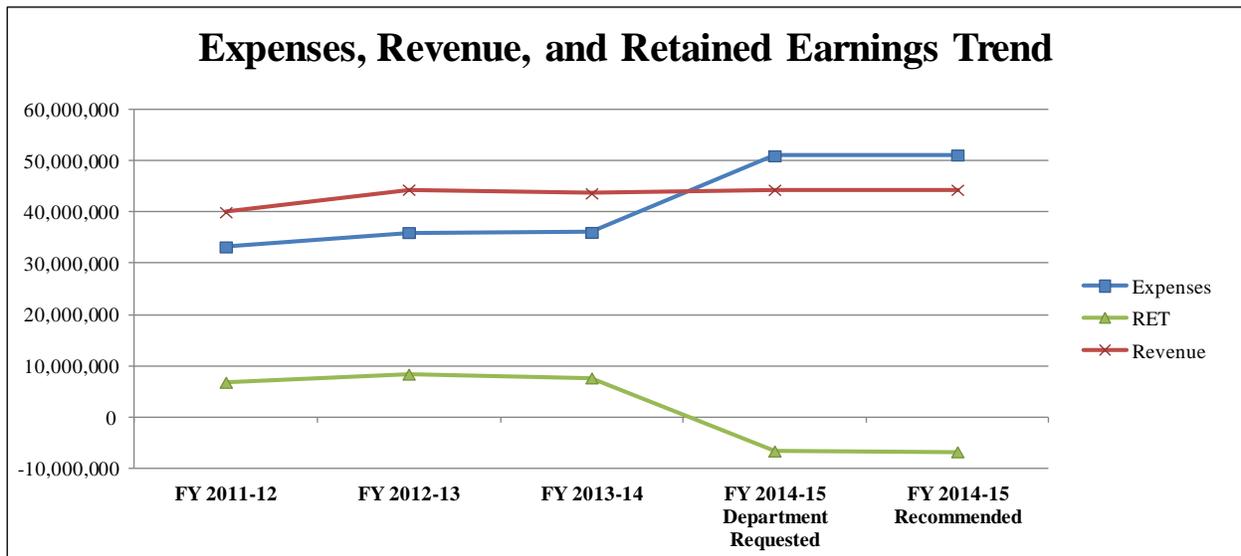
### Budget Changes and Operational Impacts

The recommended budget includes the addition of eleven positions to provide an increase in service levels. The department plans to implement additional community collection events as well as new household hazardous waste collection events to fill a gap in countywide coverage. The department also plans to increase the days of operation at the Metro Special Waste Facility. The recommended budget includes funding for several large capital asset purchases, including a Slow Speed Shredder (\$750,000), a Loader (\$200,000), and a CAT Loader (\$190,000). In addition, \$7.6 million has been included to acquire buffer property, provide for road maintenance, drainage improvements, monitoring of wells and other maintenance and capital projects for solid waste facilities throughout the County.

The problem of illegal dumping continues throughout the County. This challenge continues to be addressed by a team of staff from several County departments who work together to better educate the public and to provide relief in the way of cleanup. The recommended budget allocates funds for Code Compliance to be used toward these efforts.

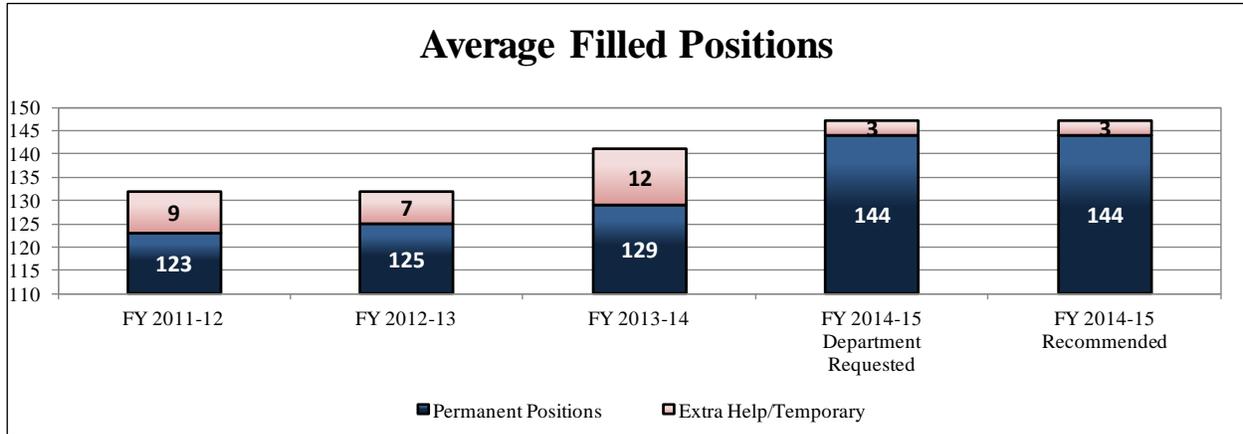
While the Waste Management Department has approximately \$43.1 million in short-term unrestricted cash that can be used to support the operations of the department, the retained earnings at June 30, 2014 is a deficit of \$10.2 million due to the inclusion of approximately \$44 million of long term liabilities associated pollution remediation obligations, future closure and post-closure maintenance and pension obligation bonds. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue. After adjusting for long-term debt, the estimated budgetary retained earnings balance as of June 30, 2014, is approximately \$34 million. The department is anticipating utilizing approximately \$6.8 million in FY 2014-15.

Enterprise Funds



### Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Marketing and Promotions Assistant position, three (3) part-time Disposal Site Gate Attendant positions, five (5) Waste Management Technician positions, one (1) Waste Management Specialist position, and one (1) Engineering Technician position. These positions are necessary for adding community collection events and increasing the special waste facility days of operation. The recommended budget holds vacant and unfunded one (1) Supervising Engineer position.



Enterprise Funds

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>				<b>FY 2014-15</b>	
Permanent Positions	123	125	129	144	144
Extra Help/Temporary	9	7	12	3	3
<b>Total Positions</b>	<b>132</b>	<b>132</b>	<b>141</b>	<b>147</b>	<b>147</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	120	123	124	N/A	N/A
Extra Help/Temporary (FTE)	6	6	8	N/A	N/A
<b>Total Positions</b>	<b>126</b>	<b>129</b>	<b>132</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$12,572,957</b>	<b>\$13,264,861</b>	<b>\$13,612,513</b>	<b>\$15,099,540</b>	<b>\$15,099,540</b>

### Summary of Authorized Positions

The department currently has 134 authorized permanent positions. The recommended budget includes 145 authorized positions, of which 144 have been budgeted to be filled during FY 2014-15 as indicated below.



Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Director	1	0	0	1	1	0	1
Office Services	3	0	0	3	3	0	3
Administration and Budget	15	0	0	15	15	0	15
Design & Construction	23	1	0	24	23	1	24
Technical Resources & Special Waste	30	3	0	33	33	0	33
Operations	59	6	0	65	65	0	65
Special Projects	3	1	0	4	4	0	4
<b>Total</b>	<b>134</b>	<b>11</b>	<b>0</b>	<b>145</b>	<b>144</b>	<b>1</b>	<b>145</b>

Administration and Budget	Special Projects*	Office Services
<b>Classification</b>	<b>Classification</b>	<b>Classification</b>
1 Administrative Services Officer	1 Special Projects Manager	1 Office Services Coordinator
1 Administrative Coordinator	1 Waste Management Spec I/II/III	1 Office Services Technician
1 Accountant III	1 Office Services Technician	1 Office Services Assistant
1 Accountant II	<b>3 Current Total</b>	<b>3 Requested Total</b>
2 Fiscal Support Supervisor	<b>Additions/Deletions</b>	
7 Fiscal Support Specialist	1 Marketing & Promotions Asst.	
2 Fiscal Support Technician	<b>4 Requested Total</b>	
<b>15 Requested Total</b>		
<b>Operations</b>	<b>Design &amp; Construction</b>	<b>Technical Resources &amp; Special Waste*</b>
<b>Classification</b>	<b>Classification</b>	<b>Classification</b>
1 Engineering Manager	1 Senior Engineering Manager	1 Senior Engineering Manager
1 Supervising Engineer	2 Supervising Engineer	1 Office Services Specialist
1 Waste Management Supervisor	1 Engineering Support Supervisor	1 Engineering manager
1 Administrative Coordinator	7 Engineer I/II/III	2 Waste Management Supervisor
1 Office Services Technician	6 Engineering Technician I/II/III	1 Supervising Engineer
3 Engineer I/II/III	1 Engineering Aide I/II/III	1 Engineer I/II/III
4 Engineering Technician I/II/III	1 Waste Management Spec I/II/III	2 Waste Mngmt. Support Supv.
3 Waste Management Spec I/II/III	3 Waste Management Aide I/II/III	9 Waste Management Spec I/II/III
4 Waste Mngmt. Support Supv.	1 Office Services Specialist	7 Waste Mgmt. Tech I/II/III
8 Waste Mgmt. Tech I/II/III	<b>23 Current Total</b>	<b>5 Waste Management Aide I/II/III</b>
11 Waste Management Aide I/II	<b>Additions/Deletions</b>	<b>30 Current Total</b>
2 Supv Disposal Site Gate Attdn.	1 Engineering Technician I/II/III	<b>Additions/Deletions</b>
19 Disposal Site Gate Attend. I/II	<b>24 Requested Total</b>	2 Waste Mgmt. Tech I/II/III
<b>59 Current Total</b>		<b>1 Waste Management Spec I/II/III</b>
<b>Additions/Deletions</b>		<b>33 Requested Total</b>
3 Disposal Site Gate Attend. I/II		
3 Waste Mgmt. Tech I/II/III		
<b>65 Requested Total</b>		
<b>Director</b>		
<b>Classification</b>		
1 Director of Waste Management		
<b>1 Requested Total</b>		

\*Reflects transfer of Waste Management Aide Position from Special Projects Division to Technical Resources & Special Waste Division that will occur after adoption of budget

Enterprise Funds



## FY 2014-15 Goals, Objectives, and Performance Measures

### GOAL 1: Assure solid waste management facilities and operations are conducted safely and minimize impact on the environment

*Objective: Promote public and environmental safety by complying with State of California regulations related to environmentally safe management of solid waste and preventing hazardous and other unapproved waste disposal at landfills and transfer stations.*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimated Actual	2014-15 Goal
Regulatory compliance rate for active landfills and transfer stations	99.99%	100%	100%	99.94%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	408 Tons	421 Tons	415-430 Tons	454 Tons	440-460 Tons
Percentage of disposal reduced by department recycling programs	16%	16%	14%-- 18%	14%	14% - 18%

Protecting public health and the environment is the essence of the Waste Management department's function. A few regulatory violations through June 2014 have been addressed and alleviated by the department through increased departmental inspections. The department anticipates zero violations in FY 2014-15. Additional recycling programs are anticipated to start in FY 2014-15 and the new PaintCare program has increased diverted paint volumes at the special waste facilities throughout the County.

*Objective: Operate Safely*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of work-related injuries resulting in employee being off work one full day or longer	1	1	0	1	0

The Waste Management department is committed to operate safely. Half of the department's employees work in the field where there is greater potential for work-related injuries than in the office setting. Employee safety awareness and application of safety training will continue to be emphasized in FY 2014-15.

### GOAL 2: Fulfill Solid Waste Management mission by meeting the needs of County customers cost effectively

*Objective: Provide programs and services that meet the expectations of County customers*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Percentage of customers satisfied with service	N/A	98%	100%	97%	100%

Customer service is a core value of the department. A customer satisfaction survey was conducted at all solid waste disposal sites and special waste facilities. Over 1000 customers were surveyed with 97% recorded as being satisfied or very satisfied with the services provided.

*Objective: Operate cost effectively*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Estimated Actual	2014-15 Goal
Cost of operating department recycling programs per ton recycled	\$25.25	\$25.83	\$33.50- \$42.50	\$39.21	\$30-\$40
Cost of operating landfills per ton of waste handled	\$21.65	\$22.47	\$22.11- \$24.57	\$23.42	\$22.99- \$24.37
Cost of operating transfer stations per ton of waste handled	\$71.07	\$84.85	\$70-\$75	\$82.28	\$75-\$85
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	\$3,741	\$3,916	\$3,750	\$3,557	\$3,800

Cost effective operation of all County landfills, transfer stations and Special Waste facilities will allow the Waste Management department to provide necessary solid waste and hazardous waste services to County customers without a CPI land use fee increase in FY 14/15. The department anticipates increased cost as the green waste program is enhanced. Transfer Station costs are expected to increase due to lower inbound tonnage projections.

**Mission Statement**

*Protect the health and safety of the public, and enhance the quality of life by providing environmentally safe management of liquid and solid waste.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Completed construction of the solar project and activated the solar energy system that is projected to save \$800,000 over 20 years in reduced energy costs.
- Completed design of a metal storage shed project to replace a deteriorating storage building built in the 1950’s. This storage building will warehouse surplus parts and equipment utilized by Kern Sanitation Authority.

Special Districts



## Kern Sanitation Authority

Department Head: Douglas E. Landon

Fund: Kern Sanitation Authority

Budget Unit: 9144

Function: Health and Sanitation

Activity: Sanitation

### Description of Major Services

The Kern Sanitation Authority is a County Sanitation District administered by the Waste Management Department and established to manage wastewater and operate the wastewater treatment plant for the East Bakersfield area district residents. In addition to providing these services, the district also provides for staffing and services to the Ford City-Taft Heights Sanitation District. The expenses are reimbursed by the Ford City-Taft Heights Sanitation District.

#### Summary of Expenses and Revenue

	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,665,784	\$1,850,790	\$1,614,953	\$1,857,679	\$1,857,679	\$1,864,500
Services and Supplies	1,053,164	1,949,481	1,005,790	1,885,361	1,885,361	1,885,361
Other Charges	343,901	442,600	365,569	456,420	456,304	456,304
Capital Assets	106,100	787,400	343,928	948,900	948,900	948,900
<b>TOTALEXPENSES</b>	<b>\$3,168,949</b>	<b>\$5,030,271</b>	<b>\$3,330,240</b>	<b>\$5,148,360</b>	<b>\$5,148,244</b>	<b>\$5,155,065</b>
<b>REVENUE:</b>						
Taxes	\$2,511,733	\$2,541,900	\$2,586,843	\$2,587,300	\$2,587,300	\$2,587,300
Licenses and Permits	2,411	0	0	0	0	0
Fines and Forfeitures	58,298	49,500	61,914	51,400	51,400	51,400
Use of Money/Property	110,421	130,000	98,044	114,500	114,500	114,500
Charges for Services	760,826	794,748	787,350	810,740	810,740	810,740
Miscellaneous	26,888	29,750	38,218	41,700	41,700	41,700
Other Financing Sources	320,240	400,000	323,023	400,000	400,000	400,000
<b>TOTAL REVENUE</b>	<b>\$3,790,817</b>	<b>\$3,945,898</b>	<b>\$3,895,392</b>	<b>\$4,005,640</b>	<b>\$4,005,640</b>	<b>\$4,005,640</b>
<b>INCR.(DECR.) IN RETAINED EARNINGS</b>	<b>\$621,868</b>	<b>(\$1,084,373)</b>	<b>\$565,152</b>	<b>(\$1,142,720)</b>	<b>(\$1,142,604)</b>	<b>(\$1,149,425)</b>

Special Districts

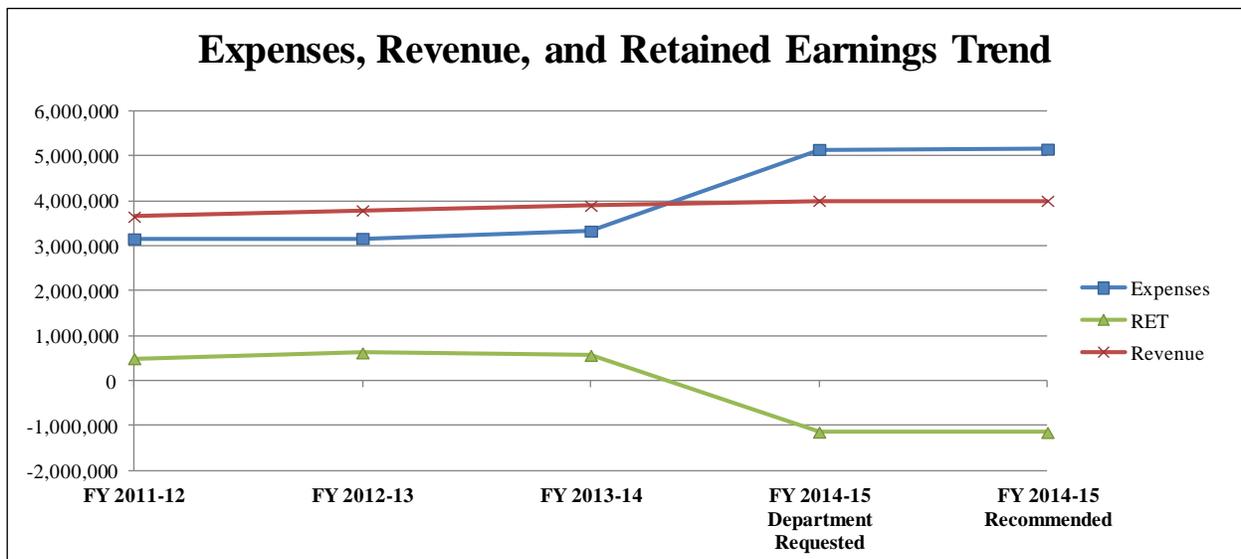
### Major Expenses and Revenue in FY 2014-15 Recommended Budget

The largest expense for the district is staffing costs related to the positions required to operate and maintain the system and wastewater treatment plant. Services and supplies include the costs associated with the equipment and materials needed to service and maintain the sanitation resources of the district as well as maintenance projects needed throughout the fiscal year. The primary revenue sources for this budget are sewer service charges collected through the property tax bill on properties within the district boundaries and one-time sewer connection fees.

### Budget Changes and Operational Impacts

The recommended budget for the district includes sufficient appropriations to cover the anticipated cost of funding two positions that were vacant in FY 2013-14. Capital projects to upgrade the water system and replace the electrical motor control center of the district have been included as well as capital assets which include three vehicles, one tractor and a portable pump. The recommended sewer service charges include a 1.10% consumer price index rate increase approved by the district Board which results in a small increase in revenues.

The district has a budgetary retained earnings balance at June 30, 2014 of \$1,361,959 of which approximately \$1.2 million will be used toward the budget. The district plans to increase a designation for capital projects in the amount of \$212,534 to offset the capital cost in future years.

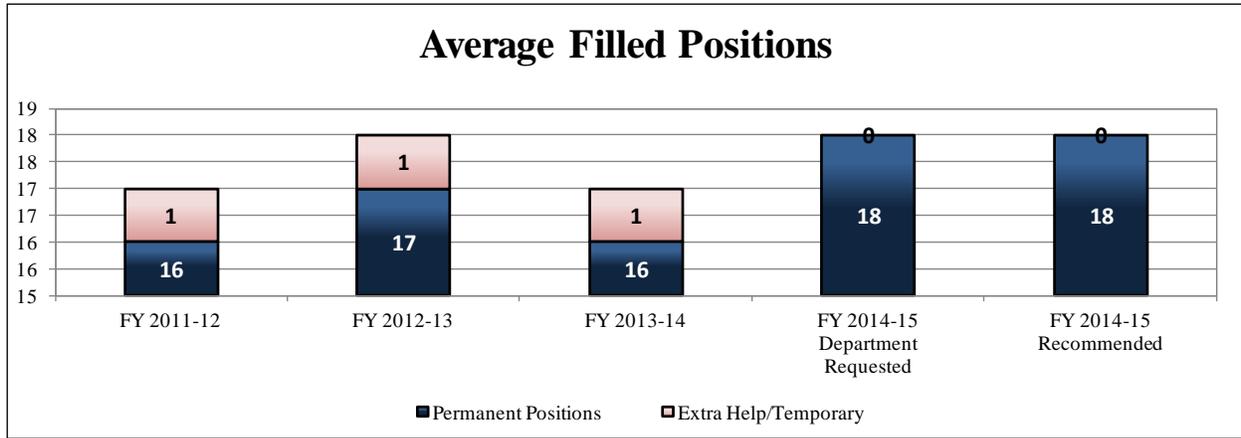


### Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Wastewater Specialist I/II position and the deletion of one (1) Wastewater Treatment Plant Operator Trainee I/II/III position at a net cost of \$6,820. The department anticipates filling two funded positions that were vacant for most of FY 2013-14.

Special Districts





### 4-Year Staffing Trend

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2013-14	Requested	Recommended
<b>AVERAGE FILLED POSITIONS</b>					
Permanent Positions	16	17	16	18	18
Extra Help/Temporary	1	1	1	0	0
<b>Total Positions</b>	<b>17</b>	<b>18</b>	<b>17</b>	<b>18</b>	<b>18</b>
<b>ACTUAL FULL-TIME EQUIVALENTS</b>					
Permanent Positions (FTE)	16	17	16	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
<b>Total Positions</b>	<b>17</b>	<b>18</b>	<b>17</b>	<b>N/A</b>	<b>N/A</b>
<b>SALARIES &amp; BENEFITS</b>	<b>\$1,541,399</b>	<b>\$1,665,784</b>	<b>\$1,614,953</b>	<b>\$1,857,679</b>	<b>\$1,864,500</b>

Special Districts

### Summary of Authorized Positions

The district has 18 authorized permanent positions, all of which have been budgeted to be filled during FY 2014-15 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Wastewater	18	1	(1)	18	18	0	18
<b>Total</b>	<b>18</b>	<b>1</b>	<b>(1)</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>18</b>



<b>Wastewater Division</b>	
<b><u>Classification</u></b>	
1	Wastewater Specialist I/II
1	Wastewater Technologist I/II
11	Wastewater Treatment Plant Operator Trainee/I/II/III
2	Sewer Maintenance Worker I/II
1	Waste Management Specialist I/II/III
1	Office Services Technician
1	Building Services Worker I/II/III
18	<b>Current Total</b>
<b><u>Additions/Deletions</u></b>	
1	Wastewater Specialist I/II
(1)	Wastewater Treatment Plant Operator Trainee/I/II/III
18	<b>Requested Total</b>

### FY 2014-15 Goals, Objectives, and Performance Measures

**GOAL 1: Assure Kern Sanitation Authority operations are conducted safely and minimize impact on customers and the environment**

*Objective: Comply with State of California Regulations related to environmentally safe wastewater discharge*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of months each year of safe operation of the wastewater system with no notices of violation of wastewater discharge requirements	12	12	12	12	12

Kern Sanitation Authority is committed to operate its treatment plant facility safely, within regulatory guidelines, without any notices of violations of its governing waste discharge requirements.

*Objective: Provide services that meet customers' needs for proper treatment and collection of wastewater*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of sewer system overflows onto private property	3	0	0	0	0
Percentage of times responded in less than one hour when notification of a sewer system overflow was received	100%	100%	100%	100%	100%

Kern Sanitation Authority continues to promptly respond to all sewer system overflows. The district also provided additional maintenance to sewer lines in known trouble areas in an effort to prevent "hot spot" overflows commonly caused by vandals breaking into manholes and throwing material into the sewer lines.

**GOAL 2: Fulfill Kern Sanitation Authority mission cost effectively**

*Objective: Provide cost effective wastewater treatment and collection services to customers*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Annual charge for sewer service for a single family residence	151.49	155.52	158.68	158.68	160.43

Kern Sanitation Authority has continued to provide cost effective service to its customers. A 1.10% increase in service charges is proposed for Fiscal Year 2014-15. The increase is based on the change in Consumer Price Index consistent with the Ordinance. The increase is necessary due to general inflationary factors and to keep a sustainable flow of revenue for capital and major maintenance projects.

Special Districts



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**Mission Statement**

*Protect the health and safety of the public, and enhance the quality of life by providing environmentally safe management of liquid and solid waste.*

**Organizational Chart**



**Fiscal Year 2012-13 and 2013-14 Accomplishments**

- Completed emergency construction work to replace a severely deteriorated sewer segment to protect public health.
- Successfully completed the public workshop for the Proposition 218 process to increase the annual sewer service charge.

Special Districts



## Ford City-Taft Heights Sanitation District

Department Head: Douglas E. Landon  
 Fund: Ford City-Taft Heights Sanitation  
 Budget Unit: 9146

Function: Health and Sanitation  
 Activity: Sanitation

### Description of Major Services

The Ford City-Taft Heights Sanitation District is a County Sanitation District which manages wastewater from the unincorporated areas of Ford City and Taft Heights. Sewer collection for the communities joins the City of Taft system and gravity flows to the Taft Wastewater Treatment Plant. The Taft Wastewater Treatment Plant is jointly owned by the City of Taft (52%) and the district (48%). The City of Taft operates the sewer plant through a contract with a private company. The district reimburses the Kern Sanitation Authority and the Waste Management Department for maintenance and administrative services.

#### Summary of Expenses and Revenue

	FY 2012-13		FY 2013-14		FY 2014-15	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$604,834	\$906,120	\$734,720	\$1,027,020	\$1,027,020	\$1,027,020
Other Charges	57,054	127,300	57,205	142,980	142,980	142,980
<b>TOTAL EXPENSES</b>	<b>\$661,888</b>	<b>\$1,033,420</b>	<b>\$791,925</b>	<b>\$1,170,000</b>	<b>\$1,170,000</b>	<b>\$1,170,000</b>
<b>REVENUE:</b>						
Taxes	\$578,198	\$586,300	\$598,596	\$637,600	\$637,600	\$637,600
Fines and Forfeitures	12,257	13,300	20,989	13,700	13,700	13,700
Use of Money/Property	7,899	16,000	5,330	7,300	7,300	7,300
Charges for Services	17,760	18,130	19,150	32,207	32,207	32,207
Miscellaneous	15,038	18,010	11,441	15,480	15,480	15,480
Other Financing Sources	51,343	120,000	49,930	120,000	120,000	120,000
<b>TOTAL REVENUE</b>	<b>\$682,495</b>	<b>\$771,740</b>	<b>\$705,436</b>	<b>\$826,287</b>	<b>\$826,287</b>	<b>\$826,287</b>
<b>INCR./(DECR.) IN RETAINED EARNINGS</b>	<b>\$20,607</b>	<b>(\$261,680)</b>	<b>(\$86,489)</b>	<b>(\$343,713)</b>	<b>(\$343,713)</b>	<b>(\$343,713)</b>

Special Districts

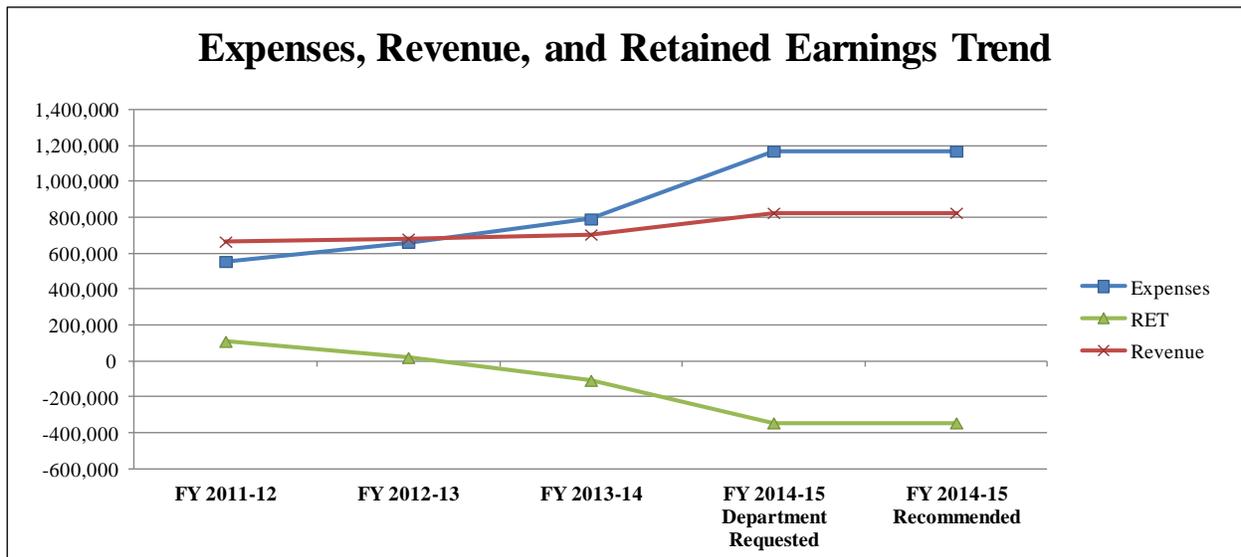
### Major Expenses and Revenue in FY 2014-15 Recommended Budget

The major expense for the district is the cost paid to the City of Taft for the operation of the treatment plant as stipulated by the agreement between the City of Taft and the district as well as reimbursements to the Kern Sanitation Authority and Waste Management Department for administration and maintenance. The operational, administrative and maintenance costs are paid with sewer service charges collected through property tax bills. Charges for services and miscellaneous revenues are collected for connection fees and other district costs reimbursement.

### Budget Changes and Operational Impacts

The recommended budget includes sufficient appropriations to pay the City of Taft the operational cost of the plant and to reimburse the Kern Sanitation Authority and the Waste Management Department for the administrative and maintenance cost. Beginning in FY 2014-15, the district will also be paying to the City of Taft its portion of the U.S. Department of Agriculture Rural Development loan secured for a major plant upgrade. The loan amount of \$3,619,000 will be repaid over 20 years at a reduced interest rate of 2.5%. The district is responsible for 48% of the debt service payment. On May 6, 2014, the Ford City-Taft Heights Sanitation District Board approved a \$30.27 per equivalent single-family dwelling increase for FY 2014-15 to fund increased annual cost resulting from the improvements at the plant in addition to operational expenses.

The district’s retained earnings balance at June 30, 2014 is \$191,683 which will be used toward the budget. The district plans to release a designation for capital projects in the amount of \$152,030 to offset the increased operational cost.



Special Districts



**FY 2014-15 Goals, Objectives, and Performance Measures**

**GOAL 1: Assure Ford City-Taft Heights Sanitation District’s sewer maintenance is conducted safely and minimizes impact on customers and the environment**

*Objective: Provide services that meet customers’ needs for proper collection of wastewater*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Number of sewer system overflows onto private property	1	0	0	0	0
Percentage of times responded in less than one hour when notification of a sewer system overflow was received	100%	100%	100%	100%	100%

Ford City-Taft Heights Sanitation District continues to promptly respond to all sewer system overflows. The district also provided additional maintenance to sewer lines in known trouble areas in an effort to prevent “hot spot” overflows commonly caused by vandals breaking into manholes and throwing material into the sewer lines.

**GOAL 2: Fulfill Ford City-Taft Heights Sanitation District’s mission cost effectively**

*Objective: Provide cost effective wastewater collection services to customers*

Measurement	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2013-14 Actual	2014-15 Goal
Annual charge for sewer service for a single family residence	247.00	253.57	258.72	258.72	288.99

Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The increase proposed for FY 2014-15 is required to pay the District’s share of improvements to the City of Taft wastewater treatment plant. The full rate increase required for this project is being spread over four years to minimize the impact to the district customers.

Special Districts



## In-Home Supportive Services Public Authority

Department Head: Lito Morillo

Function: Public Assistance

Fund: In-Home Supportive Services

Activity: Other Assistance

Budget Unit: 9147

### Description of Major Services

The In-Home Supportive Services (IHSS) program is designed to assist persons with disabilities and older adults in avoiding premature placement in long-term care facilities. The IHSS Public Authority was established by the Board of Supervisors in November 2002, and is administered under contract by the Aging and Adult Services Department. The Public Authority is the employer of record for the purpose of collective bargaining for individuals that provide services to eligible aged, blind or disable individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

Summary of Expenditures and Revenue						
	FY 2012-13	FY 2013-14		FY 2014-15		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$44,450	\$57,472	\$42,674	\$57,976	\$57,976	\$57,976
Other Charges	9,641,129	10,422,283	9,078,782	8,229,325	8,229,325	8,229,325
Capital Assets	0	44,000	42,128	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$9,685,579</b>	<b>\$10,523,755</b>	<b>\$9,163,584</b>	<b>\$8,287,301</b>	<b>\$8,287,301</b>	<b>\$8,287,301</b>
<b>REVENUE:</b>						
Use of Money/Property	\$2,236	\$1,300	\$2,595	\$3,000	\$3,000	\$3,000
Intergovernmental	2,486,768	2,663,585	1,285,058	372,246	372,246	372,246
Miscellaneous	117,796	0	0	0	0	0
Other Financing Sources:						
Public Authority	0	600	0	0	0	0
General Fund Contribution	0	133,169	0	126,511	126,511	0
Social Services Realignment	6,940,174	7,725,101	7,725,101	8,089,269	8,089,269	8,089,269
<b>TOTAL REVENUE</b>	<b>\$9,546,974</b>	<b>\$10,523,755</b>	<b>\$9,012,754</b>	<b>\$8,591,026</b>	<b>\$8,591,026</b>	<b>\$8,464,515</b>
<b>NET FUND COST</b>	<b>\$138,605</b>	<b>(\$29,200)</b>	<b>\$150,830</b>	<b>(\$303,725)</b>	<b>(\$303,725)</b>	<b>(\$177,214)</b>

Special Districts

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

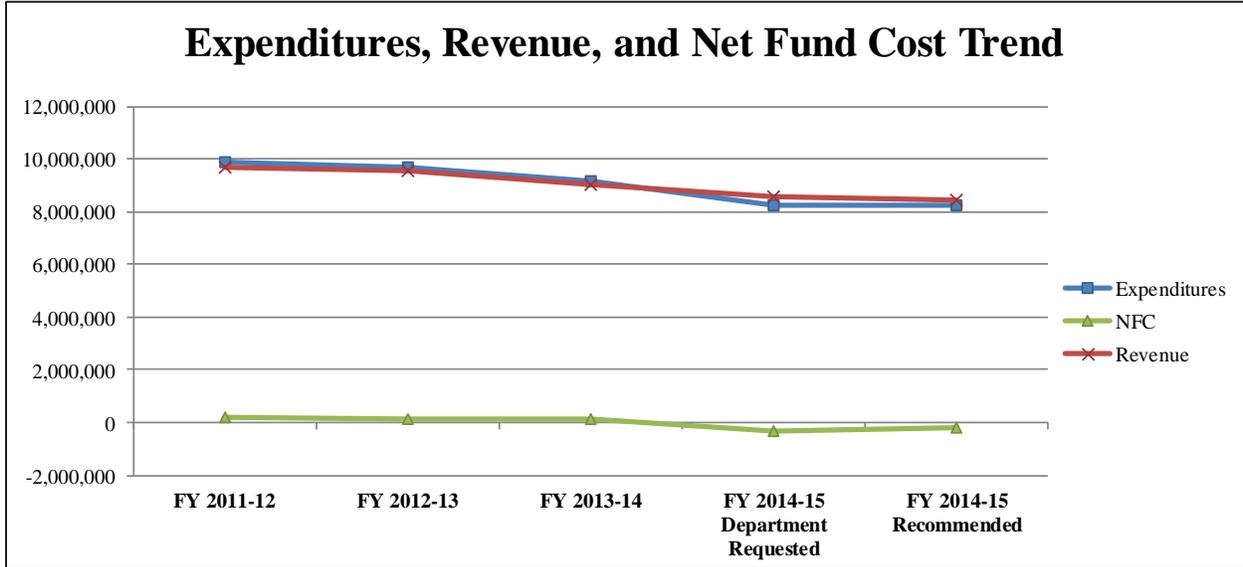
Federal and State revenue offset all of the financial responsibility for the cost of IHSS Services, with the exception of the mandated County Maintenance of Effort (MOE). The MOE is supported by social services realignment funds of \$8.1 million.

### Budget Changes and Operational Impacts

The recommended budget includes a reduction in other charges from FY 2013-14 Actual of \$775,048. The reduction is due to the health insurance costs for the individuals that provided services shifting from IHSS responsibility to the State. The recommended budget provides adequate funding for the IHSS Public Authority to perform its required functions.



The recommended budget includes an increase of \$177,214 to a general designation. It is anticipated that social services realignment revenue collections will exceed the MOE. Realignment revenue is derived from sales tax and vehicle license fee collections and as such is contingent upon the stability of the economy. The designation will be used to mitigate future year fluctuations in realignment revenue.



Special Districts



# Special Revenue Funds

Fund: As listed

Budget Unit: As listed

## Description of Major Services

Special revenue funds were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Special revenue funds are transferred to a variety of County departments to fund specific activities. The departments are responsible for the administration of the funds. Funds are transferred into departments as operating transfers-in and are detailed in the Summaries of Expenditures and Revenue for each department as other financing sources. A few special revenue funds expend directly out of the fund. However, the majority of the appropriations recommended below will be transferred into operating budgets in other County funds.

### Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2013-14			FY 2014-15		Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended	
<b>General Government</b>								
<b>Finance</b>								
00264	1113	Tax Loss Reserve	\$4,000,000	\$0	\$0	\$4,000,000	\$4,000,000	\$6,750,000
00266	1121	Redemption Systems	\$1,016,040	\$0	\$0	\$661,411	\$661,411	\$661,411
<b>Total Finance</b>			<b>\$5,016,040</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,661,411</b>	<b>\$4,661,411</b>	<b>\$7,411,411</b>
<b>Property Management</b>								
22156	1611	DIVCA Local Franchise Fee	\$530,000	\$510,000	\$0	\$0	\$510,000	\$354,700
26006	1612	ARRA Energy Stimulus Grant	\$11,000	\$0	\$0	\$0	\$0	\$0
<b>Total Property Management</b>			<b>\$541,000</b>	<b>\$510,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$510,000</b>	<b>\$354,700</b>
<b>Promotion</b>								
22036	1814	Board Of Trade-Advertising	\$45,600	\$0	\$0	\$64,900	\$64,900	\$65,500
<b>Total Promotion</b>			<b>\$45,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$64,900</b>	<b>\$64,900</b>	<b>\$65,500</b>
<b>Plant Acquisition</b>								
22153	1950	Bakersfield Planned Sewer 1	\$500	\$500	\$0	\$0	\$500	\$20,737
22158	1951	Bakersfield Planned Sewer 2	\$500	\$500	\$0	\$0	\$500	\$10,375
22164	1952	Bakersfield Planned Sewer 3	\$500	\$500	\$0	\$0	\$500	\$19
22166	1953	Bakersfield Planned Sewer 4	\$500	\$500	\$0	\$0	\$500	\$304
22167	1954	Bakersfield Planned Sewer 5	\$500	\$500	\$0	\$0	\$500	\$338
22173	1956	County Planned Sewer Area A	\$500	\$500	\$0	\$0	\$500	\$5,630
22177	1957	County Planned Sewer Area B	\$500	\$500	\$0	\$0	\$500	\$6
22184	1958	CSA 71 Septic Abandonment	\$500	\$500	\$0	\$0	\$500	\$44,635
00173	1961	Planned Local Drainage-Orangewood	\$500	\$500	\$0	\$0	\$500	\$3,576
00171	1962	Planned Local Drainage-Shalmar	\$500	\$500	\$0	\$0	\$500	\$47
00172	1963	Planned Local Drainage-Brundage	\$500	\$500	\$0	\$0	\$500	\$562
00174	1964	Planned Local Drainage-Breckenridge	\$500	\$500	\$0	\$0	\$500	\$154
00176	1965	Planned Local Drainage-Oildale	\$500	\$500	\$0	\$0	\$500	\$107,548
00191	1968	Criminal Justice Facilities Construction	\$3,300,000	\$0	\$0	\$3,300,000	\$3,300,000	\$2,616,000
<b>Total Plant Acquisition</b>			<b>\$3,306,500</b>	<b>\$6,500</b>	<b>\$0</b>	<b>\$3,300,000</b>	<b>\$3,306,500</b>	<b>\$2,809,931</b>
<b>Total General Government</b>			<b>\$8,909,140</b>	<b>\$516,500</b>	<b>\$0</b>	<b>\$8,026,311</b>	<b>\$8,542,811</b>	<b>\$10,641,542</b>
<b>Public Protection</b>								
<b>Judicial</b>								
00180	2111	DNA Identification	\$600,000	\$0	\$0	\$330,000	\$330,000	\$330,000
00181	2112	Local Public Safety	\$80,339,218	\$0	\$0	\$76,959,508	\$76,959,508	\$72,959,508
00188	2113	Automated County Warrant System	\$54,000	\$0	\$0	\$54,000	\$54,000	\$45,000
00190	2114	Domestic Violence	\$140,000	\$0	\$0	\$150,000	\$150,000	\$142,000
00164	2115	Real Estate Fraud	\$444,000	\$0	\$0	\$502,600	\$502,600	\$481,800
22064	2181	District Attorney-Local Forfeiture	\$300,000	\$0	\$0	\$300,000	\$300,000	\$50,000
22079	2182	District Attorney-Equipment/Automation	\$82,000	\$0	\$0	\$73,000	\$73,000	\$1,800
22087	2185	Criminalistics Laboratories	\$130,000	\$0	\$0	\$76,027	\$76,027	\$18,000
24028	2186	District Attorney-Federal Forfeiture Trust	\$0	\$0	\$0	\$0	\$0	\$1,500
24038	2187	District Attorney-Court Ordered Penalties	\$315,000	\$0	\$0	\$250,000	\$250,000	\$50,000
<b>Total Judicial</b>			<b>\$82,404,218</b>	<b>\$0</b>	<b>\$0</b>	<b>\$78,695,135</b>	<b>\$78,695,135</b>	<b>\$74,079,608</b>

Special Revenue Funds



## Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2013-14		FY 2014-15			
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended	Total Estimated Revenue
<b>Police Protection</b>								
00182	2211	Sheriff Facility Training	\$200,000	\$0	\$0	\$250,000	\$250,000	\$250,000
00184	2212	Automated Fingerprint	\$837,000	\$0	\$0	\$847,000	\$847,000	\$256,000
22127	2214	Sheriff-California-ID	\$1,147,464	\$0	\$0	\$1,403,000	\$1,403,000	\$690,000
22128	2215	Sheriff-Civil Subpoenas	\$0	\$0	\$0	\$0	\$0	\$7,036
22131	2216	Sheriff-Drug Abuse Gang Diversion	\$40,000	\$0	\$0	\$40,000	\$40,000	\$16,800
22132	2217	Sheriff-Training	\$100,000	\$0	\$0	\$75,000	\$75,000	\$75,050
22133	2218	Sheriff-Work Release	\$524,100	\$0	\$0	\$475,000	\$475,000	\$470,405
22137	2219	Sheriff-State Forfeiture	\$6,000	\$0	\$0	\$28,500	\$28,500	\$60,000
22138	2220	Sheriff-Civil Automated	\$43,300	\$0	\$0	\$198,000	\$198,000	\$175,000
22140	2221	Sheriff- Firearms	\$5,000	\$0	\$0	\$50,000	\$50,000	\$6,350
22141	2222	Sheriff-Judgment Debtor's Fee	\$711,000	\$0	\$0	\$172,650	\$172,650	\$200,000
22142	2223	Sheriff- Community Resources	\$14,000	\$0	\$0	\$16,000	\$16,000	\$200
22143	2224	Sheriff- Volunteer Services	\$10,000	\$0	\$0	\$10,000	\$10,000	\$11,000
22144	2225	Sheriff-Controlled Substance	\$450,000	\$0	\$0	\$438,089	\$438,089	\$304,000
22160	2226	Sheriff- Cal-MMET	\$0	\$0	\$0	\$0	\$0	\$60
22161	2227	HIDTA-State Asset Forfeit	\$0	\$0	\$0	\$0	\$0	\$400
22162	2228	Cal-MMET-State Asset Forfeiture	\$300,000	\$0	\$0	\$290,000	\$290,000	\$44,000
24057	2230	Inmate Welfare	\$4,102,770	\$0	\$0	\$6,061,953	\$6,061,953	\$4,020,000
22129	2231	KNET Asset Forfeiture	\$0	\$0	\$0	\$0	\$0	\$60,700
<b>Total Fire Protection</b>			<b>\$8,490,634</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,355,192</b>	<b>\$10,355,192</b>	<b>\$6,647,001</b>
<b>Detention &amp; Correction</b>								
22010	2300	Public Safety 2011 realignment	\$59,397,474	\$712,111	\$1,790,941	\$57,660,625	\$60,163,677	\$55,664,367
00179	2341	Probation Training	\$273,350	\$0	\$0	\$290,125	\$290,125	\$290,125
00163	2342	Probation Juvenile Justice Realignment	\$3,200,000	\$0	\$0	\$3,973,771	\$3,973,771	\$3,898,760
22098	2343	Probation Asset Forfeiture	\$0	\$0	\$0	\$0	\$0	\$400
24060	2344	Juvenile Inmate Welfare	\$25,000	\$0	\$0	\$50,000	\$50,000	\$14,600
22190	2346	Corrections Performance Incentive	\$0	\$0	\$0	\$201,135	\$201,135	\$864
<b>Total Detention &amp; Correction</b>			<b>\$62,895,824</b>	<b>\$712,111</b>	<b>\$1,790,941</b>	<b>\$62,175,656</b>	<b>\$64,678,708</b>	<b>\$59,869,116</b>
<b>Fire Protection</b>								
22122	2418	Fixed Wing Aircraft	\$52,000	\$0	\$0	\$0	\$0	\$0
22188	2420	Fireworks Violations	\$25,000	\$0	\$0	\$25,000	\$25,000	\$25,200
24042	2421	Fire Department-Donations Trust	\$10,000	\$0	\$0	\$26,500	\$26,500	\$3,240
24043	2422	State Fire	\$1,100,000	\$0	\$0	\$1,280,000	\$1,280,000	\$14,000
24044	2423	Fire-Hazard Reduction	\$775,000	\$0	\$0	\$350,000	\$350,000	\$302,000
24047	2425	Fire-Helicopter Operations	\$560,000	\$0	\$0	\$987,150	\$987,150	\$820,000
<b>Total Fire Protection</b>			<b>\$2,522,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,668,650</b>	<b>\$2,668,650</b>	<b>\$1,164,440</b>
<b>Protective Inspection</b>								
00270	2623	Abatement Cost	\$90,000	\$0	\$0	\$42,000	\$42,000	\$10,000
24125	2626	Strong Motion Instrumentation	\$66,650	\$165,350	\$0	\$0	\$165,350	\$92,438
<b>Total Protective Inspection</b>			<b>\$156,650</b>	<b>\$165,350</b>	<b>\$0</b>	<b>\$42,000</b>	<b>\$207,350</b>	<b>\$102,438</b>
<b>Other Protection</b>								
00198	2706	Recorders Fee's	\$1,299,401	\$0	\$0	\$1,128,723	\$1,128,723	\$643,653
00199	2707	Micrographics/Recorder	\$118,360	\$0	\$0	\$80,000	\$80,000	\$5
22187	2708	Recorder's Modernization Trust	\$257,000	\$0	\$100,000	\$152,000	\$252,000	\$166,915
00194	2709	Recorder-Social Security Truncation	\$59,020	\$0	\$0	\$41,767	\$41,767	\$5
00160	2740	Wildlife Resources	\$18,049	\$3,215	\$14,800	\$0	\$18,015	\$8,000
22042	2751	General Plan Administration Surcharge	\$1,149,954	\$0	\$0	\$1,148,700	\$1,148,700	\$466,000
22021	2761	Animal Care Donations	\$63,959	\$0	\$0	\$10,500	\$10,500	\$10,500
22023	2762	Animal Care	\$19,876	\$0	\$0	\$0	\$0	\$0
22024	2763	Animal Control-Feline Carcasses	\$11,147	\$0	\$0	\$0	\$0	\$0
22027	2764	Sterilization	\$36,269	\$0	\$0	\$48,000	\$48,000	\$36,629
00175	2780	Range Improvement Section 15	\$5,750	\$0	\$5,750	\$0	\$5,750	\$7,655
00177	2781	Range Improvement Section 3	\$2,000	\$0	\$2,000	\$0	\$2,000	\$1,474
<b>Total Other Protection</b>			<b>\$3,040,785</b>	<b>\$3,215</b>	<b>\$122,550</b>	<b>\$2,609,690</b>	<b>\$2,735,455</b>	<b>\$1,340,836</b>
<b>Total Public Protection</b>			<b>\$159,510,111</b>	<b>\$880,676</b>	<b>\$1,913,491</b>	<b>\$156,546,323</b>	<b>\$159,340,490</b>	<b>\$143,203,439</b>
<b>Public Ways &amp; Facilities</b>								
<b>Public Ways</b>								
24088	3002	Core Area Metro Bakersfield Impact Fee	\$1,350,000	\$0	\$0	\$1,000,000	\$1,000,000	\$225,000
24089	3003	Metro Bakersfield Transport Impact Fee	\$3,629,804	\$0	\$0	\$939,021	\$939,021	\$2,044,200
24095	3005	Bakersfield Mitigation	\$0	\$0	\$0	\$114,500	\$114,500	\$70,226
<b>Total Public Ways</b>			<b>\$4,979,804</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,053,521</b>	<b>\$2,053,521</b>	<b>\$2,339,426</b>
<b>Total Public Ways and Facilities</b>			<b>\$4,979,804</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,053,521</b>	<b>\$2,053,521</b>	<b>\$2,339,426</b>



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2013-14		FY 2014-15			
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended	Total Estimated Revenue
<b>Health &amp; Sanitation</b>								
<b>Health</b>								
22069	4111	Public Health Miscellaneous	\$6,775	\$0	\$0	\$10,000	\$10,000	\$1,000
22068	4115	Health-State L.U.S.T. Program	\$3,550	\$0	\$0	\$0	\$0	\$0
22125	4116	Hazardous Waste Settlements	\$25,000	\$0	\$0	\$0	\$0	\$0
24139	4118	Vital & Health Statistics-County Clerk	\$2,444	\$0	\$0	\$2,500	\$2,500	\$2,000
24138	4119	Vital & Health Statistics-Recorder	\$61,800	\$0	\$0	\$79,650	\$79,650	\$76,610
00195	4124	Alcoholism Program	\$72,587	\$0	\$0	\$72,587	\$72,587	\$72,587
00196	4125	Alcohol Abuse Education/Prevention	\$61,748	\$0	\$0	\$61,748	\$61,748	\$61,748
00197	4126	Drug Program	\$157,565	\$0	\$0	\$157,565	\$157,565	\$27,250
22085	4130	Mental Health Services Act	\$28,650,000	\$0	\$0	\$36,219,063	\$36,219,063	\$29,043,044
24066	4133	Solid Waste LEA Grant	\$64,933	\$0	\$0	\$0	\$0	\$0
22073	4136	Health-MAA/TCM	\$100,000	\$0	\$0	\$100,000	\$100,000	\$100,400
22076	4137	Child Restraint Loaner Program	\$108,845	\$0	\$0	\$60,000	\$60,000	\$43,000
22176	4139	Health-Bio-Terrorism Grant	\$598,014	\$0	\$0	\$582,748	\$582,748	\$562,898
24126	4140	Tobacco Education Control Program	\$150,000	\$0	\$0	\$150,000	\$150,000	\$150,160
24137	4141	Vital & Health Statistics-Health	\$66,617	\$0	\$0	\$73,925	\$73,925	\$55,000
22010	4142	Health Services 2011 Realignment	\$45,700,685	\$0	\$0	\$43,435,396	\$43,435,396	\$43,324,259
<b>Total Health</b>			<b>\$75,830,563</b>	<b>\$0</b>	<b>\$0</b>	<b>\$81,005,182</b>	<b>\$81,005,182</b>	<b>\$73,519,956</b>
<b>Hospital Care</b>								
00187	4201	Emergency Medical Payments	\$1,753,723	\$792,311	\$0	\$336,921	\$1,129,232	\$1,254,536
24039	4204	Contribution for Medical Care	\$98,110	\$0	\$0	\$63,978	\$63,978	\$66,044
24041	4205	Health EMS Week-Donations Trust	\$500	\$0	\$0	\$0	\$0	\$80
<b>Total Hospital Care</b>			<b>\$1,852,333</b>	<b>\$792,311</b>	<b>\$0</b>	<b>\$400,899</b>	<b>\$1,193,210</b>	<b>\$1,320,660</b>
<b>Total Health and Sanitation</b>			<b>\$77,682,896</b>	<b>\$792,311</b>	<b>\$0</b>	<b>\$81,406,081</b>	<b>\$82,198,392</b>	<b>\$74,840,616</b>
<b>Public Assistance</b>								
<b>Administration</b>								
22185	5122	Wraparound Savings	\$3,000,000	\$196,000	\$0	\$711,010	\$907,010	\$800,000
24066	5123	Kern County Children	\$485,426	\$544,181	\$0	\$0	\$544,181	\$209,871
24105	5124	Shelter Care	\$100,000	\$100,000	\$0	\$0	\$100,000	\$100
<b>Total Administration</b>			<b>\$3,585,426</b>	<b>\$840,181</b>	<b>\$0</b>	<b>\$711,010</b>	<b>\$1,551,191</b>	<b>\$1,009,971</b>
<b>Other Assistance</b>								
22010	5300	Human Services 2011 Realignment	\$53,148,604	\$0	\$0	\$56,166,035	\$56,166,035	\$54,232,648
26000	5612	ARRA IHSS Public Authority	\$600	\$0	\$0	\$0	\$0	\$0
<b>Total Other Assistance</b>			<b>\$53,149,204</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,166,035</b>	<b>\$56,166,035</b>	<b>\$54,232,648</b>
<b>Total Public Assistance</b>			<b>\$56,734,630</b>	<b>\$840,181</b>	<b>\$0</b>	<b>\$56,877,045</b>	<b>\$57,717,226</b>	<b>\$55,242,619</b>
<b>Education</b>								
<b>Education</b>								
24067	6211	Kern County Library Donations	\$25,000	\$0	\$0	\$18,000	\$18,000	\$157,000
<b>Total Education</b>			<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$157,000</b>
<b>Total Education</b>			<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$157,000</b>
<b>Recreation &amp; Culture</b>								
<b>Recreation Facilities</b>								
00161	7101	Timber Harvest	\$65,000	\$0	\$0	\$0	\$0	\$200
00165	7102	Litter Clean Up	\$3,200	\$0	\$0	\$3,317	\$3,317	\$353
00170	7103	Off Highway Motor Vehicle License	\$260,417	\$0	\$0	\$109,000	\$109,000	\$140,000
25120	7105	Parcel Map In-Lieu Fees	\$100,000	\$100,000	\$0	\$0	\$100,000	\$3,798
<b>Total Recreation Facilities</b>			<b>\$428,617</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$112,317</b>	<b>\$212,317</b>	<b>\$144,351</b>
<b>Total Recreation and Culture</b>			<b>\$428,617</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$112,317</b>	<b>\$212,317</b>	<b>\$144,351</b>
<b>Total Special Revenue Funds Grand Total</b>			<b>\$308,270,198</b>	<b>\$3,129,668</b>	<b>\$1,913,491</b>	<b>\$305,039,598</b>	<b>\$310,082,757</b>	<b>\$286,568,993</b>

Special Revenue Funds



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## Other Capital Project Funds

Fund: As listed

Budget Units: As Listed

### Description of Major Services

The other capital projects encompass countywide capital projects not accounted for in other budget units. Capital projects are financed through a variety of funding sources including Certificates of Participation, State and federal grants, private contributions, and traffic mitigation fees and are budgeted in the year authorized. Budgeted and actual expenditures and revenues in the table below are listed cumulative for the projects. The projects are managed by a number of departments, including Roads, Engineering, Surveying and Permit Services, and General Services.

### Major Expenditures and Revenue in FY 2014-15 Recommended Budget

Projects approved in prior years but not yet completed total \$236.4 million inclusive of operating transfers. The major multi-year carryover projects include construction of replacement fire stations, a new information technology services facility, several local transportation projects, construction of a new jail facility and a capital contribution to Kern Medical Center for facility improvements. The recommended budget includes additional appropriations for the following projects:

- \$890,979 to cover additional project improvements for the new Information Technology Services facility.
- \$114,784,898 for the Kern County Justice Facility. The additional appropriations will establish the project at the total estimated cost of \$127 million, which includes the \$100 million conditional award under Assembly Bill 900, \$2.2 million from the inmate welfare fund for a video visitation system and \$24.8 in local match funding.
- \$807,864 to reimburse the Roads Department for work completed on the Seventh Standard Road Project.
- \$1,100,000 for the Twisselman Rd-State Route 33 to King Rd, transportation project. The \$1.1 million is being reallocated from the Seventh Standard Widening Project which has available Certificates of Participation proceeds to cover the cost of this project.
- \$102,446 to transfer the remaining funds in the Rexland Acres Sewer Improvement Project. This project has been completed.

SUMMARY OF EXPENDITURES AND REVENUE

Fund Number	Budget Unit	Description	Cumulative Balances				FY 2014-15	
			Budgeted Project Appropriations	Project Actual Accumulated Expenditures	Budgeted Project Revenue	Project Actual Accumulated Revenue	Total Estimated Revenue	Preliminary Recommended Appropriations
<b>General Government</b>								
<b>Plant Acquisition</b>								
00004	1948	ACO - General	\$0	\$0	\$0	\$0	\$10,000	\$0
00012	1949	ACO - Structural Fire	\$0	\$0	\$0	\$0	\$1,500	\$0
00221	1966	Facility Projects						
		8502-Fire Station 65 Replacement	\$5,727,644	\$5,725,144	\$5,727,644	\$5,725,144	\$0	\$0
		8503-Pine Mtn Fire Station Replacement	\$7,202,840	\$5,944,053	\$7,202,840	\$7,205,676	\$0	\$0
		8504-ITS/EMS Facility Replacement	\$15,775,814	\$5,485,561	\$15,775,814	\$7,435,136	\$825,239	\$890,979
00235	8235	Tobacco Securitization Proceeds - CP						
		8851-Operating Transfer Out	\$23,780,954	\$3,470,047	\$22,180,954	\$1,870,047	\$0	\$0
<b>Finance</b>								
00235	1947	Tobacco Endowment Interest	\$0	\$0	\$0	\$0	\$400,000	\$400,000
<b>Public Protection</b>								
<b>Detention and Correction</b>								
00225	1945	8568-Kern County Justice Facility	\$12,236,102	\$2,775,303	\$24,831,000	\$6,562,046	\$102,200,000	\$114,794,898
<b>Public Ways and Facilities</b>								
<b>Public Ways</b>								
00155	1955	8179-Seventh Standard Road Project	\$28,955,834	\$28,955,834	\$28,955,834	\$28,717,938	\$5,000	\$807,864
00220	3009	8325-Seventh Standard Widening Project	\$42,646,000	\$41,403,618	\$42,646,000	\$42,133,213	(\$1,100,000)	(\$1,100,000)
00222	3013	8541-Hageman Road Separation of Grade Project	\$39,000,000	\$33,334,558	\$39,000,000	\$33,825,949	\$0	\$0
00221	3011	8851-Seventh Standard Road Widening -OTO	\$15,900,000	\$14,825,689	\$15,900,000	\$14,825,689	\$0	\$0
00221	3014	8851-Hageman Road Separation of Grade -OTO	\$18,100,000	\$18,023,617	\$18,100,000	\$18,023,617	\$0	\$0
00221	3010	Local Transportation Projects						
		8125-Twisselman Rd - SR 33 to King Rd.	\$2,333,306	\$0	\$2,333,306	\$0	\$1,100,000	\$1,100,000
		8505-Borel Canal Bridge	\$582,272	\$581,534	\$582,272	\$581,534	\$0	\$0
		8506-Brown Material Rd- SR 33	\$758,724	\$758,724	\$758,724	\$758,724	\$0	\$0
		8507-Buttermilk Acres Road	\$17,596	\$17,596	\$17,596	\$17,596	\$0	\$0
		8508-Descanso Park Curb and Gutter	\$1,021,753	\$1,021,753	\$1,021,753	\$1,021,753	\$0	\$0
		8509-Fairfax Road - Brundage to RedBank	\$690,558	\$690,558	\$690,558	\$690,558	\$0	\$0
		8510-Felsite - 25th To 35th Street	\$757,490	\$757,490	\$757,490	\$757,490	\$0	\$0
		8511-Foothill High School Area Street	\$1,264,323	\$1,264,323	\$1,264,323	\$1,264,323	\$0	\$0
		8512-General Shafter Rd	\$191,819	\$191,819	\$191,819	\$191,819	\$0	\$0
		8513-Guam Aread Roads	\$1,003,850	\$1,003,850	\$1,003,850	\$1,003,850	\$0	\$0
		8514-H Street (Mojave)	\$221,138	\$221,138	\$221,138	\$221,138	\$0	\$0
		8515-Holloway Road	\$3,455,704	\$3,455,704	\$3,455,704	\$3,455,704	\$0	\$0
		8516-K Street (Mojave)	\$1,032,973	\$1,032,973	\$1,032,973	\$1,032,973	\$0	\$0
		8517-Madison Street Curb and Gutter	\$223,009	\$223,009	\$223,009	\$223,009	\$0	\$0
		8518-Mojave Alleyway	\$88,796	\$88,796	\$88,796	\$88,796	\$0	\$0
		8519-Neighborhood St N/O of College	\$944,394	\$944,394	\$944,394	\$944,394	\$0	\$0
		8520-Neighborhood St N/O of Niles	\$439,644	\$439,644	\$439,644	\$439,644	\$0	\$0
		8521-Pesante Street	\$503,242	\$503,242	\$503,242	\$503,242	\$0	\$0
		8522-Pioneer Drive Street	\$1,203,815	\$1,203,815	\$1,203,815	\$1,203,815	\$0	\$0
		8523-School Street in Edison Curb	\$367,948	\$367,948	\$367,948	\$367,948	\$0	\$0
		8524-South Inyokem Road	\$926,071	\$926,071	\$926,071	\$926,071	\$0	\$0
		8525-South Oildale Street	\$1,209,538	\$1,209,538	\$1,209,538	\$1,209,538	\$0	\$0
		8526-Woodford Tehachapi Road SR 2	\$328,526	\$328,526	\$328,526	\$328,526	\$0	\$0
		8527-Woodford Tehachapi LT Turns	\$498,508	\$498,508	\$498,508	\$498,508	\$0	\$0
<b>Health and Sanitation</b>								
<b>Hospital Care</b>								
00211	8213	KHS Excess Reserves						
		8851-Operating Transfer Out	\$7,010,000	\$651,634	\$0	\$0	\$0	\$0
<b>Sanitation</b>								
40390	1969	7870-Contribution to Other Agencies	\$0	\$0	\$0	\$0	\$0	\$102,446
<b>Total</b>			\$236,400,187	\$178,326,014	\$240,385,085	\$184,055,412	\$103,441,739	\$116,996,187



## County Service Areas

Department Head: Gregory Fenton

Fund: Various

Budget Unit: Various

Function: Public Ways and Facilities, Health and Sanitation, Public Protection

Activity: Other Protection, Public Ways and Sanitation

### Description of Major Services

The 125 active County Service Areas (CSAs) were established to provide services that include landscape maintenance, street sweeping, sewer service, and street lighting services. All assessments and fees charged to property owners are limited to covering the cost of providing a special benefit to the property being charged. California law does not permit the fees collected through CSAs to be used to benefit the general public residing outside a CSA. The South Taft CSA, Budget Unit 9286 includes a fixed asset for the replacement of hydrants, expenditure key 8464. The Pine Mountain Club CSA, Budget Unit 9242 includes an operating transfer out to Fire Department for fire protection services, including paramedics. The Engineering, Surveying, and Permit Services Department administers all of the CSAs.

Summary of Expenditures and Revenue											
			FY 2013-14				FY 2014-15				
Fund Number	Budget Unit	Description	Adopted Appropriation	Appropriations for Contingencies	Services & Supplies	Other Charges	Fixed Assets	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue	
40515	9103	Edmondson Acres	\$2,200	\$0	\$1,670	\$530	\$0	\$0	\$2,200	\$1,958	
40520	9104	Northwest Ranchos	\$7,500	\$400	\$5,430	\$1,170	\$0	\$0	\$7,000	\$5,297	
40525	9105	Casa Loma Acres	\$5,200	\$300	\$3,450	\$1,450	\$0	\$0	\$5,200	\$4,136	
40530	9106	Highland Knolls	\$16,000	\$747	\$12,053	\$2,700	\$0	\$0	\$15,500	\$10,877	
40535	9107	Standard 14-C Taft	\$700	\$0	\$466	\$184	\$0	\$0	\$650	\$485	
40540	9108	LaCresta	\$17,300	\$755	\$12,955	\$2,290	\$0	\$0	\$16,000	\$17,004	
40545	9109	Hillcrest	\$31,000	\$1,127	\$22,083	\$4,290	\$0	\$0	\$27,500	\$20,993	
40548	9300	Sabaloni	\$500	\$0	\$5	\$495	\$0	\$0	\$500	\$3,177	
40550	9110	Sabaloni	\$24,400	\$1,000	\$17,150	\$3,850	\$0	\$0	\$22,000	\$13,158	
40555	9111	Lakeview	\$33,550	\$1,500	\$24,651	\$6,849	\$0	\$0	\$33,000	\$16,298	
40556	9129	Rexland Sewer	\$186,360	\$0	\$177,410	\$16,000	\$0	\$0	\$193,410	\$159,106	
40557	9130	Lakeview	\$7,000	\$375	\$4,805	\$1,420	\$0	\$0	\$6,600	\$5,126	
40561	9113	Panama/Buena Vista	\$800	\$0	\$10	\$994	\$0	\$0	\$1,004	\$21	
40565	9117	Taft	\$800	\$0	\$10	\$7,513	\$0	\$0	\$7,523	\$284	
40568	9120	Mojave	\$600	\$0	\$1	\$6,207	\$0	\$0	\$6,208	\$0	
40572	9128	Alta Vista	\$900	\$0	\$10	\$2,003	\$0	\$0	\$2,013	\$0	
40595	9150	Bodfish	\$2,200	\$0	\$1,306	\$694	\$0	\$0	\$2,000	\$3,198	
40600	9151	Wofford Heights	\$400	\$0	\$10	\$37,700	\$0	\$0	\$37,710	\$5,021	
40605	9152	Oakhaven	\$24,700	\$1,253	\$18,072	\$4,675	\$0	\$0	\$24,000	\$10,547	
40607	9163	Oakhaven	\$400	\$100	\$501	\$99	\$0	\$0	\$700	\$548	
40609	9161	Oakhaven	\$2,400	\$0	\$1,620	\$680	\$0	\$0	\$2,300	\$2,457	
40610	9153	Mojave	\$20,500	\$937	\$14,161	\$4,402	\$0	\$0	\$19,500	\$38,730	
40615	9154	Orangewood	\$63,000	\$2,918	\$47,181	\$10,901	\$0	\$0	\$61,000	\$15,622	
40616	9156	Orangewood	\$120,000	\$7,450	\$60,001	\$12,549	\$0	\$0	\$80,000	\$3,824	
40617	9162	Orangewood	\$110,389	\$3,750	\$82,530	\$26,400	\$0	\$0	\$112,500	\$89,137	
40618	9165	Orangewood	\$8,200	\$448	\$5,471	\$2,581	\$0	\$0	\$8,500	\$1,291	
40620	9155	Virginia Colony	\$65,240	\$3,360	\$50,240	\$12,400	\$0	\$0	\$66,000	\$29,634	
40626	9264	Virginia Colony	\$5,500	\$300	\$3,625	\$1,275	\$0	\$0	\$5,200	\$4,501	
40627	9266	Virginia Colony	\$15,000	\$750	\$11,100	\$3,150	\$0	\$0	\$15,000	\$1,497	
40628	9267	Virginia Colony	\$18,450	\$800	\$12,950	\$3,750	\$0	\$0	\$17,500	\$2,201	
40630	9157	College Avenue	\$48,000	\$2,154	\$32,646	\$9,200	\$0	\$0	\$44,000	\$19,128	
40635	9158	Kern Citrus	\$4,000	\$0	\$2,536	\$864	\$0	\$0	\$3,400	\$4,750	
40640	9159	La Loma	\$44,500	\$2,000	\$32,530	\$8,470	\$0	\$0	\$43,000	\$29,255	
40645	9160	Mexican Colony	\$35,025	\$1,900	\$30,890	\$1,710	\$0	\$0	\$34,500	\$23,375	
40648	9164	Mexican Colony	\$2,460	\$0	\$1,720	\$380	\$0	\$0	\$2,100	\$232	
40650	9185	Fairfax	\$2,000	\$0	\$1,530	\$370	\$0	\$0	\$1,900	\$1,528	
40655	9186	Ashe Tract	\$300	\$0	\$10	\$4,944	\$0	\$0	\$4,954	\$183	



## Summary of Expenditures and Revenue

FY 2013-14

FY 2014-15

Fund Number	Budget Unit	Description	Appropriations				Fixed Assets	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue
			Adopted Appropriation	for Contingencies	Services & Supplies	Other Charges				
40660	9187	Ford City	\$18,200	\$800	\$14,054	\$3,146	\$0	\$0	\$18,000	\$11,291
40665	9188	Greenfield	\$43,000	\$2,000	\$32,150	\$7,850	\$0	\$0	\$42,000	\$38,866
40666	9189	Greenfield	\$500	\$0	\$10	\$490	\$0	\$0	\$500	\$1,892
40675	9230	West Hi Ranchos	\$1,400	\$0	\$1,104	\$596	\$0	\$0	\$1,700	\$1,288
40676	9303	Greenacres	\$700	\$0	\$10	\$590	\$0	\$0	\$600	\$3,411
40680	9231	Greenacres	\$60,000	\$2,800	\$45,380	\$10,820	\$0	\$0	\$59,000	\$51,759
40682	9274	Greenacres	\$1,500	\$0	\$1,300	\$700	\$0	\$0	\$2,000	\$344
40685	9232	Amador	\$2,400	\$0	\$1,807	\$593	\$0	\$0	\$2,400	\$268
40690	9233	Harris School	\$1,600	\$0	\$1,175	\$425	\$0	\$0	\$1,600	\$1,407
40700	9235	Descanso Park	\$25,000	\$1,160	\$18,805	\$4,535	\$0	\$0	\$24,500	\$18,592
40710	9237	Pioneer Drive	\$59,004	\$3,000	\$47,840	\$11,160	\$0	\$0	\$62,000	\$44,342
40711	9364	Pioneer Drive	\$0	\$0	\$1,000	\$400	\$0	\$0	\$1,400	\$2,629
40712	9365	Pioneer Drive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,328
40713	9366	Pioneer Drive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,881
40715	9238	Bel Aire Estates	\$28,500	\$1,211	\$21,339	\$4,950	\$0	\$0	\$27,500	\$17,811
40720	9239	Countryside	\$6,300	\$300	\$4,618	\$1,082	\$0	\$0	\$6,000	\$2,576
40722	9313	Kern Valley	\$400	\$0	\$110	\$190	\$0	\$0	\$300	\$939
40723	9314	Kern Valley	\$100	\$0	\$10	\$90	\$0	\$0	\$100	\$324
40724	9242	Pine Mountain Club	\$247,000	\$6,500	\$500	\$3,000	\$0	\$220,000	\$230,000	\$212,448
40725	9240	Kern Valley	\$500	\$0	\$10	\$490	\$0	\$0	\$500	\$304
40726	9297	Kern Valley Z/B	\$15,900	\$690	\$6,965	\$4,345	\$0	\$0	\$12,000	\$16,976
40727	9255	Kern Valley Z/B	\$2,400	\$0	\$2,042	\$1,558	\$0	\$0	\$3,600	\$906
40730	9241	Pine Mountain Club	\$33,000	\$0	\$334,050	\$45,950	\$0	\$0	\$380,000	\$35,372
40733	9256	Kern Valley	\$243,000	\$11,750	\$230,575	\$16,675	\$0	\$0	\$259,000	\$248,698
40737	9258	Countryside	\$8,800	\$0	\$2,801	\$1,799	\$0	\$0	\$4,600	\$783
40740	9243	Alpine Forest Park	\$400	\$0	\$10	\$390	\$0	\$0	\$400	\$702
40745	9244	Lock Lomond	\$36,000	\$1,600	\$24,612	\$6,788	\$0	\$0	\$33,000	\$23,994
40750	9245	Keith Addition	\$17,750	\$900	\$14,050	\$3,050	\$0	\$0	\$18,000	\$2,248
40755	9246	Panama Mobile Serv.	\$2,700	\$0	\$2,030	\$570	\$0	\$0	\$2,600	\$1,432
40765	9249	Highland Terrace	\$9,500	\$400	\$6,970	\$1,930	\$0	\$0	\$9,300	\$6,907
40785	9253	O'Neil Cyn	\$2,700	\$0	\$2,130	\$1,570	\$0	\$0	\$3,700	\$454
40790	9259	Cedarcrest	\$24,000	\$900	\$17,200	\$3,900	\$0	\$0	\$22,000	\$19,893
40795	9262	Southgate	\$200	\$0	\$10	\$1,630	\$0	\$0	\$1,640	\$0
40796	9265	Southgate	\$4,700	\$228	\$3,232	\$1,040	\$0	\$0	\$4,500	\$3,460
40800	9263	O'Grady	\$14,000	\$650	\$10,130	\$3,220	\$0	\$0	\$14,000	\$13,412
40805	9272	Harvest Moon Ranch	\$3,050	\$0	\$2,560	\$840	\$0	\$0	\$3,400	\$3,070
40810	9273	Mustang Ranch	\$4,200	\$250	\$3,210	\$2,340	\$0	\$0	\$5,800	\$2,660
40820	9289	Stockdale Ranchos	\$6,200	\$300	\$3,916	\$1,784	\$0	\$0	\$6,000	\$4,781
40830	9277	Oildale	\$181,000	\$9,000	\$135,600	\$38,400	\$0	\$0	\$183,000	\$131,130
40831	9278	Oildale Z/B	\$26,000	\$1,000	\$18,600	\$5,400	\$0	\$0	\$25,000	\$21,916
40832	9276	North Meadows	\$181,000	\$8,750	\$130,050	\$40,200	\$0	\$0	\$179,000	\$15,192
40836	9279	West County Z/B	\$10,000	\$500	\$7,429	\$2,071	\$0	\$0	\$10,000	\$1,616
40837	9280	West County Z/B	\$1,700	\$0	\$1,255	\$495	\$0	\$0	\$1,750	\$1,144
40838	9281	West County Z/B	\$8,000	\$400	\$5,923	\$2,477	\$0	\$0	\$8,800	\$6,447
40839	9282	West County Z/B	\$3,000	\$0	\$2,255	\$645	\$0	\$0	\$2,900	\$2,590
40840	9283	Randsburg-Johannesburg	\$7,850	\$350	\$4,724	\$2,126	\$0	\$0	\$7,200	\$11,333
40845	9284	Rosamond	\$21,300	\$973	\$14,672	\$4,855	\$0	\$0	\$20,500	\$12,288
40846	9290	Rosamond	\$240,000	\$9,700	\$160,200	\$52,100	\$0	\$0	\$222,000	\$99,387
40847	9291	Rosamond	\$400	\$675	\$10,005	\$3,320	\$0	\$0	\$14,000	\$1,451
40848	9292	Rosamond	\$31,500	\$3,220	\$22,300	\$6,800	\$0	\$0	\$30,500	\$26,456
40849	9293	Rosamond	\$102,400	\$4,000	\$78,175	\$3,325	\$0	\$0	\$85,500	\$74,495
40851	9294	Westpark Rec. Center	\$74,500	\$0	\$77,091	\$961	\$0	\$0	\$78,052	\$82,531
40852	9295	Westpark Landscaping	\$76,500	\$3,220	\$71,048	\$1,732	\$0	\$0	\$76,000	\$62,742
40855	9286	South Taft	\$196,000	\$9,000	\$10	\$45,990	\$149,000	\$0	\$204,000	\$10,828
40856	9298	South Taft	\$4,300	\$200	\$2,960	\$940	\$0	\$0	\$4,100	\$1,379
40860	9287	Lazy Acres	\$5,300	\$250	\$3,900	\$1,050	\$0	\$0	\$5,200	\$4,397
40862	9299	Lazy Acres	\$1,450	\$0	\$922	\$778	\$0	\$0	\$1,700	\$1,141



**Summary of Expenditures and Revenue**

FY 2013-14

FY 2014-15

Fund Number	Budget Unit	Description	Appropriations				Fixed Assets	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue
			Adopted Appropriation	for Contingencies	Services & Supplies	Other Charges				
40863	9301	Lazy Acres	\$6,900	\$380	\$1,005	\$415	\$0	\$0	\$1,800	\$3,909
40864	9302	Lazy Acres	\$200	\$0	\$10	\$190	\$0	\$0	\$200	\$6,220
40865	9288	Pumpkin Center	\$3,000	\$0	\$2,130	\$1,170	\$0	\$0	\$3,300	\$1,824
40866	9305	Pumpkin Center	\$300	\$0	\$10	\$6,834	\$0	\$0	\$6,844	\$252
40875	9307	San Joaquin	\$500	\$0	\$5	\$395	\$0	\$0	\$400	\$906
40885	9309	West Bakersfield	\$181,000	\$7,885	\$55,515	\$102,100	\$0	\$0	\$165,500	\$24,784
40886	9316	West Bakersfield	\$49,500	\$2,339	\$42,931	\$2,730	\$0	\$0	\$48,000	\$32,512
40887	9317	West Bakersfield Z/B	\$76,500	\$3,575	\$68,295	\$3,130	\$0	\$0	\$75,000	\$58,635
40888	9319	West Bakersfield	\$557,300	\$28,800	\$455,650	\$88,550	\$0	\$0	\$573,000	\$465,490
40890	9318	Rancho Algodon	\$2,000	\$0	\$1,416	\$584	\$0	\$0	\$2,000	\$2,809
40893	9321	West Bakersfield	\$83,500	\$4,160	\$55,100	\$23,740	\$0	\$0	\$83,000	\$75,679
40894	9322	West Bakersfield	\$865	\$0	\$620	\$380	\$0	\$0	\$1,000	\$294
40895	9323	West Bakersfield	\$302,600	\$14,500	\$200,300	\$72,200	\$0	\$0	\$287,000	\$15,057
40896	9324	West Bakersfield	\$385,000	\$17,750	\$260,950	\$90,100	\$0	\$0	\$368,800	\$236,813
40901	9328	West Bakersfield	\$10,400	\$500	\$7,850	\$2,150	\$0	\$0	\$10,500	\$1,846
40904	9331	Knudson Drive	\$2,600	\$0	\$1,903	\$697	\$0	\$0	\$2,600	\$952
40906	9333	Oswell Street	\$19,000	\$900	\$14,520	\$3,580	\$0	\$0	\$19,000	\$2,666
40908	9344	Multi-use Trail	\$70,800	\$0	\$49,766	\$20,234	\$0	\$0	\$70,000	\$8,213
40910	9338	Habecker	\$2,800	\$0	\$2,160	\$1,040	\$0	\$0	\$3,200	\$3,215
40911	9337	Habecker	\$5,900	\$0	\$4,445	\$1,355	\$0	\$0	\$5,800	\$3,885
40913	9339	Core Makr Court	\$2,000	\$0	\$1,913	\$587	\$0	\$0	\$2,500	\$3,385
40914	9340	Lost Hills	\$2,200	\$0	\$769	\$231	\$0	\$0	\$1,000	\$237
40915	9341	South Union	\$8,000	\$341	\$5,709	\$1,650	\$0	\$0	\$7,700	\$3,062
40916	9342	South Union	\$14,500	\$696	\$10,764	\$2,840	\$0	\$0	\$14,300	\$6,247
40917	9343	South Union	\$400	\$400	\$10,001	\$2,499	\$0	\$0	\$12,900	\$1,424
40918	9345	Lebec	\$6,800	\$300	\$5,010	\$1,390	\$0	\$0	\$6,700	\$2,200
40920	9347	Buena Vista	\$300	\$0	\$10	\$290	\$0	\$0	\$300	\$584
40921	9348	Buena Vista	\$200	\$0	\$30	\$170	\$0	\$0	\$200	\$371
40922	9349	Erro Ranch	\$200	\$0	\$26	\$174	\$0	\$0	\$200	\$208
40923	9350	Erro Ranch	\$200	\$0	\$20	\$180	\$0	\$0	\$200	\$1,078
40925	9352	Erro Ranch	\$200	\$0	\$76	\$124	\$0	\$0	\$200	\$587



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**Summary of FY 14-15 Recommended Capital Equipment Purchases/Leases**

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #1020</u>					
ADMINISTRATIVE OFFICE	Copier	P	1	\$5,000	\$5,000
	Replacement Copier	P	1	\$5,000	\$5,000
			2		\$10,000
<u>B.U. #1420</u>					
ELECTIONS	Camera Install	P	1	\$25,000	\$25,000
			1		\$25,000
<u>B.U. #1900</u>					
ENGINEERING & SURVEY	GPS Surveying Equipment	P	1	\$57,000	\$57,000
			1		\$57,000
<u>B.U. #2180</u>					
DISTRICT ATTORNEY	Microsoft Licensing	P	1	\$73,000	\$73,000
	Passenger Vehicles	P	10	\$19,000	\$190,000
			11		\$263,000
<u>B.U. #2200</u>					
FORENSIC SCIENCES-DIV OF D.A.	Gas Chromatography-Mass S	P	2	\$150,000	\$300,000
			2		\$300,000
<u>B.U. #2210</u>					
SHERIFF-CORONER	Mapping Software System	P	1	\$100,000	\$100,000
	Forensic Extraction Device	P	1	\$6,000	\$6,000
	Records Management System	P	1	\$1,000,000	\$1,000,000
	Patrol SSV w/MDC	P	1	\$64,587	\$64,587
	Civilian Sedans	P	6	\$18,022	\$108,132
	1/2 Ton 4x4 Crew Cab Pick	P	3	\$56,737	\$170,211
	Full Size SUV 4x4	P	2	\$33,328	\$66,656
	Patrol Vehicles	P	20	\$50,000	\$1,000,000
			35		\$2,515,586
<u>B.U. #2415</u>					
FIRE DEPARTMENT	Paint Booth	P	1	\$15,000	\$15,000
	Enclosed Cargo Trailer	P	1	\$30,000	\$30,000
	Hoist Helicopter Training	P	1	\$45,000	\$45,000
	Hoist	P	1	\$185,000	\$185,000
	ALS Medication Tracking M	P	1	\$40,000	\$40,000
	Terra Torch	P	1	\$21,450	\$21,450
	Mini-gel Terra Torch	P	1	\$10,725	\$10,725
	Excavator	P	1	\$300,000	\$300,000
	Steam Cleaner	P	1	\$8,000	\$8,000
	Porta Count Fit Tester	P	2	\$16,000	\$32,000
	Dump Trailer	P	1	\$10,000	\$10,000
	Hurst Tool	P	1	\$50,000	\$50,000
	Haz Mat Response Vehicle	P	1	\$950,000	\$950,000
	Backup Hardware	P	1	\$35,000	\$35,000
	ISCSI Switches	P	2	\$6,500	\$13,000
	Lube Truck Chassis	P	1	\$120,000	\$120,000
	Small SUV	P	2	\$50,000	\$100,000
	Motorola Central Comm	P	1	\$44,000	\$44,000
	CAD/RMS system	P	1	\$1,000,000	\$1,000,000
	SCBA Compressor	P	1	\$70,000	\$70,000
			23		\$3,079,175



<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #2700</u>					
RECORDER	Tape Backup System	P	1	\$6,200	\$6,200
			1		\$6,200
<u>B.U. #2730</u>					
RESOURCE MANAGEMENT	Virtual Server	P	1	\$26,000	\$26,000
	Public Web Server	P	1	\$7,000	\$7,000
	Document Imaging	P	1	\$17,000	\$17,000
			3		\$50,000
<u>B.U. #2760</u>					
ANIMAL CONTROL	Vet Coach Generator	P	1	\$13,000	\$13,000
			1		\$13,000
<u>B.U. #3000</u>					
ROADS DEPARTMENT	Backhoe	P	1	\$100,000	\$100,000
	Motor Grader	P	1	\$300,000	\$300,000
	Pull Broom	P	1	\$25,000	\$25,000
	Road Yard Building	P	1	\$2,000,000	\$2,000,000
	Pull Broom	P	3	\$25,000	\$75,000
	Van	P	1	\$30,000	\$30,000
			8		\$2,530,000
<u>B.U. #5120</u>					
HUMAN SERVICES-	Rack Mount UPS	P	2	\$15,000	\$30,000
	Network WAN Equipment	P	1	\$50,000	\$50,000
	Video Conference Camera	P	1	\$9,000	\$9,000
	A V Matrix Switch	P	1	\$30,420	\$30,420
	Server	P	3	\$8,333	\$24,999
	Network Cable Tester	P	1	\$10,001	\$10,001
			9		\$154,420
<u>B.U. #5610</u>					
AGING & ADULT SERVICES DEPT	Replacement Vehicle	P	1	\$17,330	\$17,330
			1		\$17,330
<u>B.U. #5923</u>					
EMPLOYERS TRNG RESOURCE-	File Server	P	1	\$7,000	\$7,000
	File Server	P	1	\$7,000	\$7,000
	Sedan	P	1	\$30,000	\$30,000
			3		\$44,000
<u>B.U. #7100</u>					
PARKS & RECREATION	Tree Truck	P	1	\$200,000	\$200,000
	Ranger Patrol Boat	P	1	\$92,000	\$92,000
			2		\$292,000
<u>B.U. #8950</u>					
G.S. GARAGE INTERNAL SERV	Pickup 1/2 Ton Crew Cab 2W	P	1	\$24,500	\$24,500
	3/4Ton 8501-10000 Crew 2WD	P	1	\$27,000	\$27,000
	Sedan Compact	P	2	\$17,100	\$34,200
	Sedan Intermediate	P	5	\$18,500	\$92,500
	Pickup Compact Ext Cab 2W	P	2	\$25,750	\$51,500
	Pickup 1/2 Ton Reg Cab 2W	P	6	\$19,500	\$117,000
	Pickup 1/2 Ton Ext Cab 2W	P	3	\$22,600	\$67,800
	Pickup 1/2 Ton Crew Cab 2	P	1	\$24,500	\$24,500
	Pickup 1/2 Ton Reg Cab 4W	P	2	\$26,000	\$52,000
	Pickup 1/2 Ton Ext Cab 4W	P	1	\$28,100	\$28,100
	SUV Compact 4-Passenger 2	P	7	\$23,000	\$161,000
	Van 1 Ton Box	P	2	\$41,500	\$83,000
	Pickup 3/4T 8501-10000 GV	P	7	\$22,750	\$159,250
	Pickup 1 Ton Animal Contr	P	2	\$58,195	\$116,390
	Pickup 1 Ton Animal Contr	P	2	\$62,250	\$124,500
	Full Size Sedan	P	2	\$20,500	\$41,000
			46		\$1,204,240

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #8997</u>					
KERN MEDICAL CENTER	Hysteroscopy System	P	1	\$22,827	\$22,827
	Voice Recognition Transcript Sys.	P	1	\$439,345	\$439,345
	Refrig./Freezer Monitoring System	P	1	\$60,000	\$60,000
	Transcran. Mag. Stim. Therapy Unit	P	1	\$122,472	\$122,472
	Perinatal Data System	P	1	\$650,000	\$650,000
	Meditherm Cooling Unit	P	1	\$8,900	\$8,900
	UPS Batteries	P	1	\$18,000	\$18,000
	Vacuum Pump D&C Suction	P	1	\$7,000	\$7,000
	Telemedicine Hub	P	1	\$35,000	\$35,000
	Defibrillator Analyzer	P	1	\$5,500	\$5,500
	Update Messaging System	P	1	\$17,550	\$17,550
	EEG/EMG System	P	1	\$71,000	\$71,000
	X-Ray Cassettes and Grids	P	1	\$17,000	\$17,000
	Citrix Upgrade	P	1	\$259,934	\$259,934
	DAC Automated Cell Washer	P	1	\$17,000	\$17,000
	Bariatric Beds	P	1	\$40,224	\$40,224
	Mid-Level Beds	P	1	\$220,259	\$220,259
	Medical Records Scanner	P	1	\$5,184	\$5,184
	Patient Simulator	P	1	\$6,000	\$6,000
	Ultrasound System	P	1	\$56,000	\$56,000
	Surgery Lights	P	1	\$268,000	\$268,000
	Washer	P	1	\$69,473	\$69,473
	Ultrasonic Cleaner	P	1	\$56,050	\$56,050
	Autoclaves	P	1	\$234,512	\$234,512
	Fluoroscopy Room Upgrade	P	1	\$380,191	\$380,191
			25		\$3,087,421
<u>B.U. #8998</u>					
PUB TRANSP ENT-DIV TRANSP	Intelligent Transportation	P	1	\$530,000	\$530,000
	41 Passenger Diesel Buses	P	7	\$477,000	\$3,339,000
	Fencing, Gates, & Lighting	P	1	\$184,607	\$184,607
	Microwave Booth & Wireless	P	1	\$200,000	\$200,000
	El Dorado 32 ft CNG Buses	P	4	\$490,913	\$1,963,652
	16 Passenger Diesel Buses	P	5	\$132,500	\$662,500
			19		\$6,879,759
<u>B.U. #8999</u>					
SOLID WASTE MGMT	Sorting Station	P	1	\$50,000	\$50,000
	Slow Speed Shredder	P	1	\$750,000	\$750,000
	Loader	P	1	\$200,000	\$200,000
	Skid Steer Loader	P	1	\$55,000	\$55,000
	Low Boy Bins	P	6	\$7,750	\$46,500
	Oil Tanks	P	2	\$15,000	\$30,000
	CAT Loader	P	1	\$190,000	\$190,000
	Rake Bucket	P	1	\$20,000	\$20,000
	Lift Gate	P	1	\$12,000	\$12,000
	Down Stroke Balers	P	2	\$16,500	\$33,000
	Envelope Pressure Sealer	P	1	\$13,000	\$13,000
	GPS Unit	P	1	\$60,000	\$60,000
	1 Ton Extended Cab 4 WD P	P	1	\$50,000	\$50,000
	Tow Magnet	P	1	\$8,000	\$8,000
	Skid Steer Loader	P	1	\$55,000	\$55,000
	3/4 Ton Extended Cab Pick	P	2	\$29,000	\$58,000
	Sedan Intermediate Size	P	1	\$22,000	\$22,000
	1/2 Ton Extended Cab Pick	P	1	\$25,000	\$25,000
	Image Server	P	1	\$17,000	\$17,000
			27		\$1,694,500



<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> (P)urchase or (L)ease	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #9144</u>					
KERN SANITATION AUTHORITY	1/2 Ton Pickup Truck 4WD	P	1	\$35,000	\$35,000
	1/2 Ton Pickup Truck 4WD	P	1	\$30,000	\$30,000
	Utility Truck w/Utility B	P	1	\$90,500	\$90,500
	Tractor	P	1	\$104,500	\$104,500
	Portable Pump	P	1	\$37,500	\$37,500
			5		\$297,500
<b>GRAND TOTAL</b>					\$22,520,131

## Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
<b>General Government</b>							
<b>Legislative and Administrative</b>							
<b>General Fund</b>							
Board of Supervisors – District 4 (B.U.#1014)	0856	Supervisor Field Representative I/II/III/IV/V/VI	1		\$105,000	\$105,000	8/27/2014
	Subtotal Board of Supervisors		1	0		\$105,000	
	<b>Total Board of Supervisors</b>		1	0		\$105,000	
<b>Finance</b>							
<b>General Fund</b>							
Auditor-Controller (B.U. #1110)	2396	Technology Services Manager	1		\$200,000	\$200,000	8/27/2014
	2431	Local Area Network Systems Administrator	1		\$153,000	\$153,000	8/27/2014
	0840	Administrative Coordinator	1		\$114,000	\$114,000	8/27/2014
	2393	Technology Services Supervisor	(1)		\$172,000	(\$172,000)	6/15/2015
	2460	Information Systems Specialist I/II/III/Sr.	(1)		\$144,000	(\$144,000)	3/31/2015
	2454	Programmer I/II-Systems Analyst I/II	(1)		\$150,000	(\$150,000)	1/31/2015
	Subtotal Auditor-Controller		0	0		\$1,000	
	<b>Total Finance</b>		0	0		\$1,000	
<b>Other General</b>							
<b>General Fund</b>							
Information Technology Service (ITS) (B.U. #1160)	2457	Programmer I	(2)		\$91,580	(\$183,160)	8/27/2014
	2393	Technology Services Supervisor	2		\$143,440	\$286,880	8/27/2014
	Subtotal ITS		0	0		\$103,720	
Engineering, Survey and Permit Services (ESPS) (B.U. #1900)	0875	Program Coordinator	(1)		\$101,000	(\$101,000)	8/27/2014
	1170	Engineer Aide	(2)		\$70,000	(\$140,000)	8/27/2014
	1054	Supervising Engineer	(1)		\$150,000	(\$150,000)	8/27/2014
	0952	Housing Rehabilitation Program Supervisor	(1)		\$112,000	(\$112,000)	8/27/2014
	Subtotal ESPS		(5)	0		(\$503,000)	
	<b>Total Other General</b>		(5)	0		(\$902,280)	
<b>Property Management</b>							
<b>General Fund</b>							
General Services (B.U. #1610)	2820	Graphic Artist	(1)		\$73,000	(\$73,000)	8/27/2014
	4860	Air Conditioning Mechanic	(1)		\$88,000	(\$88,000)	8/27/2014
	2834	Mail Clerk I/II	(1)		\$60,000	(\$60,000)	8/27/2014
	Subtotal General Services		(3)	0		(\$221,000)	
	<b>Total Property Management</b>		(3)	0		(\$221,000)	
<b>Promotion</b>							
<b>General Fund</b>							
Board of Trade (B.U. #1812)	0880	Marketing and Promotions Coordinator	(1)		\$91,995	(\$91,995)	8/27/2014
	Subtotal Board of Trade		(1)	0		(\$91,995)	
	<b>Total Promotion</b>		(1)	0		(\$91,995)	
	<b>Total General Government</b>		(8)	0		(1,109,275)	
<b>Public Protection</b>							
<b>Judicial</b>							
<b>General Fund</b>							
District Attorney (B.U. #2180)	3280	Office Services Assistant	(2)		\$65,000	(\$130,000)	8/27/2014
	2845	Fiscal Support Specialist	1		\$72,000	\$72,000	8/27/2014
	3155	Legal Process Technician I/II	2		\$83,000	\$166,000	8/27/2014
	0893	Victim Witness Specialist I/II	1		\$84,000	\$84,000	8/27/2014
	4439	Supervising Investigative Aide	1		\$75,000	\$75,000	8/27/2014
	Subtotal District Attorney		3	0		\$267,000	
<b>Other Funds</b>							
Child Support Services	0899	Program Specialist I/II	1		\$79,000	\$79,000	8/27/2014
	1286	Supervising Child Support Officer	1		\$100,000	\$100,000	8/27/2014
	2455	Systems Analyst I/II	1		\$105,000	\$105,000	8/27/2014
	3270	Office Services Specialist	1		\$64,000	\$64,000	8/27/2014
	1287	Child Support Officer IV	(1)		\$91,000	(\$91,000)	8/27/2014
	Subtotal Child Support Services		3	0		\$257,000	
	<b>Total Judicial</b>		6	0		\$524,000	
<b>Police Protection</b>							
<b>General Fund</b>							
District Attorney - Forensic Sciences (DA-FS) (B.U. #2200)	4439	Supervising Investigative Aide	(1)		\$75,000	(\$75,000)	8/27/2014
	Subtotal DA-FS		(1)	0		(\$75,000)	
Sheriff (B.U. #2210)	4399	Deputy Public Administrator	1		\$94,000	\$94,000	8/27/2014
	4165	Property Control Officer	1		\$77,000	\$77,000	8/27/2014
	4395	Deputy Coroner	1		\$98,000	\$98,000	8/27/2014
	4398	Supervising Deputy Coroner	1		\$107,000	\$107,000	8/27/2014
	3198	Medical Transcriptionist	1		\$66,000	\$66,000	8/27/2014
	Subtotal Sheriff		5	0		\$442,000	
	<b>Total Police Protection</b>		4	0		\$367,000	



Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
<b>Fire Protection</b>							
<b>Other Funds</b>							
Fire Department (B.U. #2415)	0840	Administrative Coordinator	1		\$104,000	\$104,000	8/27/2014
	3290	Supervising Fire Dispatcher	1		\$124,000	\$124,000	8/27/2014
	3275	Office Services Technician	1		\$71,000	\$71,000	8/27/2014
	Subtotal Fire		3	0		\$299,000	
<b>Total Fire Protection</b>			3	0		\$299,000	
<b>Protective Inspection</b>							
<b>General Fund</b>							
Agriculture and Measurement Standards (B.U. #2610)	1084	Geographic Information Systems Technician I/II	1		\$86,000	\$86,000	8/27/2014
	3275	Office Services Technician	(1)		\$71,000	(\$71,000)	8/27/2014
	Subtotal Ag and Measurement		0	0		\$15,000	
Code Compliance (B.U. #2620)	0952	Housing Rehabilitation Program Supervisor	1		\$112,000	\$112,000	8/27/2014
	Subtotal Code Compliance		1	0		\$112,000	
<b>Other Funds</b>							
Building Inspection (B.U. #2625)	3275	Office Services Technician	(1)		\$58,000	(\$58,000)	8/27/2014
	3280	Office Services Assistant	(1)		\$53,000	(\$53,000)	8/27/2014
	2865	Fiscal Support Technician	1		\$69,000	\$69,000	8/27/2014
	1054	Supervising Engineer	1		\$150,000	\$150,000	8/27/2014
	Subtotal Building Inspection		0	0		\$108,000	
<b>Total Protective Inspection</b>			1	0		\$235,000	
<b>Other Protection</b>							
<b>General Fund</b>							
Development Services Agency (B.U. #2730)	2845	Fiscal Support Specialist	(1)		\$79,000	(\$79,000)	8/27/2014
	2865	Fiscal Support Technician	(1)		\$69,000	(\$69,000)	8/27/2014
	2396	Technology Services Manager	(1)		\$184,000	(\$184,000)	10/31/2014
	2393	Technology Services Supervisor	1		\$146,000	\$146,000	8/27/2014
	Subtotal Development Services Agency		(2)	0		(\$186,000)	
<b>Total Other Protection</b>			(2)	0		(\$186,000)	
<b>Total Public Protection</b>			12	0		\$1,239,000	
<b>Public Ways and Facilities</b>							
<b>Public Ways</b>							
<b>Other Funds</b>							
Roads (B.U. #3000)	4850	Maintenance Painter	4		\$84,000	\$336,000	8/27/2014
	Subtotal Roads		4	0		\$336,000	
<b>Total Public Ways</b>			4	0		\$336,000	
<b>Transportation Terminals</b>							
<b>Other Funds</b>							
Airports (B.U. #8995)	5647	Building Services Worker I/II/III	1		\$64,000	\$64,000	8/27/2014
	3270	Office Services Specialist	(1)		\$75,000	(\$75,000)	8/27/2014
	Subtotal Airports		0	0		(\$11,000)	
<b>Total Transportation Terminals</b>			0	0		(\$11,000)	
<b>Total Public Ways and Facilities</b>			4	0		\$325,000	
<b>Health and Sanitation</b>							
<b>Health</b>							
<b>General Fund</b>							
Public Health (B.U. #4110)	3403	Health Education Assistant I/II	(1)		\$85,000	(\$85,000)	8/27/2014
	4210	Departmental Aide	(1)		\$46,000	(\$46,000)	8/27/2014
	2865	Fiscal Support Technician	(3)		\$80,000	(\$240,000)	12/1/2014
	2845	Fiscal Support Specialist	(2)		\$92,000	(\$184,000)	12/1/2014
	3275	Office Services Technician	(1)		\$73,000	(\$73,000)	8/27/2014
	3270	Office Support Specialist	(2)		\$80,000	(\$160,000)	8/27/2014
	2353	Billing Office Specialist I/II/III	5		\$92,000	\$460,000	8/27/2014
	3265	Senior Office Services Specialist	2		\$83,000	\$166,000	8/27/2014
	2396	Technology Services Manager	1		\$185,000	\$185,000	8/27/2014
	Subtotal Public Health		(2)	0		\$23,000	
Environmental Health (B.U. #4113)	2165	Chief Environmental Health Specialist	(1)		\$176,000	(\$176,000)	8/27/2014
	3403	Health Education Assistant I/II	(1)		\$85,000	(\$85,000)	8/27/2014
	2159	Director of Environmental Health	1		\$249,000	\$249,000	8/27/2014
	Subtotal Environmental Health		(1)	0		(\$12,000)	
<b>Other Funds</b>							
Mental Health (B.U. #4120)	3745	Patient Rights Advocate	1		\$117,032	\$117,032	8/27/2014
	0892	Program Support Supervisor	2		\$114,453	\$228,906	8/27/2014
	0809	Administrative Services Officer	1		\$165,343	\$165,343	8/27/2014
	4915	Maintenance Worker I/II/III/IV	1		\$88,436	\$88,436	8/27/2014
		Business Office Specialist III	2		\$90,745	\$181,490	8/27/2014
	2456	Programmer I/II	1		\$122,933	\$122,933	8/27/2014
	2009	Mental Health Nurse I/II	1		\$169,903	\$169,903	8/27/2014
	3260	Office Services Coordinator	(1)		\$95,165	(\$95,165)	1/1/2015
	0898	Program Specialist I/II	(1)		\$103,392	(\$103,392)	1/1/2015



Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Mental Health Continued (B.U. #4120)	2865	Fiscal Support Technician	(3)		\$78,196	(\$234,588)	1/1/2015
	0848	Departmental Analyst I/II	(1)		\$104,305	(\$104,305)	1/1/2015
	3703	Mental Health Unit Supervisor	(1)		\$172,277	(\$172,277)	1/1/2015
	0554	Psychiatrist - Contract	(1)		\$331,291	(\$331,291)	1/1/2015
	1567	Substance Abuse Specialist I/II	(1)		\$95,995	(\$95,995)	1/1/2015
Subtotal Mental Health			0	0		(\$62,970)	
<b>Substance Abuse</b>							
Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Substance Abuse (B.U. #4123)	1572	Youth Prevention Specialist I/II	(1)		\$91,928	(\$91,928)	8/27/2014
	2009	Mental Health Nurse I/II	(1)		\$169,903	(\$169,903)	8/27/2014
	3280	Office Services Assistant	(1)		\$65,230	(\$65,230)	8/27/2014
	3704	Supervising Mental Health Clinician	(1)		\$157,098	(\$157,098)	8/27/2014
	3714	Mental Health Therapist Trainee	(3)		\$51,759	(\$155,277)	8/27/2014
	3260	Office Services Coordinator	(1)		\$95,165	(\$95,165)	8/27/2014
3717	Mental Health Recovery Specialist I/II/III	(2)		\$117,554	(\$235,108)	8/27/2014	
Subtotal Substance Abuse			(10)	0		(\$969,709)	
<b>Total Health</b>			(13)	0		(\$1,021,679)	
<b>Sanitation</b>							
<u>Other Funds</u>							
Waste Management (B.U. #8999)	0904	Marketing and Promotions Assistant	1		\$74,000	\$74,000	8/27/2014
	4980	Disposal Site Gate Attendant I/II		3	\$72,000	\$216,000	8/27/2014
	1205	Waste Management Technician I/II	5		\$103,000	\$515,000	8/27/2014
	1211	Waste Management Specialist I/II/III	1		\$133,000	\$133,000	8/27/2014
	1101	Engineering Technician I/II/III	1		\$133,000	\$133,000	8/27/2014
Subtotal Waste Management			8	3		\$1,071,000	
Kern Sanitation Authority (B.U. #9144)	1077	Wastewater Specialist I/II	1		\$114,800	\$114,800	8/27/2014
	1087	Wastewater Treatment Plant Operator Trainee I/II/III	(1)		\$108,000	(\$108,000)	2/28/2015
Subtotal Kern Sanitation Authority			0	0		\$6,800	
<b>Total Sanitation</b>			8	3		\$1,077,800	
<b>Total Health and Sanitation</b>			(5)	3		\$56,121	
<b>Public Assistance</b>							
<u>Other Assistance</u>							
<u>General Fund</u>							
Employers' Training Resource (B.U. #5923)	0905	Program Technician	(1)		\$69,000	(\$69,000)	8/27/2014
	0898	Program Specialist I/II	(1)		\$83,000	(\$83,000)	8/27/2014
Subtotal Employers' Training Resource			(2)	0		(\$152,000)	
<u>Other Funds</u>							
Aging and Adult Services (B.U. #5610)	2865	Fiscal Support Technician	(1)		\$63,000	(\$63,000)	8/27/2014
	5503	Cook I	(1)		\$47,000	(\$47,000)	8/27/2014
	5501	Cook III	2		\$55,000	\$110,000	8/27/2014
	2347	Accountant I/II/III	1		\$88,000	\$88,000	8/27/2014
	5602	Senior Nutrition Site Coordinator	4		\$47,000	\$188,000	8/27/2014
5545	Food Service Worker II	4		\$47,000	\$188,000	8/27/2014	
Subtotal Aging and Adult Services			9	0		\$464,000	
<b>Total Other Assistance</b>			7	0		\$312,000	
<b>Total Public Assistance</b>			7	0		\$312,000	
<b>County Departments - Grand Total</b>			10	3		\$822,846	



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## Summary of Available Financing Governmental Funds

	Estimated Fund Balance June 30, 2014 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources
<b>General Fund</b>			
00001 General	\$37,157,102	\$914,342	\$742,643,677
<b>Total General Fund</b>	<b>\$37,157,102</b>	<b>\$914,342</b>	<b>\$742,643,677</b>
<b>Special Revenue Funds</b>			
<b>Operating Special Revenue Funds</b>			
00007 Road	\$23,221,799	\$0	\$49,939,223
00011 Structural Fire	8,037,878	0	140,411,886
00120 Building Inspection	5,476,191	0	5,473,910
00130 Dept. of Human Services-Admin.	6,616,606	0	188,912,115
00140 Human Services-Direct Fin Aid	(550,173)	0	205,813,680
00141 Mental Health Fund	6,453,337	0	119,188,095
00145 Aging and Adult Services	658,922	488,344	13,973,659
00183 Kern Co Dept. of Child Support	(93,010)	93,010	22,355,130
00192 Recorder	519,063	0	3,985,430
<b>Operating Special Revenue Funds Subtotal</b>	<b>\$50,340,613</b>	<b>\$581,354</b>	<b>\$750,053,128</b>
<b>Non-Operating Special Revenue Funds</b>			
00160 Wildlife Resources	13,017	0	8,000
00161 Timber Harvest Fund	17,401	0	200
00163 Probation Juvenile Justice Realignment Fund	775,674	0	3,898,760
00164 Real Estate Fraud	105,063	0	481,800
00165 Litter Clean Up	317	2,647	353
00170 Off-Highway Motor Vehicle License	55,459	0	140,000
00171 Planned Local Drainage-Shalimar	486	0	47
00172 Planned Local Drainage-Brundage	334	0	562
00173 Planned Local Drainage-Orangewood	(552)	0	3,576
00174 Planned Local Drainage-Breckenridge	455	0	154
00175 Range Improvement Section 15	(773)	0	7,655
00176 Planned Local Drainage-Oildale	80,756	0	107,548
00177 Range Improvement Section 3	(706)	1,232	1,474
00179 Probation Training	6,730	0	290,125
00180 DNA Identification	(17,198)	17,198	330,000
00181 Local Public Safety	7,778,527	0	72,959,508
00182 Sheriff Facility Training	55,844	0	250,000
00184 Automated Fingerprint	18,961	572,039	256,000
00186 Juvenile Justice Facility Temp. Construction	92	0	0
00187 Emergency Medical Services	316,304	0	1,254,536
00188 Automated County Warrant System	(2,649)	11,649	45,000
00190 Domestic Violence Program	27,548	0	142,000
00191 Criminal Justice Facilities Construction	576,613	107,387	2,616,000
00194 Recorder's Social Security Number Truncation	17,124	24,638	5
00195 Alcoholism Program	17,041	0	72,587
00196 Alcohol Abuse Education/Prevention	16,471	0	61,748
00197 Drug Program Fund	4,865	125,450	27,250
00198 Records Modernization	504,892	0	643,653
00199 Micrographic-Recorder	\$56,825	\$23,170	\$5
00266 Redemption Systems	(50,465)	50,465	661,411

### Summary of Available Financing Governmental Funds

	Estimated Fund Balance June 30, 2014 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
<b>Non-Operating Special Revenue Funds</b>				
00270 Abatement Cost	42,168	0	10,000	52,168
22010 County Local Revenue Fund 2011 Realignment	10,076,051	955,884	153,221,274	164,253,209
22021 Animal Care Donations	1,798	0	10,500	12,298
22027 Sterilization Fund	(1,086)	12,457	36,629	48,000
22036 Board of Trade-Advertising	11,454	0	65,500	76,954
22045 County-Wide Crime Prevention P.C.1202.5	722	0	0	722
22067 Health-Local Option	(23,806)	23,806	0	0
22073 Health-MSS/TCM	(1,048)	648	100,400	100,000
22076 Child Restraint Loaner Program	35,403	0	43,000	78,403
22079 District Attorney-Equipment/Automation	83,735	0	1,800	85,535
22085 Mental Health Services Act	(1,446,977)	8,622,996	29,043,044	36,219,063
22086 MHSA Prudent Reserve	45,142	0	0	45,142
22087 Criminalistics Laboratories	(28,144)	86,171	18,000	76,027
22097 Asset Forfeiture Fifteen Percent	297	0	0	297
22107 Asset Forfeiture Federal	83,618	0	0	83,618
22121 Truck 21 Replacement	(4)	4	0	0
22122 Fixed Wing Aircraft	(344)	344	0	0
22123 Vehicle/Apparatus	101,084	0	0	101,084
22125 Hazardous Waste Settlements	397,654	0	0	397,654
22127 Sheriff's CAL-ID	12,377	700,623	690,000	1,403,000
22128 Sheriff's Civil Subpoenas	(24,597)	17,561	7,036	0
22129 KNET Special Asset Forfeiture	88,961	0	60,700	149,661
22131 Sheriff's Drug Abuse Gang Diversion	4,374	18,826	16,800	40,000
22132 Sheriff's Training	(6,315)	6,265	75,050	75,000
22133 Sheriff-Work Release	7,954	0	470,405	478,359
22137 Sheriff-State Forfeiture	61,133	0	60,000	121,133
22138 Sheriff's Civil Automated	5,853	17,147	175,000	198,000
22140 Sheriffs Firearms	(4,962)	48,612	6,350	50,000
22141 Sheriff-Judgment Debtors Fee	132,597	0	200,000	332,597
22142 Sheriff's Comm Resources	(44)	15,844	200	16,000
22143 Sheriff's Volunteer Service Group	5,049	0	11,000	16,049
22144 Sheriff-Controlled Substance	81,173	52,916	304,000	438,089
22153 Bakersfield Planned Sewer #1	(983)	0	20,737	19,754
22156 DIVCA Local Franchise Fee	87,868	67,432	354,700	510,000
22158 Bakersfield Planned Sewer #2	6,942	0	10,375	17,317
22160 Sheriff's CAL-MMET	(35)	0	60	25
22161 HIDTA-State Asset Forfeiture	(622)	222	400	0
22162 CAL-MMET-State Asset Forfeiture	202,856	43,144	44,000	290,000
22163 High Tech Equipment	(13)	13	0	0
22164 Bakersfield Planned Sewer #3	(1,317)	1,798	19	500
22166 Bakersfield Planned Sewer #4	(1,976)	2,172	304	500
22167 Bakersfield Planned Sewer #5	(3,614)	3,776	338	500
22173 County Planned Sewer Area A	3,314	0	5,630	8,944
22176 Health-Bio Terrorism Grant	27,778	0	562,898	590,676
22177 County Planned Sewer Area B	\$498	\$0	\$6	\$504
22184 CSA #71 Septic Abandonment	19,013	0	44,635	63,648



## Summary of Available Financing Governmental Funds

	Estimated Fund Balance June 30, 2014 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
<b>Non-Operating Special Revenue Funds</b>				
22185 Wraparound Savings	2,762,008	0	800,000	3,562,008
22187 Recorders Electronic Recording	8,673	76,412	166,915	252,000
22188 Fireworks Violations	28,352	0	25,200	53,552
22190 Comm Corrections Perform Incentive Fund	200,179	92	864	201,135
24024 District Attorney Family - Excess Revenue	(700)	700	0	0
24028 District Attorney-Federal Forfeiture	4,104	0	1,500	5,604
24038 District Attorney-Court Ordered Penalties	137,200	62,800	50,000	250,000
24039 Hospital Preparedness Program	(167)	0	66,044	65,877
24042 Fire Dept. Donations	3,244	20,016	3,240	26,500
24043 State Fire	1,102,904	163,096	14,000	1,280,000
24044 Fire-Hazard Reduction	235,680	0	302,000	537,680
24047 Fire-Helicopter Operations	525,513	0	820,000	1,345,513
24050 Mobile Fire Kitchen	(6)	6	0	0
24057 Inmate Welfare-Sheriff Correction Facility	857,074	1,184,879	4,020,000	6,061,953
24060 Juvenile Inmate Welfare	25,644	9,756	14,600	50,000
24066 Kern County Children	300,545	33,765	209,871	544,181
24067 Kern County Library Donations	85,786	0	157,000	242,786
24086 Peace Officers` Training-Post	487	0	0	487
24089 Metro Bakersfield Transport Impact Fee	1,974,663	0	2,044,200	4,018,863
24097 Tehachapi Transport Impact Fee Non-Core	245,172	0	0	245,172
24126 Tobacco Education Control Program	(6,120)	5,960	150,160	150,000
24137 Vital & Health Statistics-Health Department	52	18,873	55,000	73,925
24138 Vital & Health Statistics-Recorder	20,182	0	76,610	96,792
24139 Vital & Health Statistics-County Clerk	1,048	0	2,000	3,048
25120 Parcel Map In-Lieu Fees	33,987	62,215	3,798	100,000
26006 ARRA Energy Stimulus Grant	13	0	0	13
<b>Non-Operating Special Revenue Funds Subtotal</b>	<b>\$47,788,331</b>	<b>\$13,644,801</b>	<b>\$286,568,993</b>	<b>\$348,002,125</b>
<b>Total Special Revenue Funds</b>	<b>\$98,128,944</b>	<b>\$14,226,155</b>	<b>\$1,036,622,121</b>	<b>\$1,148,977,220</b>
<b>Capital Projects Funds</b>				
00004 ACO-General	(\$18,206)	\$8,206	\$10,000	\$0
00012 ACO-Structural Fire	(419)	0	1,500	1,081
00155 Seventh Standard Road Project	(336,586)	1,139,450	5,000	807,864
00211 KHS Excess Reserves/Capital	46,771	0	0	46,771
00220 7Th Standard Widening Project	16,501	0	(1,100,000)	(1,083,499)
00221 2009 Cop Capital Projects	13,124	52,616	1,925,239	1,990,979
00222 Hageman Road Separation of Grade	38,462	0	0	38,462
00225 AB900 Phase II Construction Project	0	12,594,898	102,200,000	114,794,898
00235 Tobacco Securitization Proceeds-Capital	6,143	0	400,000	406,143
40390 Rexland Acres Sewer Improvement	102,446	0	0	102,446
<b>Total Capital Projects</b>	<b>(\$131,764)</b>	<b>\$13,795,170</b>	<b>\$103,441,739</b>	<b>\$117,105,145</b>
<b>Total Governmental Funds</b>	<b>\$135,154,282</b>	<b>\$28,935,667</b>	<b>\$1,882,707,537</b>	<b>\$2,046,797,486</b>



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## Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
<b>General Fund</b>			
00001 General	\$746,894,694	\$33,820,427	\$780,715,121
<b>Total General Fund</b>	<b>\$746,894,694</b>	<b>\$33,820,427</b>	<b>\$780,715,121</b>
<b>Special Revenue Funds</b>			
<b>Operating Special Revenue Funds</b>			
00007 Road	\$65,674,804	\$7,486,218	\$73,161,022
00011 Structural Fire	147,163,267	1,286,497	148,449,764
00120 Building Inspection	7,747,893	3,202,208	10,950,101
00130 Dept. of Human Services-Admin.	195,528,721	0	195,528,721
00140 Human Services-Direct Fin Aid	205,263,507	0	205,263,507
00141 Mental Health Fund	125,641,432	0	125,641,432
00145 Aging and Adult Services	15,120,925	0	15,120,925
00183 Kern Co Dept. Of Child Support	22,355,130	0	22,355,130
00192 Recorder	4,504,493	0	4,504,493
<b>Operating Special Revenue Funds Subtotal</b>	<b>\$789,000,172</b>	<b>\$11,974,923</b>	<b>\$800,975,095</b>
<b>Non-Operating Special Revenue Funds</b>			
00160 Wildlife Resources	\$18,015	\$3,002	\$21,017
00161 Timber Harvest Fund	0	17,601	17,601
00163 Probation Juvenile Justice Realignment Fund	3,973,771	700,663	4,674,434
00164 Real Estate Fraud	502,600	84,263	586,863
00165 Litter Clean Up	3,317	0	3,317
00170 Off-Highway Motor Vehicle License	109,000	86,459	195,459
00171 Planned Local Drainage-Shalimar	500	33	533
00172 Planned Local Drainage-Brundage	500	396	896
00173 Planned Local Drainage-Orangewood	500	2,524	3,024
00174 Planned Local Drainage-Breckenridge	500	109	609
00175 Range Improvement Section 15	5,750	1,132	6,882
00176 Planned Local Drainage-Oildale	500	187,804	188,304
00177 Range Improvement Section 3	2,000	0	2,000
00179 Probation Training	290,125	6,730	296,855
00180 DNA Identification	330,000	0	330,000
00181 Local Public Safety	76,959,508	3,778,527	80,738,035
00182 Sheriff Facility Training	250,000	55,844	305,844
00184 Automated Fingerprint	847,000	0	847,000
00186 Juvenile Justice Facility Temp. Construction	0	92	92
00187 Emergency Medical Services	1,129,232	441,608	1,570,840
00188 Automated County Warrant System	54,000	0	54,000
00190 Domestic Violence Program	150,000	19,548	169,548
00191 Criminal Justice Facilities Construction	3,300,000	0	3,300,000
00194 Recorder's Social Security Number Truncation	41,767	0	41,767
00195 Alcoholism Program	72,587	17,041	89,628
00196 Alcohol Abuse Education/Prevention	61,748	16,471	78,219
00197 Drug Program Fund	157,565	0	157,565
00198 Recorders Modernization	1,128,723	19,822	1,148,545
00199 Micrographic-Recorder	80,000	0	80,000
00264 Tax Loss Reserve	4,000,000	4,658,619	8,658,619
00266 Redemption Systems	661,411	0	661,411
00270 Abatement Cost	42,000	10,168	52,168



## Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
<b>Non-Operating Special Revenue Funds</b>			
22010 County Local Revenue Fund 2011 Realignment	159,765,108	4,488,101	164,253,209
22021 Animal Care Donations	\$10,500	\$1,798	\$12,298
22023 Animal Care	0	76	76
22027 Sterilization Fund	48,000	0	48,000
22036 Board of Trade-Advertising	64,900	12,054	76,954
22042 General Plan Administrative Surcharge	1,148,700	410,323	1,559,023
22045 County-Wide Crime Prevention P.C.1202.5	0	722	722
22064 District Attorney-Local Forfeiture Trust	300,000	0	300,000
22068 Health-State L.U.S.T. Program	0	50	50
22069 Public Health Miscellaneous	10,000	175	10,175
22073 Health-MSS/TCM	100,000	0	100,000
22076 Child Restraint Loaner Program	60,000	18,403	78,403
22079 District Attorney-Equipment/Automation	73,000	12,535	85,535
22085 Mental Health Services Act	36,219,063	0	36,219,063
22086 MHSA Prudent Reserve	0	45,142	45,142
22087 Criminalistics Laboratories	76,027	0	76,027
22097 Asset Forfeiture Fifteen Percent	0	297	297
22098 Probation Asset Forfeiture	0	1,947	1,947
22107 Asset Forfeiture Federal	0	83,618	83,618
22123 Vehicle/Apparatus	0	101,084	101,084
22125 Hazardous Waste Settlements	0	397,654	397,654
22127 Sheriff's CAL-ID	1,403,000	0	1,403,000
22129 KNET Special Asset Forfeiture	0	149,661	149,661
22131 Sheriff's Drug Abuse Gang Diversion	40,000	0	40,000
22132 Sheriff's Training	75,000	0	75,000
22133 Sheriff-Work Release	475,000	3,359	478,359
22137 Sheriff-State Forfeiture	28,500	92,633	121,133
22138 Sheriff's Civil Automated	198,000	0	198,000
22140 Sheriffs Firearms	50,000	0	50,000
22141 Sheriff-Judgment Debtors Fee	172,650	159,947	332,597
22142 Sheriff's Comm Resources	16,000	0	16,000
22143 Sheriff's Volunteer Service Group	10,000	6,049	16,049
22144 Sheriff-Controlled Substance	438,089	0	438,089
22153 Bakersfield Planned Sewer #1	500	19,254	19,754
22156 DIVCA Local Franchise Fee	510,000	0	510,000
22158 Bakersfield Planned Sewer #2	500	16,817	17,317
22160 Sheriff's CAL-MMET	0	25	25
22162 CAL-MMET-State Asset Forfeiture	290,000	0	290,000
22164 Bakersfield Planned Sewer #3	500	0	500
22166 Bakersfield Planned Sewer #4	500	0	500
22167 Bakersfield Planned Sewer #5	500	0	500
22173 County Planned Sewer Area A	500	8,444	8,944
22176 Health-Bio Terrorism Grant	582,748	7,928	590,676
22177 County Planned Sewer Area B	500	4	504
22184 CSA #71 Septic Abandonment	500	63,148	63,648
22185 Wraparound Savings	907,010	2,654,998	3,562,008
22187 Records Electronic Recording	\$252,000	\$0	\$252,000
22188 Fireworks Violations	25,000	28,552	53,552
22190 Comm Corrections Perform Incentive Fund	201,135	0	201,135



## Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
<b>Non-Operating Special Revenue Funds</b>			
24028 District Attorney-Federal Forfeiture	0	5,604	5,604
24038 District Attorney-Court Ordered Penalties	250,000	0	250,000
24039 Hospital Preparedness Program	63,978	1,899	65,877
24041 EMS Week - Donations	0	549	549
24042 Fire Dept Donations	26,500	0	26,500
24043 State Fire	1,280,000	0	1,280,000
24044 Fire-Hazard Reduction	350,000	187,680	537,680
24047 Fire-Helicopter Operations	987,150	358,363	1,345,513
24057 Inmate Welfare-Sheriff Correction Facility	6,061,953	0	6,061,953
24060 Juvenile Inmate Welfare	50,000	0	50,000
24066 Kern County Children	544,181	0	544,181
24067 Kern County Library Donations	18,000	224,786	242,786
24086 Peace Officers' Training-Post	0	487	487
24088 Core Area Metro Bakersfield Impact Fee	1,000,000	506,421	1,506,421
24089 Metro Bakersfield Transport Impact Fee	939,021	3,079,842	4,018,863
24091 Rosamond Transport Impact Fee	0	47,113	47,113
24095 Bakersfield Mitigation	114,500	16,944	131,444
24096 Tehachapi Transport Impact Fee Core	0	51	51
24097 Tehachapi Transport Impact Fee Non-Core	0	245,172	245,172
24098 Project Impact Mitigation Fund	0	14,333,500	14,333,500
24105 Jamison Center	100,000	0	100,000
24125 Strong Motion Instrumentation	165,350	0	165,350
24126 Tobacco Education Control Program	150,000	0	150,000
24137 Vital & Health Statistics-Health Department	73,925	0	73,925
24138 Vital & Health Statistics-Recorder	79,650	17,142	96,792
24139 Vital & Health Statistics-County Clerk	2,500	548	3,048
25120 Parcel Map In-Lieu Fees	100,000	0	100,000
26006 ARRA Energy Stimulus Grant	0	13	13
<b>Non-Operating Special Revenue Funds Subtotal</b>	<b>\$310,082,757</b>	<b>\$37,919,368</b>	<b>\$348,002,125</b>
<b>Total Special Revenue Funds</b>	<b>\$1,099,082,929</b>	<b>\$49,894,291</b>	<b>\$1,148,977,220</b>
<b>Capital Projects Funds</b>			
00012 ACO-Structural Fire	\$0	\$1,081	\$1,081
00155 Seventh Standard Road Project	807,864	0	807,864
00211 KHS Excess Reserves/Capital	0	46,771	46,771
00220 7Th Standard Widening Project	(1,100,000)	16,501	(1,083,499)
00221 2009 Cop Capital Projects	1,990,979	0	1,990,979
00222 Hageman Road Separation of Grade	0	38,462	38,462
00225 AB900 Phase II Construction Project	114,794,898	0	114,794,898
00235 Tobacco Securitization Proceeds-Capital	400,000	6,143	406,143
40390 Rexland Acres Sewer Improvement	102,446	0	102,446
<b>Total Capital Projects</b>	<b>\$116,996,187</b>	<b>\$108,958</b>	<b>\$117,105,145</b>
<b>Total Governmental Funds</b>	<b>\$1,962,973,810</b>	<b>\$83,823,676</b>	<b>\$2,046,797,486</b>



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## Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2014-15 Recommended Net General Fund Cost	FY 2013-14 Adopted Net General Fund Cost excluding BSI	FY 2014-15 Recommended Net General Fund Cost excluding BSI	Increase / (Decrease) in Net General Fund Cost excluding BSI	% Change From FY 2013-14
1011	Board of Supervisors-District 1	\$586,383	\$560,966	\$532,918	(\$28,048)	-5.00%
1012	Board of Supervisors-District 2	\$548,664	\$560,966	\$532,918	(\$28,048)	-5.00%
1013	Board of Supervisors-District 3	\$553,019	\$560,966	\$532,918	(\$28,048)	-5.00%
1014	Board of Supervisors-District 4	\$559,512	\$560,966	\$532,918	(\$28,048)	-5.00%
1015	Board of Supervisors-District 5	\$538,651	\$560,966	\$532,918	(\$28,048)	-5.00%
1020	Administrative Office	\$3,577,552	\$3,084,174	\$2,929,964	(\$154,210)	-5.00%
1030	Clerk of The Board	\$776,035	\$745,279	\$740,236	(\$5,043)	-0.68%
1040	Special Services	\$5,666,584	\$5,338,509	\$5,666,584	\$328,075	6.15%
1110	Auditor-Controller	\$5,570,779	\$4,886,177	\$4,761,868	(\$124,309)	-2.54%
1120	Treasurer-Tax Collector	\$1,353,400	\$808,916	\$768,471	(\$40,445)	-5.00%
1130	Assessor	\$8,803,596	\$8,830,224	\$8,388,712	(\$441,512)	-5.00%
1160	Information Technology Service	\$5,395,376	\$4,750,607	\$4,513,075	(\$237,532)	-5.00%
1210	County Counsel	\$4,713,985	\$3,780,963	\$3,591,914	(\$189,049)	-5.00%
1310	Personnel	\$2,544,849	\$2,628,394	\$2,517,310	(\$111,084)	-4.23%
1420	Elections	\$3,619,931	\$3,619,931	\$3,619,931	\$0	0.00%
1610	General Services	\$9,501,985	\$8,703,001	\$8,533,849	(\$169,152)	-1.94%
1615	Utility Payments-Div of General Services	\$3,493,333	\$3,508,333	\$3,493,333	(\$15,000)	-0.43%
1640	Construction Serv-Div of General Services	\$181,944	\$191,520	\$181,944	(\$9,576)	-5.00%
1650	General Services-Major Maintenance	\$6,159,241	\$9,865,728	\$6,159,241	(\$3,706,487)	-37.57%
1812	Board of Trade	\$646,539	\$618,754	\$587,816	(\$30,938)	-5.00%
1900	Engineering, Surveying and Permit Services	\$1,999,330	\$2,096,216	\$1,825,801	(\$270,415)	-12.90%
1960	Capital Projects	(\$1,073,677)	\$22,204,949	(\$1,073,677)	(\$23,278,626)	-104.84%
<b>General Government Sub-Total</b>		<b>\$65,753,011</b>	<b>\$88,466,505</b>	<b>\$59,870,962</b>	<b>(\$28,595,543)</b>	<b>-32.32%</b>
2110	Contribution -Trial Court Funding	\$6,533,653	\$7,698,825	\$6,533,653	(\$1,165,172)	-15.13%
2116	County Clerk	\$92,196	\$1,609	\$0	(\$1,609)	-100.00%
2160	Grand Jury	\$293,707	\$309,165	\$293,707	(\$15,458)	-5.00%
2170	Indigent Defense Services	\$6,220,000	\$5,894,000	\$6,220,000	\$326,000	5.53%
2180	District Attorney	\$17,820,311	\$17,989,999	\$17,090,499	(\$899,500)	-5.00%
2190	Public Defender	\$9,558,264	\$9,184,481	\$8,725,257	(\$459,224)	-5.00%
2200	District Attorney-Forensic Sciences	\$6,427,655	\$6,001,032	\$5,773,682	(\$227,350)	-3.79%
2210	Sheriff-Coroner	\$117,085,078	\$116,610,076	\$117,085,078	\$475,002	0.41%
2340	Probation	\$33,900,747	\$34,219,999	\$32,403,852	(\$1,816,147)	-5.31%
2416	Contribution to Fire	\$18,412,024	\$19,381,078	\$18,412,024	(\$969,054)	-5.00%
2610	Agriculture and Measurement Standards	\$2,092,007	\$2,129,001	\$1,386,023	(\$742,978)	-34.90%
2620	Code Compliance	\$1,351,141	\$1,359,400	\$1,322,261	(\$37,139)	-2.73%
2730	Development Services Agency	\$540,230	\$423,112	\$401,956	(\$21,156)	-5.00%
2750	Planning and Community Development	\$4,000,106	\$3,414,346	\$3,718,629	\$304,283	8.91%
2760	Animal Services	\$5,476,495	\$5,502,196	\$5,476,495	(\$25,701)	-0.47%
<b>Public Protection Sub-Total</b>		<b>\$229,803,614</b>	<b>\$230,118,319</b>	<b>\$224,843,116</b>	<b>(\$5,275,203)</b>	<b>-2.29%</b>
3001	Contribution to Roads	\$5,387,272	\$5,670,813	\$5,387,272	(\$283,541)	-5.00%
3201	Contribution to Airports	\$238,476	\$98,945	\$238,476	\$139,531	141.02%
<b>Public Ways and Facilities Sub-Total</b>		<b>\$5,625,748</b>	<b>\$5,769,758</b>	<b>\$5,625,748</b>	<b>(\$144,010)</b>	<b>-2.496%</b>
4110	Public Health	\$5,716,571	\$6,017,443	\$5,716,571	(\$300,872)	-5.00%
4113	Environment Health	\$168,342	\$260,997	\$168,342	(\$92,655)	-35.50%
4127	Contribution to Mental Health	\$1,078,814	\$1,089,146	\$1,078,814	(\$10,332)	-0.95%
4200	Emergency Medical Services	\$206,637	\$132,641	\$74,709	(\$57,932)	-43.68%
4202	KMC-County Contribution	\$32,871,003	\$31,086,093	\$32,871,003	\$1,784,910	5.74%
4300	California Children Services	\$334,236	\$760,460	\$334,236	(\$426,224)	-56.05%
<b>Health and Sanitation Sub-Total</b>		<b>\$40,375,603</b>	<b>\$39,346,780</b>	<b>\$40,243,675</b>	<b>\$896,895</b>	<b>2.28%</b>



## Summary of Recommended Net General Fund Cost

Budget Unit and Department	FY 2014-15 Recommended Net General Fund Cost	FY 2013-14 Adopted Net General Fund Cost excluding BSI	FY 2014-15 Recommended Net General Fund Cost excluding BSI	Increase / (Decrease) in Net General Fund Cost excluding BSI	% Change From FY 2013-14
5121 Human Services-County Contribution	\$14,482,751	\$17,095,978	\$14,482,751	(\$2,613,227)	-15.29%
5510 Veterans Service	\$1,000,767	\$946,178	\$923,766	(\$22,412)	-2.37%
5611 Aging and Adult-County Contribution	\$473,166	\$1,129,488	\$473,166	(\$656,322)	-58.11%
5810 IHSS-County Contribution	\$0	\$133,169	\$0	(\$133,169)	-100.00%
<b>Public Assistance Sub-Total</b>	<b>\$15,956,684</b>	<b>\$19,304,813</b>	<b>\$15,879,683</b>	<b>(\$3,425,130)</b>	<b>-17.74%</b>
6210 Library	\$7,391,772	\$7,489,622	\$7,248,612	(\$241,010)	-3.22%
6310 Farm and Home Advisor	\$487,160	\$426,845	\$405,503	(\$21,342)	-5.00%
<b>Education Sub-Total</b>	<b>\$7,878,932</b>	<b>\$7,916,467</b>	<b>\$7,654,115</b>	<b>(\$262,352)</b>	<b>-3.314%</b>
7100 Parks and Recreation Department	\$10,983,488	\$10,968,858	\$10,620,415	(\$348,443)	-3.18%
<b>Recreation and Cultural Services Sub-Total</b>	<b>\$10,983,488</b>	<b>\$10,968,858</b>	<b>\$10,620,415</b>	<b>(\$348,443)</b>	<b>-3.18%</b>
8120 Debt Service - General Fund	\$10,745,998	\$11,465,500	\$10,745,998	(\$719,502)	-6.28%
<b>Debt Service Sub-Total</b>	<b>\$10,745,998</b>	<b>\$11,465,500</b>	<b>\$10,745,998</b>	<b>(\$719,502)</b>	<b>-6.28%</b>
1970 Appropriations for Contingencies					
General Purpose Contingencies	\$8,341,240	\$10,420,000	\$8,341,240	(\$2,078,760)	80.05%
Desig-Human Services	\$998,848	\$0	\$998,848	\$998,848	N/A
Desig-Renewbiz	\$346,982	\$1,113,307	\$346,982	(\$766,325)	31.17%
Desig-Blight Remediation	\$1,200,000	\$1,200,000	\$1,200,000	\$0	100.00%
Desig-Retirement	\$1,575,108	\$0	\$1,575,108	\$1,575,108	N/A
Desig-Infrastructure Replacmnt	\$4,394,973	\$3,202,010	\$4,394,973	\$1,192,963	137.26%
Design-EH Program Enhancements	\$0	\$285,717	\$0	(\$285,717)	0.00%
Design-Infrastructure ITS Building	\$0	\$617,050	\$0	(\$617,050)	0.00%
Desig-KMC Working Capital	\$20,304,516	\$4,000,000	\$20,304,516	\$16,304,516	507.61%
Desig-Information Technology Projects	\$5,000,000	\$0	\$5,000,000	\$5,000,000	N/A
<b>Contingencies &amp; Reserves/Designations Sub-Total</b>	<b>\$42,161,667</b>	<b>\$20,838,084</b>	<b>\$42,161,667</b>	<b>\$21,323,583</b>	<b>102.33%</b>
<b>TOTAL</b>	<b>\$429,284,745</b>	<b>\$434,195,084</b>	<b>\$417,645,379</b>	<b>(\$16,549,705)</b>	<b>-2.88%</b>



## Summary of Recommended Appropriations

Budget Unit and Department	FY 2013-14 Adopted Appropriations	FY 2014-15 Recommended Appropriations	% Change From FY 13-14
<b>GOVERNMENTAL FUNDS</b>			
<b>General Fund</b>			
<b>General Government</b>			
1011 Board of Supervisors-District 1	\$614,192	\$586,383	-4.53%
1012 Board of Supervisors-District 2	579,621	548,664	-5.34%
1013 Board of Supervisors-District 3	577,119	553,019	-4.18%
1014 Board of Supervisors-District 4	622,211	595,512	-4.29%
1015 Board of Supervisors-District 5	565,066	538,651	-4.67%
1020 Administrative Office	4,266,656	4,289,553	0.54%
1030 Clerk of the Board	853,861	865,512	1.36%
1040 Special Services	5,346,009	5,674,084	6.14%
1110 Auditor-Controller	6,442,642	6,294,684	-2.30%
1120 Treasurer-Tax Collector	6,020,152	6,280,965	4.33%
1130 Assessor	11,796,885	11,564,328	-1.97%
1160 Information Technology Service	11,425,648	10,704,161	-6.31%
1210 County Counsel	10,509,677	11,227,720	6.83%
1310 Personnel	2,683,942	2,596,639	-3.25%
1420 Elections	3,740,281	3,843,281	2.75%
1610 General Services	11,795,752	11,405,688	-3.31%
1615 Utility Payments-Division of General Services	8,712,225	8,633,530	-0.90%
1640 Construction Services-Division of General Services	1,702,750	1,235,174	-27.46%
1650 General Services-Major Maintenance	10,901,415	8,025,834	-26.38%
1812 Board of Trade	741,767	745,424	0.49%
1900 Engineering & Survey Services	5,394,236	4,550,892	-15.63%
1910 Risk Management	4,576,156	4,530,416	-1.00%
1960 Capital Projects	26,154,902	15,470,370	-40.85%
<b>General Government Subtotal</b>	<b>\$136,023,165</b>	<b>\$120,760,484</b>	<b>-11.22%</b>
<b>Public Protection</b>			
2110 Contribution-Trial Court Funding	\$16,500,000	\$16,636,438	0.83%
2116 County Clerk	557,922	561,397	0.62%
2160 Grand Jury	309,165	293,707	-5.00%
2170 Indigent Defense Services	7,179,000	7,490,000	4.33%
2180 District Attorney	34,441,499	35,665,962	3.56%
2190 Public Defender	16,842,568	16,645,387	-1.17%
2200 District Attorney-Forensic Sciences Division	7,186,988	7,334,123	2.05%
2210 Sheriff-Coroner	210,758,292	209,768,877	-0.47%
2340 Probation	84,671,918	83,442,751	-1.45%
2416 Contribution to Fire	19,381,078	18,412,024	-5.00%
2610 Agriculture & Measurement Standards	7,153,675	7,103,741	-0.70%
2620 Code Compliance	1,930,483	1,918,876	-0.60%
2705 Recorder	550,000	450,000	-18.18%
2730 Development Services Agency	1,394,379	1,376,758	-1.26%
2750 Planning and Community Development	8,950,213	10,054,240	12.34%
2760 Animal Services	8,161,078	7,208,504	-11.67%
<b>Public Protection Sub-Total</b>	<b>\$425,968,258</b>	<b>\$424,362,785</b>	<b>-0.38%</b>
<b>Public Ways and Facilities</b>			
3001 Contribution to Roads	\$5,670,813	\$5,387,272	-5.00%
3201 Contribution to Airports	98,945	238,476	141.02%
<b>Public Ways and Facilities Sub-Total</b>	<b>\$5,769,758</b>	<b>\$5,625,748</b>	<b>-2.50%</b>



## Summary of Recommended Appropriations

Budget Unit and Department	FY 2013-14 Adopted Appropriations	FY 2014-15 Recommended Appropriations	% Change From FY 13-14
<b>Health and Sanitation</b>			
4110 Public Health	\$31,733,191	\$27,579,841	-13.09%
4113 Environment Health	7,081,775	7,128,635	0.66%
4127 Contribution to Mental Health	1,491,771	1,481,438	-0.69%
4200 Emergency Medical Services	1,222,007	1,096,170	-10.30%
4202 KMC-County Contribution	41,586,093	44,781,656	7.68%
4300 California Children Services	9,367,842	8,766,006	-6.42%
<b>Health and Sanitation Subtotal</b>	<b>\$92,482,679</b>	<b>\$90,833,746</b>	<b>-1.78%</b>
<b>Public Assistance</b>			
5121 Human Services-County Contribution	\$39,051,757	\$38,051,735	-2.56%
5510 Veterans Service	1,045,695	1,097,767	4.98%
5611 Aging & Adult-County Contribution	1,820,252	1,196,494	-34.27%
5810 IHSS-County Contribution	7,858,270	8,089,269	2.94%
5923 Employers Training Resource-Administration	11,012,778	11,234,979	2.02%
5940 Community Development Program	1,782,641	1,524,965	-14.45%
<b>Public Assistance Subtotal</b>	<b>\$62,571,393</b>	<b>\$61,195,209</b>	<b>-2.20%</b>
<b>Education</b>			
6210 Library	\$8,279,376	\$7,877,772	-4.85%
6310 Farm & Home Advisor	512,725	488,010	-4.82%
<b>Education Subtotal</b>	<b>\$8,792,101</b>	<b>\$8,365,782</b>	<b>-4.85%</b>
<b>Recreation and Cultural Services</b>			
7100 Parks & Recreation Department	\$13,474,156	\$13,168,037	-2.27%
<b>Recreation and Cultural Services Subtotal</b>	<b>\$13,474,156</b>	<b>\$13,168,037</b>	<b>-2.27%</b>
<b>Debt Service</b>			
8120 Debt Service - General Fund	\$14,599,582	\$14,241,663	-2.45%
<b>Debt Service Subtotal</b>	<b>\$14,599,582</b>	<b>\$14,241,663</b>	<b>-2.45%</b>
<b>Contingencies</b>			
1970 Appropriations for Contingencies			
General Fund- General Purpose Contingencies	\$10,420,000	\$8,341,240	-19.95%
<b>Contingencies Subtotal</b>	<b>\$10,420,000</b>	<b>\$8,341,240</b>	<b>-19.95%</b>
<b>General Fund Subtotal</b>	<b>\$770,101,092</b>	<b>\$746,894,694</b>	<b>-3.01%</b>
<b>Special Revenue Funds</b>			
<b>Operating Special Revenue Funds</b>			
<b>Public Protection</b>			
2183 Child Support Services	\$22,409,604	\$22,355,130	-0.24%
2415 Fire Department	143,866,463	147,163,267	2.29%
2414 Approp for Contingencies- Fire	250,000	0	-100.00%
2625 Building Inspection	8,101,946	7,197,893	-11.16%
2624 Approp For Cont-Build Inspect	0	550,000	N/A
2700 Recorder	4,632,193	3,955,547	-14.61%
2701 Appropriation for Contingencies-Recorder	325,123	548,946	68.84%
<b>Public Protection Subtotal</b>	<b>\$179,585,329</b>	<b>\$181,770,783</b>	<b>1.22%</b>
<b>Public Ways and Facilities</b>			
3000 Roads Department	\$65,883,281	\$65,674,804	-0.32%
<b>Public Ways and Facilities Subtotal</b>	<b>\$65,883,281</b>	<b>\$65,674,804</b>	<b>-0.32%</b>
<b>Health and Sanitation</b>			
4120 Mental Health	\$108,828,237	\$106,454,783	-2.18%
4121 Appropriation for Contingencies-Mental Health	8,000,000	4,753,608	-40.58%
4123 Mental Health-Substance Abuse Program	14,752,862	14,433,041	-2.17%
<b>Health and Sanitation Subtotal</b>	<b>\$131,581,099</b>	<b>\$125,641,432</b>	<b>-4.51%</b>



## Summary of Recommended Appropriations

Budget Unit and Department	FY 2013-14 Adopted Appropriations	FY 2014-15 Recommended Appropriations	% Change From FY 13-14
<b>Public Assistance</b>			
5120 Human Services-Administration	\$188,048,158	\$195,528,721	3.98%
5220 Human Services-Direct Financial Aid	200,168,378	205,263,507	2.55%
5610 Aging & Adult Services	14,245,305	15,120,925	6.15%
<b>Public Assistance Subtotal</b>	<b>\$402,461,841</b>	<b>\$415,913,153</b>	<b>3.34%</b>
<b>Operating Special Revenue Fund Subtotal</b>	<b>\$779,511,550</b>	<b>\$789,000,172</b>	<b>1.22%</b>
<b>Non-Operating Special Revenue Funds</b>			
<b>General Government</b>			
1113 Tax Loss Reserve	\$4,000,000	\$4,000,000	0.00%
1121 Redemption Systems Fund	1,016,040	661,411	-34.90%
1611 Divca Local Franchise Fee	530,000	510,000	-3.77%
1612 ARRA Energy Stimulus Grant	11,000	0	-100.00%
1814 Board of Trade-Advertising	45,600	64,900	42.32%
1950 Bakersfield Planned Sewer #1	500	500	0.00%
1951 Bakersfield Planned Sewer #2	500	500	0.00%
1952 Bakersfield Planned Sewer #3	500	500	0.00%
1953 Bakersfield Planned Sewer #4	500	500	0.00%
1954 Bakersfield Planned Sewer #5	500	500	0.00%
1956 County Planned Sewer Area A	500	500	0.00%
1957 County Planned Sewer Area B	500	500	0.00%
1958 County Service Area #71 Septic Abandonment	500	500	0.00%
1961 Planned Local Drainage-Orangewood	500	500	0.00%
1962 Planned Local Drainage-Shalimar	500	500	0.00%
1963 Planned Local Drainage-Brundage	500	500	0.00%
1964 Planned Local Drainage-Breckenridge	500	500	0.00%
1965 Capital Projects-Pld Oildale	500	500	0.00%
1968 Criminal Justice Facilities	3,300,000	3,300,000	0.00%
<b>General Government Sub-Total</b>	<b>\$8,909,140</b>	<b>\$8,542,811</b>	<b>-4.11%</b>
<b>Public Protection</b>			
2111 DNA Identification	\$600,000	\$330,000	-45.00%
2112 Local Public Safety	80,339,218	76,959,508	-4.21%
2113 Automated County Warrant System	54,000	54,000	0.00%
2114 Domestic Violence	140,000	150,000	7.14%
2115 Real Estate Fraud	444,000	502,600	13.20%
2181 D.A.-Local Forfeiture	300,000	300,000	0.00%
2182 D. A. Equipment/Automation	82,000	73,000	-10.98%
2185 Criminalistics Laboratories	130,000	76,027	-41.52%
2187 D.A.-Court Ordered Penalties	315,000	250,000	-20.63%
2211 Sheriff Facility Training	200,000	250,000	25.00%
2212 Automated Fingerprint	837,000	847,000	1.19%
2214 Sheriff's CAL-ID	1,147,464	1,403,000	22.27%
2216 Sheriff's Drug Abuse Gang Diversion	40,000	40,000	0.00%
2217 Sheriff's Training	100,000	75,000	-25.00%
2218 Sheriff-Work Release	524,100	475,000	-9.37%
2219 Sheriff-State Forfeiture	6,000	28,500	375.00%
2220 Sheriff's Civil Automated	43,300	198,000	357.27%
2221 Sheriffs Firearms	5,000	50,000	900.00%
2222 Sheriff-Judgment Debtors Fee	711,000	172,650	-75.72%
2223 Sheriff's Comm. Resources	14,000	16,000	14.29%
2224 Sheriff's Volunteer Service Group	10,000	10,000	0.00%
2225 Sheriff's-Controlled Substance	450,000	438,089	-2.65%
2228 CAL-MMET State Asset Foreiture	300,000	290,000	-3.33%



### Summary of Recommended Appropriations

Budget Unit and Department		FY 2013-14 Adopted Appropriations	FY 2014-15 Recommended Appropriations	% Change From FY 13-14
2230	Inmate Welfare-Sheriff's Correction Facility	\$4,102,770	\$6,061,953	47.75%
2300	2011 Public Safety Realignment	59,397,474	60,163,677	1.29%
2341	Probation Training Fund	273,350	290,125	6.14%
2342	Probation Juvenile Justice Realignment	3,200,000	3,973,771	24.18%
2344	Juvenile Inmate Welfare	25,000	50,000	100.00%
2418	Fixed Wing Aircraft	52,000	0	-100.00%
2420	Fireworks Violations	25,000	25,000	0.00%
2421	Fire Dept Donations	10,000	26,500	165.00%
2422	State Fire	1,100,000	1,280,000	16.36%
2423	Fire-Hazard Reduction	775,000	350,000	-54.84%
2425	Fire-Helicopter Operations	560,000	987,150	76.28%
2623	Abatement Cost	90,000	42,000	-53.33%
2626	Strong Mot Instrumentation	66,650	165,350	148.09%
2706	Recorders Fee	1,299,401	1,128,723	-13.14%
2707	Micrographics/Recorder	118,360	80,000	-32.41%
2708	Recorder's Modernization	257,000	252,000	-1.95%
2709	Recorder's Social Security Numbers Truncation	59,020	41,767	-29.23%
2740	Wildlife Resources	18,049	18,015	-0.19%
2751	General Plan Administration Surcharge	1,149,954	1,148,700	-0.11%
2761	Animal Care Donations	63,959	10,500	-83.58%
2762	Animal Care	19,876	0	-100.00%
2763	Animal Control-Feline Carcasses	11,147	0	-100.00%
2764	Sterilization Fund	36,269	48,000	32.34%
2780	Range Improvement-Section 15	5,750	5,750	0.00%
2781	Range Improvement-Section 3	2,000	2,000	0.00%
<b>Public Protection Subtotal</b>		<b>\$159,510,111</b>	<b>\$159,340,490</b>	<b>-0.11%</b>
<b>Public Ways and Facilities</b>				
3002	Core Area Metro Bakersfield Impact Fee	\$1,350,000	\$1,000,000	-25.93%
3003	Metro Bakersfield Transport Impact Fee	3,629,804	939,021	-74.13%
3005	Bakersfield Mitigation	0	114,500	N/A
<b>Public Ways and Facilities Subtotal</b>		<b>\$4,979,804</b>	<b>\$2,053,521</b>	<b>-58.76%</b>
<b>Health and Sanitation</b>				
4111	Public Health Miscellaneous	\$6,775	\$10,000	47.60%
4114	Health-Local Option	0	0	N/A
4115	Health-State L.U.S.T. Program	3,550	0	-100.00%
4116	Hazardous Waste Settlements	25,000	0	-100.00%
4117	Solid Waste Enforcement	0	0	N/A
4118	Vital & Health Statistics-County Clerk	2,444	2,500	2.29%
4119	Vital & Health Statistics-Recorder	61,800	79,650	28.88%
4124	Alcoholism Program	72,587	72,587	0.00%
4125	Alcohol Abuse Education/Prevention	61,748	61,748	0.00%
4126	Drug Program	157,565	157,565	0.00%
4130	Mental Health Services Act	28,650,000	36,219,063	26.42%
4133	Solid Waste LEA Grant	64,933	0	-100.00%
4136	Health-MAA/TCM	100,000	100,000	0.00%
4137	Child Restraint Loaner Program	108,845	60,000	-44.88%
4139	Health-Bioterrorism Grant	598,014	582,748	-2.55%
4140	Tobacco Education Control Program	150,000	150,000	0.00%
4141	Vital & Health Statistics-Health Department	66,617	73,925	10.97%
4142	Health Services 2011 Realignment	45,700,685	43,435,396	-4.96%
4201	Emergency Medical Payments	1,753,723	1,129,232	-35.61%
4204	Contribution for Medical Care	98,110	63,978	-34.79%
4205	Health EMS Week-Donations	500	0	-100.00%
<b>Health and Sanitation Subtotal</b>		<b>\$77,682,896</b>	<b>\$82,198,392</b>	<b>5.81%</b>



## Summary of Recommended Appropriations

Budget Unit and Department	FY 2013-14 Adopted Appropriations	FY 2014-15 Recommended Appropriations	% Change From FY 13-14
<b>Public Assistance</b>			
5122 Wraparound Savings	\$3,000,000	\$907,010	-69.77%
5123 Kern County Children's	485,426	544,181	12.10%
5124 Shelter Care	100,000	100,000	0.00%
5300 2011 Human Services Realignment	53,148,604	56,166,035	5.68%
5612 ARRA IHSS Public Authority	600	0	-100.00%
<b>Public Assistance Subtotal</b>	<b>\$56,734,630</b>	<b>\$57,717,226</b>	<b>1.73%</b>
<b>Education</b>			
6211 Kern County Library	\$25,000	\$18,000	-28.00%
<b>Education Subtotal</b>	<b>\$25,000</b>	<b>\$18,000</b>	<b>-28.00%</b>
<b>Recreation and Cultural Services</b>			
7101 Parks-Tehachapi Mountain Forest	\$65,000	\$0	-100.00%
7102 Litter Clean Up	3,200	3,317	3.66%
7103 Off Highway Motor Vehicle Licenses	260,417	109,000	-58.14%
7105 Parcel Map In-Lieu Fees	100,000	100,000	0.00%
<b>Recreation and Cultural Services Sub-Total</b>	<b>\$428,617</b>	<b>\$212,317</b>	<b>-50.46%</b>
<b>Total Non-Operating Special Revenue Funds</b>	<b>\$308,270,198</b>	<b>\$310,082,757</b>	<b>0.59%</b>
<b>Special Revenue Funds Subtotal</b>	<b>\$1,087,781,748</b>	<b>\$1,099,082,929</b>	<b>1.04%</b>
<b>Capital Projects Funds</b>			
<b>General Government</b>			
1966 Facility Projects	\$2,106,107	\$890,979	-57.70%
1947 Tobacco Endowment Interest	1,000,000	400,000	-60.00%
<b>General Government Sub-Total</b>	<b>\$3,106,107</b>	<b>\$1,290,979</b>	<b>-58.44%</b>
<b>Public Protection</b>			
1945 AB900 Phase II	\$0	\$114,794,898	N/A
<b>Public Protection Subtotal</b>	<b>\$0</b>	<b>\$114,794,898</b>	<b>N/A</b>
<b>Public Ways and Facilities</b>			
1955 Seventh Standard Road Project	\$0	\$807,864	N/A
3009 7th Standard Widening	0	(1,100,000)	N/A
3010 Local Transportation Projects	0	1,100,000	N/A
<b>Public Ways and Facilities Subtotal</b>	<b>\$0</b>	<b>\$807,864</b>	<b>N/A</b>
<b>Health and Sanitation</b>			
1969 Rexland Acres Sewer Improvement	\$0	\$102,446	N/A
8213 KHS Excess Reserves/Capital	7,010,000	0	-100.00%
<b>Health and Sanitation Subtotal</b>	<b>\$7,010,000</b>	<b>\$102,446</b>	<b>-98.54%</b>
<b>Capital Projects Funds Subtotal</b>	<b>\$10,116,107</b>	<b>\$116,996,187</b>	<b>1056.53%</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>1,867,998,947</b>	<b>1,962,973,810</b>	<b>5.08%</b>



## Summary of Recommended Appropriations

Budget Unit and Department	FY 2013-14 Adopted Appropriations	FY 2014-15 Recommended Appropriations	% Change From FY 2013-14
<b>OTHER FUNDS</b>			
<b>Public employment Grant Programs</b>			
8907 Employers Training Resource-WIA	\$18,642,951	\$20,952,982	12.39%
8916 Employers Training Resource-Non-WIA	260,000	836,092	221.57%
<b>Public Employment Grant Program Subtotal</b>	<b>\$18,902,951</b>	<b>\$21,789,074</b>	<b>15.27%</b>
<b>Community Development Grant Programs</b>			
8920 Community Development Program	\$10,659,145	\$10,691,187	0.30%
8921 Community Develop-Economic Development	422,349	422,349	0.00%
8931 CD-Neighborhood Stabilization 3	528,506	0	-100.00%
8932 CD-Emergency Shelter Grant	902,098	1,045,694	15.92%
8933 CD-Neighborhood Stabilization	114,955	0	-100.00%
8936 CD-Home Investment	5,991,066	6,098,465	1.79%
<b>Community Development Grant Program Subtotal</b>	<b>\$18,618,119</b>	<b>\$18,257,695</b>	<b>-1.94%</b>
<b>Internal Service Funds</b>			
8950 General Services Garage- ISF	\$5,768,943	\$6,659,293	15.43%
8960 Group Health Self Insurance Program-ISF	125,566,278	126,973,005	1.12%
8965 Retiree Group Health ProGRAM- ISF	9,384,290	9,592,982	2.22%
8970 Gen Liability Insurance- ISF	13,991,004	16,220,260	15.93%
8980 Unemployment Compensation Insurance - ISF	3,621,696	2,846,579	-21.40%
8990 Workers Compensation Insurance-ISF	19,808,289	19,780,519	-0.14%
<b>Internal Service Funds Subtotal</b>	<b>\$178,140,500</b>	<b>\$182,072,638</b>	<b>2.21%</b>
<b>Enterprise Funds</b>			
8991 Golf Course Enterprise Fund	\$491,694	\$530,958	7.99%
8992 Universal Collection Enterprise Fund	13,083,000	13,093,800	0.08%
8993 Solid Waste Enterprise-Capital Projects	11,041,610	7,639,659	-30.81%
8994 Airport Enterprise Fund-Capital Projects	2,373,963	2,554,143	7.59%
8995 Airports Enterprise Fund	7,749,037	7,986,013	3.06%
8996 Kern Medical Center Enterprise-Capital Project	2,078,765	2,226,395	7.10%
8997 Kern Medical Center Enterprise	347,695,373	326,499,912	-6.10%
8988 Correctional Medicine	21,490,113	21,490,113	0.00%
8998 Public Transportation Enterprise Fund	10,061,099	16,606,346	65.05%
8999 Solid Waste Management Enterprise Fund	42,195,171	43,506,125	3.11%
<b>Enterprise Funds Subtotal</b>	<b>\$458,259,825</b>	<b>\$442,133,464</b>	<b>-3.52%</b>
<b>Special Districts</b>			
<b>County Service Areas Subtotal</b>	<b>4,819,943</b>	<b>5,128,058</b>	<b>6.39%</b>
<b>Other Agencies Subtotal</b>	<b>16,587,446</b>	<b>14,612,366</b>	<b>-11.91%</b>
<b>Special Districts Subtotal</b>	<b>21,407,389</b>	<b>19,740,424</b>	<b>-7.79%</b>
<b>TOTAL OTHER FUNDS</b>	<b>695,328,784</b>	<b>683,993,295</b>	<b>-1.63%</b>
<b>TOTAL COUNTY APPROPRIATIONS - ALL FUNDS</b>	<b>2,563,327,731</b>	<b>2,646,967,105</b>	<b>3.26%</b>

**1991 REALIGNMENT**

In 1991-92, the State approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the State to the counties. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue.

**2011 REALIGNMENT**

In 2011-12, the State approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-serious, non-violent, and non-sexual offense ("Triple-Nons") offenders to local jails. In addition, the parole function of the State was delegated to County Probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs to the County. While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

**AB 109**

Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing and supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

**AB 900**

Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to \$1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

**ABX1 26**

Assembly Bill x1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

**ACCRUAL**

An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred.

An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

**ACTIVITY**

A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

**ACCOUNT**

A record of a monetary transaction maintained in the accounting ledger. An account may be a classification of expenditure or revenue. Example: "Office Expense" is an account in the Services and Supplies object of expenditure.

**ADJUSTED BUDGET**

The budget as recorded at year-end, including all adjustments made subsequent to the Adopted Budget.

**ADOPTED BUDGET**

The budget document formally approved by the Board of Supervisors after the required public hearing and deliberations on the Recommended Budget, which sets forth authorized expenditures and the means of financing those expenditures.

**AFFORDABLE CARE ACT (ACA)**

In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation extended coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medical and the implementation of insurance exchanges.

**APPROPRIATION**

A legal authorization, granted by the Board of Supervisors, to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year. This term is used interchangeably with "Expenditure Appropriation."

**ASSESSED VALUATION**

A valuation set upon real estate or other property by the Assessor or State Board of Equalization which serves as a basis for levying taxes.



**ASSESSMENT ROLL**

The official list prepared by the Assessor, which contains the legal description of each parcel or item of property and its assessed valuation. This term is used to denote the total valuation of all taxable property in the County.

**AUTHORIZED POSITIONS**

Positions approved by the Board of Supervisors, which may or may not be funded (see Budgeted Positions).

**AVAILABLE FINANCING**

All the means of financing available to meet expenditure and reserve requirements for the fiscal year.

**BOARD OF SUPERVISORS**

The five-member Kern County Board of Supervisors.

**BUDGET**

The planning and controlling document for financial operation that sets forth estimates of proposed expenditures and revenue for the fiscal year.

**BUDGET UNIT**

An accounting and financial control unit for which a separate appropriation is approved by the Board of Supervisors. A fund may be divided into one or more budget units. Each budget unit has a collection of expenditure and revenue accounts necessary to fund a certain organizational unit, division, or program(s).

**BUDGETED POSITIONS**

The number of full and part-time regular positions to be funded in the budget. Budgeted positions should not be confused with "authorized" positions, which are positions that may or may not be funded in the budget.

**CAPITAL ASSET**

Items of tangible and intangible property of significant value that have usefulness that extends beyond the year in which they are acquired. Capital assets include land, structures and improvements, infrastructure, and works of art or historical significance. Assets are capitalized as follows

- Land is capitalized regardless of cost.
- New construction, improvements, additions, extensions, and betterments are capitalized when the cost is \$50,000 or more.
- Equipment which is moveable, or readily detachable without loss of value, having a useful life of more than one year and a value of \$5,000 or more.

- Works of art or historical treasures with a value of \$5,000 or more.
- Intangible assets lacking physical substance, with an initial useful life exceeding one year and value of \$25,000 or more.

**CAPITAL PROJECT**

New construction, addition or betterment of an existing asset where the project cost is greater than \$10,000. Land acquisition is also included in the definition of Capital Projects.

**COUNTYWIDE DISCRETIONARY REVENUE**

Revenue received by the County, which can be used for any legal purpose determined by the Board of Supervisors. Discretionary revenue is not earmarked by law for a specified purpose, and the Board has discretion in deciding how this revenue is used. The term, "discretionary", does not imply extra or surplus.

**CONTINGENCY**

An amount appropriated for emergencies or unforeseen expenditure requirements. This term is used interchangeably with "Appropriation for Contingencies."

**CWCAP**

CWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller in accordance with Code of Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

**DEFICIT**

Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

**DEPARTMENT**

An organizational unit used by the County to group services, programs, or functions, which are usually similar in nature. Each department is managed by either an elected or appointed department head.

**DEPARTMENT HEAD**

A county official either appointed by the Board of Supervisors or elected by Kern County voters who is responsible for managing a County department.

**DEPRECIATION**

The recording of expiration in the service life of tangible capital assets attributable to wear and tear,



deterioration, action of the physical elements, inadequacy, and obsolescence.

#### **DESIGNATION**

Funds not appropriated for expenditure that are set aside in an account for future use similar to a reserve. Use of these funds requires the approval of the Board of Supervisors and can be accessed at any time.

#### **DISCRETIONARY GENERAL FUNDING**

The total of countywide discretionary revenue (defined above), General Fund net carryover balance from the preceding fiscal year, and any use of General Fund reserves or designations as a means to finance the General Fund budget. The Board of Supervisors has discretion in deciding how these funds are used.

#### **EMPLOYEE BENEFITS**

Amounts paid on behalf of employees; these amounts are not included in the gross salary. They are fringe benefit payments, and while not paid directly to employees, they are nevertheless a part of the cost of staff. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, workers' compensation payments, and unemployment insurance payments.

#### **ENCUMBRANCE**

An obligation in the form of a purchase order, contract, or other commitment that is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances. Encumbrances are not expenditures or liabilities.

#### **ENTERPRISE FUND**

A fund established to finance and account for the operation and maintenance of facilities and services, which are predominately self-supporting by user charges. Airports, Kern Regional Transit, Kern Medical Center, Golf Course, Universal Collection, and Solid Waste Management are Kern County's only Enterprise Funds.

#### **EXPENDITURE**

A payment of funds resulting in a decrease in current assets.

#### **EXPENDITURE APPROPRIATION**

A legal authorization, granted by the Board of Supervisors, to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year. This term is used interchangeably with "Appropriation."

#### **EXPENDITURE REIMBURSEMENTS FROM OTHER BUDGET UNITS**

Charges (intrafund transfers) to other budget units within the same fund (such as General Fund) which show as an expenditure offset or reduction in the charging department's budget. This term is used interchangeably with "Intrafund Transfer."

#### **EXTRA HELP**

Personnel employed on a temporary, limited-term basis, usually for the purpose of performing work during peak workload periods, or for covering absences of regular employees. Extra help employment does not require an authorized position, and extra help employees do not have Civil Service status.

#### **FICA CONTRIBUTION**

The amount contributed by the County as the employer's share of Social Security taxes (Federal Insurance Contributions Act).

#### **FIRE FUND**

A special revenue fund used to account for those property taxes and other revenue that are designated for use for structural fire protection. The Fire Fund is used to partially finance the operations of the Kern County Fire Department.

#### **FISCAL YEAR**

The 12-month period for which a budget is prepared and adopted. The fiscal year for Kern County is July 1 to June 30. The term fiscal year is abbreviated as "FY".

#### **FUNCTION**

A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. The County Budget is divided into nine functions: General Government, Public Protection, Public Ways/Facilities, Health and Sanitation, Public Assistance, Education, Recreation and Culture, Debt Service, and Reserves/Contingencies.

#### **FUND**

A separate fiscal and accounting entity used to control and account for the receipt of specified types of revenue, and for the use or expenditure of that revenue.

#### **FUND BALANCE**

The excess of assets of a fund over its liabilities. This balance may be available to finance the succeeding year's budget.



**FUND BALANCE CLASSIFICATIONS**

Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

**GANN LIMIT**

An absolute dollar limit on the amount of funds derived from taxes that the County can legally appropriate and expend each fiscal year, which is specified by Article 13-B of the State Constitution. Any proceeds of taxes revenue in excess of the Gann Limit must be returned to taxpayers. The base-year used on computing the Gann Limit is FY 1978-79, with adjustments to the appropriations limit allowed in succeeding fiscal years for (a) changes in population; and (b) changes in the cost of living.

**GENERAL PURPOSE RESERVE**

Funds not appropriated for expenditure that are set aside in an account for future use. Release of funds in a general purpose reserve requires the approval of the Board of Supervisors during a declared fiscal emergency. Funds can also be released during the budget adoption process.

**GENERAL FUND**

The main operations fund used to account for revenue and expenditures except those required to be accounted for in special-purpose funds.

**GRANT**

A contribution from one governmental unit to another usually made for a specific purpose and time period.

Most of the grants received by the County are from the State and federal governments.

**INTERNAL SERVICE FUND**

A fund used to account for expenses and revenue related to providing services to other County departments on a cost-reimbursement basis.

**INTRAFUND TRANSFER**

Intrafund Transfer amounts (shown in Expense Account 9000) represent expenditure reimbursements derived from charges to other departments within the same fund only. These Intrafund Transfers reflect as an expenditure offset or reduction in the charging department's budget. Intrafund Transfers replace the previous Cost Applied designation in departmental operating budgets.

**INTER-FUND ACCOUNT (I/F designation)**

An account that can accept a charge from another department in a different fund. For example, a charge from the General Services-Communications budget to the Fire Department would show in the Fire Department budget under the expenditure account Radio and Microwave Expense-I/F.

**MANDATE (Mandated Service)**

This term is used to refer to County services which are provided to comply with State or federal laws.

**MAJOR MAINTENANCE PROJECT**

All new construction, additions, and betterments with total costs in excess of \$10,000 that do not qualify for capitalization.

**NET APPROPRIATION**

Gross appropriations minus intrafund reimbursements. This is the amount actually appropriated for each budget unit.

**NET COUNTY COST**

Net appropriation less program revenue (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary revenue. This term is used interchangeably with "Net General Fund Cost."

**NET GENERAL FUND COST**

Net appropriation less program revenue (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary revenue. This term is used interchangeably with "Net County Cost."

**NET FUND COST**

Net appropriation less program revenue (or special-purpose funds allocated). This term applies to non-General Fund governmental funds.

**NON-OPERATING EXPENSES**

This term applies to enterprise fund and internal service fund budgets, and refers to special expenses not directly resulting from day-to-day operations (such as capital investment and lawsuit settlements).

**NON-OPERATING REVENUE**

This term applies to enterprise fund and internal service fund budgets, and refers to revenue that is not derived from day-to-day operations (such as sale of fixed assets and interest earnings).

**NON-PROCEEDS OF TAXES**

Revenue generated from non-tax sources, such as user fees. Non-proceeds of taxes are not subject to the Gann Appropriations Limit.

**OBJECT OF EXPENDITURE**

A major category of appropriation (such as Salaries and Employee Benefits, Services and Supplies, and Capital Assets).

**OPERATING EXPENSES**

This term applies to enterprise fund and internal service fund budgets, and refers to the expenses incurred as a result of day-to-day operations.

**OPERATING INCOME**

Revenue derived from the operations or services of an enterprise fund or internal service fund activity. This term is used interchangeably with "Operating Revenue."

**OPERATING REVENUE**

Revenue derived from the operations or services of an enterprise fund or internal service fund activity. This term is used interchangeably with "Operating Income."

**OTHER CHARGES**

A budget category that may include miscellaneous non-operational expenses (such as lease payments, amortization, depreciation, inter-fund charges, or taxes and assessments).

**OTHER FINANCING USES**

A budget category that includes the transfer of operating funds from one budget unit to another and also includes budgeted savings incentives.

**PERFORMANCE MEASURE**

A particular value or characteristic designed to measure input, output, outcome, efficiency, or effectiveness. Performance measures are composed of a number and a unit of measure. The number provides the magnitude and the unit is what gives the number its meaning.

**PRELIMINARY RECOMMENDED BUDGET**

Document provided to the Board for approval prior to June 30 in compliance with Government Code Section 29064. Changes to the County Budget Act in January 2010 no longer allowed counties to use prior year appropriations as spending authority after June 30<sup>th</sup> and prior to adoption of the budget. The numbers are preliminary and are adjusted to Recommended numbers prior to budget hearings.

**PROCEEDS OF TAXES**

Revenue received from "tax" sources, such as property taxes, sales and use taxes, and other types of taxes. Proceeds of taxes are subject to the Gann Limit.

**PROGRAM REVENUE**

Revenue received by a County department as a result of the services or operations of that department (such as user fees), which are used to finance the related services or programs. Program Revenue is not discretionary (general purpose) revenue.

**PROPERTY TAX LEVY**

Amount of tax dollars raised by the imposition of the property tax rate on the assessed valuation.

**PROPERTY TAX RATE**

The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.

**RECOMMENDED BUDGET**

The Recommended Budget document is provided by the County Administrative Office and serves as the basis for public hearings prior to the determination of the adopted budget.

**RESERVE**

Funds not appropriated for expenditure that are set aside in an account for future use that require Board of Supervisors approval to use and are often more restrictive than designations.

**RETAINED EARNINGS**

This term refers to the accumulated net earnings of an Enterprise Fund or Internal Service Fund.



**RESTRICTED-USE FUNDS**

Funds which are designated for use for a specific purpose.

**SPECIAL-PURPOSE FUND**

A fund which is used to account for revenue which are designated (usually by State law) for use for a specific purpose. Examples are the Road Fund and Fire Fund. This term is used interchangeably with “Special Revenue Funds.”

**SPECIAL REVENUE FUND**

A fund which is used to account for revenue which are designated (usually by State law) for use for a specific purpose. This term is used interchangeably with “Special-Purpose Fund.”

**STRATEGIC PLAN**

Proposed goals, strategies and outcomes of the County derived from input by County departments and the public. These strategic goals adopted by the Board of Supervisors in June 2006 and updated annually serve as a tool to use when policy decisions must be made to allocate financial resources.

**SUBVENTION**

Payments by an outside agency (usually a State or federal agency) for reimbursement of costs incurred by the County.

**SUPPLEMENTAL ASSESSMENT**

An assessment of real property occurring after the regular assessment roll is filed on June 30th of each year as a result of new construction or a change in ownership.

**UNSECURED TAX**

A tax on properties such as office furniture, equipment, and boats, which are not secured by real property owned by the assessee.

**YEAR-END**

This term means as of June 30th (the end of the fiscal year).

## Projected Changes in Budgetary Fund Balance – Governmental Funds

	General Fund	Special Revenue Funds	Capital Project Funds
<b>2014-15 Beginning Budgetary Fund Balance<sup>(1)</sup></b>	\$37,157,102	\$98,128,946	(\$131,762)
<b>Add:</b>			
Revenues	\$568,731,312	\$820,876,405	101,664,500
Other Financing Sources	173,912,365	215,745,716	1,777,239
Use of Reserves	914,342	14,226,155	13,795,170
<b>Total Available Financing</b>	<b>\$743,558,019</b>	<b>\$1,050,848,276</b>	<b>\$117,236,909</b>
<b>Less:</b>			
Expenditures	627,774,798	\$793,552,897	116,596,188
Other Financing Uses	119,119,896	305,530,033	400,000
Increase in Reserves	33,820,427	49,894,292	108,959
<b>Total Requirements</b>	<b>\$780,715,121</b>	<b>\$1,148,977,222</b>	<b>\$117,105,147</b>
<b>2014-15 Projected Ending Budgetary Fund Balance<sup>(1)</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<sup>(1)</sup> Budgetary Fund Balance does not include reserves and designations.

In accordance with Section 29009 of the California Government Code, the recommended budget must be submitted and approved with funding sources equal to financing uses. As such, the County budgets for a zero Projected Ending Budgetary Fund Balance. Total Projected Ending Fund Balance, including Reserves and Designations for the General Fund, Special Revenue Funds, and Capital Project Funds is \$110,665,125, \$213,871,483, and \$44,156,995, respectively.

### General Fund

Of the \$37 million 2014-15 Beginning Budgetary Fund Balance, \$11.8 million is recommended to re-establish appropriation for Budget Savings Incentive Credits for General Fund departments that closed to fund balance at year end. The remaining \$25.2 million is recommended to be allocated as follows: \$20.3 million set aside in a designation for KMC Working Capital and \$4.9 million appropriated to fund one-time major maintenance projects.

### Special Revenue Funds

Of the \$98 million 2014-15 Beginning Budgetary Fund Balance, \$49.9 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes \$4.7 million in the Tax Loss Reserve Fund, \$7.5 million in the Road Fund, \$4.5 million in the 2011 Realignment Fund, and \$14.3 million in the Project Impact Mitigation Fund. The remaining \$48.1 is recommended to be appropriated in various special revenue funds as detailed in Appendix D.



Capital Project Funds

Amounts budgeted in capital projects funds each year are greater than the amount actually expended because large capital projects often span many fiscal years and project balances are carried over annually until project completion. Hence, the actual ending fund balance is typically much greater than budgeted.