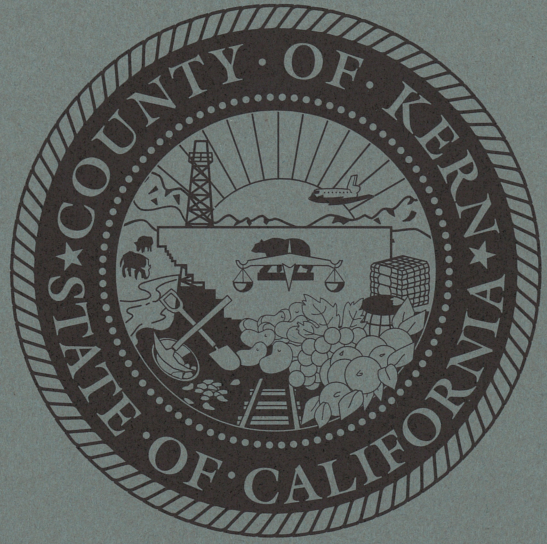

County
of
Kern



FY 2015-2016
Recommended Budget

Kern County Administrative Office



County Administrative Center

1115 Truxtun Avenue, Fifth Floor • Bakersfield, CA 93301-4639

Telephone 661-868-3198 • FAX 661-868-3190 • TTY Relay 800-735-2929

JOHN NILON

County Administrative Officer

August 18, 2015

SUBJECT: SUMMARY OF BUDGET HEARING PROCEEDINGS

The Kern County Board of Supervisors heard and considered the FY 2015-16 Recommended Budget presented by the County Administrative Office on Tuesday, August, 18, 2015. The Board made no revisions to the recommended budget and all budgets were adopted by resolution as printed. The County Budget totals \$2,867,467,597 and funds 9,303 authorized positions.

Sincerely,

A handwritten signature in black ink, appearing to read "John Nilon", is written over the word "Sincerely,".

John Nilon
County Administrative Officer

JN:nl

I:Budgets Annual/Budg1516/GFOA Format/2-Message from CAO/Summary of BH Proceedings



Table of Contents

County of Kern

Message from the County Administrative Officer..... 1
 County Profile..... 13
 County Budget Overview 21
 County Budget Summary..... 39
 Discretionary General Funding..... 69
 County Fiscal Plan 111
 Long-Term Debt 119
 Summary of Related Laws, Policies, and Procedures..... 123

General Government

Board of Supervisors – First District 137
 Board of Supervisors – Second District..... 141
 Board of Supervisors – Third District..... 145
 Board of Supervisors – Fourth District..... 149
 Board of Supervisors – Fifth District..... 153
 County Administrative Office..... 157
 Clerk of the Board..... 163
 Special Services 169
 Auditor-Controller 173
 Treasurer-Tax Collector..... 179
 Assessor 185
 Information Technology Services..... 191
 County Counsel..... 197
 Human Resources 203
 Elections..... 209
 General Services 213
 Utilities..... 219
 Construction Services 221
 Major Maintenance 227
 Board of Trade 229
 Engineering, Surveying and Permit Services..... 235
 Risk Management 241
 Capital Projects 247



Public Protection

Trial Court Funding249
 County Clerk.....251
 Grand Jury.....255
 Indigent Defense Program259
 District Attorney-Criminal Division261
 Child Support Services269
 Public Defender275
 District Attorney-Forensic Sciences281
 Sheriff-Coroner287
 Probation.....297
 Fire305
 County Contribution-Fire.....313
 Agriculture and Measurement Standards.....315
 Code Compliance.....321
 Building Inspection.....327
 Recorder.....331
 County Contribution-Recorder337
 Development Services Agency.....339
 Planning345
 Animal Services351

Public Ways and Facilities

Roads Department.....357
 County Contribution – Roads363
 County Contribution – Public Works365
 County Contribution – Airports367

Health and Sanitation

Public Health Services369
 Environmental Health377
 Mental Health Services Department383
 Mental Health – Substance Abuse Program393
 County Contribution – Mental Health Services.....401
 Emergency Medical Services.....403
 County Contribution – Kern Medical Center.....409
 California Children's Services411

Public Assistance

Human Services – Administration417
 County Contribution – Human Services.....425
 Human Services – Direct Aid427
 Veterans' Service.....429
 Aging and Adult Services435
 County Contribution – Aging and Adult Services443
 County Contribution – In-Home Supportive Services.....445
 Employers' Training Resource.....447



Community Development.....453

Education

Library.....459

Farm and Home Advisor.....465

Recreation and Culture

Parks and Recreation.....471

Debt Service

Debt Service.....479

Outstanding Debt481

Contingencies and Reserves

Appropriation for Contingencies483

Reserves and Designations485

Employment Grant Programs

Employers' Training Resource – WIOA499

Employers' Training Resource – Non-WIOA.....501

Community Development Grant Programs

Community Development Block Grant Program503

Economic Development – Revolving Fund Program507

Neighborhood Stabilization Program Three509

Emergency Solutions Grant Program511

Neighborhood Stabilization Program513

Community Development Home Investment Trust.....515

Internal Service Funds

Garage.....517

Public Works.....523

Group Health and Dental Self-Insurance Program529

Retiree Group Health – Internal Service Fund531

General Liability Self-Insurance Program533

Unemployment Compensation Insurance Program535

Workers' Compensation Self-Insurance Program.....537

Enterprise Funds

Airports Enterprise Fund.....539

Golf Course Enterprise Fund545

Universal Collection Enterprise Fund.....547

Kern Medical Center Enterprise Fund549

Correctional Medicine561

Kern Regional Transit Enterprise Fund567

Waste Management Department.....571



Special Districts

Kern Sanitation Authority577
Ford City – Taft Heights Sanitation District.....583
In-Home Supportive Services Public Authority587

Other Special Revenue Funds.....589

Other Capital Projects.....593

County Service Areas595

Appendices

Appendix A – Summary of Capital Equipment Purchases/Leases599
Appendix B – Summary of Position Additions/Deletions603
Appendix C – Summary of Available Financing – Governmental Funds607
Appendix D – Summary of Financing Requirements – Governmental Funds611
Appendix E – Summary of Recommended Net General Fund Cost615
Appendix F – Summary of Recommended Appropriations617
Appendix G – Glossary.....623
Appendix H – Change in Fund Balance629





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Kern
California**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

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Kern County Administrative Office



County Administrative Center

1115 Truxtun Avenue, Fifth Floor • Bakersfield, CA 93301-4639

Telephone 661-868-3198 • FAX 661-868-3190 • TTY Relay 800-735-2929

JOHN NILON

County Administrative Officer

August 7, 2015
Public Distribution

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

FISCAL YEAR 2015-16 RECOMMENDED BUDGET

The proposed FY 2015-16 Recommended Budget is submitted for your consideration. The recommended budget is the product of thorough deliberation by the County's department and Administrative Office staff regarding the impacts, consequences and alternatives of various budgetary actions. The budget was prepared in accordance with statutory requirements of the County Budget Act, 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." The FY 2015-16 Recommended Budget is submitted balanced with concurrence from department heads and is consistent with the strategic budget plan approved by your Board.

This document includes the FY 2015-16 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 2015-16 Recommended Budget of \$2.87 billion is balanced and is consistent with policy direction received from the Board of Supervisors. Carefully planned and controlled expenditures as well as set-asides of one-time funds for future use over several years have enabled the County to maintain services to the public despite economic instability and unforeseen major fiscal impacts. The years ahead will continue to challenge the County budget, which must absorb the loss of property tax revenue from oil and gas properties, increased retirement costs and new jail facility staffing.

The primary goals in developing the recommended budget have 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. Although achieving this balance continues to be a challenge, 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, both appointed and elected alike, have worked diligently and cooperatively with County Administrative Office staff to forge a balanced budget that minimizes adverse impacts on direct services to the public.

THE BUDGET IN BRIEF

The FY 2015-16 Recommended Budget for all funds totals \$2.87 billion, a decrease of \$61.5 million, or 2.14% from the FY 2014-15 Adjusted Budget. The General Fund, which funds many County operations, totals \$858.4 million, an increase of \$3.3 million, or .38%. The budget in total supports a workforce of 9,303 authorized positions and reflects a net increase of eight positions.



All Funds	FY 2014-15	FY 2015-16	Change From
(\$ millions)	Adjusted Budget	Recommended Budget	FY 2014-15
General Fund	\$ 855.1	\$ 858.4	\$ 3.3
Special Revenue Funds	1,220.3	1,219.9	(0.4)
Capital Project Funds	128.5	3.2	(125.3)
Enterprise Funds	465.0	469.7	4.7
Internal Service	194.7	253.0	58.3
Special District Funds	21.9	20.7	(1.2)
Employment Grant Programs	23.7	22.5	(1.2)
Community Development Programs	19.7	20.0	0.3
Total All Funds	\$ 2,928.9	\$ 2,867.4	\$ (61.5)
Authorized Staffing	9,295	9,303	8

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 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 \$372 million, which is \$26.9 million or 7.23% less than the FY 2014-15 Adjusted Budget. A significant portion of discretionary revenue is comprised of property taxes and sales and use taxes.

Total property tax assessments decreased by 8.9% from FY 2014-15 contributing to a decrease in property related revenue of \$18.3 million. The reduction is the result of a decline in assessed value of oil and gas properties associated with the decline of the market price of oil. Sales and use tax and sales tax/property tax swap base revenue estimates for FY 2015-16 total \$44.3 million, which is \$8 million less than the FY 2014-15 Adjusted Budget. The County received approximately \$6 million in unanticipated one-time use taxes last fiscal year, generated primarily by the 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; however, the local economy is anticipated to be negatively impacted by job losses in the petroleum industry.

Proposition 172 Local Public Safety Funds have significantly increased since FY 2012-13 from construction activity as well, as this revenue source is generated by a statewide half-cent sales tax. This revenue continues to be pivotal in meeting the increased budget requests from public safety departments. In FY 2015-16, public safety departments are estimated to receive \$79.5 million, which is \$2.6 million more than in FY 2014-15. The increase in allocation is attributable to one-time carry-forward from FY 2014-15. The revenue levels for this funding source are anticipated to return to normal levels over the next two years. A portion of the one-time fund balance carry-forward at June 30, 2015 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, 2015 was \$77.4 million, which is \$40 million more than the prior fiscal year. Included in the fund balance carry-forward is a release of \$23 million of non-spendable fund balance associated with the Kern Medical



fund balance carry-forward, which excludes the re-budget of Budget Incentive Savings credits and capital and major maintenance projects, was \$55.3 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 2015-16, departments that receive an allocation of Net County Cost were requested to submit budgets with up to a 2.4% reduction of Net County Cost from FY 2014-15 in order to mitigate a reduction in property tax revenue from the decline in oil and gas property assessments and to set aside funds for the operation of the new jail facility as part of a fiscal strategy approved by the Board of Supervisors in January 2015. These net adjustments to allocations to departments generated \$6.1 million in savings that helped balance the budget.

Reserves, designations and contingencies are a vital component of Net County Cost that mitigate future known and unknown liabilities and capital needs. The recommended budget for the General Fund isolates approximately \$7.7 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, \$30 million in contributions to reserves and designations brings General Fund reserve balances to nearly \$159 million.

The most significant contribution to a designation is \$14.6 million for the KMC Working Capital to set aside funds for the ongoing cash flow needs of the hospital. Other contributions towards reserves and designations are as follows:

- ▶ **Reserve for Tax Litigation: \$6.6 million (\$1 million increase)** — The County maintains a reserve for tax litigation associated with contingent liability for assessment appeals. The reserve sets aside 10% of the most recent contingent liability calculation. At June 30, 2014, the liability identified was \$66.2 million. The current balance in the reserve is \$5.6 million. Increasing the reserve by \$1 million for a new balance of \$6.6 million achieves a 10% reserve target.
- ▶ **Designation for Department of Human Services: \$20.4 million (\$4 million increase)** — The designation for the Department of Human Services (DHS) sets aside funds to stabilize future contributions to DHS that cover mandated local matching funds 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 \$20.4 million.
- ▶ **Designation for Retirement Contributions: \$17.6 million (\$1.2 million decrease)** — 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 Board of Supervisors approved a fiscal strategy in January 2015 to fund 60% of pension escalation through this designation. The projected increase in pension costs for General Fund departments for FY 2015-16 is \$13.4 million.
- ▶ **Designation for East Kern Revitalization Area \$1.5 million (\$1.1 million 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 Supervisorial 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 Countywide Blight Remediation \$1.2 million (\$328,000 increase)*** — This designation supports costs associated with the County-wide Blight Remediation Program performed by the Code Compliance Department to assist communities with addressing blight and the associated problems that are a result of deteriorated and abandoned properties. The Board of Supervisors approved the designation of \$1.2 million annually for this program. The amount of \$328,000 added to the current balance of the account accommodates the funding need.
- ▶ ***Designation for Infrastructure Replacement \$16.4 million (\$2.5 million increase)*** — This designation earmarks funds for capital asset replacement and was established primarily with the temporary rise in 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 Road Improvements \$400,000 (\$400,000 increase)*** — This designation was established to set aside funds for road improvements as part of a mitigation agreement with Clean Harbors, Inc. It requires that \$400,000 of Hazardous Waste taxes that are paid by the business be used for designated road improvements in a specific area until the improvements are complete.
- ▶ ***Designation for Lost Hills Economic Opportunity Area \$125,000 (\$125,000 increase)*** — This designation was established to set aside funds for the Lost Hills EOA to encourage and promote economic reinvestment and revitalization by providing needed resources for ongoing maintenance of improvements within the EOA boundary, assist in funding capital projects and potentially help support local community programs. The designation is limited to an annual maximum of \$500,000. With this set-aside, the balance of the designation will be \$125,000.
- ▶ ***Designation for WESTARZ Economic Opportunity Area \$147,705 (\$101,705 increase)*** — This designation was established to set aside funds for the Westside Economic Stability and Tourism Area Reinvestment Zone (WESTARZ) EOA to promote economic stability and growth in the specific area. The zone is funded by the entire property tax and sales tax increments in the specified area for a ten year period which ends in FY 2024-25. With this set-aside, the balance of the designation will be \$147,705.
- ▶ ***Designation for New Jail Operations \$7.5 million (\$6 million increase)*** — A designation of \$6 million is recommended as part of the fiscal strategy to fund the operations of the new jail in FY 2017-18. This is the first year of a five-year plan to set aside ongoing Net County Cost to achieve the \$20.5 million necessary to staff and operate the facility. With this set-aside, the balance of the designation will be \$7.5 million.

WORKFORCE CHANGES AND EMPLOYEE COSTS

Budgeted staffing recommended for FY 2015-16 is 9,303 positions, an increase of eight positions from the FY 2014-15 Adjusted Budget. General Fund staffing is decreasing by 11 positions, primarily because departments are deleting positions that have been vacant and unfunded for the past several years. This decrease is offset by a total of 19 positions that result primarily from the Aging and Adult Services Department reclassifying previously temporary positions to permanent positions. The General Fund budget includes seven new positions for various departments under the General Government function. The County's overall cost for employees' salaries and benefits is projected to be \$1.1 billion, an increase of approximately \$71 million from the FY 2014-15 Adjusted Budget that is reflected in each department's budget. The increase is comprised of multiple components: \$21 million in salaries and benefits for Kern Medical Center funded through various non-General Fund sources; \$4 million in salaries and benefits for Mental Health funded through State Aid; \$12.4 million in salaries and benefits for the Department of

Human Services funded through State/federal Aid; and the remaining \$34 million is primarily increases in pension and health benefit costs across other departments. The position changes tied to the salaries and benefits increase for Mental Health (44 positions) and Department of Human Services (89 positions) were approved in FY 2014-15.

KERN MEDICAL CENTER

KMC experienced significant operational and financial changes in FY 2014-15 due to improvements in payer mix spurred by expanded Medi-Cal eligibility under the Affordable Care Act, streamlined revenue cycle processes yielding enhanced patient cash collections, and labor expense reductions stemming from daily monitoring and resizing of the hospital's labor force to match fluctuating patient census. The need for cash advances from the General Fund has declined. The outstanding General Fund loan to the hospital enterprise fund as of June 30, 2015 was \$5.8 million, a decrease of \$55.5 million from the prior year. Despite these changes, it is anticipated that KMC will continue to need cash advances in FY 2015-16 if the State and federal government do not agree to extend or approve a new Section 1115 Waiver. In addition, it is anticipated that KMC will need to pay approximately \$52 million in Disproportionate Share Hospital overpayments and other funding sources in future years.

In FY 2015-16, the County General Fund will contribute \$7.4 million to Kern Medical Center to support the hospital's day-to-day operations and capital needs. By comparison, KMC received a \$9.9 million contribution to fund day-to-day operations in FY 2014-15. The FY 2015-16 General Fund contribution is reduced by 2.4% as a result of the NGFC reduction for all departments and is further offset by the unexpected retention of approximately \$2.3 million in 1991 Health Realignment funds derived from sales taxes and vehicle license fees. In total, \$9.7 million in revenue is recommended in FY 2015-16 to support the hospital's day-to-day operations. Finally, the recommended budget includes approximately \$2 million in capital project re-budgets and \$2.4 million to cover the 2006-07 Disproportionate Share Hospital Safety Net Care Pool payment to the State.

STATE BUDGET IMPACT

On June 24, 2015 Governor Brown signed a \$167.5 billion FY 2015-16 budget, which includes \$107.8 billion in State General Fund expenditures, a 7% increase over last year, and a \$2 billion reserve. The budget represents a modest surplus that allows for some restoration of prior year reductions and further loan repayment opportunities as well as payment of longstanding mandate reimbursements owed to counties.

The Governor's budget plan contains an estimated statewide increase of \$127.6 million in Assembly Bill (AB) 109 Public Safety Realignment base funding available to county Community Correction Partnerships in FY 2015-16. Also available to counties is an estimated \$54.6 increase in growth funding which will be allocated during FY 2015-16. Based on the current methodology, the County's FY 2015-16 share of AB 109 funding will increase by nearly \$3 million in base funding and \$3.6 million in growth funding. In addition, the County's SB 678 incentive funding for reducing recidivism will grow by \$596,000.

State implementation of the optional Medi-Cal expansion under the federal Affordable Care Act will further reduce Health Realignment allocations since the State assumes counties will achieve savings from the expanded eligibility. In FY 2014-15, the State reduced the County's Health Realignment by \$3 million. In FY 2015-16, the reduction will be \$13 million. The reduction reflects the efforts of Kern Medical Center, the Department of Human Services and other local entities to enroll newly eligible individuals in Medi-Cal. The recommended budget includes sufficient resources to carry out health

programs and services for County residents, including state resources to fund the state-mandated expansion of full-scope Medi-Cal services to the children of undocumented adults.

The State budget includes a one-time \$3 million augmentation for veterans' services to the \$2.6 million that was in the Governor's January Budget, resulting in \$5.6 million total funding for county veterans' service offices. This will yield an additional \$94,000 for Kern County veteran outreach services.

The budget reflects a continued decline in state gasoline taxes. Based on this decreased rate, the County stands to lose \$3.5 million in funds available for the Roads Fund. The department has indicated that it anticipates fewer transportation projects will be completed in FY 2015-16.

An additional \$1.8 billion in one-time resources is included in the State budget to continue the State's response to drought impacts. This includes \$783 million for projects to prevent or cleanup contamination of potable groundwater, \$175 million for safe drinking water projects, primarily in smaller disadvantaged communities, and \$158 million for small communities such as South Shafter to upgrade wastewater systems.

Finally, the State budget includes full repayment to local agencies of remaining amounts owed for mandated services performed prior to 2004. Of the remaining \$765 million in statewide pre-2004 mandate obligations, the County received more than \$9.8 million in late June 2015. The County General Fund was reimbursed \$4 million that is being used to fund FY 2015-16 Net General Fund Cost. The balance of \$5.8 million was allocated as direct program revenue to other funds that incurred the costs.

FEDERAL BUDGET IMPACT

The County receives revenue from the federal government's Payment in Lieu of Taxes (PILT) program. PILT program eligibility is reserved to local governments that contain non-taxable federal lands and provide vital services, such as public safety, housing, social services and transportation. Using a formula provided by statute, the annual PILT payments to local governments are computed based on the number of acres of federal entitlement land within each county or jurisdiction and the population of that county or jurisdiction. The funding for this program is considered each year within the federal budget. The County has received about \$2.4 million each year from this program since 2008. However, due to fiscal constraints at the federal level, this funding is projected to decline. The County expects to receive a small payment in October 2015 that was designated in the FY2015 federal budget, but a FY2016 allocation has not yet been authorized.

MAJOR PROGRAM HIGHLIGHTS

The recommended budget categorizes departments into functional areas by the services that they perform. Most departments are funded through direct program revenues, such as State and federal aid or fees, and/or an allocation of Net General Fund Cost (NGFC). Countywide discretionary resources, comprised mainly of property taxes and sales and use taxes, funds NGFC. As NGFC is a limited resource, it is helpful to put into prospective the budget for these functional areas as compared to the County's total budget of \$2.87 billion and the General Fund budget of \$858 million.

The highlights of departmental budgets by functional area are discussed below.

General Government

Budgets for general government departments total \$336 million, or 12% of the County's total budget, and they receive 18% of the total NGFC allocation. Within the General Fund, appropriations for general government departments total \$129 million, or 19.3% of the General Fund budget. Staffing for these

departments totals 590 positions, a net increase of seven positions from FY 2014-15. Three of the seven positions are for the Human Resources Division, two positions are for Information Technology Services and the County Administrative Office and County Counsel are each adding one position.

General government departments handle the administration of the government and include departments such as the Board of Supervisors, County Administrative Office, Clerk of the Board, Human Resources, Auditor-Controller-County Clerk, Treasurer-Tax Collector, Assessor-Recorder, etc. The FY 2015-16 Recommended Budget includes the re-organization of the Human Resources Division under the County Administrative Office. The reorganization includes transferring some positions that perform health benefits and employee relation activities from the County Administrative Office budget to the Human Resources Division budget.

Public Protection

Protecting public safety remains the top priority of the recommended budget for the County. Budgets for public protection departments total \$809.5 million, or 28.2% of the County’s total budget, and they receive nearly 47.6% of the total NGFC allocation. Within the General Fund, appropriations for public protection departments total \$424 million, or 63.5% of the General Fund budget. Staffing for these departments totals 3,381 positions, a net decrease of 11 positions from FY 2014-15.

The Sheriff’s budget is recommended for a \$2.9 million increase in Net County Cost from the FY 2014-15 Adjusted Budget to maintain status quo operations. A majority of this increase is associated with the strategic plan to cover 60% of pension cost escalation. 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 funding to staff the Rural Crime Unit and to continue operating the Ridgecrest Jail facility.

The Probation Department is also recommended to receive an increase in Net County Cost from the FY 2014-15 Adjusted Budget of \$1.2 million as a result of the pension escalation cost strategic plan. The department absorbed the 2.4% reduction in Net County Cost by not funding vacant positions, resulting in no significant service level impacts for FY 2015-16.

The District Attorney – Criminal Division budget is recommended for an \$859,671 increase in Net County Cost from the FY 2014-15 Adjusted Budget. The department indicated that no major service level impacts would result from the proposed 2.4% reduction of Net County Cost.

The Fire Department’s recommended budget will allow the department to maintain staffing levels and to purchase \$1.2 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 a decline in oil and gas property tax revenue of more than \$15 million. The recommended budget provides sufficient funding to continue three-person staffing at County fire stations. However, the budget relies on the expected award of a \$4.5 million Staffing for Adequate Fire and Emergency Response (SAFER) grant to continue to support the 30 additional staff added in FY 2012-13.

The recommended budget for Animal Services allows the department to maintain status quo staffing levels and will continue to provide the resources necessary to maintain a high level of care for County animals. The budget also includes the completion of a surgical suite capital project at the Fruitvale facility and \$250,000 in appropriation for spay and neuter activities.

Public Ways and Facilities

Budgets for public ways and facilities departments total \$177 million, or 6.3% of the County’s total budget, and they receive nearly 1.5% of the total NGFC allocation. Staffing for these departments totals 478 positions, a net increase of one position from FY 2014-15.



Public ways and facilities incorporate the reorganization of the Roads, Kern Regional Transit, Waste Management, Engineering, Surveying and Permit Services, Code Compliance and Building Inspections into a single Public Works Department. The reorganization is intended to consolidate activities in order to provide public infrastructure and services to protect and enhance the daily lives of County residents. Services include planning, design, engineering, construction, project management, operation and maintenance of roads, flood control, promotion of safe building construction, and other public services such as solid waste.

Public Assistance

Budgets for public assistance departments total \$644.4 million, or 22.5% of the County's total budget, and they receive 8.1% of the total NGFC allocation. Within the General Fund, appropriations for public assistance departments total \$15.8 million, or 2.4% of the General Fund budget. Staffing for these departments totals 1,919 positions, a net increase of 31 positions from FY 2014-15.

The Department of Human Services (DHS) comprises the largest budget for the public assistance functional area at \$211 million for Administration and \$213 million for Direct Aid. The recommended budget for both these funds includes an increase in Net County Cost totaling \$18.6 million resulting from an over-accrual of revenue from FY 2013-14 contributing to a one-time \$14 million allocation and \$4.6 million in ongoing contribution for increased costs for foster care and general assistance aid activity. The recommended budget for DHS – Direct Aid includes a \$9.1 million increase in expenditures over FY 2014-15 as a result of anticipated increases in CalWORKs assistance payments, an increased general assistance grant amount approved in FY 2013-14, and an increase in Foster Care payments due to increased rates to be paid to foster family agencies as prescribed by the federal government.

The budget for DHS - Administration continues to include \$560,000 funding for expanded Phase 1 Differential Response services provided by the Kern County Network for Children.

Health and Sanitation

Budgets for health and sanitation departments total \$776 million, or 27% of the County's total budget and they receive nearly 10% of the total NGFC allocation. Within the General Fund, appropriations for health and sanitation departments total \$47 million, or 7% of the General Fund budget. Staffing for these departments totals 2,714 positions, a net decrease of 20 positions from FY 2014-15.

The Kern Medical Center enterprise fund is the largest health and sanitation department with a spending plan of \$335 million. The fund is recommended to receive a total of \$9.7 million comprised of a County contribution of \$7.4 million and \$2.3 million from 1991 Health Realignment for operations. Additionally, \$1.9 million is anticipated from the Kern Health Systems excess reserve to cover the startup cost of the new Ambulatory Surgery Center.

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 NGFC of \$167,167 to provide Wi-Fi services at all branches and fund additional book materials. The Library also plans to open the Beale Branch Library one extra day per week. The budget includes \$389,205 for books and materials, which is \$131,205 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 40 neighborhood parks with recreational facilities that include lakes, campgrounds, group picnic areas, playgrounds, bike trails and ball fields. Additionally, the budget allows for an increase in the level of service to the public through the privatization of services in Phase III areas (Frazier Park, Ford City, Valley Acres, Derby Acres, and Fellows).

Several contributions to community programs are included in the recommended budget. The Special Services' budget provides funding totaling \$702,070 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, the use of one-time sources such as fund balance carry-forward is isolated to capital and major maintenance projects and reserves or designations. 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 \$16.4 million.

The recommended budget includes ten capital projects totaling \$6.5 million and 50 new major maintenance projects such as the reroofing or paving of several County facilities totaling \$16.7 million. Several projects have revenue sources resulting in a Net County Cost of \$13.7 million for all new projects in FY 2015-16.

MITIGATING FUTURE CHALLENGES

The past several years have challenged your Board's ability to achieve fiscal sustainability and meet the increasing demand for public services. In addition to a decline in countywide discretionary revenue, the County is facing retirement cost increases, fiscal uncertainty related to 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 that are not expected to increase sufficiently to cover increased costs. Accordingly, the County Administrative Office seeks 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.

Declaration of Fiscal Emergency

The County declared a fiscal emergency in January 2015 as a proactive budgetary measure in preparation of absorbing a \$50 million loss of property tax revenue as a result of a decline in the assessed value of oil and gas properties caused by the falling market value of oil. The declaration allowed access to the County's General Reserve and provided flexibility to modify staffing for the Fire Department if necessary. With the immediate action taken in FY 2014-15 that included mid-year reductions to preserve resources and implementation of two long-term fiscal strategies, the budget for the General Fund has been balanced without significant service level impacts to the community. Through the development of a strategic approach and disciplined implementation of budgetary restrictions, the original causes for the declaration of fiscal emergency for FY 2015-16 have been mitigated. However, the County is still beset with uncertainties related to the Fire Fund. The FY 2015-16 budget for the Fire Fund in balanced with



one-time resources and a revenue estimate for the SAFER grant that has not yet been awarded to the County. Furthermore, the Fire Department has yet to complete a long-term fiscal plan for its fund that is forecasted to have annual deficits up to \$8 million over the next five years.

The County is also challenged with new issues that are currently being reviewed for fiscal impact. New assessment appeals for supplemental property taxes associated with the valuation of new wells for petroleum properties have once again been submitted by property owners despite that the premise for the claims was denied review by the California Supreme Court in January 2015. While the court has ruled in favor of the County on this issue in the past, there continues to be an estimated \$15 million potential liability for the County and additional attorney fees will be incurred. The Administrative Office has also recently been advised by Toyon and Associates, Inc. that Kern Medical Center's potential liability to the State has grown from an estimated \$21 million last fiscal year to as much as \$52 million. The recommended budget includes a set-aside of General Fund cash to cover the initial estimate of \$21 million, but a funding source for the additional \$31 million will need to be identified if the State issues an invoice for these funds. Finally, the for these reasons, it is recommended that the declaration for fiscal emergency continue until January 2016 at which time the Administrative Office will provide a mid-year status report to the Board of Supervisors.

Retirement Costs

Retirement costs are anticipated to increase as a result of the amortization of the unfunded actuarial accrued liability. 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. In addition, debt service payments for the County's Pension Obligation Bonds are scheduled to escalate through FY 2021-22. The combined ongoing pension cost escalation is projected to be \$27 million for all funds in FY 2015-16. 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 \$17.6 million. The Board of Supervisors approved a fiscal strategy in January 2015 for pension cost escalation that requires the set-aside of one-time fund balance carry-forward of \$7 million annually in the designation for retirement over the next seven years to be used towards a plan to cover 60% of pension escalation for General Fund departments through FY 2021-22 when one of the Pension Obligation Bonds will be fully repaid. Retirement costs will significantly decline in FY 2022-23, which will alleviate the budgetary pressure for departments.

The County was also informed by the Kern County Employees' Retirement Association (KCERA) that beginning in FY 2015-16, it will begin a three-year phase out of the County's option to prepay the retirement contribution that has generated \$8 million annually in interest resources for the General Fund for the past 15 years. The General Fund will lose approximately \$5 million in FY 2016-17 and then an additional \$3 million in FY 2017-18.

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 these 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 Board of Supervisors approved a fiscal strategy in January 2015 to identify an ongoing source to fund the operations of the new jail. The strategy includes isolating Net County Cost of \$4 million, or 1.4% each year over the next five years to achieve an ongoing source of \$20.5 million. Initially, this source is proposed through the reduction of allocations to other departments, but it is anticipated that any new growth in discretionary revenue may also be an alternative source in lieu

of department reductions. The accumulation of Net County Cost resource will be set aside in the designation for new jail operations until FY 2017-18.

With the passage of Senate Bill 863 up to \$500 million in State bond funding for the acquisition, design, and construction of jail facilities will become available for California counties. The County is exploring potential funding, through efforts spearheaded by the Sheriff's Office, for a \$43 million dollar minimum security jail project that would replace two existing barracks and add program and administrative space. The County's responsibility would be a 10% match for construction, or \$4.3 million, and would require the County to provide staffing during the entire term of the bond financing, approximately 25-35 years. The Sheriff's Office has crafted a staffing plan to meet the funding requirements with existing staff and does not anticipate this project will require the addition of any permanent staff.

Sales Tax Volatility

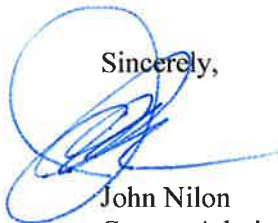
Historically, it has been assumed that counties are more reliant on relatively stable property taxes for the provision of services; however, with the realignment of many State services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$255 million), County sales tax (\$44 million) and Proposition 172 half cent sales taxes (\$79 million), the portion of budget requirements funded primarily with sales tax represents 13.21% of the County budget. Approximately \$154 million of this revenue is allocated to services specifically in the General Fund which equates to 18% of the General Fund's budget. Revenue from sales taxes is projected to decline slightly in FY 2015-16, lending to the concern that these revenues 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 2015-16 Recommended Budget is balanced within available resources and reflects a 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 2015-16 Recommended Budget, your Board's leadership and strong fiscal management will assist the County in once again maintaining the critical balance between service demands and limited financial resources.

At the Budget Hearings that begin August 18, 2015, 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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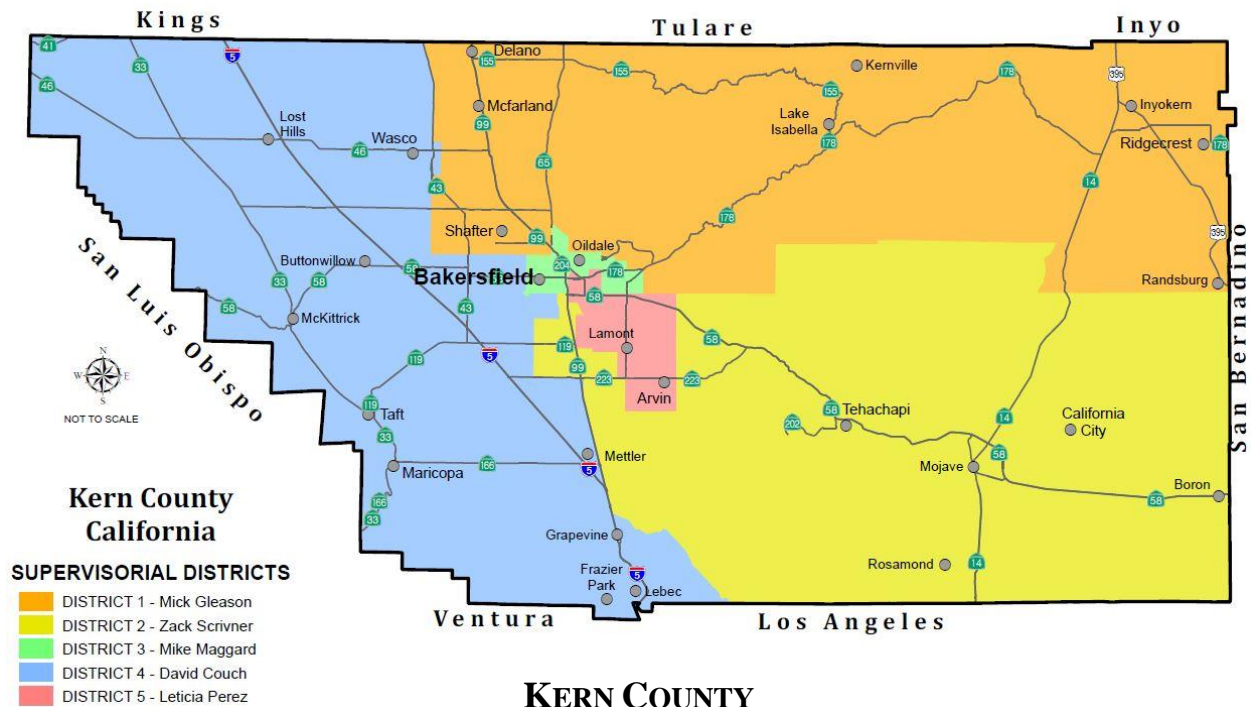


COUNTY OF KERN
COUNTY ADMINISTRATIVE OFFICE
FY 2015-16
RECOMMENDED BUDGET

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:

City	Change from 2014	
	Change from 2014	Population
Arvin	.7	20,113
Bakersfield	.1	369,505
California City	1.1	13,165
Delano	-0.2	52,222
Maricopa	-0.2	1,169
McFarland	2.8	14,037
Ridgecrest	-0.1	28,419
Shafter	3.6	17,970
Taft	6.3	9,456
Tehachapi	-1.9	13,028
Wasco	0.4	26,130
Total Incorp.	.9	565,214
Total Unincorp.	.1	309,050
Total County of Kern	.7	874,264

Source: State of California, Department of Finance, Population Estimate with Annual percentage Change January, 1 2014, 2015.

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):

Employer	Employees
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 (2014-15):

\$87,074,431,966

Source: County of Kern Assessor Record



**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

2014-15 Top 10 Taxpayers Per Billing

	Net Assessed	
	Value	Total Tax
Chevron	8,413,035,302	94,499,791
Occidental of Elk Hills Inc.	7,802,593,404	84,165,912
Aera Energy LLC	6,643,209,411	68,940,443
Freeport Mcmoran Oil & Gas	2,180,792,414	22,627,451
Berry Petroleum LLC	1,990,741,600	21,290,277
Vintage Petroleum LLC	1,410,208,403	15,521,877
Seneca Resources Corp	800,545,874	8,410,604
Southern California Edison Co.	794,134,112	11,177,775
Pacific Gas & Electric Co.	790,266,574	11,124,180
Paramount Farms Int. LLC	497,308,176	5,292,537

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 (May 2015):

10.0%

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

Poverty Level (2012 estimate):

22.9%

Source: U.S Census Bureau, <http://quickfacts.census.gov>

Median Home Price (May 2014):

\$209,250

Source: CA Association of Realtors, 2014

Median Family Income (2014 estimate):

\$49,430

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

Per Capita Personal Income (2014):

\$34,453

Source: U.S Department of Commerce

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 2014)

California State University Bakersfield

University of California Merced

University of Phoenix

Community Colleges (Fall 2014)

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 (2014 estimate of county population age 25 years and over):

	<u>Percent</u>
Less than 9 th grade	15.2%
9 th to 12 th 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 State and County Quick Facts

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:

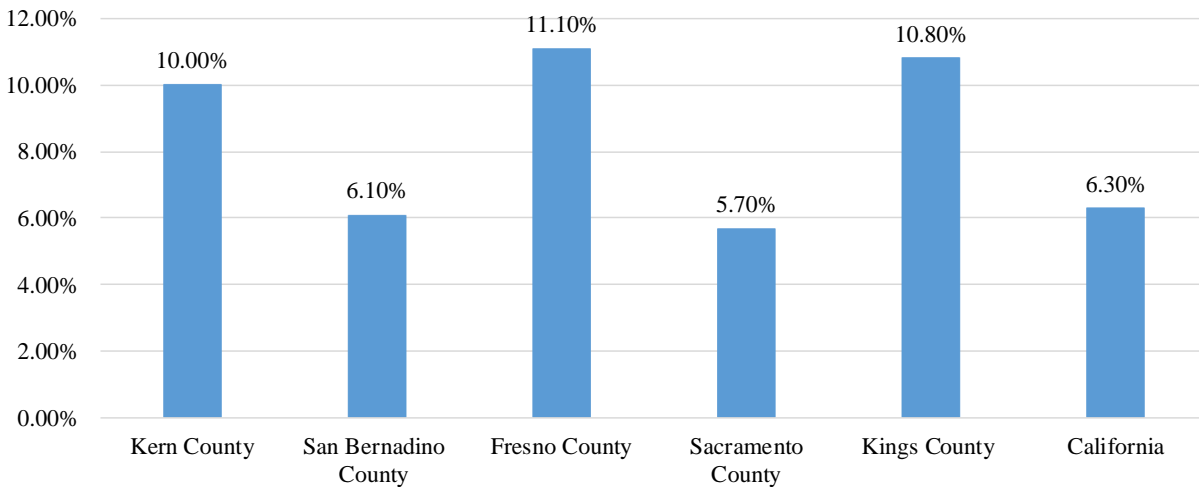
Hispanic	50.9%
White	36.9%
Black	6.3%
Asian	5.0%
American Indian	2.7%
Pacific Islander	0.3%
Multi-Race	3.0%

Source: U.S. Census Bureau 2013 American Community Survey, 1-year Estimates.

**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

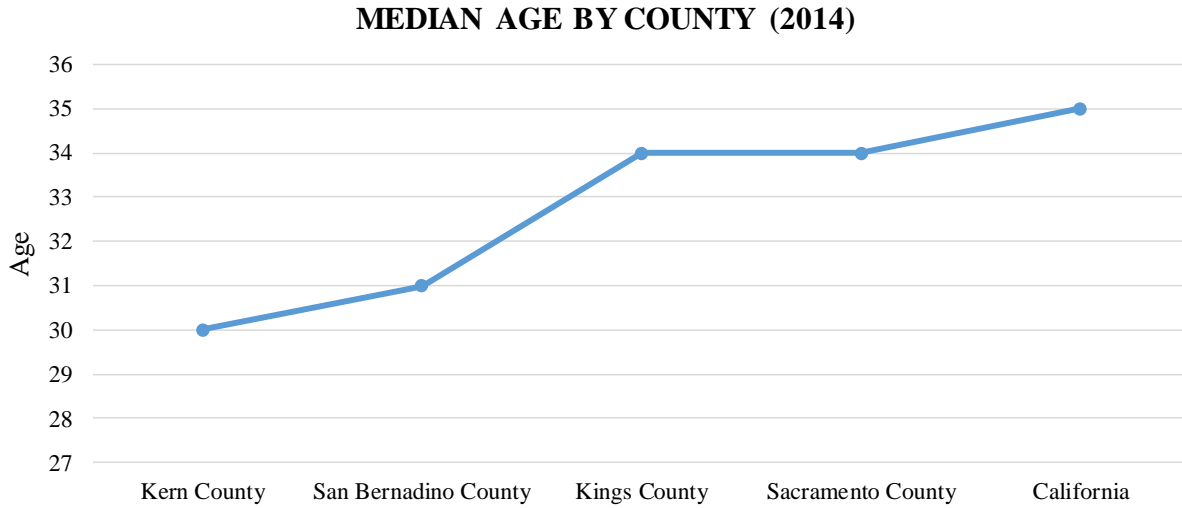
THE COUNTY OF KERN - COMPARISON TO OTHER COUNTIES

UNEMPLOYMENT RATE (APRIL 2015)



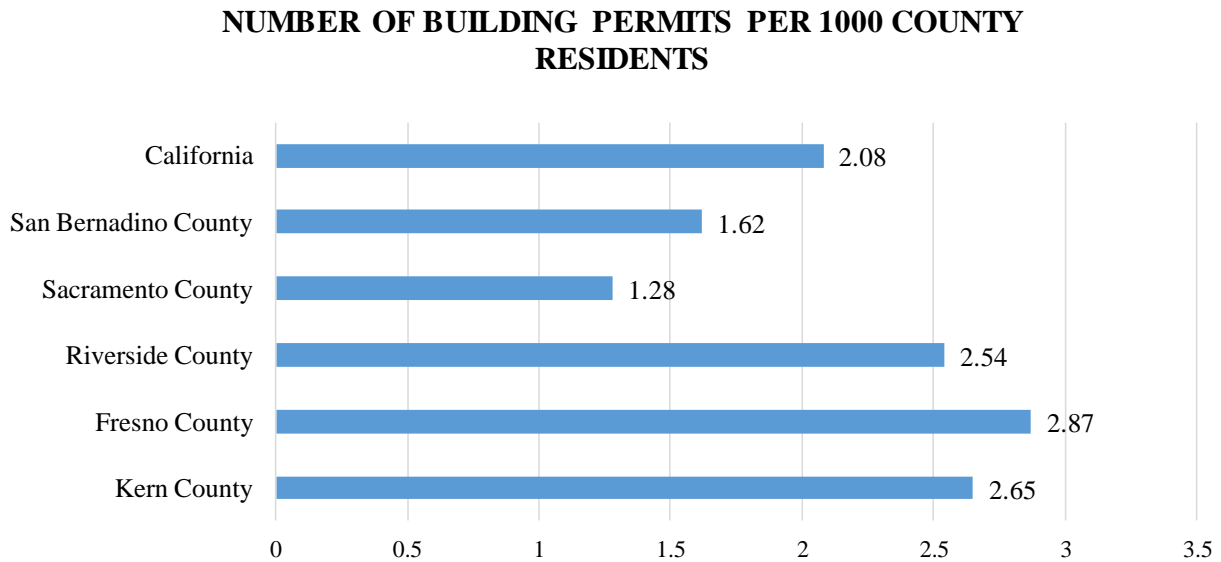
Source: US Bureau of Labor Statistics

Unemployment levels have decreased for the fifth year in a row. The unemployment rate in Kern County is .4% lower than it was in 2014 and currently hovers around 10.0% (April 2015). Steady decreases in the unemployment rate have been slowed by the cheaper price of oil since Kern County is more dependent on the oil industry than other areas. Despite the fact of lowered oil prices, the economy is still gaining jobs in several other sectors. Youth unemployment for those 16-25 years of age remains high and Kern County has a higher proportion of young people compared to most other counties. This partially accounts for a higher unemployment rate when looking at the statistics. Despite these demographics, Kern County has a lower rate than several surrounding counties such as Fresno County and Kings County. The area is also attracting many young professionals and families. Many of which are drawn by a growing community and adding to a skilled workforce.



Source: U.S. Census Quick Facts

Kern County is one of the youngest counties in California and has a median age of about 30 years of age. That is an entire 5 years younger than the median age of California which stands at 35. The area has a growing expansion of young professionals and young families. Kern County also continues to see strong growth numbers increasing the overall population on an annual basis. The county received a 27% increase in population from 2000 to 2010. The current population is roughly 875,000. The region is expected to grow by almost 10% in total population from 2015 to 2020 according to the California Department of Finance Projections.



Source: U.S. Census 2013 Rates



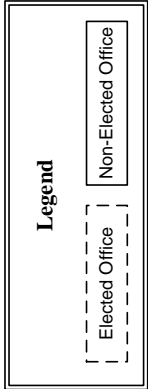
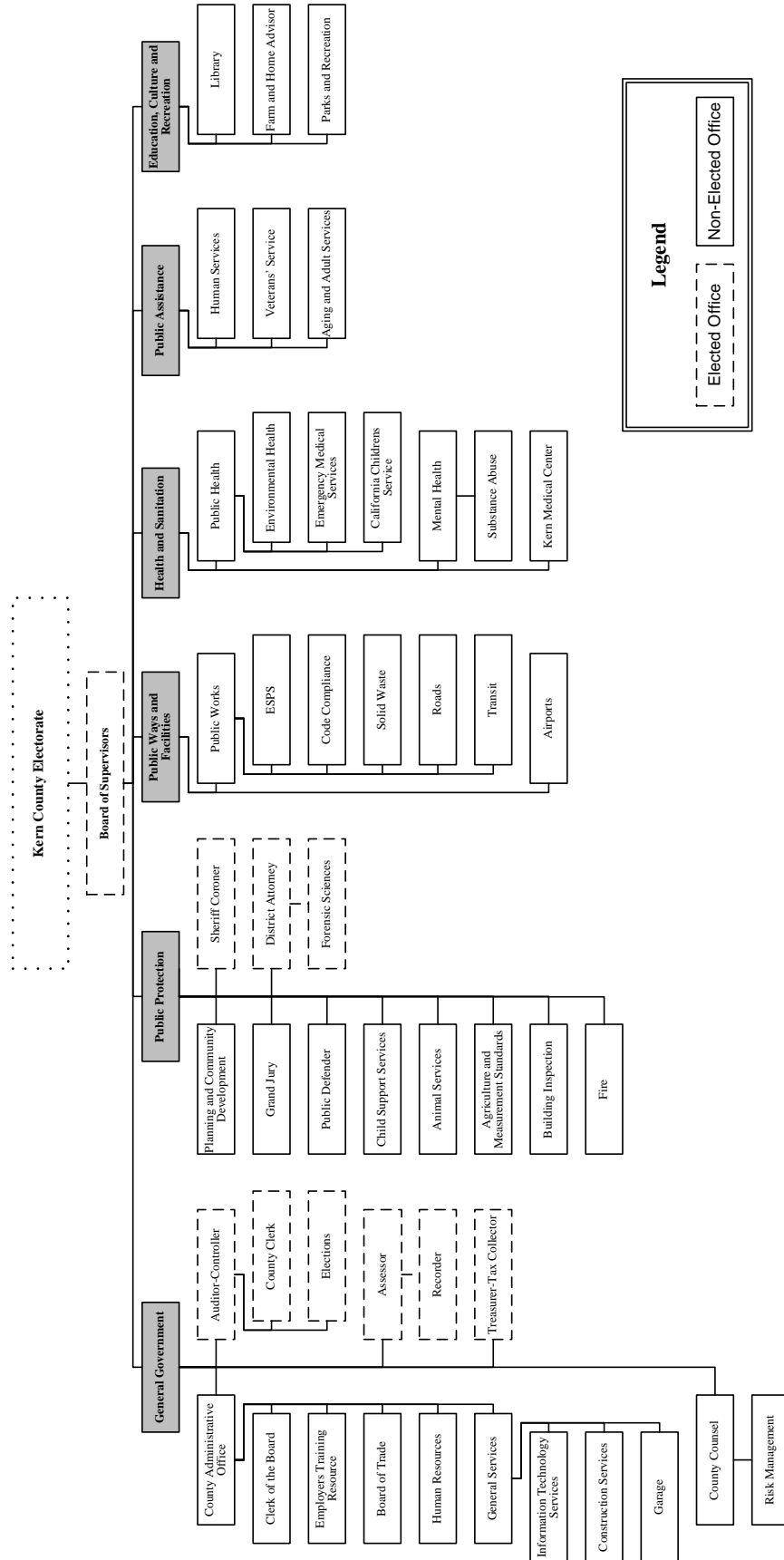
Kern County has experienced continued building and construction in order to accommodate increased business opportunities and population growth. According to the chart above, Kern County is experiencing growth at a higher rate per 1,000 residents than many other counties. This has led to new roads, housing and business opportunities. All of these indicators continue to benefit the local economy.

Located at the southern end of the San Joaquin Valley, Kern County's 8,064 square miles embrace portions of the Mojave Desert, the Sierra Nevada and Coast Ranges, and the valley. Half of Kern County's 875,000 residents live in the metropolitan area of Bakersfield, the county seat. Agriculture and petroleum are economic mainstays, as well as aerospace and military research and development conducted at Edwards Air Force Base and Naval Air Weapons Station China Lake. Kern produces more oil than any county in the nation, has North America's largest ice cream plant, and boasts history's first human-powered flight, first solar-powered flight, and first private space flight.

Kern County was formed in 1866 from portions of Tulare, Los Angeles, and San Bernardino counties. Its original county seat was Havilah, a gold-mining town in the mountains near the Kern River Valley. In 1875, the county seat was moved to the growing agricultural community of Bakersfield. The discovery of oil along the banks of the Kern River in 1899 and in Taft a few years later ignited a boom that has propelled Kern County to its position as the top oil-producing county in the U.S.

Since these beginnings, Kern County's broad desert expanses have hosted many milestones in military and private flight research, and Kern County has now emerged as a leader in renewable energy, generating nearly half of California's total solar- and wind-powered electricity. Kern County is also home to a California landmark, Tejon Ranch, whose 270,000 acres of rangelands, cultivated farm land, and mountains comprise the largest continuous expanse of privately held land in the state.

Kern County Organization Chart
for Staffed Budget Units – by Function of Primary Budget Unit



County of Kern

The County of Kern's FY 2015-16 Recommended Budget covers the period from July 1, 2015-June 30, 2016. 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 2015-16 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 2015-16 Recommended Budget book includes prior year accomplishments, and departmental performance measures to demonstrate if departments are meeting County Goals and Objectives. The FY 2015-16 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 2015-16 Budget

Mid-December	Capital and Major Maintenance Requests
January 23, 2015	New Vehicle Requests Due
February 10, 2015	Adoption of FY 2015-16 Net General Fund Cost Guideline
February 18, 2015	Budget Preparation System Training
February 19, 2015	Budget Kick-off with Departments/Budget Preparation System Opening
March 2, 2015	Deadline for New or Increased Fees
April 10, 2015	Departments Submit Requested Budgets
June 23, 2015	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
July 21, 2015	Second Public Budget Discussion with year-end closing numbers
August 17, 2015	Special Evening Meeting to Receive Public Comments
August 18, 2015	Budget Hearing and Adoption of FY 2015-16 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 2015-16.

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, 2015.

The County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For FY 2015-16 the budget is balanced with the inclusion of a 2.4% reduction of Net General Fund Cost 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 23, 2015 the County Administrative Office presented the FY 2015-16 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). A second budget discussion was held on July 21, 2015. An evening session specifically for public input has been scheduled for August 17, 2015, concluding with the final budget adoption on August 18 and 19, 2015 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 2015-16 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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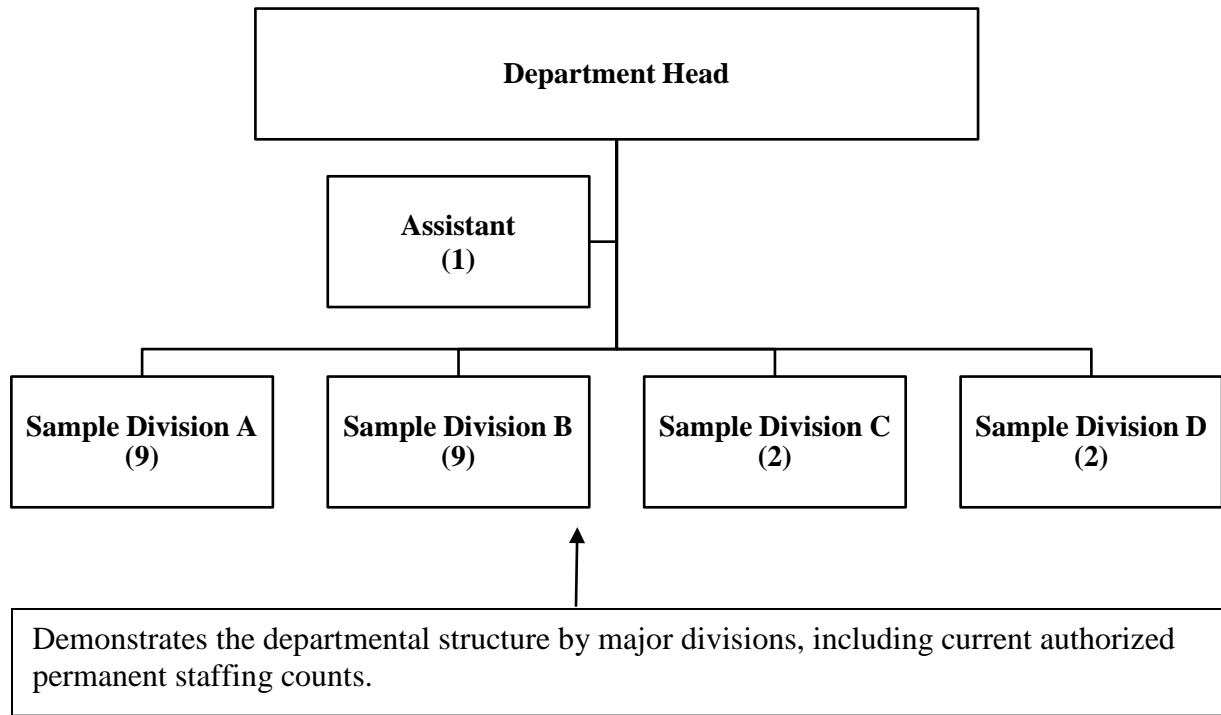
Budget Book Format

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 2013-14 and 2014-15 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
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
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0
Expend. Reimb.	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE:						
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
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$0
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives



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.

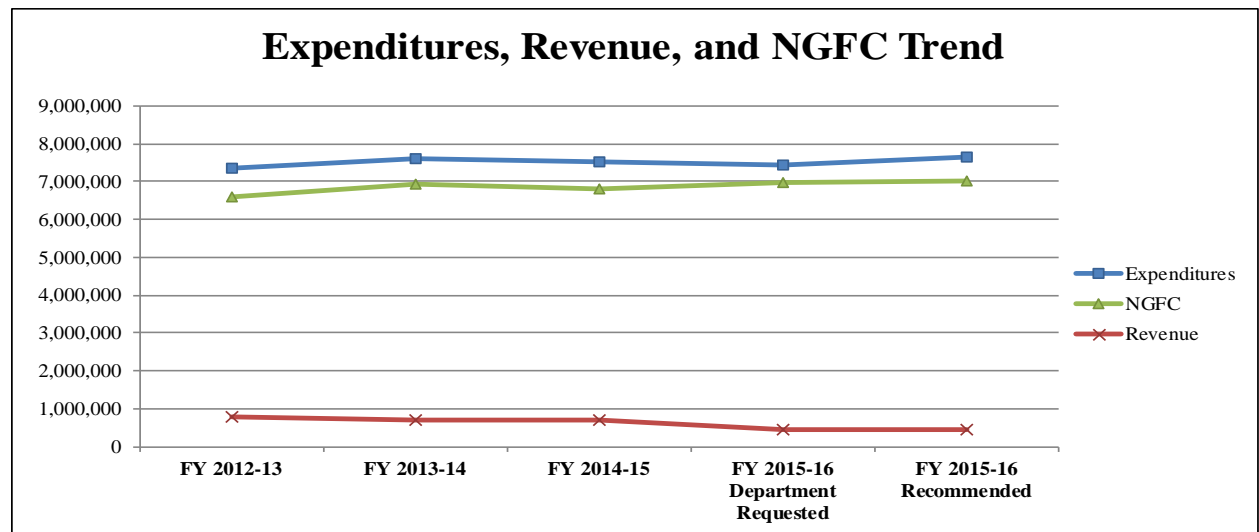


Major Expenditures and Revenue in FY 2015-16 Recommended Budget

← 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 2015-16 budget, including significant changes in requirements and sources from the prior year adopted budget.



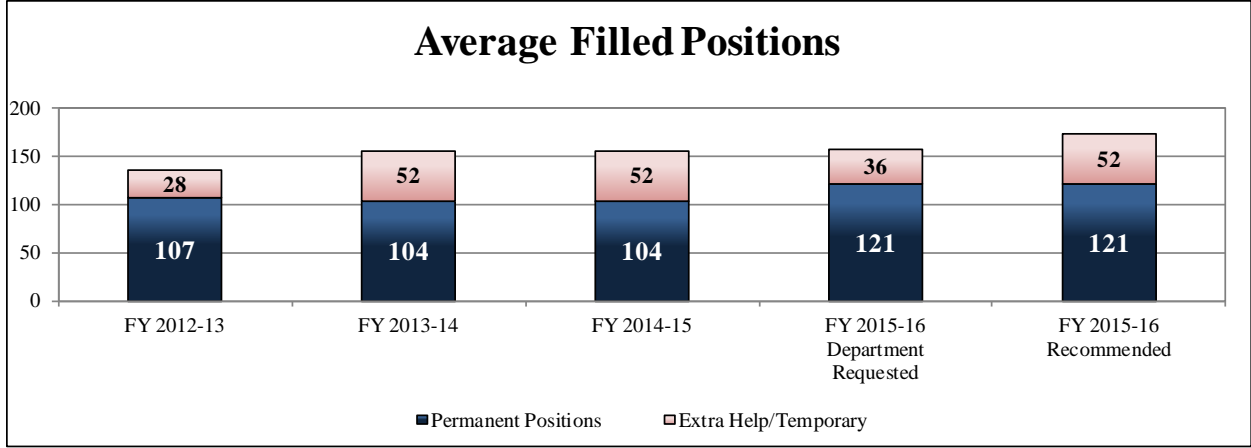
↑ The above graph displays the trend of expenditures, revenue and net general fund contribution for current year requested and recommended and the prior three fiscal years.

Staffing Changes and Operational Impact

← This narrative section briefly highlights budgeted staffing changes and operational impacts for FY 2015-16, 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 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	0	0	0	0	0
Extra Help/Temporary	0	0	0	0	0
Total Positions	0	0	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	0	0	0	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	0	0	0	N/A	N/A
SALARIES & BENEFITS	\$0	\$0	\$0	\$0	\$0

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 2015-16 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
Total	9	1	0		10	10	0	10

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
3 Current Total	3 Requested Total	3 Requested Total
<u>Additions/Deletions</u>		
1 Position Name		
4 Requested Total		



Section Name

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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 2015-16 fiscal year, including any prior history or status updates if applicable.



Summary of Requirements and Sources

	FY 2013-14 Adjusted Budget	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$1,036,128,606	\$1,026,680,668	\$1,030,887,706	\$1,088,609,508
Operating Expenses	1,137,733,777	1,007,986,133	1,101,430,872	1,127,648,203
Capital Expenditures	89,675,649	166,825,110	222,228,711	51,821,308
Reimbursements	(15,586,401)	(17,195,803)	(17,285,803)	(20,266,367)
Contingencies	18,791,371	24,993,701	17,227,479	19,123,751
Subtotal Appropriation	\$2,266,743,002	\$2,209,289,809	\$2,354,488,965	\$2,266,936,403
Operating Transfers-Out	\$529,014,928	\$439,759,753	\$484,036,989	\$509,799,277
Contributions to Reserves	114,550,897	89,299,855	90,441,305	90,731,917
Total Requirements	\$2,910,308,827	\$2,738,349,417	\$2,928,967,259	\$2,867,467,597
<u>Sources</u>				
Taxes	\$485,352,178	\$501,158,265	\$527,799,990	\$496,186,376
1991 Realignment	72,808,434	78,542,975	78,542,975	72,241,364
2011 Realignment	162,856,217	155,418,291	163,027,412	186,245,951
State, Federal, or Government Aid	723,917,460	804,909,746	855,378,601	713,489,520
Fee/Rate	476,993,598	478,391,549	488,945,920	590,408,408
Other Revenue	92,199,065	80,472,421	86,367,605	103,345,813
Operating Transfers In	564,915,085	449,323,054	476,505,508	505,844,237
Fund Balance/Use of Unrestricted Net Assets	173,767,777	116,351,726	174,290,443	94,530,085
General Fund Unassigned Fund Balance	64,211,087	37,157,102	37,157,102	77,360,558
Use of Reserves	93,287,926	36,624,288	40,951,703	27,815,285
Total Sources	\$2,910,308,827	\$2,738,349,417	\$2,928,967,259	\$2,867,467,597
Budgeted Staffing	9,128	9,142	9,295	9,303

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 2013-14 Adjusted Budget through the FY 2015-16 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 2014-15 Adjusted Budget requirements of \$2.9 billion includes \$91.4 million of prior year appropriations. The FY 2015-16 Recommended Budget for the County includes \$2.9 billion in budgeted requirements and sources and 9,303 positions 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 2015-16 Recommended Budget includes appropriation of \$2.3 billion, which is a net decrease of \$87.6 million, or 3.7%, under the FY 2014-15 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 2013-14 Actual	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget	Change Between 2014-15 Adjusted & 2015-16 Recommended	Percentage Change
County Operations						
General Government	\$107,891,744	\$119,841,050	\$157,576,181	\$128,862,847	(\$28,713,334)	-18.2%
Public Protection	393,273,745	405,390,761	411,527,532	424,466,644	12,939,112	3.1%
Public Ways and Facilities	0	0	1,292,945	0	(1,292,945)	-100.0%
Health and Sanitation	46,161,509	44,570,652	45,438,201	46,648,646	1,210,445	2.7%
Public Assistance	12,391,266	13,857,711	14,326,484	15,754,848	1,428,364	10.0%
Education	8,037,615	8,365,782	8,483,495	8,447,099	(36,396)	-0.4%
Recreation and Cultural Services	12,494,185	13,165,939	13,164,559	12,925,347	(239,212)	-1.8%
Debt Service	10,702,068	14,241,663	14,241,663	23,050,508	8,808,845	61.9%
Contingencies	0	8,341,240	9,519,479	7,770,110	(1,749,369)	-18.4%
Total General Fund	\$590,952,132	\$627,774,798	\$675,570,539	\$667,926,049	(\$7,644,490)	-1.1%
Special Revenue Funds						
Capital Project Funds	\$727,051,288	\$793,552,896	\$853,281,769	\$832,928,173	(\$20,353,596)	-2.4%
Enterprise Funds	25,102,746	117,728,644	120,306,951	766,001	(119,540,950)	-99.4%
Internal Service Funds	416,821,106	442,133,464	461,029,886	465,659,853	4,629,967	1.0%
	183,885,442	182,072,638	194,616,472	252,329,028	57,712,556	29.7%
Total County Operations	\$1,943,812,714	\$2,163,262,440	\$2,304,805,617	\$2,219,609,104	(\$85,196,513)	-3.7%
Special Districts						
Employment Grant Programs	\$17,558,431	\$19,520,424	\$20,400,279	\$19,881,940	(\$518,339)	-2.5%
Community Development Programs	5,703,344	10,555,095	12,173,436	9,901,499	(2,271,937)	-18.7%
	2,932,945	15,951,850	17,109,633	17,543,860	434,227	2.5%
Total All Funds	\$1,970,007,434	\$2,209,289,809	\$2,354,488,965	\$2,266,936,403	(\$87,552,562)	-3.7%

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 \$2.3 billion of appropriation for the FY 2015-16 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2014-15 Adjusted Budget to the FY 2015-16 Recommended Budget.

Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of \$667.9 million for FY 2015-16:

General Government has appropriation of \$128.9 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 (\$4.1 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 (\$11.5 million); employment and employee related services provided by Human Resources (\$4.6 million); purchasing, property management, and construction services provided by General Services (\$13.1 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller (\$6.4 million); tax collection and treasury oversight by the Treasurer Tax Collector (\$6.5 million); and information technology support provided by the Information Technology Services Department (\$15.5 million).

Public Protection has appropriation of \$424.5 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$217.3 million) provides law enforcement services for the unincorporated areas of the County. Primary functions of the department include providing countywide services for general operations (\$61.9 million) as well as providing detention facilities (\$73 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 cities within Kern County through contractual agreements (\$3.1 million). The Probation Department (\$91 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 (\$37.1 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$17.3 million) provides legal counsel for the indigent defendants within the County.

Health and Sanitation has appropriation of \$46.6 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health (\$28.2 million) and Environmental Health (\$7.8 million). Emergency Medical Services (\$1.5 million) monitors the delivery of emergency medical services and coordinates system participation throughout the County.

Public Assistance has appropriation of \$15.7 million and administers veteran social service and job assistance programs to County residents. Veterans' Services (\$1.6 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 (\$12.6 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 (\$8 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 (\$12.9 million) which operates eight regional parks, 40 neighborhood parks, and 76 County buildings.



Debt Service is administered out of one budget unit which has appropriation of \$23.1 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 \$7.8 million include \$4 million for unforeseen operational changes and legislative impacts, \$500,000 for uncertainties, and \$3.3 million for other specific purposes.

Special Revenue Funds

Special Revenue Funds have appropriation totaling \$832.9 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 \$461,970 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 \$187.5 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 (\$147.8 million) responds to emergency fire, rescue, and medical aid requests.

Public Ways and Facilities has appropriation of \$67.6 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 \$136.7 million and provides mental health services to County residents primarily through the Mental Health Services Department (\$115.1 million) and Mental Health – Substance Abuse (\$15.7 million) which provides residents with access to high quality mental health services.

Public Assistance has appropriation of \$441.4 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration (\$211 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 (\$213.4 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 (\$16.1 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 \$117,500 and provides special purpose funding for the Parks and Recreation Department within the General Fund.

Capital Project Funds

Capital Project Funds have appropriation of \$766 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 2015-16 is shown in the Countywide Capital Projects section.

Enterprise Funds

Enterprise funds have appropriation of \$465.7 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 \$335.3 million and provides comprehensive inpatient, outpatient, and ancillary services to County residents. The department of Correctional Medicine (\$24.3 million) provides services directly to adult and juvenile inmates at the County-owned and operated detention facilities. KMC is the only trauma center located in Kern County.

Solid Waste Management has appropriation of \$52.2 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 \$26.5 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 \$252.3 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 \$15.8 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 \$5.5 million in order to purchase and provide maintain services for vehicles assigned operationally to County departments.

Group Health has appropriation of \$138.6 million and administers the operation of the County employees' health and dental insurance plans.

Retiree Group Health has appropriation of \$9.8 million to provide for the County's contributions to the Retired Employees Health Insurance and Retiree Premium Support Program.

Unemployment Compensation has appropriation of \$2.9 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 \$19.6 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.

Public Works has appropriation of \$60.1 million to provide labor and support to the Roads, Engineering, Surveying and Permit Services, and Waste Management departments.

Special Districts

Special Districts have appropriation of \$19.9 million and provide services including landscape maintenance, street sweeping, sewer service, and street lighting services. County Service Areas (\$4.5 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 (\$5.5 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 (\$8.7 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 \$9.9 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 \$17.5 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 (\$8.5 million), the Emergency Solutions Grant Program (\$992,518), and the Community Development Home Investment Trust (\$7.6 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 \$7.6 million, or 1.1% 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 Public Protection.

General Government is decreasing budgeted appropriation by \$28.7 million which is primarily due to a decrease of approximately \$30.2 million in capital projects and major maintenance projects, which is offset by an increase in pension and health benefits cost.

Public Protection appropriation is increasing by \$12.9 million due to an increase in retirement costs which results in increases of \$4.2 million in the Fire Department, \$2.3 million in the Probation Department, and \$5.9 million in the Sheriff's Department.

Debt Service is increasing by \$8.8 million to accommodate the payment of a premium on the County's FY 2015-16 Tax and Revenue Anticipation Notes.

Contingencies appropriation is decreasing by \$1.7 million primarily due to the set aside of appropriation for specific purposes that were identified during the prior year budget process, and which are not included in the FY 2015-16 Recommended Budget.

Other County Funds

The total net reduction in appropriation for other County funds is \$77.6 million, which is a 4.8% net decrease. Changes are as follows:

Special Revenue Funds are decreasing by \$20.4 million primarily due to the net effect of approximately \$21 million increase in DHS cost of providing public assistance and a carry forward of prior year appropriations associated with encumbrances that were included in the FY 2014-15 Adjusted Budget in the amount of \$45.3 million for continuing capital projects, contract payments, and capital assets in the Fire Fund (\$1.7 million), Mental Health Fund (\$24.1 million), Mental Health – Substance Abuse (\$8.4 million), Roads Fund (\$6.8 million), and DHS Funds (\$1.9 million). Aging and Adult Services budgeted a slight increase in appropriation to accommodate anticipated cost increases in the Senior Nutrition Program.

Capital Project Funds are decreasing by \$119.5 million due primarily to the appropriation of the County's new jail facility in FY 2014-15.

Enterprise Funds appropriation increase of \$4.6 million is mostly due to an increase in the Department of Airports (\$12.5 million) for a runway re-pavement project, an increase in Correctional Medicine (\$2.8 million) for the increase in cost for inpatient services paid to Kern Medical Center, a reduction in Waste Management (\$9.3 million) attributable to the carry forward of prior year appropriations associated with encumbrances that were included in the FY



2014-15 Adjusted Budget, and a reduction in Transit (\$3.4 million) as a result of a decrease in capital assets to be purchased.

Internal Service Funds appropriation is increasing by \$57.7 million due primarily to the creation of the Public Works Internal Service Fund which was created to consolidate the labor and support services for the Roads, Engineering, Survey and Permit Services, and the Waste Management departments.

Special Districts and Grant Programs

Special Districts are reducing by \$518,339 primarily due to a restructuring In-Home Supportive Services (IHSS) to adequately cover additional requirements and training on the Affordable Care Act.

Employment Grant Programs are decreasing by \$2.3 million due to prior year proceeds of approximately \$1 million from the La Cooperativa Campesina de California Drought Relief Housing Rental Subsidies Project and slightly less grant funds being available to the departments.

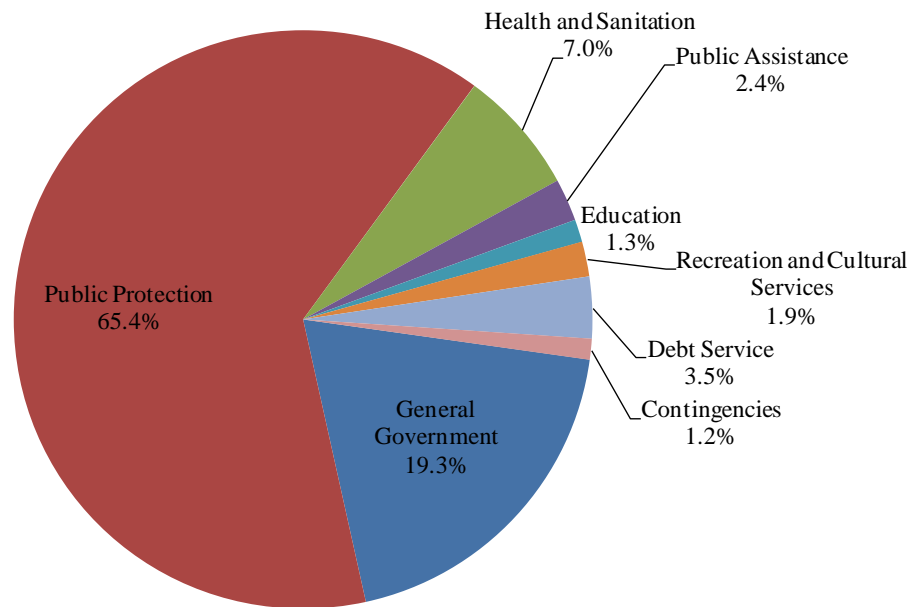
Community Development Programs are recommended at a slightly higher level (2.5%) than the FY 2014-15 Adjusted Budget based on available funding.

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 2015-16 Recommended Budget
General Fund Spending Authority**



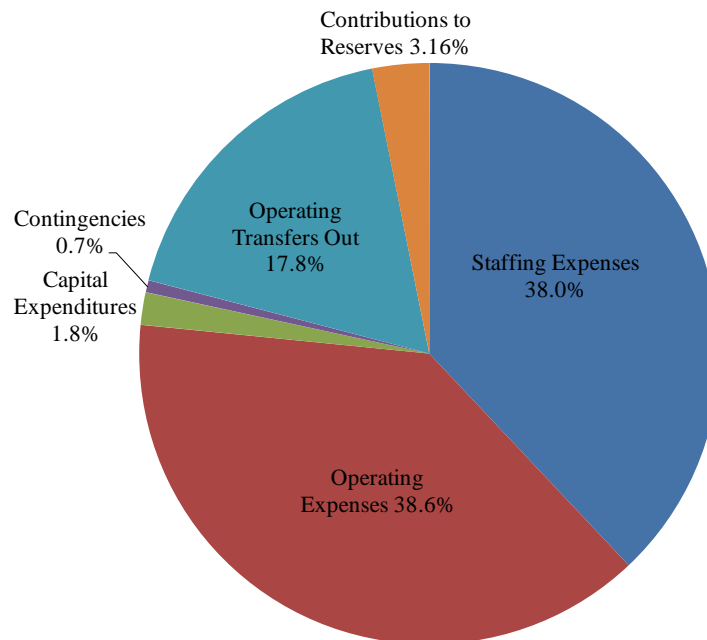
Requirements Summary

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 2013-14 Adjusted Budget	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$1,036,128,606	\$1,026,680,668	\$1,030,887,706	\$1,088,609,508
Operating Expenses	1,137,733,777	1,007,986,133	1,101,430,872	1,127,648,203
Capital Expenditures	89,675,649	166,825,110	222,228,711	51,821,308
Reimbursements	(15,586,401)	(17,195,803)	(17,285,803)	(20,266,367)
Contingencies	18,791,371	24,993,701	17,227,479	19,123,751
Total Appropriations	\$2,266,743,002	\$2,209,289,809	\$2,354,488,965	\$2,266,936,403
Operating Transfers-Out	\$529,014,928	\$439,759,753	\$484,036,989	\$509,799,277
Contributions to Reserves	114,550,897	89,299,855	90,441,305	90,731,917
Total Requirements	\$2,910,308,827	\$2,738,349,417	\$2,928,967,259	\$2,867,467,597

FY 2015-16 Recommended Budget Requirements by Category



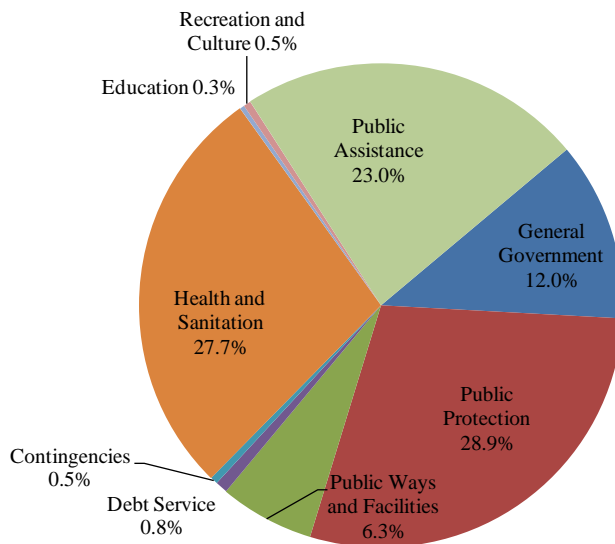
Requirements by Function

The chart below lists requirements by function.

Summary of Requirements by Function - All Funds

	FY 2013-14 Adjusted Budget	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget
General Government	\$487,844,505	\$323,797,749	\$385,934,831	\$335,960,609
Public Protection	814,162,019	895,572,495	921,825,913	809,515,428
Public Ways and Facilities	133,042,333	127,052,357	125,266,467	177,185,156
Health and Sanitation	829,090,262	732,999,068	790,991,830	777,787,670
Public Assistance	524,814,448	538,479,434	584,436,893	644,357,684
Education	8,996,131	8,608,568	8,879,558	8,531,675
Recreation and Culture	14,251,753	14,019,506	14,232,363	13,776,721
Debt Service	14,604,582	14,241,663	18,188,434	23,050,508
Contingencies	15,142,670	22,559,743	13,911,339	13,953,690
Total County Funds	\$2,841,948,703	\$2,677,330,583	\$2,863,667,628	\$2,804,119,141
Special Districts	\$26,927,726	\$20,972,065	\$21,888,840	\$20,748,091
Employment Grant Programs	21,031,638	21,789,074	23,676,652	22,562,761
Community Development Programs	20,400,760	18,257,695	19,734,139	20,037,604
Total All Funds	\$2,910,308,827	\$2,738,349,417	\$2,928,967,259	\$2,867,467,597
Budgeted Staffing	9,128	9,142	9,295	9,303

**FY 2015-16 Recommended Budget
Requirements by Function (County Funds)**



Requirements by Fund Type

	FY 2013-14 Adjusted Budget	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget
Major Funds				
General Fund	\$834,042,891	\$781,665,121	\$855,090,391	\$858,360,157
Kern Medical Center	372,110,143	350,216,420	356,698,836	363,690,527
Total Major Funds	1,206,153,034	1,131,881,541	1,211,789,227	1,222,050,684
Non-Major Funds				
Special Revenue Funds	1,219,363,903	1,148,977,220	1,220,310,744	1,219,878,890
Capital Project Funds	104,146,888	118,237,602	128,515,909	3,177,478
Enterprise Funds	112,504,752	96,061,582	108,310,276	106,034,821
Internal Service Funds	202,444,341	182,172,638	194,741,472	252,977,268
Total Non-Major Funds	1,638,459,884	1,545,449,042	1,651,878,401	1,582,068,457
Total County Funds	\$2,844,612,918	\$2,677,330,583	\$2,863,667,628	\$2,804,119,141
Special Districts	\$25,920,320	\$20,972,065	\$21,888,840	\$20,748,091
Employment Grant Programs	21,157,470	21,789,074	23,676,652	22,562,761
Community Development Programs	18,618,119	18,257,695	19,734,139	20,037,604
Total All Funds	\$2,910,308,827	\$2,738,349,417	\$2,928,967,259	\$2,867,467,597

Budgeted Staffing	9,128	9,142	9,295	9,303
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The County has two major funds, General Fund and the Kern Medical Center Enterprise Fund. These major funds exceed 10% of the FY 2015-16 overall revenue estimate or appropriation.

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 2015-16.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
General Government						
Board of Supervisors	\$2,818,841					\$2,818,841
County Administrative Office	4,063,116					4,063,116
Clerk of the Board	885,193					885,193
Information Technology Services	15,493,448					15,493,448
General Services	11,908,732	510,000				12,418,732
Engineering and Survey Services	4,678,806					4,678,806
County Counsel	11,518,028					11,518,028
Board of Trade	736,641	80,600				817,241
Assessor	11,908,004					11,908,004
Auditor-Controller-County Clerk	6,440,262	6,000,000				12,440,262
Elections	3,880,730					3,880,730
Treasurer-Tax Collector	6,538,041	662,760				7,200,801
Human Resources	4,575,732					4,575,732
Other General Government	47,281,294	4,139,750	434,383		191,406,248	243,261,675
Public Protection						
District Attorney	44,584,276	3,234,437				47,818,713
Sheriff-Coroner	223,329,194	9,464,771				232,793,965
Probation Department	91,049,956	6,157,642				97,207,598
Grand Jury	289,145					289,145
Fire Department		153,773,772				153,773,772
Public Defender	17,339,216					17,339,216
Agriculture and Measurement Standards	7,139,974					7,139,974
Planning and Community Development	11,877,553	1,507,429				13,384,982
Child Support Services		23,107,500				23,107,500
Development Services Agency	1,403,673					1,403,673
Animal Services	7,296,983	48,000				7,344,983
Recorder	425,000	6,119,715				6,544,715
Other Public Protection	27,624,342	173,741,756	1,094			201,367,192
Public Ways & Facilities						
Public Works	6,316,848				60,071,020	66,387,868
Roads	400,000	69,490,729	766,001	13,492,397		84,149,127
Airports	278,753			26,369,408		26,648,161
Health and Sanitation						
Kern Medical Center	52,208,292			363,690,527		415,898,819
Mental Health Services	1,942,439	198,410,007				200,352,446
Waste Management				65,589,578		65,589,578
Public Health Services	28,226,804	403,040				28,629,844
Environmental Health	7,768,892					7,768,892
Emergency Medical Services	1,542,962	3,597,656				5,140,618
Other Health and Sanitation	9,109,988	43,321,485	1,976,000			54,407,473
Public Assistance						
Human Services	107,915,685	426,205,784				534,121,469
Employers' Training Resource	12,650,686					12,650,686
Veterans Service	1,601,516					1,601,516
Aging and Adult Services	9,610,402	16,133,679				25,744,081
Other Public Assistance	1,507,646	68,732,286				70,239,932
Education						
Library	7,962,206	84,576				8,046,782
Farm and Home Advisor	484,893					484,893
Recreation and Cultural Services						
Parks and Recreation	12,925,347	357,927		493,447		13,776,721
Debt Service						
Debt Service	23,050,508					23,050,508
Contingencies						
Contingencies	7,770,110	4,593,589		89,991	1,500,000	13,953,690
Total:	\$858,360,157	\$1,219,878,890	\$3,177,478	\$469,725,348	\$252,977,268	\$2,804,119,141

Special Districts 20,748,091
 Employment Grant Programs 22,562,761
 Community Development Programs 20,037,604
Grand Total \$2,867,467,597



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Revenue Summary

The FY 2015-16 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 2013-14 Actual	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget	Change Between FY 2014-15 & FY 2015-16	Percentage Change
Revenue for All County Funds						
Taxes						
Property Related Revenue	\$382,119,278	\$400,273,054	\$419,414,779	\$392,707,974	(\$26,706,805)	-6.37%
Other Taxes	66,834,245	58,591,100	66,091,100	60,020,390	(6,070,710)	-9.19%
1991 Realignment	72,880,215	78,542,975	78,542,975	70,245,364	(8,297,611)	-10.56%
2011 Realignment	179,199,744	155,418,291	163,027,412	186,245,951	23,218,539	14.24%
State, Federal or Government Aid	506,580,960	635,408,401	685,277,636	555,415,205	(129,862,431)	-18.95%
Fee/Rate	151,905,903	154,862,235	165,381,606	168,297,659	2,916,053	1.76%
Other Revenue	63,202,988	53,387,589	56,612,927	60,978,699	4,365,772	7.71%
Subtotal	\$1,422,723,333	\$1,536,483,645	\$1,634,348,435	\$1,493,911,242	(\$140,437,193)	-8.59%
Enterprise Funds	\$364,283,575	\$387,915,931	\$391,185,398	\$423,118,723	\$31,933,325	8.16%
Internal Service Funds	182,771,073	174,493,671	174,528,670	244,887,467	70,358,797	40.31%
Subtotal	\$547,054,648	\$562,409,602	\$565,714,068	\$668,006,190	\$102,292,122	18.08%
Total County Budget	\$1,969,777,981	\$2,098,893,247	\$2,200,062,503	\$2,161,917,432	(\$38,145,071)	-1.73%

Property Related Revenue

Property related revenue of \$392.7 million primarily consists of funding from property taxes and is projected to decrease by \$26.7 million, or 6.37% from the FY 2014-15 Adjusted Budget. This is primarily due to an anticipated 8.8% decrease 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 \$60.0 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 \$6.1 million over the prior year adjusted budget. This is primarily due to the anticipated decrease in the Triple-Flip component of sales tax revenue as compared to the FY 2014-15 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 \$70.2 million is decreasing 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 \$186.2 million is increasing by \$23.2 million, or 14.2%, from the prior year adjusted budget. 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 \$555.4 million. The Public Assistance departments receive the largest amount of funds from other governments, with \$291.9 million in anticipated revenue for FY 2015-16. There is an overall decrease of \$129.8 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- State and federal funding for roadway construction and maintenance is anticipated to increase by \$2.9 million from the FY 2014-15 Adjusted Budget.
- Fire Fund- The Staffing for Adequate Fire and Emergency Response (SAFER) grant will result in a \$4.8 million increase in federal funding for the Fire Department.
- The FY 2014-15 Adopted and Adjusted Budgets included a one-time funding allocation of \$100 million from the State for the construction of the new Assembly Bill 900 jail facility.
- Human Services Department- A change in State CalWORKS funding allocation methods has moved a portion of funding previously assigned to this category to the operating transfers in category, which is excluded from this table. Approximately \$40.1 million of the change from prior year adjusted is due to this new process.

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 \$168.3 million is anticipated, which is a 1.76% increase from the FY 2014-15 Adjusted Budget.

Other Revenue

Other revenue of \$60.9 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to increase by 7.71% compared to the prior year adjusted budget.

Enterprise Funds

Enterprise Funds revenue totaling \$423.1 million are anticipated to increase by \$31.9 million. Federal aid to the Airports Enterprise Fund is expected to increase by \$15.3 million from prior year adjusted, primarily due to an anticipated allocation from the Federal Aviation Administration for the repavement of the Meadows Field main runway.

Kern Medical Center Enterprise Fund revenue is anticipated to increase primarily due to additional revenue from Kern Health Systems for physician recruitment and incentive payments. For additional 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

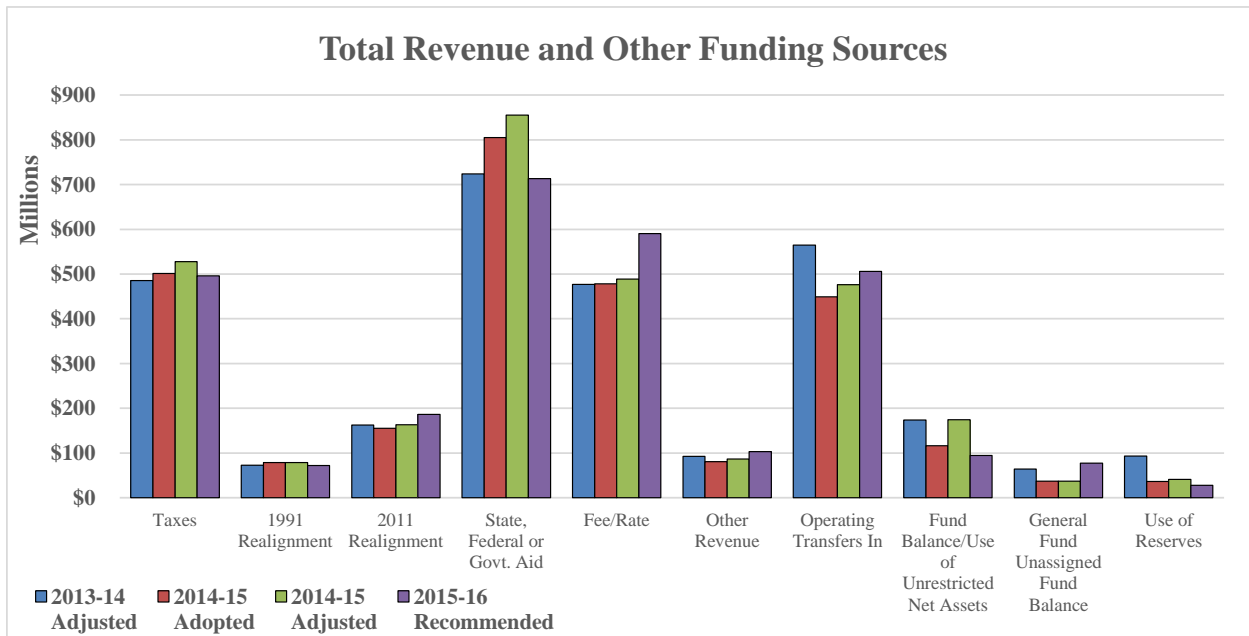
Internal Service Funds totaling \$244.9 million are anticipated to increase by approximately \$70.4 million. These funds charge other County departments for specific services. Approximately \$56 million of this increase is related to the creation of the Public Works Internal Service Fund. Revenue for the new fund is primarily reimbursement for staffing costs that were previously incurred in member department's salaries and benefits expenditure line items. The Group Health Self-Insurance Fund will see an increase of approximately \$20.1 million from the FY 2014-15 Adjusted Budget primarily due to changes in the contribution rates charged to departments and employees.

Total Revenue and Other Funding Sources

Summary of Revenue and Other Funding Sources - All Funds

	FY 2013-14 Adjusted Budget	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget
Revenue				
Taxes	\$485,352,178	\$501,158,265	\$527,799,990	\$496,186,376
1991 Realignment	72,808,434	78,542,975	78,542,975	72,241,364
2011 Realignment	162,856,217	155,418,291	163,027,412	186,245,951
State, Federal or Government Aid	723,917,460	804,909,746	855,378,601	713,489,520
Fee/Rate	476,993,598	478,391,549	488,945,920	590,408,408
Other Revenue	92,199,065	80,472,421	86,367,605	103,345,813
Total Revenue	\$2,014,126,952	\$2,098,893,247	\$2,200,062,503	\$2,161,917,432
Other Funding Sources				
Operating Transfers In	\$564,915,085	\$449,323,054	\$476,505,508	\$505,844,237
Fund Balance/Use of Unrestricted Net Assets	173,767,777	116,351,726	174,290,443	94,530,038
General Fund Unassigned Fund Balance	64,211,087	37,157,102	37,157,102	77,360,605
Use of Reserves	93,287,926	36,624,288	40,951,703	27,815,285
Total Other Funding Sources	\$896,181,875	\$639,456,170	\$728,904,756	\$705,550,165
Total Revenue and Other Funding Sources	\$2,910,308,827	\$2,738,349,417	\$2,928,967,259	\$2,867,467,597

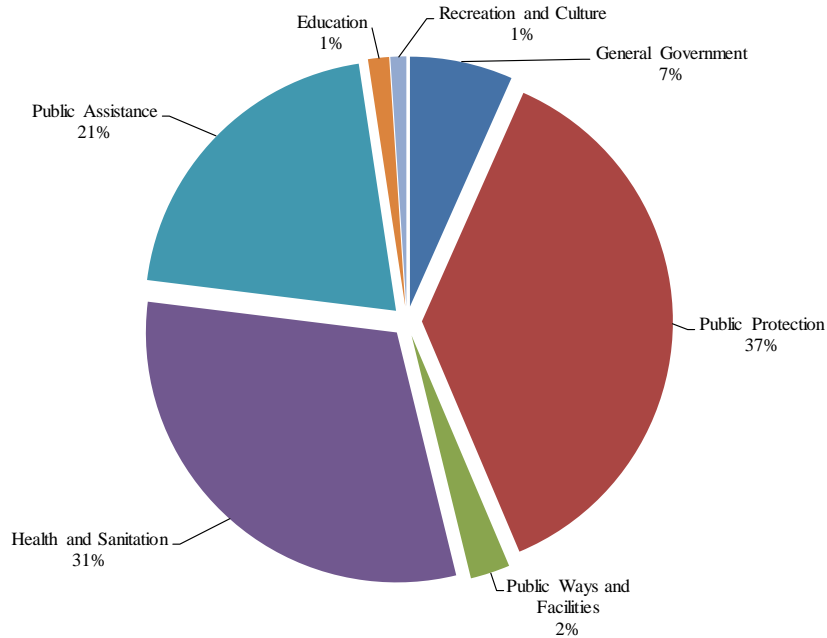
The revenue and other funding sources schedule above includes all County funds. This schedule includes operating transfers-in, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, this schedule summary provides the fund balance/use of unrestricted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



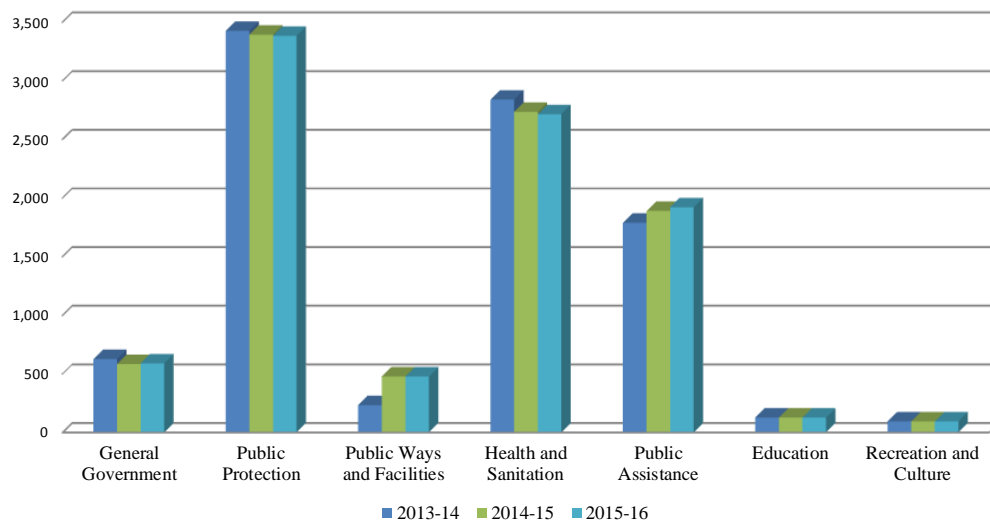
Budgeted Staffing Summary

Budgeted staffing is accounted for using a list maintained by the Human Resources Division 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 2015-16. The following bar graph illustrates the budgeted staffing for FY 2015-16 as well as the two prior fiscal years.

Budgeted Staffing Summary FY 2015-16 Recommended Budget



**Budgeted Staffing by Function
FY 2013-14 Through FY 2015-16**



Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2013-14	FY 2014-15	FY 2015-16	2014-15 and 2015-16
General Fund	3,812	3,771	3,760	(11)
Other Funds	5,316	5,524	5,543	19
Total Authorized Positions	9,128	9,295	9,303	8

Budgeted staffing for County General Fund departments decreased by about 1% from FY 2013-14 through FY 2014-15. Staffing is recommended to decrease again in FY 2015-16 as departments manage to a reduction in Net County Cost resulting in a net reduction of 11 positions. County departments outside of the General Fund are expecting to increase staffing slightly by adding a net of 19 new positions.

County – General Fund

- **General Government** has a net increase of seven positions from FY 2014-15 to FY 2015-16. The County Administrative Office (CAO) will add one new position and shifted eight existing positions to the newly organized Human Resources Division. The County reorganized the CAO's Employee Relations Division and the former Personnel Department into a new, consolidated, Human Resources Division. In addition to the eight positions shifted from the CAO, Human Resources will also add three new positions to absorb additional administrative oversight of Kern Legacy Health Plan and provide more detailed involvement in the day-to-day operations of the County's health plans. Finally, Information Technology Services will add two new positions to the department and County Counsel will add two new positions with the concurrent deletion of one position.
- **Public Protection** has a net decrease of 12 positions. The County Clerk will add one new position; the District Attorney – Criminal Division will decrease by a net of three positions, while the District Attorney – Forensic Division will decrease by four positions. Child Support Services will increase by one position and the Planning and Development Services Agency will each decrease by one position in FY 2015-16. The recommended budget also includes a net reduction of six positions to the Sheriff's Department and a net increase of two positions for the Probation Department. In total, the position additions and deletions in the Public Protection departments will amount to a total salaries and benefits decrease of approximately \$1.7 million.
- **Health and Sanitation** consisting of the Public Health Department, Environmental Health Services Department, and California Children's Services has a net decrease of 15 positions. Public Health will reduce staffing by 13 positions, while Environmental Health will add two and delete two for no net change from prior year. California Children's Services will add one position and delete three others for a net reduction of two positions from prior year. The position changes at all three departments will result in annual savings of approximately \$1.2 million.
- **Public Assistance** has a net increase of nine positions at Employers' Training Resource which will result in an added cost of \$972,000 in salaries and benefits in FY 2015-16.
- **Education** has a decrease of one positions in FY 2015-16 as the Library will delete a Fiscal Support Technician position for an annual savings of approximately \$76,000.



- **Recreation and Facilities** has a net increase of one position in FY 2015-16 as the Parks and Recreation Department will add a Tree Trimmer position and Fiscal Support Technician position while deleting one Maintenance Worker position for a net increase of \$109,000 in salary and benefit costs.

County – Other Funds

- **Public Protection** within the Other Funds category will add a net of one position. The Child Support Services Department will add 10 new positions and delete nine in order to better service the community.
- **Public Ways and Facilities** has an increase of one position in FY 2015-16. The County consolidated staff from the Engineering, Surveying, and Permit Services Department, Code Compliance Department, Building Inspection Department, Roads Department, Public Works Department, Public Transportation Department, Waste Management Department, and two Heavy Equipment Mechanics from the County Garage Department into a unified Public Works Department in FY 2014-15. The Public Works Department will add one Waste Management Technician position in FY 2015-16 at a cost of \$103,000 for salaries and benefits.
- **Health and Sanitation** departments will reduce staffing by a net of five positions in FY 2015-16. The Mental Health Department will add one new position and the Substance Use Disorders Department will delete two new positions with costs covered by an increase in AB 109 funding allocated by the Community Corrections Partnership. Kern Medical Center will reduce staffing by a net of 11 positions while the Correctional Medicine budget unit will add three new staff to mitigate costs related to medication management for inmates at the adult and juvenile detentions facilities.
- **Public Assistance**, specifically the Aging and Adult Services Department's recommended budget proposes an increase of 22 positions. The annual cost increase of approximately \$1.4 million is expected to reduce the attrition rate of staff providing Senior Nutrition services by replacing per diem positions with permanent employees.

Overall net position changes result in an increase of eight positions (<1%) for the entire County, and will increase spending on salaries and benefits by approximately \$216,000.

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	Change Between
	2013-14	2014-15	2015-16	2014-15 and 2015-16
General Government				
Legislative and Administrative				
General Fund				
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	6	6	-
Board of Supervisors – District 5	4	4	4	-
Administrative Office	24	26	19	(7)
Clerk of Board of Supervisors	7	7	7	-
Total Legislative and Administrative	54	57	50	(7)
Finance				
General Fund				
Auditor-Controller	54	54	54	-
Treasurer-Tax Collector	30	30	30	-
Assessor	107	106	106	-
Total Finance	191	190	190	-
Other General				
General Fund				
Information Technology Service	58	57	59	2
Engineering, Survey and Permit Services	38	0	0	-
Risk Management	29	29	29	-
Subtotal General Fund	125	86	88	2
Other Funds				
Garage	23	21	21	-
Subtotal Other Funds	23	21	21	-
Total Other General	148	107	109	2
Counsel				
General Fund				
County Counsel	48	48	49	1
Total Counsel	48	48	49	1
Human Resources				
General Fund				
Human Resources	21	21	32	11
Total Human Resources	21	21	32	11
Elections				
General Fund				
Elections	14	14	14	-
Total Elections	14	14	14	-
Property Management				
General Fund				
General Services	118	116	116	-
Construction Services	25	25	25	-
Total Property Management	143	141	141	-
Promotion				
General Fund				
Board of Trade	7	5	5	-
Total Promotion	7	5	5	-
Total General Government	626	583	590	7



Department	Year-End		Recommended 2015-16	Change Between 2014-15 and 2015-16
	2013-14	2014-15		
Public Protection				
Judicial				
General Fund				
County Clerk	4	5	6	1
Grand Jury	1	1	1	-
District Attorney	222	228	225	(3)
Public Defender	100	99	99	-
Subtotal General Fund	327	333	331	(2)
Other Funds				
Child Support Services	200	203	204	1
Subtotal Other Funds	200	203	204	1
Total Judicial	527	536	535	(1)
Police Protection				
General Fund				
Forensic Sciences Division of District Attorney	44	41	37	(4)
Sheriff	1,345	1,353	1,347	(6)
Total Police Protection	1,389	1,394	1,384	(10)
Detention and Correction				
General Fund				
Probation	617	626	628	2
Total Detention and Correction	617	626	628	2
Fire Protection				
Other Funds				
Fire Department	642	645	645	-
Total Fire Protection	642	645	645	-
Protective Inspection				
General Fund				
Agriculture and Measurement Standards	49	49	49	-
Code Compliance	12	0	0	-
Subtotal General Fund	61	49	49	-
Other Funds				
Building Inspection	43	0	0	-
Subtotal Other Funds	43	0	0	-
Total Protective Inspection	104	49	49	-
Other Protection				
General Fund				
Animal Services	67	66	66	-
Planning	38	38	37	(1)
Development Services Agency	13	11	10	(1)
Subtotal General Fund	118	115	113	(2)
Other Funds				
Recorder	27	27	27	-
Subtotal Other Funds	27	27	27	-
Total Other Protection	145	142	140	(2)
Total Public Protection	3,424	3,392	3,381	(11)
Public Ways and Facilities				
Public Ways				
Other Funds				
Roads	205	0	0	-
Total Public Ways	205	0	0	-
Public Works				
Other Funds				
Public Works	0	454	455	1
Total Public Works	0	454	455	1
Transportation Terminals				
Other Funds				
Airports	22	23	23	-
Total Transportation Terminals	22	23	23	-



Department	Year-End		Recommended 2015-16	Change Between 2014-15 and 2015-16
	2013-14	2014-15		
Transportation Systems				
Other Funds				
Kern Regional Transit	5	0	0	-
Total Transportation Systems	5	0	0	-
Total Public Ways and Facilities	232	477	478	1
Health and Sanitation				
Health				
General Fund				
Public Health	231	230	217	(13)
Environmental Health	57	56	56	-
Subtotal General Fund	288	286	273	(13)
Other Funds				
Mental Health	454	506	507	1
Substance Use Disorders	47	41	43	2
Subtotal Other Funds	501	547	550	3
Total Health	789	833	823	(10)
Hospital Care				
General Fund				
Emergency Medical Services	8	8	8	-
Subtotal General Fund	8	8	8	-
Other Funds				
Kern Medical Center	1,732	1,715	1,704	(11)
Correctional Medicine	92	92	95	3
Subtotal Other Funds	1,824	1,807	1,799	(8)
Total Hospital Care	1,832	1,815	1,807	(8)
California Children Services				
General Fund				
California Children Services	65	64	62	(2)
Total California Children Services	65	64	62	(2)
Sanitation				
Other Funds				
Waste Management	134	0	0	-
Kern Sanitation Authority	18	22	22	-
Total Sanitation	152	22	22	-
Total Health and Sanitation	2,838	2,734	2,714	(20)
Public Assistance				
Administration				
Other Funds				
Human Services	1,572	1,661	1,661	-
Total Administration	1,572	1,661	1,661	-
Veterans Service				
General Fund				
Veterans Service	10	10	10	-
Total Veterans Service	10	10	10	-
Other Assistance				
General Fund				
Employers' Training Resource	93	91	100	9
Community Development	12	12	12	-
Subtotal General Fund	105	103	112	9
Other Funds				
Aging and Adult Services	100	114	136	22
Subtotal Other Funds	100	114	136	22
Total Other Assistance	205	217	248	31
Total Public Assistance	1,787	1,888	1,919	31

Department	Year-End 2013-14	Year-End 2014-15	Recommended 2015-16	Change Between 2014-15 and 2015-16
Education				
<u>Education</u>				
<u>General Fund</u>				
Library	123	123	122	(1)
Farm and Home Advisor	4	4	4	-
Total Education	127	127	126	(1)
Total Education	127	127	126	(1)
Recreation and Culture				
<u>Recreation Facilities</u>				
<u>General Fund</u>				
Parks and Recreation	94	94	95	1
Total Recreation Facilities	94	94	95	1
Total Recreation and Culture	94	94	95	1
Total County Department - General Fund	3,812	3,771	3,760	(11)
Total County Departments - Other Funds	5,316	5,524	5,543	19
County Departments - Grand Total	9,128	9,295	9,303	8



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Countywide Capital Projects

Summary of Capital Projects by Asset Type

	New Projects	Carryover Projects	Total
General Services - General Fund Projects			
Land	\$0	\$187,904	\$187,904
Improvements to Land	500,000	0	500,000
Structures and Improvements	6,024,700	20,927,319	26,952,019
Total	<u>\$6,524,700</u>	<u>\$21,115,224</u>	<u>\$27,639,924</u>
Waste Management Department			
Land	\$500,000	\$0	\$500,000
Improvements to Land	2,868,000	1,650,632	4,518,632
Structures and Improvements	2,552,620	82,582	2,635,202
Total	<u>\$5,920,620</u>	<u>\$1,733,214</u>	<u>\$7,653,834</u>
Kern Medical Center			
Structures and Improvements	\$2,216,000	\$2,316,133	\$4,532,133
Total	<u>\$2,216,000</u>	<u>\$2,316,133</u>	<u>\$4,532,133</u>
Airports			
Improvements to Land	\$16,800,000	\$373,453	\$17,173,453
Structures and Improvements	407,372	0	407,372
Total	<u>\$17,207,372</u>	<u>\$373,453</u>	<u>\$17,580,825</u>
Other Departments			
Improvements to Land	\$570,712	\$62,710,999	\$63,281,711
Structures and Improvements	0	158,005,733	158,005,733
Operating Transfer-Out	1,976,000	72,490,954	74,466,954
Total	<u>\$2,546,712</u>	<u>\$293,207,686</u>	<u>\$295,754,398</u>
Total	<u>\$34,415,404</u>	<u>\$318,745,710</u>	<u>\$353,161,114</u>

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 2015-16 Recommended Budget includes projects approved in prior years but not yet completed (Carryover Projects) totaling \$318.7 million inclusive of operating transfers. These major multi-year projects include construction and replacement of fire stations, a new information technology services facility, several local transportation projects, construction of a new jail facility, landfill improvements, the replacement of the waste-water treatment plant at the adult detention facility and a capital contribution to Kern Medical Center for facility improvements. These projects are financed through a variety of funding sources including certificates of participation, State and federal grants, private contributions, traffic mitigation fees and \$14 million of discretionary general funding that was committed and budgeted in the year the projects were authorized.

The FY 2015-16 Recommended Budget, inclusive of operating transfers, also includes a total of \$34.4 million in new projects. These projects are being financed through a contribution of approximately \$6 million from discretionary General Funding. The remaining funding for the



projects is derived from State grants, special land use assessments collected through property tax bills for solid waste management and an anticipated allocation of Federal Aviation Administration funds.

Summary of Capital Projects by Funding Source

Projects Administered By:	Discretionary		Total
	General Funding	Other Funding	
General Services - General Fund Projects			
New Projects	\$3,752,744	\$2,771,956	\$6,524,700
Carryover Projects	11,320,526	9,794,698	21,115,224
Total Projects Administered by General Services	\$15,073,270	\$12,566,654	\$27,639,924
Waste Management Department			
New Projects	\$0	\$5,920,620	\$5,920,620
Carryover Projects	0	1,733,214	1,733,214
Total Projects Administered by Solid Waste Management	\$0	\$7,653,834	\$7,653,834
Kern Medical Center			
New Projects	\$2,216,000	\$0	\$2,216,000
Carryover Projects	2,090,345	225,788	2,316,133
Total Projects Administered by Kern Medical Center	\$4,306,345	\$225,788	\$4,532,133
Airports			
New Projects	\$0	\$17,207,372	\$17,207,372
Carryover Projects	0	373,453	373,453
Total Projects Administered by Airports	\$0	\$17,580,825	\$17,580,825
Other Departments			
New Projects	\$0	\$2,546,712	\$2,546,712
Carryover Projects	630,239	220,086,493	220,716,732
Operating Transfer Out	0	72,490,954	72,490,954
Total Projects Administered by Others	\$630,239	\$295,124,159	\$295,754,398
Total	\$20,009,854	\$333,151,261	\$353,161,114

Part of the annual budget development process includes identifying and prioritizing the County's capital needs. The new projects requiring funding discretionary General Fund resources are evaluated to determine if they meet the criteria identified in the capital budget policy. To the extent possible and under current policy, the County uses one-time funding or carry-over fund balance to fund one-time expenses such as capital projects in order to mitigate impacts to operations. The recommended new projects for FY 2015-16 are being financed with carry-over discretionary general funding without impacting the County's operations.

As identified in the County Fiscal Plan, the new jail facility listed under carry-over projects and financed with \$100 million State grant and \$27 million of other funding will require the County to identify an ongoing source to fund the operations. The Sheriff has indicated that these staffing costs, estimated at \$27.5 million annually, could be mitigated by temporarily moving current staff from certain areas of the Lerdo Minimum jail facility to reduce some of the cost by approximately \$7 million for a net annual cost of \$20.5 million. The Board of Supervisors approved a fiscal strategy in January 2015 that requires the reduction of allocations to other departments by \$4 million or 1.4% each year over the next five years to achieve an ongoing source of \$20.5 million to staff the new jail in FY 2017-18 if new growth in discretionary



revenue in lieu of department reductions is not identified. The accumulation of resources will be set aside in the designation for jail operations until FY 2017-18.

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 of 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.

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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 million for FY 2015-16. 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 \$500,000 and \$3.3 million respectively.

The following sections provide details of:

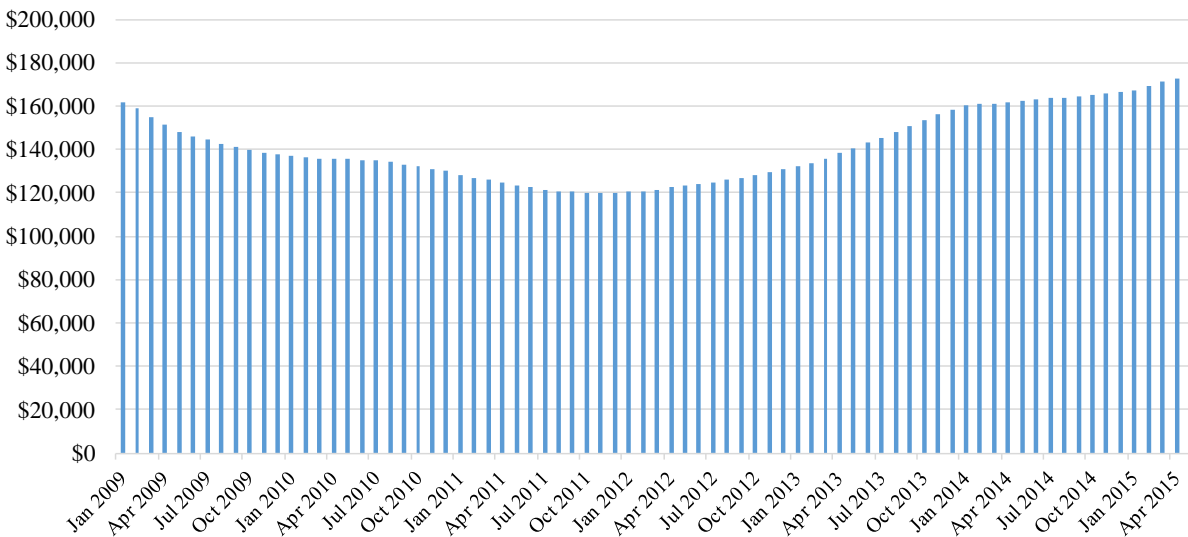
- The economic indicators that are factored into the County's fiscal plan.
- How these indicators and other factors affect Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.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

Economic Indicators

Property related revenue accounts for over 62% 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 22% of the County’s total assessed valuation is comprised of oil and gas properties. However oil and gas properties have been affected by a sharp decrease in the oil price. Oil and gas property tax revenues equates to approximately \$40 million, or 10.7% of the County’s countywide discretionary revenue.

The charts on the proceeding pages are primary indicators of economic vitality in Kern County. Overall home values have continued to rise, unemployment is trending down, and the oil prices per barrel has decreased sharply putting a damper on the recovery. Despite this troubling news the overall unemployment has continued to decrease for the fourth straight year in a row as the overall economy continues to grow.

**KERN COUNTY ALL HOMES -
ZILLOW HOME VALUE INDEX**



Source: Zillow Home Value Data 2015

The median home value in Kern County for May 2015 was \$173,400. Kern County home values have gone up 6.6% over the past 12 months and Zillow predicts they will rise 5.8% within the next 12 months. The median rent price in Kern County is \$1,050, which is the same as the Bakersfield Metro median of \$1,050.

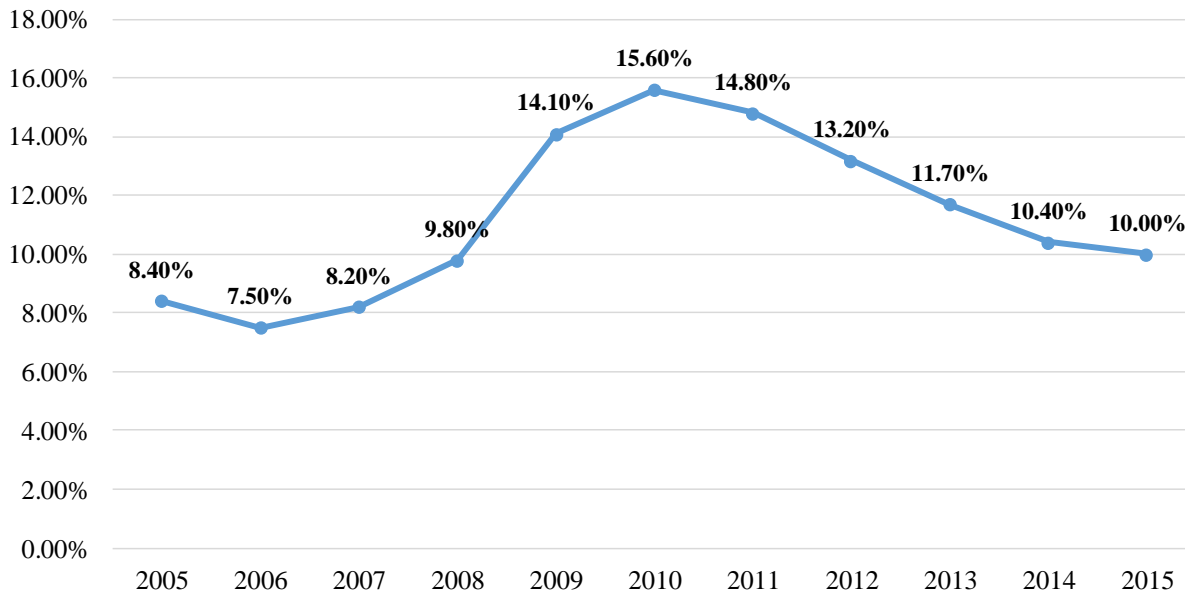
In Kern County 4.9 homes are foreclosed (per 10,000). This is the same as the Bakersfield Metro value of 4.9 and also greater than the national value of 3.5.



The percent of delinquent mortgages in Kern County is 4.0%, which is lower than the national value of 6.0%. Mortgage delinquency is the first step in the foreclosure process. This is when a homeowner fails to make a mortgage payment. With U.S. home values having fallen by more than 20% nationally from their peak in 2007, many homeowners are now underwater on their mortgages, meaning they owe more than their home is worth. The percent of Kern County homeowners underwater on their mortgage is 23.0%, which is the same as Bakersfield Metro at 23.0%.

In 2013 foreclosures were down 44.4% from 2012, and for the first quarter of 2014 are down 16.7%. Foreclosures have declined steadily since 2011, and the County subsequently experienced a rise in the median price since 2012.

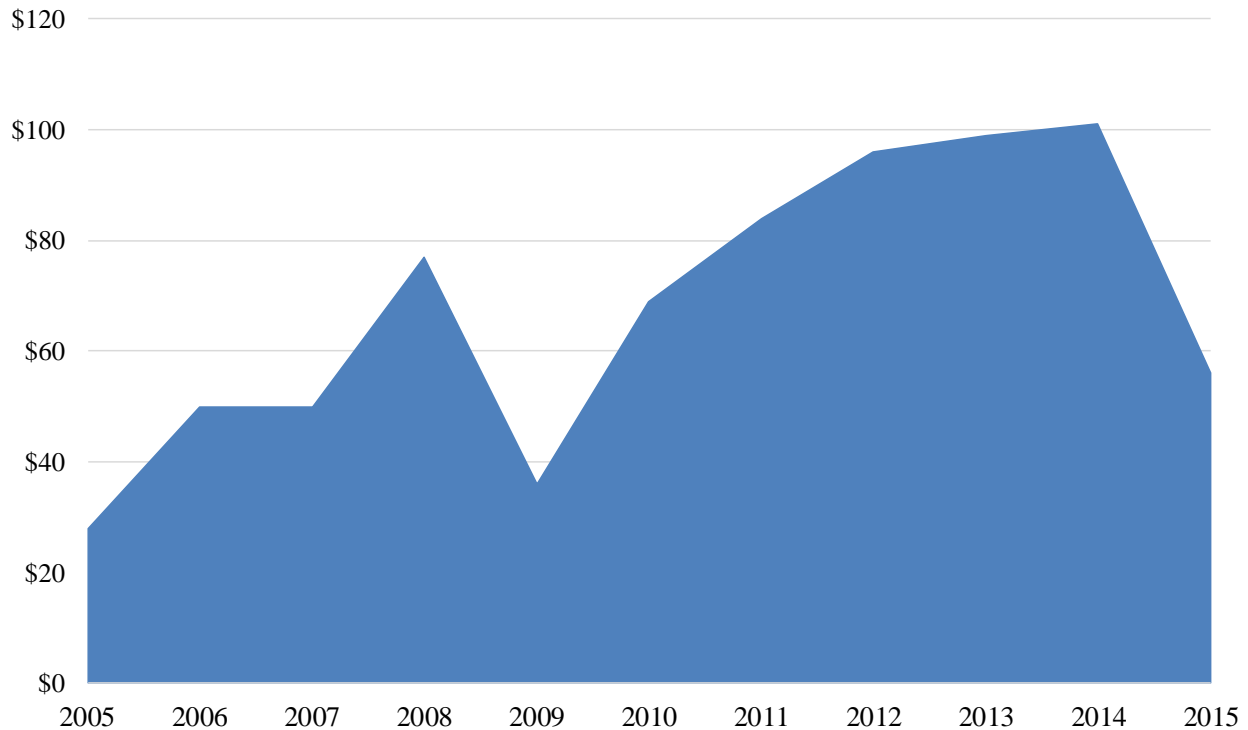
KERN COUNTY UNEMPLOYMENT RATE



Source: CA Employment Development Department

As illustrated in the graph above, the unemployment rate is down for the fifth consecutive year. However the reduction in the unemployment rate has slowed due to a sharp decrease in oil prices. 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. The recovery from the "Great Recession" has been slow to recover on a statewide basis. Although unemployment rates have almost returned to pre-recession levels compared to 2009. The County unemployment rate peaked at roughly 17% in the same quarter as the State's rate hit its high of 12.8% (Quarter1, 2010).

**COUNTY OF KERN
OIL PRICE USED TO VALUE OIL/GAS PROPERTIES
2005 THROUGH 2015**



Source: County Assessor

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 22% of all property valuations are from the oil and gas properties, the County's countywide discretionary revenue is heavily dependent on this industry. From 2012-2014 the price of oil remained strong. In 2015, oil prices decreased sharply which has led to a slowing in the sector.

The County Assessor has projected a 38% decline in oil and gas assessments which will result in the reduction for the General Fund of \$25 million in property tax revenue and another \$10 million decline in Vehicle License Fee (VLF) in lieu of property taxes for an estimated total of \$35 million, offset slightly by growth in assessed valuation of other property types. The anticipated property tax revenue decline equates to a 7% reduction in total property tax related revenue. The Fire Fund is also impacted by the oil gas property tax issue. The Fund is estimated to see a net property tax revenue decline of \$9 million for FY 2015-16.

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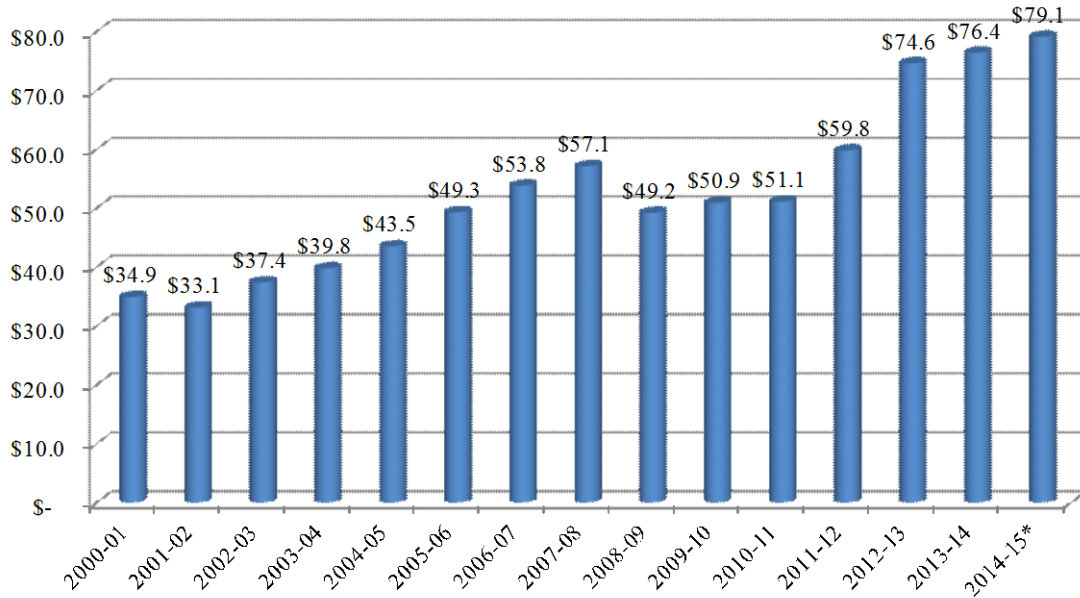


Proposition 172

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 an increase of \$4.9 million to the general 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 2013-14, the final and actual allocations for FY 2014-15, and the recommended allocation for FY 2015-16.

Proposition 172				
	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
Beginning Fund Balance	\$11,831,285	\$7,778,527	\$7,778,527	\$11,946,518
Revenue	77,586,460	72,959,508	81,317,649	76,093,733
Departmental Usage	74,378,711	76,959,508	76,959,506	79,528,916
One-time Project Allocation	7,260,507	190,152	190,152	0
Ending Fund Balance	7,778,527	3,588,375	11,946,518	8,511,335
Change in Fund Balance	(\$4,052,758)	(\$4,190,152)	\$4,167,991	(\$3,435,183)

Breakdown of Departmental Usage of Proposition 172				
Budget Unit and Department	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
2180 District Attorney	\$5,407,332	\$5,594,956	\$5,594,957	\$5,781,752
2190 Public Defender	4,544,539	4,702,226	4,702,226	4,859,217
2200 D.A.-Forensic Sciences	200,823	207,791	207,790	214,728
2210 Sheriff	44,664,416	46,214,184	46,214,184	47,757,114
2340 Probation	12,406,369	12,836,846	12,836,845	13,265,423
2415 Fire	7,155,232	7,403,505	7,403,504	7,650,682
Total Allocated to Departments	\$74,378,711	\$76,959,508	\$76,959,506	\$79,528,916



1991 Realignment

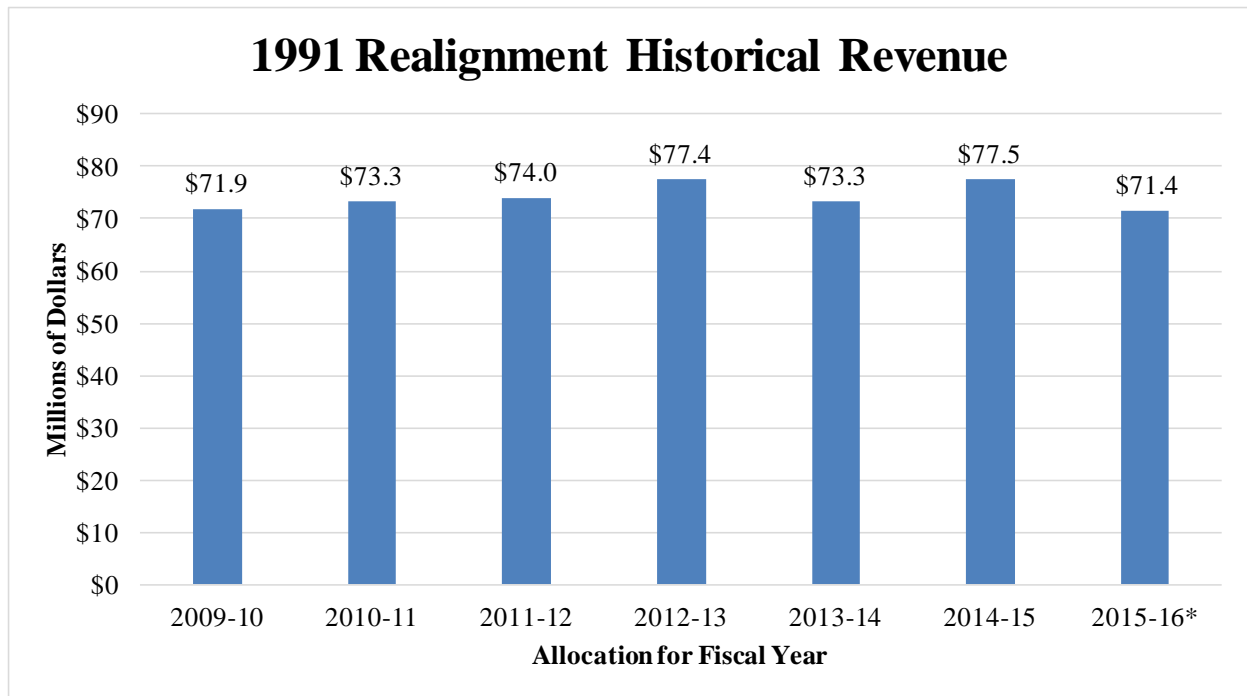
In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services; a ½ cent Sales Tax and 24.33% of Vehicle License 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.

For FY 2014-15, revenue increased 5.6% over prior year actual realignment revenue due to a slight increase in State sales tax and VLF collections.

The recommended funding for FY 2015-16 of \$71.4 million reflects a decrease of 7.86% under prior year actual realignment revenue due to Assembly Bill 85 *Redirection of 1991 State Health Realignment (2012)*, which will redirect \$13 million to Family Support Realignment. The redirected amount is offset by an anticipated increase in Social Services Realignment available for County programs.



SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE
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	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16	Increase/ (Decrease)
Health Trust Fund (24079)	\$17,840,647	\$19,524,300	\$20,922,896	\$10,102,923	(\$10,819,973)
Mental Health Trust Fund (24077)	22,608,029	22,657,898	23,374,707	22,657,898	(716,809)
Social Services Trust Fund (24078)	32,900,337	35,091,014	33,172,545	38,616,917	5,444,372
	<u>\$73,349,013</u>	<u>\$77,273,212</u>	<u>\$77,470,148</u>	<u>\$71,377,738</u>	<u>(\$6,092,410)</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 2015-16, 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:

Health

	Actual FY 2013-14	Final FY 2013-14	Actual FY 2014-15	Recommended FY 2015-16
Beginning Fund Balance	\$167,275	\$10,539	\$10,539	\$1,050,162
Revenue	17,840,647	19,524,300	20,922,896	10,102,923
Departmental Usage	17,997,383	19,534,839	19,883,273	10,102,923
Ending Fund Balance	<u>10,539</u>	<u>0</u>	<u>1,050,162</u>	<u>1,050,162</u>
Change in Fund Balance	(\$156,736)	(\$10,539)	\$1,039,623	\$0

The Health fund is budgeted to increase fund balance to \$1.1 million in FY 2015-16. Revenue is projected to decrease as well as departmental usage. The decrease 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 2014-15, the State reduced the County's Health Realignment by \$3.6 million. In FY 2015-16, the reduction will be \$13 million. The recommended budget includes sufficient resources to carry out the health programs and services for County residents.



Breakdown of Departmental Usage of Health 1991 Realignment

	<u>Actual</u> <u>FY 2013-14</u>	<u>Final</u> <u>FY 2013-14</u>	<u>Actual</u> <u>FY 2014-15</u>	<u>Recommended</u> <u>FY 2015-16</u>
Animal Services	\$916,697	\$1,011,712	\$1,011,712	\$1,059,601
Environmental Health	54,240	86,029	85,478	97,771
Public Health	6,526,446	6,526,445	6,579,768	6,634,782
Kern Medical Center	10,500,000	11,910,653	12,206,315	2,310,769
Total Departmental Usage	<u>\$17,997,383</u>	<u>\$19,534,839</u>	<u>\$19,883,273</u>	<u>\$10,102,923</u>

Mental Health

	<u>Actual</u> <u>FY 2013-14</u>	<u>Final</u> <u>FY 2014-15</u>	<u>Actual</u> <u>FY 2014-15</u>	<u>Recommended</u> <u>FY 2015-16</u>
Beginning Fund Balance	\$515,606	\$352,114	\$352,114	\$965,353
Revenue	22,608,029	22,657,898	23,374,707	22,657,898
Departmental Usage	22,771,521	22,761,469	22,761,468	22,657,898
Ending Fund Balance	<u>352,114</u>	<u>248,543</u>	<u>965,353</u>	<u>965,353</u>
Change in Fund Balance	(\$163,492)	(\$103,571)	\$613,239	\$0

For FY 2015-16, 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.

Breakdown of Departmental Usage of Mental Health 1991 Realignment
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	<u>Actual</u> <u>FY 2013-14</u>	<u>Final</u> <u>FY 2014-15</u>	<u>Actual</u> <u>FY 2014-15</u>	<u>Recommended</u> <u>FY 2015-16</u>
Mental Health	\$22,771,521	\$22,761,469	\$22,761,468	\$22,657,898
Total Departmental Usage	<u>\$22,771,521</u>	<u>\$22,761,469</u>	<u>\$22,761,468</u>	<u>\$22,657,898</u>

Social Services

	<u>Actual</u> <u>FY 2013-14</u>	<u>Final</u> <u>FY 2014-15</u>	<u>Actual</u> <u>FY 2014-15</u>	<u>Recommended</u> <u>FY 2015-16</u>
Beginning Fund Balance	\$5,515,776	\$4,814,997	\$4,814,997	\$3,155,621
Revenue	32,900,337	35,091,014	33,172,545	35,461,296
Departmental Usage	33,601,116	37,943,614	34,831,921	38,616,917
Ending Fund Balance	<u>4,814,997</u>	<u>1,962,397</u>	<u>3,155,621</u>	<u>-</u>
Change in Fund Balance	(\$700,779)	(\$2,852,600)	(\$1,659,376)	(\$3,155,621)

Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. For FY 2015-16, budgeted expense and ongoing revenue are expected to result in usage of fund balance of \$3.2 million. The recommended



budget includes sufficient resources to carry out the social services programs and services for County residents.

Breakdown of Departmental Usage of Social Services 1991 Realignment				
	Actual	Final	Actual	Recommended
	FY 2013-14	FY 2014-15	FY 2014-15	FY 2015-16
California Children Services	\$1,101,703	\$1,253,192	\$1,245,092	\$1,152,220
Human Services - Administration	1,361,734	1,548,872	1,313,412	1,658,288
Human Services - Direct Aid	18,692,364	22,020,113	19,177,557	22,881,950
Aging and Adult Services	690,764	723,328	722,998	722,439
In-Home Supportive Services	7,725,101	8,089,269	8,085,082	8,079,327
Probation	2,033,450	2,312,840	2,291,780	2,126,693
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Total Departmental Usage	\$33,601,116	\$37,943,614	\$34,831,921	\$38,616,917

	Actual	Final	Actual	Recommended
	FY 2013-14	FY 2014-15	FY 2014-15	FY 2015-16
California Children Services	\$1,101,703	\$1,253,192	\$1,245,092	\$1,152,220
Human Services - Administration	1,361,734	1,548,872	1,313,412	1,658,288
Human Services - Direct Aid	18,692,364	22,020,113	19,177,557	22,881,950
Aging and Adult Services	690,764	723,328	722,998	722,439
In-Home Supportive Services	7,725,101	8,089,269	8,085,082	8,079,327
Probation	2,033,450	2,312,840	2,291,780	2,126,693
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Total Departmental Usage	\$33,601,116	\$37,943,614	\$34,831,921	\$38,616,917



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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 2015-16

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 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
Beginning Fund Balance	\$5,900,870	\$19,447,008	\$19,447,008	\$19,919,354
Revenue	174,855,604	160,830,395	164,479,675	172,369,734
Departmental Usage	161,309,466	170,787,449	164,007,329	184,128,874
Ending Fund Balance	19,447,008	9,489,954	19,919,354	8,160,214
Change in Fund Balance	\$13,546,138	(\$9,957,054)	\$472,346	(\$11,759,140)

Total departmental usage of \$184.1 million for FY 2015-16 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 FY 2015-16

	Law Enforcement	Support Services		Total
		Protective Services	Behavioral Health	
Beginning Fund Balance	\$13,433,345	\$6,486,009	\$0	\$19,919,354
Revenue	64,650,738	64,397,511	43,321,485	172,369,734
Departmental Usage	72,075,103	68,732,286	43,321,485	184,128,874
Ending Fund Balance	6,008,980	2,151,234	0	8,160,214
Change in Fund Balance	(\$7,424,365)	(\$4,334,775)	\$0	(\$11,759,140)



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.

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 \$14.5 million existed in the Law Enforcement account at the end of FY 2013-14. The fund balance decreased by \$1.1 million in FY 2014-15 as departments begin fully implementing AB 109 programs. 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:

LAW ENFORCEMENT SERVICES				
	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
Beginning Fund Balance	\$5,900,870	\$14,515,810	\$14,515,810	13,433,345
Revenue	70,957,115	63,273,488	63,323,434	64,650,738
Departmental Usage	62,342,175	71,186,018	64,405,899	72,075,103
Ending Fund Balance	<u>14,515,810</u>	<u>6,603,280</u>	<u>13,433,345</u>	<u>6,008,980</u>
Change in Fund Balance	\$8,614,940	(\$7,912,530)	(\$1,082,465)	(\$7,424,365)

In accordance with Government Code Section 30029.07(b), beginning in FY 2015-16 each County shall establish a Local Innovation Account and transfer 10% of the moneys received during a fiscal year from each of the Trial Court Security, Community Corrections, District Attorney and Public Defender, and Juvenile Justice Special Growth Accounts. Funds in the Local Innovation Account can be appropriated by the Board of Supervisors for use consistent with any of the Law Enforcement sub-accounts. The recommended budget does not include an estimate of resources for this new account as current year growth allocations are unknown at this time.



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

BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE				
	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
<i>Law Enforcement Activities</i>				
Community Corrections:				
Sheriff	\$12,698,942	\$13,968,253	\$13,630,377	\$13,726,205
Probation	10,137,858	14,744,850	10,616,601	14,781,314
Mental Health	2,329,625	2,778,894	2,494,789	3,183,023
Substance Abuse	2,313,834	1,767,284	1,796,877	1,558,567
Employers' Training Resource	1,101,118	436,472	436,472	481,132
District Attorney	1,119,444	1,256,366	1,256,366	1,335,695
Public Defender	625,000	680,009	680,009	749,590
District Attorney - Forensic Sciences	130,000	148,653	148,653	163,484
Community Based Organizations	1,241,100	4,008,538	1,979,056	3,234,773
Personnel	39,708	44,738	44,738	0
Parks	3,000	42,000	12,000	30,000
Sheriff Capital Projects	802,211	385,512	385,512	0
Sheriff Major Maintenance	109,295	0	0	0
Sheriff General Fund Reimbursement	0	1,249,547	1,249,547	0
Trial Court Security (Sheriff)	10,416,570	10,109,708	10,109,708	10,614,297
District Attorney/Public Defender:				
District Attorney	322,109	238,477	238,477	304,919
Public Defender	395,628	238,477	238,477	304,920
Juvenile Justice:				
Youthful Offender Block Grant (Probation)	3,967,271	3,892,260	3,892,260	5,107,317
Reentry (Probation)	270,945	481,255	481,255	737,738
<i>Enhancing Law Enforcement Activities</i>				
Supplemental Law Enforcement:				
Sheriff	735,634	688,784	688,784	606,049
Probation	2,329,988	2,602,306	2,602,306	2,438,914
District Attorney	238,503	268,037	268,037	251,208
Other Jurisdictions	2,017,036	1,790,941	1,790,941	1,714,040
Camp Funds (Probation)	2,354,388	2,700,000	2,700,000	4,298,370
Juvenile Probation Activities (Probation)	4,147,146	4,194,122	4,194,122	4,084,267
Booking Fees (Sheriff)	779,187	732,680	732,680	776,037
Rural Crime:				
Sheriff	361,632	365,882	365,882	335,550
District Attorney	178,995	181,109	181,109	166,084
CalMMET:				
Sheriff	1,045,130	1,064,632	1,064,632	974,221
District Attorney	118,163	126,232	126,232	117,389
Probation	12,715	0	0	0
Total Departmental Usage	\$62,342,175	\$71,186,018	\$64,405,899	\$72,075,103



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:

SUPPORT SERVICES				
	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
Beginning Fund Balance	\$0	\$4,931,198	\$4,931,198	\$6,486,009
Revenue	103,898,489	97,556,907	101,156,241	107,718,996
Departmental Usage	98,967,291	99,601,431	99,601,430	112,053,771
Ending Fund Balance	4,931,198	2,886,674	6,486,009	2,151,234
Change in Fund Balance	\$4,931,198	(\$2,044,524)	\$1,554,811	(\$4,334,775)

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, 2015, in the amount of \$6.5 million was due to FY 13-14 Protective Services growth funds that were received in FY 2014-15 and not appropriated as well as FY 2012-13 Protective Services growth funds received during FY 2013-14 that were designated for the Crisis Responder Unit, the Family Finding and Engagement Unit, and the Relative Assessment Unit in the Department of Human Services. The recommended budget includes departmental usage of \$4.3 million of these growth funds.

BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE				
	Actual FY 2013-14	Final FY 2014-15	Actual FY 2014-15	Recommended FY 2015-16
Behavioral Health				
Mental Health	\$41,740,158	\$39,997,241	\$39,997,240	\$39,892,290
Substance Abuse	3,737,016	3,438,156	3,438,156	3,429,195
Protective Services				
Aging and Adult Services	1,266,933	1,400,469	1,400,469	1,463,597
Human Services Admin	21,369,287	22,908,487	22,982,892	25,160,763
Human Services Aid	30,366,235	31,360,165	31,307,480	41,651,896
Mental Health	296,446	302,070	288,867	277,217
Probation	191,216	194,843	186,326	178,813
Total Departmental Usage	\$98,967,291	\$99,601,431	\$99,601,430	\$112,053,771



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. Funds received are subsequently transferred to the fund used for assistance payments to CalWORKs clients. Below is additional historical detail on the CalWORKs MOE account.

CalWORKs MOE				
	Actual	Final	Actual	Recommended
	FY 2013-14	FY 2014-15	FY 2014-15	FY 2015-16
Beginning Fund Balance	\$218,453	\$0	\$0	\$4,600,344
Revenue	26,999,778	24,854,915	42,652,415	36,534,114
Departmental Usage	27,218,231	24,854,915	38,052,071	36,534,114
Ending Fund Balance	0	0	4,600,344	4,600,344
Change in Fund Balance	(\$218,453)	\$0	\$4,600,344	\$0

Breakdown of CalWORKs MOE Usage				
	Actual	Final	Actual	Recommended
	FY 2013-14	FY 2014-15	FY 2014-15	FY 2015-16
Human Services - Direct Aid	\$27,218,231	\$24,854,915	\$38,052,071	\$36,534,114
Total Departmental Usage	\$27,218,231	\$24,854,915	\$38,052,071	\$36,534,114

Family Support

This fund was established in FY 2013-14 in accordance with Welfare and Institutions Code 17600.10(a)(5). Assembly Bill 85 (AB85) *Redirection of 1991 State Health Realignment (2013)* was signed into law on June 27, 2013, in order to provide a mechanism for the State of California to redirect a portion of the 1991 Realignment for Health Services to the Family Support sub-account at the State level in order to fund social service programs. This shift is due to the idea that less health realignment is necessary as a result of the implementation of the Affordable Care Act. Funds will be allocated to counties from the Family Support sub-account in lieu of State general fund for CalWORKs assistance payments. Detail on the Family Support fund is presented on the next page:



Family Support

	<u>Actual</u> <u>FY 2013-14</u>	<u>Final</u> <u>FY 2014-15</u>	<u>Actual</u> <u>FY 2014-15</u>	<u>Recommended</u> <u>FY 2015-16</u>
Beginning Fund Balance	\$0	\$0	\$0	\$5,570,713
Revenue	0	42,700,866	46,527,426	32,137,087
Departmental Usage	0	42,700,866	40,956,713	32,137,087
Ending Fund Balance	<u>0</u>	<u>0</u>	<u>5,570,713</u>	<u>5,570,713</u>
Change in Fund Balance	\$0	\$0	\$5,570,713	\$0

Breakdown of Family Support Usage
--

	<u>Actual</u> <u>FY 2013-14</u>	<u>Final</u> <u>FY 2014-15</u>	<u>Actual</u> <u>FY 2014-15</u>	<u>Recommended</u> <u>FY 2015-16</u>
Human Services - Direct Aid	<u>\$0</u>	<u>\$42,700,866</u>	<u>\$40,956,713</u>	<u>\$32,137,087</u>
Total Departmental Usage	\$0	\$42,700,866	\$40,956,713	\$32,137,087



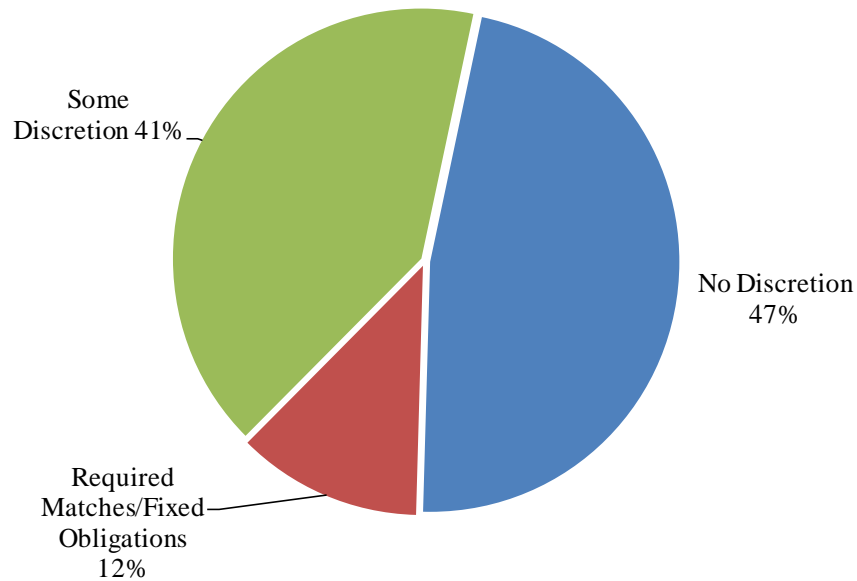
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Countywide Discretionary Revenue

The entire General Fund budget including operating transfers-in is \$858 million; however, only \$351 million, or 41% is truly discretionary as seen in this pie chart.

**FY 2015-16 Recommended Budget
General Fund Spending**



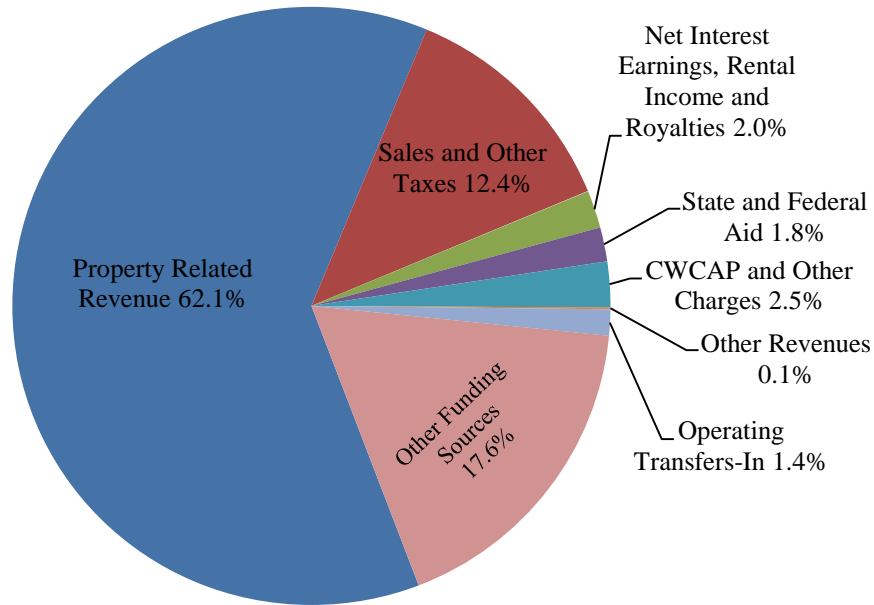
Required Matches /Fixed Obligations	\$103,193,422
No Discretion Other program costs funded through user fees, federal and State Aid	\$404,383,472
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	\$350,783,262
Total General Fund Budget:	\$858,360,156



The countywide discretionary sources (including fund balance available and uses of reserves) total \$451,783,033 and are first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total \$103,193,422. The remaining amount of \$348,589,611 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of \$451,783,033 for the FY 2015-16 Recommended Budget:

FY 2015-16 Recommended Budget Discretionary Sources by Category



COUNTYWIDE DISCRETIONARY SOURCES WHICH PAY FOR NET COUNTY COST

	FY 2014-15 Adopted Budget	FY 2014-15 Adjusted Budget	FY 2014-15 Actual	FY 2015-16 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	\$184,661,846	\$184,661,846	\$179,426,208	\$167,164,054
VLF/Property Tax Swap	105,000,000	105,000,000	107,307,970	96,844,431
Supplemental Property Tax	5,050,000	5,050,000	6,572,430	4,375,000
Property Transfer Tax	2,800,000	2,800,000	3,183,046	2,910,000
Penalty on Current Taxes	1,400,000	1,400,000	1,760,121	1,400,000
Prior Property Taxes, Penalties and Interest	90,000	90,000	294,277	7,998,300
Total Property Tax Related Revenue	\$299,001,846	\$299,001,846	\$298,544,053	\$280,691,785
Sales and Other Taxes:				
Sales and Use Taxes	\$35,000,000	\$37,000,000	\$42,803,895	\$36,604,749
Sales Tax/Property Tax Swap	10,000,000	15,500,000	15,696,501	7,732,415
Transient Occupancy Motel Tax	1,750,000	1,750,000	2,720,716	1,776,250
Hazardous Waste Facilities Tax	1,400,000	1,400,000	1,662,548	1,400,000
Franchise Fees	7,538,000	7,538,000	8,770,777	8,400,000
Other Taxes	305,600	305,600	303,842	309,480
Total Sales and Other Taxes	\$55,993,600	\$63,493,600	\$71,958,278	\$56,222,894
Net Interest Earnings, Rental Income and Royalties	9,215,000	9,215,000	10,017,283	9,215,000
Countywide Cost Allocation Plan (CWCAP)	9,822,308	9,822,308	10,677,469	11,153,632
State and Federal Aid	11,226,000	11,226,000	18,873,361	8,277,929
Other Revenue	305,000	930,000	2,111,197	455,000
Operating Transfers-In	5,649,547	5,649,547	5,649,547	6,400,000
Total Countywide Discretionary Revenue	\$391,213,301	\$399,338,301	\$417,831,188	\$372,416,240
Other Funding Sources				
Available Fund Balance	\$37,157,102	\$37,157,102	\$37,157,102	\$77,360,606
Use of Reserves/Designations	914,342	914,342	7,607,233	2,006,187
Total Other Funding Sources	\$38,071,444	\$38,071,444	\$44,764,335	\$79,366,793
Total Countywide Discretionary Revenue and Other Funding Sources	\$429,284,745	\$437,409,745	\$462,595,523	\$451,783,033

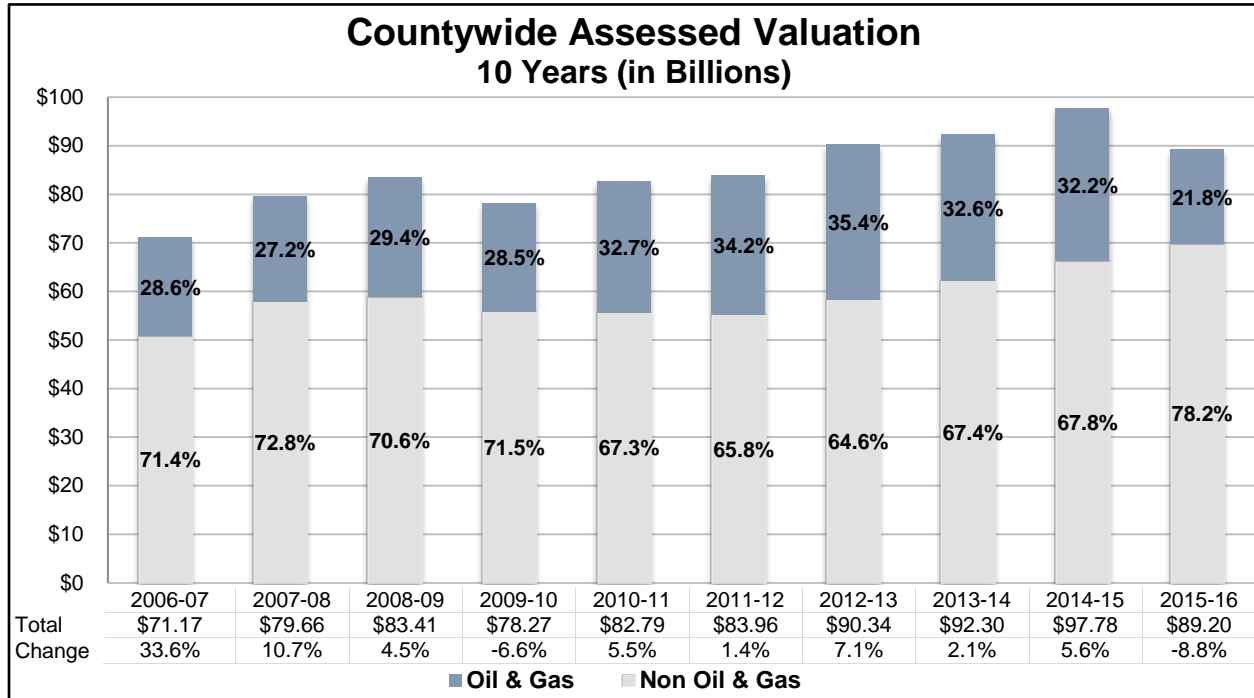
The FY 2015-16 discretionary general funding of \$451,783,033 includes Countywide Discretionary Revenue of \$372 million and Other Funding Sources of \$79 million.

Countywide Discretionary Revenue

Property Related Revenue accounts for over 62% 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 22% of the County's total assessed valuation is comprised of oil and gas properties. Oil and gas properties have seen a significant decline in assessed value as a result of a lower market price per barrel of oil. Assessed value for oil and gas property declined 38.32% from FY 2014-15. Oil and gas property tax revenue equates to approximately \$40 million, or 10.7% of the County's countywide discretionary revenue.



The FY 2015-16 Recommended Budget anticipates an 8.8% decrease in the assessed valuation of properties within the County. The anticipated decrease in the assessed valuation compares to actual assessed valuation increases of 5.5% in FY 2010-11, 1.4% in FY 2011-12, 7.1% in FY 2012-13, 2.1% in FY 2013-14, and an increase of 5.6% in FY 2014-15.



Elimination of Redevelopment Agencies

A portion of the General Fund’s property tax revenue is pass-through of property tax increment from Redevelopment Areas. Redevelopment Agencies were dissolved as of February 1, 2012, pursuant to ABx1 26. Pursuant to ABx1 26, revenues that would have been directed to the dissolved Redevelopment Agencies will continue to be used to make pass-through payments to other public agencies (i.e., payments that such entities would have received under prior law). In addition, the State projects that the elimination of Redevelopment Agencies will provide additional property tax revenue for local public agencies, including the County. 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 the legislation.

The Teeter Plan

The Teeter Plan is an alternate property tax distribution procedure authorized by the California Legislature in 1949, and implemented by the County in FY 1993-94. Generally, the Teeter Plan provides for a property tax distribution procedure by which secured roll taxes are distributed based on the tax levy, rather than on the basis of actual tax collections, for agencies that elect to participate in the Teeter Plan (including the County general fund). Under the Teeter Plan, the County advances each participant an amount equal to the participant’s Teeter Secured Levy (adjusted at year end for corrections to the assessment roll) that remains unpaid at the end of the fiscal year. In return, the County receives all future delinquent tax payments, penalties and interest. The County bears the risk of loss on the delinquent property taxes but benefits from the



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

The 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 the 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 increase by \$2 million from FY 2014-15.

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

Current Secured, Unsecured, Unitary

Secured Property Tax Revenue makes up approximately \$153 million of the \$167 million in the FY 2015-16 "Current Secured, Unsecured, Unitary" budgeted revenue number, down from \$169 million in the FY 2014-15 Adjusted Budget. This reflects a projected decrease in assessed valuation of 9%. 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 2015-16 revenue estimate as compared to the FY 2014-15 Adjusted Budget reflects the projected decrease in assessed valuation of 8.8%.

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 \$2.9 million in FY 2015-16, which is slightly more than FY 2014-15 revenue.

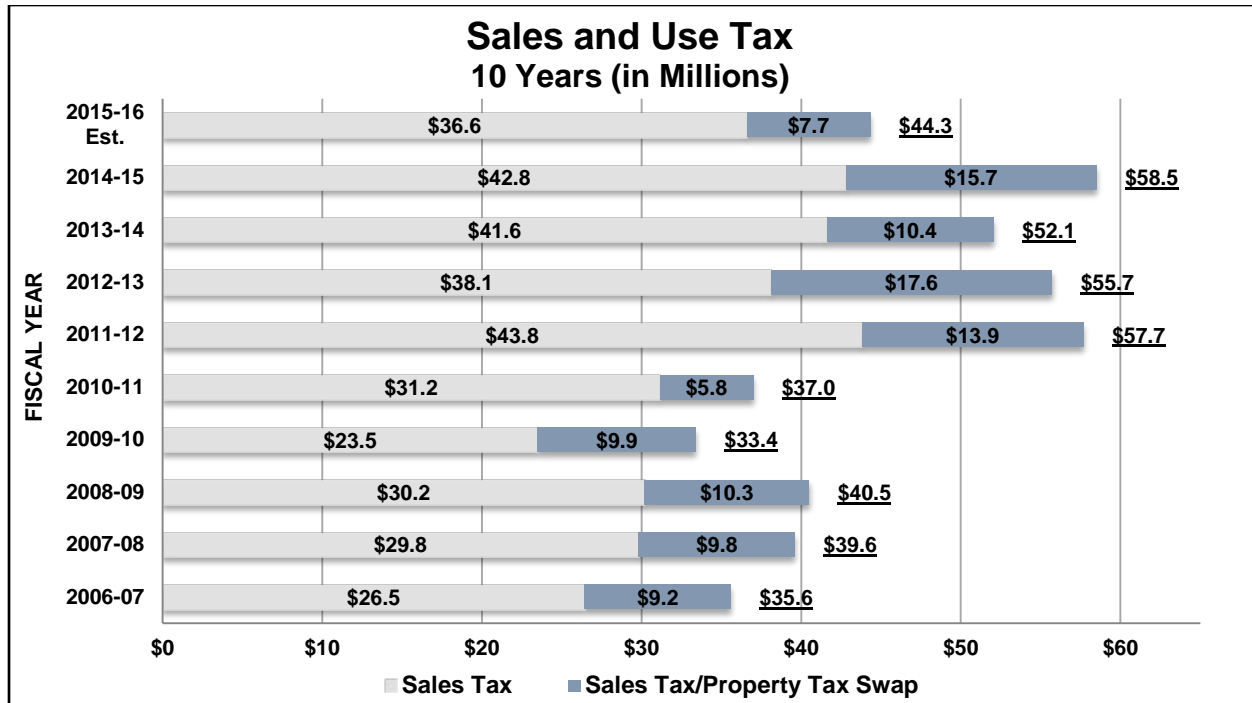
Sales and Use Tax

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 2015-16, Sales and Use Tax revenue is anticipated to decrease from FY 2014-15 actual revenue. This is because the FY 2014-15 actual revenue includes one-time use tax receipts for major construction projects.

FY 2015-16 ongoing sales tax revenue in the unincorporated area is projected to total \$36.6 million (after adjusting for the Triple Flip).



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 2015-16 the County anticipates \$7.7 million in Triple Flip revenue which includes an estimated negative \$1.2 million 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 2015-16 are projected at \$9.2 million. This is the same as the FY 2014-15 Adjusted Budget amount. Approximately \$8 million of the interest earnings is associated with a discount for the prepayment of the County's retirement contribution in July in lieu of periodic payments as payroll is processed throughout the fiscal year.

CWCAP (Countywide Cost Allocation Plan) Revenue

The budgeted CWCAP Revenue amount reflects the recovered allowable costs included in the FY 2015-16 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 \$1.3 million from these departments and agencies in FY 2015-16.

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 County receives revenue from the federal government's Payment in Lieu of Taxes (PILT) program. PILT program eligibility is reserved to local governments that contain non-taxable federal lands and provide vital services, such as public safety, housing, social services and transportation. Using a formula provided by statute, the annual PILT payments to local governments are computed based on the number of acres of federal entitlement land within each county or jurisdiction and the population of that county or jurisdiction. The funding for this program is considered each year within the federal budget. The County has received about \$2.4 million each year from this program since 2008. However, due to fiscal constraints at the federal level, this funding is projected to decline. The County expects to receive a small payment in October 2015 that was designated in the FY2015 federal budget, but a FY2016 allocation has not yet been authorized.

It is anticipated that State and federal aid revenue will decline as compared to FY 2014-15 Actual amount as the County received a one-time unanticipated true-up payment of Pre-2004 SB 90 State mandated claims reimbursement of \$8 million at the end of June 2015.

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 County received a one-time deposit in FY 2014-15 for the sale of a fire station in the amount of \$675,000. The escheatment of unclaimed property tax refunds to the General Fund were also higher than anticipated in FY 2014-15 which is contributing to decline projected for FY 2015-16.

Operating Transfers-In

The budget includes two ongoing transfers-in from other governmental funds of the County; \$6 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.

Other Funding Sources**Fund Balance and Reimbursements**

The FY 2014-15 year-end fund balance for the General Fund is \$77 million. This reflects fund balance that is available for appropriation. Fund balance is typically the result of unspent General Fund contingencies, departmental cost savings, and additional revenue. The fund balance also includes the reclassification of \$23 million of non-spendable fund balance in accordance with Governmental Accounting Standards Board (GASB) Statement 54, which requires the reserve of funds loaned out that will not be available for spending in the budget cycle. The reclassification is associated with the reduction of the outstanding General Fund cash loan to the County's hospital at June 30, 2015. Most of the reclassification has been recommend to be designated for the hospital's working capital needs in anticipation of future cashflow needs for the hospital.

Use of Reserves and Designations

The FY 2015-16 Recommended Budget anticipates the use of \$1,255,268 from the Retirement designation for costs associated with the County's strategic plan to cover 60% of anticipated retirement cost escalation for General Fund departments over the next seven years, the use of the Environmental Health Enhancement Program designation of \$919 and the use of \$750,000 from the Kern County Museum designation for major maintenance projects. Generally, 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.

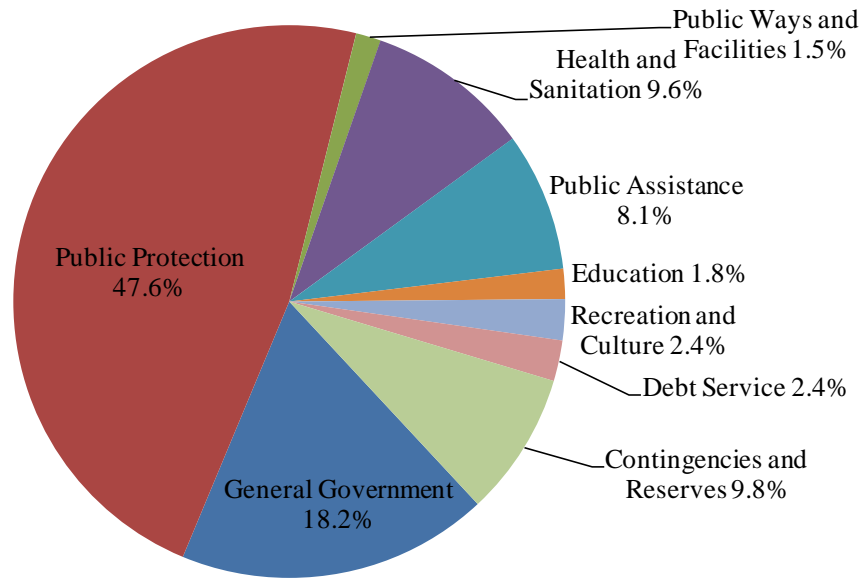
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Net County Cost

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 2015-16 Recommended Budget
Net County Cost by Function**



The schedule on the following page shows a comparison of FY 2014-15 adjusted Net County Cost and FY 2015-16 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 2015-16 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

For FY 2015-16, departments were requested to submit budgets with up to 2.4% less Net County Cost allocation than FY 2014-15. 1% (\$3 million) of the reduction was to compensate for a decline in property tax revenue and the other 1.4% (\$4 million) is associated to a fiscal strategy to set aside this amount each year over a five year period to fund the operations of the new jail in FY 2017-18. Excluding capital and major maintenance projects and other one-time allocations, the Net County Cost allocations to departments increased by approximately \$3 million from FY 2014-15. While departments incurred a 2.4% Net County Cost reduction, they also received an allocation totaling \$8 million to cover 60% of pension escalation as part of a second fiscal



strategy to mitigate pension cost escalation over the next seven years. Additionally, General Fund departments were allocated \$3 million to cover an increase in health benefits cost.

Net County Cost Allocations By Department

Unit	Department Title	2014-15 Adjusted Budget			2015-16 Recommended Budget			Change from 2014-15 Adjusted Budget to 2015-16 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1011	Board of Supervisors-Dist 1	\$581,054	\$87	\$580,967	\$588,964	\$0	\$588,964	\$7,910	(\$87)	\$7,997
1012	Board of Supervisors-Dist 2	543,335	-	543,335	539,913	-	539,913	(3,422)	-	(3,422)
1013	Board of Supervisors-Dist 3	547,690	-	547,690	553,785	-	553,785	6,095	-	6,095
1014	Board of Supervisors-Dist 4	590,183	-	590,183	595,918	-	595,918	5,735	-	5,735
1015	Board of Supervisors-Dist 5	533,322	-	533,322	540,261	-	540,261	6,939	-	6,939
1020	Administrative Office	4,449,134	712,001	3,737,133	4,063,116	96,000	3,967,116	(386,018)	(616,001)	229,983
1030	Clerk of The Board	858,110	89,477	768,633	885,193	90,600	794,593	27,083	1,123	25,960
1040	Special Services	5,926,190	197,650	5,728,540	5,633,472	7,500	5,625,972	(292,718)	(190,150)	(102,568)
1110	Auditor-Controller	6,357,058	827,734	5,529,324	6,440,262	745,305	5,694,957	83,204	(82,429)	165,633
1120	Treasurer-Tax Collector	6,413,280	5,067,565	1,345,715	6,538,041	5,068,953	1,469,088	124,761	1,388	123,373
1130	Assessor	11,717,324	2,812,632	8,904,692	11,908,004	2,747,361	9,160,643	190,680	(65,271)	255,951
1160	Information Technology Service	16,046,862	5,308,785	10,738,077	15,493,448	4,957,912	10,535,536	(553,414)	(350,873)	(202,541)
1210	County Counsel	11,191,801	6,513,735	4,678,066	11,518,028	6,514,585	5,003,443	326,227	850	325,377
1310	Human Resources	2,616,204	96,528	2,519,676	4,575,732	1,618,687	2,957,045	1,959,528	1,522,159	437,369
1420	Elections	3,843,281	223,350	3,619,931	3,880,730	260,800	3,619,930	37,449	37,450	(1)
1610	General Services	11,879,793	2,370,705	9,509,088	11,908,732	2,307,681	9,601,051	28,939	(63,024)	91,963
1615	Utility Payments-Div Gen Serv	8,633,530	5,140,197	3,493,333	8,870,644	4,450,721	4,419,923	237,114	(689,476)	926,590
1640	Construction Serv-Div Gen Serv	1,233,355	1,053,230	180,125	1,199,253	964,230	235,023	(34,102)	(89,000)	54,898
1650	General Svcs-Major Maint	7,924,538	2,011,593	5,912,945	16,737,723	2,860,134	13,877,589	8,813,185	848,541	7,964,644
1812	Board Of Trade	739,546	98,885	640,661	736,641	105,685	630,956	(2,905)	6,800	(9,705)
1900	Engineering & Survey Services	4,755,234	2,774,162	1,981,072	4,678,806	2,486,886	2,191,920	(76,428)	(287,276)	210,848
1910	Risk Management	4,530,416	4,530,416	-	4,522,831	4,522,831	-	(7,585)	(7,585)	-
1960	Capital Projects	20,319,695	20,198,372	121,323	6,524,700	6,705,291	(180,591)	(13,794,995)	(13,493,081)	(301,914)
General Government Subtotal:		\$132,230,935	\$60,027,104	\$72,203,831	\$128,934,197	\$46,511,162	\$82,423,035	(\$3,296,738)	(\$13,515,942)	\$10,219,204
2110	Contri-Trial Court Funding	\$16,636,438	\$10,102,785	\$6,533,653	\$17,161,772	\$10,628,119	\$6,533,653	\$525,334	\$525,334	\$0
2116	County Clerk	561,397	469,201	92,196	570,320	482,815	87,505	8,923	13,614	(4,691)
2160	Grand Jury	290,770	-	290,770	289,145	-	289,145	(1,625)	-	(1,625)
2170	Indigent Defense Services	7,490,000	1,270,000	6,220,000	7,557,000	1,337,000	6,220,000	67,000	67,000	-
2180	District Attorney	35,653,428	18,104,022	17,549,406	37,106,125	18,697,048	18,409,077	1,452,697	593,026	859,671
2190	Public Defender	16,679,370	7,208,359	9,471,011	17,339,216	7,506,374	9,832,842	659,846	298,015	361,831
2200	Forensic Sciences-Div of D.A.	7,402,889	932,971	6,469,918	7,478,151	1,018,712	6,459,439	75,262	85,741	(10,479)
2210	Sheriff-Coroner	212,940,425	96,506,012	116,434,413	217,329,194	97,925,229	119,403,965	4,388,769	1,419,217	2,969,552
2340	Probation	83,736,507	50,159,799	33,576,708	91,049,955	56,280,996	34,768,959	7,313,448	6,121,197	1,192,251
2610	Agriculture & Measure Standards	7,091,881	5,011,734	2,080,147	7,139,974	5,169,054	1,970,920	48,093	157,320	(109,227)
2620	Code Compliance	2,233,653	567,735	1,665,918	2,007,250	606,275	1,400,975	(226,403)	38,540	(264,943)
2705	Recorder	450,000	450,000	-	425,000	425,000	-	(25,000)	(25,000)	-
2730	Development Services Agency	1,372,738	836,528	536,210	1,403,673	832,964	570,709	30,935	(3,564)	34,499
2750	Planning	10,024,514	6,054,134	3,970,380	10,737,885	7,137,155	3,600,730	713,371	1,083,021	(369,650)
2760	Animal Services	7,370,118	1,792,009	5,578,109	7,296,983	1,778,651	5,518,332	(73,135)	(13,358)	(59,777)
Public Protection Subtotal:		\$409,934,128	\$199,465,289	\$210,468,839	\$424,891,643	\$209,825,392	\$215,066,251	\$14,957,515	\$10,360,103	\$4,597,412
3001	Contribution To Roads	\$4,040,454	\$0	\$4,040,454	\$0	\$0	\$0	(\$4,040,454)	\$0	(\$4,040,454)
3016	Contribution to Public Works	1,292,945	-	1,292,945	6,316,848	-	6,316,848	5,023,903	-	5,023,903
3201	Contribution To Airports	238,476	-	238,476	278,753	-	278,753	40,277	-	40,277
Public Ways and Facilities Subtotal:		\$5,571,875	\$0	\$5,571,875	\$6,595,601	\$0	\$6,595,601	\$1,023,726	\$0	\$1,023,726
4110	Public Health	\$27,537,746	\$21,878,340	\$5,659,406	\$28,226,804	\$21,843,990	\$6,382,814	\$689,058	(\$34,350)	\$723,408
4113	Environment Health	7,540,164	7,371,822	168,342	7,768,892	7,768,892	-	228,728	397,070	(168,342)
4127	Contribution To Mental Health	1,481,438	402,624	1,078,814	1,942,439	863,626	1,078,813	461,001	461,002	(1)
4200	Emergency Medical Services	1,310,270	1,104,380	205,890	1,542,962	1,302,456	240,506	232,692	198,076	34,616
4202	KMC-County Contribution	46,163,534	11,910,653	34,252,881	37,591,234	2,310,769	35,280,465	(8,572,300)	(9,599,884)	1,027,584
4300	California Children Services	8,762,664	8,431,770	330,894	9,109,988	8,651,370	458,618	347,324	219,600	127,724
Health and Sanitation Subtotal:		\$92,795,816	\$51,099,589	\$41,696,227	\$86,182,319	\$42,741,103	\$43,441,216	(\$6,613,497)	(\$8,358,486)	\$1,744,989
5121	Contribution For Human Services	\$80,590,189	\$66,269,850	\$14,320,339	\$103,915,685	\$69,464,265	\$34,451,420	\$23,325,496	\$3,194,415	\$20,131,081
5510	Veterans Service	1,447,553	456,024	991,529	1,601,516	200,000	1,401,516	153,963	(256,024)	409,987
5611	Aging & Adult-County Contrib	1,186,677	723,328	463,349	1,531,075	722,439	808,636	344,398	(889)	345,287
5810	IHSS-County Contribution	8,089,269	8,089,269	-	8,079,327	8,079,327	-	(9,942)	(9,942)	-
5923	Employers Trng Resource-Adm	11,353,966	11,353,966	-	12,650,686	12,650,686	-	1,296,720	1,296,720	-
5940	Community Development Prog Agy	1,524,965	1,524,965	-	1,507,646	1,507,646	-	(17,319)	(17,319)	-
Public Assistance Subtotal:		\$104,192,619	\$88,417,402	\$15,775,217	\$129,285,935	\$92,624,363	\$36,661,572	\$25,093,316	\$4,206,961	\$20,886,355
6210	Library	\$7,999,548	\$679,277	\$7,320,271	\$7,962,206	\$460,500	\$7,501,706	(\$37,342)	(\$218,777)	\$181,435
6310	Farm & Home Advisor	483,955	850	483,105	484,893	1,442	483,451	938	592	346
Education Subtotal:		\$8,483,503	\$680,127	\$7,803,376	\$8,447,099	\$461,942	\$7,985,157	(\$36,404)	(\$218,185)	\$181,781
7100	Parks & Recreation Department	\$13,106,278	\$2,226,994	\$10,879,284	\$12,925,347	\$2,108,651	\$10,816,696	(\$180,931)	(\$118,343)	(\$62,588)
Recreation and Culture Subtotal:		\$13,106,278	\$2,226,994	\$10,879,284	\$12,925,347	\$2,108,651	\$10,816,696	(\$180,931)	(\$118,343)	(\$62,588)
8120	Debt Service - General Fund	\$14,241,663	\$3,495,665	\$10,745,998	\$23,050,508	\$12,304,510	\$10,745,998	\$8,808,845	\$8,808,845	\$0
Debt Service Subtotal:		\$14,241,663	\$3,495,665	\$10,745,998	\$23,050,508	\$12,304,510	\$10,745,998	\$8,808,845	\$8,808,845	\$0
GENERAL FUND DEPARTMENT SUBTOTAL:		\$780,556,817	\$405,412,170	\$375,144,647	\$820,312,649	\$406,577,123	\$413,735,526	\$39,755,832	\$1,164,953	\$38,590,879



Net County Cost Allocations by Department - Continued

Budget Unit	Department Title	2014-15 Adjusted Budget			2015-16 Recommended Budget			Change from 2014-15 Adjusted Budget to 2015-16 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1970	Appropriations for Contingencies	\$9,519,478		\$9,519,478	\$7,770,110		\$7,770,110	(\$1,749,368)	\$0	(\$1,749,368)
	Reserve - Tax Litigation	-		-	1,045,146		1,045,146	1,045,146	-	1,045,146
	Desig- DHS Working Capital	998,484		998,484	4,000,000		4,000,000	3,001,516	-	3,001,516
	Desig-Renewbiz	346,982		346,982	1,139,668		1,139,668	792,686	-	792,686
	Desig-Blight Remediation	1,200,000		1,200,000	328,000		328,000	(872,000)	-	(872,000)
	Desig-Retirement	10,781,120		10,781,120	-		-	(10,781,120)	-	(10,781,120)
	Desig-Infrastructure Replacmnt	9,444,973		9,444,973	2,520,820		2,520,820	(6,924,153)	-	(6,924,153)
	Design- Fire Station 64 Replacement	625,000		625,000	-		-	(625,000)	-	(625,000)
	Design- Road Improvements (Laidlaw)	-		-	400,000		400,000	400,000	-	400,000
	Desig-KMC Working Capital	29,510,528		29,510,528	14,617,058		14,617,058	(14,893,470)	-	(14,893,470)
	Desig-Info Technology Projects	5,499,286		5,499,286	-		-	(5,499,286)	-	(5,499,286)
	Desig-Sheriff's Aircraft	356,409		356,409	-		-	(356,409)	-	(356,409)
	Desig- Jail Operations	1,500,000		1,500,000	6,000,000		6,000,000	4,500,000	-	4,500,000
	Desig-Westarz EOA	46,000		46,000	101,705		101,705	55,705	-	55,705
	Desig-Lost Hills EOA	-		-	125,000		125,000	125,000	-	125,000
	Contingencies and Reserves Subtotal:	\$69,828,260	\$0	\$69,828,260	\$38,047,507	\$0	\$38,047,507	(\$31,780,753)	\$0	(\$31,780,753)

The General Fund Department subtotal from the previous page shows a net change of \$38.6 million. The primary cause of this increase is associated with an increase in NCC allocation to the Contribution for Human Services. The \$20 million increase for this department includes a \$14 million prior year reimbursement allocation as a result of an over statement of anticipated fund balance carry-forward that arbitrarily reduced the NCC allocation the department would have received in FY 2014-15. The adjustment is considered a significant one-time cost in the County Fiscal Plan. Another significant increase of nearly \$8 million is the allocation to Major Maintenance projects that is funded through a one-time allocation of fund balance carry-forward. The remaining amount of \$8 million is associated with the allocation of 60% of pension escalation costs related to the strategic plan to mitigate this cost increase and another \$3 million to cover the health benefits cost increase for General Fund departments.



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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

In accordance with policy, 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.

Contingencies	FY 2014-15 Adopted Budget	FY 2014-15 Approved Contributions/(Uses)	FY 2014-15 Adjusted Budget	FY 2015-16 Recommended Budget
Mandatory Contingencies (1% of Locally Funded Appropriation)	\$ 4,000,000		\$ 4,000,000	\$ 4,000,000
Uncertainties Contingencies	1,000,000		1,000,000	500,000
Other Specific Purpose Contingencies	3,341,240	1,178,239	4,519,479	3,270,110
Total Contingencies	\$ 8,341,240	\$ 1,178,239	\$ 9,519,479	\$ 7,770,110

FY 2015-16 1% Locally Funded Appropriation for Contingencies

The base allocation to the 1% Locally Funded Appropriation for Contingencies is \$3,724,162, based on projected locally funded appropriation of \$372 million. The amount budgeted for FY 2015-16 is \$4,000,000.

FY 2015-16 Uncertainties Contingencies

The recommend budget includes \$500,000 for uncertainties contingencies that may arise throughout the fiscal year for emergency maintenance projects and other unforeseen circumstances departments may encounter.



FY 2015-16 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes \$3,270,110 in the following specific set asides:

- \$250,000 for Animal Services for spay/neuter activities
- \$1,000,000 for potential State audit for mandated claims
- \$2,020,110 for Health Benefits costs if claims exceed projections

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. The Board of Supervisors approved a reserve policy that includes a County General Purpose reserve target of 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	6/30/2014	Approved FY 2014-15		6/30/2015	Recommended FY 2015-16		6/30/2016	
	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	5,579,614		5,579,614	1,045,147		6,624,761	
Designation - DHS Working Capital	2150	15,454,000	998,848	16,452,848	4,000,000		20,452,848	
Designation - East Kern Revitalization Area	2152	751,307	346,982	(746,000)	352,289	1,139,668	1,491,957	
Designation - Countywide Blight Remediation	2153	-	1,200,000	(328,000)	872,000	328,000	1,200,000	
Designation - Retirement	2155	8,087,478	10,781,120	18,868,598		(1,255,268)	17,613,330	
Designation - Infrastructure Replacement (Wind)	2156	4,977,208	9,444,973	(499,286)	13,922,895	2,520,820	16,443,715	
Designation - Environmental Health Enhancement	2157	260,664		(168,342)	92,322	(919)	91,403	
Designation - Fire Station 64 Replacement	2166	-	625,000	625,000			625,000	
Designation - Road Improvements (Laidlaw)	2170	-		-	400,000		400,000	
Designation - KC Museum Capital Project	2171	750,000		750,000		(750,000)	-	
Designation - Lost Hills (EOA)	2175	-		-	125,000		125,000	
Designation - KMC Working Capital	2178	695,484	29,510,528	30,206,012	14,617,058		44,823,070	
Designation - Information Technology Projects	2179	366,319	5,499,286	(5,865,605)	-		-	
Designation - Sheriff's Aircraft	2180	836,966	356,409	1,193,375			1,193,375	
Designation - WESTARZ (EOA)	2181	-	46,000	46,000	101,705		147,705	
Designation - Jail Operations	2182	-	1,500,000	1,500,000	6,000,000		7,500,000	
TOTAL		\$ 77,759,040	\$60,309,146	\$(7,607,233)	\$ 130,460,953	\$ 30,277,398	\$ (2,006,187)	\$ 158,732,164

FY 2014-15 Contributions

The County's reserve policy requires a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2014-15, the balance in the General Purpose reserve was 10.22% 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 was met, no contributions to this account were recommended. The Tax Litigation reserve balance of \$5.6 million at June 30, 2015 was 11.5% of the contingent liability of property tax assessment appeals, exceeding the target goal of 10%.

Other contributions made to designations were as follows:

- \$998,848 contribution to the Department of Human Services (DHS) Working Capital designation to support cashflow advances to the department.
- \$346,982 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.
- \$10.8 million contribution for the Retirement designation as part of 7 year strategic plan to fund 60% of pension escalation costs for General Fund departments.



- \$9.4 million contribution to the Infrastructure Replacement designation for continued set aside of 50% of property tax increment from wind energy properties.
- \$625,000 contribution to the Fire Station 64 Replacement designation from the proceeds of the sale of the existing facility.
- \$29.5 million contribution to the KMC Working Capital designation for a potential outstanding liability owed to the State and to assist with cashflow shortfalls due to the timing of collections.
- \$5.5 million contribution to the Information Technology Projects designation for the purchase of a new Criminal Justice Information System.
- \$356,409 contribution to the Sheriff's Aircraft designation for maintenance costs associated with the asset.
- \$46,000 contribution to the WESTARZ Economic Opportunity Area (EOA) of property tax increment generated in this area.
- \$1.5 million contribution to the Jail Operations designation as part of the 5 year strategic plan to fund the operations of the new jail in FY 2017-18.

FY 2014-15 Uses

- \$746,000 use of the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$328,000 use of the Countywide Blight Remediation designation for "clean-up" projects approved by the Board of Supervisors.
- \$499,286 million use of the Infrastructure Replacement designation for costs associated with the ITS Building.
- \$168,342 use of the Environmental Health Enhancement designation for program costs.
- \$5.9 million use of the Information Technology Projects designation primarily to encumber the contract for the new Criminal Justice Information System.

FY 2015-16 Recommended Contributions and Uses

For FY 2015-16, the balance of the General Purpose reserve is \$40,000,000, or 10.74% of locally funded appropriation of \$372,416,241. No contribution to the General Purpose reserve is recommended. The recommended budget also includes:

- \$1 million contribution to the Tax Litigation reserve to meet the target of 10% of the General Fund's contingent liability for outstanding assessment appeals. The balance of the Tax Litigation reserve is \$6,624,761 or 10% of the contingent liability of property tax appeals for the General Fund of \$66,247,614.
- \$4 million contribution to the DHS Working Capital to support cashflow advances to the department.
- \$1,139,668 contribution to the East Kern Revitalization Area designation of the wind energy property tax increment determined for the current fiscal year.
- \$328,000 contribution to the Blight Remediation designation for projects approved by the Board of Supervisors.



- \$2.5 million contribution to the Infrastructure Replacement designation of 50% wind energy property tax increment determined for the current fiscal year.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$125,000 contribution for the Lost Hills Economic Opportunity Area designation for the property tax increment generated in this area.
- \$14.6 million contribution to the KMC Working Capital designation to assist with cashflow shortfalls due to the timing of collections.
- \$101,705 contribution for the WESTARZ Economic Opportunity Area designation for the property tax increment generated in this area.
- \$6 million contribution for the Jail Operations designation for the first of five year plan to set aside 1.4% in Net General Fund Cost to fund the new jail operations in FY 2017-18.
- \$1.26 million use of the Retirement designation that represents the net impact of funding 60% or \$8.2 million of the pension cost escalation for General Fund departments through the set aside of \$7 million in fund balance carry-forward.
- \$750,000 use of the Kern County Museum designation to fund major maintenance projects.

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

Account	Year-end Actual Balances					Recommended
	2011-12	2012-13	2013-14	FY 2014-15	FY 2015-16	
Reserve - General Purpose	2134	\$ 37,201,795	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000
Reserve - Tax Litigation	2136	4,079,614	10,079,614	5,579,614	5,579,614	6,624,761
Designation - Human Services	2150	12,354,000	15,454,000	15,454,000	16,452,848	20,452,848
Designation - East Kern Revitalization Area	2152			751,307	352,289	1,491,957
Designation - Countywide Blight Remediation	2153				872,000	1,200,000
Designation - Retirement	2155	12,361,854	14,587,478	8,087,478	18,868,598	17,613,330
Designation - Infrastructure Replacement (Wind)	2156	6,000,000	6,300,000	4,977,208	13,922,895	16,443,715
Designation - Environmental Health Enhancement	2157		348,944	260,664	92,322	91,403
Designation - Fire Station 64 Replacement	2166				625,000	625,000
Designation - Road Improvements (Laidlaw)	2170					400,000
Designation - KC Museum Capital Project	2171		750,000	750,000	750,000	
Designation - Lost Hills (EOA)	2175					125,000
Designation - KMC Working Capital	2178		6,000,000	695,484	30,206,012	44,823,070
Designation - Information Technology Projects	2179	250,000	366,319	366,319		
Designation - Sheriff's Aircraft	2180	977,207	977,207	836,966	1,193,375	1,193,375
Designation - WESTARZ (EOA)	2181				46,000	147,705
Designation - Jail Operations	2182				1,500,000	7,500,000
TOTAL		\$73,224,470	\$94,863,562	\$ 77,759,040	\$ 130,460,953	\$ 158,732,164



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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

The General Fund's spending flexibility is hindered by limited resources at the same time that impending significant costs must be incurred. Most significant is the reduction of property tax revenue resulting from the decline of the price per barrel of oil, which is one of the chief factors used to assess the value of oil and gas properties. The Assessor used a Kern Crude price per barrel for FY 2015-16 of \$54, which is \$45 less than FY 2014-15. The final assessment roll reflects a 38.32% reduction in the assessment of oil and gas properties, which equates to a \$26.2 million reduction in property tax revenue from FY 2014-15. Adjusted for growth in other sources, the net discretionary revenue impact for the General Fund for FY 2015-16 is estimated at a decline of \$19 million. It is not anticipated that the market price per barrel will return to its previous level anytime soon, if at all.

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 \$13.4 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 2015-16 by \$3 million due to increased claims processed and are anticipated to increase over the next several years.

In FY 2014-15, the County changed the funding of the County's contribution to the Fire Fund from a direct contribution to a transfer of property tax revenue, which is helping to offset some of the oil and gas revenue loss. This change in funding methodology allows for the Fire Fund to maintain the full funding of \$18.4 million from the General Fund for operations with no further reduction due to General Fund budget constraints and achieves some savings in the General Fund to offset other property tax revenue reductions such as the oil and gas valuation decline.

Staffing for the AB900 financed new jail facility will require a minimum of \$20.5 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 \$20.5 million annually expected to conservatively grow as much as \$40 million annually over the next twenty years.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS
FISCAL YEARS 2015-16 THROUGH 2019-20

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<u>Ongoing Revenue Sources:</u>					
Discretionary Revenue	(\$19,074,207)	(\$5,946,427)	\$588,825	\$5,012,371	\$8,490,199
Proposition 172	-	(1,539,190)	(1,508,406)	(1,478,238)	(1,448,673)
Total Ongoing Revenue Change	(\$19,074,207)	(\$7,485,617)	(\$919,581)	\$3,534,133	\$7,041,526
<u>Ongoing Cost Changes:</u>					
Retirement with Pension Obligation Bonds	(\$13,431,656)	(\$332,585)	(\$1,112,520)	\$688,549	(\$443,889)
Health Benefits	(3,007,067)	(1,503,534)	(1,503,534)	(1,503,534)	(1,503,534)
Elimination of Fire Contribution	18,412,000				
Staffing New Jail Facility			(20,500,000)		
Total Change in Costs	\$1,973,277	(\$1,836,119)	(\$23,116,054)	(\$814,985)	(\$1,947,423)
Annual (Deficit)/Surplus	(\$17,100,930)	(\$9,321,736)	(\$24,035,635)	\$2,719,148	\$5,094,103
<u>Ongoing Mitigation:</u>					
60% Coverage of Pension Escalation Strategy	\$ 7,954,136				
Health Benefits Increase Coverage	3,007,067				
Net Department Adjustments	6,139,727				
Percent of Net County Cost Reduction	1.65%				
Estimated Net Annual (Deficit)/Surplus	\$0	(\$9,321,736)	(\$24,035,635)	\$2,719,148	\$5,094,103



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 decreasing due to projected decreases in assessed valuation and 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 would need to be funded in the respective fiscal year. After accounting for these changes, the Annual (Deficit)/Surplus is projected to be negative for the next two fiscal years. These deficits will have to be mitigated in the respective years in order to produce a balanced budget.

For FY 2015-16, the Annual (Deficit) of \$17 million is resolved through the release of a strategic designation established to cover of 60% of pension escalation, coverage of the health benefits increase and a net department NGFC adjustment of \$6.1 million, or 1.65%. It is anticipated this reduction in allocation of Net County Cost to departments will be ongoing. This generates an estimated Net Annual (Deficit)/Surplus of \$0.

The primary cost increase anticipated for FY 2015-16 and forward is the retirement and Pension Obligation Bonds costs. 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 \$17.6 million. The Board of Supervisors approved a fiscal strategy in January 2015 for pension cost escalation that requires the set aside of one-time fund balance carry-forward of \$7 million annually in the designation for retirement over the next seven years to be used towards a plan to cover 60% of pension escalation for General Fund departments through FY 2021-22 when one of the Pension Obligation Bonds will be fully repaid. Retirement costs will significantly decline in FY 2022-23 which will alleviate the budgetary pressure for departments.

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 Board of Supervisors approved a fiscal strategy in January 2015 to identify an ongoing source to fund the operations of the new jail. The strategy includes isolating Net County Cost of \$4 million, or 1.4% each year over the next five years to achieve an ongoing source of \$20.5 million. Initially, this reduction is proposed through the reduction of allocations to other departments, but it is anticipated that any new growth in discretionary revenue may also be an alternative source in lieu of the department reductions. The accumulation of Net County Cost resource will be set aside in the designation for new jail operations until FY 2017-18.



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 recommended to be funded although the funding would require ongoing or one-time sources into the future.

ONGOING NEEDS

The FY 2015-16 Recommended Budget funds \$11 million in increased significant ongoing costs that are included in the County fiscal plan.

Significant Ongoing Costs Identified to be Funded

	Ongoing Costs
60% Coverage of Pension Cost Escalation	\$7,954,136
Health Benefit Cost Increase	<u>3,007,067</u>
Significant Ongoing Costs in FY 2015-16 Recommended Budget	\$10,961,203

\$7.95 million for 60% of Pension Escalation

In January 2015, the Board of Supervisors approved a fiscal strategy to cover 60% of pension escalation for General Fund departments beginning in FY 2015-16 as part of a long-term fiscal plan. The pension costs are ongoing through FY 2021-22 and are funded through a calculated allocation of Net County Cost to departments. The use of Discretionary General Funding to cover these costs will enable the departments to continue to provide necessary public services to the residents of the County.

\$3 million for Health Benefit Cost Increase

For the second year in a row, the health benefits rates have increased for departments. The rate increased in FY 2014-15 by \$130.45 per employee and increased another \$2,087.12 in FY 2015-16. The increase for FY 2015-16 equates to slightly more than \$3 million. The use of Discretionary General Funding to cover these costs will enable the departments to continue to provide necessary public services to the residents of the County.

ONE-TIME NEEDS

The FY 2015-16 Recommended Budget funds nearly \$31.4 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	\$13,696,999
Department of Human Services - Prior year Net County Cost Adjustment	14,411,158
Other Specific Purpose Contingencies	<u>3,270,110</u>
Significant One-time Costs in FY 2015-16 Recommended Budget	\$31,378,267

\$13.7 million for Capital and Major Maintenance Projects

The recommended budget includes ten capital projects totaling \$6.5 million and 50 new major maintenance projects such as the reroof or paving of several County facilities totaling \$16.7 million. Several projects have revenue sources resulting in a Net County Cost of \$13.7 million for all new projects in FY 2015-16.

\$14.4 million for Department of Human Services – Prior Year Funding Adjustment

The Department of Human Services funds required a reimbursement for prior year program costs due to fund balance shortfalls associated with an over accrual made in the previous fiscal year that over stated the fund balances at June 30, 2014. The recommended budget allocates one-time sources towards this one-time funding adjustment.

\$3.3 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:

- \$250 for Animal Services for potential spay/neuter activities
- \$1 million for potential SB 90 mandated claims audit liabilities
- \$2,020,110 for coverage of the Group Health Internal Service Fund negative retained earnings if costs exceed projections

FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in FY 2015-16, 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 on the next page.

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

	<u>One-time</u>
Reserve - Tax Litigation	\$1,045,147
Designation - DHS Working Capital	4,000,000
Designation - East Kern Revitalization Area	1,139,668
Designation - Countywide Blight Remediation	328,000
Designation - Infrastructure Replacement (Wind)	2,520,820
Designation - Road Improvements (Laidlaw)	400,000
Designation - Lost Hills (EOA)	125,000
Designation - KMC Working Capital	14,617,058
Designation - WESTARZ (EOA)	101,705
Designation - Jail Operations	<u>6,000,000</u>
Additional One-time Set Aside in FY 2015-16 Recommended Budget	\$30,277,398

\$1 million one-time for Tax Litigation

The County maintains a reserve for tax litigation associated with contingent liability for assessment appeals. The reserve sets aside 10% of the most recent contingent liability calculation. At June 30, 2014, the liability identified was \$66.2 million. The current balance in the reserve is \$5.6 million. Increasing the reserve by \$1 million for a new balance of \$6.6 million achieves the 10% reserve required by policy.

\$4 million 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 has escalated up to \$40 million throughout the fiscal year. With this set aside, the balance of the designation will be \$20.4 million.

\$1.1 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.

\$328,000 one-time for Blight Remediation

This designation supports costs associated with the County-wide Blight Remediation Program performed by the Code Compliance Division of Public Works to assist communities with addressing blight and the associated problems that are a result of deteriorated and abandoned properties. The Board of Supervisors approved the designation of \$1.2 million annually for this program. The amount of \$328,000 added to the current balance of the account accommodates the funding need.



\$2.5 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 \$16.4 million.

\$400,000 one-time for Road Improvements - Laidlaw

This designation was established to set-aside funds for road improvements as part of a mitigation agreement with Laidlaw. It requires that \$400,000 of Hazardous Waste taxes that are paid by Laidlaw be used for road improvements in a specific area until the improvements are made.

\$125,000 one-time for Lost Hills Economic Opportunity Area (EOA)

This designation was established to set-aside funds for the Lost Hills EOA to encourage and promote economic reinvestment and revitalization by providing needed resources for ongoing maintenance of improvements within the boundary, assist in funding capital projects and potentially help support local community programs. The designation is limited to an annual maximum of \$500,000. With this set aside, the balance of the designation will be \$125,000.

\$14.6 million one-time for Kern Medical Center Working Capital

This designation was established to set-aside funds for working capital needs to the Kern Medical Center. With this set-aside, the balance of the designation will be \$44.8 million. The goal is to establish a working capital set aside of \$50 million, based on projected cashflow needs of the hospital.

\$101,705 one-time for WESTARZ Economic Opportunity Area (EOA)

This designation was established to set-aside funds for the Westside Economic Stability and Tourism Area Reinvestment Zone (WESTARZ) EOA to promote economic stability and growth in the specific area. The zone is funded by the entire property tax and sales tax increments in the specified area for the next ten years or through 2023. With this set aside, the balance of the designation will be \$147,705.

\$6 million one-time for New Jail Operations

A designation of \$6 million is recommended as part of the fiscal strategy to fund the operations of the new jail operations in FY 2017-18. This is the first year of a five-year plan to set aside ongoing Net County Cost to achieve the \$20.5 million necessary to staff and operate the facility. With this set aside, the balance of the designation will be \$7.5 million.

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County Debt Policy

The Board of Supervisors has approved policies that address the issuance of debt. These policies guide the management and administration of the County's portfolio of long-term debt. The policies 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 policies 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 policies 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 policies require prudent management of liabilities and, whenever possible, alternative sources of funding in order to minimize the level of debt. In the past two 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 a major upgrade to the water and wastewater treatment facility at the Lerdo Jail complex. The anticipated cost of the project is \$20.5 million.
- 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.
- 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 warehouse for the Agriculture and Measurement Standards Department. The anticipated cost of the project is \$700,000.

Significant FY 2014-15 Debt Related Actions

The County did not issue any long-term debt during FY 2014-15.

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, 2015, 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

A summary of long-term debt issuances of the County is shown below.

Fiscal Year Ending June 30	County of Kern Outstanding Pension Obligation Bonds and Certificates of Participation										Total Outstanding General Fund Debt	Fiscal Year Ending June 30
	Pension Obligation Bonds				Certificates of Participation							
	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		
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	\$49,693,439	\$219,031,561	\$194,642,067	\$111,492,206	\$50,000,000	\$24,961,363	\$86,355,000	\$59,384,072	\$8,375,000	\$930,375	\$804,865,083	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 46.7% 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		
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	\$3,845,000	\$126,019	\$6,610,000	\$892,122	\$11,473,141	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.

Other Long-Term Debt

The County has an outstanding principal amount of \$3,428,665 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 \$478,842 in FY 2015-16. 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 \$134,000 in FY 2015-16. 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, 2015 was \$4,921,540. Annual debt service on this obligation is approximately \$479,000 per year through FY 2026-27.

The County entered into a joint powers authority agreement with the Board of Education and formed the Kern Public Services Financing Authority. The Authority has \$9,905,000 in outstanding bonds that mature in FY 2031-32. The majority of the debt service is paid by the authority from payments received from County departments. The expense is reflected under services and supplies expense category in the individual budget units.

The County has numerous lease obligations for equipment. The outstanding balance as of June 30, 2015 of those lease obligations is \$9,363,460. The debt service payments for the equipment leases are made from the budget units owning the equipment and are reflected under other charges expense category. Total outstanding debt is reflected in the Debt Service Section of this budget book, in the total outstanding debt schedule.

Effects of Existing Debt Levels on Current and Future Operations

As part of the County's Fiscal Plan and in order to mitigate impact on operations, the County will set aside available fund balance in a designation to be strategically released to offset the increase in the debt service for the pension obligation bonds. The County will continue this strategy through FY 2021-22 when the 1995 Pension Obligation Bonds will be paid-off. The FY 2015-16 Recommended Budget reflects a release of \$8 million from the designation that was provided to departments to offset the portion of the debt service that is included in their budgets. This release of designation is intended to mitigate service level impacts identified as a result of the increased cost.

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 year 2021-22 when the 1995 pension obligation bond is paid off. The County will see a significant decline in FY 2028-29 when all pension obligation bonds are paid off.

Legal Debt Limit

The County General Fund has no outstanding General Obligation Bonds, and therefore no debt service payments for General Obligation Bonds are budgeted in this document. The County's legal debt limit, which applies only to General Obligation Bonds, is as follows:

<u>Fiscal Year</u>	<u>Assessed Valuation*</u>	<u>Legal Debt Limit</u>	<u>Bonded Debt</u>	<u>Legal Debt Margin</u>
2014-15	\$ 97,780,479,516	\$ 4,889,023,976	\$ -	\$ 4,889,023,976

Source: Auditor-Controller

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 Human Resources, 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 the 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 2015-16 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. 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 policy 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 a minimum amount of 500,000 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 policy 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. The Board of Supervisors has approved specific goals for reserve levels, with current policies requiring 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 policies that cover the issuance, management, and administration of the County's portfolio of long term debt. The policies 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 policies 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 policies 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 1.5. To provide sufficient liquidity to meet daily expenditure requirements, the portfolio will maintain at least 40% 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
 Fund: General
 Budget Unit: 1011

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$493,680	\$489,214	\$439,721	\$455,724	\$480,785	\$480,785
Services and Supplies	52,300	43,693	45,416	64,689	49,687	49,687
Other Charges	11	11	0	11	11	11
Other Financing Uses	0	53,465	0	0	0	58,481
TOTAL EXPENDITURES	\$545,991	\$586,383	\$485,137	\$520,424	\$530,483	\$588,964
Less Available BSI *	\$0	(\$53,465)	\$0	\$0	\$0	(\$58,481)
NET GENERAL FUND COST	\$545,991	\$532,918	\$485,050	\$520,424	\$530,483	\$530,483
BSI Ending Balance *	\$53,226	N/A	\$53,465	N/A	N/A	N/A

* BSI = Budget Savings Incentives

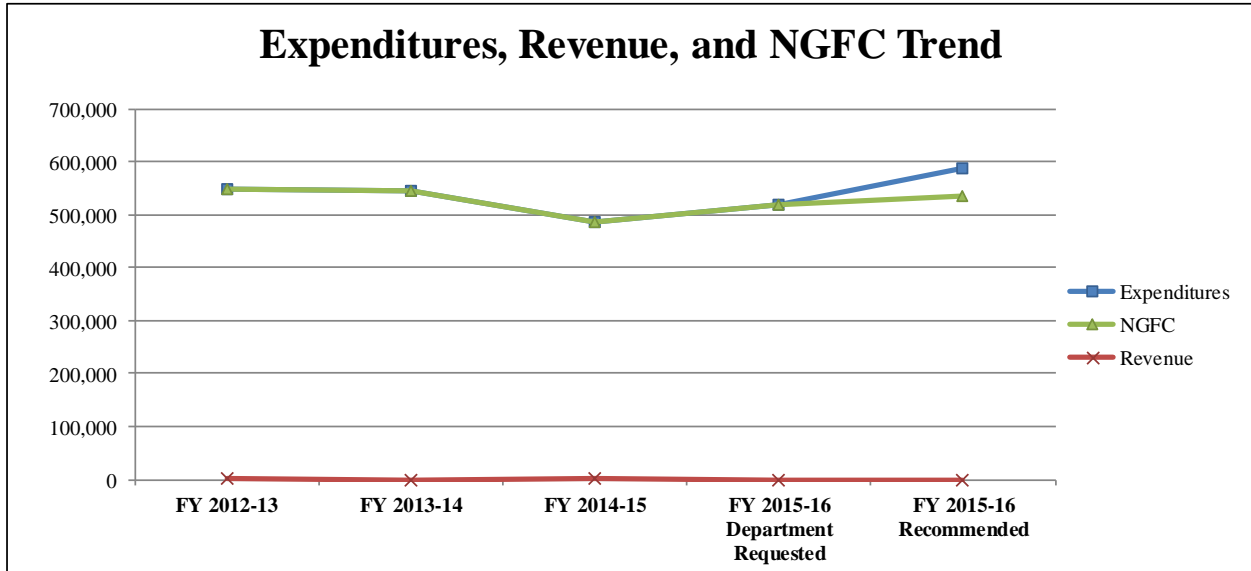
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 2015-16. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040. The recommended budget does not require the use of Budget Savings Incentive (BSI) credits.



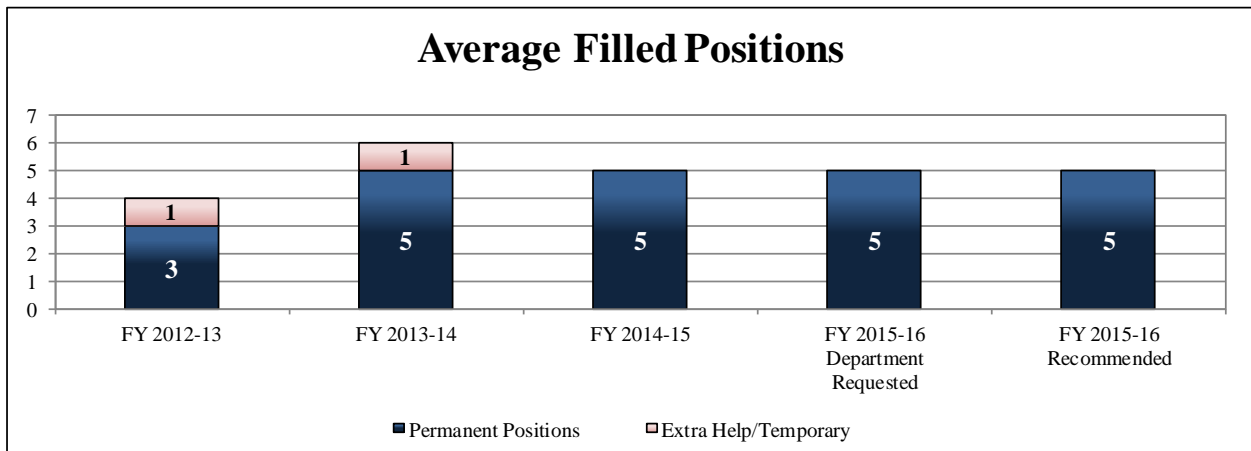
Budget Changes and Operational Impacts

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 permanent positions. The recommended budget provides the department with funding for three full-time positions and two part-time positions.



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	3	5	5	5	5
Extra Help/Temporary	1	1			0
Total Positions	4	6	5	5	5
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	5	5	N/A	N/A
Extra Help/Temporary (FTE)	1	1		N/A	N/A
Total Positions	5	6	5	N/A	N/A
SALARIES & BENEFITS	\$510,066	\$493,680	\$439,721	\$455,724	\$480,785

Summary of Authorized Positions

The department has 5 authorized permanent positions, of which all have been budgeted to be filled during FY 2015-16 as indicated below. Two of the permanent authorized positions are part-time.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Total	5	0	0	5	5	0	5

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



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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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$534,222	\$505,735	\$512,479	\$503,121	\$516,149	\$516,149
Services and Supplies	23,147	27,133	23,180	25,482	16,232	16,232
Other Charges	11	50	0	50	50	50
Other Financing Uses	0	15,746	0	0	0	7,482
TOTAL EXPENDITURES	\$557,380	\$548,664	\$535,659	\$528,653	\$532,431	\$539,913
Less Available BSI *	\$0	(\$15,746)	\$0	\$0	\$0	(\$7,482)
NET GENERAL FUND COST	\$557,380	\$532,918	\$535,659	\$528,653	\$532,431	\$532,431
BSI Ending Balance *	\$3,655	N/A	\$7,192	N/A	N/A	N/A

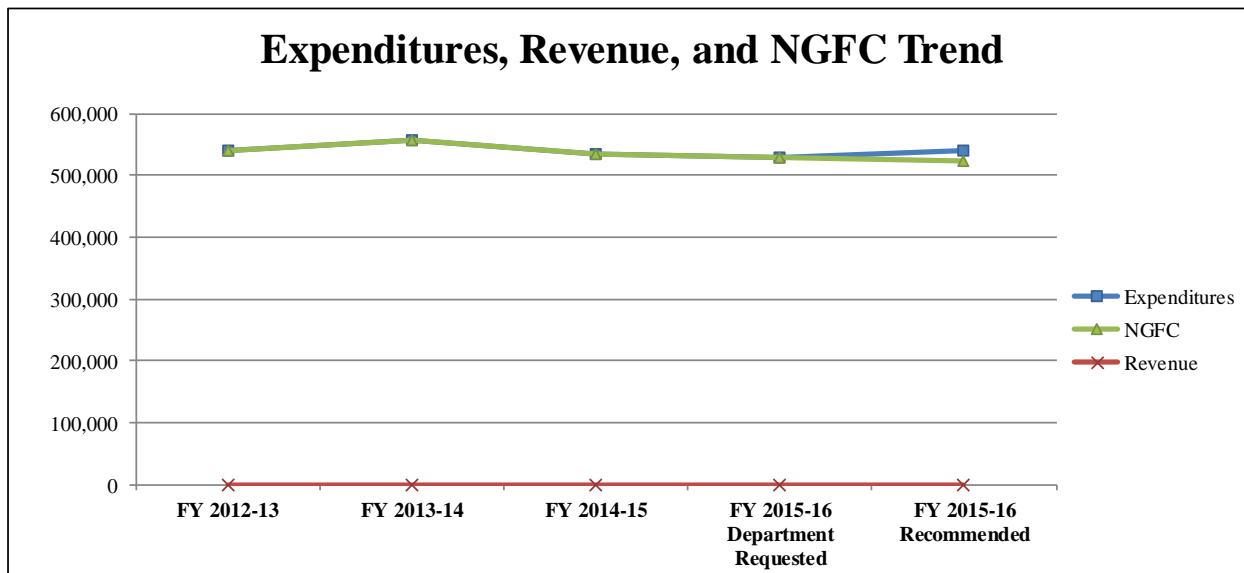
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 2015-16. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040. The recommended budget requires the department to use all of its accumulated Budget Savings Incentive (BSI) credits.

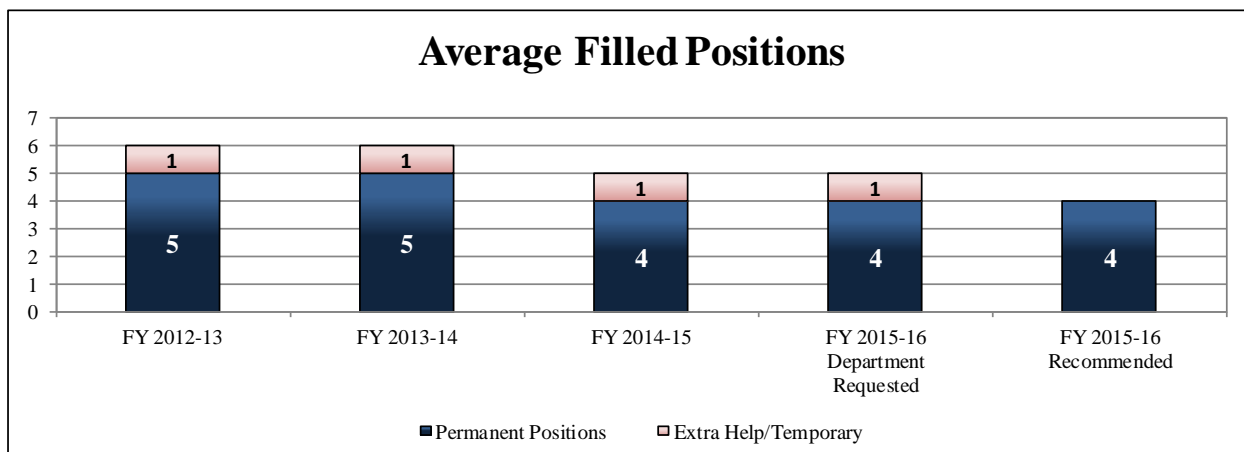
Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for four authorized permanent positions. The recommended budget requires the use of \$7,482 of accumulated BSI credits.



Staffing Changes and Operational Impacts

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



Summary of Authorized Positions

The department has six authorized permanent positions, of which four full-time positions have been budgeted to be filled during FY 2015-16 as indicated below.

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	5	5	4	4	4
Extra Help/Temporary	1	1	1	1	0
Total Positions	6	6	5	5	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	5	4	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	6	6	5	N/A	N/A
SALARIES & BENEFITS	\$516,337	\$534,222	\$512,479	\$503,121	\$516,149

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	4	2	6
Total	6	0	0	6	4	2	6

Administration	
<u>Classification</u>	
1	Supervisor
4	Supervisor Field Representative
1	Supervisor Field Representative Aide
6	Requested Total



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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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$481,226	\$511,466	\$460,450	\$486,619	\$504,916	\$504,916
Services and Supplies	17,934	21,193	14,844	33,544	24,544	24,544
Other Charges	11	259	0	259	259	259
Other Financing Uses	0	20,101	0	0	0	24,066
TOTAL EXPENDITURES	\$499,171	\$553,019	\$475,294	\$520,422	\$529,719	\$553,785
REVENUE:						
Miscellaneous	\$3,680	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$3,680	\$0	\$0	\$0	\$0	\$0
Less Available BSI *	\$0	(\$20,101)	\$0	\$0	\$0	(\$24,066)
NET GENERAL FUND COST	\$495,491	\$532,918	\$475,294	\$520,422	\$529,719	\$529,719
BSI Ending Balance *	\$16,153	N/A	\$20,101	N/A	N/A	N/A

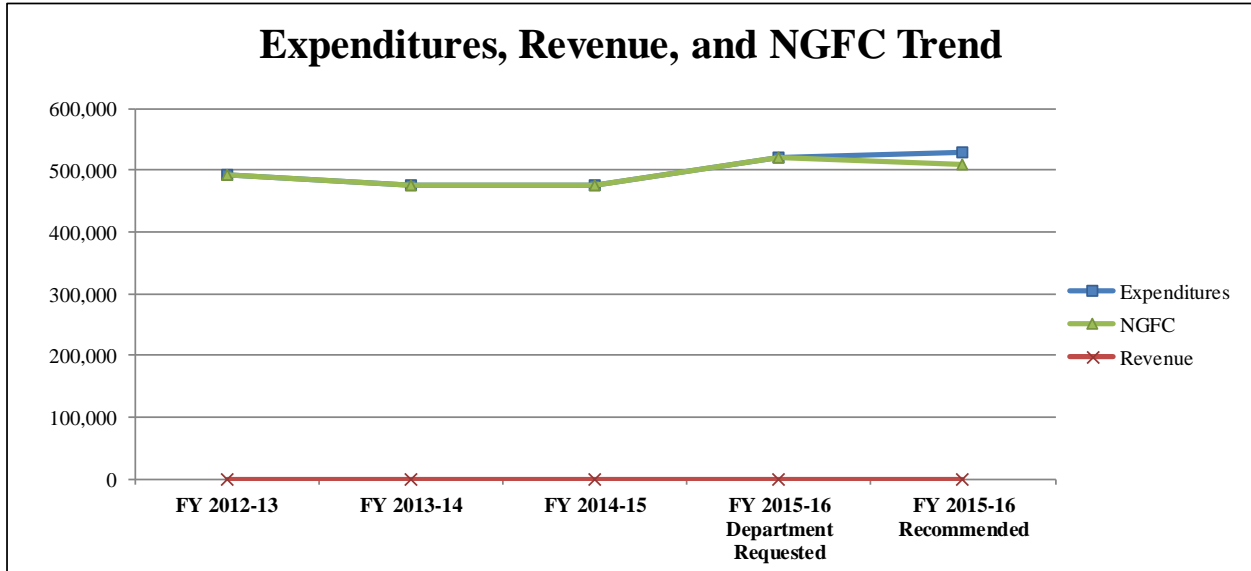
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 for the district in FY 2015-16. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040. The recommended budget does not require the use of Budget Savings Incentive (BSI) credits.

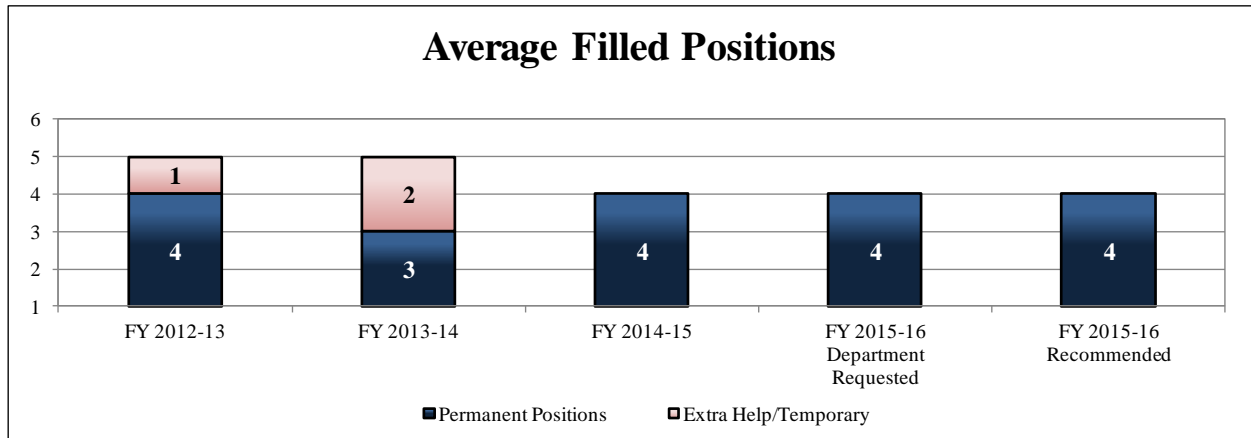
Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for all requested positions. This includes four funded positions, with one of the four being part-time. 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 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	3	4	4	4
Extra Help/Temporary	1	2	0	0	0
Total Positions	5	5	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	3	4	N/A	N/A
Extra Help/Temporary (FTE)	1	2	0	N/A	N/A
Total Positions	5	5	4	N/A	N/A
SALARIES & BENEFITS	\$476,559	\$481,226	\$460,450	\$486,619	\$504,916

Summary of Authorized Positions

As indicated below, the department has four authorized permanent positions, of which three will be funded as full-time and one as part-time during FY 2015-16.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	4	0	4
Total	4	0	0	4	4	0	4

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



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Board of Supervisors – Fourth District

Supervisor: David Couch, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1014

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$494,287	\$510,606	\$494,220	\$544,629	514,418	514,418
Services and Supplies	20,060	21,993	22,134	22,281	17,281	17,281
Other Charges	8	319	0	319	319	319
Other Financing Uses	0	62,594	0	0	0	63,900
TOTAL EXPENDITURES	\$514,355	\$595,512	\$516,354	\$567,229	\$532,018	\$595,918
Less Available BSI *	\$0	(\$62,594)	\$0	\$0	\$0	(\$63,900)
NET GENERAL FUND COST	\$514,355	\$532,918	\$516,354	\$567,229	\$532,018	\$532,018
BSI Ending Balance *	\$60,211	N/A	\$62,594	N/A	N/A	N/A

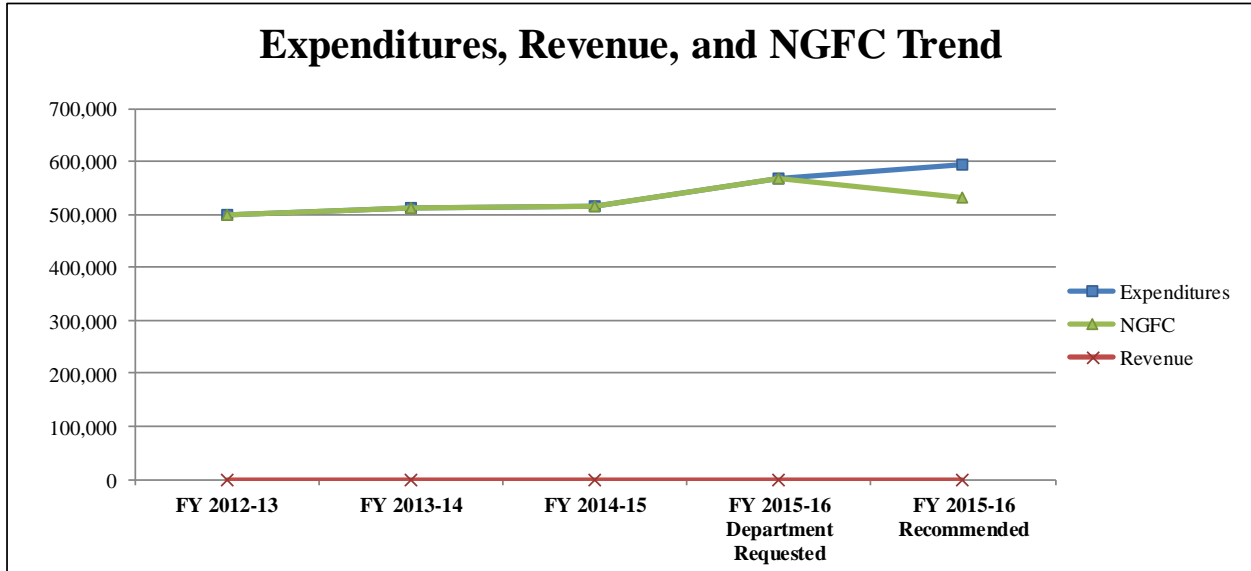
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2015-16 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 the allocation of Net General Fund Cost. There are no major changes in expenditures and revenue expected in FY 2015-16. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040. The recommended budget requires the department to use approximately \$19,806 in Budget Savings Incentive (BSI) credits.

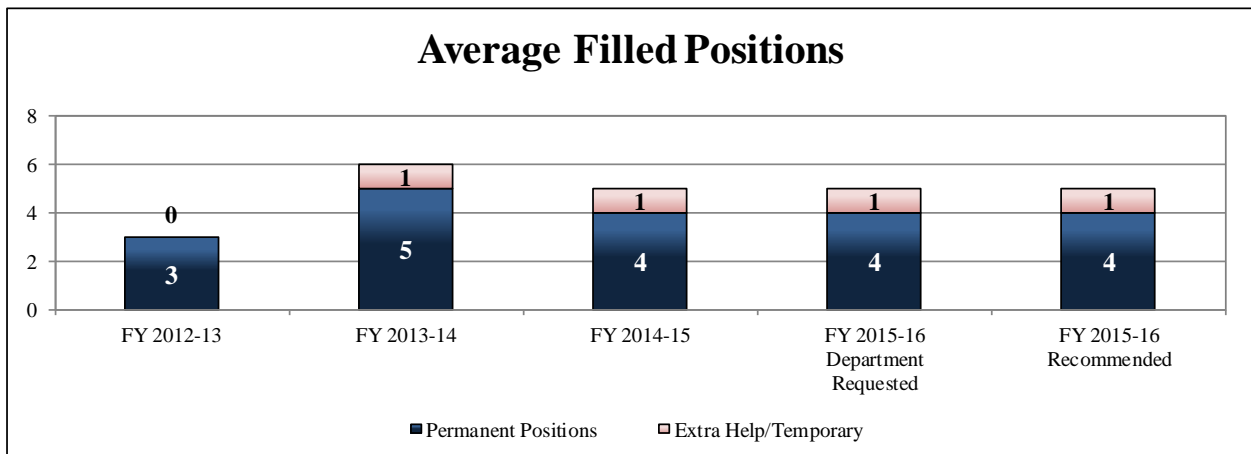
Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for five authorized positions, of which one is a part-time position. 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 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	3	5	4	5	5
Extra Help/Temporary	0	1	1	0	0
Total Positions	3	6	5	5	5
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	5	4	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
Total Positions	3	6	5	N/A	N/A
SALARIES & BENEFITS	\$397,388	\$494,287	\$494,220	\$544,629	\$514,418

Summary of Authorized Positions

The department has six authorized permanent positions, of which five have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	5	1	6
Total	6	0	0	6	5	1	6

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



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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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$523,777	\$514,058	\$448,214	\$479,155	\$495,207	\$495,207
Services and Supplies	20,386	18,810	23,770	41,217	36,218	36,218
Other Charges	11	50	0	50	50	50
Other Financing Uses	0	5,733	0	0	0	8,786
TOTAL EXPENDITURES	\$544,174	\$538,651	\$471,984	\$520,422	\$531,475	\$540,261
REVENUE:						
Miscellaneous	\$44	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$44	\$0	\$0	\$0	\$0	\$0
Less Available BSI *	\$0	(\$5,733)	\$0	\$0	\$0	(\$8,786)
NET GENERAL FUND COST	\$544,130	\$532,918	\$471,984	\$520,422	\$531,475	\$531,475
BSI Ending Balance *	\$4,100	N/A	\$5,733	N/A	N/A	N/A

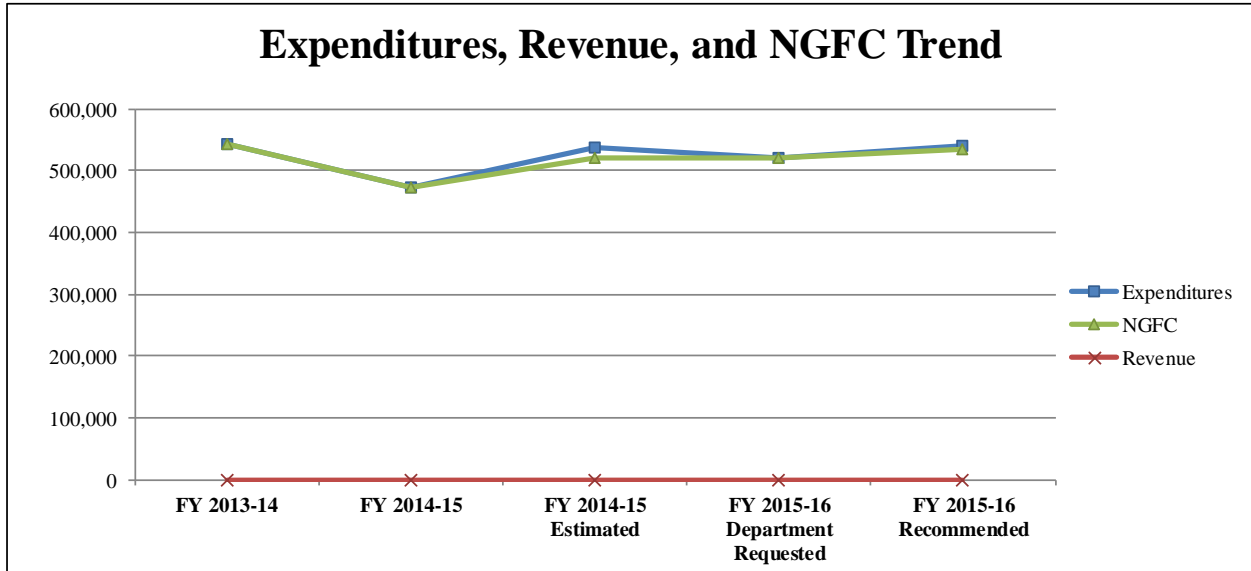
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 2015-16. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040. The recommended budget does not require the department to use any of its accumulated Budget Savings Incentive (BSI) credits.

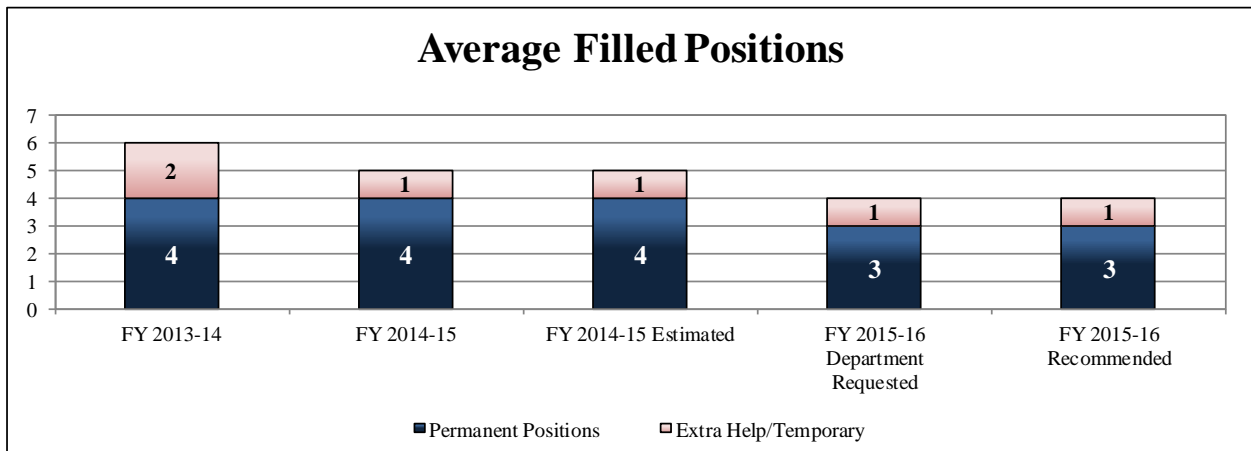
Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget includes funding for three permanent authorized positions and one extra-help position. The recommended budget will maintain one vacant, unfunded position.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	3	4	3	3	3
Extra Help/Temporary	1	1	1	1	1
Total Positions	4	5	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	4	3	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	4	5	4	N/A	N/A
SALARIES & BENEFITS	\$508,213	\$523,777	\$448,214	\$479,155	\$495,207

Summary of Authorized Positions

The department has four authorized permanent positions, of which 3 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	3	1	4
Total	4	0	0	4	3	1	4

Administration

Classification

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

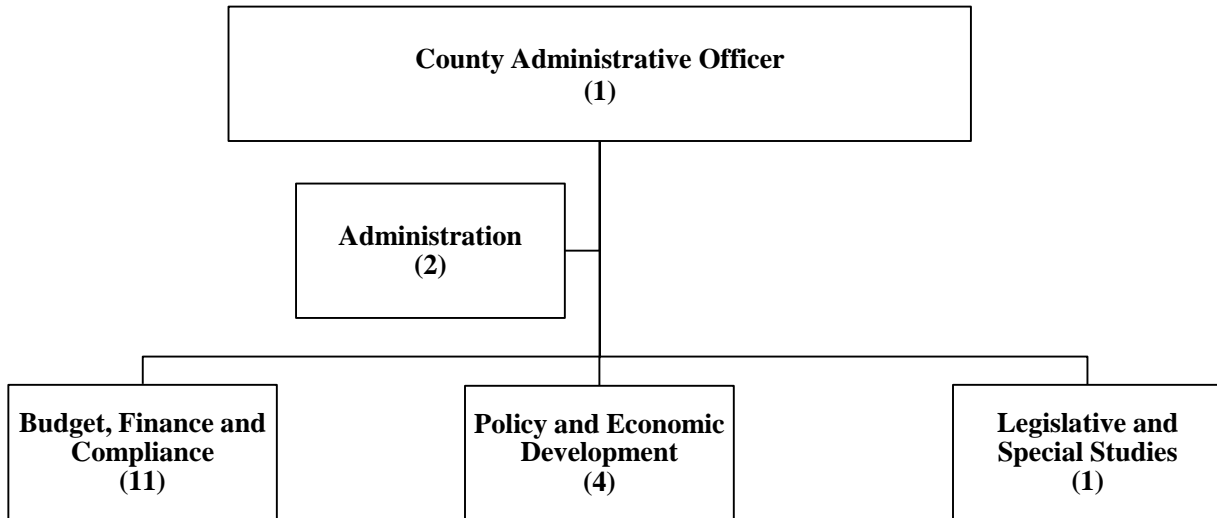
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Presented and obtained Board approval of debt management policies, financial policies, and long-term fiscal strategies. The strategies will mitigate the impacts of pension increases, new jail operations and oil and gas valuation declines. The policies promote prudent fiscal practices, including mandatory reserve levels.
- Received the Distinguished Budget Presentation Award and Certificate of Recognition of Budget Preparation from the Government Finance Officers Association for FY 2014-15.
- Secured an extremely low true interest rate of 0.11949% (11 basis points) as well as a "SP-1+" rating from Standard & Poor's for the County's 2014-15 Tax and Revenue Anticipation Notes (TRANS).
- Negotiated and implemented employee health benefit and retirement plans that meet the requirements of the Public Employees Pension Reform Act and the Affordable Care Act.
- Completed lengthy negotiations over the privatization of landscape and custodial services in the West and East regions of Kern County.
- Participated in the development and operation of the Kern Groundwater Authority which assists the local basin in complying with new State water regulations.
- Presented the Board with reorganizational proposals for the Public Works, Library, Personnel, Employers' Training Resource, and Board of Trade departments.



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 (CAO) 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 department also administers the County Sustainable Ground Water Management Act 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,229,471	\$3,136,062	\$3,457,288	\$3,704,928	\$3,876,833	\$2,876,833
Services and Supplies	173,639	624,748	179,731	519,052	519,052	519,052
Other Charges	48	1,155	0	0	0	0
Capital Assets	0	10,000	0	0	0	0
Other Financing Uses	0	647,588	0	0	0	944,385
TOTAL EXPENDITURES	\$3,403,158	\$4,419,553	\$3,637,019	\$4,223,980	\$4,395,885	\$4,340,270
Expend. Reimb.	(\$176,603)	(\$130,000)	(\$183,023)	(\$180,000)	(\$277,154)	(\$277,154)
TOTAL NET EXPENDITURES	\$3,226,555	\$4,289,553	\$3,453,996	\$4,043,980	\$4,118,731	\$4,063,116
REVENUE:						
Charges for Services	\$807,793	\$700,001	\$1,018,733	\$893,000	\$893,000	\$93,000
Miscellaneous	0	12,000	0	3,000	3,000	3,000
TOTAL REVENUE	\$807,793	\$712,001	\$1,018,733	\$896,000	\$896,000	\$96,000
Less Available BSI *	\$0	(\$647,588)	\$0	\$0	\$0	(\$944,385)
NET GENERAL FUND COST	\$2,418,762	\$2,929,964	\$2,435,263	\$3,147,980	\$3,222,731	\$3,022,731
BSI Ending Balance *	\$479,482	N/A	\$647,588	N/A	N/A	N/A

* BSI = Budget Savings Incentives

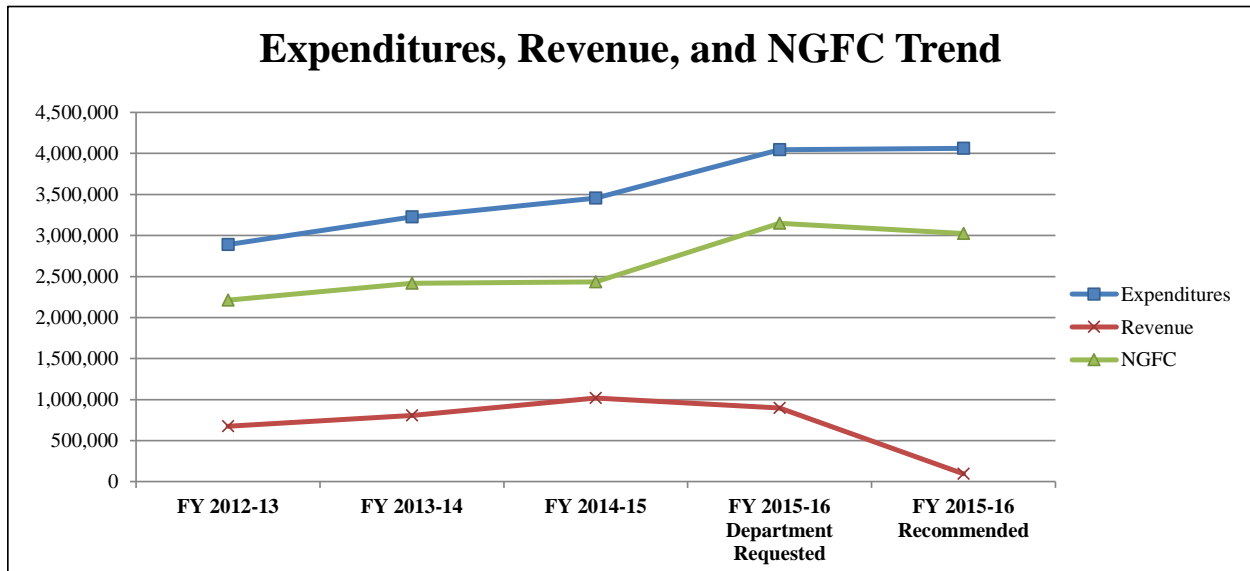
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 information security services and debt management activity. These reimbursements account for the majority of charges for services and expenditure transfers transactions.

Budget Changes and Operational Impacts

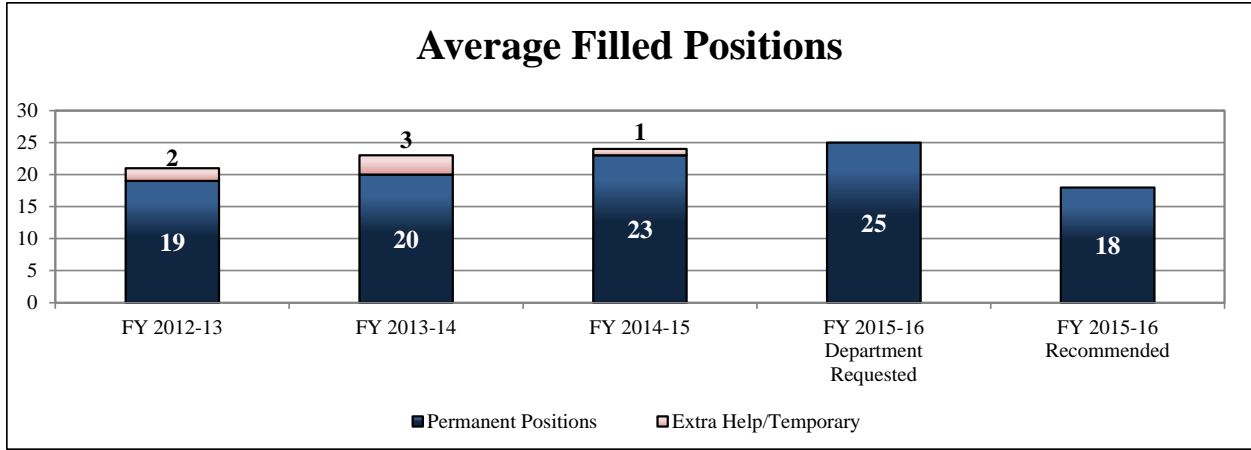
There are several operational changes that are impacting the budget for FY 2015-16. The former departments of Board of Trade, Personnel, and Employers' Training Resources (ETR) have become divisions of the CAO. Eight positions that performed employee relations and health benefits functions were transferred to the former Personnel Department as part of the establishment of the Human Resources Division. Salaries and benefits expenses, and charges for services revenue have been significantly reduced to reflect the transfer of these positions. One position was transferred to the ETR Division and is being partially charged back to the CAO budget unit, which is creating some cost savings. Additionally, the department added a position in FY 2014-15 to manage the Sustainable Groundwater Management Act requirements. Finally, the department received the transfer of the Information Security Officer from the Information Technology Services budget unit to work in the Compliance and Accountability function of the office.

The department is able to absorb personnel cost increases and the 2.4% NGFC reduction by holding one position vacant and unfunded and using approximately \$58,235 in accumulated BSI credits. The department will be charging Kern Medical Center for approximately 60% of the salary costs related to the Information Security Officer, as the position is shared. The budget is sufficient to support the County's economic development activities and costs for services provided by the Kern Economic Development Corporation.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Fiscal Support Specialist-Confidential position, at an annual cost of approximately \$102,000. The department plans to hold vacant and unfunded one (1) Senior Administrative Analyst position. The reduction in FY 2015-16 positions reflects the prior transfer of eight positions to the Human Resources Division.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	19	20	23	25	18
Extra Help/Temporary	2	3	1	0	0
Total Positions	21	23	24	25	18
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	19	21	23	N/A	N/A
Extra Help/Temporary (FTE)	1	3	1	N/A	N/A
Total Positions	20	24	24	N/A	N/A
SALARIES & BENEFITS	\$2,917,647	\$3,229,471	\$3,457,288	\$3,704,928	\$2,876,833

Summary of Authorized Positions

The department has 19 authorized permanent positions, of which 18 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	2	1	0	3	3	0	3
Budget, Finance and Compliance	11	0	0	11	11	0	11
Policy & Economic Development	4	0	0	4	3	1	4
Legislative Special Studies	1	0	0	1	1	0	1
Total	18	1	0	19	18	1	19



Budget, Finance, and Compliance	Administration	Policy and Economic Development
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 County Administrative Officer	1 Chief Deputy CAO - Water
1 Chief Deputy CAO	1 Office Services Specialist-C	1 Senior Administrative Analyst
1 Compliance & Accountability Ofcr	2 Current Total	2 Administrative Analyst I/II/III
1 Information Security Officer	Additions/Deletions	4 Requested Total
7 Administrative Analyst I/II/III	1 Fiscal Support Specialist-C	
11 Requested Total	3 Requested Total	
 Legislative and Special Studies 		
<u>Classification</u>		
1 Senior Administrative Analyst		
1 Requested Total		



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	2.02%	1.03%	2 to 3%, not to exceed 4.8%	1.3%	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 service continues to be well below the established goal.

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

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of Board referrals responded to within 30 days.	>90%	>90%	>90%	>70%	N/A
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. The first measurement is being phased out as it does not provide a material assessment or accounting of departmental responsiveness.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of work-related injuries resulting in an employee being off work for one full day or longer.	0	0	0	0	0

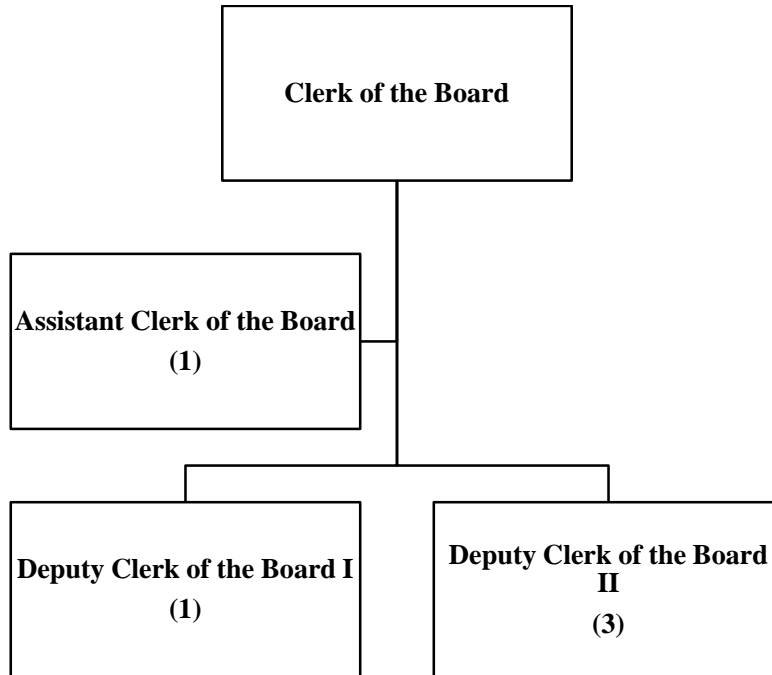
This indicator measures the County Administrative Office’s degree of health and safety consciousness in the performance of its functions. A lack of safety consciousness can result in costly illnesses and injuries and lost employee productivity. The County Administrative Office has achieved its established goal of zero time-off due to work related illness and injury and will maintain the goal of zero for FY 2015-16.



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 2013-14 and 2014-15 Accomplishments

- Increased transparency in local government by providing public access, via the County website, to all supporting documentation included in the agenda packets for the meetings of the Board of Supervisors.
- Completed implementation of electronic management system (Questys) upgrades to enable electronic distribution of the Board of Supervisors and staff agenda packets, which was accomplished with minimal cost to the County and results in savings realized by all County departments.
- Reached disposition or obtained a two-year waiver for all 2012 Assessment Appeal applications, which met the November 30, 2014, statutory deadline.
- Comprehensive departmental audit covering fiscal years ended June 30, 2014 and 2013 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 and 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$715,692	\$714,132	\$673,124	\$695,201	\$701,431	\$701,431
Services and Supplies	166,295	210,050	174,788	212,748	223,467	223,467
Other Charges	19	31	0	31	31	31
Other Financing Uses	0	35,799	0	0	0	54,764
TOTAL EXPENDITURES	\$882,006	\$960,012	\$847,912	\$907,980	\$924,929	\$979,693
Expend. Reimb.	(\$60,656)	(\$94,500)	(\$70,163)	(\$94,500)	(\$94,500)	(\$94,500)
TOTAL NET EXPENDITURES	\$821,350	\$865,512	\$777,749	\$813,480	\$830,429	\$885,193
REVENUE:						
Charges for Services	\$104,004	\$89,400	\$114,185	\$90,600	\$90,600	\$90,600
Miscellaneous	141	77	0	0	0	0
TOTAL REVENUE	\$104,145	\$89,477	\$114,185	\$90,600	\$90,600	\$90,600
Less Available BSI *	\$0	(\$29,200)	\$0	\$0	\$0	(\$54,764)
NET GENERAL FUND COST	\$717,205	\$746,835	\$663,564	\$722,880	\$739,829	\$739,829
BSI Ending Balance *	\$10,762	N/A	\$54,764	N/A	N/A	N/A

* BSI = Budget Savings Incentives

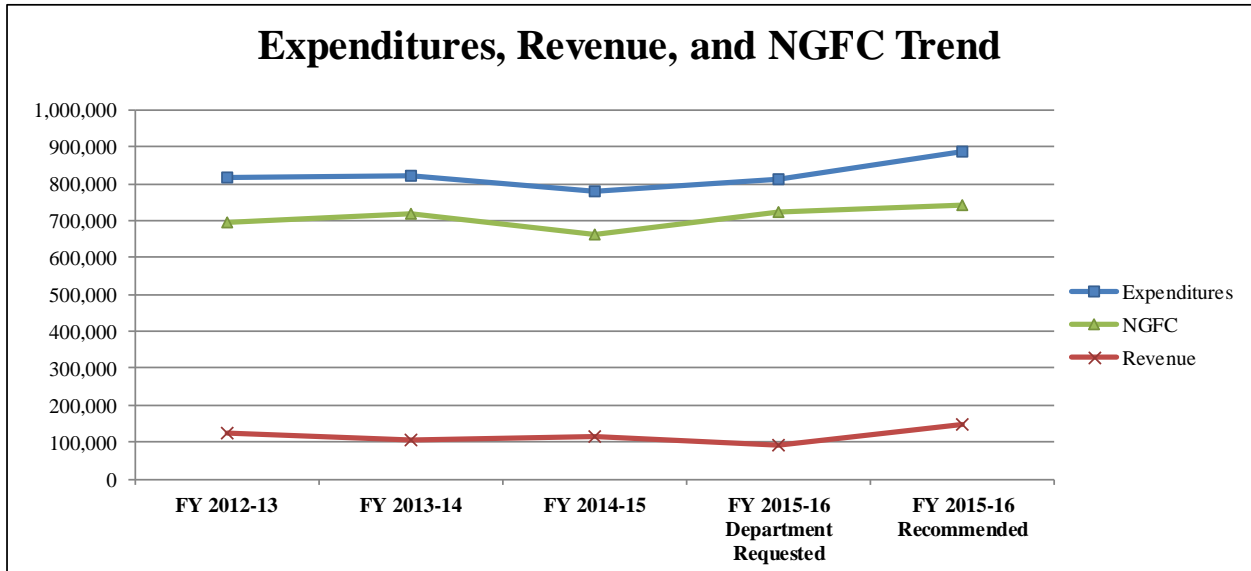
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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

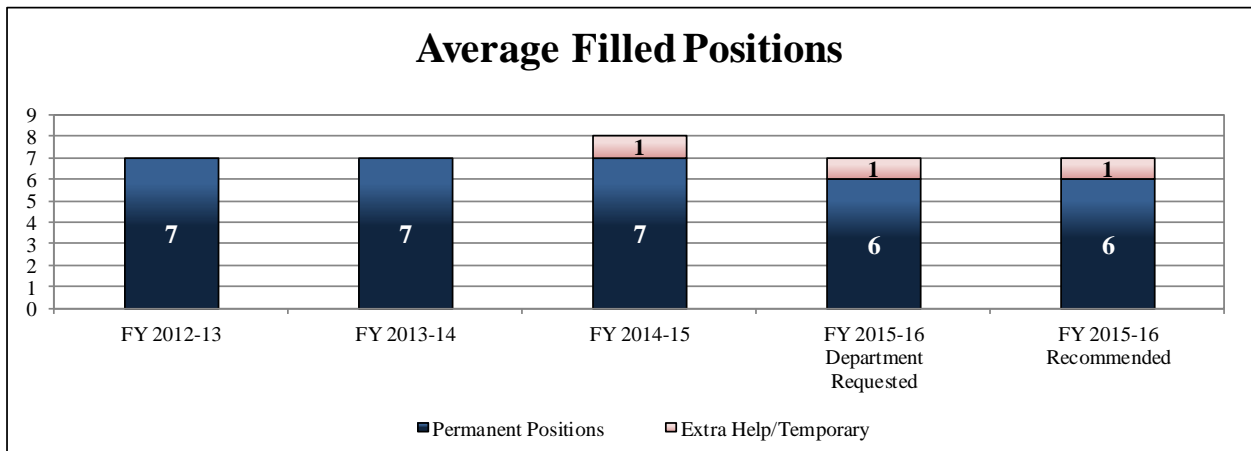
The recommended budget includes sufficient resources for the department to maintain status quo service levels.





Staffing Changes and Operational Impacts

The recommended budget includes holding one (1) Deputy Clerk of the Board position vacant and unfunded. The department is mitigating impacts from this change.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	7	7	7	6	6
Extra Help/Temporary	N/A	N/A	1	1	1
Total Positions	7	7	8	7	7
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	7	7	7	N/A	N/A
Extra Help/Temporary (FTE)	N/A	N/A	1	N/A	N/A
Total Positions	7	7	8	N/A	N/A
SALARIES & BENEFITS	\$702,865	\$715,692	\$673,124	\$695,201	\$701,431

Summary of Authorized Positions

The department has 7 authorized permanent positions, of which 6 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	7	0	0	7	6	1	7
Total	7	0	0	7	6	1	7

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 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Promote responsible and efficient government					
<i>Objective 1: Improve customer service and promote citizen participation and transparency in County government decision-making.</i>					
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of customer service surveys submitted with excellent or good overall ratings	94%	99%	100%	99%	100%
Number of changes or corrections to Board of Supervisors meeting agenda after distribution	4,868 items/5 corrections	4,771 items/12 corrections	4,000 items/10 corrections	4,591 items/10 corrections	4,000 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	1,591	1,637	1,800	2,050	2,100
Total number of views to Board meeting video/agenda/summary website page	21,068	29,794	30,000	30,504	30,000
<p>Achieving 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 provides valuable information in determining what future enhancements should be considered. The department’s actual percentage of customer service surveys submitted with excellent or good overall ratings was slightly below the adopted goal, but it is anticipated that percentage will increase FY 2015-16.</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, and the Kern Council of Governments 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 2013-14		FY 2013-14		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$270,354	\$320,230	\$229,054	\$332,961	\$332,961	\$332,961
Services and Supplies	6,680,853	3,979,066	2,572,745	3,868,689	3,960,941	3,960,941
Other Charges	1,030,479	1,374,788	1,000,485	1,339,570	1,339,570	1,339,570
Other Financing Uses	1,000,000	0	0	0	0	0
TOTAL EXPENDITURES	\$8,981,686	\$5,674,084	\$3,802,284	\$5,541,220	\$5,633,472	\$5,633,472
REVENUE:						
Charges for Services	\$12,048	\$7,500	\$17,878	\$7,500	\$7,500	\$7,500
Other Financing Sources:						
Local Public Safety Fund	0	0	190,150	0	0	0
TOTAL REVENUE	\$12,048	\$7,500	\$208,028	\$7,500	\$7,500	\$7,500
NET GENERAL FUND COST	\$7,969,638	\$5,666,584	\$3,594,256	\$5,533,720	\$5,625,972	\$5,625,972

Major Expenditures and Revenue in FY 2015-16 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. Salaries and benefits include the countywide payments for group life insurance premiums and the replacement benefits offered by the County pursuant to Section 31899.4 of the Government Code

and the Kern County Replacement Benefits plan. The budget unit is primarily funded by an allocation of Net General Fund Cost.

Contributions to Other Agencies

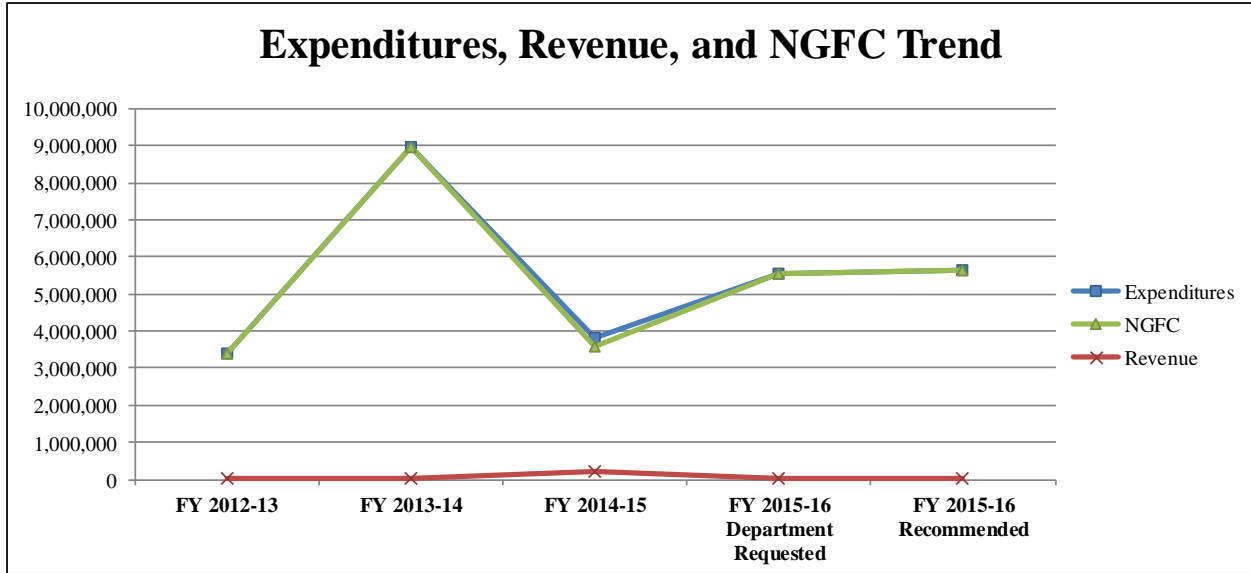
The Special Services budget contains recommended contributions totaling approximately \$702,070 to various non-profit agencies for performance of cultural or humanitarian services benefiting the public. Due to budgetary constraints affecting the County General Fund, contribution allocations have been recommended with a reduction of 2.4% from the previous fiscal year. The following contributions are included in the recommended budget:

- Alzheimer's Disease Association of Kern County: \$60,268
- Arts Council of Kern: \$92,720
- Bakersfield Museum of Art: \$46,360
- Bakersfield Symphony: \$92,720
- Center for Blind and Visually Impaired: \$36,227
- China Lake Alliance: \$9,760
- Community Action Partnership of Kern County (CAP): \$92,720
- Court Appointed Special Advocates (CASA): \$92,720
- Greater Antelope Valley Economic Alliance: \$13,908
- Kern Adult Literacy Council: \$19,237
- Small Business Development Center: \$55,638
- Southwest Defense Alliance: \$34,160
- Valley Fever Vaccine Project: \$46,360
- Volunteer Center of Kern County: \$9,272

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. In addition, approximately \$1 million of Supervisorial carry forward discretionary funds is budgeted under services and supplies. The recommended budget includes \$104,000 for the anticipated payment 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, and contributions to the Local Agency Formation Commission, the Kern Council of Governments and Board of Trade grant program are included.

The recommended budget includes \$140,500 in consultant fees and other costs; a majority of these costs are associated with the Sustainable Groundwater Management Act requirements. Additionally, travel costs for the Board of Supervisors will be accounted in this budget unit to accommodate the geographic variances in district size.



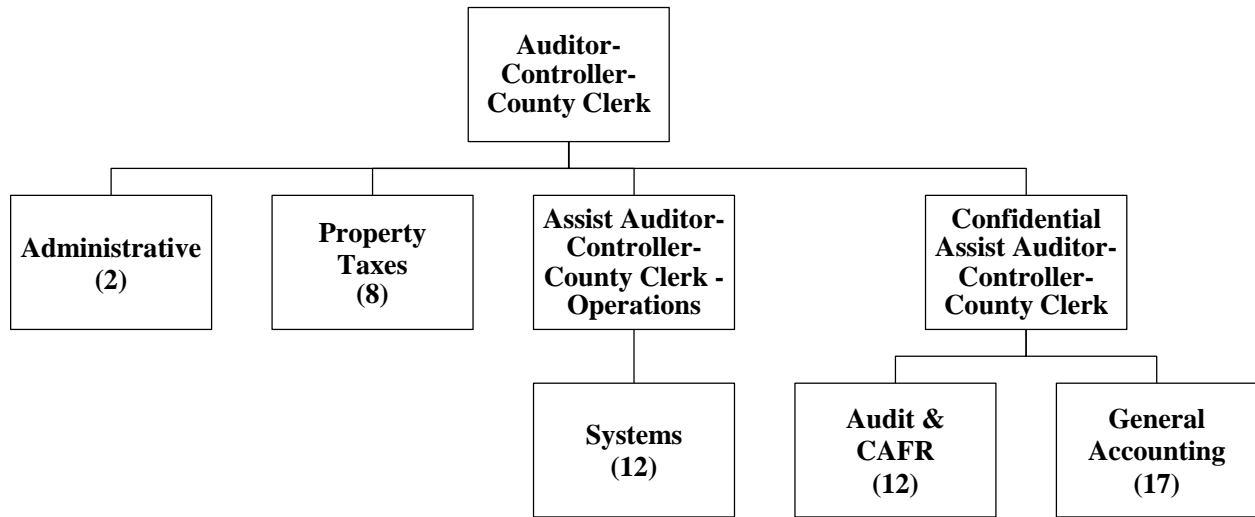
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Mission Statement

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

Organizational Chart



Fiscal Year 2013-14 and 2014-15 Accomplishments

- Implemented the Time Reporting Account Costing System (TRACS) for 28 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.
- Maintained a robust system of accounting that facilitated issuance of approximately 121,000 accounts payable claim and voucher payments, 235,000 employee pay records for County departments and special districts and Superior Court employees, and approximately 7,300 travel claims.
- Earned the Government Finance Officers Association award for the County’s Comprehensive Annual Financial Report.
- Completed 63 departmental audits, a 17% increase from the previous year.
- Successfully implemented new Reporting Tools, providing over 100 report options. These reports allow departments the ability to analyze financial and human resources data more quickly and accurately.
- Successfully implemented changes in the payroll as required by Public Employees’ Pension Reform Act legislation.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,460,347	\$5,273,940	\$5,396,544	\$5,338,392	\$5,464,318	\$5,464,318
Services and Supplies	352,817	673,643	588,582	591,131	591,131	591,131
Other Financing Uses	0	808,911	0	0	0	918,813
TOTAL EXPENDITURES	\$5,813,164	\$6,756,494	\$5,985,126	\$5,929,523	\$6,055,449	\$6,974,262
Expend. Reimb.	(\$266,424)	(\$461,810)	(\$513,986)	(\$534,000)	(\$534,000)	(\$534,000)
TOTAL NET EXPENDITURES	\$5,546,740	\$6,294,684	\$5,471,140	\$5,395,523	\$5,521,449	\$6,440,262
REVENUE:						
Intergovernmental	\$611	\$0	\$0	\$0	\$0	\$0
Charges for Services	826,138	723,900	967,702	745,300	745,300	745,300
Miscellaneous	(1,139)	5	301	5	5	5
TOTAL REVENUE	\$825,610	\$723,905	\$968,003	\$745,305	\$745,305	\$745,305
Less Available BSI *	\$0	(\$808,911)	\$0	\$0	\$0	(\$918,813)
NET GENERAL FUND COST	\$4,721,130	\$4,761,868	\$4,503,137	\$4,650,218	\$4,776,144	\$4,776,144
BSI Ending Balance *	\$778,824	N/A	\$808,911	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

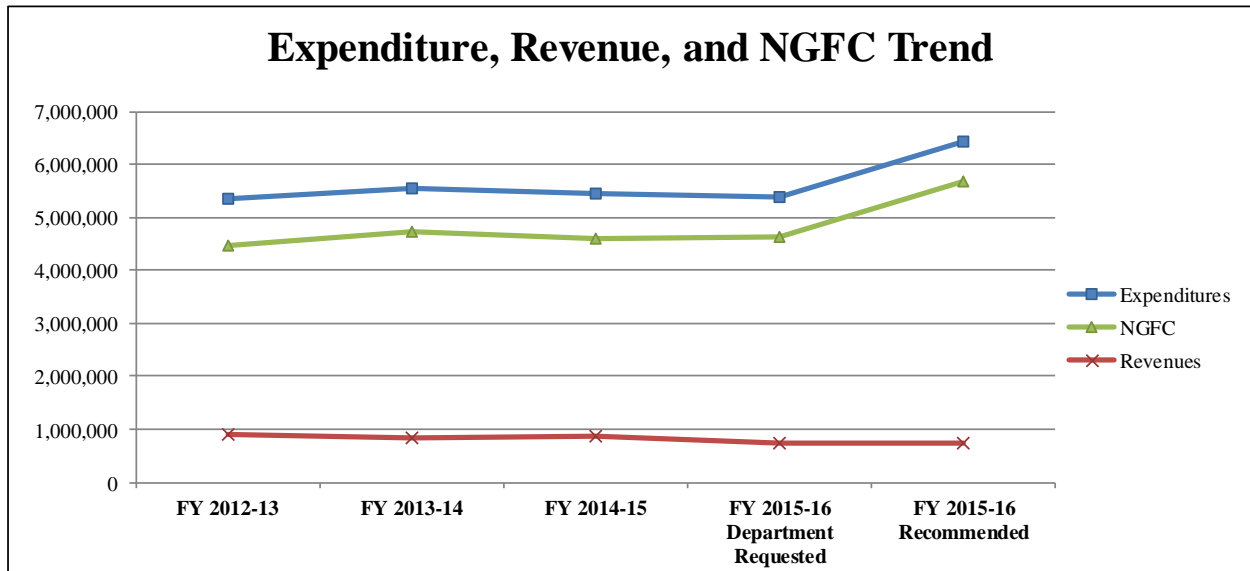
The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the financial functions of the County. The department receives some reimbursement for services but is primarily funded by general purpose revenues of the General Fund through the allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget provides the department with funding for 50 authorized positions, which requires the use of \$317,866 of accumulated Budget Savings Incentive (BSI) credits. The department has indicated that it will no longer be performing payroll services for Special Districts which has resulted in a reduction of revenue. The department is also anticipating a



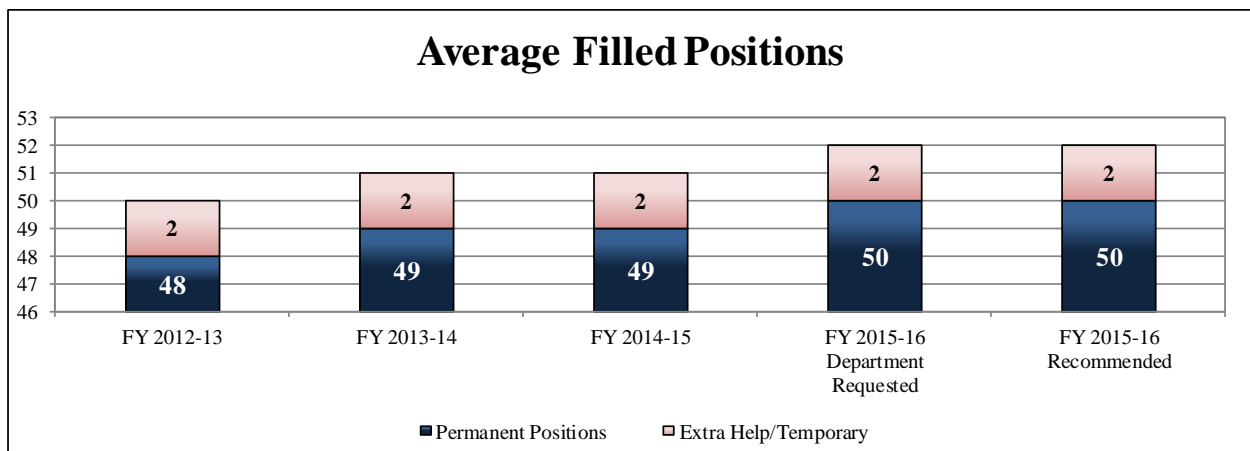
reduction of revenue due to the dissolution of redevelopment agencies that will reduce administrative fees and also a decrease in assessment fees and tax fees collected.



Staffing Changes and Operational Impacts

The department has proposed using BSI to fund two (2) Programmer I/II/III and one (1) Administrative Coordinator positions. The use of these funds will allow the department to continue to move TRACS and other countywide programs forward.

The recommended budget includes holding vacant and unfunded the following positions: two (2) Accountant I/II/III positions, one (1) Programmer I/II position, and one (1) Fiscal Support Assistant position. There are no reported significant impacts on levels of service as a result of these vacancies.



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	48	49	49	50	50
Extra Help/Temporary	2	2	2	2	2
Total Positions	50	51	51	52	52
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	48	48	48	N/A	N/A
Extra Help/Temporary (FTE)	2	2	2	N/A	N/A
Total Positions	50	50	50	N/A	N/A
SALARIES & BENEFITS	\$5,283,368	\$5,460,347	\$5,396,544	\$5,338,392	\$5,464,318

Summary of Authorized Positions

The department has 54 authorized permanent positions, of which 50 have been budgeted to be filled during FY 2015-16 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	0	0	12	11	1	12
Total	54	0	0	54	50	4	54



Administration	Audit and CAFR	Special Accounting
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Auditor-Controller-County Clerk	1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief
1 Confidential Asst. Auditor	1 Senior Accountant	1 Senior Accountant
1 Asst. Auditor - Operations	10 Accountant I/II/III	1 Accountant I/II/III
1 Fiscal Support Technician	12 Requested Total	2 Fiscal Support Specialist
1 Confidential Admin. Asst.		2 Fiscal Support Technician
5 Requested Total		1 Fiscal Support Assistant
		8 Requested Total
General Accounting	Systems	
<u>Classification</u>	<u>Classification</u>	
1 Auditor-Controller Division Chief	1 Senior Systems Analyst	
1 Senior Accountant	5 Programmer I/II-System Analyst I/II	
6 Accountant I/II/III	1 Accountant I/II/III	
1 Fiscal Support Supervisor	1 Administrative Coordinator	
5 Fiscal Support Specialist	1 Fiscal Support Supervisor	
3 Fiscal Support Technician	1 Fiscal Support Specialist	
17 Requested Total	1 Technology Services Manager	
	1 Local Area Network System Admin	
	12 Requested Total	



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Payments to vendors mailed within seven working days of receipt of an approved claim	94% in six days	99% in seven days	85% in Seven days	98% in seven days	85% in seven days
Calculate and deliver to the Treasurer-Tax Collector the unsecured bills by July 31 st	July 5 th	July 3 rd	July 31 st	July 3 rd	July 31 st
Calculate and deliver to the Tax Collector the secured bills by Oct 3 rd	Sept 17 th	Sept 18 th	Oct 3 rd	Sept 15 th	Oct 3 rd
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/12	Received GFOA award for FYE 6/30/13	To receive GFOA award	Received GFOA award for FYE 6/30/14	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 15/16	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 in FY 2013-14 was 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 partial implementation and automation of functions in the accounts payable program included electronic attachment of documentation to the claims program, which will expedite payment to vendors and provide for more efficient use of County resources.

Goal 2: Promote integrity and fiscal responsibility in operations.

Objective: Utilize resources more efficiently and effectively.

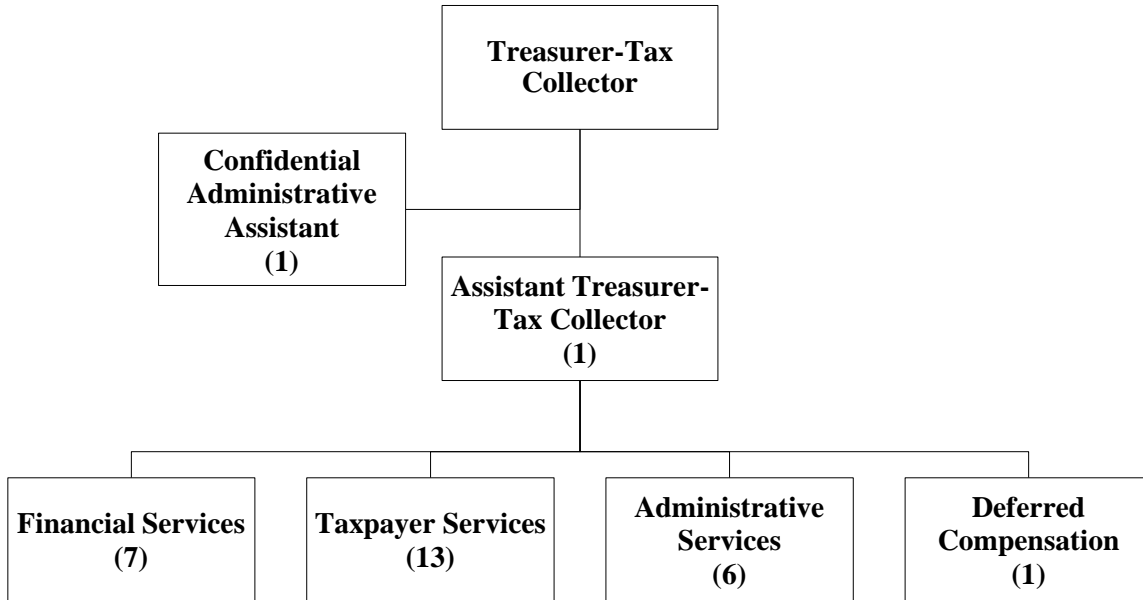
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Complete County departmental audits on a biennial basis	Field work completed by July 19 th	All field work completed by June 30 th	Comply with biennial audit requirement	All field work completed by June 30 th	Comply 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.

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 2013-14 and 2014-15 Accomplishments

- Collected nearly \$1.1 billion in secured property taxes in FY 2013-14 at a collection rate of 98.2%.
- Collected over \$94.2 million in unsecured property taxes in FY 2013-14 at a collection rate of 99.2%
- Increased the number of on-line payments from 45,514 to 49,938 in FY 2013-14, and projecting to increase another 10% in FY 2014-15.
- Completed two public auctions of tax defaulted property that included a total of 1,363 parcels.
- Answered over 40,000 taxpayer phone calls in FY 2013-14.
- Managed Treasury Investment Pool with average assets of over \$2.4 billion and provided liquidity for over 200 public agency pool participants.



Treasurer-Tax Collector

Department Head: Jordan Kaufman, Elected

Function: General Government

Fund: General

Activity: Finance

Budget Unit: 1120

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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,198,996	\$3,425,012	3,355,679	\$3,296,978	\$3,373,608	\$3,373,608
Services and Supplies	2,005,957	2,236,024	2,376,209	2,426,428	2,426,428	2,476,428
Capital Assets	6,476	35,000	20,807	46,000	46,000	46,000
Other Financing Uses	0	584,929	0	0	0	642,005
TOTAL EXPENDITURES	\$5,211,429	\$6,280,965	\$5,752,695	\$5,769,406	\$5,846,036	\$6,538,041
REVENUE:						
Fines and Forfeitures	\$79,447	\$125,000	\$103,333	\$95,000	\$95,000	\$95,000
Charges for Services	3,789,289	3,851,654	4,183,580	3,854,393	3,854,393	3,854,393
Miscellaneous	373,334	289,500	421,724	406,800	406,800	456,800
Other Financing Sources:						
Redemption Trust	446,084	661,411	456,431	662,760	662,760	662,760
TOTAL REVENUE	\$4,688,154	\$4,927,565	\$5,165,068	\$5,018,953	\$5,018,953	\$5,068,953
Less Available BSI *	\$0	(\$584,929)	\$0	\$0	\$0	(\$642,005)
NET GENERAL FUND COST	\$523,275	\$768,471	\$587,627	\$750,453	\$827,083	\$827,083
BSI Ending Balance *	\$507,080	N/A	\$584,729	N/A	N/A	N/A

* BSI = Budget Savings Incentives

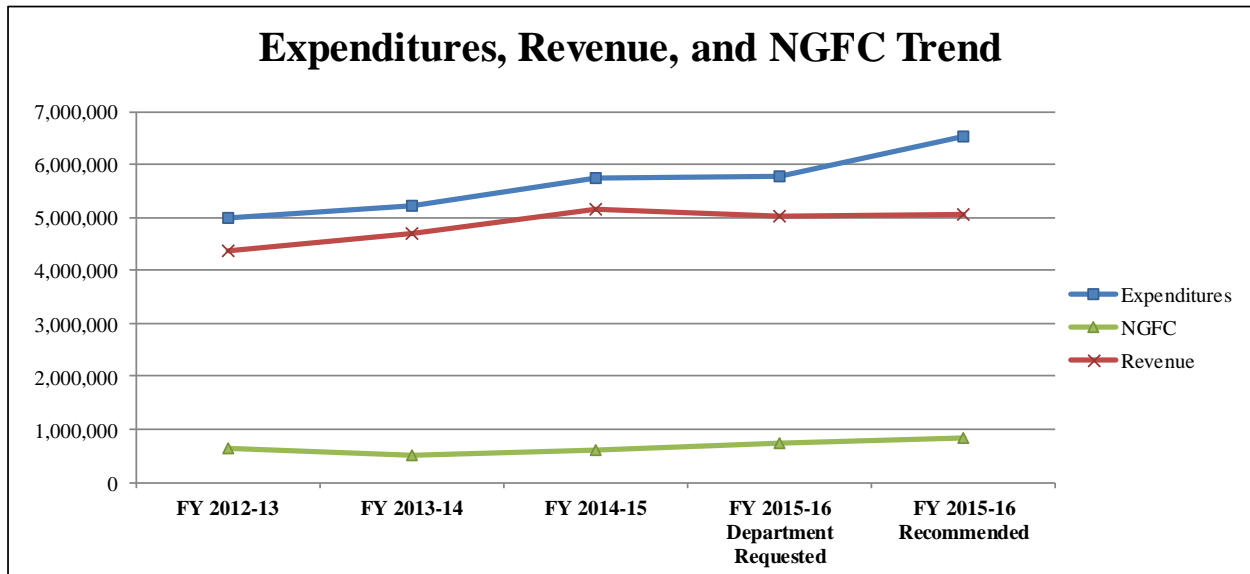
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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.



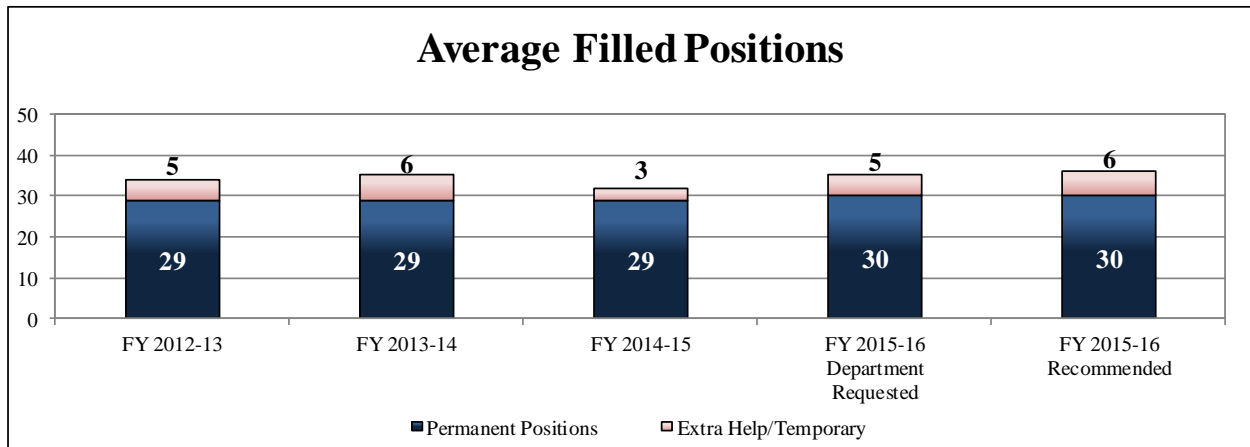
Budget Changes and Operational Impacts

Changes in expenditures from FY 2014-15 are primarily the result of the increasing cost of services associated with banking fees, mailing, and printing. The department is purchasing two servers to replace those that are currently out-of-warranty, and is using \$115,535 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 30 full-time equivalent positions, and six extra help positions. The department will fund one Programmer I/II position, held vacant in the previous year, to mitigate outages or delays in the network systems used to process and store payments.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	29	29	29	30	30
Extra Help/Temporary	5	6	3	5	6
Total Positions	34	35	32	35	36
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	29	30	30	N/A	N/A
Extra Help/Temporary (FTE)	4	5	3	N/A	N/A
Total Positions	33	35	33	N/A	N/A
SALARIES & BENEFITS	\$3,055,676	\$3,198,996	\$3,355,679	\$3,296,978	\$3,373,608

Summary of Authorized Positions

The department has 30 authorized permanent positions, of which all have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	9	0	9
Taxpayer Services	13	0	0	13	13	0	13
Financial Services	7	0	0	7	7	0	7
Deferred Compensation	1	0	0	1	1	0	1
Total	30	0	0	30	30	0	30

Administration	Taxpayer Services	Financial Services
Classification	Classification	Classification
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	10 Fiscal Support Technician	4 Fiscal Support Technician
1 Confidential Administrative Asst.	1 Tax Collection Investigator II	7 Requested Total
1 Technology Services Manager	13 Requested Total	
1 Local Area Network Administrator		
1 System Analyst		
1 Programmer I		
9 Requested Total		
Deferred Compensation		
Classification		
1 Fiscal Support Technician		
1 Requested Total		



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of Secured taxes collected	98.08%	98.22%	100%	98.15%	100%
Percentage of Unsecured taxes collected	98.52%	99.19%	100%	99.01%	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 Treasurer-Tax Collector.

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

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average wait time for incoming taxpayer telephone calls	39 sec.	25 sec.	Under 30 sec.	41 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 Treasurer-Tax Collector.

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

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

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Deferred compensation transactions processed per FTE in the Deferred Compensation Division	5,538	5,838	5,500	5,235	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 declined slightly this fiscal year due to staff turnover requiring training of new staff and intermittent coverage by employees not normally assigned to the plan. The department continues to explore possible ways to automate different types of transactions in order to increase efficiency.

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

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of new employees taking advantage of the deferred compensation employer match	38.5%	43.3%	100%	47.4%	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 saving measure, new employees were no longer required to attend face to face deferred compensation orientation meetings and started getting information online. Participation declined, but has been steadily increasing in recent years. As of June 30, 2015, 47.4% of new employees eligible for the employer match took advantage of it with an average contribution of 5.1% of pay. 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.



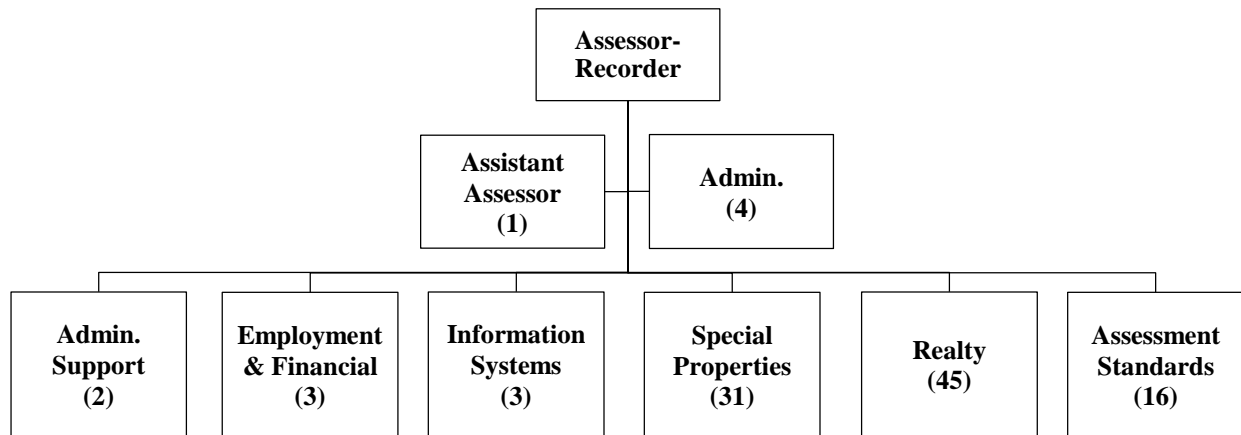
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Mission Statement

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 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 2013-14 and 2014-15 Accomplishments

- Resolved numerous assessment appeals and had only 1,734 assessment appeals filed to date for the 2014 assessment year, which is the lowest number since 2007.
- The department prevailed before the California Fifth District Court of Appeals in the Chevron supplemental assessment case. The California Supreme Court refused to hear Chevron's application thus ending Chevron's legal remedies to this case. The department is expecting 3,079 associated pending assessment appeals to be withdrawn or stipulated based on this decision.
- The new Kern Assessor Property System (KAPS) database has been in use for one year and has provided assistance to the appraisal process. Property characteristics have been reviewed, data has been updated to eliminate a small amount of erroneous data, and new information has been added as construction and sales have occurred. With this database in place, the department is well positioned to develop and utilize a report writing software which will enable the department to more completely respond to data requests.
- The department received a very positive Grand Jury report which supported the Assessor's accomplishments on customer service, website information availability and links, staffing levels, and implementation of Proposition 8.



Assessor

Department Head: Jon Lifquist, 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.

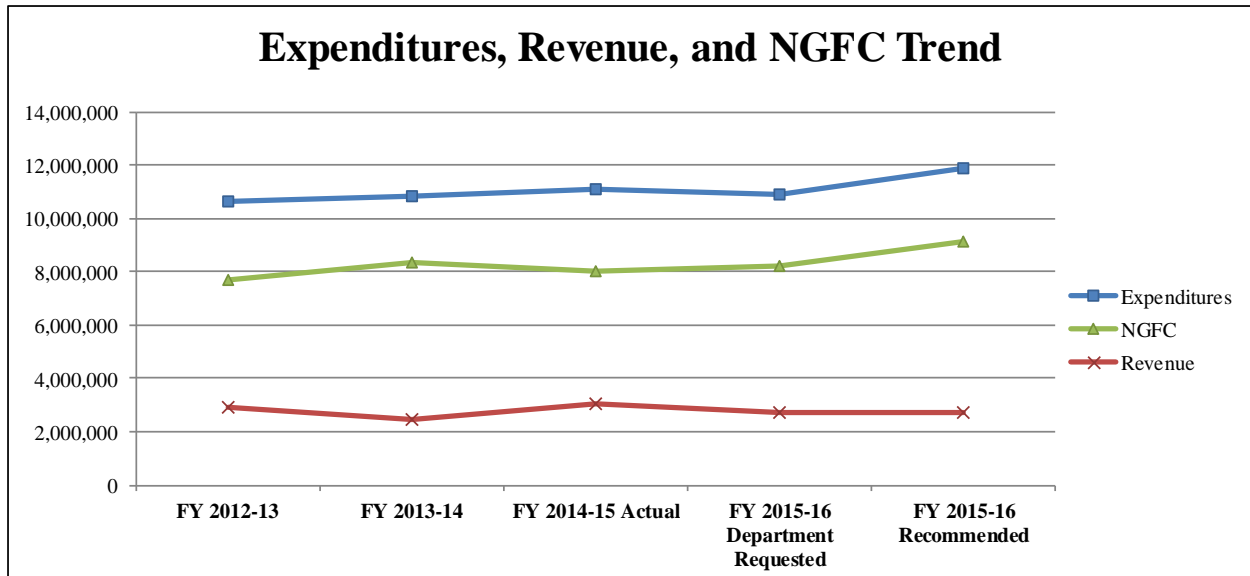
Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15 Actual		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$10,280,380	\$10,524,192	\$10,458,310	\$10,352,561	\$10,598,944	\$10,598,944
Services and Supplies	562,863	624,979	628,188	586,824	586,823	586,823
Other Charges	0	273	0	0	0	0
Other Financing Uses	0	414,884	0	0	0	722,237
TOTAL EXPENDITURES	\$10,843,243	\$11,564,328	\$11,086,498	\$10,939,385	\$11,185,767	\$11,908,004
REVENUE:						
Charges for Services	\$2,465,706	\$2,760,682	\$3,050,117	\$2,729,350	\$2,729,350	\$2,729,350
Miscellaneous	10,475	50	69	11	11	11
TOTAL REVENUE	\$2,476,181	\$2,760,732	\$3,068,098	\$2,747,361	\$2,747,361	\$2,747,361
Less Available BSI *	\$0	(\$414,884)	\$0	\$0	\$0	(\$722,237)
NET GENERAL FUND COST	\$8,367,062	\$8,388,712	\$8,018,400	\$8,192,024	\$8,438,406	\$8,438,406
BSI Ending Balance *	\$520,116	N/A	\$549,867	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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.

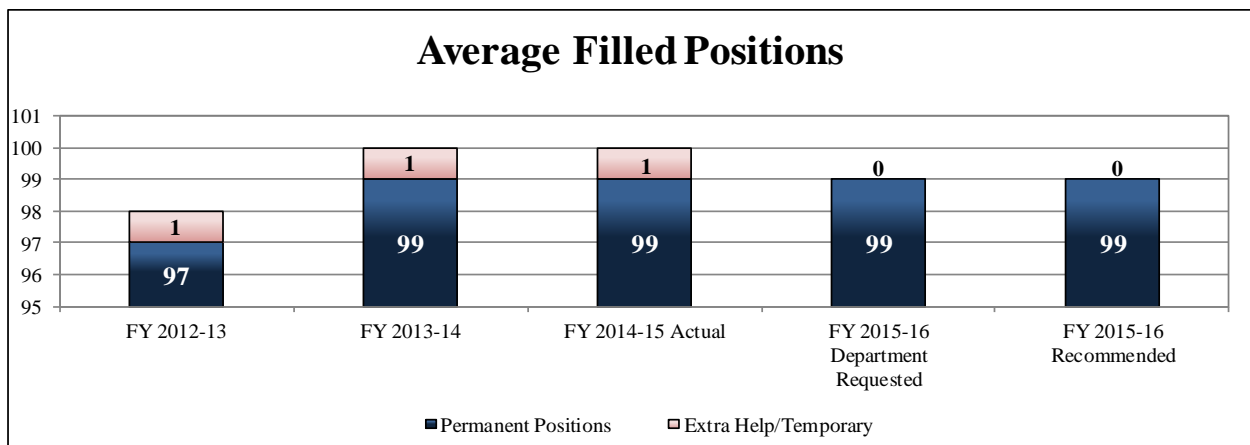


Budget Changes and Operational Impacts

The recommended budget requires the department to use \$241,390 of its accumulated Budget Savings Incentive (BSI) credits towards salaries and benefits for FY 2015-16. The recommended budget provides the department sufficient appropriations to mitigate service level impacts.

Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 99 out of 106 authorized permanent positions. The Assessor’s office has submitted the budget holding seven positions vacant and unfunded: one (1) Auditor Appraiser I/II/III position, one (1) Draft Technician I/II/II-Engineering Technician I/II/III position, four (4) Appraiser I/II/III positions and one (1) Petroleum Geologist position. The department expects to maintain current levels of service.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	97	99	99	99	99
Extra Help/Temporary	1	1	1	0	0
Total Positions	98	100	100	99	99
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	98	98	99	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	99	99	100	N/A	N/A
SALARIES & BENEFITS	\$10,072,452	\$10,280,381	\$10,458,310	\$10,352,561	\$10,598,944

Summary of Authorized Positions

The department has 106 authorized permanent positions, of which 99 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	6	0	6
Employment & Financial	3	0	0	3	3	0	3
Information Systems	3	0	0	3	3	0	3
Special Properties	31	0	0	31	29	2	31
Assessment Standards	16	0	0	16	15	1	16
Realty	45	0	0	45	41	4	45
Administration Support	2	0	0	2	2	0	2
Total	106	0	0	106	99	7	106

Administration	Employment & Financial	Information Systems
<p><u>Classification</u></p> <p>1 Assessor-Recorder</p> <p>1 Assistant Assessor</p> <p>1 Business Manager</p> <hr/> <p>3 Chief Appraiser</p> <hr/> <p>6 Requested Total</p>	<p><u>Classification</u></p> <p>1 Administrative Coordinator</p> <p>1 Fiscal Support Specialist</p> <hr/> <p>1 Fiscal Support Specialist</p> <hr/> <p>3 Requested Total</p>	<p><u>Classification</u></p> <p>1 LAN Systems Administrator</p> <hr/> <p>2 Programmer I/II-Sys Analyst I/II</p> <hr/> <p>3 Requested Total</p>
<p style="text-align: center;">Special Properties</p> <p><u>Classification</u></p> <p>7 Appraisal Assistant</p> <p>4 Appraiser I/II/III</p> <p>9 Auditor Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>1 Petroleum Geologist</p> <p>3 Senior Appraiser</p> <p>3 Senior Auditor-Appraiser</p> <p>1 Supervising Auditor-Appraiser</p> <hr/> <p>1 Supervising Appraiser</p> <hr/> <p>31 Requested Total</p>	<p style="text-align: center;">Assessment Standards</p> <p><u>Classification</u></p> <p>6 Appraisal Assistant</p> <p>5 Draft Tech./Eng. Tech. I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <hr/> <p>3 Fiscal Support Technician</p> <hr/> <p>16 Requested Total</p>	<p style="text-align: center;">Realty</p> <p><u>Classification</u></p> <p>5 Appraisal Assistant</p> <p>24 Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>5 Fiscal Support Technician</p> <p>6 Sr. Appraiser</p> <hr/> <p>3 Supervising Appraiser</p> <hr/> <p>45 Requested Total</p>
<p style="text-align: center;">Administration Support</p> <p><u>Classification</u></p> <p>1 Confidential Administrative Asst.</p> <hr/> <p>1 Appraisal Assistant</p> <hr/> <p>2 Requested Total</p>		



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of appraisable events completed prior to roll close	99.2%	99.1%	99.5	99.6%	99.1%

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.

Objective 2: Process paperwork timely to optimize revenue.

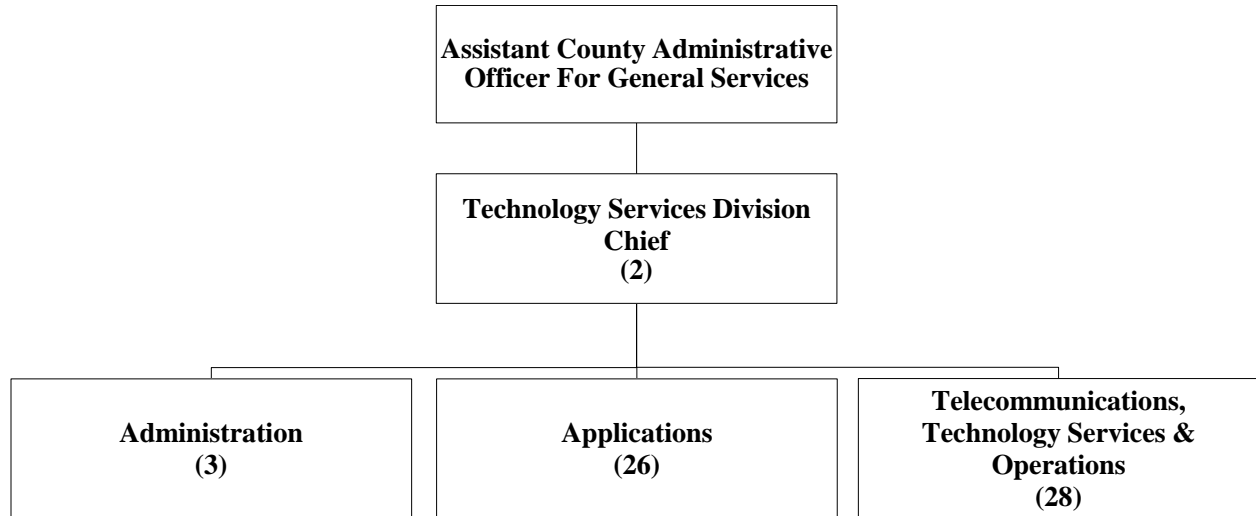
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of 571L Business Property Statements filed by the annual deadline.	100%	100%	100%	100%	100%

This measurement 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.

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 2013-14 and 2014-15 Accomplishments

- Implemented Affordable Care Act changes to the Health Benefits Eligibility and County Payroll systems to include extra help employee benefits and automatically generate payroll deduction updates to replace manual entry.
- Reviewed and updated County Information Security policies and established a Security Incident Response process and plan. Recommended County IT standards to compliment the Security Policy.
- Upgraded phone systems core media gateways and software. Migrated to a new voicemail system for Downtown Campus departments and Department of Human Services.
- Implement Proposition 47 (Selected Misdemeanors become Infractions – retroactively) and last of Assembly Bill 109 changes (parole violation cases heard locally, and mandatory supervision).
- Un-archived all previously archived court-cases to facilitate Tyler Implementation.
- Revamped several County web sites including the public Aging and Adult Services site, and the county employees’ site; set up several departments to be able to update their own news items and other dynamic content.



Information Technology Services

Department Head: John Nilon

Fund: General

Budget Unit: 1160

Function: General Government

Activity: Other General

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 division is responsible for 24 hours-a-day, seven days-a-week computer operations and systems support. The division administers and supports the County enterprise server, telephone systems, wide and local area networks, as well as County e-mail and web site. The division 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,571,591	\$7,127,651	\$6,020,253	\$6,795,416	\$6,936,427	\$6,936,427
Services and Supplies	4,586,275	4,542,415	4,096,531	4,414,007	4,414,005	4,416,795
Other Charges	135	1,608	0	1,336	1,336	1,336
Capital Assets	374,185	0	659,008	0	0	5,278,810
Other Financing Uses	0	882,301	0	0	0	767,774
TOTAL EXPENDITURES	\$11,532,186	\$12,553,975	\$10,775,792	\$11,210,759	\$11,351,768	\$17,401,142
Expend. Reimb.	(\$2,021,719)	(\$1,849,814)	(\$1,698,683)	(\$1,907,694)	(\$1,907,694)	(\$1,907,694)
TOTAL NET EXPENDITURES	\$9,510,467	\$10,704,161	\$9,077,109	\$9,303,065	\$9,444,074	\$15,493,448
REVENUE:						
Charges for Services	\$5,984,631	\$5,254,785	\$5,628,455	\$4,913,911	\$4,913,911	\$4,913,911
Miscellaneous	38	0	47	1	1	1
Other Financing Sources:						
Automated County Warrant System	54,000	54,000	29,000	44,000	44,000	44,000
TOTAL REVENUE	\$6,038,669	\$5,308,785	\$5,657,502	\$4,957,912	\$4,957,912	\$4,957,912
Less Available BSI *	\$0	(\$882,301)	\$0	\$0	\$0	(\$767,774)
NET GENERAL FUND COST	\$3,471,798	\$4,513,075	\$3,419,607	\$4,345,153	\$4,486,162	\$9,767,762
BSI Ending Balance *	\$461,841	N/A	\$524,201	N/A	N/A	N/A

* BSI = Budget Savings Incentives

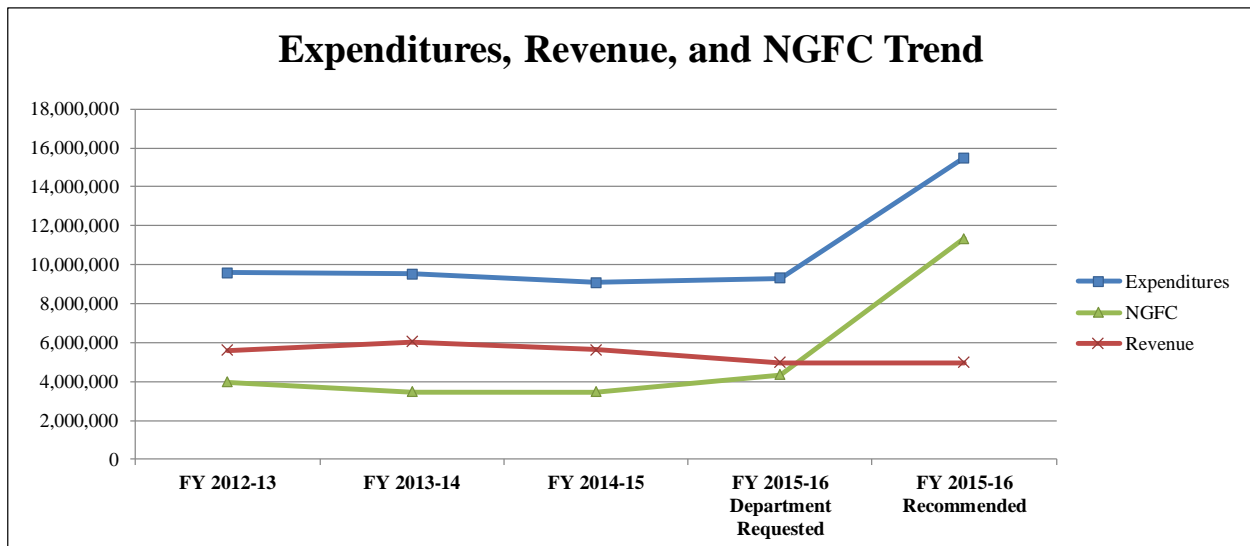
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 division pays for internet, storage, phone and IT maintenance and is reimbursed by charging departments for the cost. In addition, the division receives an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget includes similar staffing levels to FY 2014-15. Services and supplies are estimated to be higher in current year primarily due to one-time equipment and furniture acquisitions for the new Information Technology Services facility. Charges for services revenue is anticipated to decline due to the termination of the Notifylink software and service, and changes to other billable services.

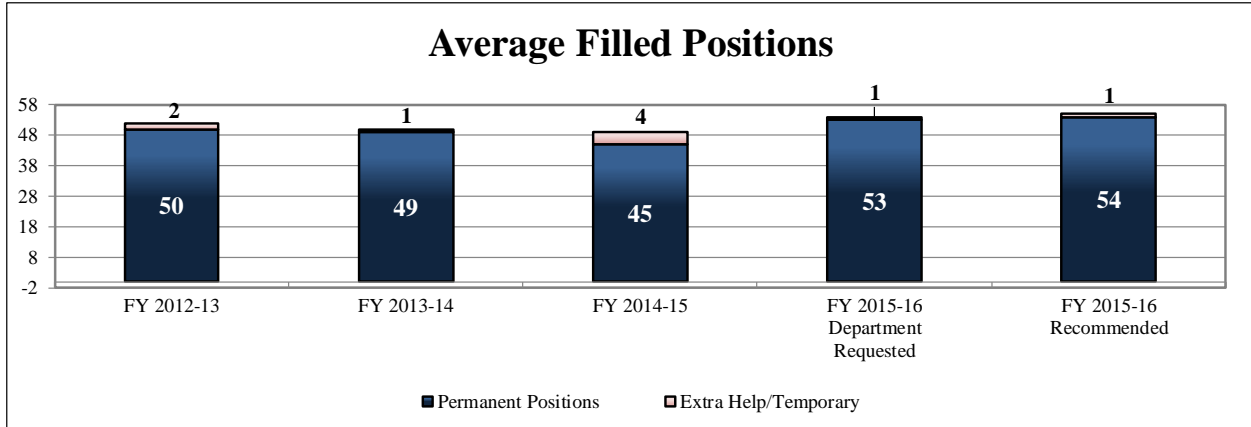
Included under capital assets is \$4.9 million in appropriations for the license and implementation cost for the replacement of the Criminal Justice Information System. The new system will provide adult and juvenile probation case management, jail management system, in addition to a number of other functions necessary to support the work flow of the criminal justice partners and the interface with the Superior Court. Internet proxy replacement and a new SAN device for storing backup data are also budgeted under capital assets for FY 2015-16.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Programmer I/II-Systems Analyst I/II position and one (1) Technology Services Manager at an annual cost of approximately \$348,000. The recommended budget holds the following authorized positions vacant and unfunded: one (1) Technology Services Division Chief, one (1) Senior Systems Analyst, one (1) Database Analyst I/II, one (1) System Programmer I/II, and one (1) Network Systems Administrator at an annual savings of approximately \$690,000.





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	50	49	45	53	54
Extra Help/Temporary	2	1	4	1	1
Total Positions	52	50	49	54	55
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	51	49	45	N/A	N/A
Extra Help/Temporary (FTE)	1	1	3	N/A	N/A
Total Positions	52	50	48	N/A	N/A
SALARIES & BENEFITS	\$6,797,109	\$6,571,591	\$6,020,253	\$6,795,416	\$6,936,427

Summary of Authorized Positions

The division currently has 57 authorized permanent positions. 59 positions are being recommended, of which 54 are budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Administration	4	0	0	4	4	4
Applications	25	2	0	27	24	27
Telecom, Tech Servs and Operations	28	0	0	28	26	28
Total	57	2	0	59	54	59



Applications	Telecommunications, Technology Services and Operations	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Tech Services Division Chief	2 Telecom Network Administrator	1 Tech Services Division Chief
5 Technology Services Supervisor	1 Technology Services Supervisor	1 Administrative Coordinator
1 Technology Services Manager	1 Technology Services Manager	1 Fiscal Support Specialist
5 Senior Systems Analyst	2 LAN Systems Administrator	1 Fiscal Support Technician
11 Programmer I/II-Sys Analyst I/II	3 System Programmer I/II	4 Requested Total
2 Database Analyst I/II	2 Network System Administrator	
25 Current Total	6 Info Systems Specialist I/II/III/Sr	
<u>Additions/Deletions</u>	1 Supervising Computer Operator	
1 Programmer I/II-Sys Analyst I/II	9 Computer Operator I/II/III	
1 Technology Services Manager	1 Telecom PBX Support Tech I/II	
27 Requested Total	28 Requested Total	

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of hits on County website per resident	10.503	11.1	10.0	10.5	10.5

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 division continues to work with customer departments to enhance the offerings of the County’s website.

Objective 1: Deliver Quality Service to our customers.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of time that the County’s IT servers are fully operational	99.97%	99.97%	99.96%	99.97%	99.97%
Average number of staff training hours per full time equivalent	6.26	25.1	15	15	15

This measure demonstrates the division’s ability to provide timely and effective service to customers. The division continues to search for innovative ways to provide effective support to the customer departments within the budget constraints.



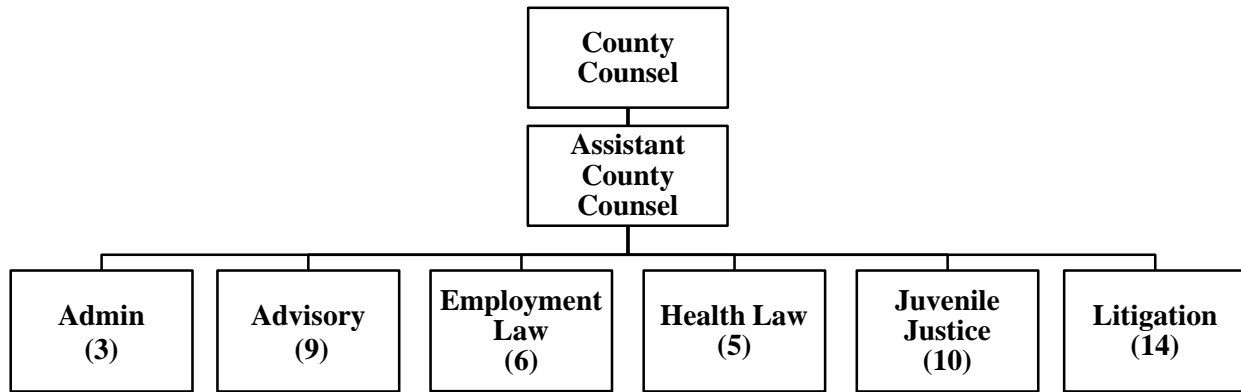
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Drafted approximately 2,500 contracts and 1,852 evidence of coverage letters.
- Made more than 8,355 court appearances.
- Handled 502 employment matters, 188 interactive process meetings, and 66 probate matters.
- Obtained over \$700,000 in judgments for conservatees of the Aging and Adult Services Department.
- Had a 100% success rate obtaining injunctions to shut down marijuana dispensaries that were operating in violation of County zoning ordinances.
- Defeated motions for attorney’s fees in Community Recycling v. County of Kern and T.C.E.F., Inc. v. County of Kern.



County Counsel

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$8,056,062	\$8,533,973	\$7,886,787	\$8,175,038	\$8,346,916	\$8,346,916
Services and Supplies	436,130	666,866	490,891	919,971	919,971	919,971
Other Charges	569,941	1,140,000	1,010,307	1,149,670	1,149,670	1,149,670
Capital Assets	0	0	0	18,165	18,165	31,721
Other Financing Uses	0	1,122,071	0	0	0	1,310,314
TOTAL EXPENDITURES	\$9,062,133	\$11,462,910	\$9,387,985	\$10,262,844	\$10,434,722	\$11,758,592
Expend. Reimb.	(\$200,770)	(\$235,190)	(\$238,785)	(\$240,564)	(\$240,564)	(\$240,564)
TOTAL NET EXPENDITURES	\$8,861,363	\$11,227,720	\$9,149,200	\$10,022,280	\$10,194,158	\$11,518,028
REVENUE:						
Charges for Services	\$6,290,388	\$6,503,735	\$6,628,081	\$6,499,585	\$6,499,585	\$6,499,585
Miscellaneous	11,329	10,000	28,083	15,000	15,000	15,000
TOTAL REVENUE	\$6,301,717	\$6,513,735	\$6,656,164	\$6,514,585	\$6,514,585	\$6,514,585
Less Available BSI *	\$0	(\$1,122,071)	\$0	\$0	\$0	(\$1,310,314)
NET GENERAL FUND COST	\$2,559,646	\$3,591,914	\$2,493,036	\$3,507,695	\$3,679,573	\$3,693,129
BSI Ending Balance *	\$932,187	N/A	\$1,086,152	N/A	N/A	N/A

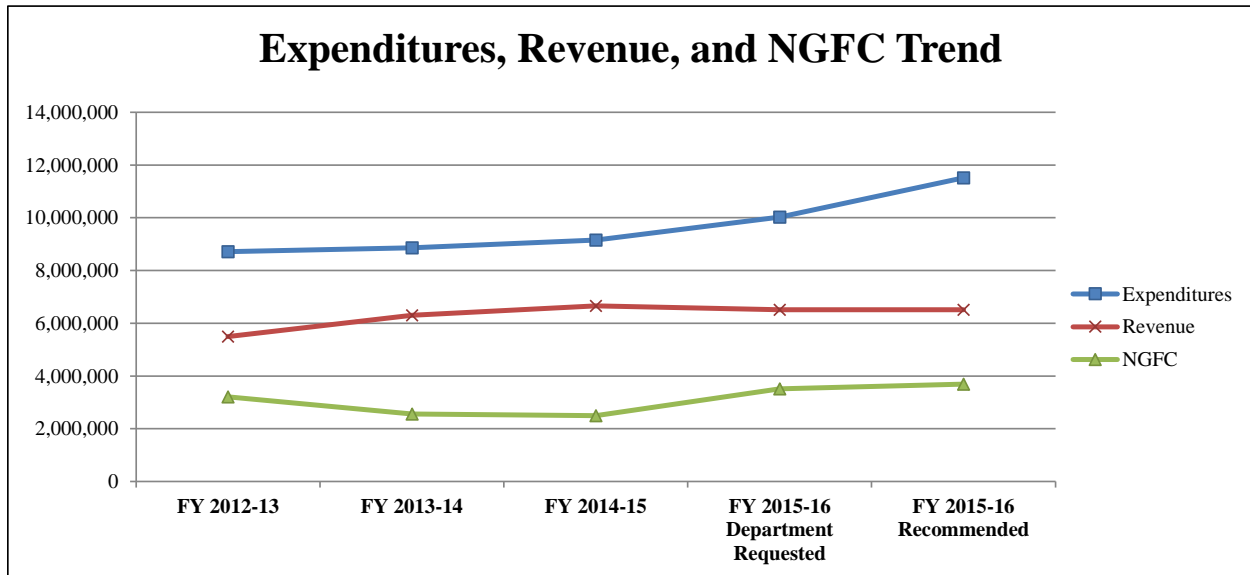
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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. The recommended budget includes \$1.14 million for uninsured litigation, or legal matters requiring litigation not covered under the County's General Liability or Workers' Compensation self-insurance programs. The department has accrued Budget Savings Incentive (BSI) credits in the amount of \$1,310,314. The recommended budget includes the use of \$360,807 in BSI credits to cover the operating costs of the department.

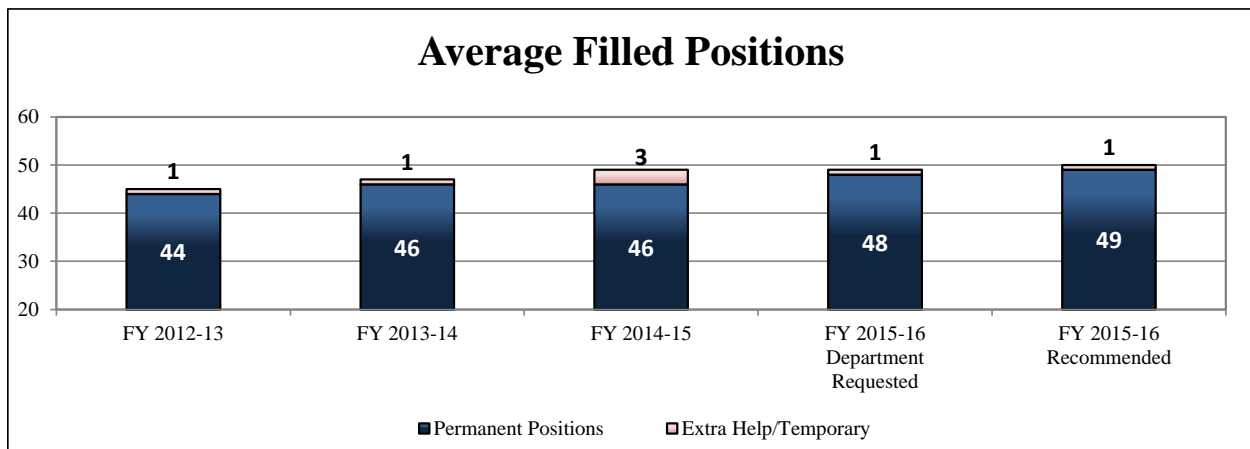
Budget Changes and Operational Impacts

Salaries and benefits have increased from prior year actual to reflect all authorized positions being funded, as well as planned retirement payouts of approximately \$131,000. Services and supplies have increased primarily due to an additional legal expert on water matters, at a cost of \$200,000. Total water expert costs for FY 2015-16 are budgeted at \$300,000. Capital asset appropriations will be used to acquire new furniture and information technology support equipment.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Programmer I/II-Systems Analyst I/II position and one Accountant I/II/III position, and deletion of one (1) Information Systems Specialist I/II/III/Sr. position, at an annual net cost of approximately \$143,000.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	44	46	46	48	49
Extra Help/Temporary	1	1	3	1	1
Total Positions	45	47	49	49	50
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	44	46	45	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
Total Positions	45	47	47	N/A	N/A
SALARIES & BENEFITS	\$7,844,385	\$8,056,062	\$7,886,787	\$8,175,038	\$8,346,916

Summary of Authorized Positions

The department has currently has 48 authorized permanent positions. The recommended budget includes 49 permanent positions, all of which have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	2	(1)	5	5	0	5
Advisory	9	0	0	9	9	0	9
Employment Law	6	0	0	6	6	0	6
Health Law	5	0	0	5	5	0	5
Juvenile Justice	10	0	0	10	10	0	10
Litigation	14	0	0	14	14	0	14
Total	48	2	(1)	49	49	0	49

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	1 Paralegal I/Sr.	1 Paralegal I/Sr.
1 Info Systems Specialist I/II/III/Sr	1 Legal Secretary	1 Office Services Technician
<u>4</u> Current Total	<u>9</u> Requested Total	<u>6</u> Requested Total
<u>Additions/Deletions</u>		
1 Programmer I/II-Sys Analyst I/II		
1 Accountant I/II/III		
(1) Info Systems Specialist I/II/III/Sr		
<u>5</u> Requested Total		
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.
1 Paralegal I/Sr.	1 Office Services Assistant	3 Legal Secretary
<u>5</u> Requested Total	<u>10</u> Requested Total	<u>14</u> Requested Total



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Total cost of legal services as a percentage of total County expenditures.	.55%	.54%	< .8%	.45%	< .8%
Percent of lawsuits resolved with a payout to plaintiffs of \$10,000 or less.	32 of 40 or 80%	35 of 53 or 66%	32 of 40 or 80%	39 of 57 or 68%	30 of 40 or 75%

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.

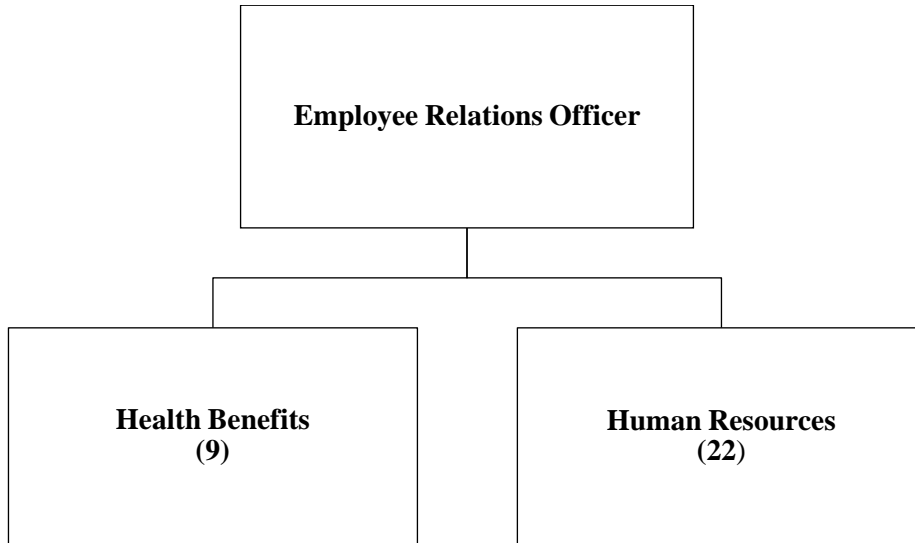
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
The percentage of clients rating legal services as effective.	95%	100%	95%	100%	95%
The percentage of contracts reviewed within ten business days.	95%	98%	95%	97%	95%

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.

Mission Statement

The Human Resources Division is committed to building a healthy, positive, and productive workforce in order to effectively and efficiently assist and provide services to the residents and businesses of the County of Kern.

Organizational Chart



Fiscal Year 2013-14 and 2014-15 Accomplishments

- Implemented new Applicant Tracking System. Online applications have increased by 37% with new Applicant Tracking System.
- Redesigned the Human Resources website.
- Managed 471 recruitments for various departments.
- Provided 2,053 certified lists of qualified applicants to operating departments.
- Processed 4,670 new hires to the County.
- Conducted approximately 195 hours of disciplinary appeal hearings.
- Investigated and responded to 47 complaints of discrimination or harassment.
- 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.



Human Resources Division

Department Head: John Nilon

Fund: General

Budget Unit: 1310

Function: General Government

Activity: Human Resources

Description of Major Services

On May 19, 2015, the Board of Supervisors approved the realignment of the Personnel Department and the County Administrative Office Employee Relations and Health Benefits Divisions into a consolidated Human Resources Division. The Human Resources Division is responsible for the test and measurement process which includes recruitment, application review, testing, and the establishment of eligible lists. The division is also responsible for classification maintenance, records management, payroll and leave administration, employee-employer relations program, employee health benefits, 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 2013-14	FY 2014-15 Actual		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,285,275	\$2,357,665	\$2,245,570	\$2,347,156	\$2,424,276	\$4,337,830
Services and Supplies	219,753	244,020	187,173	212,775	212,775	222,775
Capital Assets	87,522	0	0	0	0	0
Other Financing Uses	0	27,539	0	0	0	51,637
TOTAL EXPENDITURES	\$2,592,550	\$2,629,224	\$2,432,743	\$2,559,931	\$2,637,051	\$4,612,242
Expend. Reimb.	(\$22,365)	(\$32,585)	(\$19,265)	(\$36,510)	(\$36,510)	(\$36,510)
TOTAL NET EXPENDITURES	\$2,570,185	\$2,596,639	\$2,413,478	\$2,523,421	\$2,600,541	\$4,575,732
REVENUE:						
Charges for Services	\$51,856	\$51,340	\$39,317	\$36,401	\$36,401	\$1,618,237
Miscellaneous	423	450	582	450	\$450	450
Other Financing Sources:						
AB 109	39,708	0	44,738	28,282	28,282	0
TOTAL REVENUE	\$91,987	\$51,790	\$84,637	\$65,133	\$65,133	\$1,618,687
Less Available BSI *	\$0	(\$27,539)	\$0	\$0	\$0	(\$51,637)
NET GENERAL FUND COST	\$2,478,198	\$2,517,310	\$2,328,841	\$2,458,288	\$2,535,408	\$2,905,408
BSI Ending Balance *	\$0	N/A	\$27,539	N/A	N/A	N/A

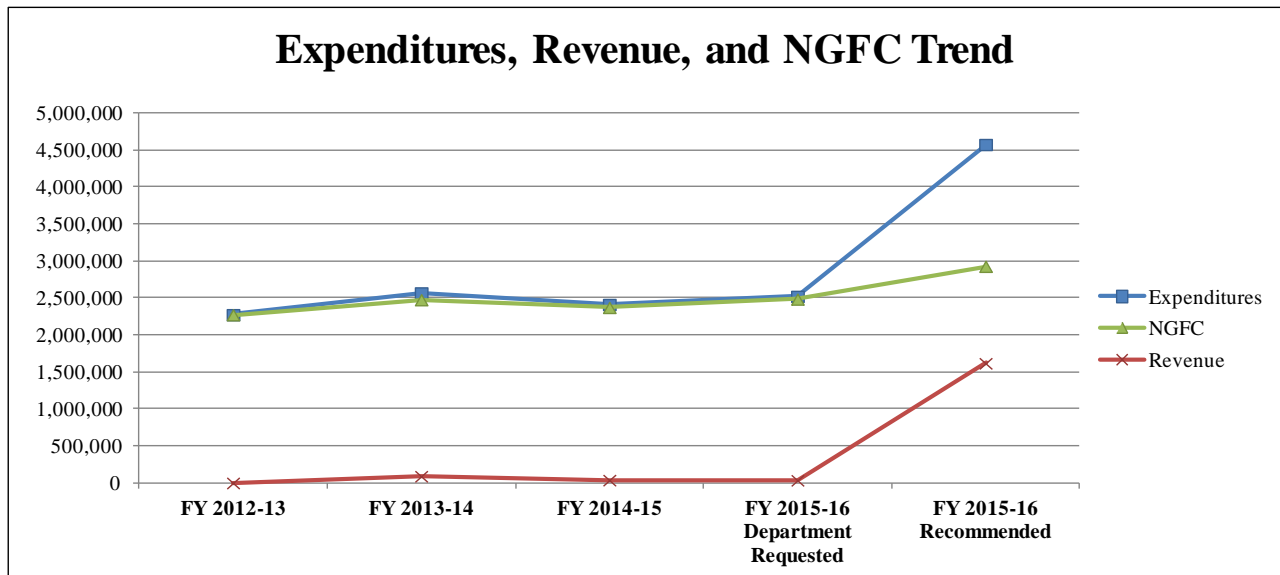
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 funded by an allocation of Net General Fund Cost. However, the department also receives reimbursement of staff costs for administration of the County's health benefits programs and is reimbursed for the expenses of purchasing employee service awards to recognize employees for their years of service.

Budget Changes and Operational Impacts

The FY 2015-16 recommended budget reflects operational changes from the realignment of the Personnel Department and, the Employee Relations and Health Benefits Divisions of the County Administrative Office into a consolidated Human Resources Division. The centralized Human Resources Division includes all authorized positions under the former Personnel Department and eight positions that performed employee relations and health benefit functions previously under the County Administrative Office (CAO). Additionally, the division is adding three (3) positions to absorb additional administrative oversight of Kern Legacy Health Plan and provide more detailed involvement in the day-to-day operations of the County’s health plans. The cost of these positions will be offset by reductions in fees and other administrative expenses currently paid to outside vendors. These operational changes are anticipated to improve the effectiveness and efficiency of the County’s centralized human resources processes.

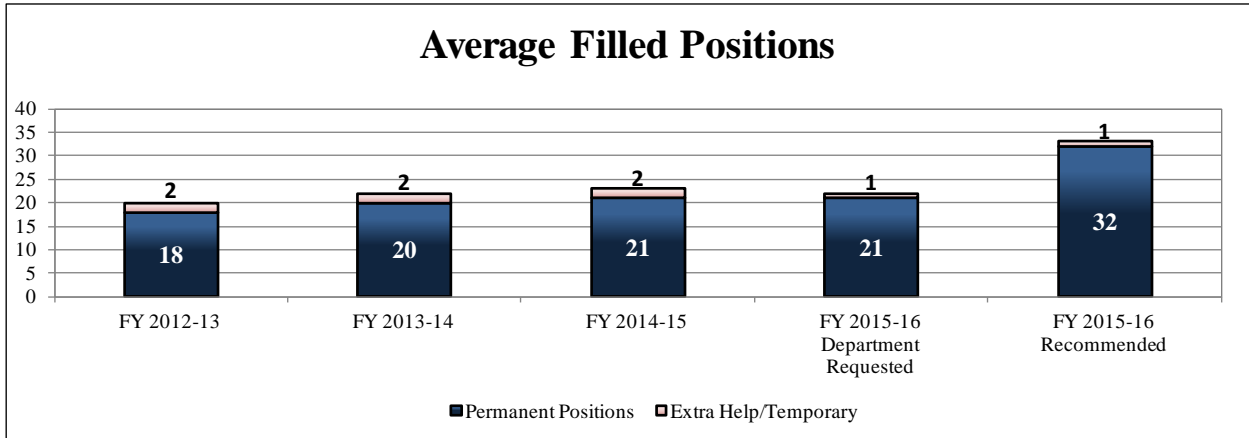
The change in revenue reflects the reimbursement for staff costs related to the employees health benefits services previously performed under budget unit 1020, CAO. Additionally, the department is expecting to process less employee service awards in FY 2015-16, which will result in decreased revenue. The recommended budget will allow the division to maintain current levels of service, including all additional functions being absorbed through reorganization.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Health Plan Administration Coordinator position and two (2) Health Plan Services Representative I/II positions, at an annual cost of approximately \$344,971. The increase in FY 2015-16 positions reflects the realignment of the Personnel Department, the Employee Relations Division and the Health Benefits Division into the consolidated Human Resources Division. As part of realignment it is anticipated the Human Resources Division will be revising the existing job classifications during FY 2015-16, however, there is no expected budgetary impact.





4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	18	20	21	21	32
Extra Help/Temporary	2	2	2	1	1
Total Positions	20	22	23	22	33
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	18	18	20	N/A	N/A
Extra Help/Temporary (FTE)	0	2	2	N/A	N/A
Total Positions	18	20	22	N/A	N/A
SALARIES & BENEFITS	\$2,176,423	\$2,285,275	\$2,245,570	\$2,347,156	\$4,337,830

Summary of Authorized Positions

The department currently has 29 authorized positions. The recommended budget includes 32 authorized positions, of which all have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Human Resources	22	0	0	22	21	0	21
Health Benefits	6	3	0	9	10	0	10
Administration	1	0	0	1	1	0	1
Total	29	3	0	32	32	0	32



Human Resources	Health Benefits	Administration
Classification	Classification	Classification
1 Office Services Coordinator	1 Deputy Employee Relations Officer	1 Employee Relations Officer
1 Civil Service Division Manager	1 Administrative Analyst I/II/III	1 Requested Total
5 Fiscal Support Specialist	2 Program Specialist I/II	
7 Personnel Analyst I/II/Sr.	1 Fiscal Support Specialist	
2 Personnel Assistant	1 Program Technician	
1 Equal Opportunity Officer	6 Current Total	
3 Office Services Technician		
2 Deputy Employee Relations Officer	Additions/(Deletions)	
22 Requested Total	1 Health Plan Administration Coordinator	
	2 Health Plan Services Representative	
	9 Requested Total	

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

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

<i>Objective 1: Monitor personnel recruitment and promotion processes to ensure optimal responsiveness</i>					
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of days for completion of eligible lists from the date examination is opened	N/A	N/A	60	48	45
Percentage of certifications made within five days of the availability of an eligible list and valid requisition.	87%	92%	92%	89%	95%
Average number of days for completion of eligible lists from date of the receipt of a requisition	48	59	35	59	45
Percentage of classification actions completed within three months of receipt of request	75%	100%	80%	100%	100%

These measures allow the department to track progress in fundamental areas, which determines the time frame for identifying and certifying eligible candidates to departments in order to fill vacancies. Historical data for the first measure is unavailable as this measure was modified in FY 2014-15 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. 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, including prompt examinations, certifications and requests for reclassification studies continue to increase while staffing remains static. The department's actual percentage of certifications made within five days of the availability of an eligible list and valid requisition was slightly below the adopted goal, but it is anticipated the percentage will increase this fiscal year.



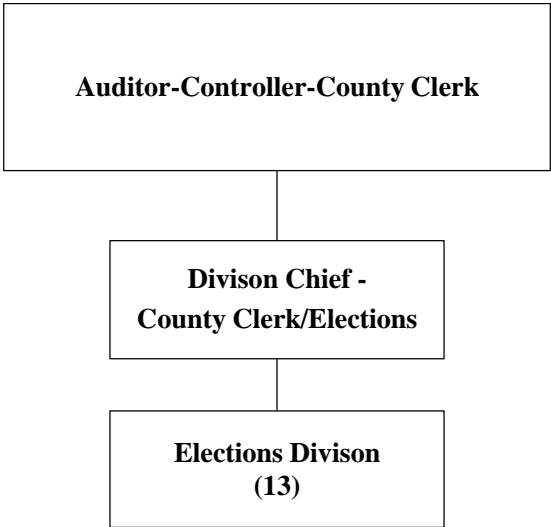
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Mission Statement

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

Organizational Chart



Fiscal Year 2013-14 and 2014-15 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 the 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.
- Removed all old files from storage, reviewed, cataloged and filed or imaged and destroyed as appropriate. This has resulted in improved efficiency and a \$25,000 per year reduction in 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

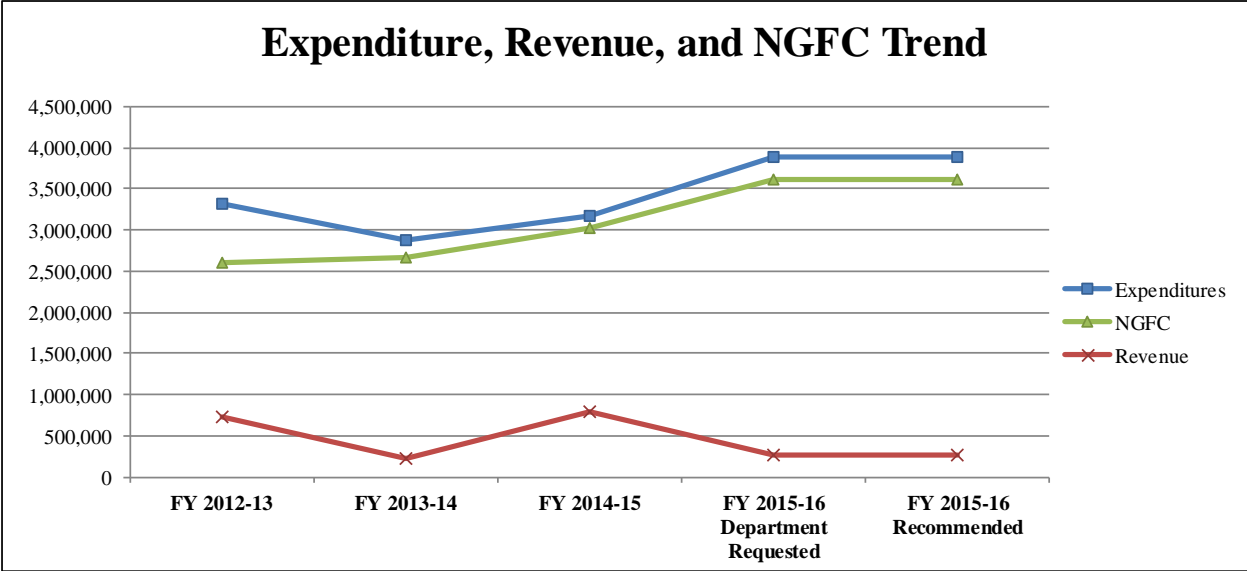
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,134,870	\$1,433,755	\$1,271,890	\$1,531,876	\$1,425,331	\$1,545,745
Services and Supplies	1,737,448	2,430,484	1,938,777	2,403,856	2,510,398	2,389,984
Other Charges	0	42	0	1	1	1
Capital Assets	0	25,000	9,567	0	0	0
TOTAL EXPENDITURES	\$2,872,318	\$3,889,281	\$3,220,234	\$3,935,733	\$3,935,730	\$3,935,730
Expend. Reimb.	\$0	(\$46,000)	(\$52,963)	(\$55,000)	(\$55,000)	(\$55,000)
TOTAL NET EXPENDITURES	\$2,872,318	\$3,843,281	\$3,167,271	\$3,880,733	\$3,880,730	\$3,880,730
REVENUE:						
Intergovernmental	\$11,640	\$13,000	\$46,385	\$45,000	\$45,000	\$45,000
Charges for Services	194,087	200,300	733,068	205,300	205,300	205,300
Miscellaneous	11,686	10,050	9,395	10,500	10,500	10,500
TOTAL REVENUE	\$217,413	\$223,350	\$788,848	\$260,800	\$260,800	\$260,800
NET GENERAL FUND COST	\$2,654,905	\$3,619,931	\$2,378,423	\$3,619,933	\$3,619,930	\$3,619,930

Major Expenditures and Revenue in FY 2015-16 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 source for the budget unit is charges for election services provided to other entities, and general purpose revenue received from the General Fund through the allocation of Net General Fund Cost.

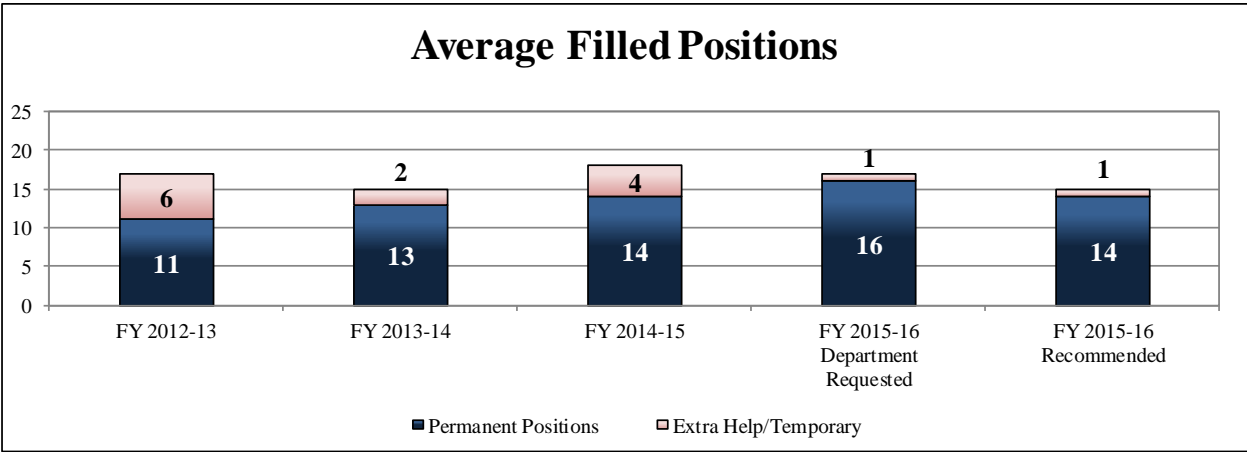
Budget Changes and Operational Impacts

The recommended budget provides funding for the scheduled special election in November and a scheduled Primary election in June. Increases in staffing and supply costs are related to the creation of new classifications and anticipated workloads during the fiscal year.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. However, the Board of Supervisors approved the creation of new classifications specific to the division which will increase costs but will aid in employee retention and quality of services. Salaries and benefits includes the anticipated costs for the new classifications; the classifications will be added as part of the departmental reorganization after approval by the Civil Service Commission, anticipated in mid-September.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	11	13	14	16	14
Extra Help/Temporary	6	2	4	1	1
Total Positions	17	15	18	17	15
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	12	13	14	N/A	N/A
Extra Help/Temporary (FTE)	4	1	2	N/A	N/A
Total Positions	16	14	16	N/A	N/A
SALARIES & BENEFITS	\$1,212,182	\$1,134,870	\$1,271,890	\$1,531,876	\$1,545,745

Summary of Authorized Positions

The division has 14 authorized permanent positions, all of which have been budgeted to be filled during FY 2015-16 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

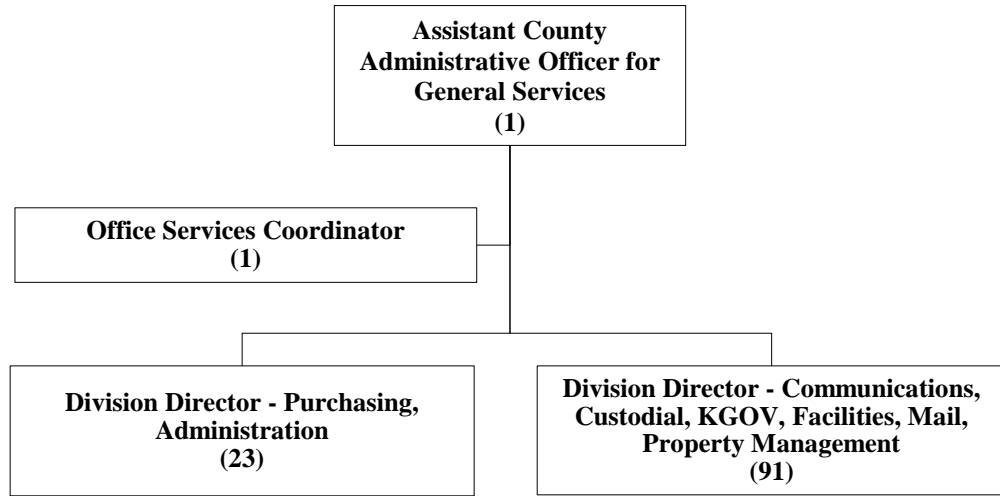
Classification

- 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**

Mission Statement

The General Services Division provides responsive, customer-focused support enabling the effective delivery of County services.

Organizational Chart



Fiscal Year 2013-14 and 2014-15 Accomplishments

- The Purchasing Division was nationally recognized and awarded the “Achievement of Excellence in Procurement” for the fourth consecutive year. The division provided the new Request for Proposal (RFP) certification three-day training course to 70 representatives from various departments within the County. The course covered processes and methods to develop, issue, evaluate, award and negotiate RFPs and Requests for Qualifications.
- Property Management negotiated and completed 58 new, amended, and/or assigned lease agreements, 11 property transfers, eight license agreements, five easements, and 35 new or renewed franchise agreements. As a result of the division’s update to the Master Franchise Ordinance of 2010, estimated FY 2014-15 franchise revenue will increase to over \$6,000,000.
- The Maintenance Division has installed water conservation equipment at various locations throughout the County. Additionally, the division is upgrading over five-hundred outside lot fixtures at various facilities throughout the County. The upgrades are expected to save over 360,000 kilowatts annually, at a value of approximately \$140,000 a year. The division has successfully maintained approximately 1.5 million square feet of County occupied facilities spreading from Frazier Park to Ridgecrest.
- The Communications Division worked on the design of the Board Room Digital Upgrade project. The division also completed camera upgrades and microwave link installations at various County buildings.



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, Information Technology 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,821,395	\$9,369,279	\$9,968,989	\$9,763,543	\$10,002,694	\$10,002,694
Services and Supplies	2,728,746	2,469,360	2,326,457	2,295,733	2,295,733	2,295,733
Other Charges	286	486	0	0	0	0
Other Financing Uses	0	968,136	0	0	0	1,028,142
TOTAL EXPENDITURES	\$12,550,427	\$12,807,261	\$12,295,446	\$12,059,276	\$12,298,427	\$13,326,569
Expend. Reimb.	(\$1,887,136)	(\$1,401,573)	(\$1,463,310)	(\$1,417,837)	(\$1,417,837)	(\$1,417,837)
TOTAL NET EXPENDITURES	\$10,663,291	\$11,405,688	\$10,832,136	\$10,641,439	\$10,880,590	\$11,908,732
REVENUE:						
Fines and Forfeitures	\$41,694	\$60,000	\$83,204	\$88,000	\$88,000	\$88,000
Charges for Services	1,921,719	1,841,903	2,314,686	2,117,181	2,117,181	2,117,181
Miscellaneous	1,329	1,800	3,127	3,500	4,500	4,500
Other Financing Sources:						
CD-Home Investment Trust	4,326	0	3,674	99,000	98,000	98,000
TOTAL REVENUE	\$1,969,068	\$1,903,703	\$2,404,691	\$2,307,681	\$2,307,681	\$2,307,681
Less Available BSI *	\$0	(\$968,136)	\$0	\$0	\$0	(\$1,028,142)
NET GENERAL FUND COST	\$8,694,223	\$8,533,849	\$8,427,445	\$8,333,758	\$8,572,909	\$8,572,909
BSI Ending Balance *	\$952,523	N/A	\$968,136	N/A	N/A	N/A

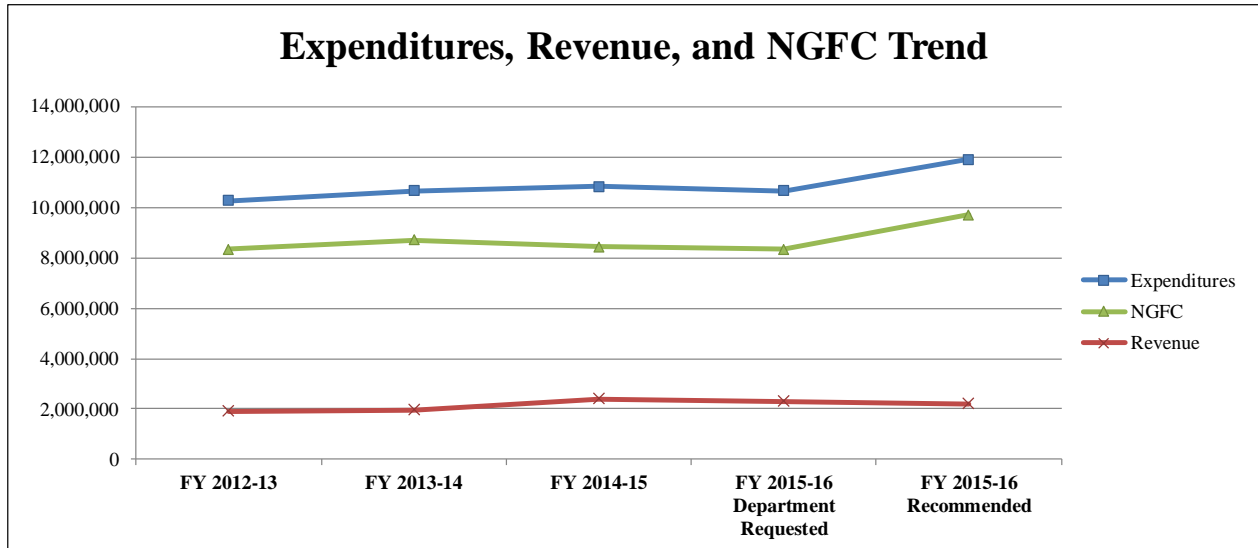
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 division receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC).

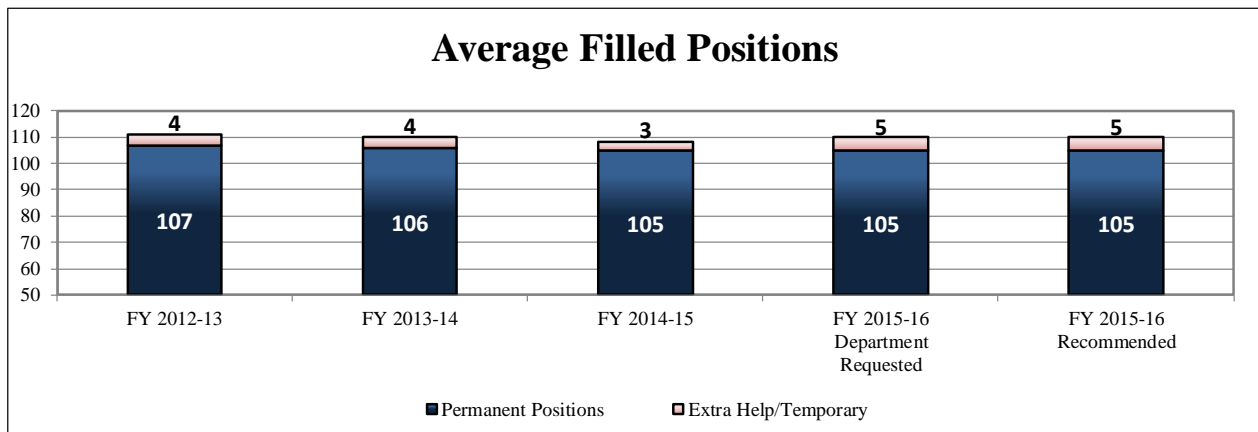
Budget Changes and Operational Impacts

The recommended budget provides the division with funding for 105 permanent positions, which requires the use of \$214,480 of accumulated BSI credits. Total staffing is in line with FY 2014-15 levels which will allow the department to maintain status-quo service levels.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The following authorized positions will be held vacant and unfunded: one (1) Administrative Coordinator, two (2) Communications Technician I/II/III, two (2) Building Service Worker I/II/III, two (2) Maintenance Worker I/II/III/IV, one (1) Office Services Specialist, one (1) Real Property Agent I/II/III, one (1) Buyer I/II/III, and one (1) Security Attendant I/II at an annual savings of approximately \$802,000.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	107	106	105	105	105
Extra Help/Temporary	4	4	3	5	5
Total Positions	111	110	108	110	110
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	106	105	106	N/A	N/A
Extra Help/Temporary (FTE)	3	4	2	N/A	N/A
Total Positions	109	109	108	N/A	N/A
SALARIES & BENEFITS	\$9,590,430	\$9,821,395	\$9,968,989	\$9,763,543	\$10,002,694

Summary of Authorized Positions

The recommended budget includes 116 authorized positions, of which 105 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	16	0	0	16	15	1	16
Communications	11	0	0	11	9	2	11
Facilities	64	0	0	64	60	4	64
KGOV	3	0	0	3	3	0	3
Mail Services	3	0	0	3	3	0	3
Property Management	6	0	0	6	4	2	6
Purchasing	9	0	0	9	8	1	9
Security	4	0	0	4	3	1	4
Total	116	0	0	116	105	11	116

Administration	Facilities	Purchasing
<p><u>Classification</u></p> <p>1 Assistant CAO</p> <p>2 Division Director - GS</p> <p>1 Accountant I/II/III</p> <p>1 Administrative Coordinator</p> <p>1 Administrative Services Officer</p> <p>1 Fiscal Support Assistant</p> <p>3 Fiscal Support Specialist</p> <p>2 Fiscal Support Technician</p> <p>1 General Services Manager</p> <p>1 Office Services Coordinator</p> <p>1 Office Services Technician</p> <p>1 Special Projects Manager</p> <hr/> <p>16 Requested Total</p>	<p><u>Classification</u></p> <p>1 General Services Manager</p> <p>6 Air Conditioning Mechanic</p> <p>23 Building Service Worker I/II/III</p> <p>5 Maintenance Carpenter</p> <p>4 Maintenance Electrician</p> <p>2 Maintenance Supervisor</p> <p>18 Maintenance Worker I/II/III/IV</p> <p>2 Senior Building Service Worker</p> <p>1 Stock Clerk</p> <p>1 Utility Worker</p> <p>1 Warehouse Supervisor</p> <hr/> <p>64 Requested Total</p>	<p><u>Classification</u></p> <p>1 General Services Manager</p> <p>1 Administrative Coordinator</p> <p>5 Buyer I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Supervising Buyer</p> <hr/> <p>9 Requested Total</p>
<p style="text-align: center;">Communications</p> <p><u>Classification</u></p> <p>1 General Services Manager</p> <p>8 Comm Technician I/II/III</p> <p>1 Supervising Comm Technician</p> <p>1 Telecommunications Engineer</p> <hr/> <p>11 Requested Total</p>	<p style="text-align: center;">Property Management</p> <p><u>Classification</u></p> <p>1 General Services Manager</p> <p>1 Energy Coordinator</p> <p>1 Office Services Specialist</p> <p>3 Real Property Agent I/II/III</p> <hr/> <p>6 Requested Total</p>	<p style="text-align: center;">KGOV</p> <p><u>Classification</u></p> <p>2 Video Services Producer</p> <p>1 Broadcast Engineer</p> <hr/> <p>3 Requested Total</p>
<p style="text-align: center;">Mail Services</p> <p><u>Classification</u></p> <p>3 Mail Clerk I/II</p> <hr/> <p>3 Requested Total</p>	<p style="text-align: center;">Security</p> <p><u>Classification</u></p> <p>4 Security Attendant I/II</p> <hr/> <p>4 Requested Total</p>	



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	9	13	10	13	14
Average number of days to complete a request for communication services within County facilities	N/A	3	3	2	3
Average number of inspections of County owned and leased facilities performed by Property Management	N/A	101	90	90	90
Average number of annual energy audits of County owned and leased facilities performed by Property Management	N/A	41	30	30	30

Staff anticipate needs, provide effective solutions, maintain communication and strive to perform work in a timely manner for over 200 facilities County-wide.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of fiscal savings from competitive process	N/A	16.9%	20%	20%	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

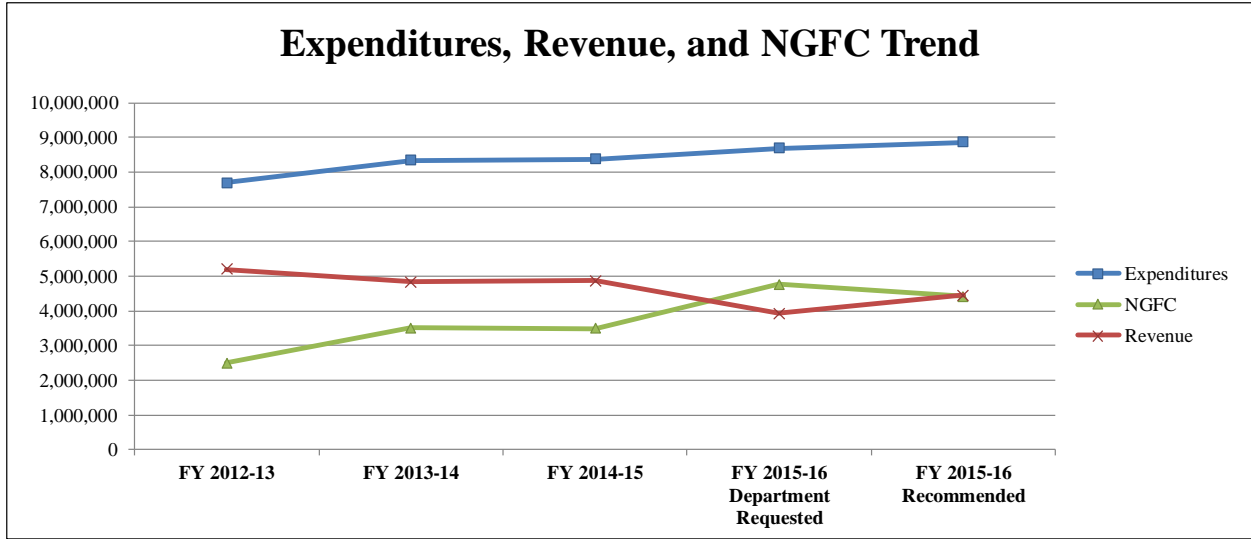
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$8,218,810	\$8,483,779	\$8,236,501	\$8,639,673	\$8,639,673	\$8,814,673
Other Charges	776,750	773,151	772,552	755,971	755,971	755,971
TOTAL EXPENDITURES	\$8,995,560	\$9,256,930	\$9,009,053	\$9,395,644	\$9,395,644	\$9,570,644
Expend. Reimb.	(\$656,462)	(\$623,400)	(\$639,214)	(\$700,000)	(\$700,000)	(\$700,000)
TOTAL NET EXPENDITURES	\$8,339,098	\$8,633,530	\$8,369,839	\$8,695,644	\$8,695,644	\$8,870,644
REVENUE:						
Intergovernmental	\$131,675	\$120,700	\$124,691	\$112,937	\$112,937	\$112,937
Charges for Services	1,222,853	1,312,937	1,169,666	1,246,638	1,246,638	1,246,638
Miscellaneous	577,833	406,560	550,577	205,760	205,760	205,760
Other Financing Sources:						
Criminal Justice Facilities	2,900,000	3,300,000	3,031,778	2,361,000	2,361,000	2,885,386
TOTAL REVENUE	\$4,832,361	\$5,140,197	\$4,876,712	\$3,926,335	\$3,926,335	\$4,450,721
NET GENERAL FUND COST	\$3,506,737	\$3,493,333	\$3,493,127	\$4,769,309	\$4,769,309	\$4,419,923

Major Expenditures and Revenue in FY 2015-16 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

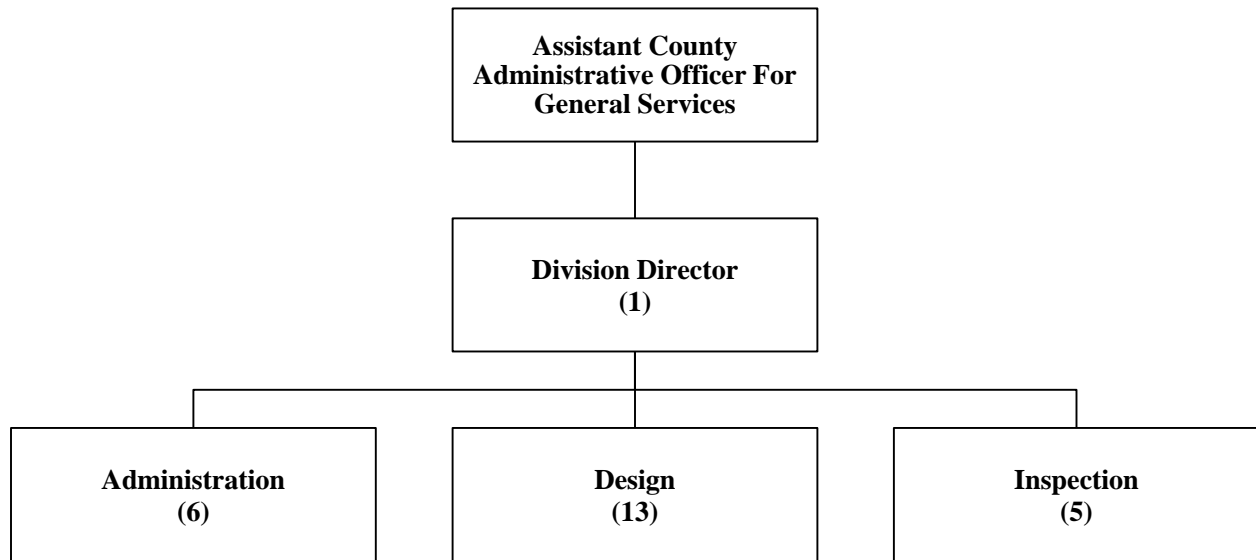
The anticipated increase in expenditures is primarily due to expected changes in electricity, gas, and water rates. A portion of increased expenditures are offset by increased revenue collected from service recipients. The anticipated decrease in revenue is primarily due to expiring alternative energy incentives, and decreased receipts of surcharges levied on select Court transactions, which are collected for the purpose of constructing, operating, and maintaining criminal justice and court facilities, including the cost of utilities.



Mission Statement

The General Services Division provides responsive, customer-focused support enabling the effective delivery of County services.

Organizational Chart



Fiscal Year 2013-14 and 2014-15 Accomplishments

- The Construction Services Division completed the following projects: Pine Mountain Club Fire Station No. 58, LeRoy Jackson Park Phase II, Petroglyph Park, various roofing projects at the Kern County Museum, Fire and Sheriff communication sites at the Communications Center, Greenhorn Mt. Park new water tank, parking lot configuration at the 1215 Truxtun Avenue court facility, audio and visual surveillance at Lerdo Pretrial, 573,300 square feet of various parking lot upgrades and repairs throughout Kern County, BVARA Waste Water Collection System, replacement of the Public Services Building parking lot, various Americans with Disabilities Act improvements, relocation of the Mojave Library branch, Lerdo Minimum Security correctional facility barracks replacement, Kern Medical Center radiology equipment replacements, Public Services Building fire alarm replacement, Central Plant HVAC equipment and replacement at 1415 Truxtun Avenue court facility campus (3rd phase), and primary electrical infrastructure replacement at 1415 Truxtun Avenue court facility campus (3rd phase).



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

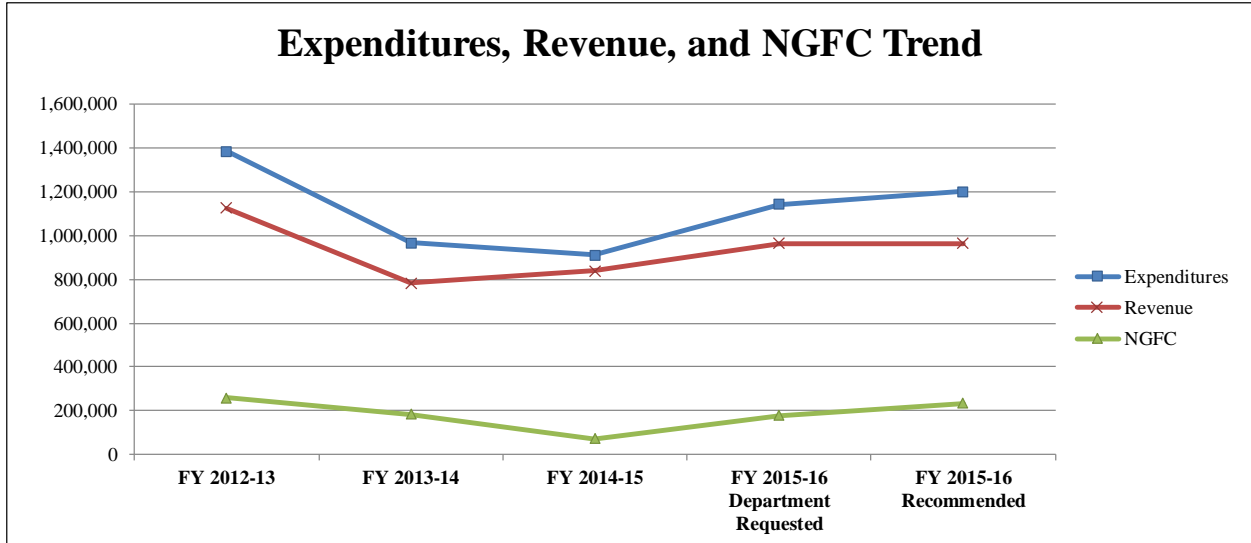
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,620,182	\$2,749,802	\$2,586,491	\$2,797,141	\$2,854,584	\$2,854,584
Services and Supplies	314,670	307,572	249,398	246,767	246,669	246,669
TOTAL EXPENDITURES	\$2,934,852	\$3,057,374	\$2,835,889	\$3,043,908	\$3,101,253	\$3,101,253
Expend. Reimb.	(\$1,968,151)	(\$1,822,200)	(\$1,924,438)	(\$1,902,000)	(\$1,902,000)	(\$1,902,000)
TOTAL NET EXPENDITURES	\$966,701	\$1,235,174	\$911,451	\$1,141,908	\$1,199,253	\$1,199,253
REVENUE:						
Charges for Services	\$703,576	\$1,001,200	\$721,271	\$844,200	\$844,200	\$844,200
Miscellaneous	0	30	0	30	30	30
Other Financing Sources:						
Community Dev. Program Trust	79,154	52,000	116,740	120,000	120,000	120,000
TOTAL REVENUE	\$782,730	\$1,053,230	\$838,011	\$964,230	\$964,230	\$964,230
NET GENERAL FUND COST	\$183,971	\$181,944	\$73,440	\$177,678	\$235,023	\$235,023

Major Expenditures and Revenue in FY 2015-16 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.

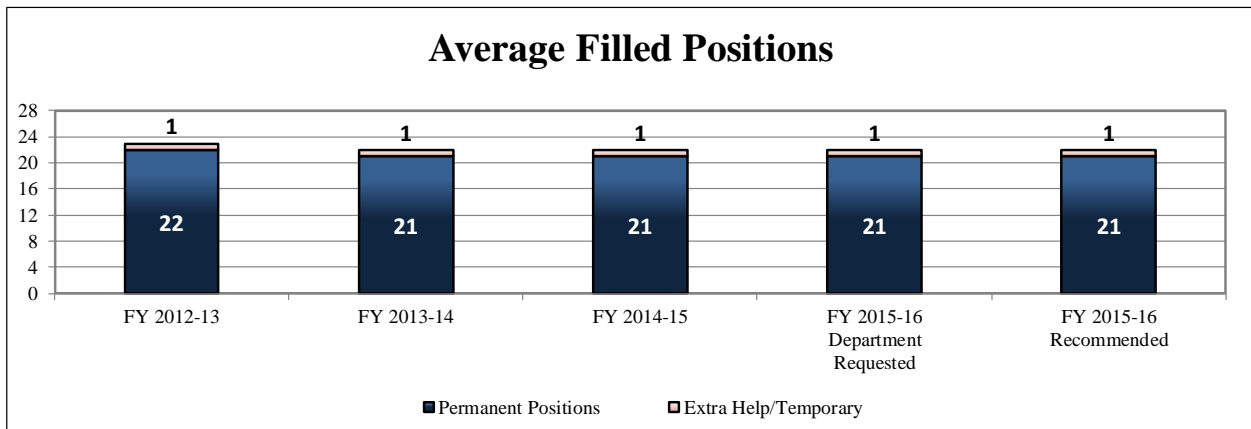
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits compared to prior year primarily due to increases in employee benefit costs. Charges for services and expenditure reimbursements are adjusted to reflect anticipated staffing costs 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) Construction Project Inspector I/II/III position, and two (2) Engineer I/II/III positions vacant and unfunded for a savings of approximately \$418,000. Although staffing costs for this division are largely offset by service charges, the anticipated FY 2015-16 project workload is insufficient to fund all authorized positions.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	22	21	21	21	21
Extra Help/Temporary	1	1	1	1	1
Total Positions	23	22	22	22	22
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	23	22	22	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	24	23	23	N/A	N/A
SALARIES & BENEFITS	\$2,667,856	\$2,620,182	\$2,586,491	\$2,797,141	\$2,854,584

Summary of Authorized Positions

The budget unit has 25 authorized positions, of which 21 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	7	0	0	7	7	0	7
Engineering and Design	13	0	0	13	10	3	13
Inspection	5	0	0	5	4	1	5
Total	25	0	0	25	21	4	25

Administration	Engineering and Design	Inspection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
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	5 Requested Total
1 Fiscal Support Specialist	1 Engineering Aide I/II/III	
1 Fiscal Support Technician	1 Drafting Technician I/II/III	
1 Office Services Specialist	13 Requested Total	
7 Requested Total		

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

General Government

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of administrative cost to total construction cost	N/A	N/A	2%	1.5%	2%
Percentage of design and engineering costs to total construction cost	N/A	N/A	9%	15%	9%
Percentage of project management and inspection costs to total construction cost	N/A	N/A	6%	5%	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. Due to a large number of budgeted projects and the complexity of the projects, the division incurred additional design and engineering costs; therefore, the FY 2014-15 goal was not achieved.



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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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,962,161	\$8,025,834	\$1,803,083	\$0	\$0	\$16,737,723
TOTAL EXPENDITURES	\$1,962,161	\$8,025,834	\$1,803,083	\$0	\$0	\$16,737,723
TOTAL NET EXPENDITURES	\$1,962,161	\$8,025,834	\$1,803,083	\$0	\$0	\$16,737,723
REVENUE:						
Intergovernmental	(\$32,070)	\$1,141,200	\$1,187,919	\$0	\$0	\$739,479
Miscellaneous	(122,492)	87,000	1,000	0	0	50,000
Mental Health Fund	0	73,393	398	0	0	519,349
Recorders Modernization Fund	175,000	225,000	58,630	0	0	1,436,706
County Local Revenue Fund 2011	115,161	300,000	73,392	0	0	0
County Service Area	0	0	36,920	0	0	0
Structural Fire Fund	140,000	0	10,401	0	0	114,600
Parcel Map In-Lieu Fees Trust	0	0	2,530	0	0	0
Roads Fund	0	40,000	34,097	0	0	0
TOTAL REVENUE	\$275,599	\$1,866,593	\$1,405,287	\$0	\$0	\$2,860,134
NET GENERAL FUND COST	\$1,686,562	\$6,159,241	\$397,796	\$0	\$0	\$13,877,589

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

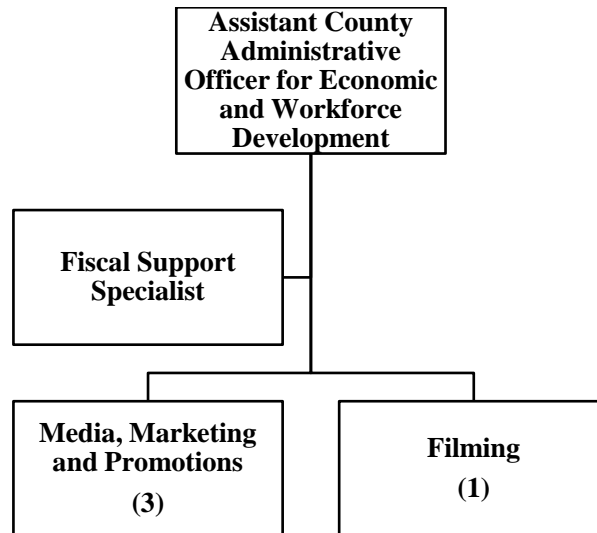
The table below contains a list of the recommended projects for FY 2015-16. For each project, the project cost, any offsetting revenue or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table below include 50 new projects with a combined NGFC of \$14,346,248. Revenue for this budget unit includes \$468,659 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
7003	Arvin/Lamon Administration Building Reroof	\$164,516		\$164,516
7004	Animal Services Roof Access	18,500		18,500
7005	Communications Facility HVAC Replacement	464,345		464,345
7007	1215 Truxtun Roof Replacement	1,050,000	535,500	514,500
7008	Animal Services Surgical Center Improvement	450,000		450,000
7009	1215 Truxtun Chilled Water Pumps	39,491	15,796	23,695
7010	Probation-Main Parking Lot	1,139,000		1,139,000
7013	1400 L Parking Lot Resurface	820,000		820,000
7016	1115 Truxtun HVAC Controls	775,000		775,000
7017	1420 H Parking Lot and Site Improvement	423,000		423,000
7018	Communications System Replacement Needs Assessment	285,000		285,000
7019	ADA-Various County Facilities	275,000		275,000
7020	Lake of the Woods Water Project	25,000		25,000
7021	CRF IRC Control Panel Upgrade	188,400		188,400
7023	Energy Efficiency - Various County	225,000		225,000
7029	Paving Various County Facilities	450,000		450,000
7031	Rehabilitate Facility GMP Kaweah/Yen Han	192,513		192,513
7034	Water Conservation Various Facilities	275,000		275,000
7039	Painting - Various County Facilities	50,000		50,000
7040	Repair Admin Center Pavor Pilot	168,000		168,000
7041	HVAC - Various County Facilities	175,000		175,000
7044	Pre-Trial PLC Gem80 Replacement	440,000		440,000
7046	ADA - 5 Branch Library Replacement Doors	105,000		105,000
7047	Mks Mh HVAC Control Replacement	118,000	118,000	-
7048	Cal City Library Parking Lot Resurface	293,000		293,000
7056	1420 H ADA and Hazmat Remediation	350,000		350,000
7057	Rosamond Senior Center Parking Lot Resurface	318,000		318,000
7058	Public Health Facility HVAC Controls	91,630		91,630
7059	Jamison Center Remodel	418,000		418,000
7060	KRV Senior Center Floor Replacement	165,157		165,157
7061	Camp Owen Durant Dorm Floor	90,000		90,000
7079	ADA - Arch Barrier Removal	175,000		175,000
7080	Public Health Exterior Waterproofing	234,596		234,596
7081	Camp Condor Water System Replacement	475,000		475,000
7082	HVAC Controls Upgrade Sheriff-No	223,000		223,000
7083	PEC Door Replacement	70,000	70,000	-
7085	Mary K Shell Generator Install	331,349	331,349	-
7086	ADA - Relace Circ Desk 4 Branch	85,000		85,000
7087	BVARA WWTP Rehab Phase IV	960,000		960,000
7088	610 E 18th St HAZMAT Remediation	375,000		375,000
7089	1215 Truxtun Water Tie In	233,000	118,830	114,170
7094	BVARA Fire Hydrant Replacment	78,000		78,000
7097	Rand Community Center Parking Lot Resurface	225,000		225,000
7098	Probation Service Parking Lot Repavement	217,000		217,000
7099	Juvenile Hall Whrs Automated Gate1	23,993		23,993
7100	Beale Memorial Library Window Tinting	68,518		68,518
7111	Museum Improvements	750,000		750,000
7112	Hall of Records Structural Replacement	1,202,000	1,202,000	-
7114	1215 Truxtun Basement - Remodel	125,000		125,000
7202	Paving Public Health Parking Lot	844,715		844,715
	Sub-Total	\$16,737,723	\$2,391,475	\$14,346,248
	Rebudgets			
	PY Revenue-HVAC Upgrades 1415 Truxtun		28,722	(28,722)
	PY Revenue-Courts Complex Electrical Upgrades		40,631	(40,631)
	PY Revenue-Fire Department Fleet Reroof		114,600	(114,600)
	PY Revenue-Hall of Records Structural Improvements		217,236	(217,236)
	PY Revenue-Lake Ming Inlet Repair		17,470	(17,470)
	PY Revenue-Exterior Light Retrofit		50,000	(50,000)
	Sub-Total	\$0	\$468,659	(\$468,659)
	Grand Total	\$16,737,723	\$2,860,134	\$13,877,589

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 2013-14 and 2014-15 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.
- Partnered with California State University, Bakersfield, English Master's program to enhance and refresh the Kern County Visitors Guide.
- Increased distribution of the Kern County Visitors Guide to an increased number of out-of-county locations, including two international airports.
- Increased the department's social media presence as a part of an integrated marketing strategy, which includes an emphasis on digital media.
- Contracted with two companies to produce local video content for Kern Government Television, as well as a "Visit Kern" promotional video to encourage increased tourism in Kern County.
- Produced inmate safety and orientation videos in conjunction with the Kern County Sheriff's Office.
- Assisted Kern Medical Center in marketing its new birthing center and orthopedic clinic, as well as launched and maintain its bimonthly employee newsletter.
- Collaborated with Kern Legacy Health Plan to streamline and rebrand its print materials.
- Teamed up with the Veterans Service and Information Technology Services departments to assist in marketing the Kern Patriots Partnership program.

Board of Trade

Department Head: John Nilon
Fund: General
Budget Unit 1812

Function: 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$468,518	\$454,233	\$413,883	\$390,089	\$399,748	\$399,748
Services and Supplies	172,342	237,426	238,722	294,632	294,632	294,632
Other Charges	40	42	0	0	0	0
Capital Assets	8,819	0	0	0	0	0
Other Financing Uses	0	58,723	0	0	0	47,261
TOTAL EXPENDITURES	\$649,719	\$750,424	\$652,605	\$684,721	\$694,380	\$741,641
Expend. Reimb.	\$0	(\$5,000)	(\$7,346)	(\$5,000)	(\$5,000)	(\$5,000)
TOTAL NET EXPENDITURES	\$649,719	\$745,424	\$645,259	\$679,721	\$689,380	\$736,641
REVENUE:						
Charges for Services	\$2,215	\$18,900	\$807	\$10,000	\$10,000	\$10,000
Miscellaneous	17,457	15,085	16,287	15,085	15,085	15,085
Other Financing Sources:						
Board of Trade-Advertising	26,000	64,900	35,000	80,600	80,600	80,600
TOTAL REVENUE	\$45,672	\$98,885	\$52,094	\$105,685	\$105,685	\$105,685
Less Available BSI *	\$0	(\$58,723)	\$0	\$0	\$0	(\$47,261)
NET GENERAL FUND COST	\$604,047	\$587,816	\$593,165	\$574,036	\$583,695	\$583,695
BSI Ending Balance *	\$57,313	N/A	\$58,723	N/A	N/A	N/A

* BSI = Budget Savings Incentives

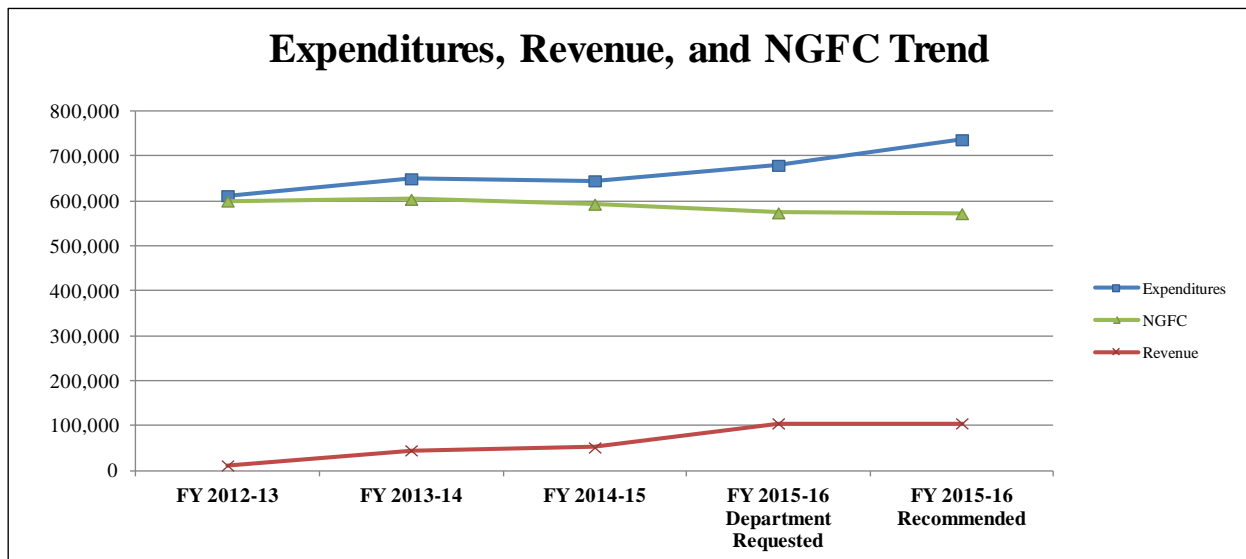


Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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

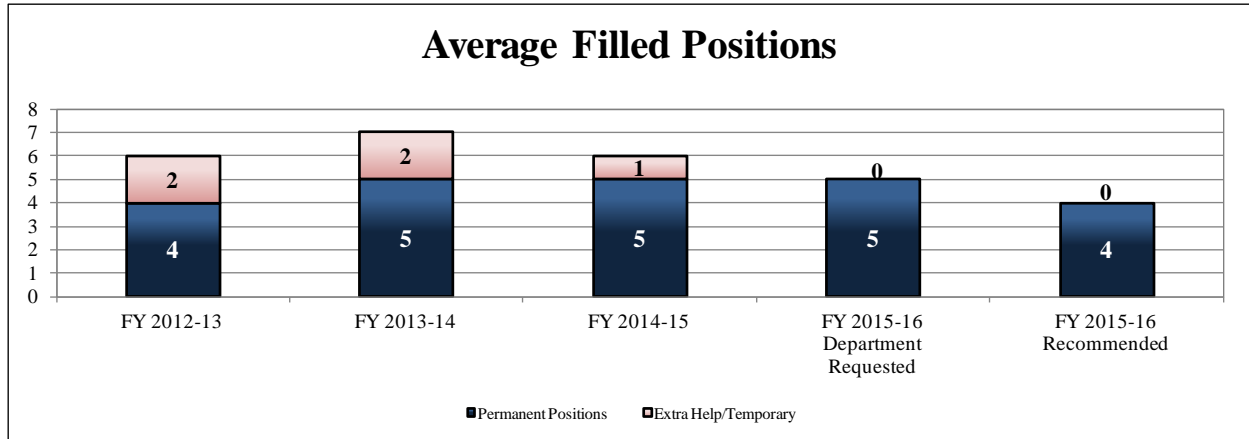
Salaries and benefits are recommended at a reduced level from FY 2014-15 actual costs. This reduction is due to the department opting to hold a Fiscal Support Specialist position vacant for one-half of FY 2015-16. Services and supplies are recommended at an increased level to allow the procurement of specialized services for video production as well as the reimbursement of administrative costs of the Assistant County Administrative Officer to Employers' Training Resource. The recommended budget will allow the department to maintain current levels of service.



Staffing Changes and Operational Impacts

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





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	4	5	5	5	4
Extra Help/Temporary	2	2	1	0	0
Total Positions	6	7	6	5	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	5	5	N/A	N/A
Extra Help/Temporary (FTE)	2	2	1	N/A	N/A
Total Positions	6	7	6	N/A	N/A
SALARIES & BENEFITS	\$466,065	\$468,518	\$413,883	\$390,089	\$399,748

Summary of Authorized Positions

The department currently has 5 authorized permanent positions. Four positions have been budgeted to be filled during FY 2015-16 as indicated below. One Fiscal Support Specialist will be held vacant for one-half of the year.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Administration	1	0	0	1	0	1
Media, Marketing, and Promotions	3	0	0	3	3	0
Filing	1	0	0	1	1	0
Total	5	0	0	5	4	1



Filming	Media, Marketing and Promotions	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Marketing & Promo Associate	1 Media Services Coordinator	1 Fiscal Support Specialist
1 Current Total	2 Marketing & Promo Associate	1 Requested Total
	3 Requested Total	

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of visitor guides distributed	New Performance Measure	30,000	20,000	40,000	50,000
Number of tour companies presented with information about Kern County	New Performance Measure	66	75	70	70
Number of ad impressions distributed from tourism print and web advertising	New Performance Measure	1,630,625	1,610,600	1,610,000	650,000
Number of unique visitors to visitkern.com	New Performance Measure		8,000	17,515	20,000
Number of unique visitors to filmkern.com	New Performance Measure		4,000	9,700	10,000
Number of tourism related social media interactions	New Performance Measure		15,000	80,167	100,000
Number of location scouts contacted through trade shows	New Performance Measure		50	50	10

The department's primary mission is to promote and increase tourism and filming in the County. Performance measures are 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of visitors assisted in the tourism center.	New Performance Measure	3,000	3,100	2,600	2,700
Number of film locations located by film commission staff	New Performance Measure		150	150	175

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. Performance measures track how effective the department's efforts are in continuing outreach and providing services to visitors and film makers. In FY 14-15, the department's average daily visitors to the tourism center was 7.2, down from 8.6 the prior year, which resulted in the actual measure being less than what was adopted for that fiscal year. Fluctuations in visitors are to be expected depending on whether more or less people are traveling through Kern County or whether smaller groups of people are visiting the tourism center, however, the department does not have a way to track the specific reasons for those fluctuations.



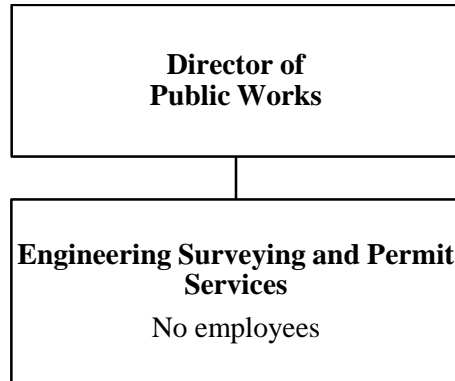
Goal 2: Enhance the County's image and promote services to the public.*Objective 1: Assist County departments with branding and promoting services to the public.*

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of positive media interactions	New Performance Measure	24	20	60	60
Number of hours spent on print projects completed for departments	New Performance Measure	1,500	1,000	1,000	1,000
Number of hours spent on video production projects	New Performance Measure	800	700	750	500
Number of hours spent on other marketing projects	New Performance Measure	1,200	1,000	1,300	1,500
Number of hours spent on coordinating events	New Performance Measure	80	80	320	320
Number of KGOV shows produced	New Performance Measure	10	30	2	2

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 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 division exists to provide all our customers with accurate and up-to-date survey information, engineering and inspection services to ensure public health and safety



Fiscal Year 2013-14 and 2014-15 Accomplishments

- Implemented construction of South Taft Sewer project.
- Represented County on the following committees: Tulare Lake Integrated Regional Water Management Program, Tulare Lake Basin Disadvantaged Community Water Study, Kern County Groundwater Management Committee, County's Debt Advisory Committee, Kern County Drought Task Force.
- Completed the installation of two drainage infiltration systems (drywells) at Tam O'Shanter Drive (Stockdale Estates) area.
- Completed the South Taft Sewer Project.
- Continued to assist and facilitate Building Inspection applicants in flood, grading and drainage reviews for numerous projects, including several utility-scale solar projects.
- Completed the drainage and flood review for the Tejon Outlet Mall.
- Continued the installation of "Only Rain in the Drain" markers on top of drain inlets for public awareness as required by the Waste Discharge in the MS4 permit area.
- Prepared sewer connection contract, now ready for bids to install a segment of sewer line which will enable residents (of approximately 82 homes) to connect to live sewer.
- Began working with California Department of Public Health in design and construction for water system improvements for the R.S. Mutual Water Company in Wofford Heights after violating State nitrate, arsenic and uranium water standards.

Engineering, Surveying and Permit Services

Department Head: Craig Pope, Appointed

Function: General Government

Fund: General

Activity: Other General

Budget Unit: 1900

Description of Major Services

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. Engineering, Surveying and Permit Services is now a part of this new department. The Engineering, Surveying and Permit Services division reviews and processes tract and parcel maps, and oversees drainage, floodplain, and geologic activities related to land-development permits. The division 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 capabilities.

Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,375,246	\$3,780,833	\$3,499,500	\$3,527,418	\$3,625,105	\$0
Services and Supplies	745,609	704,737	572,325	854,021	854,021	4,479,126
Other Charges	7,946	598	(3,255)	591	591	591
Capital Assets	0	57,000	0	26,500	26,500	26,500
Other Financing Uses	115,428	267,724	94,195	71,350	71,350	382,589
TOTAL EXPENDITURES	\$5,244,229	\$4,810,892	\$4,162,765	\$4,479,880	\$4,577,567	\$4,888,806
Expend. Reimb.	(\$292,821)	(\$260,000)	(\$295,751)	(\$210,000)	(\$210,000)	(\$210,000)
TOTAL NET EXPENDITURES	\$4,951,408	\$4,550,892	\$3,867,014	\$4,269,880	\$4,367,567	\$4,678,806
REVENUE:						
Intergovernmental	\$7,633	\$0	\$0	\$222,600	\$222,600	\$222,600
Charges for Services	2,440,821	2,535,490	2,314,845	2,252,040	2,252,040	2,252,040
Miscellaneous	1,015	1,766	661	1,186	1,186	1,186
Other Financing Sources:						
General Plan Surcharge	9,247	9,306	9,312	10,560	10,560	10,560
Community Development program	25,465	5,000	2,272	500	500	500
TOTAL REVENUE	\$2,484,181	\$2,551,562	\$2,327,090	\$2,486,886	\$2,486,886	\$2,486,886
Less Available BSI *	\$0	(\$173,529)	\$0	\$0	\$0	(\$311,239)
NET GENERAL FUND COST	\$2,467,227	\$1,825,801	\$1,539,924	\$1,782,994	\$1,880,681	\$1,880,681
BSI Ending Balance *	\$173,529	N/A	\$173,529	N/A	N/A	N/A

* BSI = Budget Savings Incentives

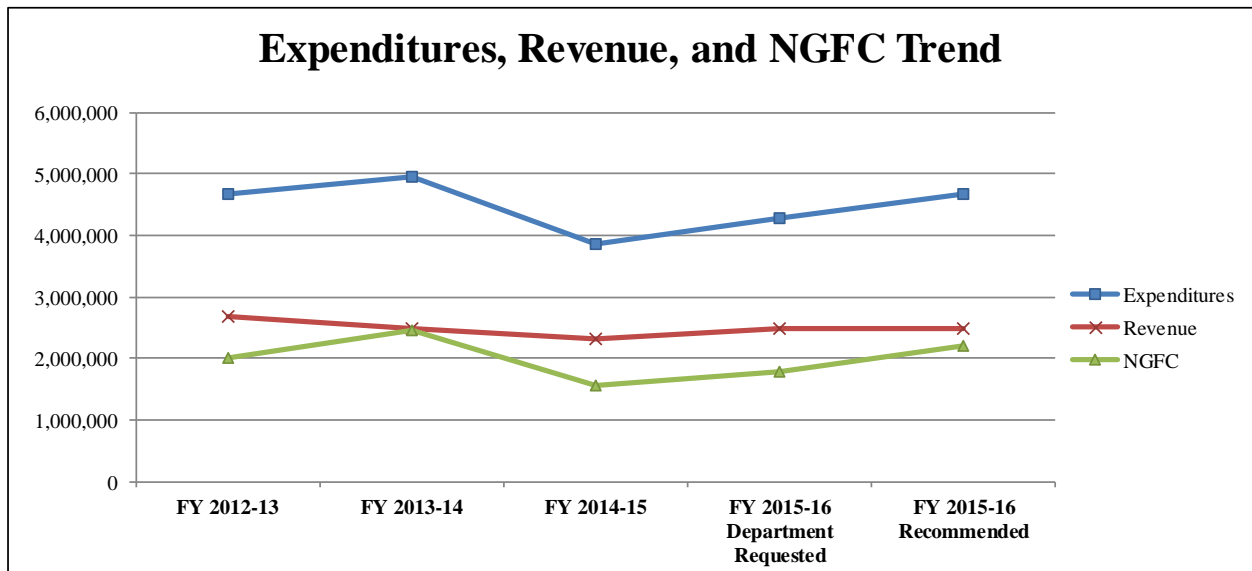
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Staffing costs comprise the majority of the division's expenditures. Major revenue sources include services provided to other County departments and the public. The remainder of funding is fulfilled through a Net General Fund Cost allocation.

Budget Changes and Operational Impacts

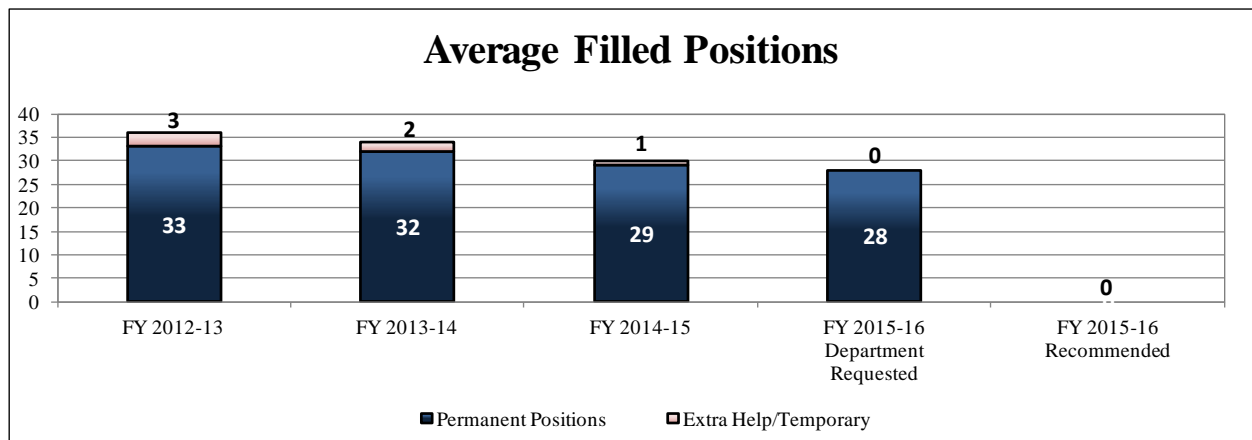
As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse the ISF for labor applicable to Engineering, Surveying and Permit Services. Expenditures are projected to increase from current year actual due to the increase in pension costs and additional projects including the California High Speed Rail project. The recommended budget includes \$26,500 for the purchase of Geographic Information System server equipment.

The recommended budget will allow the division to maintain current levels of service, including meeting or exceeding agreed turnaround timelines established in their performance measures.



Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	33	32	29	28	0
Extra Help/Temporary	3	2	1	0	0
Total Positions	36	34	30	28	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	35	26	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
Total Positions	35	36	27	N/A	N/A
SALARIES & BENEFITS	\$4,201,072	\$4,375,247	\$3,499,500	\$3,527,418	\$0

Summary of Authorized Positions

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Facilitate development by performing timely reviews

Objective 1: Increase the speed of map reviews

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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	90	100
Percentage of parcel map first reviews performed within 28 days	100	100	100	100	100
Percentage of subsequent parcel map reviews performed within 14 days	100	100	100	50	100

Review of tract maps and parcel maps is a critical function of this department and is important to our 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. Although we routinely complete our reviews much quicker than our established goals, due to the recent retirement of an experienced engineer (map checker), and also the diversion of operations during the merger of ESPS into the Public Works Department, we experienced some slippage in the last couple of months and did not meet our goals.

Objective 2: Increase the speed of flood hazard evaluations

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of flood hazard evaluations completed within 1 day	95	98	90	95	95
Percentage of flood hazard evaluations completed within 1 week	99	100	95	99	100

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. Our turnaround times continue to be excellent!



Goal 2: Maintain adequate drainage facilities

Objective 1: Increase the number of sumps maintained

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of general fund sumps maintained	N/A	75	50	40	30
Percentage of general fund sumps renovated	N/A	11	5	5	5
Percentage of County Service Area sumps maintained	N/A	80	75	30	40
Percentage of County Service Area sumps renovated	N/A	26	25	15	15

Maintenance of drainage facilities is a responsibility of this department. Within the county there are “general fund” 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. The Department maintains 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. These are relatively new performance measures and goals were higher than the department was able to achieve, future goals have been adjusted accordingly.



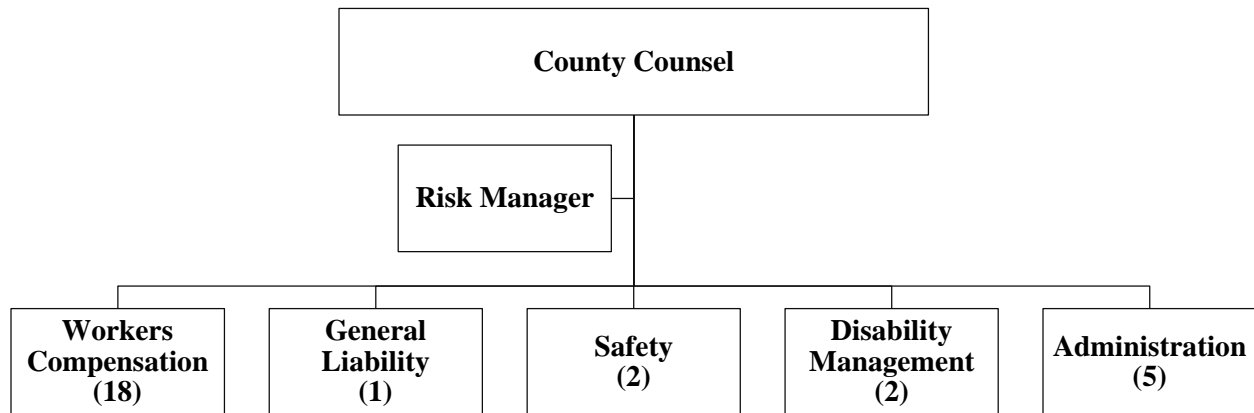
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Formed a team of Risk Management leaders and Employment Law attorneys to analyze Workers’ Compensation claims on a monthly basis. The team settled or disposed of 21 claims totaling over \$300,000.
- Contracted with Corvel Company to perform Workers’ Compensation bill review. Use of Corvel software and services will save approximately \$30,000 annually and provide electronic document delivery of bills.
- Worked with Sheriff’s Office to expand their Risk Control Action Plan to include: testing of body cameras on officers, expansion of the crisis intervention team to assist with mentally unstable individuals, and enacting a no-tolerance speeding policy for deputies in patrol vehicles.
- Expanded the Medial Provider Network to more specialties and more primary treating physicians in outlying areas of the County.
- Expanded the driver’s license “Pull Program,” which is designed to reduce risk while using County vehicles, keep claims at a minimum, and slow insurance premium increases.
- Negotiated an Owner Controlled Insurance Program during construction of the new justice facility, saving \$719,000 over traditional insurance coverage during the construction period.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,734,893	\$3,306,195	\$2,761,622	\$3,398,287	\$3,398,287	\$3,398,287
Services and Supplies	1,622,353	1,945,942	1,668,863	1,867,090	1,867,089	1,867,089
Other Charges	642	2,500	2,275	14,145	14,145	14,145
TOTAL EXPENDITURES	\$4,357,888	\$5,254,637	\$4,432,760	\$5,297,708	\$5,297,707	\$5,297,707
Expend. Reimb.	(\$610,902)	(\$724,221)	(\$634,430)	(\$774,876)	(\$774,876)	(\$774,876)
TOTAL NET EXPENDITURES	\$3,746,986	\$4,530,416	\$3,798,330	\$4,522,832	\$4,522,831	\$4,522,831
REVENUE:						
Charges for Services	\$3,746,167	\$4,530,416	\$3,786,224	\$4,522,831	\$4,522,831	\$4,522,831
Miscellaneous	80	0	0	0	0	0
TOTAL REVENUE	\$3,746,247	\$4,530,416	\$3,786,224	\$4,522,831	\$4,522,831	\$4,522,831
NET GENERAL FUND COST	\$739	\$0	\$12,106	\$1	\$0	\$0

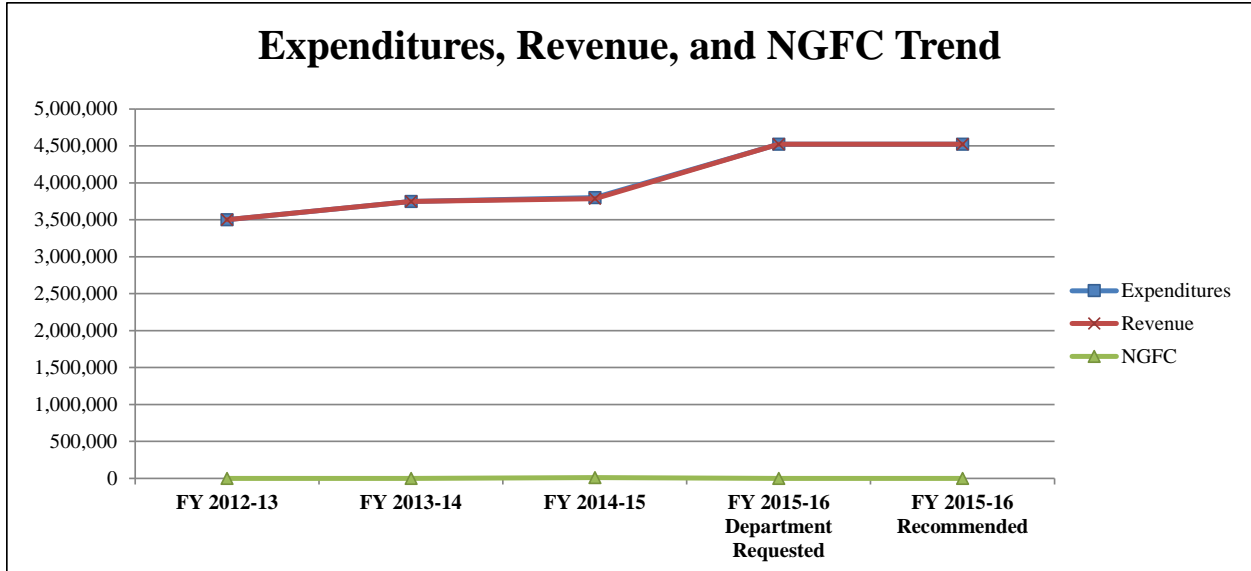
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide the services and perform the functions of the division. 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.

Budget Changes and Operational Impacts

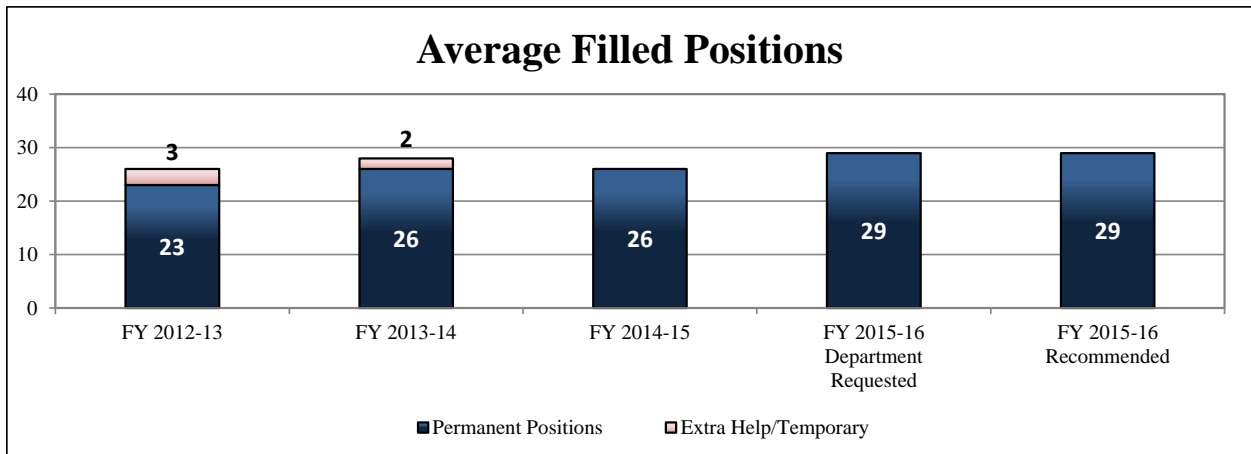
The recommended budget provides the department with funding for all authorized positions, resulting in the increase over FY 2014-15 actual salary expenditures. The services and supplies category is anticipated to increase primarily due to insurance coverage costs. Charges for services and expenditure 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. FY 2014-15 average filled positions were lower due to three unplanned vacancies.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	23	26	26	29	29
Extra Help/Temporary	3	2	0	0	0
Total Positions	26	28	26	29	29
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	22	26	26	N/A	N/A
Extra Help/Temporary (FTE)	3	1	0	N/A	N/A
Total Positions	25	27	26	N/A	N/A
SALARIES & BENEFITS	\$2,625,455	\$2,734,893	\$2,761,622	\$3,398,287	\$3,398,287

Summary of Authorized Positions

The division has 29 authorized permanent positions, all of which have been budgeted to be filled during FY 2015-16 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
Total	29	0	0	29	29	0	29

Administration	Disability Management	Safety
<p><u>Classification</u></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 Requested Total</p> <p>Workers' Compensation</p> <p><u>Classification</u></p> <p>1 Workers Comp Claims Manager</p> <p>1 Supervising Workers Comp Adj.</p> <p>11 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 Requested Total</p>	<p><u>Classification</u></p> <p>1 Disability Management Coord.</p> <p>1 Office Services Assistant</p> <hr/> <p>2 Requested Total</p> <p>General Liability</p> <p><u>Classification</u></p> <p>1 Liability Claims Adjuster</p> <hr/> <p>1 Requested Total</p>	<p><u>Classification</u></p> <p>1 Safety Specialist</p> <p>1 Loss Prevention Specialist</p> <hr/> <p>2 Requested Total</p>



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	52	58	60	72	60
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	49	47	45	61	55
Percentage of departments rating loss prevention and safety as effective.	86%	100%	95%	85%	90%
Number of accidents and incidents per man hours worked County-wide	N/A	N/A	3.5	4.1	3.7
The percentage of lien-to-value settlements	N/A	N/A	92%	85%	90%

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. The division has analyzed the results of FY 2014-15 and has adjusted several goals to accommodate anticipated future workloads and incidents. The division will continue to strive to provide the most efficient and cost-effective service.

Objective: Ensure proper fiscal planning that meets the needs of the public as well as County departments.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Total actual cost of risk of County operations.	\$38,177,468	\$47,402,545	\$59,000,000	\$33,285,147	\$50,181,648
General liability cost as a percentage of County expenditures.	.49%	.71%	.77%	.48%	.77%
The total payout to resolve lawsuits.	\$5,413,710	\$12,509,158	\$18,250,000	\$28,391,181	\$9,750,000
Workers' Compensation costs as a percentage of County expenditures.	1.64%	.82%	1.10%	.62%	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 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 fell in FY 2014-15, and the division believes the 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Capital Assets	\$3,670,116	\$14,645,131	\$5,872,365	\$0	\$0	\$6,524,700
Other Financing Uses	10,304,852	1,775,239	0	0	0	0
TOTAL EXPENDITURES	\$13,974,968	\$16,420,370	\$5,872,365	\$0	\$0	\$6,524,700
REVENUE:						
Intergovernmental	\$338,296	\$1,199,975	\$296,087	\$0	\$0	\$1,117,624
Miscellaneous	58,579	0	185,747	0	0	183,878
Other Financing Sources:	0	0	0	0	0	0
AB900 Construction Fund	0	5,600,000	0	0	0	920,000
Local Revenue Fund 2011	796,346	312,119	312,120	0	0	0
State Fire Fund	490,000	1,180,000	522,499	0	0	1,087,350
Recorders Modernization Fund	6,279	10,000	7,694	0	0	0
Mental Health Services Act	0	6,100,000	4,953,561	0	0	1,511,438
Mental Health Department	0	0	0	0	0	1,885,001
Tobacco Endowment Fund	1,870,047	2,041,953	1,475,064	0	0	0
Inmate Welfare Fund	218,510	0	0	0	0	0
ARRA Energy Stimulus Grant	9,946	0	0	0	0	0
State Capital Outlay	0	100,000	0	0	0	0
TOTAL REVENUE	\$3,788,003	\$16,544,047	\$7,752,772	\$0	\$0	\$6,705,291
NET GENERAL FUND COST	\$10,186,965	(\$123,677)	(\$1,880,407)	\$0	\$0	(\$180,591)

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The table below contains a list of the recommended projects for FY 2015-16. 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 three new projects at an NGFC of \$1,504,000 and seven rebudgets at an NGFC of \$2,237,543. Revenue for this budget unit includes \$3,922,134 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:

- \$500,000 for the Caliente Creek Habitat Restoration Feasibility Study. The purpose of this project is to reduce flooding and reintroduce native plant species.
- \$775,000 for the County Facility Irrigation Infrastructure to replace facility irrigation infrastructure throughout the county to mitigate water usage.
- \$229,000 for the Jamison Center Laundry Room Expansion to provide sufficient capacity at the center.

Project Number	Description	Recommended Appropriation	Estimated Revenue	Net Cost
New Projects				
8477	Caliente Creek Habitat Restoration - Feasibility Study	\$ 500,000	\$ -	\$ 500,000
8501	County Facility Irrigation Infrastructure	775,000	-	775,000
8475	Jamison Center Laundry Room Expansion	229,000	-	229,000
Sub-Total		\$ 1,504,000	\$ -	\$ 1,504,000
Rebudgets				
8110	Warehouse Expansion Phase II	\$ 698,744	\$ -	\$ 698,744
8486	South Shafter Sewer	50,000	50,000	0
8543	Pioneer Park Spray Park	721,687	721,687	0
8544	Lamont Park Walking Path	192,024	192,024	0
8564	Hart Flat Fire Station 11 Phase I Design	429,849	429,849	0
8581	Isabella Fire Replacement Design	458,396	469,597	(11,201)
8556	Upgrade to Lerdo Water Plant	2,470,000	920,000	1,550,000
	PY Revenue-Golden Hills Sanitation Feasibility Study		153,913	(153,913)
	PY Revenue- Admin Center Board Chambers Electrical Upgrade		183,878	(183,878)
	PY Revenue- Isabella Fire Land Acquisition		187,904	(187,904)
	PY Revenue- Mental Health Building 28th Street		3,396,439	(3,396,439)
Sub-Total		\$ 5,020,700	\$ 6,705,291	\$ (1,684,591)
Grand Total		\$ 6,524,700	\$ 6,705,291	\$ (180,591)



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						
	<u>FY 2013-14</u>	<u>FY 2014-15</u>		<u>FY 2015-16</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$15,946,834	\$16,636,438	\$16,607,241	\$17,161,772	\$17,161,772	\$17,161,772
TOTAL EXPENDITURES	\$15,946,834	\$16,636,438	\$16,607,241	\$17,161,772	\$17,161,772	\$17,161,772
REVENUE:						
Fines and Forfeitures	\$4,938,375	\$4,541,200	\$4,954,524	\$5,088,453	\$5,088,453	\$5,088,453
Charges for Services	5,275,204	4,822,340	4,921,364	5,199,666	5,199,666	5,199,666
Miscellaneous	353,767	739,245	307,632	340,000	340,000	340,000
TOTAL REVENUE	\$10,567,346	\$10,102,785	\$10,183,520	\$10,628,119	\$10,628,119	\$10,628,119
NET GENERAL FUND COST	\$5,379,488	\$6,533,653	\$6,423,721	\$6,533,653	\$6,533,653	\$6,533,653

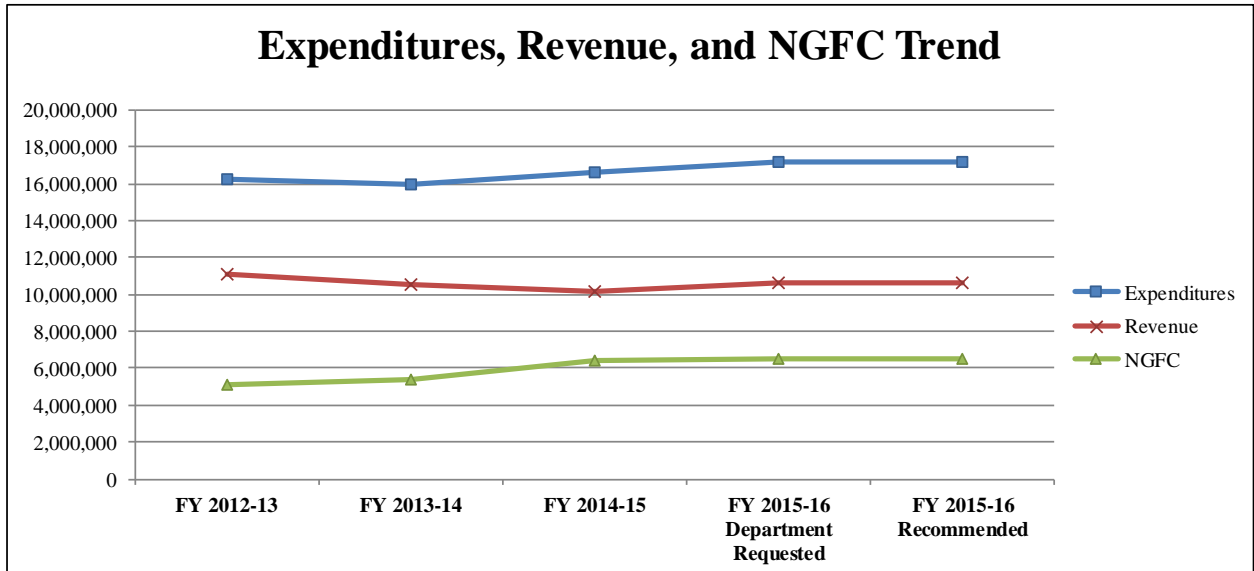
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The majority of expenditures for this budget unit are associated to payments to the State for court operations, and the required maintenance of effort (MOE) payment effective when the municipal Courts transitioned to the State. The courts collect fines, forfeitures and traffic school fees that are deposited in this budget unit and are used to offset the costs. The court collections are not sufficient to cover the estimated costs; therefore, an allocation of Net General Fund Cost is required.

Budget Changes and Operational Impacts

Services and supplies are expected to increase from prior fiscal year due to the increase in the court facilities transfer payments as a result of amendments approved to share the cost of utilities at the Superior Court Complex and the Bakersfield Justice Building. Revenue in this budget unit is from fines and forfeitures, and fees collected by the Courts throughout the County, which fluctuate annually. The budget includes funding to meet the County's statutory fiscal responsibilities to the State and the Courts.

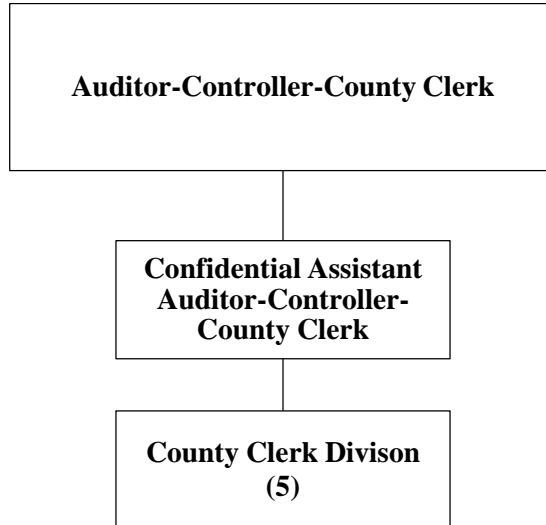




Mission Statement

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 2013-14 and 2014-15 Accomplishments

- 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.
- With Auditor-Controller programming staff, developed and implemented an on-line application to view California Environmental Quality Act (CEQA) filing summary information and an application to display CEQA documents to replace the physical posting.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$332,833	\$342,672	\$344,182	\$347,701	\$352,401	\$352,401
Services and Supplies	118,933	126,518	139,717	134,701	130,414	130,414
Other Charges	11	11	0	0	0	0
Other Financing Uses	0	92,196	0	0	0	87,505
TOTAL EXPENDITURES	\$451,777	\$561,397	\$483,899	\$482,402	\$482,815	\$570,320
REVENUE:						
Licenses and Permits	\$180,394	\$170,701	\$182,408	\$184,000	\$184,000	\$184,000
Charges for Services	305,814	296,000	310,714	296,000	296,000	296,000
Miscellaneous	1,269	0	37	0	0	0
Other Financing Sources:						
Community Development Program	200	0	0	0	0	0
Vital Statistics Fund	2,350	2,500	1,250	2,800	2,815	2,815
TOTAL REVENUE	\$490,027	\$469,201	\$494,409	\$482,800	\$482,815	\$482,815
Less Available BSI *	\$0	(\$92,196)	\$0	\$0	\$0	(\$87,505)
NET GENERAL FUND COST	(\$38,250)	\$0	(\$10,510)	(\$398)	\$0	\$0
BSI Ending Balance *	\$71,289	N/A	\$76,996	N/A	N/A	N/A

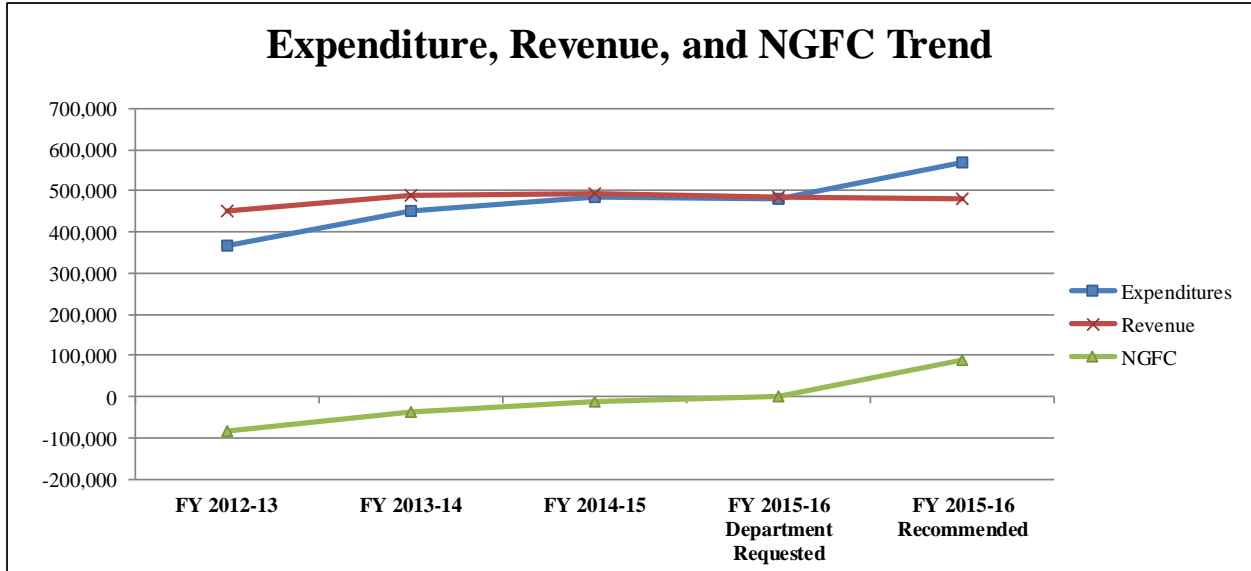
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 \$69,500 of the current \$87,505 Budget Savings Incentive credits balance to cover the cost of an additional position that is being added.

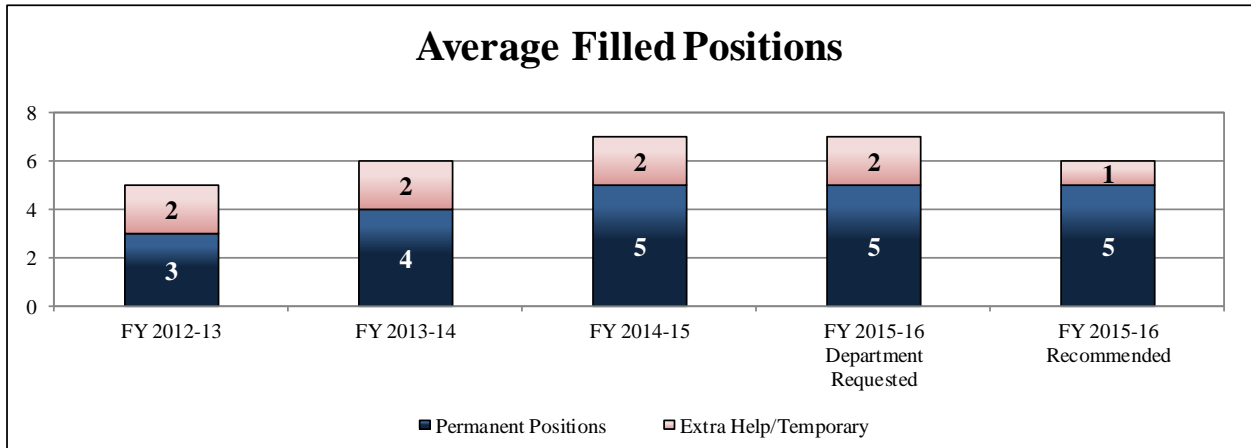
Budget Changes and Operational Impacts

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

The recommended budget includes holding vacant and unfunded one (1) part-time Office Services Assistant position. The division has requested to use their BSI to add one (1) Office Services Technician position that will receive ongoing support through increased fees in subsequent fiscal years.



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	3	4	5	5	5
Extra Help/Temporary	2	2	2	2	1
Total Positions	5	6	7	7	6
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	4	4	N/A	N/A
Extra Help/Temporary (FTE)	2	2	2	N/A	N/A
Total Positions	5	6	6	N/A	N/A
SALARIES & BENEFITS	\$268,606	\$332,833	\$344,182	\$347,701	\$352,401

Summary of Authorized Positions

The division currently has five authorized permanent positions. The division is requesting six positions, of which five have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
County Clerk	5	1	0	6	5	1	6
Total	5	1	0	6	5	1	6

County Clerk	
Classification	
1	Fiscal Support Supervisor
1	Office Services Specialist
2	Office Services Technician
1	Office Services Assistant
5	Current Total
Additions/Deletions	
1	Office Services Technician
6	Requested Total

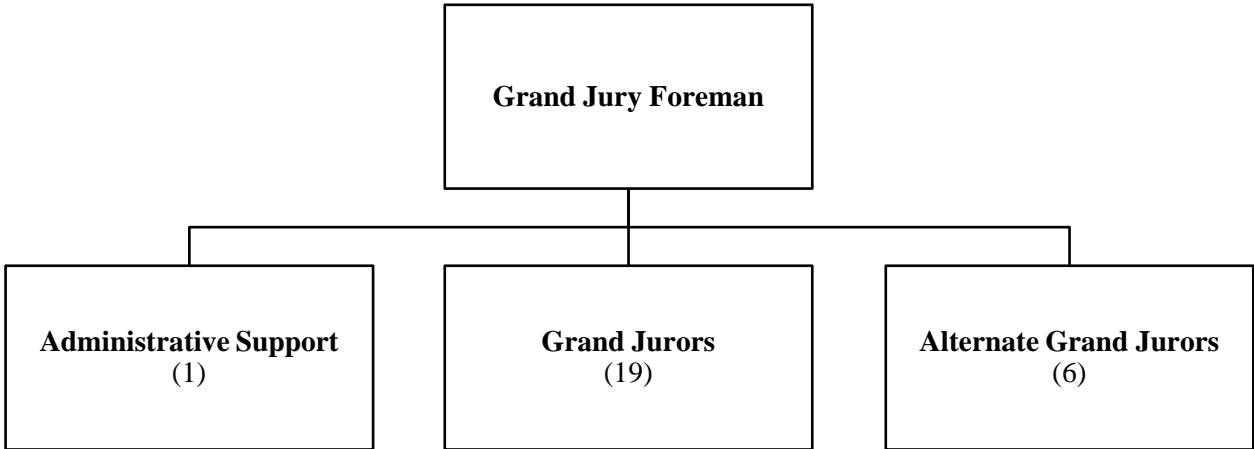


Mission Statement

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 2013-14 and 2014-15 Accomplishments

- The work of the Grand Jury has resulted in one indictment during FY 2013-14.
- In FY 2013-14, the Grand Jury received 49 complaints, conducted 71 investigations, and issued 36 reports.
- In FY 2014-15, the Grand Jury received 48 complaints, issued 32 reports, and completed one criminal indictment.



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

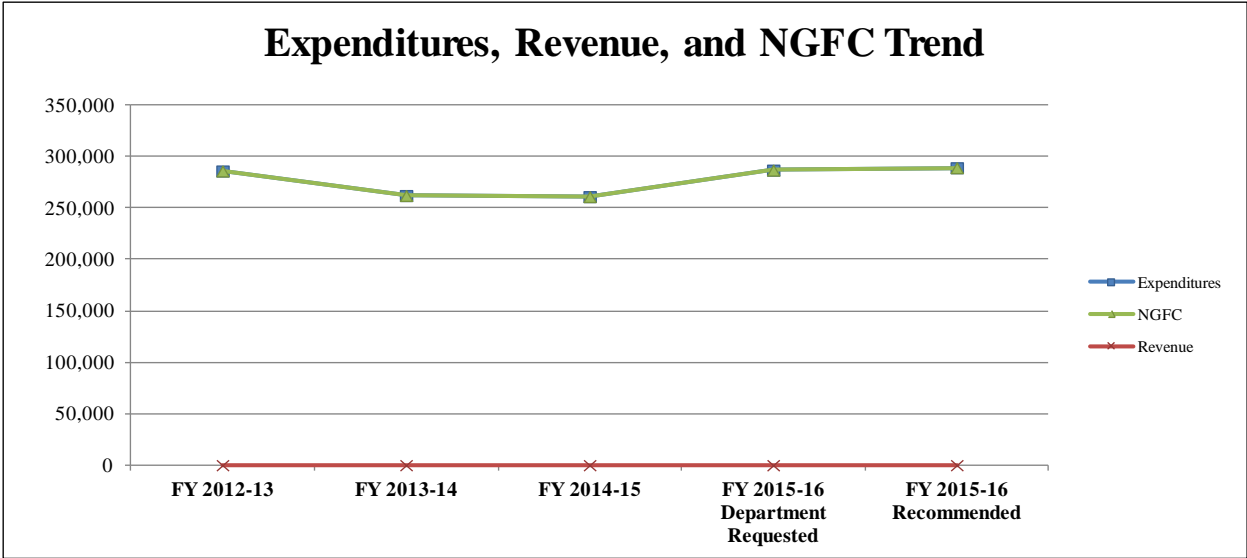
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$91,906	\$90,688	\$88,836	\$95,197	\$96,241	\$96,241
Services and Supplies	170,220	203,019	172,226	191,623	192,904	192,904
TOTAL EXPENDITURES	\$262,126	\$293,707	\$261,062	\$286,820	\$289,145	\$289,145
NET GENERAL FUND COST	\$262,126	\$293,707	\$261,062	\$286,820	\$289,145	\$289,145

Major Expenditures and Revenue in FY 2015-16 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.

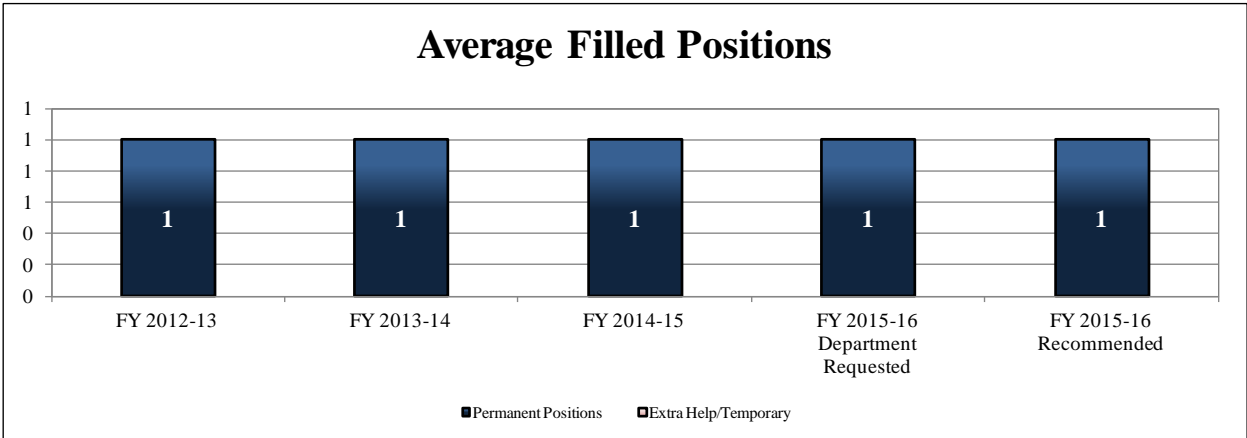
Budget Changes and Operational Impacts

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 department's allocation of Net General Fund Cost will increase due to the rise in employee health benefits and retirement costs. Services and supplies continue to be budgeted above prior year expenditures which ensures no service level impacts.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	1	1	1	1	1
Total Positions	1	1	1	1	1
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1	1	1	N/A	N/A
Total Positions	1	1	1	N/A	N/A
SALARIES & BENEFITS	\$87,754	\$106,701	\$88,836	\$95,197	\$96,241

Summary of Authorized Positions

The department has 1 authorized permanent position, which is budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administrative Support	1	0	0	1	1	0	1
Total	1	0	0	1	1	0	1

Administrative Support	
<u>Classification</u>	
1	Sr. Office Services Specialist
1	Requested Total



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$7,119,766	\$7,490,000	\$6,316,441	\$7,557,000	\$7,557,000	\$7,557,000
TOTAL EXPENDITURES	\$7,119,766	\$7,490,000	\$6,316,441	\$7,557,000	\$7,557,000	\$7,557,000
REVENUE:						
Intergovernmental	\$1,373,565	\$1,200,000	\$1,282,333	\$1,225,000	\$1,225,000	\$1,225,000
Charges for Services	71,588	70,000	\$156,727	112,000	112,000	112,000
TOTAL REVENUE	\$1,445,153	\$1,270,000	\$1,439,060	\$1,337,000	\$1,337,000	\$1,337,000
NET GENERAL FUND COST	\$5,674,613	\$6,220,000	\$4,877,381	\$6,220,000	\$6,220,000	\$6,220,000

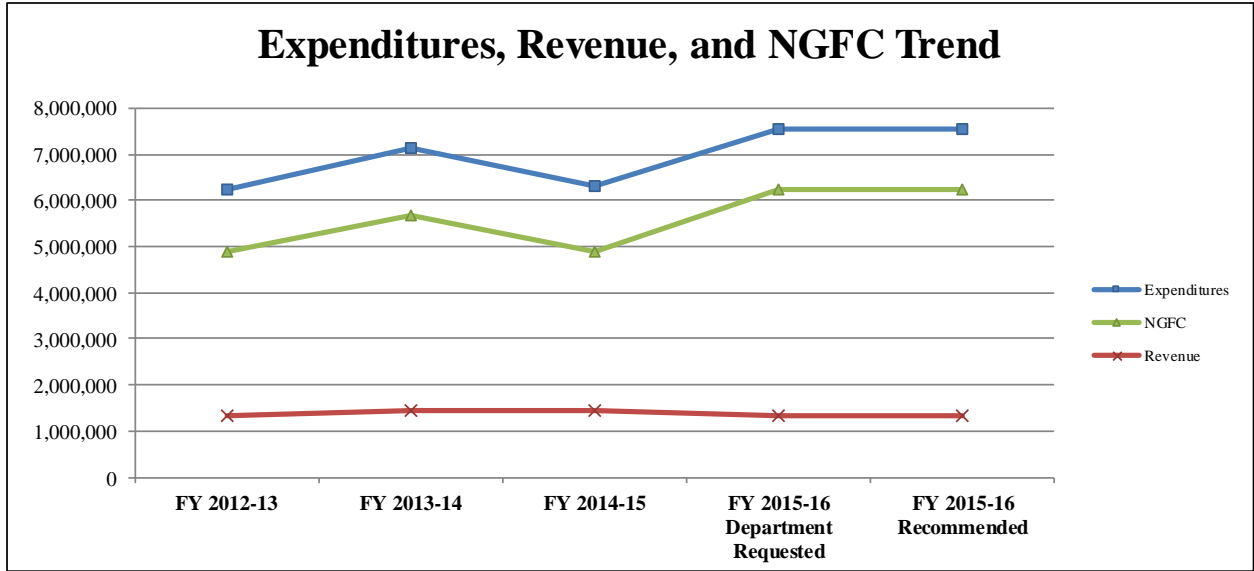
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The majority of expenditures for this program represent payments to the Kern County Bar Association for the administration and representation of indigent clients in the metro area. In the outlying areas of the 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 budget provides sufficient resources to meet the County's constitutional mandate of providing legal representation. Expenditures in this budget unit are dependent on the number of cases referred to the Indigent Defense Program, which fluctuate annually.

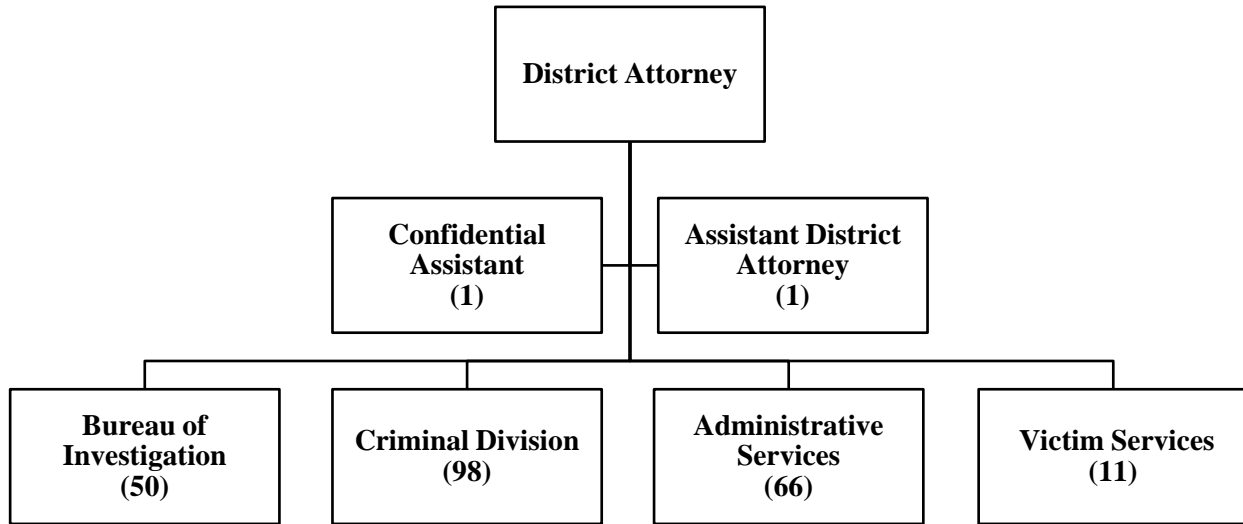
Public Protection



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 2013-14 and 2014-15 Accomplishments

- The Kern County District Attorney’s Office strives to provide the most effective system of justice possible for all the citizens in Kern County. The department continued to perform these duties while trying to utilize the most efficient means possible with the limited resources available. In FY 2014-15 the number of cases filed with the office has leveled off which has allowed the department to work through the backlog of cases from recent years.



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. The department also provides victim services, which transferred from the Probation department in FY 2013-14.

Summary of Expenditures and Revenue

	FY 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$29,910,783	\$32,118,381	\$31,469,383	\$33,525,333	\$33,093,647	\$33,278,646
Services and Supplies	2,598,367	2,701,769	2,352,452	2,729,052	2,699,052	2,699,052
Other Charges	514	0	0	0	0	0
Capital Assets	220,332	263,000	185,149	314,000	275,000	275,000
Other Financing Uses	0	729,812	0	0	0	1,000,427
TOTAL EXPENDITURES	\$32,729,996	\$35,812,962	\$34,006,984	\$36,568,385	\$36,067,699	\$37,253,125
Expend. Reimb.	(\$219,201)	(\$147,000)	(\$219,566)	(\$147,000)	(\$147,000)	(\$147,000)
TOTAL NET EXPENDITURES	\$32,510,795	\$35,665,962	\$33,787,418	\$36,421,385	\$35,920,699	\$37,106,125
REVENUE:						
Fines and Forfeitures	\$0	\$30,000	\$2,303	\$30,000	\$30,000	\$30,000
Intergovernmental	4,539,107	5,169,392	5,575,067	5,490,000	5,490,000	5,490,000
Charges for Services	2,966,119	3,603,853	3,236,599	3,447,000	3,447,000	3,447,000
Miscellaneous	541,084	660,000	640,290	500,001	100,001	100,001
Other Financing Sources:						
2011 Realignment	1,977,213	1,811,850	2,070,223	1,990,296	1,990,296	2,175,295
Local Public Safety	5,407,332	5,594,956	5,494,958	5,594,956	5,781,752	5,781,752
Real Estate Fraud	244,000	352,600	352,600	400,000	800,000	800,000
D.A. Local Forfeiture Trust	300,000	300,000	300,000	300,000	300,000	300,000
D.A. Equipment/Automation	0	73,000	0	73,000	73,000	73,000
D.A. Court Ordered Penalties	300,000	250,000	250,000	500,000	500,000	500,000
TOTAL REVENUE	\$16,274,855	\$17,845,651	\$17,922,040	\$18,325,253	\$18,512,049	\$18,697,048
Less Available BSI *	\$0	(\$729,812)	\$0	\$0	\$0	(\$1,000,427)
NET GENERAL FUND COST	\$16,235,940	\$17,090,499	\$15,865,378	\$18,096,132	\$17,408,650	\$17,408,650
BSI Ending Balance *	\$372,857	N/A	\$729,812	N/A	N/A	N/A

* BSI = Budget Savings Incentives



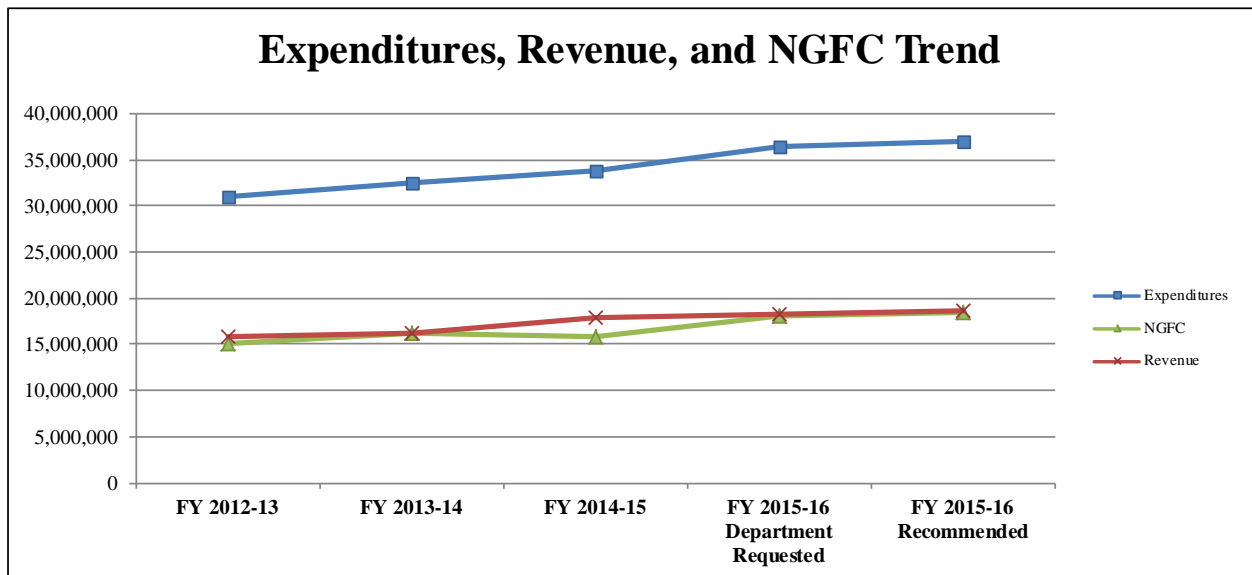
Major Expenditures and Revenue in 2015-16 Recommended Budget

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 \$5.7 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 realignment funds of approximately \$2.1 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 nearly all of its accumulated Budget Savings Incentive credits, \$934,632 of \$1,000,472, 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.

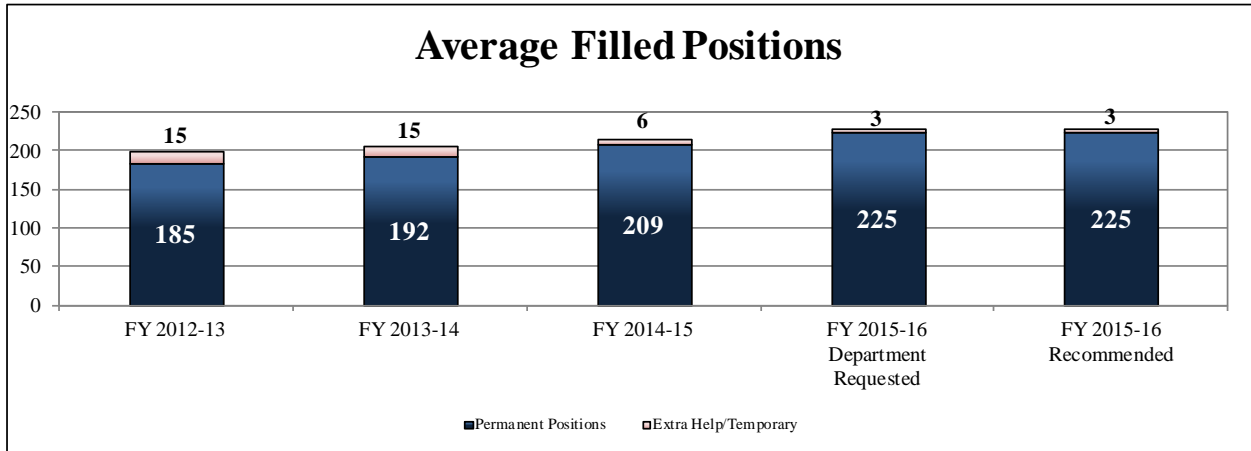
Appropriations for salaries and benefits have increased over the prior year due to the department’s desire to fill previously vacant positions to meet increased operational demands. Similarly, revenue in the recommended budget has increased from FY 2014-15 primarily due to increased revenue estimates for State prison reimbursement, Local Public Safety Funds, and AB109. Services and supplies are expected to remain relatively unchanged over FY 2014-15.



Staffing Changes and Operational Impacts

The FY 2015-16 recommended budget includes funding for 225 positions, a net decrease of three positions achieved by the addition of one (1) Legal Process Technician position and deletion of one (1) vacant Office Services Assistant position, one (1) vacant Fiscal Support Technician position, one (1) vacant Office Services Technician position, and one (1) vacant Assistant Chief District Attorney’s Investigator position.

Public Protection



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	185	192	209	225	225
Extra Help/Temporary	15	15	6	3	3
Total Positions	200	207	215	228	228
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	186	192	209	N/A	N/A
Extra Help/Temporary (FTE)	8	9	5	N/A	N/A
Total Positions	194	201	214	N/A	N/A
SALARIES & BENEFITS	\$28,547,618	\$29,910,783	\$31,469,383	\$33,525,333	\$33,278,646



Summary of Authorized Positions

The FY 2015-16 budget includes funding for all of the proposed 225 positions, a net decrease of three authorized positions due to one addition and four deletions.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Bureau of Investigation	51	0	1		50	50	0	50
Criminal	98	0	0		98	98	0	98
Victim Services	11	0	0		11	11	0	11
Administration	68	1	3		66	66	0	66
Total	228	1	4		225	225	0	225

Public Protection



Bureau of Investigation	Criminal	Victim Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief District Attorney's Inv.	1 District Attorney	1 Program Coordinator
1 Asst. Chief District Attorney's Inv.	1 Asst. District Attorney	9 Victim Witness Spec. I/II
3 District Attorney's Lieutenant	1 Confidential Assistant	1 Office Services Technician
24 District Attorney's Investigator	1 Chief Deputy District Attorney	11 Requested Total
2 Supervising Investigative Aide	94 Deputy District Attorney	
18 Investigative Aide	98 Requested Total	
2 Evidence Technician		
51 Current Total		
<u>Additions/Deletions</u>		
(1) Asst. Chief District Attorney's Inv.		
50 Requested Total		
Administrative Services		
<u>Classification</u>		
1 Administrative Services Officer		
1 Program Support Supervisor		
1 Accountant		
2 Fiscal Support Specialist		
3 Fiscal Support Technician		
5 Paralegal		
6 Senior Legal Secretary		
20 Legal Secretary		
6 Legal Process Technician		
19 Office Services Technician		
1 Office Services Assistant		
1 LAN Systems Administrator		
2 Sr. Information Systems Spec.		
68 Current Total		
<u>Additions/Deletions</u>		
(1) Office Services Assistant		
(1) Fiscal Support Technician		
(1) Office Services Technician		
1 Legal Process Technician		
66 Requested Total		

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of Felony Trials	142	160	175	205	175
Percentage of Felony Complaint Requests Filed as Felony	40.4%	53.5%	50%	53.5%	50%
Felony Trial Conviction Percentage	84.0%	83.7%	100%	70.2%	100%
Number of Misdemeanor Filings	28,275	27,466	27,000	27,690	27,000
Total State Prison Admissions per 100,000 Population	147.17	150	160	181	160
Number of Gang Defendants and Juvenile Gang Defendants Charged as an Adult with a Gang-Related Offense.	658	512	600	676	600
Felony Conviction Rate of Adult Gang Defendants	93%	87%	92%	89%	100%
Number of Dispositions of Adult Gang Defendants	598	649	600	N/A	N/A
Number of Adult Gang Defendants who were Sentenced	184	238	250	N/A	N/A
Number of Adult Gang Defendants who were Sentenced to State Prison	124	128	150	N/A	N/A
Percentage of Convicted Adult Gang Defendants Sentenced to State Prison	67.4%	54.6%	60%	N/A	N/A

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. In FY 2014-15 the department discontinued the tracking of several gang specific efforts and is focusing on broader categories that better reflect the overall performance of the office. These department wide measurements provide a better representation of the overall effectiveness of the department in meeting the performance goals.

Public Protection



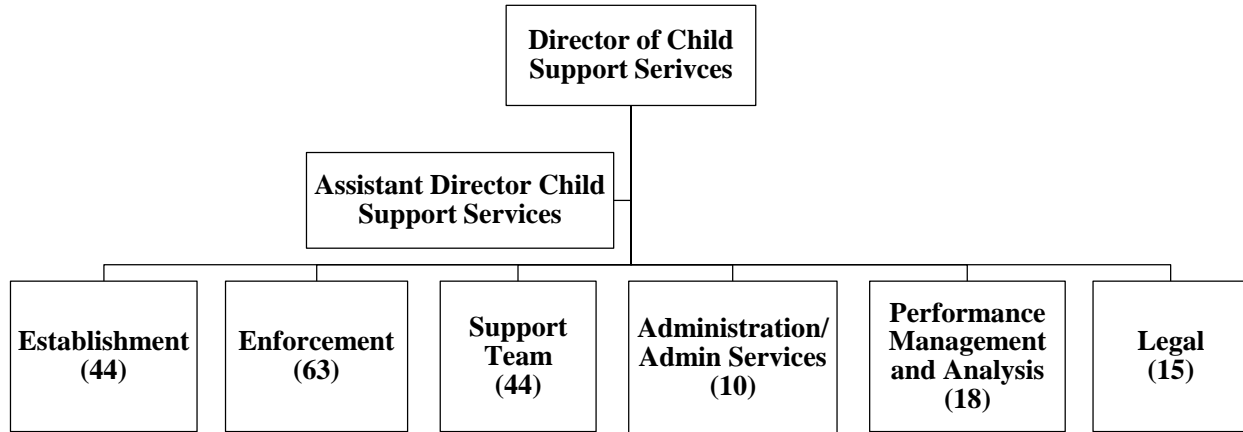
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- The department was recognized for exceeding its performance goals in the federal performance measures of paternity establishment, cases with support orders, and cost effectiveness and for improving upon the Federal Fiscal Year 2013 performance in the federal performance measures of collection on current support and cases with payment on arrears with an overall 7.25% increase in total distributed collections for Federal Fiscal Year 2014.
- The department was recognized among the top 10 most cost effective child support programs operating in California. For every dollar expended in Federal Fiscal Year 2014, the department collected \$3.81 in child support.
- The department successfully collaborated with the Kern County Bar Association - Charitable Foundation and hosted the fifth annual Health & Wellness Fair in August 2014. To further increase awareness, the department also hosted its First Annual Ridgecrest Health & Wellness Fair in August of 2014. These community events assisted the department in collaborating with 88 community partners and vendors to deliver information and services to County families and to raise funds to enable the department to distribute over 4,500 backpacks and school supplies to the children and families.
- Since July 1, 2011, KDCDCSS has been a regional call center by assuming the responsibility of answering Solano County's customer calls through the State Enterprise Customer Service Solution. The department has successfully provided quality services to Solano's customers while maintaining the same level of services to County customers.



Child Support Services

Department Head: Phyllis Nance

Fund: Child Support Services

Budget Unit: 2183 and 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$16,936,935	\$18,198,138	\$16,476,277	\$17,919,899	\$17,919,900	\$17,919,900
Services and Supplies	3,763,018	3,651,877	3,722,365	3,751,509	3,751,509	3,751,509
Other Charges	557,778	505,115	484,467	577,003	577,003	577,003
Capital Assets	72,088	0	0	0	0	0
TOTAL EXPENDITURES	\$21,329,819	\$22,355,130	\$20,683,109	\$22,248,411	\$22,248,412	\$22,248,412
REVENUE:						
Use of Money/Property	\$26,628	\$27,064	\$28,911	\$27,064	\$27,064	\$27,064
Intergovernmental	21,207,016	22,327,966	21,505,451	22,221,248	22,221,248	22,221,248
Miscellaneous	161	100	11,772	100	100	100
TOTAL REVENUE	\$21,233,805	\$22,355,130	\$21,546,134	\$22,248,412	\$22,248,412	\$22,248,412
NET FUND COST	\$96,014	(\$29,200)	(\$863,025)	(\$1)	\$0	\$0

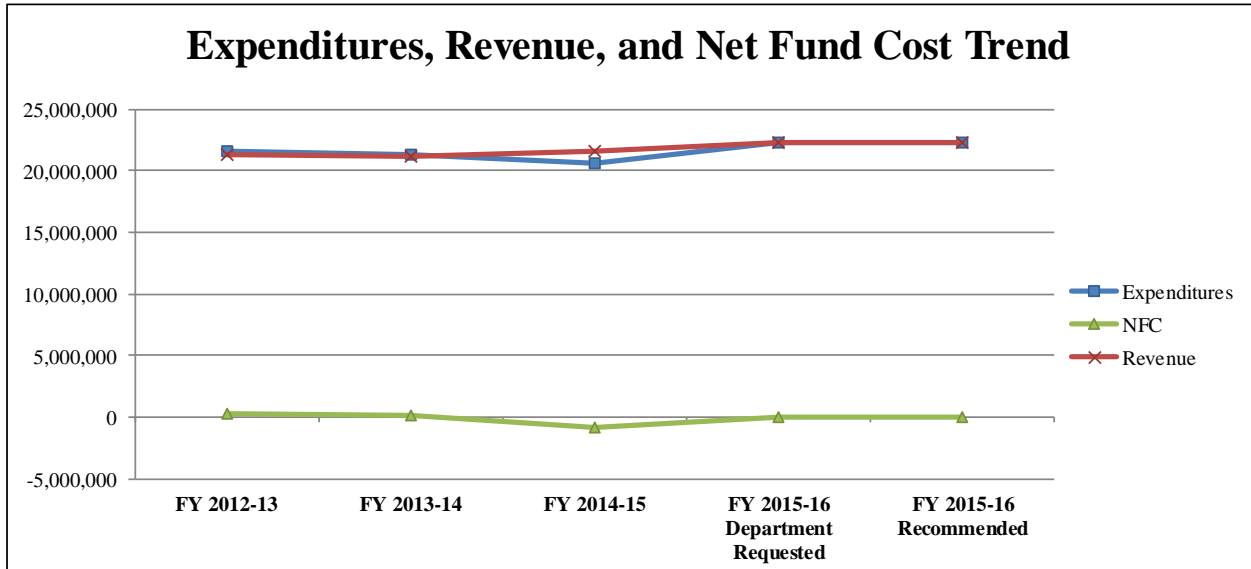
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 \$3.7 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

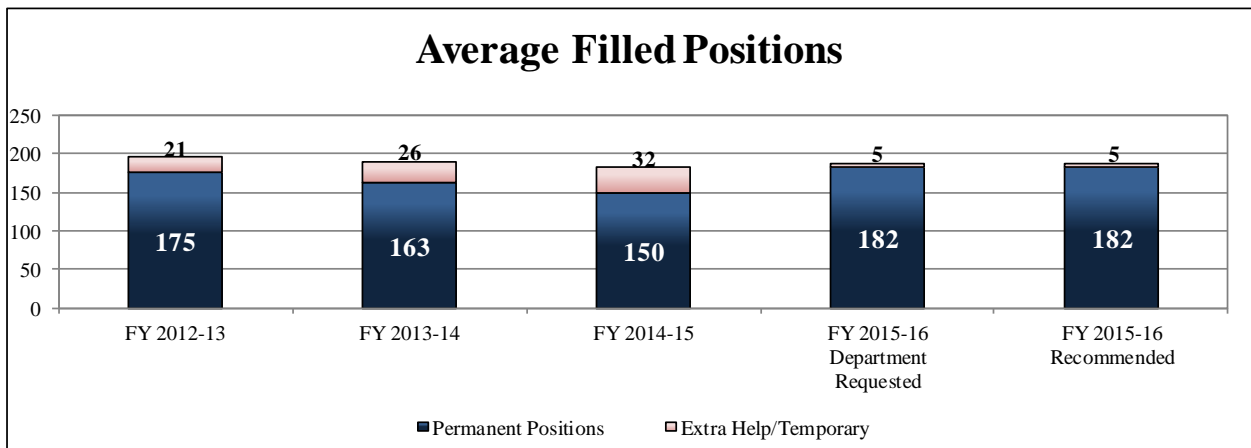
increase in contract service costs, utilities, building rent, and higher salaries and benefits due to the rising employee benefit costs and an increase in filled positions.



Public Protection

Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Department of Child Support Services Program Manager, one (1) Supervising Child Support Customer Service Representative position, one (1) Senior Child Support Customer Service Representative position and seven (7) Child Support Customer Service Representative positions and the deletion of one (1) vacant Departmental Analyst I/II position, one (1) vacant Office Services Assistant position, one (1) vacant Office Services Technician position, one (1) vacant Child Support Officer IV position, one (1) vacant Fiscal Support Specialist position, one (1) vacant Information Services Specialist I/II/II position, one (1) vacant Local Area Network System Administrator position, one (1) vacant Supervising Investigative Aide position, and one (1) vacant Investigative Aide position. The addition of these positions will assist to serve the community in the establishment process and more efficiently serve internal customers.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	175	163	150	182	182
Extra Help/Temporary	21	26	32	5	5
Total Positions	196	189	182	187	187
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	169	162	149	N/A	N/A
Extra Help/Temporary (FTE)	17	19	22	N/A	N/A
Total Positions	186	181	171	N/A	N/A
SALARIES & BENEFITS	\$17,143,621	\$16,936,935	\$16,476,277	\$17,919,899	\$17,919,900

Summary of Authorized Positions

The department currently has 203 authorized positions. The recommended budget includes 204 authorized positions, of which 182 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	11	1	(2)	10		10	0	10
Establishment	35	9	0	44		38	6	44
Enforcement	64	0	(1)	63		52	11	63
Support Team	48	0	(4)	44		43	1	44
Administrative Services	10	0	0	10		8	2	10
Performance Management and Analysis	20	0	(2)	18		17	1	18
Legal	15	0	0	15		14	1	15
Total	203	10	(9)	204		182	22	204

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of current support collected	59.5%	60.9%	66.5%	61.9%	68.5%
Percentage of cases with arrearage collections	58.3%	58.8%	66.3%	58.3%	68.3%
Total distributed child support collections	\$77,594,876	\$79,365,710	\$85,121,022	\$85,121,022	\$89,121,022

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. The department's actual performance was slightly below its adopted goal but it is expected that the department will improve its performance this fiscal year.

Objective 2: Children's access to medical services is increased.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	103%	100.5%	105%	100.5%	100%
Percentage of open cases with support orders	86.9%	87.8%	95%	85.3%	97%

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. The department's actual percentage of open cases with support orders was slightly below the adopted goal but it is expected that percentage will increase this fiscal year.

Goal 2: Promote fiscal responsibility in operations

Objective 1: Maximize the utilization of federal and State funding more efficiently and effectively

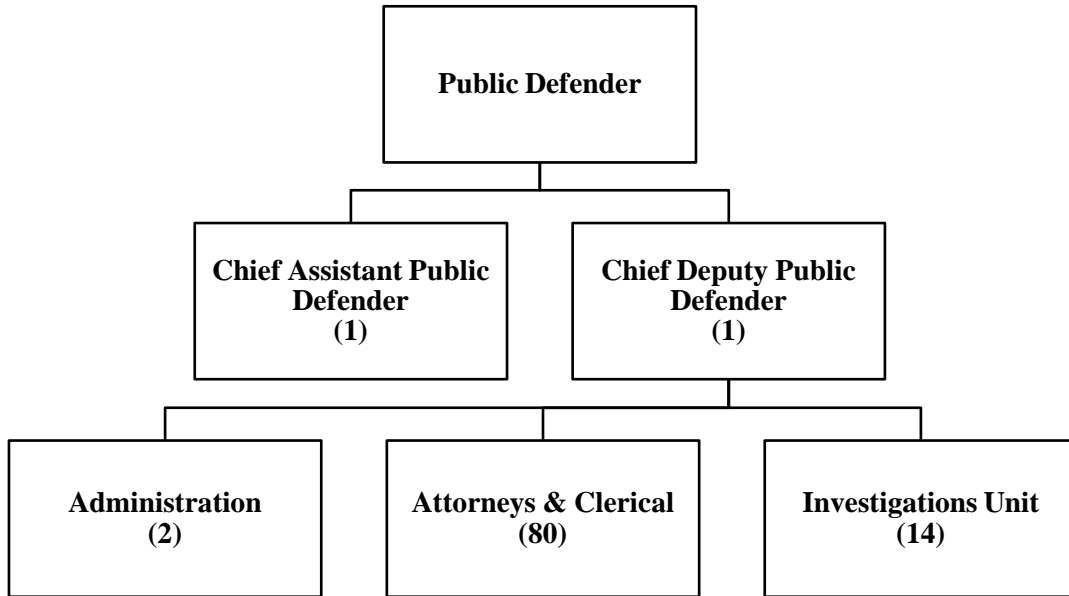
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Amount of child support collected for every dollar expended	\$3.66	\$3.75	\$3.00	\$3.89	\$3.50

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 2013-14 and 2014-15 Accomplishments

- Department lawyers and staff performed at high levels and have absorbed significant caseload increases.
- More than half of Public Defender clients that went to trial either won full acquittals or were convicted of fewer (or lesser) offenses than charged.
- In FY 2013-14 the department's total case load appointments were 44,880, this represents a 10% increase over the prior fiscal year.
- In FY 2014-15 the department's total case load appointments were 46,166, this represents a 3% increase over the prior fiscal year.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$14,012,873	\$14,695,084	\$14,087,431	\$15,109,031	\$15,170,686	\$15,193,387
Services and Supplies	697,785	1,117,037	855,587	943,876	943,876	987,748
Other Charges	0	259	19,250	77,259	77,259	80,259
Capital Assets	5,979	0	0	0	0	0
Other Financing Uses	0	833,007	0	0	0	1,011,641
TOTAL EXPENDITURES	\$14,716,637	\$16,645,387	\$14,962,268	\$16,130,166	\$16,191,821	\$17,273,035
REVENUE:						
Intergovernmental	\$1,122,330	\$1,092,647	\$961,117	\$1,092,647	\$1,092,647	\$1,092,647
Charges for Services	743,436	495,000	729,269	500,000	500,000	500,000
Miscellaneous	15	0	0	0	0	0
Other Financing Sources:						
2011 Realignment	1,020,630	797,250	918,486	1,100,674	918,756	988,329
Local Public Safety Funds	4,544,539	4,702,226	4,702,226	4,700,000	4,859,217	4,859,217
TOTAL REVENUE	\$7,430,950	\$7,087,123	\$7,311,098	\$7,393,321	\$7,370,620	\$7,440,193
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	(\$1,011,641)
NET GENERAL FUND COST	\$7,285,687	\$9,558,264	\$7,651,170	\$8,736,845	\$8,821,201	\$8,821,201
BSI Ending Balance *	\$540,422	N/A	\$833,007	N/A	N/A	N/A

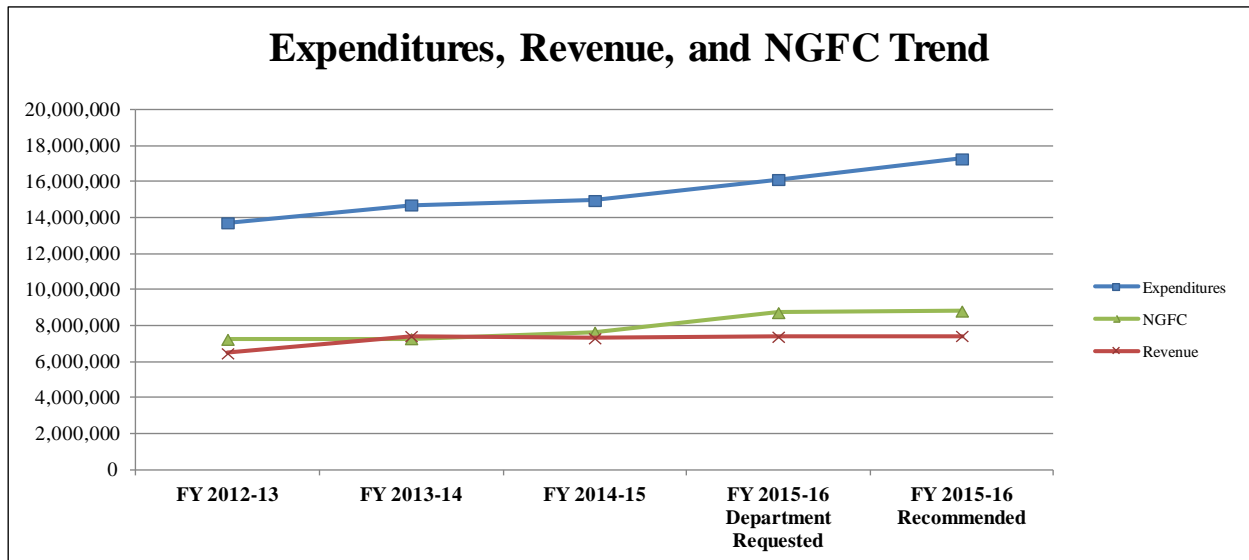
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 \$4.8 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. The department has a balance of \$1,011,641 of accumulated Budget Savings Incentive (BSI) credits.

Budget Changes and Operational Impacts

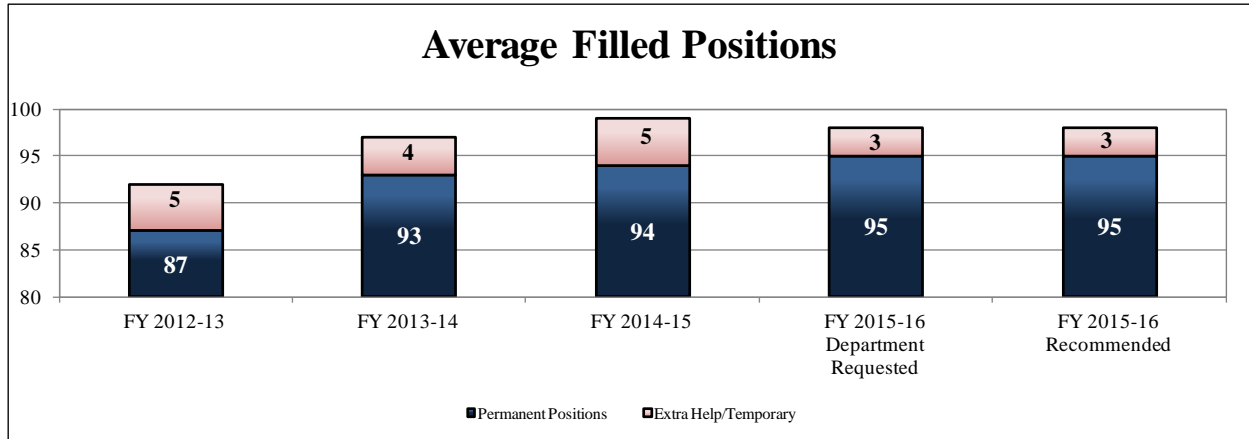
The recommended budget provides an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court and will allow the department to retain all of its accumulated BSI credits. As with past years, the department has continued to experience workload increases. In FY 2014-15 the Public Defender received 46,166 case appointments, which represents a 13% increase from two years ago, a 3% increase over the past year. The department is able to meet the constraints imposed by increasing employee health benefits and pension costs through an increase in Local Public Safety revenues and prudent budget practices. Services and supplies are expected to increase due to the uncertain costs associated with defending high-profile cases, often requiring expert services.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 95 of the department’s 99 authorized positions. The department will hold vacant one (1) Chief Public Defender Investigator position; (1) Public Defender Investigator position; and two (2) Deputy Public Defender positions. The recommended budget also includes funding for four extra help positions. The increase in salaries and benefits is primarily associated with an increase in employee health benefits and pension costs.





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	87	93	94	95	95
Extra Help/Temporary	5	4	5	3	3
Total Positions	92	97	99	98	98
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	88	93	90	N/A	N/A
Extra Help/Temporary (FTE)	5	3	4	N/A	N/A
Total Positions	93	96	94	N/A	N/A
SALARIES & BENEFITS	\$13,160,325	\$14,012,873	\$14,087,431	\$15,109,031	\$15,193,387

Summary of Authorized Positions

The department has 99 authorized positions, of which 95 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Administration	5	0	0	5	5	0	5
Misdemeanor and Felony Trials	80	0	0	80	78	2	80
Investigations	14	0	0	14	12	2	14
Total	99	0	0	99	95	4	99



Administration	Misdemeanor and Felony Trials	Investigations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
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 Administrative Coordinator	10 Office Services Technician	14 Requested Total
1 Office Services Specialist	3 Office Services Assistant	
5 Requested Total	80 Requested Total	

Public Protection

Fiscal Year 2015-16 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 of 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of Felony and Misdemeanor Trials Not Guilty as Charged	59.1%	54.2%	60%	50.9%	60%
Total Number of Cases Appointed to the Public Defender's Office by the Judicial System.	40,827	44,880	44,000	46,166	45,000
Total Number of Dependency Case Appointments	3,906	3,389	3,600	2,695	2,700
Average Cost Per Case	\$373	\$314	\$330	\$311	\$330

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.



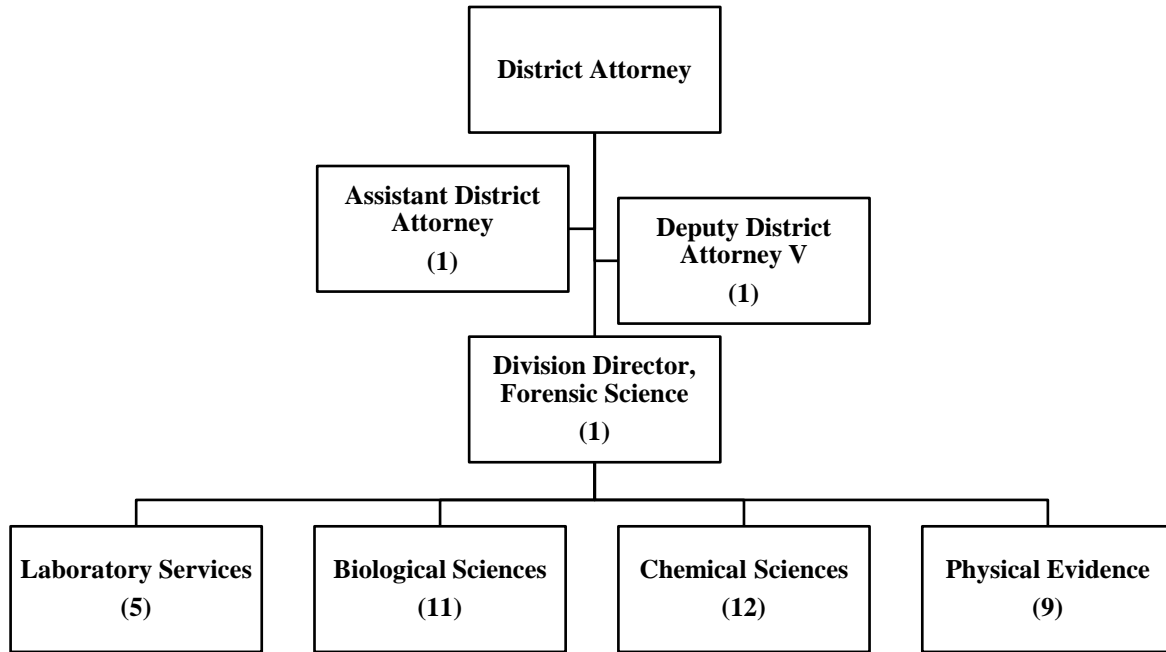
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- During the past two years, the forensic laboratory has continued to implement a new laboratory information management system. The lab has been working on accreditation standards to become compliant with International Organization for Standardization (ISO) requirements. The improvements within the lab have increased efficiency and quality.
- Over multiple prior fiscal years the lab has worked toward becoming one of the few laboratories to be certified by the International Laboratory Accreditation Cooperation under the ISO and the International Electrotechnical Commission. In FY 2014-15 the lab obtained accreditation under ISO/IEC 17020:2012 standards.
- The lab was recognized in several forensic journals as a leader in DNA analysis using TrueAllele software to match DNA samples in previously unsolved cases.



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 ISO/IEC under standards 17020:2012 and anticipates full accreditation under ISO/IEC 17025:2005 by April 2016. These accreditation standards dictate an enhanced level of service and separation of duties.

Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,381,760	\$4,348,262	\$4,411,369	\$4,542,799	\$4,702,039	\$4,716,868
Services and Supplies	1,458,902	2,031,889	1,726,108	2,042,455	2,042,455	2,042,455
Other Charges	111	0	0	0	0	0
Capital Assets	87,211	300,000	50,000	0	0	0
Other Financing Uses	0	653,973	0	0	0	718,828
TOTAL EXPENDITURES	\$5,927,984	\$7,334,124	\$6,187,477	\$6,585,254	\$6,744,494	\$7,478,151
Expend. Reimb.	\$0	(\$1)	\$0	(\$1)	\$0	\$0
TOTAL NET EXPENDITURES	\$5,927,984	\$7,334,123	\$6,187,477	\$6,585,253	\$6,744,494	\$7,478,151
REVENUE:						
Fines and Forfeitures	\$115,031	\$120,000	\$123,287	\$120,000	\$120,000	\$120,000
Intergovernmental	181,691	265,700	150,919	265,700	265,700	265,700
Charges for Services	105,191	0	63,171	0	0	0
Miscellaneous	5,386	4,800	6,486	4,800	4,800	4,800
Other Financing Sources:						
2011 Realignment	130,001	122,150	148,652	148,655	148,655	163,484
DNA Identification	330,000	110,000	110,000	100,000	150,000	150,000
Local Public Safety	70,822	207,791	207,790	207,791	214,728	214,728
Criminalist Laboratories	130,000	76,027	0	100,000	100,000	100,000
TOTAL REVENUE	\$1,068,122	\$906,468	\$810,305	\$946,946	\$1,003,883	\$1,018,712
Less Available BSI *	\$0	(\$653,973)	\$0	\$0	\$0	(\$718,828)
NET GENERAL FUND COST	\$4,859,862	\$5,773,682	\$5,377,172	\$5,638,307	\$5,740,611	\$5,740,611
BSI Ending Balance *	\$189,166	N/A	\$653,973	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 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 \$214,728 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.



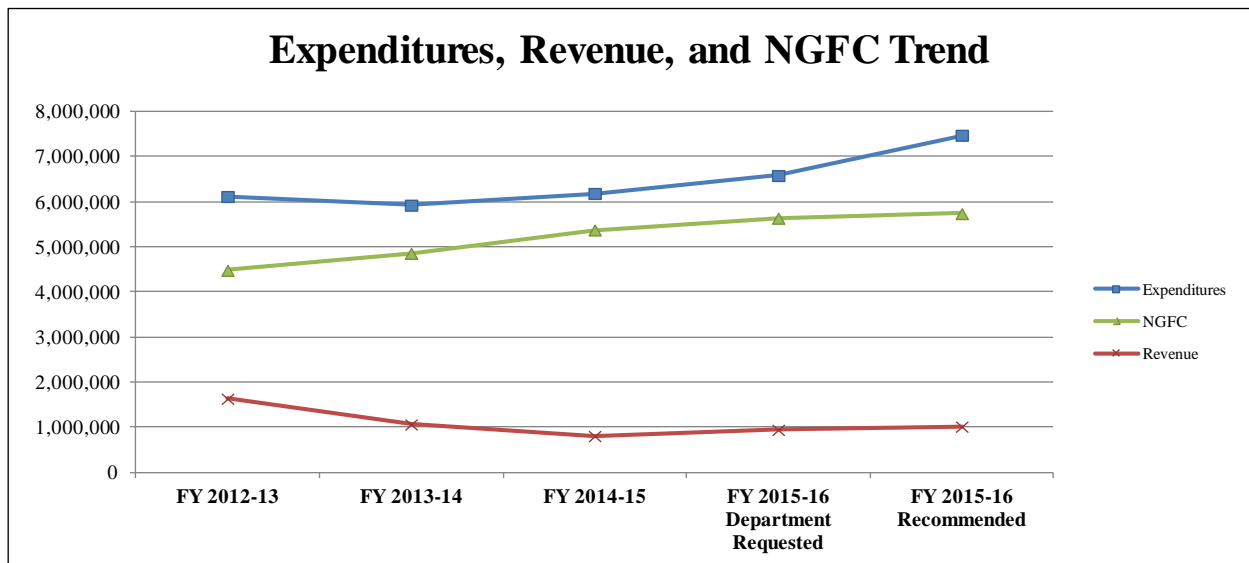
Budget Changes and Operational Impacts

The recommended budget will require the department to commit \$308,464 of the \$718,828 in Budget Savings Incentive (BSI) credits.

Salaries and benefits will be higher than FY 2014-15 as health benefits and retirement rates have increased. Services and supplies, which is primarily comprised of consumable supplies for laboratory testing and service contracts necessary to properly maintain the high-tech equipment, will remain similar to prior years. Revenue will change slightly as 2011 Realignment and Local Public Safety (Prop 172) funding is anticipated to increase.

The recommended funding level will allow the department to pursue its mission and to achieve full ISO/IEC accreditation within FY 2015-16.

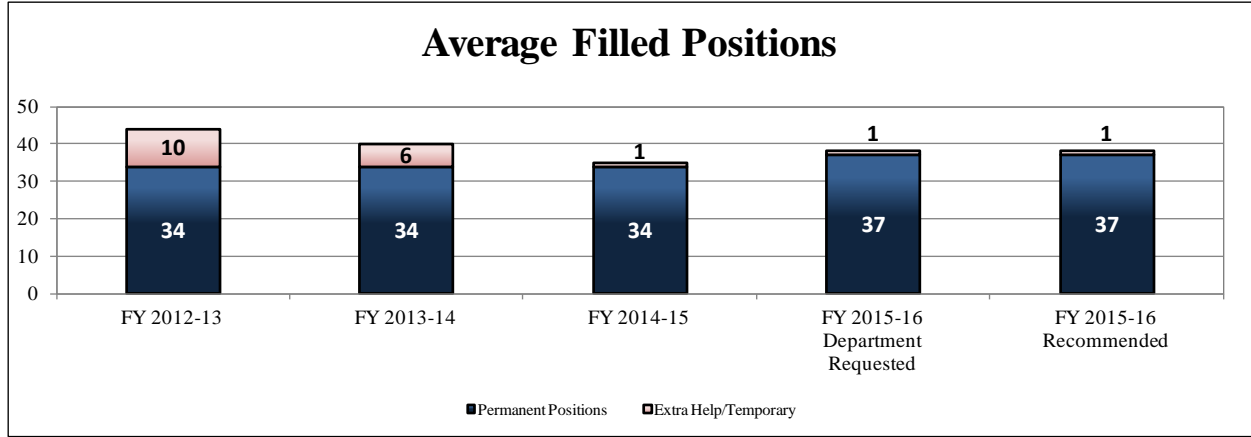
Public Protection



Staffing Changes and Operational Impacts

The department will delete four vacant positions: two (2) Laboratory Assistant positions; one (1) Office Services Technician position; and one (1) Laboratory Helper position. There are no anticipated impacts caused by these deletions, as the job duties have been absorbed elsewhere in the department.





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	34	34	34	37	37
Extra Help/Temporary	10	6	1	1	1
Total Positions	44	40	35	38	38
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	32	33	N/A	N/A
Extra Help/Temporary (FTE)	9	5	1	N/A	N/A
Total Positions	42	37	34	N/A	N/A
SALARIES & BENEFITS	\$4,492,337	\$4,381,760	\$4,411,369	\$4,542,799	\$4,716,868

Summary of Authorized Positions

The department has 41 authorized permanent positions, of which 37 are budgeted to be filled, while the remaining four will be deleted.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Forensic Sciences	41	0	4		37	37	0	37
Total	41	0	4		37	37	0	37



Forensic Sciences	
<u>Classification</u>	
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
18	Criminalist
12	Forensic Lab Technician
1	Administrative Coordinator
1	Fiscal Support Technician
2	Laboratory Assistants
1	Office Services Technician
1	Laboratory Helper
41	Current Total
<u>Additions/Deletions</u>	
(2)	Laboratory Assistants
(1)	Office Services Technician
(1)	Laboratory Helper
37	Requested Total

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Provide Exceptional Crime Prevention and Law Enforcement Services and an Effective System of Justice.

<i>Objective 1: Reduce Crime and Improve Law Enforcement Services</i>					
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
The average number of days between the submission of a DNA request and the delivery of a report of examination	Value	129	60	69	60
The number of backlogged DNA cases (requests >60 days without a report)	Value	254	0	76	0
The average number of days between the submission of a request for toxicological service and the delivery of a report of examination	Value	40	20	32	20
The number of backlogged toxicological cases (requests >40 days without a report)	Value	216	0	130	0

These measurements show the overall effectiveness and productivity of key areas of the lab in working to provide an effective and efficient system of justice while improving services to law enforcement agencies. The new accreditation requirements and information management system allow for better tracking and reporting with the new proposed performance measures.

The department strives to eliminate backlogs and provide a rapid response in all cases. The department has made significant improvements toward achieving their goals and will continue to monitor caseloads and turn-around times to achieve their proposed goals.



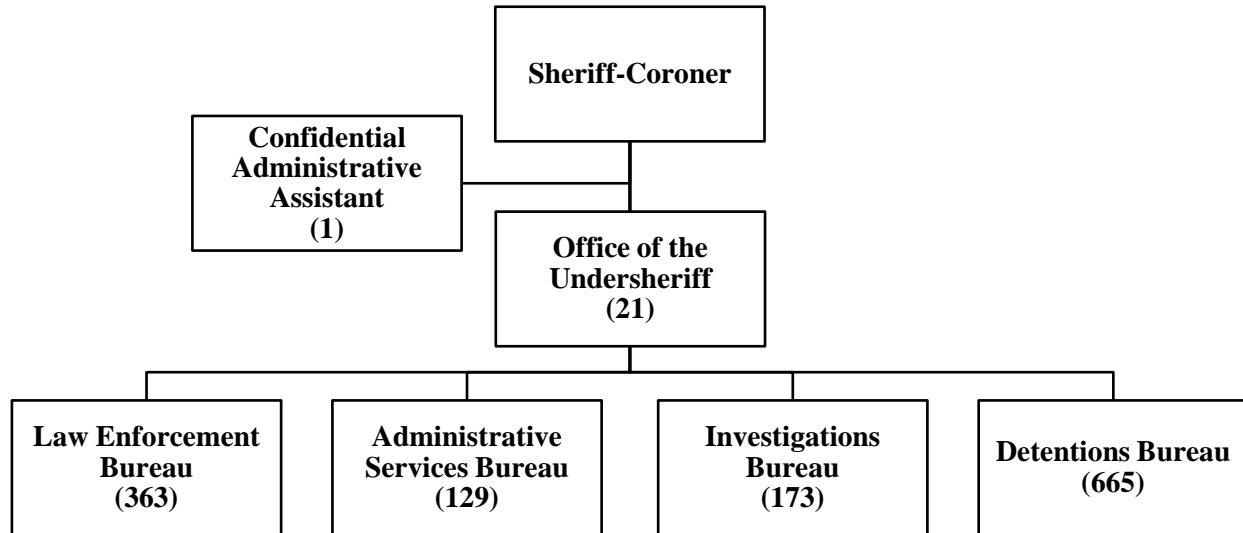
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Received \$4,474,216 in grant funding during FY 2013-14 and \$1,064,660 for FY 2014-15 primarily from state and federal agencies.
- Created an ordinance which allows the Sheriff's Office to donate bikes to charitable organizations.
- The Sheriff's Office secured 94,912 hours of volunteer services during 2013 and 92,571 hours during 2014 valued at \$2.2 million based on the state volunteer rate.
- Seized narcotics during FY 2014-15 with a street value of \$218,058,200.
- Obtained Federal Excess Property totaling \$2,356,118 during FY 2014-15.
- 1,561 Work Release participants generated a total of \$431,473 in revenue for work performed and saved \$5,916,510 versus the cost of incarceration.
- The Electronic Monitoring Program saved \$12,502,710 versus incarceration.
- Sheriff's parole saved \$11,373,400 versus incarceration by releasing and supervising inmates who have employment or are participating in educational or residential treatment programs.
- Introduced five new adult evidence-based programs in detentions.
- Developed a warehouse inventory supply ordering application.
- Implemented a pilot body worn camera project in Wasco City using \$15,419 in city funding.



Sheriff-Coroner

Department Head: Donny Youngblood, Elected Function: Public Protection
 Fund: General Activity: Police Protection
 Budget Unit: 2210

Public Protection

Description of Major Services

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. 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 the 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$170,408,128	\$166,800,233	\$167,672,164	\$175,425,756	\$175,010,083	\$177,234,713
Services and Supplies	34,059,240	34,520,553	32,662,473	33,823,409	33,343,163	33,697,276
Other Charges	5,634,095	5,960,398	5,503,734	5,713,755	5,713,755	5,697,923
Capital Assets	639,925	2,515,586	1,737,082	885,000	285,000	285,000
Other Financing Uses	0	0	0	0	0	414,782
TOTAL EXPENDITURES	\$210,741,388	\$209,796,770	\$207,575,453	\$215,847,920	\$214,352,001	\$217,329,694
Expend. Reimb.	(\$162,582)	(\$27,893)	(\$30,037)	\$0	(\$500)	(\$500)
TOTAL NET EXPENDITURES	\$210,578,806	\$209,768,877	\$207,545,416	\$215,847,920	\$214,351,501	\$217,329,194
REVENUE:						
Licenses and Permits	\$481,009	\$480,100	\$497,809	\$477,600	\$477,600	\$477,600
Fines and Forfeitures	15,518	17,200	9,736	11,300	11,300	11,300
Intergovernmental	3,577,605	1,683,021	1,918,672	1,422,873	1,522,869	1,604,590
Charges for Services	11,359,409	11,607,264	11,522,124	11,298,545	11,298,545	11,198,545
Miscellaneous	616,901	1,041,699	428,646	899,800	899,800	899,800
Other Financing Sources:						
2011 Realignment	26,037,094	23,191,139	26,592,063	26,685,432	25,428,768	27,032,359
Real Estate Fraud	100,000	150,000	150,000	150,000	289,000	289,000
Off Hwy MV Lic.	83,131	50,000	15,221	33,000	15,221	15,221
DNA Identification	200,000	110,000	110,000	110,000	150,000	150,000
Local Public Safety	44,664,416	46,214,184	45,986,279	46,214,184	47,757,114	47,757,114
Sheriff Facility Training Fund	200,000	250,000	250,000	240,000	240,000	240,000
Automated Fingerprint Fund	825,383	847,000	847,000	245,000	245,000	245,000
Sheriff's Cal-ID	1,020,267	1,403,000	534,810	2,028,750	2,028,750	2,028,750
Sheriff's Drug Abuse Gang Divr.	40,000	40,000	40,000	40,000	40,000	40,000
Sheriff's Training	91,000	75,000	105,000	75,000	75,000	75,000
Sheriff Work Release	486,025	475,000	425,000	450,000	450,000	450,000
Sheriff's Civil Automated	290,893	198,000	169,050	224,724	224,724	224,724
Sheriff's Firearms	5,000	50,000	25,000	5,000	5,000	5,000
Sheriff Judgement Debtors Fee	570,173	172,650	172,650	185,098	185,098	185,098
Sheriff's Community Resources	14,000	16,000	13,250	11,000	11,000	11,000
Sheriff's Volunteer Service	5,645	10,000	4,970	15,000	15,000	15,000
Sheriff Controlled Substance	440,666	438,089	437,006	437,707	437,707	437,707
Sheriff's State Forfeiture	49,500	0	28,483	95,883	95,883	95,883
HIDTA State Asset Forfeiture	44,700	12,500	0	0	0	0
Fireworks Violations	4,578	0	7,068	0	0	0
Inmate Welfare Fund	3,891,448	3,861,953	3,861,953	4,161,788	4,161,788	4,436,538
KNET Special Asset Forfeiture	20,000	0	0	0	0	0
Cal-MMET State Asset Forfeiture	58,434	290,000	174,952	0	0	0
TOTAL REVENUE	\$95,192,795	\$92,683,799	\$94,326,742	\$95,517,684	\$96,065,167	\$97,925,229
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	(\$414,782)
NET GENERAL FUND COST	\$115,386,011	\$117,085,078	\$113,218,674	\$120,330,236	\$118,286,334	\$118,989,183
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Public Protection



Major Expenditures and Revenue in FY 2015-16 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 (NGFC). Other sources of revenue include \$47.7 million in Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment of \$27 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.

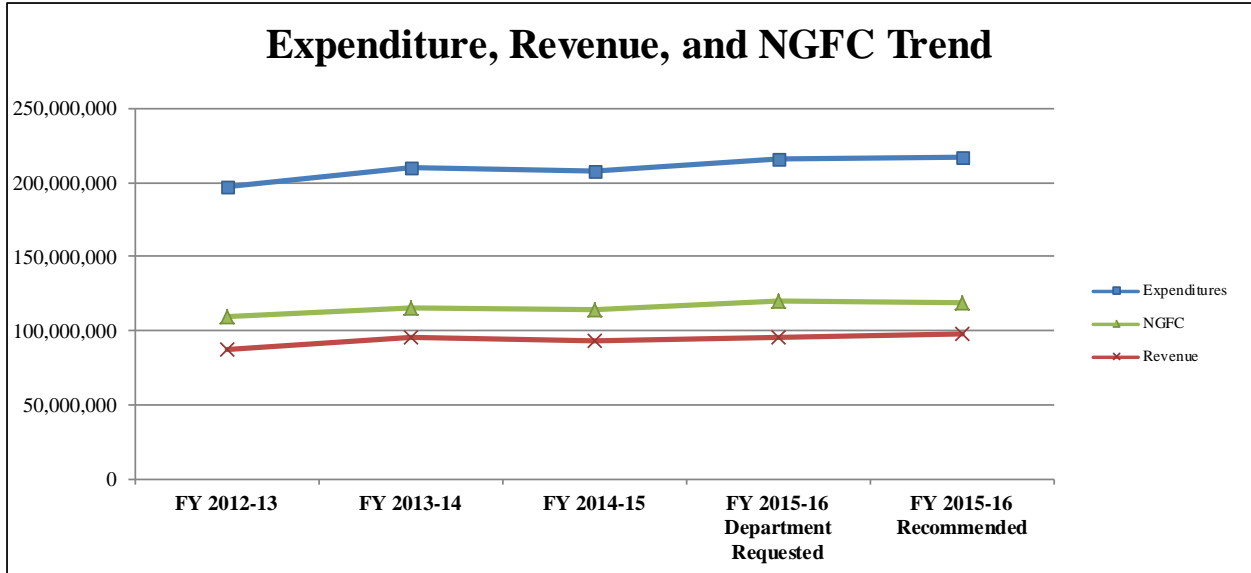
Public Protection

Budget Changes and Operational Impacts

The recommended funding level provides the Sheriff's Office with the resources necessary to continue to provide law enforcement, coroner, and public administration services. Expenditures related to salaries and benefits will increase as health benefit and retirement rates rise, while services and supplies will remain steady. The recommended budget provides for the lease-purchase of 41 patrol vehicles, 8 civilian vehicles, 6 pickups, and a special weapons and tactics (SWAT) equipment truck which total approximately \$3 million to be financed over five years. Asset forfeiture funds will be used to partially offset the cost of the SWAT truck and civil trust funds will be used to purchase the civilian vehicles.

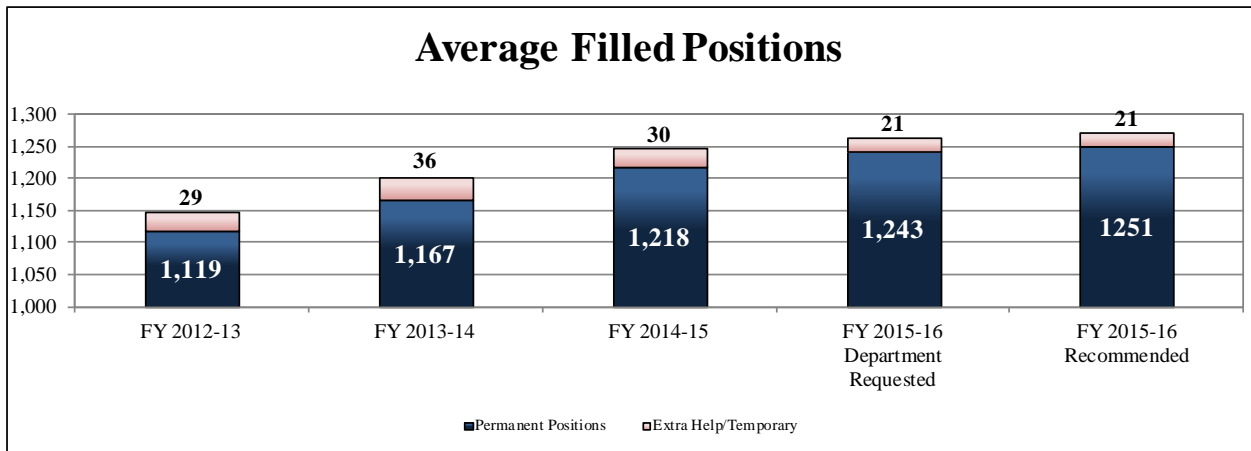
The recommended budget also includes an additional allocation of NGFC in the amount of \$651,195 to mitigate reductions that would have otherwise necessitated the closure of the Ridgecrest Jail. Additionally, the department budgeted to use \$51,653 in accumulated budget savings incentive (BSI) credits to fund one-time purchases to implement a deputy administered Naloxone (Narcan) program and to conduct a site review for the potential SB863 funding opportunity. This increases the reported NGFC while reducing their available BSI by an equal amount, resulting in no additional cost to the General Fund.

Revenue will decrease slightly overall as state funding for the Kern Narcotics Enforcement Team (KNET) was eliminated and funding for state mandated cost reimbursement related to mandatory child abuse reporting will decrease due to legislative changes. Revenue reductions are partially offset by an increase in Proposition 172 funds.



Staffing Changes and Operational Impacts

The department currently has 1,353 authorized positions. The recommended budget includes the addition of one (1) civilian Public Information Officer position, one (1) Accountant I/II position, one (1) Sheriff’s Program Technician position, and two (2) Sheriff’s Program Specialist position while deleting of the following vacant positions: two (2) Sheriff’s Sergeants, seven (7) Sheriff’s Deputies, one (1) Sheriff’s Senior Deputy, and one (1) Fiscal Support Supervisor position. The recommended funding level will require the department to hold 96 positions vacant and unfunded throughout FY 2015-16. The addition of the three Sheriff’s Program positions is funded by the department’s AB109 allocation.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	1119	1167	1218	1,243	1251
Extra Help/Temporary	29	36	30	21	21
Total Positions	1148	1203	1248	1264	1272
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1292	1371	1416	N/A	N/A
Extra Help/Temporary (FTE)	21	27	22	N/A	N/A
Total Positions	1313	1398	1438	N/A	N/A
SALARIES & BENEFITS	\$164,409,332	\$170,408,128	\$167,672,164	\$175,425,756	\$177,234,713

Summary of Authorized Positions

The department currently has 1,353 authorized permanent positions. The recommended budget includes 1,347 authorized positions after the deletion of 11 positions and the addition of five. There are 1,251 positions budgeted to be filled during FY 2015-16 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	1	20	18	2	20
Administrative Services	129	1	4	126	117	9	126
Investigations	173	1	4	170	127	43	170
Law Enforcement	363	0	2	361	347	14	361
Detentions	665	3	0	668	640	28	668
Total	1,353	5	11	1,347	1,251	96	1,347

Office of the Sheriff	Office of the Undersheriff	Administrative Services
<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.	2 Sheriff's Senior Support Spec.
2 Requested Total	1 Administrative Services Officer	2 Sheriff's Commander
	4 Administrative Coordinator	3 Sheriff's Lieutenant
	2 Accountant	2 Office Services Assistant
	4 Fiscal Support Supervisor	10 Sheriff's Sergeant
	4 Fiscal Support Specialist	12 Sheriff's Senior Deputy
	4 Fiscal Support Technician	2 Sheriff's Support Specialist
	21 Current Total	13 Sheriff's Deputy
	<u>Additions/Deletions</u>	5 Administrative Coordinator
	(1) Fiscal Support Supervisor	16 Sheriff's Support Technician
	20 Requested Total	1 Civil Lit. & Risk Mgmt. Coord.
		1 Departmental Analyst
		1 Technology Services Manager
		1 Network Systems Administrator
		6 Sr. Information Systems Spec.
		4 Systems Analyst/Programmer
		3 Information Systems Spec.
		1 Technology Services Supv.
		2 Fiscal Support Technician
		2 Fiscal Support Specialist
		1 Supv. Legal Process Tech
		6 Legal Process Technician
		1 Sr. Legal Process Tech
		1 Sheriff's Coroner Manager
		2 Supervising Deputy Coroner
		9 Deputy Coroner
		2 Coroner's Autopsy Assistant
		1 Medical Transcriptionist
		1 Sheriff's Public Admin. Mgr.
		3 Deputy Public Administrator
		9 Sheriff's Aide
		2 Property Control Officer
		1 Detentions Sergeant
		129 Current Total
		<u>Additions/Deletions</u>
		(2) Sheriff's Sergeant
		(2) Sheriff's Deputy
		1 Accountant I/II
		126 Requested Total

Public Protection



Public Protection

Investigations Bureau	Law Enforcement	Detentions
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy
3 Sheriff's Senior Support Spec.	4 Sheriff's Commander	2 Sheriff's Commander
2 Sheriff's Commander	8 Sheriff's Lieutenant	2 Sheriff's Lieutenant
4 Sheriff's Lieutenant	23 Sheriff's Sergeant	10 Sheriff's Sergeant
18 Sheriff's Sergeant	31 Sheriff's Senior Deputy	10 Sheriff's Senior Deputy
43 Sheriff's Senior Deputy	215 Sheriff's Deputy	172 Sheriff's Deputy
28 Sheriff's Deputy	8 Detentions Deputy	26 Sheriff's Aide
2 Sheriff's Aide	2 Detentions Senior Deputy	281 Detentions Deputy
1 Aircraft Maintenance Supv.	7 Sheriff's Dispatch Assistant	8 Detentions Lieutenant
2 Aircraft Mechanic	6 Sheriff's Dispatch Supervisor	31 Detentions Senior Deputy
1 Aircraft Pilot	22 Sheriff's Dispatcher	1 Detentions Senior Officer
1 Crime Prevention Coordinator	6 Sheriff's Report Technician	23 Detentions Sergeant
1 Crime Prevention Specialist	7 Sheriff's Senior Dispatcher	4 Light Vehicle Driver
3 Administrative Coordinator	1 Sheriff's Senior Support Spec.	2 Maintenance - A/C Mechanic
1 Sheriff's Records Administrator	1 Sheriff's Supv. Report Tech.	1 Maintenance - Auto. Mechanic
6 Sheriff's Report Technician	1 Sheriff's Support Specialist	1 Maintenance Carpenter
8 Evidence Technician	20 Sheriff's Support Technician	2 Maintenance Electrician
6 Identification Technician	363 Current Total	1 Maintenance Plumber
2 Latent Print Examiner		8 Maintenance Worker
2 Office Services Assistant	<u>Additions/Deletions</u>	1 Office Services Assistant
38 Sheriff's Support Technician	(2) Sheriff's Deputy	6 Sheriff's Program Specialist
173 Current Total	361 Requested Total	1 Sheriff's Program Technician
		2 Sheriff's Sr. Support Specialist
<u>Additions/Deletions</u>		9 Sheriff's Support Specialist
(1) Sheriff's Senior Deputy		58 Sheriff's Support Technician
(3) Sheriff's Deputy		1 Structural Maint. Superintendent
1 Public Information Officer		1 Warehouse Supervisor
170 Requested Total		665 Current Total
		<u>Additions/Deletions</u>
		1 Sheriff's Program Technician
		2 Sheriff's Program Specialist
		668 Requested Total

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: provide professional public safety services through community partnerships					
<i>Objective 1: Provide service level to meet safety and security needs of the community</i>					
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average response time to priority 1 emergency calls	6 min. 43 sec	7 min. 24 sec.	6 min.	7 min 53 sec	7 min 30 sec
Percentage of violent crimes investigations cleared	50%	58%	55%	56.9%	55%
Percentage of stolen property recovered from rural crimes	16%	15%	20%	28.1%	29%
Percentage of gang related incidents cleared	68.5%	71%	72%	70%	72%
It is the Sheriff's Office goal to improve the quality of life and ensure safety for the citizens of the County, by ensuring that offenders are arrested and held accountable for crimes committed. While some goals were not achieved, the Sheriff's Office is committed to improve in the areas of average response time to priority one calls and percentage of gang incidents cleared by creating specific strategies to reach these goals next year.					



Objective 2: Reduce incarceration and recidivism through community outreach and evidence-based programs

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of inmates passing the GED test	36.8%	35%	33%	42%	49%
Increase the number of community contacts through community policing programs	N/A	N/A	50	163	175
Increase youth crime prevention and education activities	N/A	N/A	100	138	150
Percentage of inmates completing vocational programs	New Measure		40%	38%	41%
Percentage of inmates completing drug/cognitive behavior therapy	New Measure		45%	93%	53%

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 our 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 our jail facilities. The Sheriff's Office will continue to look for ways to improve and increase in-custody rehabilitation programs and post-release transitional housing by reviewing best practices in other jurisdictions and by further engaging community based organizations.

Public Protection



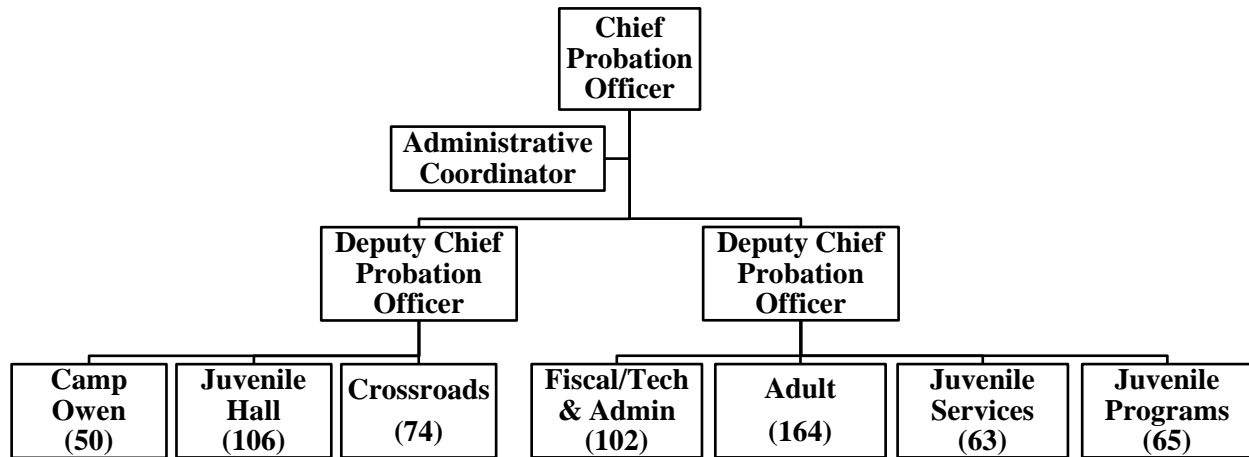
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Mission Statement

To reduce the incidence and impact of criminal behavior of juveniles and adults.

Organizational Chart



Public Protection

Fiscal Year 2013-14 and 2014-15 Accomplishments

- Implementation of a new youth screening assessment program to identify signs of mental and/or emotional disturbance.
- As a direct result of evidenced-based programs in the Kern Crossroads Facility, the recidivism rate continues to decline and currently stands at 41.8%.
- The AB 109 units added 19 new Deputy Probation Officers which reduced caseload sizes for post release community supervision and mandatory supervision offenders.
- The day reporting center had four graduations with 83 candidates successfully completing the program.
- Bridges Academy had 12 mid-year graduates, two of which earned scholarships.
- Blanton Academy developed a relationship with Kern Raceway which allows staff to take students to the track on a weekly basis to learn automotive and race track maintenance skills, resulting in a 42% increase of program completions and a 47% decrease of program failures.
- The Juvenile Supervision Unit and the Adult Supervision Unit made 1,132 arrests, confiscated 21 firearms, and made a total of 150 drug seizures with a street value of \$37,500 in narcotics.
- The K-9 team seized over \$87,000 in currency, located over 20lbs of marijuana, 11lbs of cocaine, and 14lbs of methamphetamine during probation searches as well as assisting other law enforcement agencies.



Probation

Department Head: T.R. Merickel
 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$67,969,205	\$71,294,208	\$68,213,007	\$74,848,553	\$74,947,514	\$78,297,377
Services and Supplies	7,952,309	9,717,195	9,129,534	10,432,720	10,174,720	10,557,720
Other Charges	868,099	936,953	916,236	1,013,220	1,013,220	1,013,220
Capital Assets	5,182	0	56,671	100,000	100,000	100,000
Other Financing Uses	0	1,496,895	0	0	0	1,084,139
TOTAL EXPENDITURES	\$76,794,795	\$83,445,251	\$78,315,448	\$86,394,493	\$86,235,454	\$91,052,456
Expend. Reimb.	(\$2,806)	(\$2,500)	(\$763)	(\$2,500)	(\$2,500)	(\$2,500)
TOTAL NET EXPENDITURES	\$76,791,989	\$83,442,751	\$78,314,685	\$86,391,993	\$86,232,954	\$91,049,956
REVENUE:						
Fines and Forfeitures	\$1,453	\$1,750	\$2,383	\$1,350	\$1,350	\$1,350
Use of Money/Property	9,795	9,800	9,817	9,800	9,800	9,800
Intergovernmental	7,806,268	8,180,908	7,035,605	7,635,287	9,252,419	9,252,419
Charges for Services	1,435,286	1,412,267	1,452,559	1,463,131	1,463,131	1,463,131
Miscellaneous	145,738	26,000	36,741	23,500	23,500	23,500
Other Financing Sources:						
2011 Realignment	19,445,255	22,500,537	20,801,694	23,900,050	23,642,050	26,519,416
Probation DDJ Realignment Fund	3,200,000	3,973,771	3,746,475	4,244,820	4,251,820	5,107,317
Probation Training Fund	273,350	290,125	262,372	263,640	263,640	263,640
Local Public Safety	12,406,369	12,836,846	12,836,846	12,836,846	13,265,423	13,265,423
Domestic Violence Program	140,000	150,000	150,000	150,000	150,000	150,000
DNA Identification	200,000	110,000	110,000	150,000	150,000	150,000
Juvenile Inmate Welfare	0	50,000	0	50,000	50,000	50,000
Probation Asset Forfeiture - DEA	0	0	34,665	20,000	20,000	20,000
Probation Asset Forfeiture - 15%	0	0	0	5,000	5,000	5,000
TOTAL REVENUE	\$45,063,514	\$49,542,004	\$46,479,157	\$50,753,424	\$52,548,133	\$56,280,996
Less Available BSI *	\$0	(\$1,496,895)	\$0	\$0	\$0	(\$1,084,139)
NET GENERAL FUND COST	\$31,728,475	\$32,403,852	\$31,835,528	\$35,638,569	\$33,684,821	\$33,684,821
BSI Ending Balance *	\$785,225	N/A	\$1,009,539	N/A	N/A	N/A

* BSI = Budget Savings Incentives



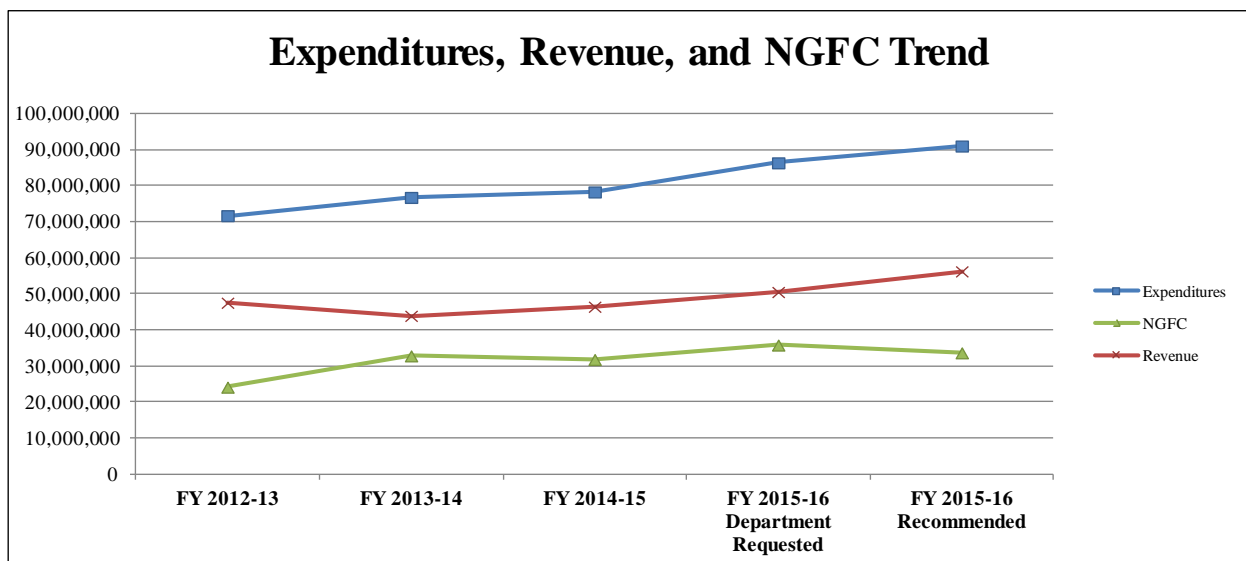
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 (NGFC). The department receives \$9 million through State and federal funding which offsets a portion of its expenditures. Other financing sources account for the largest portion of revenue which includes \$13.2 million of Local Public Safety Funds (Proposition 172), approximately \$26.5 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109, and \$5.1 million in juvenile realignment funds.

Budget Changes and Operational Impacts

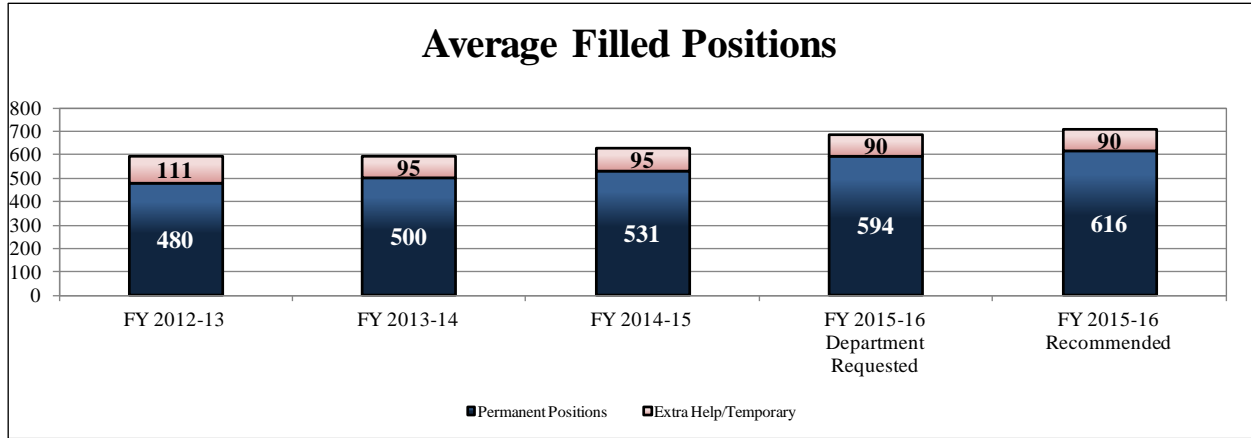
At the recommended funding level, the department will have no significant service level impacts, although the department will continue to cope with large caseloads as individuals continue to be released from jail back into the community under the department’s supervision. Revenue in the recommended budget associated with Title IV-E program has decreased by \$2 million, in addition to the \$3 million reduction of FY 2014-15, for a total \$5 million impact over two years due to a change in billing requirements for administrative activity. Local Public Safety Funds, AB 109, and Community Corrections Performance Incentive (SB 678) revenue continues to provide resources and accounts for an overall increase in revenue of approximately \$7.5 million.

Salaries and benefits are expected to increase in FY 2015-16 as health benefits and retirement rates rise. In addition, the department has budgeted to fill all but 12 positions while historically averaging 80 vacancies over the past three years. Services and supplies are expected to increase slightly due to the receipt of \$1,004,344 from the Bureau of Justice Assistance aimed at reducing the delinquency of at-risk youth.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but 12 vacant authorized positions and 90 extra help positions. The recommended budget includes the deletion of one (1) Assistant Probation Division Director, the addition of one (1) Probation Division Director, one (1) Departmental Analyst I/II, and one (1) Office Services Technician all of which are funded through the department’s allocation of AB109 funding. Additionally, the department has averaged 80-100 vacancies over the last two years, therefore holding the 12 positions vacant will have no significant operational impact.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	480	500	531	594	616
Extra Help/Temporary	111	95	95	90	90
Total Positions	591	595	626	684	706
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	472	504	544	N/A	N/A
Extra Help/Temporary (FTE)	105	101	96	N/A	N/A
Total Positions	577	605	640	N/A	N/A
SALARIES & BENEFITS	\$63,297,044	\$67,969,205	\$68,213,007	\$74,848,553	\$78,297,377



Summary of Authorized Positions

The department is has 626 authorized positions and the proposed budget includes three additions and one deletion for a total of 628 authorized positions, of which 616 have been budgeted to be filled in FY 2015-16.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive	4	0	0	4	4	0	4
Administrative Services	70	0	0	70	67	3	70
Fiscal & Technology	32	0	0	32	32	0	32
Adult	162	3	1	164	155	9	164
Juvenile Services	63	0	0	63	63	0	63
Juvenile Programs	65	0	0	65	65	0	65
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
Total	626	3	1	628	616	12	628

Public Protection



Adult Division	Administrative	Fiscal & Technology
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director FRP
2 Assistant Probation Div. Dir.	4 Probation Supervisor	2 Accountant I/II/III
11 Probation Supervisor	2 Deputy Probation Officer III	1 Technology Services Supervisor
1 Supervising Dept. Analyst	1 Deputy Probation Officer I/II	1 Network Systems Admin.
2 Departmental Analyst	3 Sr. Office Services Specialist	1 LAN Systems Administrator
1 Probation Program Supervisor	6 Office Services Specialist	1 Sr. Systems Analyst
9 Probation Program Specialist	46 Office Services Technician	3 Systems Analyst/Programmer I/II
26 Deputy Probation Officer III	1 Office Services Assistant	4 Info. Systems Spec. I/II/III/Sr.
108 Deputy Probation Officer I/II	3 Fiscal Support Technician	1 Database Analyst
1 Office Services Specialist	2 Mail Clerk	3 Fiscal Support Supervisor
162 Current Total	1 Probation Volunteer Svcs. Coord.	2 Fiscal Support Specialist
	70 Requested Total	8 Fiscal Support Technician
		1 Fiscal Support Assistant
(1) Assistant Probation Div. Dir.		3 Office Services Technician
1 Departmental Analyst I/II		32 Requested Total
1 Office Services Technician		
1 Probation Division Director		
164 Requested Total		
Executive	Juvenile Services	Juvenile Programs
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Probation Officer	1 Probation Division Director	1 Probation Division Director
2 Deputy Chief Probation Officer	6 Probation Supervisor	5 Probation Supervisor
1 Administrative Coordinator	13 Deputy Probation Officer III	8 Deputy Probation Officer III
4 Requested Total	37 Deputy Probation Officer I/II	46 Deputy Probation Officer I/II
	1 Juvenile Correction Officer III	1 Juvenile Correction Officer I/II
	5 Juvenile Correction Officer I/II	3 Office Services Technician
	63 Requested Total	1 Office Services Assistant
		65 Requested Total
Camp Erwin Owen	Crossroads	Juvenile Hall
<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 Requested Total	2 Office Services Technician	1 Fiscal Support Technician
	1 Fiscal Support Technician	106 Requested Total
	74 Requested Total	



FY 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of adult offenders successfully completing probation	13%	10%	10%	16%	13%
Percentage of adult probationers who have new violations (Recidivism Rate)	9%	10%	10%	12%	10%
Number of offenders on felony probation	7,042	7,512	7,200	7,199	6,500
Number of offenders on post release community supervision	1,692	1,678	1,800	1,502	1,650
Number of offenders on mandatory supervision	735	1,013	750	633	950
Number of pre-sentence investigation reports submitted to Superior Court	4,968	4,277	5,200	3,995	3,800
Number of home calls/field contacts	11,512	11,512	12,700	12,601	13,000
Number of arrests	1,624	1,624	1,800	1,501	1,200
Number of adult probationers receiving program services (DRC, KCMH,CBOs, Take Away Tattoo, Substance Abuse, ETR)	3,823	3,823	4,200	4,332	4,000

This is the department’s primary objective which can be accomplished through providing investigation and enforcement services to Superior Court and by holding offenders accountable for criminal conduct. The department had planned this year to hire additional deputy probation officers to meet an appropriate ratio of officers to probationers (50:1); however, the fiscal situation (i.e. oil tax revenue reduction) that has reduced the department’s budget has forced the department to consider placing these intended new hires on hold. In addition, the department will lose approximately \$2.3 million in Title IV-E funding this fiscal year. 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 the County. The department believes that with our ongoing collaboration with community-based organizations and the relationship with staff operating the day reporting center, the department will be able to reduce our recidivism rate in FY 2015-16. The department is currently researching improvements in data collection. Future data collection and data definitions could be different than how they are currently defined.

Objective 2: Reduce the incident and impact of criminal behavior of juveniles

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of juvenile offenders successfully completing probation	18%	17%	12%	17%	19%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	15%	19%	25%	21%	19%
Number of juveniles on supervised probation	2,237	2,174	2,300	2,127	2,000
Number of probation violation petitions filed	533	205	600	318	300
Number of referrals to the Probation Department	7,613	5,916	8,000	3,831	5,500
Number of investigations for Juvenile Court	1,579	1,388	1,600	1,198	1,000
Number of new law violation petitions filed	1,475	1,283	1,700	1,100	950
Number of home call/field contacts	11,605	12,374	10,080	15,029	13,000
Number of arrests	639	600	500	818	750

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’s FY 2014-15 actuals reveal better than projected results. Field officers are in the community more where they are working with youth and their families to redirect negative attitudes and behaviors that would normally result with youth reoffending. Arrests have increased which may have contributed to successful completions and a lower than expected recidivism rate. The department anticipates these numbers to increase due to the increased contacts with this population of youth in the community. The department’s risk assessment tool continues to aid the community by allowing staff to investigate and subsequently supervise those youth who are deemed moderate/high risk to reoffend.

Public Protection



GOAL 2: Reduce criminal activity through education and prevention.

Objective 1: Operating correctional programs that provide for public protection, the prevention of crime and the redirection of offenders (adults and juveniles)

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of adult probationers (AB 109) with new violations (recidivism) after graduating from the Day Reporting Center (DRC)- an evidence-based intensive offender program providing services in the areas of substance abuse, mental health, employment training, educational services and intensive supervision.	30%	30%	28%	30%	29%
Percentage of juvenile commitments in Kern Crossroads Facility, Camp Erwin Owen and Pathways Academy who participated in an evidence-based treatment behavioral program (Aggression Replacement Therapy, Seeking Safety, Matrix Relapse Prevention, Forward thinking) with new violations (recidivism)	28%	32%	33%	32%	30%

The department is pleased with the success of the programming provided to our adult probationers through the DRC. DRC participants are assessed as high risk compared to other probationers, such as felony probation offenders. The department conducted a study and found that the felony recidivism rate for DRC participants is 15% compared with non-participants at 37%. Even those that participated had a better recidivism rate (28%) than non-participants. The combined felony and misdemeanor rate for DRC graduates is 30% compared with 53% for non-participants. The recidivism rate is proof that department services are more effective in providing public protections while changing the lives. The data from the juvenile institutions reflects the same as in the adult correctional programs. 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%.

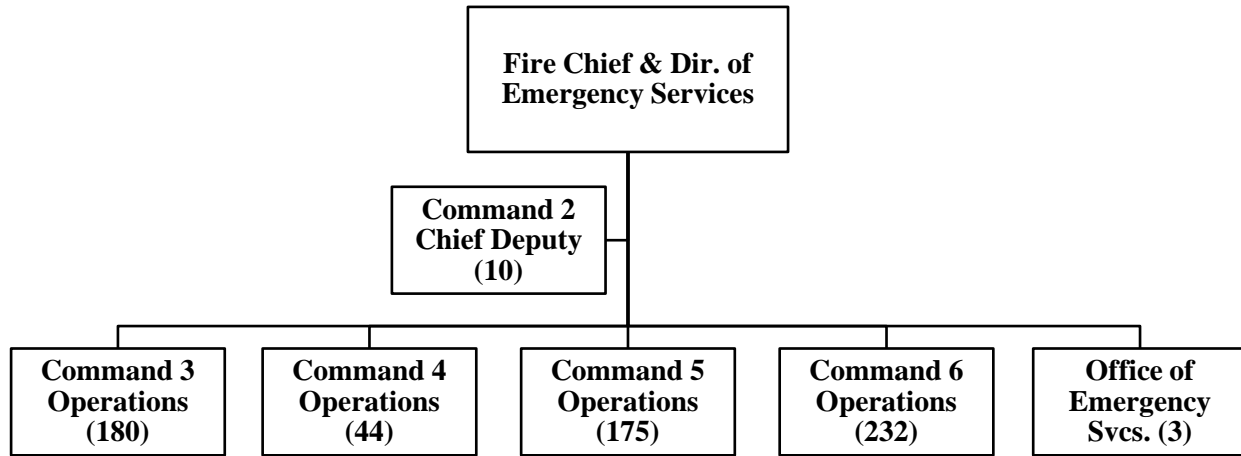
Public Protection



Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2013-14 and 2014-15 Accomplishments

- Completed implementation of a new computer aided dispatch system with software purchased from New World Systems.
- Completed refurbishment of a used ladder truck purchased from the Las Vegas Fire Department, resulting in approximately \$600,000 in savings and the availability of an essentially new piece of equipment.



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 the 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$121,590,168	\$122,704,907	\$127,717,347	\$125,041,658	\$125,669,658	\$125,669,658
Services and Supplies	11,931,788	12,859,057	11,524,265	11,595,638	11,595,638	11,657,638
Other Charges	7,129,043	8,520,128	8,825,953	9,311,189	9,311,189	9,311,189
Capital Assets	1,904,931	3,079,175	1,337,750	1,992,500	0	1,205,000
Other Financing Uses	2,037,646	0	10,401	0	0	114,600
TOTAL EXPENDITURES	\$144,593,576	\$147,163,267	\$149,415,716	\$147,940,985	\$146,576,485	\$147,958,085
REVENUE:						
Taxes	\$83,798,633	\$89,666,519	\$109,544,534	\$92,451,841	\$92,451,841	\$99,596,619
Licenses and Permits	641,102	350,000	701,957	500,000	500,000	500,000
Fines and Forfeitures	7,412	30,000	1,100	80,000	80,000	80,000
Use of Money/Property	6,442	0	(3,257)	0	0	0
Intergovernmental	5,098,575	800,000	3,010,021	4,800,000	4,800,000	5,060,000
Charges for Services	29,200,374	21,741,938	31,365,837	25,370,602	25,370,602	25,370,602
Miscellaneous	85,297	402,450	57,199	402,450	402,450	402,450
Other Financing Sources:						
General Fund	18,993,919	18,412,024	0	7,010,531	2,811,438	0
Sales-Fixed Assets	0	0	1,426	0	0	0
Local Public Safety	7,155,232	7,403,505	7,403,505	7,403,505	7,650,682	7,650,682
Fixed Wing Aircraft	52,000	0	0	516	516	516
Truck 21 Replacement	0	0	0	3,576	3,576	3,576
Fireworks Violations	20,422	25,000	17,932	25,000	25,000	25,000
Fire Dept Donations	10,000	26,500	26,500	15,000	15,000	15,000
State Fire	170,000	0	0	0	0	0
Vehicle/Apparatus Trust	90,000	0	125,000	0	0	0
Fire-Hazard Reduction	775,000	350,000	350,000	350,000	350,000	350,000
Fire-Helicopter Operations	560,000	987,150	987,150	850,000	850,000	850,000
County Service Area #40.1 EMS	161,727	216,800	158,965	239,850	239,850	239,850
TOTAL REVENUE	\$146,826,135	\$140,411,886	\$153,747,868	\$139,502,871	\$135,550,955	\$140,144,295
NET FUND COST	(\$2,232,559)	\$6,751,381	(\$4,332,152)	\$8,438,114	\$11,025,530	\$7,813,790



Major Expenditures and Revenue in FY 2015-16 Recommended Budget

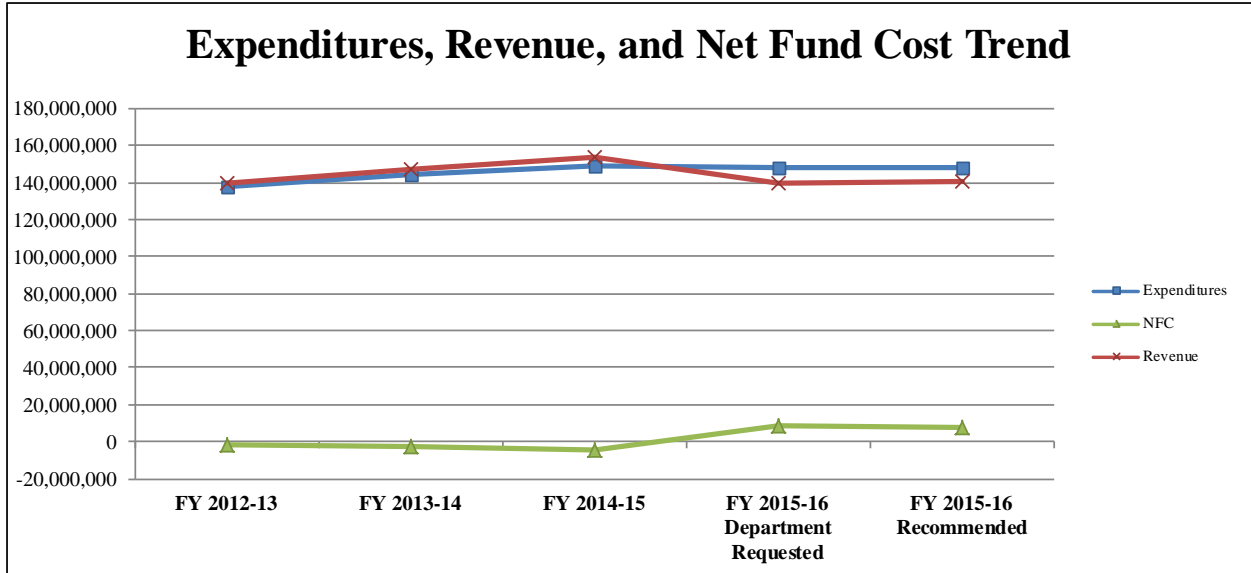
The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission. These expenditures are funded primarily by property taxes collected in budget unit 1114 in the Fire Fund of approximately \$99.59 million. In FY 2014-15 a transfer of property tax base revenue between the General Fund and the Fire Fund in lieu of a direct Net General Fund Contribution (NGFC) for fire protection services was approved by the Board of Supervisors. The transfer of property taxes eliminated the need for an NGFC allocation beginning FY 2014-15. Other major sources of revenue for the Fire Department include charges for services from other municipalities for whom the Fire Department provides fire and emergency response services totaling \$25.3 million and a \$7.65 million allocation of Local Public Safety Funds (Proposition 172).

Budget Changes and Operational Impacts

The recommended budget proposes the use of on-going resources to support on-going needs and allows the department to set aside reserves for future retirement increases or other uncertainties. The Fire fund's fund balance at fiscal year-end was \$10,680,021 and, in conjunction with slightly improved anticipated property tax receipts, covers the initial budget the department anticipated. The department will be able to preserve existing designations for future infrastructure and equipment purchases of a grant funded fire simulator re-budgeted from FY 2014-15; a used fire apparatus; a vegetation masticator; and a low-boy trailer with the increased resources available in FY 2015-16.

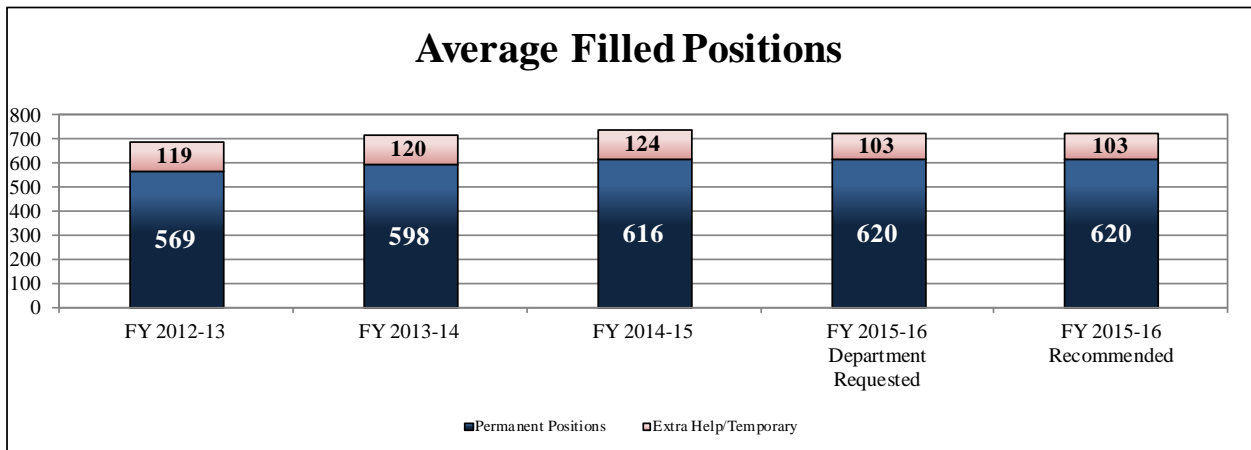
The budget provides sufficient funding for the department to maintain three-person staffing at all County fire stations, but remains contingent upon the County receiving a new Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund 36 Firefighter positions at \$4.8 million for each of the next two fiscal years. It is expected the department will be notified if the SAFER grant is awarded by August 2015.

Charges for services associated with fire cost reimbursement revenue for fire suppression 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.



Staffing Changes and Operational Impacts

The department will delete one (1) Administrative Coordinator position and add one (1) Program Specialist I/II position within the Office of Emergency Services Division. In addition, the department will hold vacant 25 Firefighter positions to cope with reduced resources.



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	569	598	616	620	620
Extra Help/Temporary	119	120	124	103	103
Total Positions	688	718	740	723	723
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	220	227	236	N/A	N/A
Extra Help/Temporary (FTE)	124	107	149	N/A	N/A
Total Positions	344	334	385	N/A	N/A
SALARIES & BENEFITS	\$119,074,515	\$121,590,168	\$127,717,347	\$125,041,658	\$125,669,658

Summary of Authorized Positions

The department currently has 645 authorized positions and has budgeted to fill all but 25 Firefighter positions.

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	4	1	1	4	4	0	4
Emergency Communication Ctr.	21	0	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	5	0	0	5	6	0	6
Support Services	9	0	0	9	9	0	9
Arson	7	0	0	7	7	0	7
Training	9	0	0	9	8	0	8
Fire Heavy Equip. Facility	7	0	0	7	7	0	7
Fire Plan/Air Operations	14	0	0	14	14	0	14
Fire Prevention	12	0	0	12	12	0	12
Operations	503	0	0	503	478	25	503
Total	645	1	1	645	620	25	645

Administration	PIO/PEO	Office of Emergency Services
<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	2 Administrative Coordinator
4 Deputy Fire Chief	2 Requested Total	1 Fiscal Support Technician
1 Office Services Coordinator		4 Current Total
1 Senior Office Services Specialist		
1 Office Services Specialist		<u>Additions/Deletions</u>
1 Office Services Assistant		-1 Administrative Coordinator
10 Requested Total		1 Program Specialist I/II
		4 Requested Total
Emergency Communications Center	Finance	Technology Services
<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
4 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.
21 Requested Total	1 Fiscal Support Technician	8 Requested Total
	13 Requested Total	
Fleet Services	Facilities	Support Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Equipment Maint. Superintendent	1 Structural Maint. Superintendent	1 Fire Captain CA
3 Supv. Heavy Equip. Mechanic	2 Maintenance Worker I/II/III	1 Fiscal Support Specialist
12 Fire Equipment Mechanic	1 Groundskeeper I/II/III	1 Fiscal Support Technician
3 Fire Equipment Service Worker	1 Building Services Worker	1 Storekeeper I
1 Automotive Parts Storekeeper I/II	5 Requested Total	2 Light Vehicle Driver
1 Fiscal Support Technician		3 Fire Equipment Technician
21 Requested Total		9 Requested Total
Arson	Training	Fire Heavy Equipment Facility
<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	5 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
7 Requested Total	9 Requested Total	7 Requested Total

Fire Plan/Air Operations	Fire Prevention	Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 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
1 Supv. Helicopter Pilot	1 Fire Captain C	156 Fire Engineer C
2 Fire Aircraft Pilot	5 Fire Engineer CA	1 Firefighter CA
1 Fire Engineer A	1 Building Plans Technician	3 Firefighter A
3 Firefighter A	1 Office Services Specialist	172 Firefighter
1 Supv. Aircraft Mechanic	12 Requested Total	503 Requested Total
1 Aircraft Mechanic		
1 Office Services Technician		
14 Requested Total		

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average response time (in minutes) for suburban areas	5:22	5:56	4:00	6:01	4:00
Average response time (in minutes) for rural areas	7:22	7:08	8:00	7:15	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. Response times can fluctuate dramatically based on the location of the call for service, particularly in areas with difficult access.

Objective 2: Adequately staff fire stations for emergency response.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Protected population per on-duty firefighters	3,345	3,232	3,232	3,232	3,232

As a result of SAFER grant funding, the department was able to increase on-duty staffing and 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 our protected population.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of contacts made through public education programs	156,524	150,000	150,000	150,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	10,740	10,000	10,000	17,958	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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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	84.9%	95.%	95%	97%	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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$18,993,917	\$18,412,024	\$0	\$7,010,531	\$2,811,438	\$0
TOTAL EXPENDITURES	\$18,993,917	\$18,412,024	\$0	\$7,010,531	\$2,811,438	\$0
NET GENERAL FUND COST	\$18,993,917	\$18,412,024	\$0	\$7,010,531	\$2,811,438	\$0

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

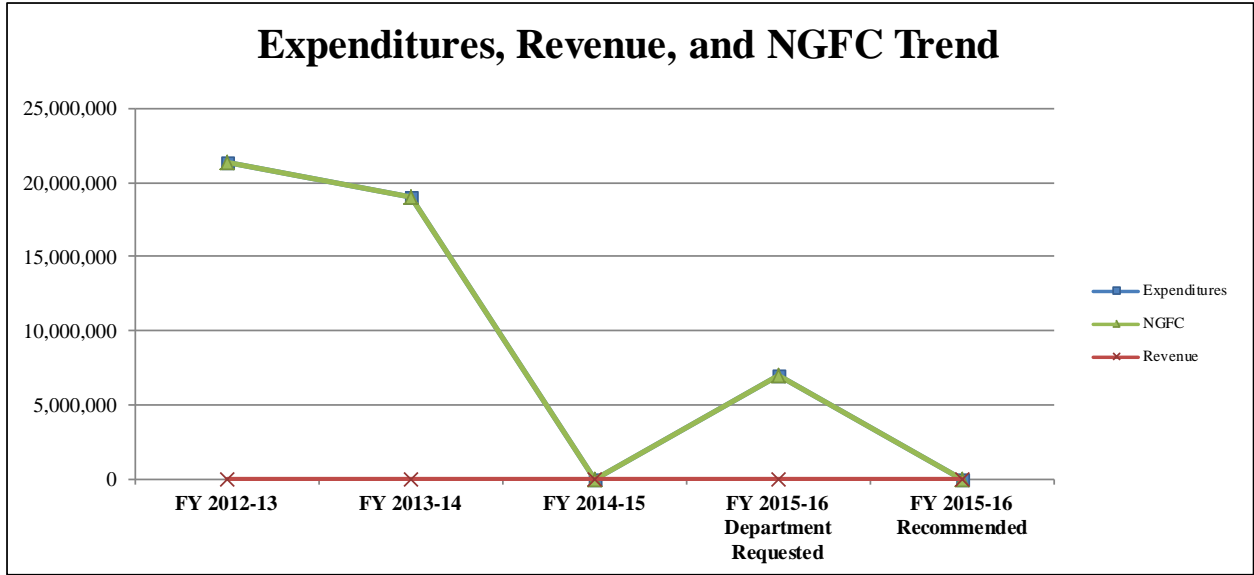
The County Contribution – Fire budget unit is used to appropriate supplemental funding from the General Fund to the Fire Fund to support general operating expenses if needed. When a contribution is recommended, funds within this budget unit are transferred to the Fire Department’s operating budget 2415 and the contribution is included in that budget unit under the revenue category of other financing sources.

Budget Changes and Operational Impacts

In FY 2014-15 a transfer of property tax base revenue from the General Fund to the Fire Fund in lieu of a direct Net General Fund Contribution (NGFC) for fire protection services was approved by the Board of Supervisors. This resulted in no direct NGFC during the fiscal year. The preliminary recommended budget included a contribution of \$2.8 million due to a budget gap in the Fire Fund resulting from a decline in property tax revenue. However, due to a higher than anticipated fund balance available within the Fire Fund at June 30, 2015 and a moderate rebound in estimated property tax receipts the contribution is no longer needed.



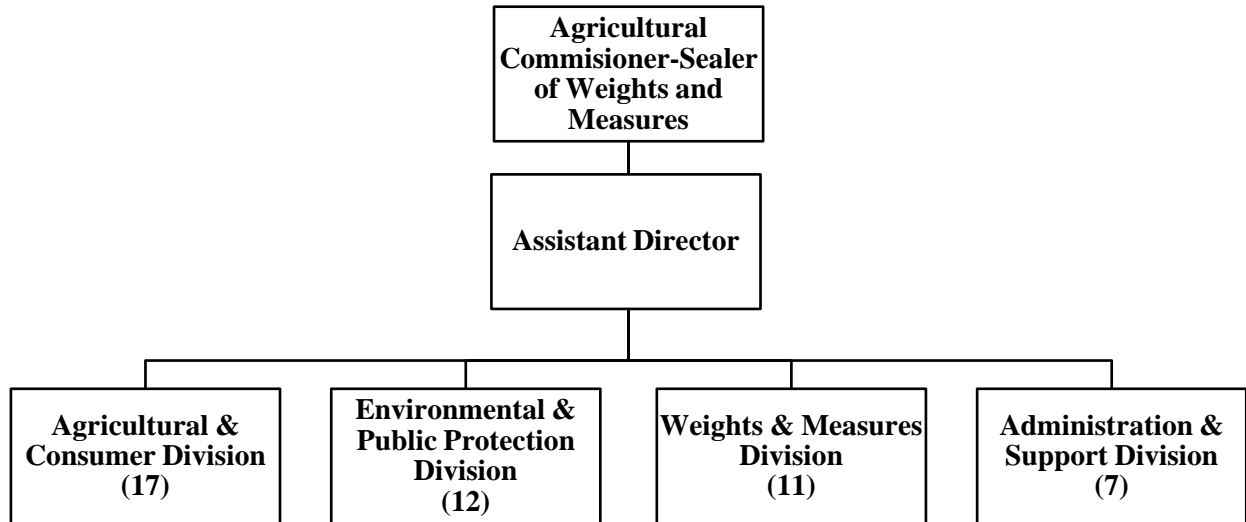
Public Protection



Mission Statement

To promote and protect the agricultural industry, the environment, and the general public.

Organizational Chart



Public Protection

Fiscal Year 2013-14 and 2014-15 Accomplishments

- Continued diligence in conducting commodity inspections has helped facilitate the sale and shipment of the County’s produce and contributed to the County being ranked as the number two county in the state in total crop value for the second year in a row.
- Increased efficiency by providing electronic devices for insect trapping routes, which has eliminated related printing costs and misplacement of hard copy materials.
- Implemented a new program, to aid the State Department of Pesticide Regulation in tracking all pesticide related inspections, whereby all inspections are now entered into a database.



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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,734,843	\$5,386,656	\$5,889,686	\$5,603,458	\$5,727,690	\$5,727,690
Services and Supplies	1,065,060	1,008,467	948,595	919,121	919,121	919,121
Other Charges	183	2,634	0	0	0	0
Other Financing Uses	0	705,984	0	0	0	493,163
TOTAL EXPENDITURES	\$6,800,086	\$7,103,741	\$6,838,281	\$6,522,579	\$6,646,811	\$7,139,974
REVENUE:						
Licenses and Permits	\$25,175	\$23,040	\$24,675	\$23,370	\$23,370	\$23,370
Fines and Forfeitures	41,899	33,150	33,057	22,600	22,600	22,600
Intergovernmental	3,229,110	2,796,652	3,289,592	3,181,633	3,181,633	3,181,633
Charges for Services	2,235,628	2,158,872	2,197,265	1,941,431	1,941,431	1,941,431
Miscellaneous	1,750	20	731	20	20	20
TOTAL REVENUE	\$5,533,562	\$5,011,734	\$5,545,320	\$5,169,054	\$5,169,054	\$5,169,054
Less Available BSI *	\$0	(\$705,984)	\$0	\$0	\$0	(\$493,163)
NET GENERAL FUND COST	\$1,266,524	\$1,386,023	\$1,292,961	\$1,353,525	\$1,477,757	\$1,477,757
BSI Ending Balance *	\$594,053	N/A	\$493,163	N/A	N/A	N/A

* BSI = Budget Savings Incentives



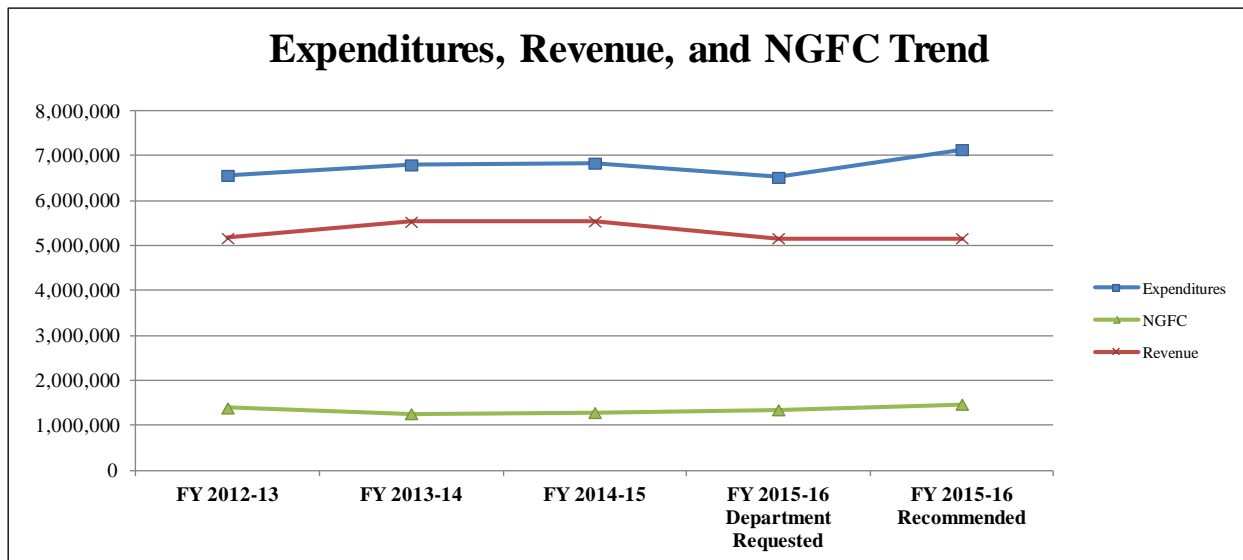
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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

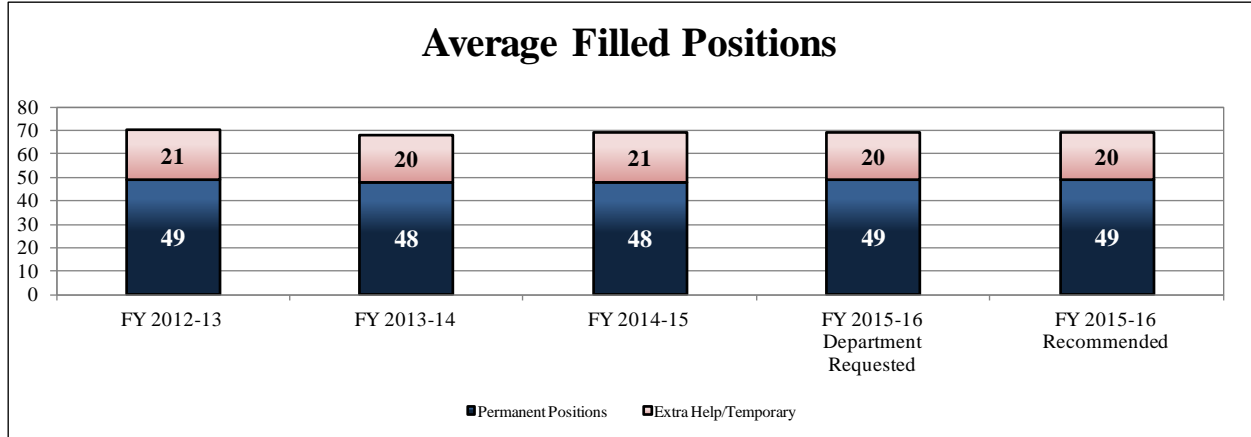
The recommended budget allows the department to operate at current service levels but will require the use of \$474,692 of the department’s \$493,163 in accumulated Budget Savings Incentive (BSI) credits. Expenditures are expected to remain similar to FY 2014-15. Revenue, particularly associated with State contracts, has been budgeted solely based on what the department has already been awarded. 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 includes the deletion of two (2) Agriculture Biologist/Weights and Measurement Inspector IV positions and the addition of two (2) Agriculture Biologist/Weights and Measurement Inspector I/II/III positions resulting in an annual savings of approximately \$20,000. Funding for all 49 authorized positions will require the use of \$474,692 of the department’s accumulated BSI credits. Consistent with prior years, the department will continue to utilize extra help staff to assist with seasonal workloads related to State contracts.





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	49	48	48	49	49
Extra Help/Temporary	21	20	21	20	20
Total Positions	70	68	69	69	69
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	50	49	51	N/A	N/A
Extra Help/Temporary (FTE)	19	18	20	N/A	N/A
Total Positions	69	67	71	N/A	N/A
SALARIES & BENEFITS	\$5,725,256	\$5,734,843	\$5,889,686	\$5,603,458	\$5,727,690

Summary of Authorized Positions

The department has 49 authorized positions, of which all have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administrative Services	9	0	0	9	9	0	9
Ag. & Consumer Protection	17	2	0	19	19	0	19
Environment & Public Protection	12	0	1	11	11	0	11
Weights & Measures	11	0	1	10	10	0	10
Total	49	2	2	49	49	0	49



Weights and Measures	Agricultural and Consumer Protection	Environmental and Public Protection
<u>Classification</u>	<u>Classification</u>	<u>Classification</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 Current Total	12 Current Total
11 Current Total		
	2 Ag. Bio./Wts. & Meas. Insp. I-III	(1) Ag. Bio./Wts. & Meas. Insp. IV
(1) Ag. Bio./Wts. & Meas. Insp. IV	19 Requested Total	11 Requested Total
10 Requested Total		
Administrative Services		
<u>Classification</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 GIS Technician I		
1 GIS Analyst/Programmer		
9 Requested Total		

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of individuals reached through Department presentations	669	1006	1100	1529	1200
English speaking attendees to continuing education presentations	242	275	300	410	300
Spanish speaking attendees to continuing education presentations	49	88	40	129	60

Increased compliance will be gained through the department’s increased public outreach and biannual continuing education (CE) presentations. Over the years, the department has gradually increased the number of individuals who attend CE sessions and added Spanish-only presentations for a broader reach. Additionally the department tries to attend and give as many public presentations as possible to increase knowledge of laws and regulations to the regulated community as well. In FY 2015-16 the department anticipates reaching even more people in this manner.



Objective 2: Improve compliance with pesticide laws and regulations.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of pesticide inspections performed	1061	806	1200	1088	1000
Number of pesticide inspections with violations	132	50	125	102	100
Percentage of pesticide users complying with governmental standards	88%	94%	100%	91%	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 our compliance rate to increase from year to year, FY 2014-15 saw a slight decrease in compliance. With some additional changes to the department's permit conditions, it is anticipated to prevent some of these non-compliances from reoccurring and will bring the percentage back up to a value closer to 100%. Additionally, staffing has fluctuated over the past few years to the point where the department has been at a static position of training additional inspectors, which leads to a decreased number of inspections.

Goal 2: Attract and support business by providing appropriate infrastructure.*Objective 1: Ensure fairness and accuracy of Weights and Measure's devices in the marketplace*

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "outstanding"	85%	85%	95%	86%	95%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "good"	15%	14%	5%	14%	5%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "average" or below	0%	1%	0%	0%	0%

This indicator is tabulated from the department's Consumer Service Satisfaction Survey sent to all complainants. Ratings are in one of five 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 to address fairness in the marketplace by addressing specific device accuracy which may not be addressed by routine inspections. From FY 2012-13 to FY 2013-14 the ratings remained essentially the same. Because of recent retirements and resignations, the ability to quickly respond to complaints was compromised. The department has recently filled one of these vacancies and hope to increase quality of customer service along with timeliness.

Objective 2: Ensure pest and problem free entry of commodity shipments into foreign countries.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of commodity shipments of agricultural products inspected	28,475	32,944	31,500	29,783	26,000
Number of commodity shipments of agricultural products rejected	14	23	22	27	20

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 goal is to minimize the number of rejected shipments. In order to achieve this goal, increasing inspector presence as well as increased training opportunities for employees ensures they are more readily able to identify pests and diseases so that they are not certified for export.

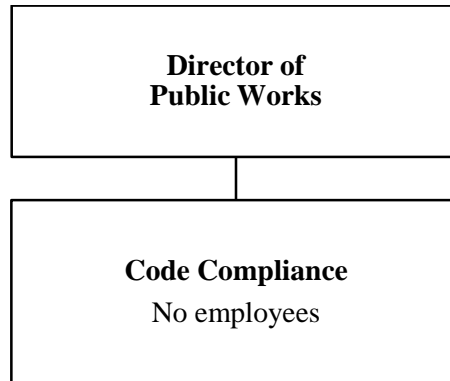
The County exports decreased dramatically during the first part of FY 2014-15, this was due to large nut exporters changing their shipping methods to consolidate many shipments thus requiring only one inspection and document. This has resulted in a marked decrease in the number of certificates issued. This change will not revert to original levels, therefore, at least for the near future, the overall number of inspected commodity shipments will remain quite a bit lower than they have for the past years. Additionally, citrus fruit exports were down due to freeze damage and the drought is anticipated to continue to impact exports in FY 2015-16.



Mission Statement

The Code Compliance Division of the Public Works 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 2013-14 and 2014-15 Accomplishments

- Issued additional citations, administrative and legal action to close marijuana dispensaries.
- Conducted on-going meetings with community groups to facilitate blight reduction programs.
- Implemented a program in coordination with Kern County Roads and Waste Management Departments to clean up alleys throughout Kern County.
- Entered into an agreement with the City of Maricopa to assist them with their code compliance efforts, from which 12 new cases have been opened.
- Implemented a new web-based tracking system to be used by the Code Compliance and Building Inspection Divisions. The program is beneficial for staff, and improves customers' experience allowing them access to limited project status information.
- Assisted County Counsel in developing a new medical marijuana cultivation ordinance.
- Opened 2,125 new code compliance cases, resolved 1,620 new and 750 old cases.
- Completed 70 board and clean remediation cases in instances of abandoned and public nuisance properties.
- Completed 22 demolitions.
- Abated 40 illegal dumping cases.

Code Compliance

Department Head: Craig Pope, Appointed
Fund: General
Budget Unit: 2620

Function: Public Safety
Activity: Protective Inspection

Description of Major Services

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. Code Compliance is now a part of this new department. Code Compliance operates 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 is to provide enforcement preventing litter and illegal dumping.

Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,089,822	\$1,240,886	\$1,170,662	\$1,292,651	\$1,305,172	\$0
Services and Supplies	1,082,345	649,085	799,610	604,651	620,819	1,925,991
Other Charges	171	25	211	234	234	234
Capital Assets	9,504	0	0	0	0	0
Other Financing Uses	0	28,880	2,428	0	0	81,025
TOTAL EXPENDITURES	\$2,181,842	\$1,918,876	\$1,972,911	\$1,897,536	\$1,926,225	\$2,007,250
REVENUE:						
Charges for Services	\$344,449	\$525,120	\$438,041	\$513,180	\$513,180	\$513,180
Miscellaneous	134	615	4,091	3,095	3,095	3,095
Other Financing Sources:						
Abatement Cost	99,983	42,000	42,000	90,000	90,000	90,000
TOTAL REVENUE	\$444,566	\$567,735	\$484,132	\$606,275	\$606,275	\$606,275
Less Available BSI *	\$0	(\$28,880)	\$0	\$0	\$0	(\$81,025)
NET GENERAL FUND COST	\$1,737,276	\$1,322,261	\$1,488,779	\$1,291,261	\$1,319,950	\$1,319,950
BSI Ending Balance *	\$10,863	N/A	\$28,880	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

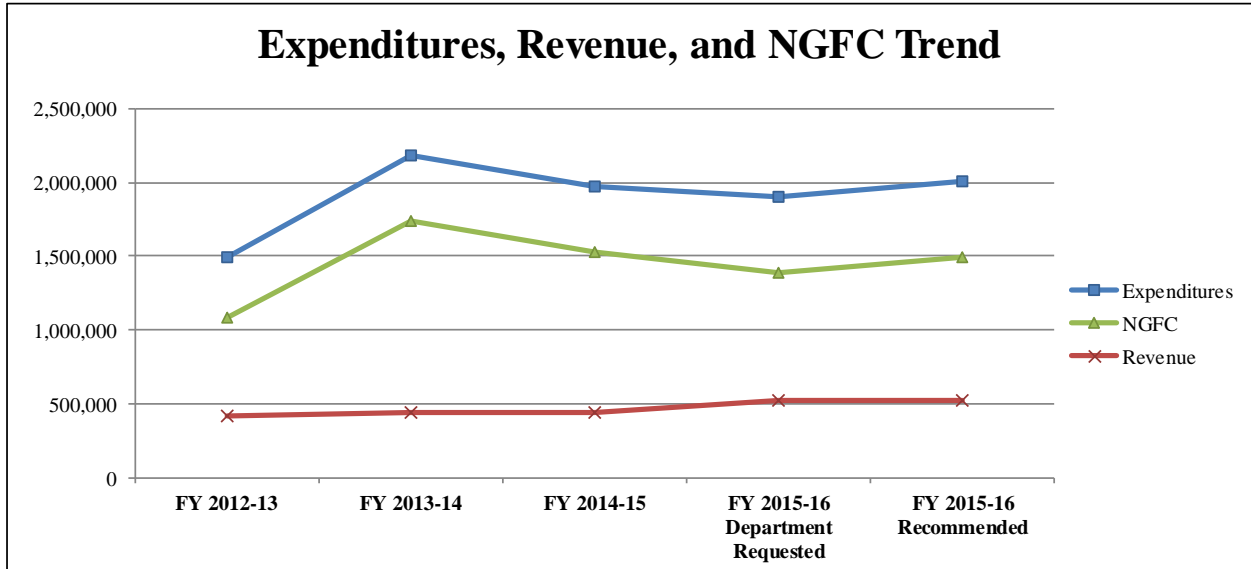
The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the assigned functions. The division receives reimbursement for cleaning areas subject to illegal dumping and revenue from code enforcement violation fees but is primarily funded by an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse

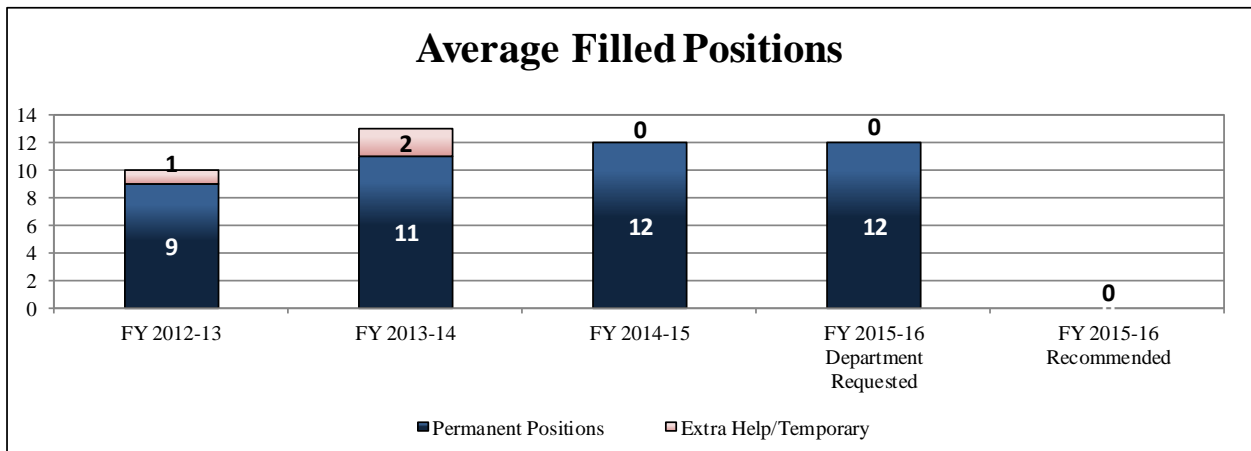


the ISF for labor applicable to Code Compliance. The division’s revenue is expected to increase in FY 2015-16 due to an anticipated increase in reimbursable labor performed to clean-up illegal dumping violations paid out of the Solid Waste Enterprise Fund. A \$1.2 million designation has been established in the General Fund for Blight Remediation to pay for abatement activities and is transferred to Code Compliance for specific projects throughout the year as needed. The recommended budget will allow the division to maintain current levels of service.



Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	9	11	12	12	0
Extra Help/Temporary	1	2	0	0	0
Total Positions	10	13	12	12	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	10	11	12	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	11	12	12	N/A	N/A
SALARIES & BENEFITS	\$927,483	\$1,089,822	\$1,170,662	\$1,292,651	\$0

Summary of Authorized Positions

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Reduce nuisances through efficient abatement procedures

Objective 1: Increase the number and speed of nuisance abatements.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	60	78	75	80	75
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	1578	2474	2300	2448	2300
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	32	52	50	52	50
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	505	1286	1150	1273	1150
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	66	75	80	75	75
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1041	1856	1840	1836	1725

The Mission of the Code Compliance Unit is to work in partnership with the people of Kern County to promote health and welfare, and maintain community standards. A key objective is to abate as many nuisances as possible, as quickly as possible. For FY 2014-15, the division's performance improved in most areas as the abatement process has been streamlined and additional staff were available to respond to complaints. In FY 2015-16, it is anticipated that the division will maintain efficiency due to 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of meetings held with community and stakeholder groups	N/A	N/A	36	30	36

In collaboration with County Supervisors, focus 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. The division experienced a slight reduction in requests to conduct community meetings this fiscal year, but our goal remains the same.

Public Protection



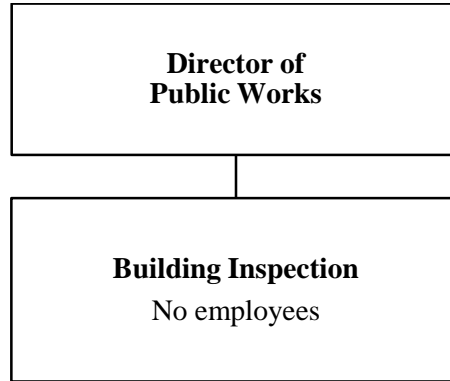
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Mission Statement

The Building Inspection Division of the Public Works 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 2013-14 and 2014-15 Accomplishments

- Facilitated permit issuance for a number of complex projects including several utility-scale solar projects, a large processing facility for Paramount Farms, the Tejon Ranch outlet mall, Tasteful Selection Processing Facility, Bolthouse processing facilities, the County’s ITS building and new Animal Control facility and wind turbine projects.
- Conducted public stakeholder meetings to review proposed building codes and local code amendments in advance of the effective date of the 2013 edition of the California Building Standards Code.
- Conducted public training workshops on the new California Building Standards Code, which became effective January 1, 2014.
- Implemented a new web-based permitting system to be used by building inspection and code compliance. The program will be beneficial for staff, and improves customers’ experience allowing them instant inspection results.
- Completed final inspections and issued Certificates of Occupancy for Tejon Outlet Mall allowing them to meet their grand opening date.
- Completed the installation and implementation of Accela Automation system for internal tracking and processing building permits and inspections.
- Continued to provide Certified Access Specialist services to customers, staff and other county departments.



Building Inspection

Department Head: Craig Pope, Appointed
Fund: Building Inspection
Budget Unit: 2624 and 2625

Function: Public Protection
Activity: Protective Inspection

Description of Major Services

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. Building Inspection is now a part of this new 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$550,000	\$550,000	\$550,000
Salaries and Benefits	3,141,871	4,594,890	3,357,098	4,832,574	4,832,574	0
Services and Supplies	1,003,550	1,250,735	891,064	1,455,643	1,455,643	6,288,218
Other Charges	1,250,317	1,182,518	1,076,044	1,220,102	1,220,102	1,220,102
Capital Assets	94,652	169,750	94,340	98,900	98,900	98,900
TOTAL EXPENDITURES	\$5,490,390	\$7,197,893	\$5,418,546	\$8,157,219	\$8,157,219	\$8,157,220
REVENUE:						
Licenses and Permits	\$7,048,252	\$5,404,000	\$6,888,550	\$5,404,000	\$5,404,000	\$5,404,000
Use of Money/Property	53,181	48,000	70,741	48,000	48,000	48,000
Charges for Services	2,124	650	3,757	1,250	1,250	1,250
Miscellaneous	22,249	18,260	22,092	18,260	18,260	18,260
Other Financing Sources:						
Community Development Program	75	3,000	2,428	500	500	500
TOTAL REVENUE	\$7,125,881	\$5,473,910	\$6,987,568	\$5,472,010	\$5,472,010	\$5,472,010
NET GENERAL FUND COST	(\$1,635,491)	\$1,723,983	(\$1,569,022)	\$2,685,209	\$2,685,209	\$2,685,210

Major Expenditures and Revenue in FY 2015-16 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

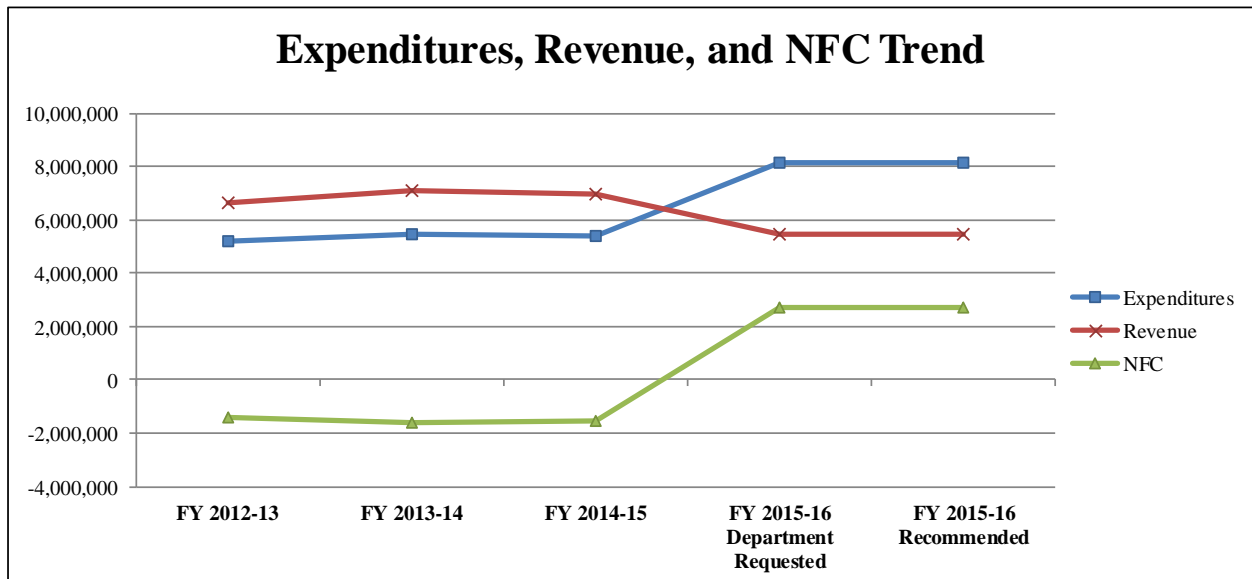
As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse the ISF for labor applicable to Building Inspection. Services and supplies and other charges are expected to increase slightly due to an increased demand for solar and wind energy surveying and zoning services. The division anticipates revenue to decrease for FY 2015-16 as a result of fewer building permit requests as compared to FY 2014-15 actual revenue. 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, 2015 is \$3.8 million. Effects of decreased revenue will be mitigated in FY 2015-16 by using \$2.7 million of fund balance available. The remaining fund balance at year end in the amount of \$1.1 million, will be added to the general designation for use in future years.

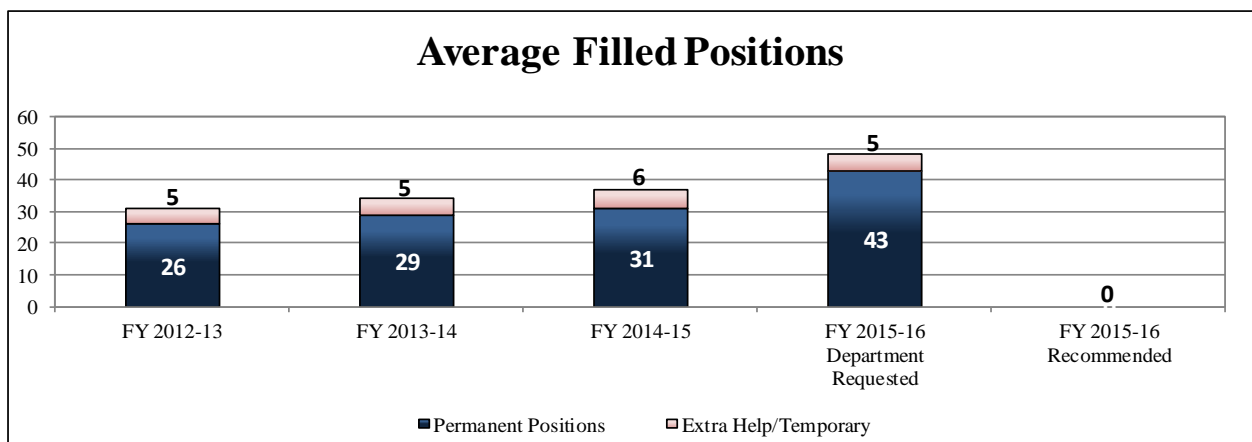
The recommended budget will allow the department to maintain or exceed current levels of service.

Public Protection



Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	26	29	31	43	0
Extra Help/Temporary	5	5	6	5	0
Total Positions	31	34	37	48	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	26	29	31	N/A	N/A
Extra Help/Temporary (FTE)	5	4	5	N/A	N/A
Total Positions	31	33	36	N/A	N/A
SALARIES & BENEFITS	\$2,901,284	\$3,141,871	\$3,357,098	\$4,832,574	\$0

Summary of Authorized Positions

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Facilitate construction by performing timely processing of building permits.

Objective 1: Increase the speed of plan reviews

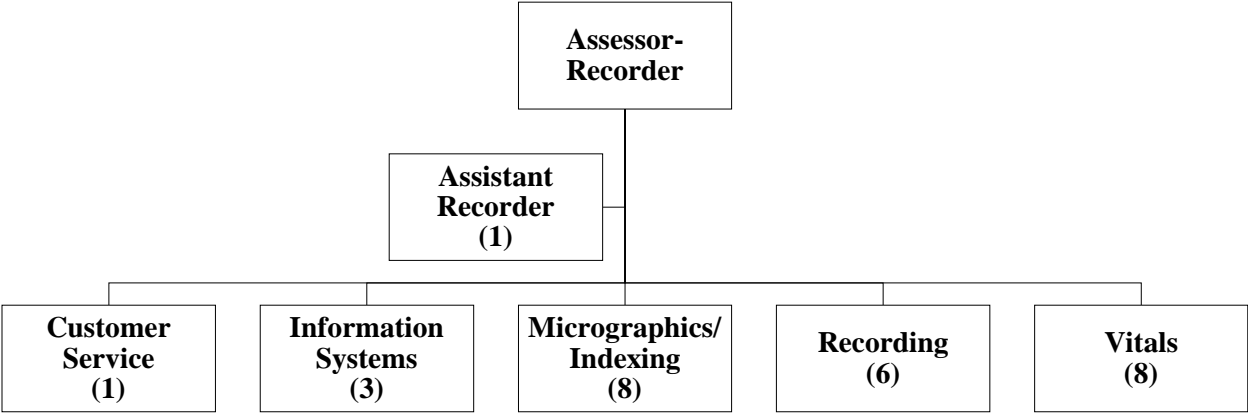
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of first plan reviews performed within 30 days	95	95	95	97	95

Processing building permits is a critical function of this division and is important to the permit applicant to obtain approval in a timely manner. In FY 2014-15 the division processed several large projects that required internal reviews, as well as reviews by outside consultants. However, almost all permits received were reviewed within the adopted time limit of 30 days. It is expected that we will maintain or possibly improve our performance in FY 2015-16 as all plan check engineers have gained experience and have improved efficiency.

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 2013-14 and 2014-15 Accomplishments

- Implemented the second phase of record modernization by converting filmed records older than 90 years to digitized images allowing for easier access of documents.
- Since introduction in 2008, over 50% of all recordings in FY 2013-14 and 2014-15 were processed via electronic submission.
- Began the process to digitize all images required to be maintained pursuant to statutory code in order to increase efficiency and levels of service.



Recorder

Department Head: Jon Lifquist, 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 is responsible for creating and maintaining custody of permanent records for all documents filed and recorded in the County. In addition to providing public access to information regarding land and land ownership, the division 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$548,946	\$0	\$551,114	\$551,114	\$567,074
Salaries and Benefits	1,979,756	2,105,023	2,037,803	2,072,131	2,072,131	2,072,131
Services and Supplies	460,170	1,142,806	439,421	753,876	753,876	753,876
Other Charges	677,552	701,518	726,893	764,371	764,371	764,371
Capital Assets	0	6,200	6,188	0	0	0
TOTAL EXPENDITURES	\$3,117,478	\$4,504,493	\$3,210,305	\$4,141,492	\$4,141,492	\$4,157,452
REVENUE:						
Licenses and Permits	\$4,254	\$4,000	\$4,176	\$4,000	\$4,000	\$4,000
Use of Money/Property	2,349	2,500	2,779	2,500	2,500	2,500
Charges for Services	2,261,077	2,279,000	2,272,985	2,158,000	2,158,000	2,158,000
Miscellaneous	3,030	2,590	1,264	2,590	2,590	2,590
Other Financing Sources:						
Recorder Truncation Fund	40,750	41,767	11,408	13,000	13,000	13,000
Recorder's Modernization Fund	371,758	893,723	341,254	677,897	677,897	677,897
Micrographic-Recorder	60,388	80,000	45,353	62,941	62,941	62,941
Electronic Recording	133,672	152,000	162,286	163,100	163,100	163,100
Vital & Health Statistics Fund	61,800	79,650	24,037	81,150	81,150	81,150
Contribution to Recorder	407,655	450,000	445,495	425,000	425,000	425,000
Community & Economic Dev.	181	200	351	200	200	200
TOTAL REVENUE	\$3,346,914	\$3,985,430	\$3,311,388	\$3,590,378	\$3,590,378	\$3,590,378
NET FUND COST	(\$229,436)	\$519,063	(\$101,083)	\$551,114	\$551,114	\$567,074

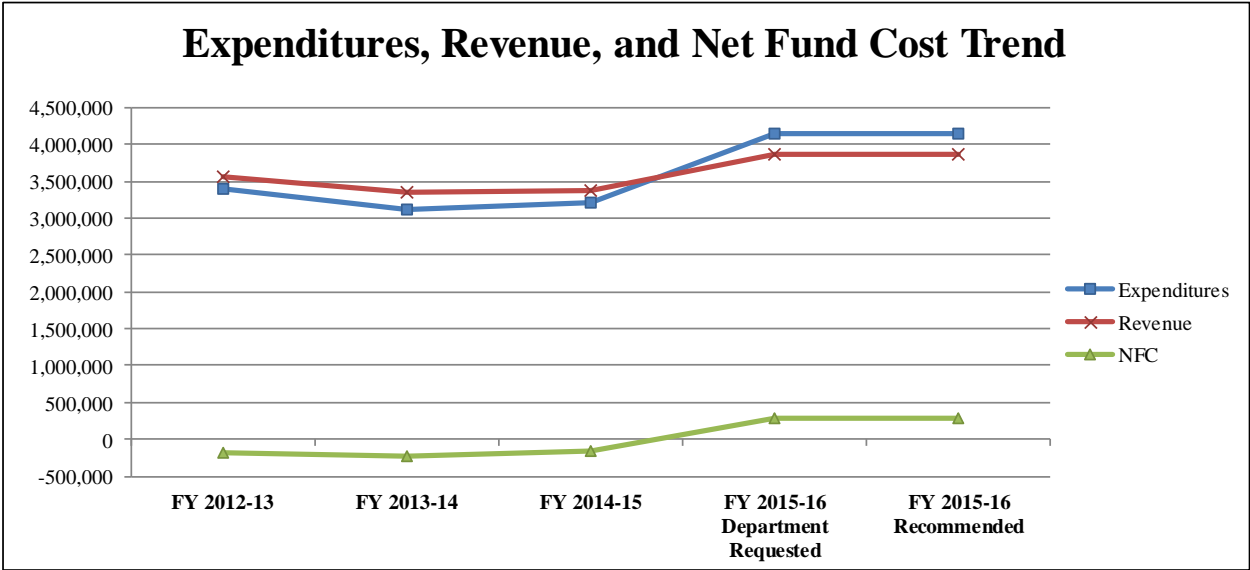
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 revenues for this department are 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 revenues 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.

Budget Changes and Operational Impacts

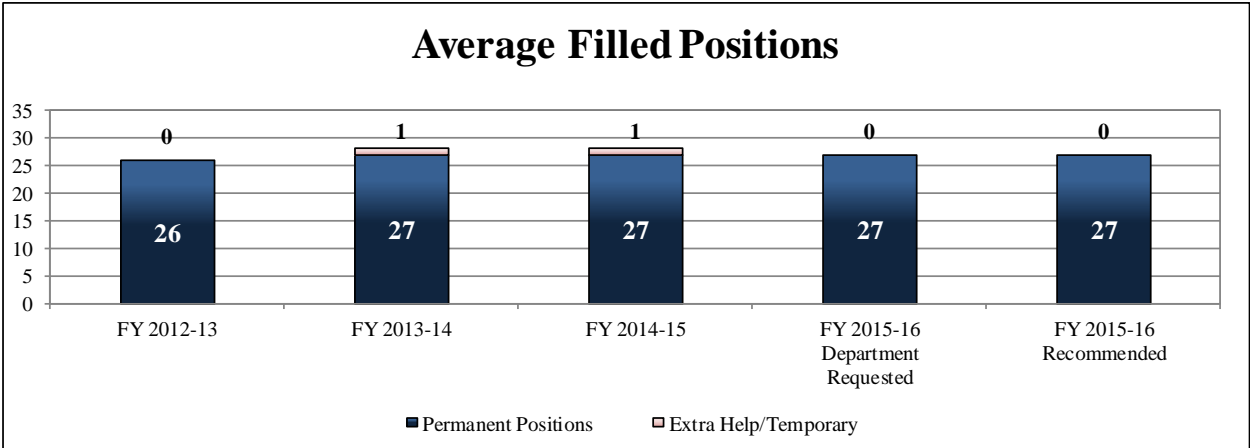
Services and supplies includes additional funds to cover to the cost for custodial services provided by General Services. The department will use its ending fund balance of \$567,074 to establish an appropriation for contingencies in budget unit 2701-Appropriation for Contingencies Recorder to accommodate unanticipated operational costs, which could not be reasonably anticipated at the time the budget was prepared.

Public Protection



Staffing Changes and Operational Impacts

No staffing changes are included in the recommended budget.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
	FY 2015-16				
AVERAGE FILLED POSITIONS					
Permanent Positions	26	27	27	27	27
Extra Help/Temporary	0	1	1	0	0
Total Positions	26	28	28	27	27
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	25	26	27	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
Total Positions	25	27	28	N/A	N/A
SALARIES & BENEFITS	\$1,959,499	\$1,979,756	\$2,037,803	\$2,072,131	\$2,072,131

Summary of Authorized Positions

The department has 27 authorized positions, of which all have been budgeted to be filled during FY 2015-16 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
Total	27	0	0	27	27	0	27

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	Requested Total	1	Requested Total	1	Office Services Technician
				1	Information System Specialist II
				3	Requested Total
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	Requested Total	8	Requested Total
8	Requested Total				



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of official records processed for recording	216,298	188,908	219,500	191,660	211,877
Number of marriage certificates filed	4,000	4,144	4,390	4,086	4,126
Number of birth certificates filed	15,269	14,498	15,285	14,491	14,563
Number of death certificates filed	6,020	6,295	5,971	6,591	6,393
Number of days to mail original Official Records after processing	N/A	20	15	22	14
Number of days to review and return rejected documents	N/A	3	2	5	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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of Vital records sold	54,973	41,458	55,755	38,073	38,533
Number of plain and certified non-vital duplicates sold	210	153	224	79	100
Average number of duplication services provided per day	219	165	227	160	170
Average number of minutes to provide duplication services to visitors	New Measure	10	8	7	5

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Total number of official record document images filed	10,335,309	10,524,217	10,554,827	10,726,086	10,901,086
Percentage of documents available in imaged format	New Measure	98.78%	99.39%	98.89%	99.00%

Conversion of both official records and vital statistics to a digitized image improves accessibility and efficiency.

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County Contribution-Recorder

Department Head: Jon Lifquist, Elected
 Fund: General
 Budget Unit: 2705

Function: Public Protection
 Activity: Other Protection

Public Protection

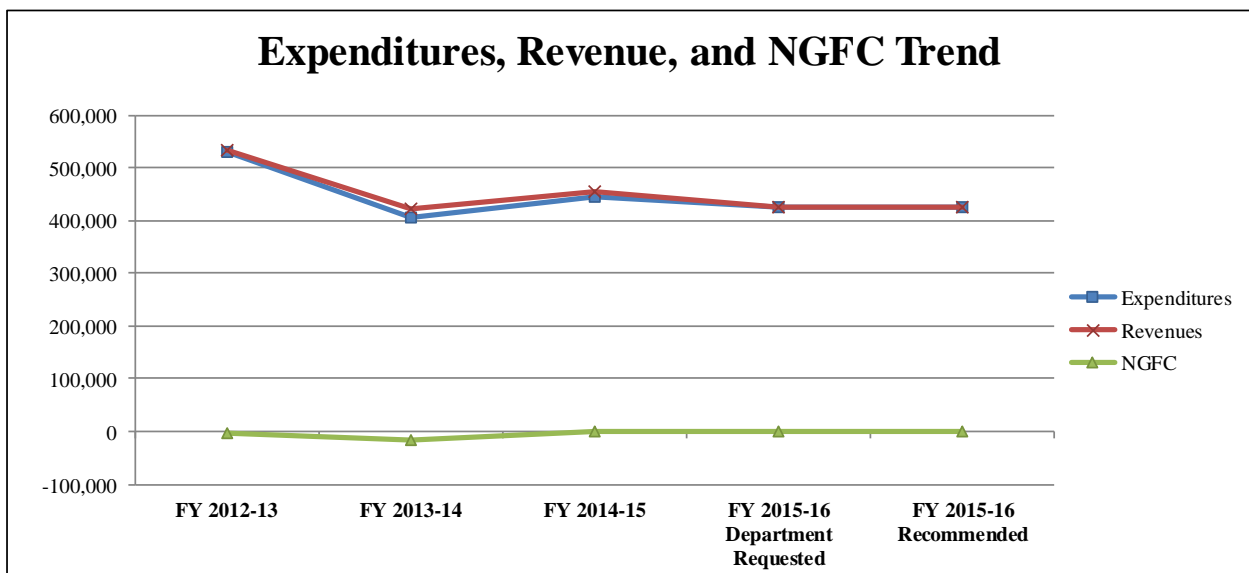
Description of Major Services

This budget unit was established to facilitate the appropriation of a General Fund contribution to the Recorder.

	Summary of Expenditures and Revenue					
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$407,655	\$450,000	\$445,496	\$425,000	\$425,000	\$425,000
TOTAL EXPENDITURES	\$407,655	\$450,000	\$445,496	\$425,000	\$425,000	\$425,000
REVENUE:						
Charges for Services	\$422,642	\$450,000	\$455,783	\$425,000	\$425,000	\$425,000
TOTAL REVENUE	\$422,642	\$450,000	\$455,783	\$425,000	\$425,000	\$425,000
NET GENERAL FUND COST	(\$14,987)	\$0	(\$10,287)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2015-16 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 2015-16.



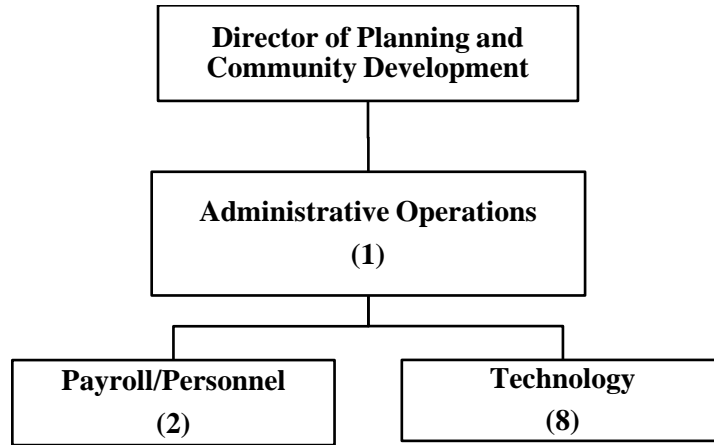
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Completed implementation of the Accela system for Building Inspection and Code Compliance, which provides building permit and code case management, live in the field inspection/investigation results, and online permit and case tracking for the public.
- Deployed two new virtual hosts in server environment to help fulfill the network resource needs of the Public Services Building.
- Upgraded the County’s Geographic Information System (GIS) architecture, taking it from an unsupported version and platform to the current industry standard and platform, and deployed updated GIS map viewers for county employees and for the public.
- Rewrote the extensive Performance Indicators system utilized by Waste Management.
- Completed the migration of Waste Management’s accounting section from MAS200 to Sage100 accounting systems.
- Implemented the SafetyVision system for Kern Regional Transit buses allowing continuous video recording of transit activity onboard active buses.
- Facilitated the selection and deployment of Kern Regional Transit new transmit management system RouteMatch.
- Upgraded the connection types and signal strength of a half dozen Roads and Waste Management remote site connections.
- Began development of Android phone App for Building Inspection that will allow public contractors to connect to the Accela system from their phones to manage their active permits and projects.



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, a division of the Planning and Community Development Department is under the direction of the Planning and Community Development Department. The division provides information technology 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 400 users. In addition the division provides payroll, personnel, and fiscal functions to Planning and Community Development.

Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,434,485	\$1,366,980	\$1,202,426	\$1,293,290	\$1,323,291	\$1,323,291
Services and Supplies	70,123	75,662	90,116	73,270	73,270	73,270
Other Charges	18,724	19,595	18,725	0	0	0
Capital Assets	13,204	50,000	40,003	73,000	73,000	73,000
Other Financing Uses	0	138,274	0	138,274	0	148,175
TOTAL EXPENDITURES	\$1,536,536	\$1,650,511	\$1,351,270	\$1,577,834	\$1,469,561	\$1,617,736
Expend. Reimb.	(\$356,052)	(\$273,753)	(\$158,355)	(\$214,063)	(\$214,063)	(\$214,063)
TOTAL NET EXPENDITURES	\$1,180,484	\$1,376,758	\$1,192,915	\$1,363,771	\$1,255,498	\$1,403,673
REVENUE:						
Charges for Services	\$782,770	\$836,528	\$867,354	\$832,964	\$832,964	\$832,964
Miscellaneous	3	0	9	0	0	0
TOTAL REVENUE	\$782,773	\$836,528	\$867,363	\$832,964	\$832,964	\$832,964
Less Available BSI *	\$0	(\$138,274)	\$0	(\$138,274)	\$0	(\$148,175)
NET GENERAL FUND COST	\$397,711	\$401,956	\$325,552	\$392,533	\$422,534	\$422,534
BSI Ending Balance *	\$131,957	N/A	\$138,274	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

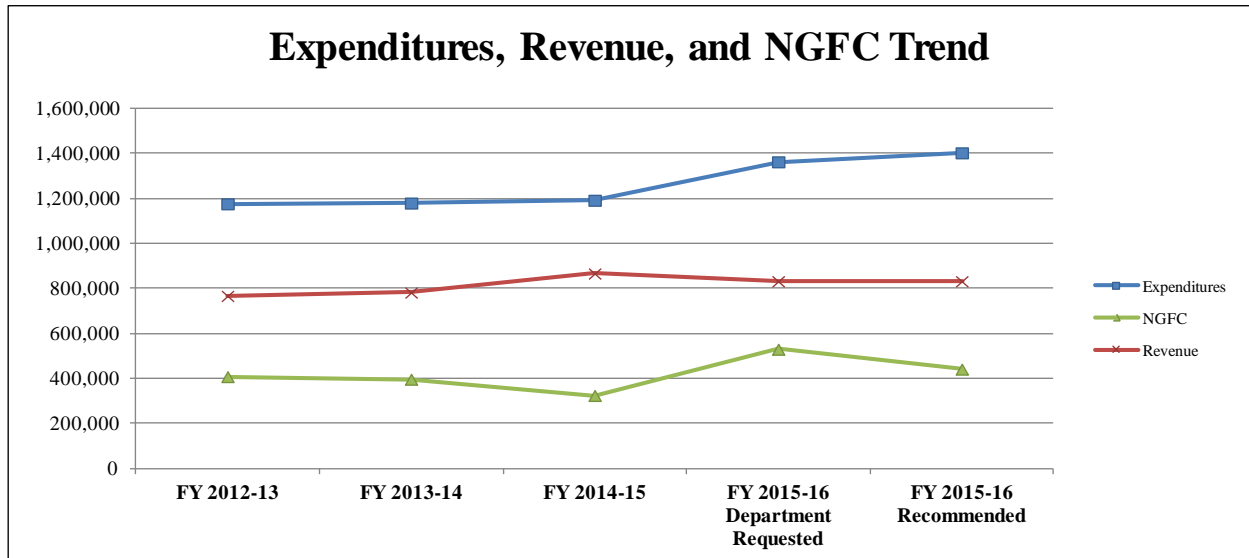
The majority of expenditures for the agency are associated with staffing costs for positions required to perform the administrative and technology services. The division is primarily funded through charges to non-General Fund departments and by an allocation of Net General Fund Cost.



Budget Changes and Operational Impacts

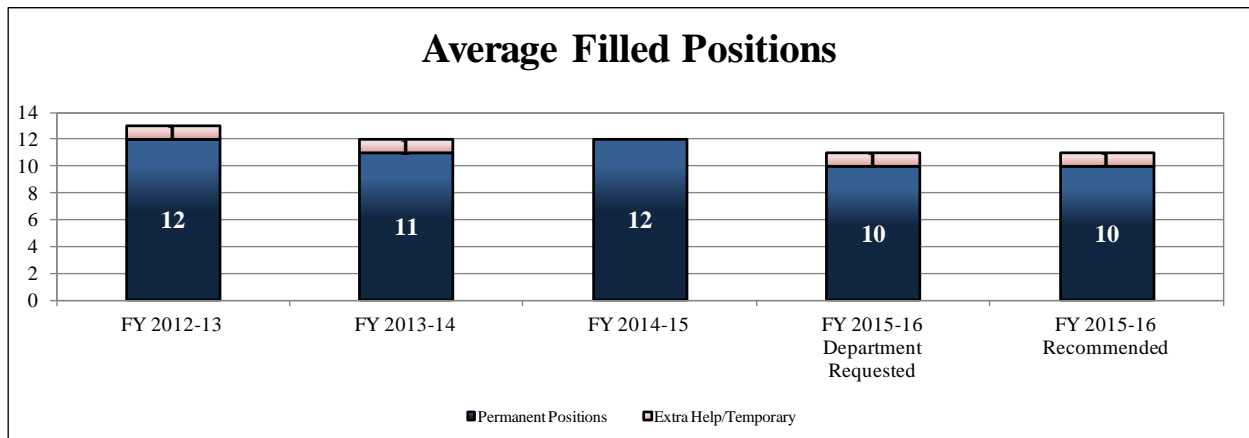
The recommended budget has a reduction of Salaries and Benefits of nearly \$102,115 primarily due to a position deletion as well as a reduction in Other Charges of \$19,590 due to the final payment for a phone switch made in FY 2014-15. Appropriations for the purchase of a Storage Area Network have been included. The recommended budget will allow the division to maintain current levels of service.

Public Protection



Staffing Changes and Operational Impacts

The recommended budget includes funding for 10 authorized positions, and the deletion of one (1) vacant Technology Services Manager. In addition, the department will keep one (1) Programmer I/II position vacant during FY 2015-16.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	12	11	12	10	10
Extra Help/Temporary	1	1	0	1	1
Total Positions	13	12	12	11	11
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	13	12	12	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	14	13	12	N/A	N/A
SALARIES & BENEFITS	\$1,370,076	\$1,434,485	\$1,202,426	\$1,293,290	\$1,323,291

Summary of Authorized Positions

The department currently has 12 authorized permanent. The recommended budget includes 11 authorized positions, of which 10 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	1	0	1
Technology Support	9	0	(1)	8	7	1	8
Payroll/Personnel	2	0	0	2	2	0	2
Total	12	0	(1)	11	10	1	11

Technology Support	Payroll/Personnel	Administration
Classification	Classification	Classification
1 Technology Services Manager	1 Fiscal Support Specialist	1 Planning Division Chief
1 Technology Services Supervisor	1 Fiscal Support Technician	1 Requested Total
1 LAN Administrator	2 Requested Total	
2 Syst. Analyst I/II or Programmer I/II		
4 Info Systems Specialist I/II/III/Sr.		
9 Current Total		
Additions/Deletions		
(1) Technology Services Manager		
8 Requested Total		



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Improve Fiscal Efficiency/Responsibility of the County.

Objective 1: Ensure proper fiscal accountability.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Quantity of technology equipment tracked and maintained for supported departments by technology work unit.	New Performance Measure	2,574	2,400	596	596
Percent of tracked and maintained equipment that is verified during departmental audits.	New Performance Measure	100%	100%	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 number, 594 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 performance measures demonstrate the department’s commitment to meet the needs of supported departments reliably, consistently, and accurately.

The variance in the actual quantity of equipment tracked in FY 14-15 resulted with the transfer of equipment previously tracked for Public Health and Environmental Health to their own departmental records.

Public Protection

Objective 2: Provide responsible and efficient customer service

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percent of time the Public Services Building network is available to users of the supported departments.	99%	99.99%	99.99%	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.	3.89	3.88	4.00	3.93	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.



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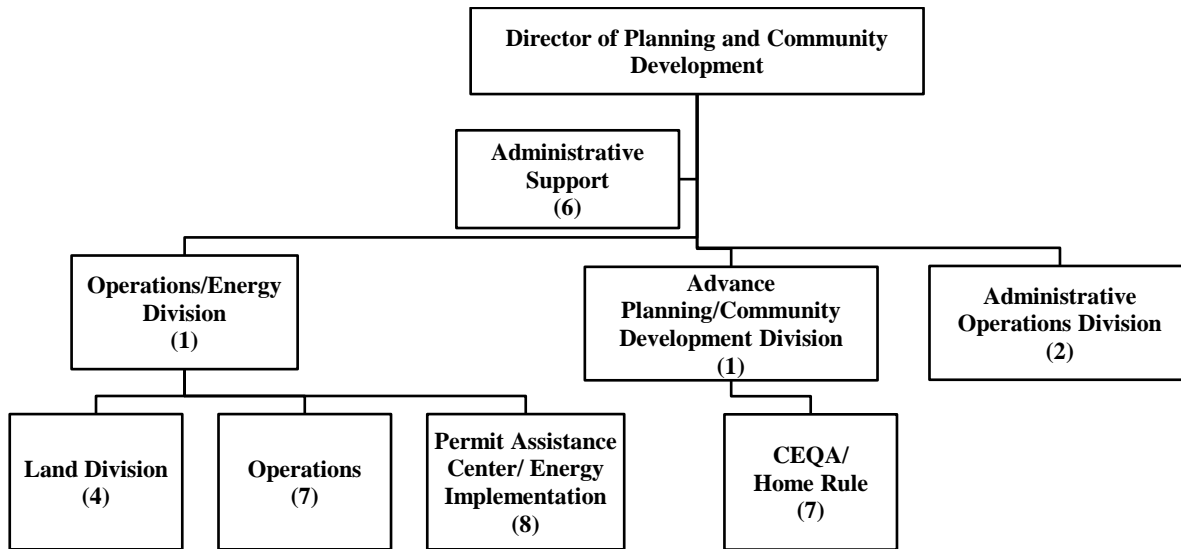


Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Through accelerated processing schedules, facilitated permitting and construction of wind and commercial scale solar projects for a seven year total of \$18.7 billion in private investment, 5,500 construction jobs and 1,200 permanent renewable energy jobs.
- Awarded forty-six Renewable Energy Neighborhood Enhancement Wind Business Zone (RENEWBIZ) grants for a total of \$306,600 to promote economic investment and revitalization in eastern Kern County communities.
- Expedited permit processing for Tejon Outlet Stores resulting in over 1,000 new jobs.
- Coordinated accelerated processing of the Kern County Zoning Amendment for Oil and Gas Permitting and Environmental Impact Report for release in the first quarter of 2015.
- Permitted and moved into construction an additional 839 MW of commercial scale wind and solar photovoltaic projects for a total of 9,182 MW of permitted projects towards the goal of 10,000 MW in production by the end of 2015.
- Expedited processing of the Indian Wells Valley Land Use Management Plan and Environmental Impact Report for rebalancing land uses for water reduction and new policies for protection of the China Lake Naval Air Weapons Station. Conducted seven (7) public workshops and opportunities for comment, and coordinated a special Planning Commission and Board Hearing the Ridgecrest area in a 10 month timeframe.



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 proposed ordinance and program environmental impact report (EIR) for the Dairy Animals Facilities program, and the 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,251,530	\$4,351,391	\$4,070,000	\$4,649,453	\$4,730,152	\$4,760,152
Services and Supplies	4,344,002	4,782,786	3,776,351	5,421,183	5,425,623	5,425,623
Other Charges	194,461	575,000	5,624	5,625	5,625	296,248
Other Financing Uses	0	391,477	31,240	0	0	281,477
TOTAL EXPENDITURES	\$8,789,993	\$10,100,654	\$7,883,215	\$10,076,261	\$10,161,400	\$10,763,500
Expend. Reimb.	(\$41,412)	(\$46,414)	(\$39,169)	(\$25,615)	(\$25,615)	(\$25,615)
TOTAL NET EXPENDITURES	\$8,748,581	\$10,054,240	\$7,844,046	\$10,050,646	\$10,135,785	\$10,737,885
REVENUE:						
Licenses and Permits	\$422,430	\$399,680	\$196,526	\$272,980	\$272,980	\$272,980
Fines and Forfeitures	6,900	10,000	12,755	14,000	14,000	14,000
Intergovernmental	0	200,000	0	529,771	529,771	529,771
Charges for Services	4,992,753	4,268,960	4,328,529	4,787,535	4,787,535	4,787,535
Miscellaneous	57,011	36,100	35,990	36,000	36,000	36,000
Other Financing Sources:						
General Plan Admin Surcharge	244,757	1,139,394	421,403	1,507,429	1,496,869	1,496,869
TOTAL REVENUE	\$5,723,851	\$6,054,134	\$4,995,203	\$7,147,715	\$7,137,155	\$7,137,155
Less Available BSI *	\$0	(\$391,477)	\$0	\$0	\$0	(\$281,477)
NET GENERAL FUND COST	\$3,024,730	\$3,608,629	\$2,848,843	\$2,902,931	\$2,998,630	\$3,319,253
BSI Ending Balance *	\$73,390	N/A	\$281,477	N/A	N/A	N/A

* BSI = Budget Savings Incentives



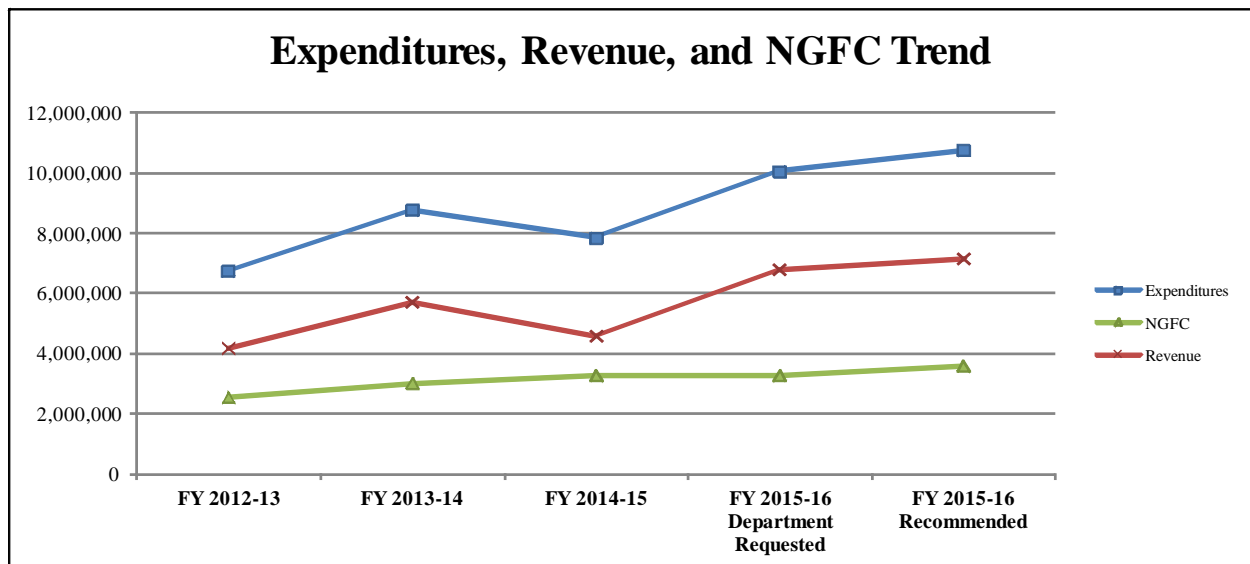
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs and contracts for outside consultants with whom the department contracts with for professional services. The recommended budget includes \$320,623 for RENEWBIZ projects. The division receives significant revenue from applicant fees and reimbursements for costs related to contracts for development projects. The remaining funding is primarily an allocation of Net General Fund Cost.

The division will pursue the update of the Metropolitan Bakersfield General Plan Amendment, completion of the Consolidated Plan/Action Plan, and the Housing Element update in the coming fiscal year.

Budget Changes and Operational Impacts

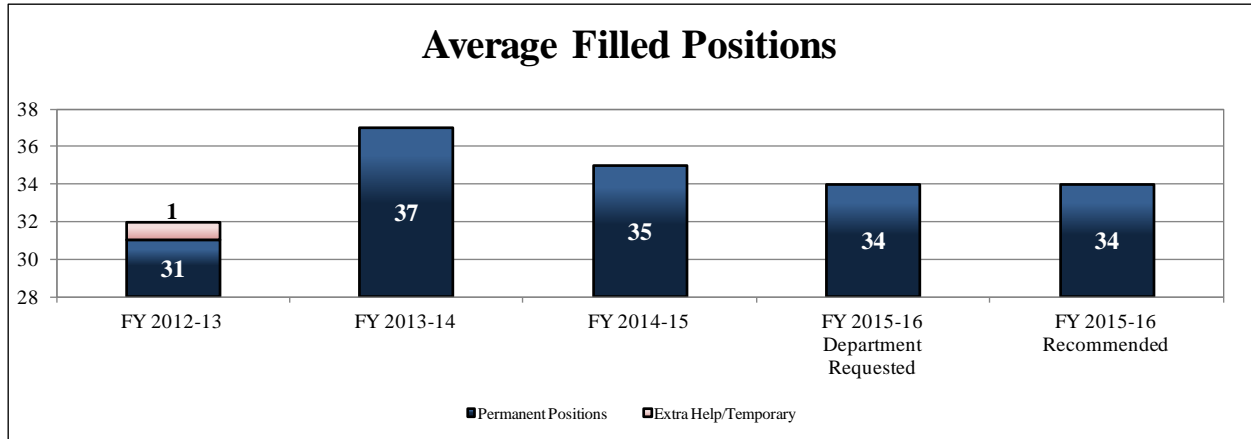
The recommended budget provides the division funding for all but three of its authorized positions with no impacts to current service levels. The division anticipates an additional \$2.1 million in revenue over FY 2014-15 adopted budget due to an increase in Charges for Services and Other Financing Sources to offset consultant costs on several large planning projects.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Accountant I/II/III position and one (1) Supervising Planner position as well as the deletion of one (1) Accountant I/II position, one (1) Senior Office Services Specialist position, and one (1) Planner I/II/III position. The department does not anticipate any operational impacts due to these position changes.





4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2012-13	FY 13-14	FY 14-15	FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	31	37	35	34	34
Extra Help/Temporary	1	0	0	0	0
Total Positions	32	37	35	34	34
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	38	36	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	34	38	36	N/A	N/A
SALARIES & BENEFITS	\$3,693,624	\$4,251,530	\$4,070,000	\$4,649,453	\$4,760,152

Summary of Authorized Positions

The department currently has 38 authorized permanent positions. The recommended budget includes 37 authorized permanent positions, of which 34 have been budgeted to be filled in FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	1	(2)	9	8	1	9
Planning/Community							
Development	8	1	(1)	8	7	1	8
Operations/Energy	20	0	0	20	19	1	20
Total	38	2	(3)	37	34	3	37



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	1 Supervising Planner
1 Sr. Office Services Specialist	13 Planner I/II/III	6 Planner I/II/III
3 Office Services Specialist	3 Planning Technician	8 Requested Total
1 Office Services Technician	20 Requested Total	<u>Additions/(Deletions)</u>
1 Office Services Assistant		1 Supervising Planner
1 Accountant I/II		(1) Planner I/II/III
1 Fiscal Support Specialist		8 Requested Total
10 Current Total		
<u>Additions/(Deletions)</u>		
1 Accountant I/II/III		
(1) Accountant I/II		
(1) Sr. Office Services Specialist		
9 Requested Total		

Public Protection

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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	New Performance Measure	< 12 weeks	6 weeks	< 12 weeks
Average number of days for a ministerial land use permit to be reviewed and acted upon.	New Performance Measure	New Performance Measure	< 15 days	8.4 days	< 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.

The first measurement represents the duration from the time the application is deemed complete to when the application is presented for the first time to the appropriate hearing body. It does not reflect the additional time required to present for final approval due to variations that may exist from one project to another.



Goal 2: Improve fiscal efficiency/responsibility of County.

Objective 1: Hold County departments and employees accountable to do their jobs well.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of days to provide a written response to preliminary reviews of all land use/land division applications.	10.5	9.6	30 days	10 days	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.	7.6	11.2	< 15 days	10.9 days	< 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 days	< 39 days	< 30 days
Average number of days to process billings to customers who are charged on a time and materials basis.	New Performance Measure		<30 days	> 60 days	< 30 days

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. Achievement of the last measure's performance goal was hampered by the department's accounts receivable program which presented insurmountable challenges. The Department plans to implement a replacement program during FY 15-16 which offers a better platform to reach the stated goal.

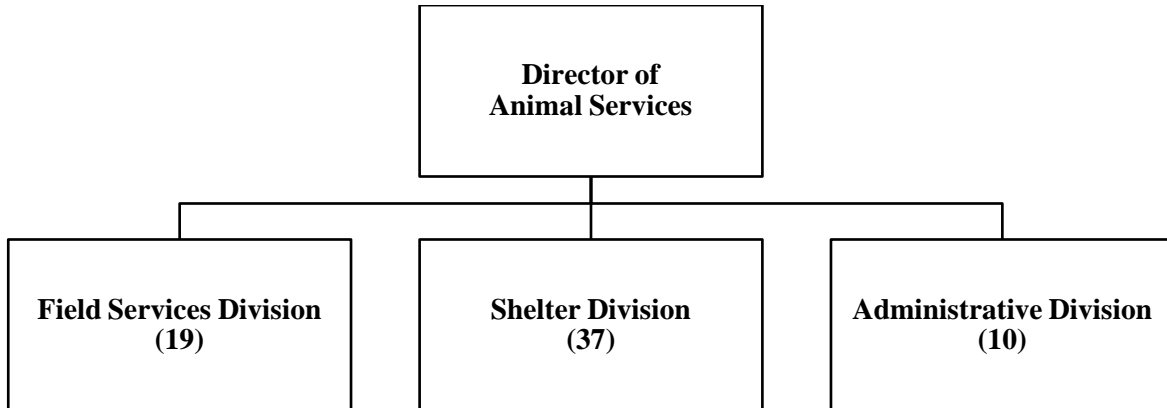
Public Protection



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 2013-14 and 2014-15 Accomplishments

- Department received a grant from PetSmart Charities allowing the department to implement the Happy Kern Cats II program to trap/neuter/return 1,200 feral/free roaming cats in the 93306 and 93308 zip codes.
- A Trap/Neuter/Release program for feral/free roaming cats was implemented; saving the lives of 3,233 cats and preventing thousands of cat births.
- Increased the save rate of animals leaving the shelter to a permanent home from July 1, 2014 through June 30, 2015 from 46% to 53%.
- 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 were provided for residents in Oildale, Lamont, Tehachapi, Mojave, Boron, Lake Isabella, Kernville, Taft, and Ridgecrest.
- A volunteer coordinator was hired in March of 2014 to increase the number of volunteer hours donated to the Animal Shelter. Since that time, volunteers have donated 8,401 hours to the shelter, which is equal to more than four full time equivalent employees.
- Facilitated 3,642 Spay/Neuter surgeries with the additional \$250,000 appropriated specifically for this purpose in May of 2014.
- The Department worked with multiple rescue organizations to save 2,215 lives between July 1, 2014 and June 30, 2015.
- Participated in Wings of Rescue flights that saved than 300 lives.
- The department implemented a weekly vaccine and licensing clinic at the shelter every Wednesday evening beginning in February 2014. Since then, the department has administered 4,396 vaccines, issued 1,977 licenses, and implanted 1,313 microchips for County animals.



Animal Services

Interim Department Head: Nicholas Cullen

Function: Public Protection

Fund: General

Activity: Other Protection

Budget Unit: 2760

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,967,197	\$5,162,034	\$4,938,435	\$5,308,512	\$5,368,851	\$5,368,850
Services and Supplies	2,185,224	2,033,470	2,166,672	1,818,229	1,882,536	1,882,536
Capital Assets	0	13,000	12,683	0	0	0
Other Financing Uses	0	0	0	0	0	45,597
TOTAL EXPENDITURES	\$7,152,421	\$7,208,504	\$7,117,790	\$7,126,741	\$7,251,387	\$7,296,983
Expend. Reimb.	(2,040)	0	0	(1)	(1)	0
TOTAL NET EXPENDITURES	\$7,150,381	\$7,208,504	\$7,117,790	\$7,126,740	\$7,251,386	\$7,296,983
REVENUE:						
Licenses and Permits	\$266,672	\$320,000	\$239,839	\$275,000	\$275,000	\$275,000
Fines and Forfeitures	1,596	782	770	850	850	850
Intergovernmental	923,475	1,011,712	1,011,714	1,059,601	1,059,601	1,059,601
Charges for Services	405,539	322,700	336,760	309,900	309,900	309,900
Miscellaneous	18,263	18,315	91,141	85,300	85,300	85,300
Other Financing Sources:						
Animal Care Donations	63,959	10,500	0	0	0	0
Animal Care Trust	19,876	0	0	0	0	0
Animal Control-Feline Carcasses	11,147	0	0	0	0	0
Adoption Prepayment	20,125	0	0	0	0	0
Sterilization Fund	29,405	48,000	23,385	48,000	48,000	48,000
TOTAL REVENUE	\$1,760,057	\$1,732,009	\$1,703,609	\$1,778,651	\$1,778,651	\$1,778,651
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	(\$45,597)
NET GENERAL FUND COST	\$5,390,324	\$5,476,495	\$5,414,181	\$5,348,089	\$5,472,735	\$5,472,735
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives



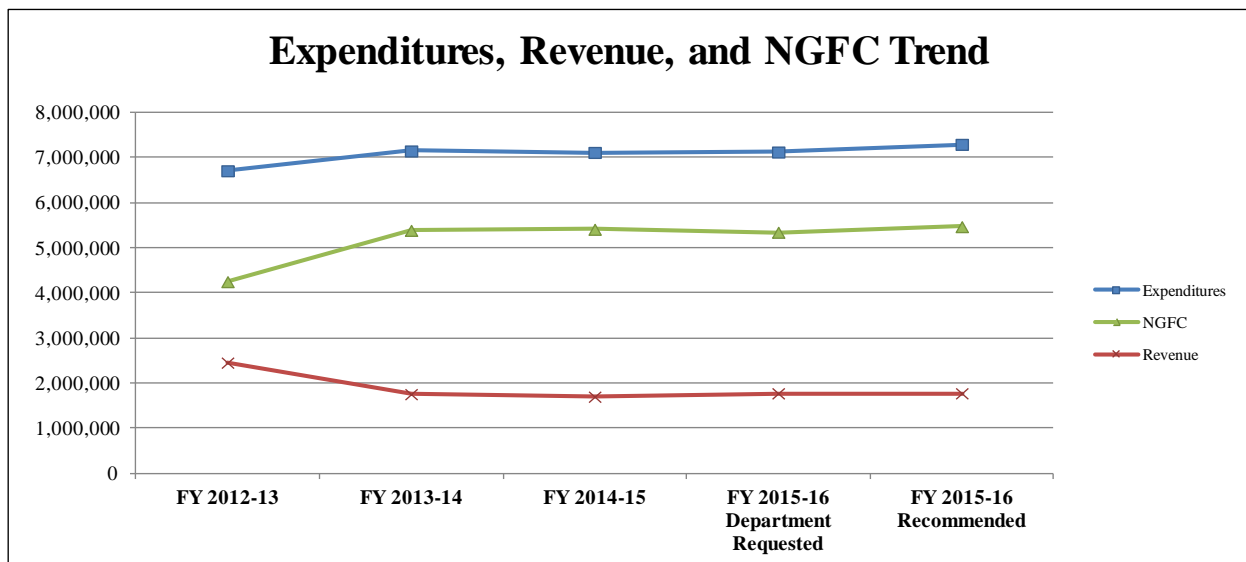
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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

The recommended budget for FY 2015-16 will allow the department to maintain status quo staffing levels and will continue to provide the resources necessary to maintain a high level of care for County animals. Completion of the surgical suite capital project at the Fruitvale facility is included in budget unit 1960 and \$250,000 in appropriation for spay and neuter activities is included in budget unit 1970.

Salaries and benefits will increase as a result of the rise of health benefits and retirement costs. Services and supplies are anticipated to decrease slightly as the department completes its first full fiscal year at the Fruitvale Avenue facility and continues to find operational efficiencies. The department continues to utilize volunteers to facilitate adoptions, provide animal socialization, and assist with cleaning and sanitization.

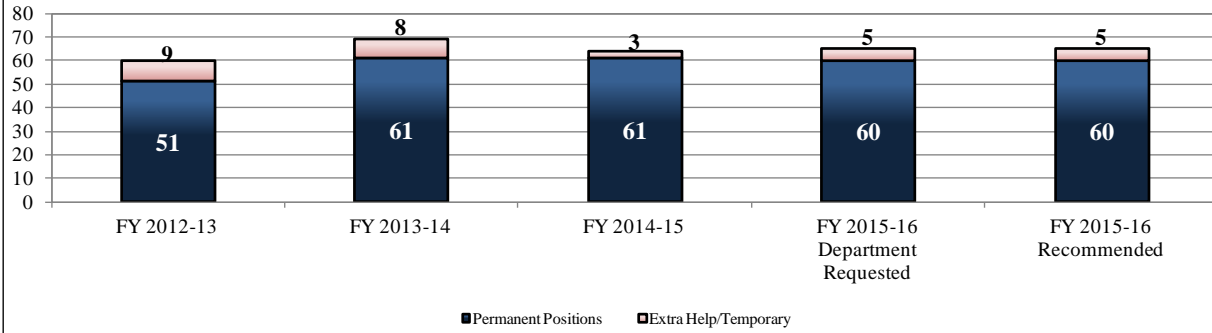


Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department will hold vacant four (4) Animal Care Worker positions, one (1) Registered Veterinary Technician position, and one (1) Special Projects Manager position.



Average Filled Positions



Public Protection

4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	51	61	61	60	60
Extra Help/Temporary	9	8	3	5	5
Total Positions	60	69	64	65	65
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	54	62	63	N/A	N/A
Extra Help/Temporary (FTE)	8	7	3	N/A	N/A
Total Positions	62	69	66	N/A	N/A
SALARIES & BENEFITS	\$4,406,224	\$4,967,197	\$4,938,435	\$5,308,512	\$5,368,850

Summary of Authorized Positions

The department has 66 authorized positions, of which 60 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	11	0	0	11	10	1	11
Shelter	36	0	0	36	31	5	36
Enforcement	19	0	0	19	19	0	19
Total	66	0	0	66	60	6	66



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	19 Requested Total
1 Fiscal Support Specialist	26 Animal Care Worker	
2 Fiscal Support Technician	1 Office Services Specialist	
1 Program Specialist	2 Office Services Technician	
1 Marketing and Promo. Assoc.	36 Requested Total	
1 Volunteer Coordinator		
1 Program Technician		
11 Requested Total		

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percent change in the number of animals received at the Shelter	4%	43%	15%	11%	10%
	Increase	Decrease	Decrease	Decrease	Decrease
Percent change in the number of impounded animals euthanized	9%	61%	15%	13%	15%
	Increase	Decrease	Decrease	Decrease	Decrease
Percent change in the number of impounded animals that are returned to owner, adopted, rescued, trap/neuter/released, or transferred	2%	2%	5%	5%	5%
	Increase	Decrease	Increase	Decrease	Increase
Number of households directly reached (contacts) by Animal Service's Public Education and Enforcement Team (PEET)	12,846	8,268	11,000	0	11,000
Licenses sold due to PEET	2,734	2,423	2,500	3,281	3,300
Number of animals spayed or neutered	20%	88%	15%	33%	5%
	Increase	Increase	Increase	Increase	Increase

A primary goal of Animal Services is to decrease the number of abandoned and unwanted pets by promoting responsible pet ownership through progressive programs such as outreach and education, adoption, rescue, Trap/Neuter/Release, and spay neuter efforts. The Department will run short of the intake reduction goal and the euthanasia goal because of the challenge of projecting outcomes based on historical data that includes City of Bakersfield statistics. The Trap-Neuter-Release program for cats continues to be successful with a 34% increase in FY 2014-15 over the number of cats altered by the program during FY 2013-14. The positive animal outcome goals will not be reached due to the large number of animals adopted or rescued during the first quarter of FY 2013-14 in preparation for the move to the new facility at 3951 Fruitvale Avenue. The method by which PEET contact data was historically tracked is unavailable. The PEET team had more than zero contacts last year based on the number of licenses sold; However, without substantiating data, actual figures could not be reported. The department now has a way of tracking contacts and will be able to report on this performance measure at the end of FY 2015-16. Due to an increase in PEET activity between January 1, 2015 and June 30, 2015 the PEET staff comfortably exceeded the goal in the number of licenses issued as a result of their work. The PEET Team has been so successful in increasing the number of licenses issued that the department has increased the FY 2015-16 goal from 2,500 to 3,300. The department is projected to comfortably exceed the goal for the number of Animals Spayed or Neutered because of the additional funding for Spay/Neuter



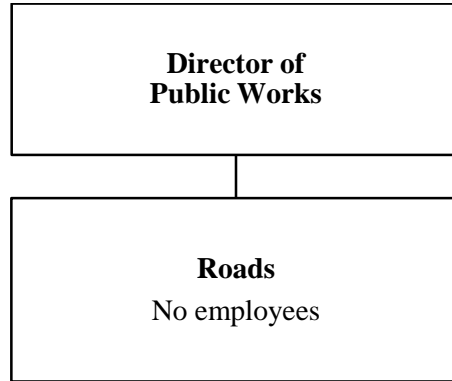
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Mission Statement

To plan, design, construct and maintain the safest, most cost-effective public roadways for the movement of people and goods.

Organizational Chart



Public Ways

FY 2013-14 and 2014-15 Accomplishments

- Completed various federally funded projects of more than \$8 million and locally funded projects of more than \$6 million.
- 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.
- 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.
- Reorganized and improved engineering and administrative functions of the Roads Departments and developed the framework required to merge the Roads, Waste Management and Engineering, Surveying and Permit Services in to the Public Works Department.



Roads Department

Department Head: Craig Pope, Appointed

Fund: Road

Budget Units: 3000 and 3015

Function: Public Ways & Facilities

Activity: Public Ways

Description of Major Services

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. Roads is now a part of this new department. The Roads Division plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County, except for State-maintained highways and bridges. The division 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.

Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$19,435,025	\$22,052,794	\$19,451,539	\$23,326,686	\$23,326,686	\$0
Services and Supplies	20,506,077	38,817,418	20,412,768	51,121,335	51,121,335	64,130,392
Other Charges	1,843,151	2,234,592	1,543,951	1,579,645	1,579,645	1,579,645
Capital Assets	151,585	2,530,000	741,220	1,107,100	1,107,100	1,107,100
Other Financing Uses	1,000,000	40,000	34,097	0	0	0
TOTAL EXPENDITURES	\$42,935,838	\$65,674,804	\$42,183,575	\$77,134,766	\$77,134,766	\$66,817,137
REVENUE:						
Taxes	\$3,107,548	\$2,261,000	\$2,492,123	\$3,459,876	\$3,459,876	\$3,459,876
Use of Money/Property	103,538	92,880	125,435	92,880	92,880	92,880
Intergovernmental	35,411,704	33,345,647	32,982,343	36,279,739	36,279,739	36,279,739
Charges for Services	9,080,491	5,929,043	4,652,826	4,252,214	4,252,214	4,252,214
Miscellaneous	37,455	489,860	1,637,051	269,304	269,304	269,304
Other Financing Sources:						
Sale of Capital Assets	53,921	50,000	20,960	50,000	50,000	50,000
CORE Impact Fee	0	1,000,000	1,879,688	12,096	12,096	12,096
Non-CORE Impact Fee	557,910	939,021	623,914	0	0	0
Community Development	625,316	220,000	348,107	360,000	360,000	360,000
Mitigation Fund	0	114,500	0	450,000	450,000	450,000
RenewBIZ	0	110,000	31,239	0	0	0
General Fund Contribution	5,557,532	5,387,272	4,040,454	4,000,000	4,000,000	0
TOTAL REVENUE	\$54,535,415	\$49,939,223	\$48,834,140	\$49,226,109	\$49,226,109	\$45,226,109
NET FUND COST	(\$11,599,577)	\$15,735,581	(\$6,650,565)	\$27,908,657	\$27,908,657	\$21,591,028

Major Expenditures and Revenue in FY 2015-16 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 division 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

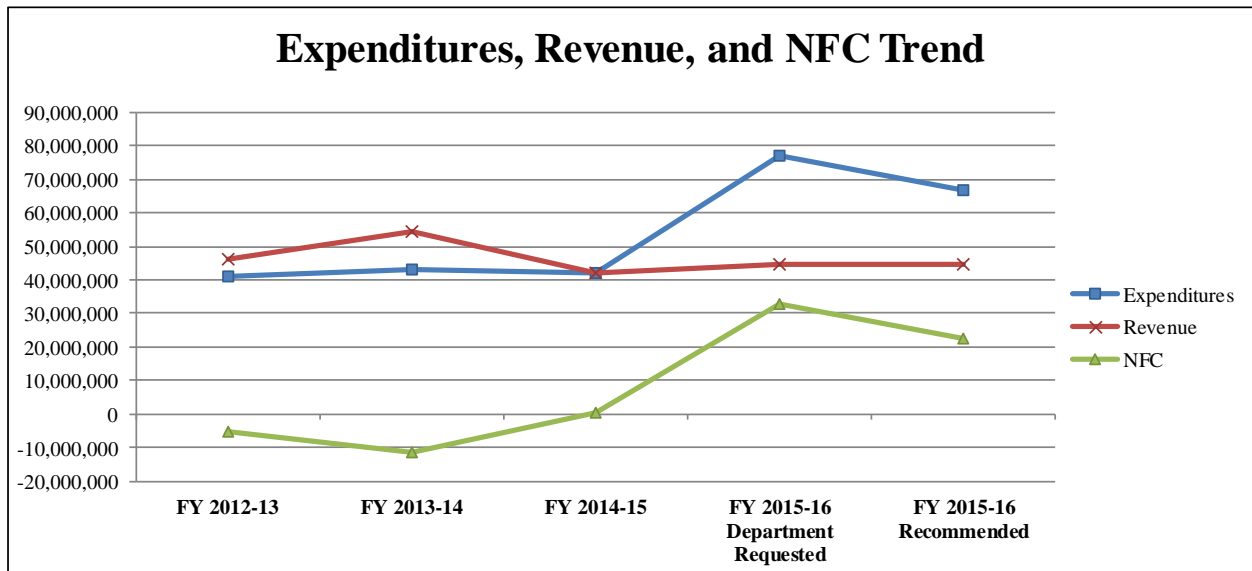
staffing, equipment and supplies costs for the positions and materials required to construct, service, and maintain public ways.

Budget Changes and Operational Impacts

As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse the ISF for labor applicable to the Roads division. Agreements with Private Entries, under services and supplies have been reduced by \$6.9 million to mitigate the reduction of State revenue. The amount of Highway Users Tax (HUTA) revenue allocated from the State has decreased by approximately \$3.5 million. To offset the reduction in HUTA revenue, the division has decreased locally funded paving and sealing projects by \$2 million and has budgeted to decrease fixed asset purchases in the amount of \$1.4 million. Federal-Aid project revenue has increased \$10 million from actual revenue with the anticipation of project reimbursements.

The division had an ending fund balance at June 30, 2015 of \$12.9 million and general designations have been canceled in the amount of \$8.6 million to balance the budget. The fund balance is sufficient to cover the FY 2015-16 Net Fund Cost.

Public Ways

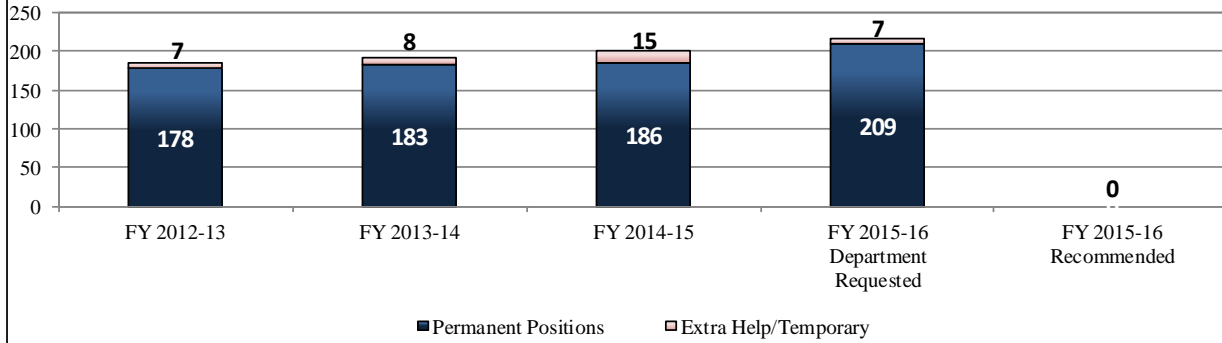


Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.



Average Filled Positions



Public Ways

4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	178	183	186	209	0
Extra Help/Temporary	7	8	15	7	0
Total Positions	185	191	201	216	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	184	187	189	N/A	N/A
Extra Help/Temporary (FTE)	6	7	14	N/A	N/A
Total Positions	190	194	203	N/A	N/A
SALARIES & BENEFITS	\$19,122,047	\$19,435,024	\$19,451,539	\$23,326,686	\$0

Summary of Authorized Positions

The recommended budget does not include any authorized positions; all budgeted positions have been transferred to the Public Works Internal Service Fund.



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of vehicle-involved accidents on County roadways	1,415	1,431	N/A	1,361	1,350
Number of pedestrian-involved accidents on County roadways	71	68	N/A	88	70
Number of bicycle involved accidents on County roadways	52	50	N/A	45	40
Number of miles of County maintained roads that have been resurfaced	79.2	64.4	115.9	65.5	N/A
Percentage of miles of County maintained paved roads that are rated in above average condition	45%	47%	48%	48%	N/A
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of miles of pedestrian paths, bike paths and sidewalk constructed in existing neighborhoods in the unincorporated areas	9.2	1.2	12.1	1.8	N/A
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	8.6	N/A
Number of miles of curb and gutter installed in existing neighborhoods in the unincorporated areas	5.9	.2	2.5	.8	N/A

Additional funds and manpower will be directed in 2014/15 to safety enhancements, especially in the areas of safety signage and pavement markings. The department has discontinued previously reported performance measures and will establish new performance measures to coincide with the Public Works mission in the future.

Objective 2: Reduce traffic congestion on County roadways

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	93%	93%	100%	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.

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County Contribution - Roads

Department Head: Craig Pope
 Fund: General
 Budget Unit: 3001

Function: Public Ways & Facilities
 Activity: Public Ways

Description of Major Services

This budget unit facilitates a transfer of the Net General Fund Cost contribution to the Roads Division (Budget Unit 3000).

Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$5,557,532	\$5,387,272	\$4,040,454	\$4,000,000	\$4,000,000	\$0
TOTAL EXPENDITURES	\$5,557,532	\$5,387,272	\$4,040,454	\$4,000,000	\$4,000,000	\$0
NET GENERAL FUND COST	\$5,557,532	\$5,387,272	\$4,040,454	\$4,000,000	\$4,000,000	\$0

Public Ways

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

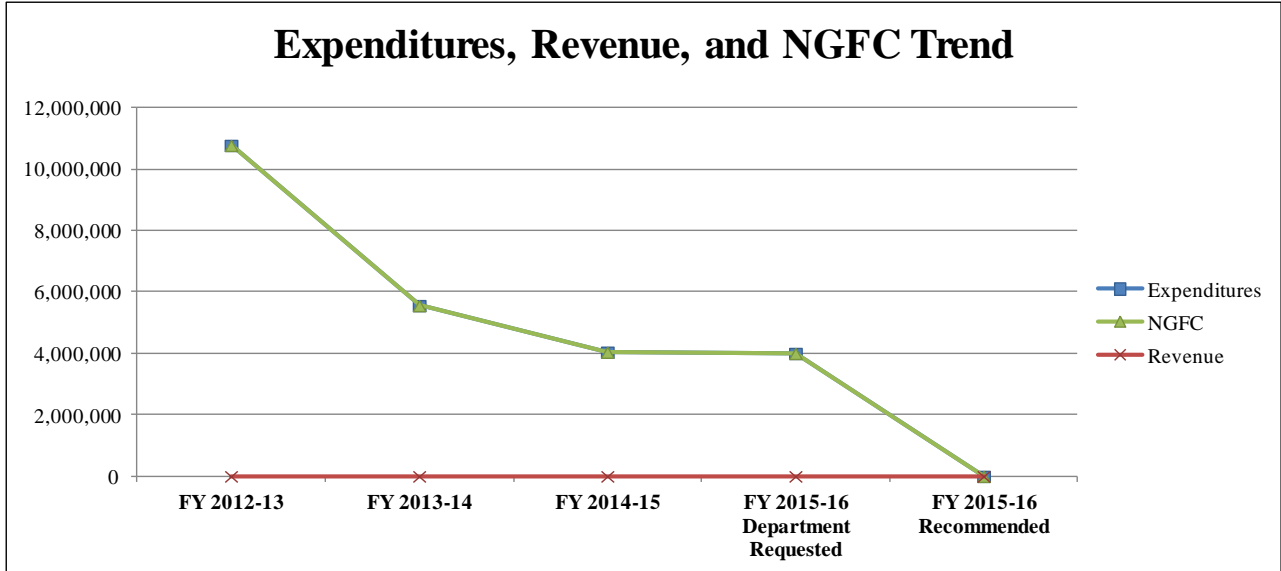
The County Contribution – Roads budget unit appropriates supplemental funding from the General Fund to the Roads Division of the Public Works Department to support road maintenance, emergency projects, and ongoing road improvement projects. When available, funds within this budget unit are transferred to the Roads Division and are reflected in that budget unit under the revenue category other financing sources.

Budget Changes and Operational Impacts

As part of the consolidation of the Public Works budget units, the recommended budget for FY 2015-16 has been adjusted. Funds previously earmarked for roads will be included in the Contribution to Public Works budget unit 3016. These funds will be used to reimburse the Public Works Internal Service Fund for various road maintenance and construction projects including equipment maintenance and acquisition.



Public Ways



County Contribution – Public Works

Department Head: Craig Pope

Function: Public Ways & Facilities

Fund: General

Activity: Public Ways

Budget unit: 3016

Description of Major Services

This budget unit facilitates a transfer of the Net General Fund Cost contribution to the Public Works Internal Service Fund (budget unit 8954).

Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$0	\$0	\$155,673	\$0	\$1,260,958	\$0
Services and Supplies	0	0	2,558	0	0	0
Other Charges	0	0	78,822	0	0	0
Other Financing Uses	0	0	0	0	0	6,316,848
TOTAL EXPENDITURES	\$0	\$0	\$237,053	\$0	\$1,260,958	\$6,316,848
NET GENERAL FUND COST	\$0	\$0	\$237,053	\$0	\$1,260,958	\$6,316,848

Public Ways

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The County Contribution – Public Works budget unit will appropriate supplemental funding from the General Fund to the Public Works Internal Service Fund to support countywide maintenance which may include emergency, and ongoing improvement projects. Appropriations within this budget unit will be transferred to the Public Works Internal Service Fund and will be reflected in that budget unit under the revenue category other financing sources.

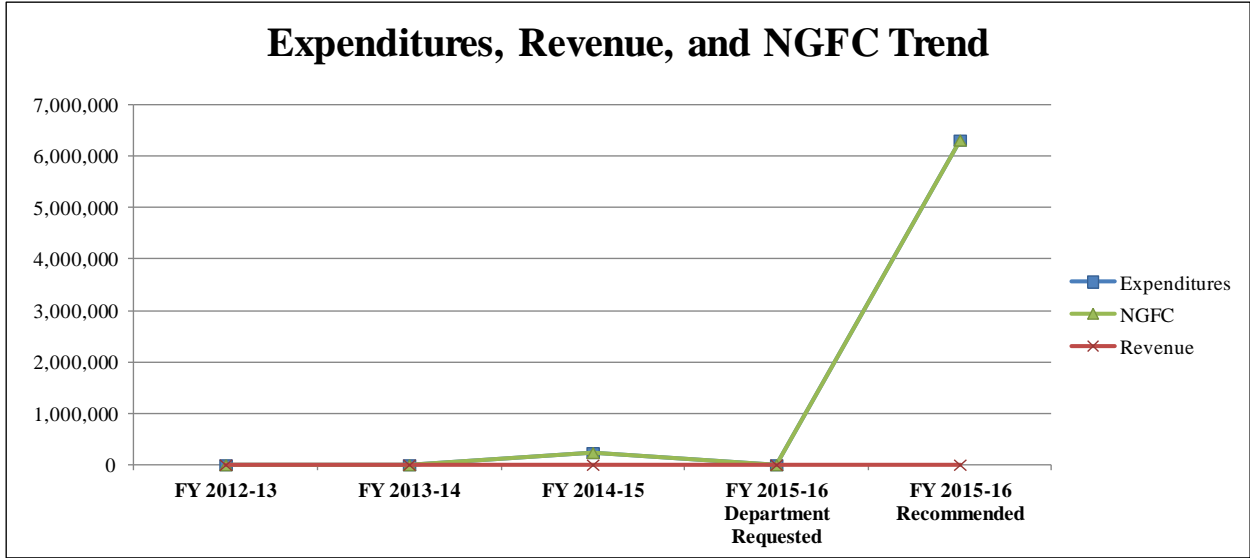
Budget Changes and Operational Impacts

In January 2015, the Board of Supervisors approved the formation of a Public Works Department that combined the authorized positions of the Roads Department, Waste Management Department, Code Compliance, Engineering, Surveying and Permit Services, Building Inspections and Kern Regional Transit into the Public Works Internal Service Fund (ISF). These departments will reimburse the ISF for labor applicable to their respective functions.

The recommended budget includes the contribution that was previously allocated to the Roads Department. This contribution will now be provided to the Public Works Internal Service Fund to be spent on countywide local road, maintenance and other public works projects including equipment acquisitions.



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 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$98,945	\$238,476	\$238,476	\$278,753	\$278,753	\$278,753
TOTAL EXPENDITURES	\$98,945	\$238,476	\$238,476	\$278,753	\$278,753	\$278,753
NET GENERAL FUND COST	\$98,945	\$238,476	\$238,476	\$278,753	\$278,753	\$278,753

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

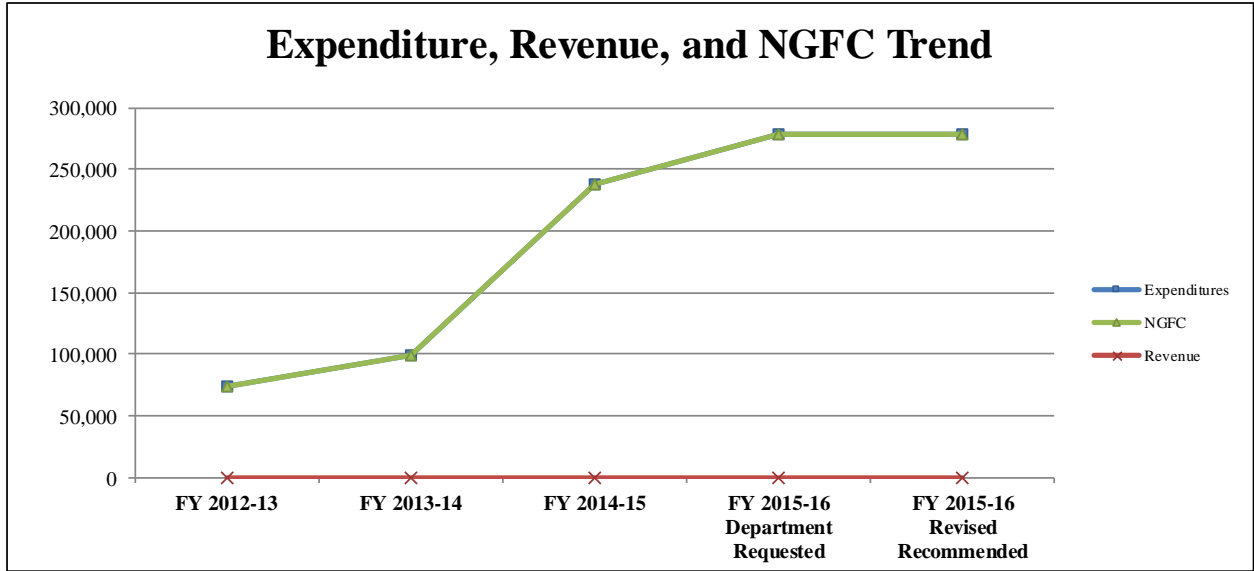
Other Financing Uses of \$278,753 are available for transfer to the Airports Enterprise Fund to fund the cost associated with capital facilities, including debt service. This budget unit contains no revenue as the AEOA revenue is collected within Budget Unit 1112 discretionary revenue as property taxes for the General Fund.

Budget Changes and Operational Impacts

The recommended budget includes an increase in General Fund Contribution from last fiscal year of \$40,277 or 17% as a result of growth in property tax allocations within the defined area of the AEOA.



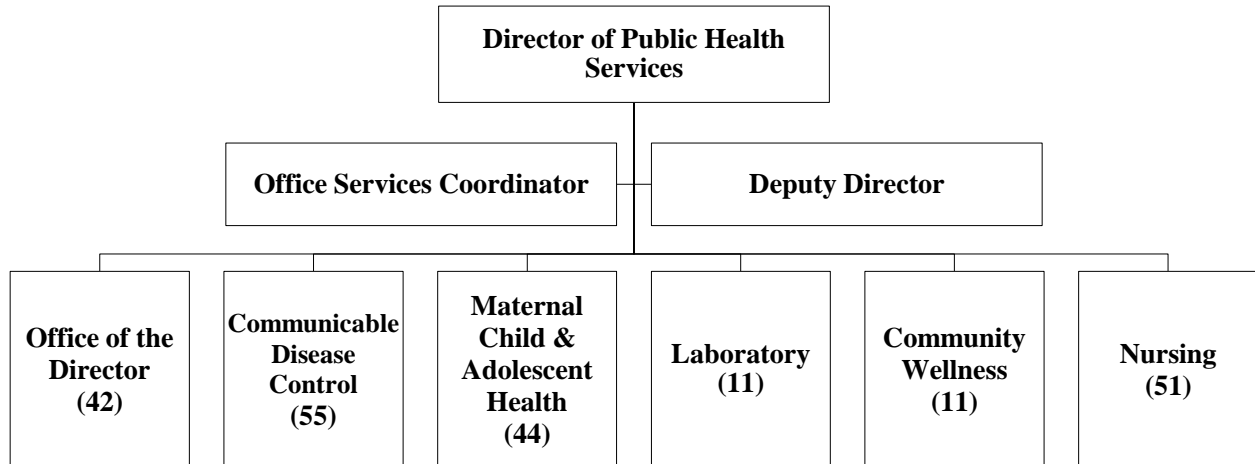
Public Ways



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 2013-14 and 2014-15 Accomplishments

- Successfully enrolled over 350 local medical providers on the State sponsored California Reportable Disease Information Exchange System and all Kern County hospitals, including Kaiser outpatient clinics, to the EPICenter system, enhancing the capability for the Department to receive electronic information related to reportable diseases and to better survey syndromic disease trends in the community.
- Developed a Public Health Strike Team consisting of multi-discipline, trained team members that can respond to disasters or public health threats immediately.
- Hosted a two-day Coccidiomycosis (Valley Fever) symposium sponsored by Congressman Kevin McCarthy. Both the National Institute of Health and the Centers for Disease Control Directors were guest speakers. This symposium led to an increased awareness of Valley Fever. Further, Kern County hosted the first physician education program in January 2015 about Valley Fever.
- In December 2013, the Department launched the Kern Get Connected program, which sends a Public Health Nurse into the home of a high volume emergency system use patient, in an attempt to link them with medical care and social support. This project has shown a 74% reduction in monthly emergency system usage.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$23,899,416	\$21,958,094	\$20,837,289	\$22,591,693	\$23,131,250	\$23,131,250
Services and Supplies	3,191,766	3,289,838	3,108,616	3,460,374	3,460,374	3,448,374
Other Charges	1,800,560	2,659,632	1,948,011	2,117,184	2,117,184	2,117,184
Capital Assets	35,655	0	15,147	83,193	83,193	95,193
Other Financing Uses	0	0	0	0	0	260,720
TOTAL EXPENDITURES	\$28,927,397	\$27,907,564	\$25,909,063	\$28,252,444	\$28,792,001	\$29,052,721
Expend. Reimb.	(\$509,975)	(\$327,723)	(\$544,513)	(\$825,917)	(\$825,917)	(\$825,917)
TOTAL NET EXPENDITURES	\$28,417,422	\$27,579,841	\$25,364,550	\$27,426,527	\$27,966,084	\$28,226,804
REVENUE:						
Intergovernmental	\$19,427,379	\$16,997,933	\$16,274,656	\$18,022,178	\$18,101,176	\$18,101,176
Charges for Services	3,581,122	3,845,914	3,355,527	3,560,636	3,560,636	3,560,636
Miscellaneous	89,774	128,772	29,816	17,740	17,740	17,740
Other Financing Sources:						
Public Health Miscellaneous	2,243	10,000	1,467	11,500	11,500	11,500
Health MAA/TCM	94,512	100,000	80,014	13,210	13,210	13,210
Child Restraint Loaner Program	71,483	60,000	60,000	67,701	67,701	67,701
Health Bio-Terrorism Grant	456,634	582,748	210,691	0	0	0
Vital & Health Statistics	66,617	73,925	66,710	72,027	72,027	72,027
Hospital Preparedness Program	91,397	63,978	78,998	78,998	0	0
TOTAL REVENUE	\$23,881,160	\$21,863,270	\$20,157,879	\$21,843,990	\$21,843,990	\$21,843,990
Less Available BSI *	\$0	\$0	\$0	N/A	N/A	(\$260,720)
NET GENERAL FUND COST	\$4,536,262	\$5,716,571	\$5,206,671	\$5,582,537	\$6,122,094	\$6,382,814

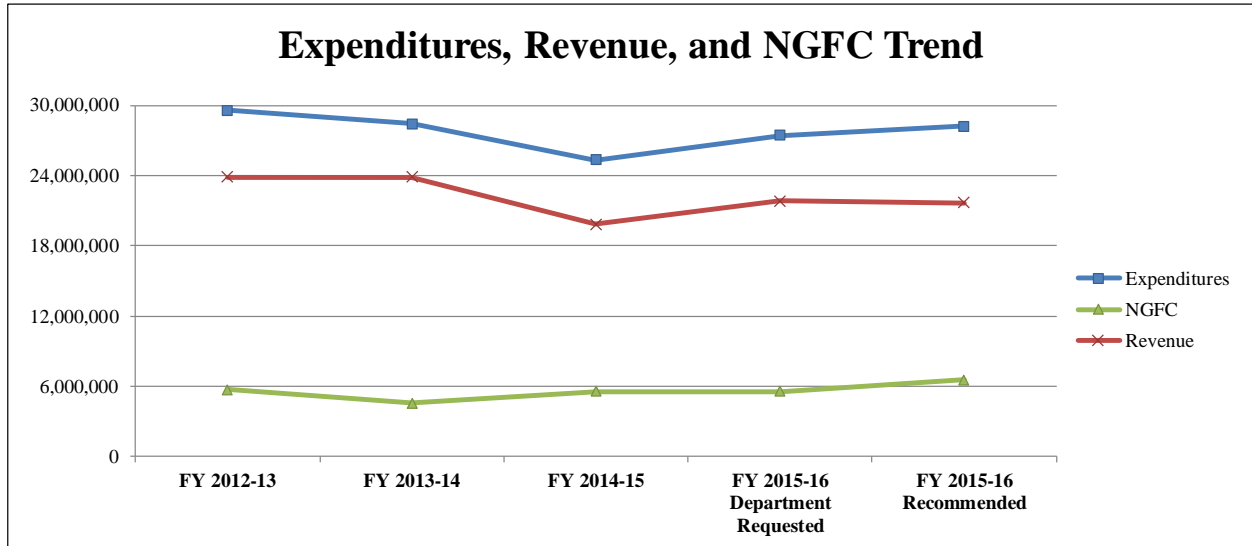
Health and Sanitation

Major Expenditures and Revenue in FY 2015-16 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 increase in salaries and benefits when compared to FY 2014-15 is primarily due to rising employee benefit costs and an anticipated increase in filled positions. A portion of the increase in employee costs will be recovered through increased charges for services. The recommended budget includes \$95,193 for the acquisition of one (1) replacement storage area network virtual server, and one (1) additional server.



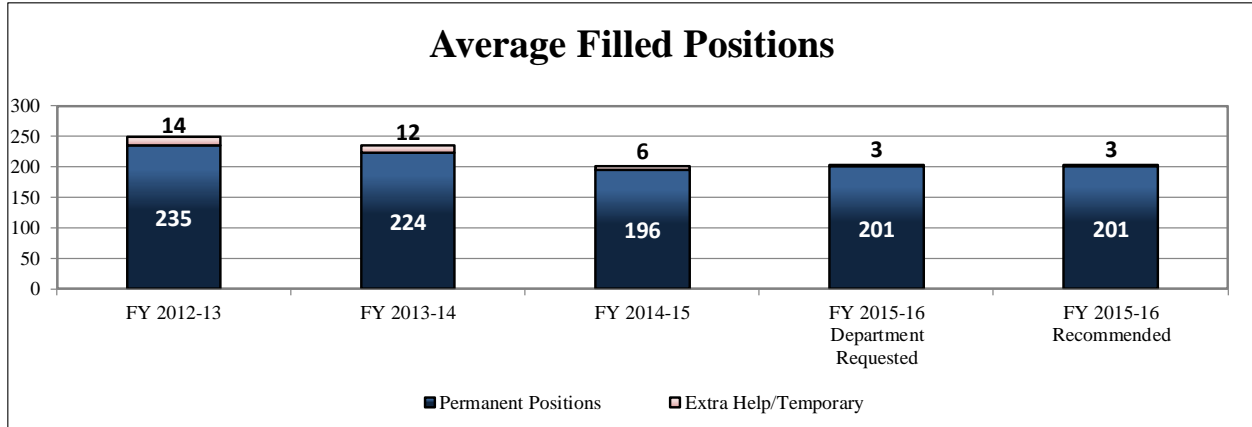
Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the deletion of four (4) Office Services Technician positions, two (2) Office Services Specialist positions, one (1) Storekeeper II position, one (1) Fiscal Support Technician position, one (1) Social Services Worker position, two (2) Medical Investigator positions, and two (2) Staff Nurse Jr./I position at an annual savings of approximately \$1,200,070. The position deletions will not result in lay-offs.

The recommended budget holds the following authorized positions vacant and unfunded: one (1) Deputy Public Health Officer, one (1) Public Health Nurse III, one (1) Assistant Public Health Lab Director, one (1) Public Health Lab Director, two (2) Stock Clerk, four (4) Public Health Nurse Jr./I/II, one (1) Public Health Aide, one (1) Health Educator, one (1) Medical Investigator, one (1) Senior Office Services Specialist, and two (2) Office Service Technician positions, at an annual savings of approximately \$1,787,000. The department will be able to provide current levels of service at the recommended staffing level.





Summary of Authorized Positions

The department currently has 230 authorized positions. 217 authorized positions are being recommended, of which 201 are budgeted to be filled during FY 2015-16 as indicated below.

Health and Sanitation

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Office of the Director	48	0	(3)	45	42	3	45
Communicable Disease Control	61	0	(6)	55	53	2	55
Maternal, Child, and Adolescent Health	45	0	(1)	44	43	1	44
Laboratory	12	0	(1)	11	9	2	11
Community Wellness	12	0	(1)	11	10	1	11
Nursing	52	0	(1)	51	44	7	51
Total	230	0	(13)	217	201	16	217



Office of the Director	Communicable Disease Control	Maternal, Child, and Adolescent Health
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director Of Public Health Services	1 Public Health Officer	1 Deputy Public Health Officer
1 Public Health Deputy Director	1 Health Asses. & Epid. Manager	2 Public Health Project Specialist
1 Administrative Services Officer	1 Public Health Project Specialist	1 Perinatal Investigator
3 Administrative Coordinator	2 Physician Assist/Nurse Pract.	3 Public Health Nurse III
1 Contracts Administrative Assistant	1 Clinical Lab Assistant I	18 Public Health Nurse Jr./I/II
1 Public Health Program Specialist	1 Director of Disease Control	2 Staff Nurse Jr./I
2 Public Health Project Specialist	1 Public Health Nurse III	1 Office Services Specialist
1 Sr. Emergency Med Serv Coordinator	5 Public Health Nurse Jr./I/II	4 Office Services Technician
3 Accountant I/II/III	1 Supervising Nurse	1 Health Education Assistant I/II
2 Billing Office Specialist III	5 Staff Nurse Jr./I	12 Public Health Aide I/II
3 Billing Office Specialist I/II	5 Vocational Nurse I/II	45 Current Total
1 Technology Services Manager	1 Sr. Public Health Epidemiologist	<u>Additions/Deletions</u>
3 Info Systems Specialist I/II/III/Sr.	1 Public Health Epidemiologist	(1) Staff Nurse Jr./I
1 Storekeeper II	2 Senior Office Services Specialist	44 Requested Total
2 Stock Clerk	3 Office Services Specialist	
1 Graphic Artist	14 Office Services Technician	
5 Fiscal Support Specialist	1 Office Services Assistant	
6 Fiscal Support Technician	1 Health Educator	
1 Office Services Coordinator	1 Health Education Assistant I/II	
1 Sr. Office Services Specialist	8 Medical Investigator	
3 Office Services Specialist	5 Public Health Aide I/II	
5 Office Services Technician	61 Current Total	
48 Current Total	<u>Additions/Deletions</u>	
<u>Additions/Deletions</u>	(1) Office Services Specialist	
(1) Storekeeper II	(2) Office Services Technician	
(1) Fiscal Support Technician	(2) Medical Investigator	
(1) Office Services Technician	(1) Staff Nurse Jr./I	
45 Requested Total	55 Requested Total	
Laboratory	Community Wellness	Nursing
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Health Lab Director	1 Departmental Analyst I/II	1 Director of Public Health Nursing
1 Assistant Lab Director	1 Marketing and Promotions Associate	5 Public Health Nurse III
2 Microbiologist	1 Fiscal Support Specialist	27 Public Health Nurse Jr./I/II
2 Microbiologist Specialist	1 Office Services Specialist	1 Sr. Office Services Specialist
1 Laboratory Assistant	1 Office Services Assistant	6 Office Services Technician
2 Clinical Laboratory Assistant	1 Director of Health Promotions	11 Public Health Aide I/II
1 Laboratory Helper	1 Senior Health Educator	1 Social Services Worker
1 Office Services Specialist	2 Health Educator	52 Current Total
1 Office Services Technician	3 Health Education Assistant I/II	<u>Additions/Deletions</u>
12 Current Total	12 Current Total	(1) Social Services Worker
<u>Additions/Deletions</u>	<u>Additions/Deletions</u>	51 Requested Total
(1) Office Services Technician	(1) Office Services Specialist	
11 Requested Total	11 Requested Total	

Health and Sanitation



Fiscal Year 2015-16 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 mortality rate attributable to obesity-related chronic diseases.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Age-adjusted mortality rate attributable to heart disease, per 100,000 population	165.1	136.4	100.8	134.2	103.4
Age-adjusted mortality rate attributable to diabetes, per 100,000 population	32.4	33.0	30.4	34.7	30.4
Age-adjusted mortality rate attributable to stroke, per 100,000 population	42.4	40.6	33.8	37.7	34.8

The County has some of the worst mortality rates in the State attributable to chronic diseases related to obesity, such as heart disease, diabetes, and stroke. These three diseases alone cause more than 25% of all deaths in the County. In addition, chronic diseases account for nearly 75% of healthcare costs. Increased physical activity and healthy dietary choices can reduce the risk of chronic disease. The department has developed a Community Wellness Division to provide education and improve the activity levels in the community in an attempt to lower these rates of disease. While the performance goals established have not been met in the three categories within this objective, the department's efforts have resulted in decreases from prior year in two of the three categories.

Objective 2: Reduce the proportion of County residents who are overweight or obese per body mass index measurements (BMI > 25 and BMI > 30, respectively) and children who are not physically fit.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
The percentage of overweight or obese adults	62.1%	70.0%	59.0%	70.0%	59.0%
The percentage of 7 th graders who are not physically fit	41.7%	44.2%	32.3%	41.9%	32.3%

Obesity increases the risks of developing a number of chronic diseases and reduces quality of life as well as life expectancy. Children who develop unhealthy lifestyles in their youth are more likely to be overweight and obese as adults. The department's Community Wellness Division partners with a number of schools and youth programs to promote active living and good nutrition, often affecting the child's entire family and surrounding community in the process.

Goal 2: Promote healthy lifestyles and prevent spread of diseases.

Objective 1: Reduce the incidence of sexually transmitted infections.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Incidence rate of chlamydia, per 100,000 population	637.1	665.1	560.5	705.2	560.5
Incidence rate of gonorrhea, per 100,000 population	148.4	181.0	88.9	176.8	88.9

The County ranks number one and number three for worst chlamydia and gonorrhea rates, respectively, in California. Chlamydia and gonorrhea infection can increase the risk of HIV transmission. Sexually transmitted infections also have direct effects on reproductive health. Both chlamydia and gonorrhea can cause infertility in the patient and increase the risk of miscarriage, preterm birth, and low birth weight births. Moreover, chlamydia and gonorrhea can be transmitted to newborns causing eye infections and pneumonia. The department has a Disease Control Division, focused on surveillance, to protect the community from the spread of diseases and educate the public on prevention. The Disease Control Division also works directly with healthcare providers to ensure the proper testing and treatment of patients. The Statewide incidence rate of chlamydia is increasing and the State has indicated that they feel it is endemic. During FY 2015-16, the Department will develop a focused group to address these high rates, involving faith-based organizations, the education community, and non-profit organizations.

Objective 2: Reduce teen birth rates.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Rate of births to mothers aged 15-19 years, per 1,000 population	57.2	53.2	51.5	49.0	48.8

While births to adolescent mothers have decreased to the lowest rates in history, the County still ranks worst in the State. Births to teens affect the health and wellbeing of both mother and child. Teen mothers are less likely to seek timely prenatal care and have poorer health outcomes. They are at higher risk for pregnancy complications that affect their personal health such as high blood pressure and anemia. Babies born to teen mothers are more likely to be born preterm and low birth weight. Childbearing during adolescence increases the likelihood of dropping out of school, lowering earning capacity, and increases the likelihood of living in poverty. The department has multiple programs in the Maternal, Child, and Adolescent Health Division aimed at teen pregnancy prevention as well as education and support of teen parents.

Health and Sanitation



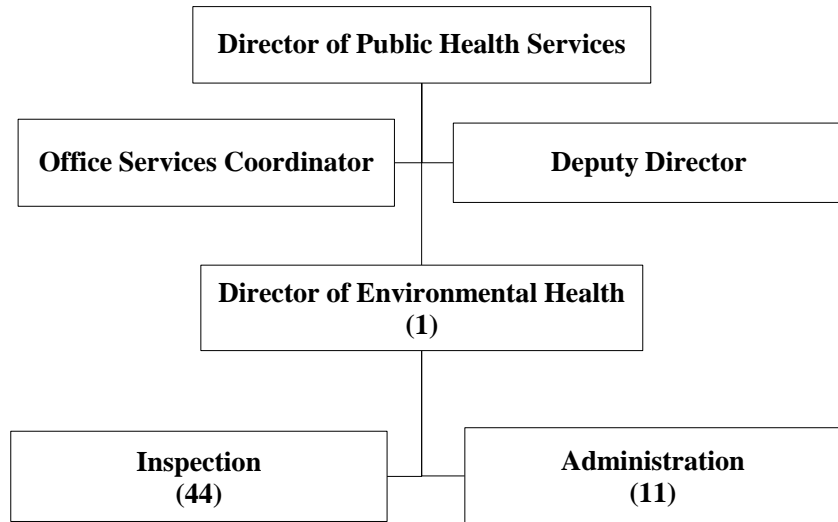
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- The division completed mapping of all water wells in Kern County, along with the chemical and bacteriological exceedances and historical groundwater levels.
- The division assisted local businesses through the Performance Incentive Program (PIP), which reduced inspections and fees for facilities that demonstrate high levels of compliance. A total of 93 facilities participated in the PIP, which account for a total of \$213,026 in savings for businesses in FY 2013-14. A total of 140 facilities participated in FY 2014-15, accounting for a total savings of \$290,980 for businesses.
- The division created and deployed the first food grading app for smartphones in California, titled “Safe Diner”.
- The division implemented a risk-based hotel/motel inspection program, incentivizing compliance and allocating resources to areas of greatest risk.
- The division joined the California Environmental Reporting System, providing an electronic, enhanced database of inspection and enforcement data for first responders.
- The division developed an online foodborne illness reporting system and education campaign, providing information for physicians and the general public.



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.

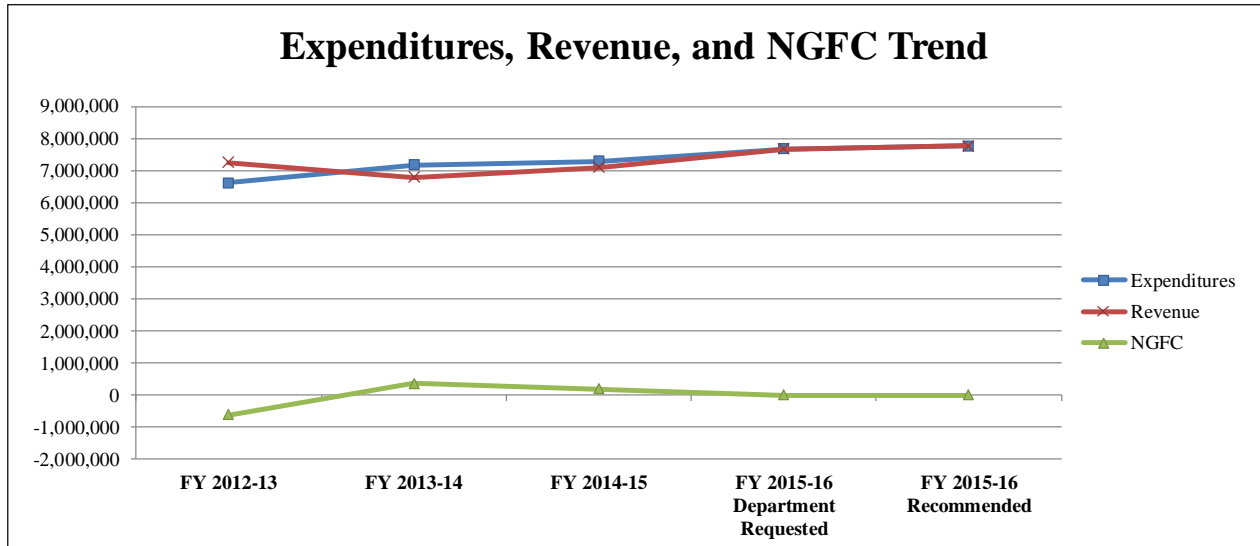
Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,053,285	\$6,049,968	\$5,837,013	\$6,554,755	\$6,554,758	\$6,654,758
Services and Supplies	1,124,253	1,214,545	1,380,086	1,265,000	1,265,000	1,233,000
Other Charges	0	0	0	1	0	0
Capital Assets	75,311	0	168,358	0	0	0
TOTAL EXPENDITURES	\$7,252,849	\$7,264,513	\$7,385,457	\$7,819,756	\$7,819,758	\$7,887,758
Expend. Reimb.	(\$80,586)	(\$135,878)	(\$99,218)	(\$150,866)	(\$150,866)	(\$118,866)
TOTAL NET EXPENDITURES	\$7,172,263	\$7,128,635	\$7,286,239	\$7,668,890	\$7,668,892	\$7,768,892
REVENUE:						
Licenses and Permits	\$2,755,245	\$2,973,514	\$2,948,031	\$3,550,905	\$3,550,905	\$3,550,905
Fines and Forfeitures	77,612	80,000	49,125	50,000	50,000	50,000
Intergovernmental	464,556	617,627	642,759	449,338	449,338	449,338
Charges for Services	3,166,123	3,133,578	3,277,875	3,463,075	3,463,075	3,463,075
Miscellaneous	90,082	5,574	(30,853)	5,574	5,574	5,574
Other Financing Sources:						
Health - State L.U.S.T. Program	3,550	0	0	0	0	0
Hazardous Waste Settlements	65,334	0	411,529	0	0	100,000
Solid Waste-LEA Grant	38,564	0	0	0	0	0
Tobacco Education Program	137,978	150,000	134,717	150,000	150,000	150,000
Community Development Program	75	0	0	0	0	0
TOTAL REVENUE	\$6,799,119	\$6,960,293	\$7,433,183	\$7,668,892	\$7,668,892	\$7,768,892
NET GENERAL FUND COST	\$373,145	\$168,342	(\$146,944)	(\$2)	\$0	\$0

Major Expenditures and Revenue in FY 2015-16 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

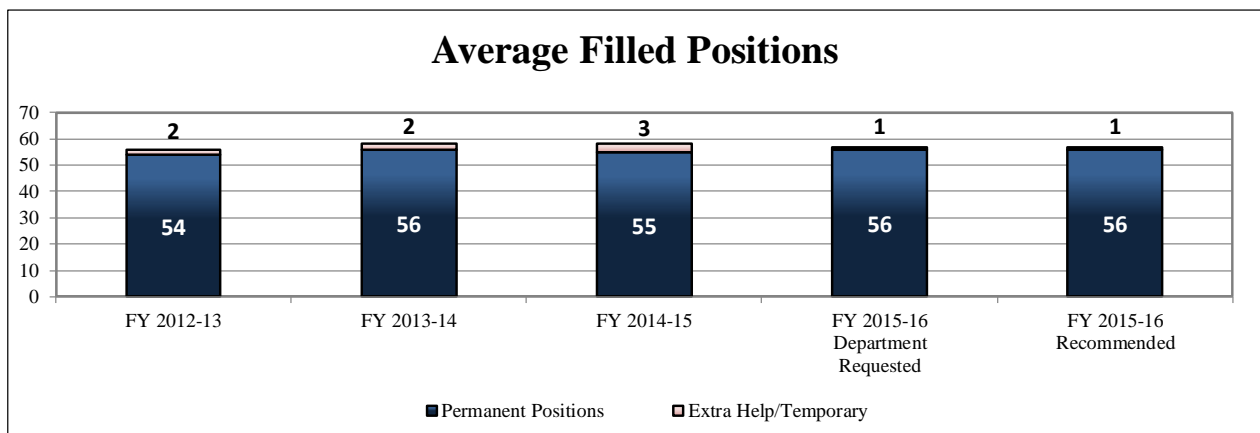
Revenue collected for permitting and services is anticipated to increase due to fee adjustments approved by the Board of Supervisors late FY 2014-15. Capital assets expenditures and other financing sources revenue are elevated in FY 2014-15 due to one-time equipment purchases.



Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Fiscal Support Technician position and one (1) Building Plans Technician position and the addition of two (2) Environmental Health Technician I/II/III positions, at an annual net cost of approximately \$17,184.



4-Year Staffing Trend

	Actual			Department Requested	Recommended
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	54	56	55	56	56
Extra Help/Temporary	2	2	3	1	1
Total Positions	56	58	58	57	57
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	55	57	56	N/A	N/A
Extra Help/Temporary (FTE)	2	2	3	N/A	N/A
Total Positions	57	59	59	N/A	N/A
SALARIES & BENEFITS	\$5,688,150	\$6,053,285	\$5,837,013	\$6,554,755	\$6,654,758

Summary of Authorized Positions

The recommended budget includes 56 authorized positions, of which all have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	13	0	(1)	12	12	0	12
Inspection	43	2	(1)	44	44	0	44
Total	56	2	(2)	56	56	0	56

Administration

- Classification**
- 1 Accountant I/II/III
 - 4 Fiscal Support Specialist
 - 2 Fiscal Support Technician
 - 1 Director of Environmental Health
 - 1 Office Services Specialist
 - 2 Office Services Technician
 - 1 GIS Specialist
 - 1 Programmer I/II-Sys Analyst I/II
 - 13 Current Total**
 - Additions/Deletions**
 - (1) Fiscal Support Technician
 - 12 Requested Total**

Inspection

- Classification**
- 1 Building Plans Technician
 - 7 Waste Management Tech I/II
 - 1 Chief Environmental Health Spec
 - 5 Environmental Health Spec IV
 - 1 Hazardous Materials Spec IV
 - 2 Hazardous Materials Spec I/II/III
 - 24 Environ Health Spec Training/I/II
 - 1 Senior Health Educator
 - 1 Health Educator
 - 43 Current Total**
 - Additions/Deletions**
 - 2 Environmental Health Tech I/II/III
 - (1) Building Plans Technician
 - 44**



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.32	.28	.27	.41	.28
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.	1.68	1.61	1.50	1.23	1.20
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.	1.19	1.17	1.10	1.09	1.00
Average number of critical risk factor violations, per facility inspected, of hotels and motels which presents an immediate or potential threat to public health.	N/A	N/A	2.5	1.84	2.0

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 incentive these businesses to comply with regulations.

Objective: Enhance protection of the community through industry training and education.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of people trained on food safety.	N/A	N/A	75	287	200
Number of people trained on handling of hazardous waste and materials.	N/A	N/A	100	1053	300

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.

Health and Sanitation



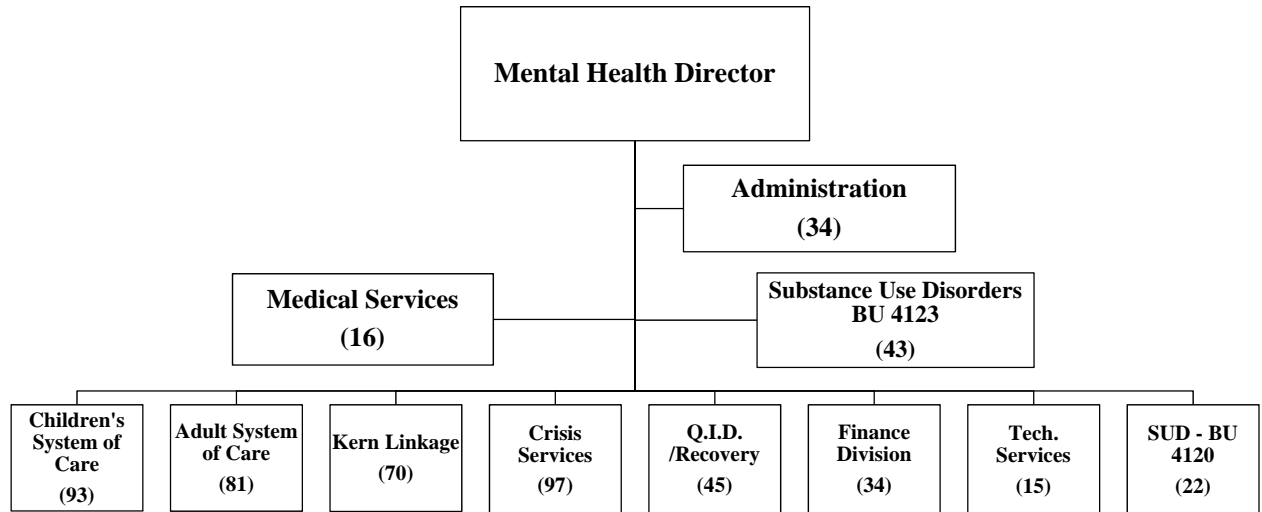
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Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Health and Sanitation

Fiscal Year 2013-14 and 2014-15 Accomplishments

- *“Serve First, Provider Network of Choice”*: created new direction for the department to become the premier provider of mental health and substance use disorder services in Kern County.
- Provided services to 19,187 unique mental health clients and 4,950 unique substance use disorder clients; 23,063 unique individuals received services system wide.
- Increased overall units of service an average of 13% during FY 2014-15 over FY 2013-14 while providing 29% more units of Medi-Cal services demonstrating improved access to both the community and beneficiaries.
- Awarded another three-year accreditation by the Commission for Accreditation of Rehabilitation Facilities. Kern remains the only California county to have obtained this accreditation.
- Utilized Mental Health Services Act funding to purchase a 40,000 square foot facility to house the Administrative Units of the department, the Consumer Family Learning Center and a direct service team.
- Developed a Housing Committee report to the Behavioral Health Board to evolve a plan for increasing safe and affordable housing for clients.



Mental Health Services Department

Department Head: Bill Walker

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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$4,753,608	\$0	\$0	\$0	\$3,476,515
Salaries and Benefits	46,945,278	48,564,868	45,906,384	56,376,874	56,376,874	56,484,563
Services and Supplies	34,169,475	43,649,375	38,340,387	44,146,795	44,249,796	44,403,382
Other Charges	11,442,129	13,940,540	10,226,683	13,867,152	13,895,352	13,928,352
Capital Assets	13,652	0	7,154	210,700	235,700	235,700
Other Financing Uses	0	300,000	398	0	0	2,404,350
TOTAL EXPENDITURES	\$92,570,534	\$111,208,391	\$94,481,006	\$114,601,521	\$114,757,722	\$120,932,862
REVENUE:						
Use of Money/Property	\$80,750	\$80,000	\$134,316	\$73,000	\$73,000	\$73,000
Intergovernmental	3,128,182	2,388,808	3,116,647	2,410,208	2,410,208	2,539,794
Charges for Services	22,189,065	28,319,356	41,153,595	34,865,818	34,865,818	34,865,818
Miscellaneous	567,281	457,048	457,475	337,148	337,148	337,148
Other Financing Sources:						
General Fund Contribution	1,173,747	1,173,749	1,173,748	1,173,749	1,634,750	1,634,750
2011 Program Realignment	21,594,708	19,305,126	20,052,115	21,831,216	21,353,374	20,689,056
2011 Realignment	22,771,521	22,761,469	22,761,468	22,657,898	22,657,898	22,663,474
Mental Health Services Act	27,534,698	30,269,498	22,121,215	29,633,433	29,633,433	29,633,433
TOTAL REVENUE	\$99,039,952	\$104,755,054	\$110,970,579	\$112,982,470	\$112,965,629	\$112,436,473
NET FUND COST	(\$6,469,418)	\$6,453,337	(\$16,489,573)	\$1,619,051	\$1,792,093	\$8,496,389

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Operating expenses of \$44.4 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 \$56.4 million are the other major expense category for the department. Together, these expenditure categories support programs and clinics that provide mental health services to County residents. State, federal, and realignment revenue are provided through sales tax, vehicle license fees, Medi-Cal, MHSA, the Assembly Bill 109 (AB 109) Public Safety Realignment program, and federal grants.



The department's primary sources of revenue in FY 2015-16 are Medi-Cal, Realignment, and MHSA funding. Funds for the programs operated within this budget unit are provided by sources outside the General Fund. In order to qualify for some of the funding from the State, a County General Fund contribution in the amount of \$771,124 is required and is appropriated in the Mental Health – County Contribution budget unit 4127.

Budget Changes and Operational Impacts

The department added 44 new, permanent, positions at the end of FY 2014-15 to meet the increased demand on services resulting from implementation of expanded Medi-Cal services under the Affordable Care Act (ACA). The newly eligible population qualifies for 100% reimbursement under the Federal Financial Participation reimbursement methodology. After 2016, Medi-Cal will cover no less than 90% of costs on a permanent basis for newly eligible Medi-Cal beneficiaries. Overall, the department's revenue and expenditure totals are up slightly compared to FY 2014-15 due to the increased staffing level costs and corresponding increase in Medi-Cal revenue. The department's largest expense items in FY 2015-16 will be salaries and benefits (\$56.4 million) and funds disbursed via service delivery contracts to provide patient treatment (\$33.3 million of the total \$44.4 million allocated to services and supplies).

In 2011, the State realigned the assignment of program and fiscal responsibility to local governments (2011 Realignment). 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 \$40.1 million in FY 2015-16. The department will benefit from a reversion of State funding for the California Work Opportunities and Responsibilities to Kids (CalWORKs) program that was previously diverted to the County Department of Human Services (DHS). CalWORKs funding is budgeted at roughly \$2.7 million and will be used to pilot collaborative programs with DHS that co-locate Mental Health staff at DHS facilities in an effort to improve outreach to residents who seek both DHS and Mental Health services.

State realignment also brought a new funding source to Mental Health in 2011 via Assembly Bill 109 (AB 109), also known as 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 \$3.1 million for FY 2015-16 and will be used to provide 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

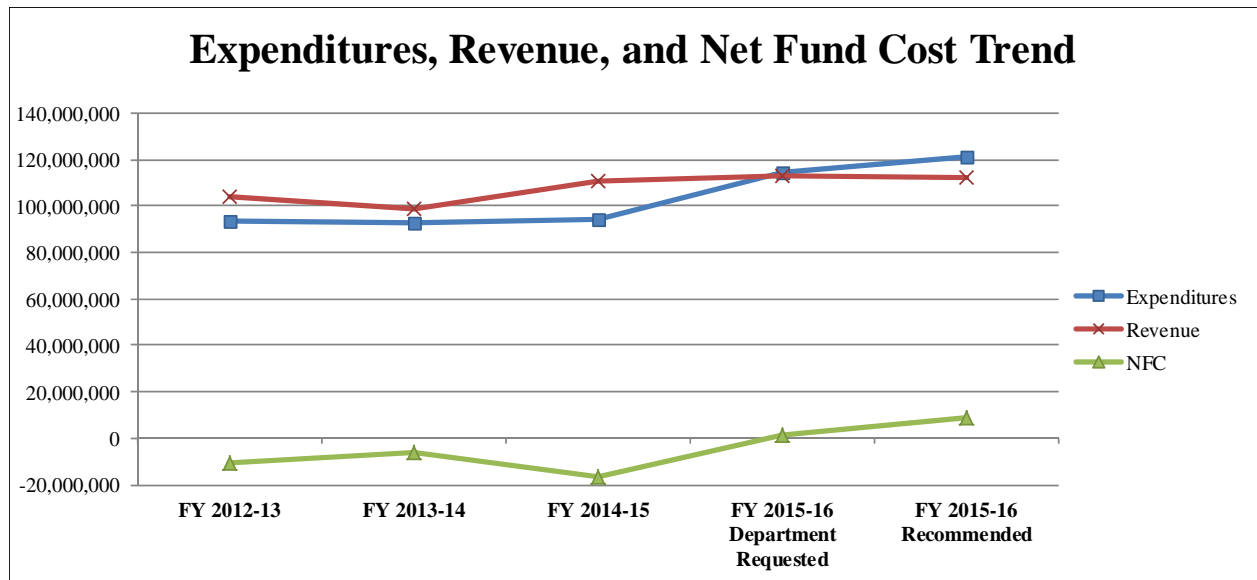
services. The department's EPSDT and Mental Health Managed Care allocations in FY 2015-16 will be \$10.3 million and \$6.9 million, respectively.

MHSA funding is set at \$29.6 million in FY 2015-16 and will be used to provide community and support services as well as prevention and early intervention services to County residents. Overall, the FY 2015-16 recommended budget provides the department with the desired flexibility to continue to meet the demands and challenges of providing quality mental health services to County residents. The department will use \$8.4 million in available fund balance carry forward from FY 2014-15 to cover the costs of several major maintenance projects needed at the Mary K. Shell facility, complete the buildout of Tower 1 at the recently acquired 28th Street administrative facility, and offset the department's remaining operating fund costs.

The coming fiscal year will bring continued service delivery growth for the Department as newly enrolled Medi-Cal recipients under the ACA engage the system for services. New Medi-Cal clients with serious mental illnesses and substance use disorders increased the Department's overall units of service in FY 2014-15 by 29% compared to prior year. The department anticipates a continued and ongoing increase in Medi-Cal funding in the coming fiscal year.

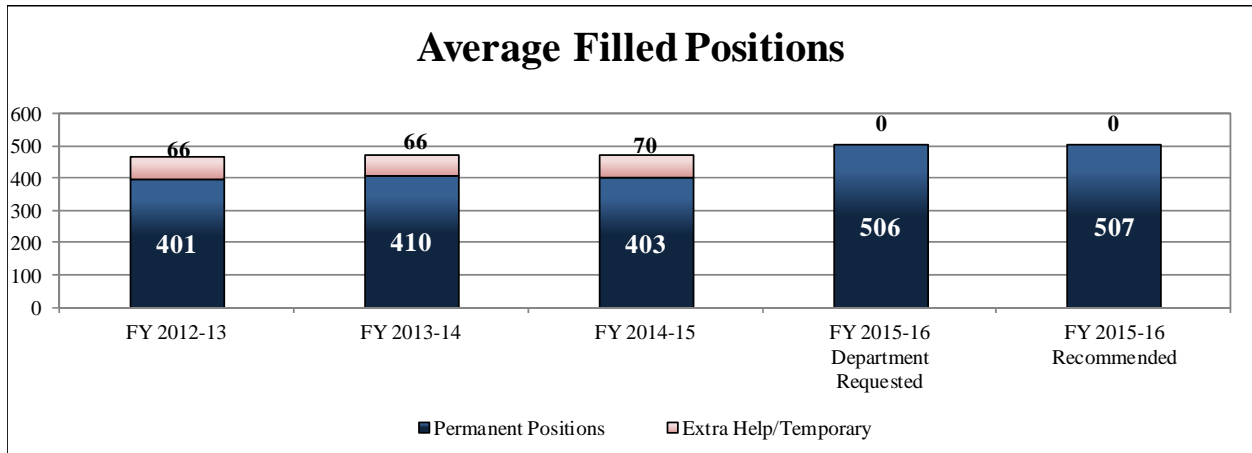
Finally, the department expects to repay the State for cost report settlements related to FY 2008-09 and FY 2009-10. This payback is a result of the department claiming certain ineligible costs in prior years. Funds for the anticipated repayments are set aside in designations and will be repaid once the State completes its settlement processes. The department has improved its cost reporting and allocation practices to mitigate future paybacks.

Health and Sanitation



Staffing Changes and Operational Impacts

The department added 44 full time positions at the end of FY 2014-15 to meet the increased demand on services resulting from implementation of expanded Medi-Cal services under the ACA. The recommended budget includes the addition of one Program Support Supervisor position at an annual cost of \$108,000. The addition is funded by AB 109 resources allocated to the Mental Health Department by the Community Corrections Partnership.



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	401	410	403	506	507
Extra Help/Temporary	66	66	70	0	0
Total Positions	467	476	473	506	507
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	394	404	390	N/A	N/A
Extra Help/Temporary (FTE)	54	53	58	N/A	N/A
Total Positions	448	457	448	N/A	N/A
SALARIES & BENEFITS	\$46,287,332	\$46,945,278	\$45,906,384	\$56,376,874	\$56,484,563

Health and Sanitation



Summary of Authorized Positions

The department has 506 authorized permanent positions and will add one new position; 507 positions have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Executive Administration	34	0	0		34	34	0	34
Finance Administration	34	0	0		34	34	0	34
Information Technology Services	15	0	0		15	15	0	15
Medical Services	16	0	0		16	16	0	16
Quality Improvement Division	9	0	0		9	9	0	9
Adult Community Services	81	0	0		81	81	0	81
Children's System of Care	93	0	0		93	93	0	93
Crisis Services Administration	96	1	0		97	97	0	97
Kern Linkage Program	70	0	0		70	70	0	70
Recovery Support Admin.	36	0	0		36	36	0	36
Substance Use Disorders	22	0	0		22	22	0	22
Total	506	1	0		507	507	0	507

Executive Administration	Finance Administration	Information Technology
<p><u>Classification</u></p> <p>1 Director of Mental Health Services 1 Deputy Director MHS 1 Special Projects Manager 2 Program Support Supervisor 1 Administrative Coordinator 3 Departmental Analyst I/II 2 Substance Abuse Specialist I/II 2 Senior Office Service Specialist 1 Office Services Specialist 7 Office Services Technician 1 Office Services Assistant 2 MH Unit Supervisor 1 Supervising MH Clinician 2 MH Therapist 1 Family Advocate 1 MH Recovery Specialist I/II/III 1 MH Recovery Specialist Aide 3 Patient Rights Advocate 1 Maintenance Worker IV <hr/> 34 Current Total</p>	<p><u>Classification</u></p> <p>1 Behavioral Health & Rec. Sys. Admn 1 Business Manager 1 Program Support Supervisor 1 Program Specialist I/II 1 Contract System Supervisor 7 Accountant I/II/III 2 Billing Office Specialist III 1 Programmer I 2 Mail Clerk I/II 5 Fiscal Support Specialist 11 Fiscal Support Technician 1 Office Services Specialist <hr/> 34 Current Total</p>	<p><u>Classification</u></p> <p>1 Technology Services Manager 1 LAN Systems Administrator 2 Systems Analyst I/II 4 Sr. Information Systems Specialist 1 Information Systems Specialist I/II 1 Computer Operator I/II 1 Sr. Office Services Specialist 2 Office Services Specialist 1 Office Services Technician 1 MH Unit Supervisor <hr/> 15 Current Total</p>
<p style="text-align: center;">Adult Community Services</p> <p><u>Classification</u></p> <p>1 MH System Administrator 1 Administrative Coordinator 1 Clinical Psychologist I/II 5 Psychology Intern-Contract 3 Substance Abuse Specialist I/II 3 MH Nurse I/II 2 Staff Nurse 1 Senior Office Services Specialist 1 Office Services Specialist 9 Office Services Technician 2 Office Services Assistant 3 MH Unit Supervisor 5 Supervising MH Clinician 12 MH Therapist I/II 30 MH Recovery Specialist I/II/III 2 MH Recovery Specialist Aide <hr/> 81 Current Total</p>	<p style="text-align: center;">Quality Improvement</p> <p><u>Classification</u></p> <p>1 MH System Administrator 1 Programmer I/II 1 Office Services Specialist 1 Office Services Technician 1 MH Unit Supervisor 1 Supervising MH Clinician 1 MH Planning Analyst 2 MH Recovery Specialist I/II/III <hr/> 9 Current Total</p>	<p style="text-align: center;">Medical Services</p> <p><u>Classification</u></p> <p>1 Mental Health Medical Director 3 Psychiatrist - Contract 1 Administrative Coordinator 1 Program Specialist I/II 5 Psychiatrist III, Mental Health 1 Nurse Practitioner 1 Senior Office Services Specialist 1 Office Services Technician 1 MH Unit Supervisor 1 MH Recovery Specialist I/II/III <hr/> 16 Current Total</p>

Health and Sanitation



Children's System of Care	Crisis Services Administration	Kern Linkage Program
<p><u>Classification</u></p> <p>1 MH System Administrator 1 Administrative Coordinator 1 Program Specialist I/II 1 Clinical Psychologist I/II 4 Substance Abuse Specialist I/II 1 MH Nurse I/II 1 Staff Nurse 1 Office Services Specialist 11 Office Services Technician 2 Office Services Assistant 4 MH Unit Supervisor 3 Supervising MH Clinician 26 MH Therapist I/II 33 MH Recovery Specialist I/II/III 3 MH Recovery Specialist Aide</p> <hr/> <p>93 Current Total</p>	<p><u>Classification</u></p> <p>1 MH System Administrator 1 Program Support Supervisor 4 Substance Abuse Specialist I/II 8 MH Nurse I/II 1 Clinical Supervisor 4 Staff Nurse 5 Vocational Nurse I/II 1 Office Services Specialist 14 Office Services Technician 2 Office Services Assistant 1 MH Unit Supervisor 4 Supervising MH Clinician 15 MH Therapist I/II 34 MH Recovery Specialist I/II/III 1 MH Recovery Specialist Aide</p> <hr/> <p>96 Current Total</p> <p>Additions/(Deletions)</p> <p>1 Program Support Supervisor</p> <hr/> <p>97 Requested Total</p>	<p><u>Classification</u></p> <p>1 MH System Administrator 1 Administrative Coordinator 1 Program Technician 3 Substance Abuse Specialist I/II 2 MH Nurse I/II 7 Vocational Nurse I/II 1 Office Services Specialist 12 Office Services Technician 4 MH Unit Supervisor 13 MH Therapist I/II 25 MH Recovery Specialist I/II/III</p> <hr/> <p>70 Current Total</p>
<p style="text-align: center;">Recovery Support Administration</p> <p><u>Classification</u></p> <p>1 Behavioral Hlth. & Rec. Sys. Admn. 1 Administrative Coordinator 2 Supervising MH Clinician 2 Program Specialist I/II 1 MH Nurse I/II 1 Vocational Nurse 6 MH Therapist I/II 12 MH Recovery Specialist I/II/III 3 MH Recovery Specialist Aide 6 Office Services Technician 1 Office Services Assistant</p> <hr/> <p>36 Current Total</p>	<p style="text-align: center;">Substance Use Disorders</p> <p><u>Classification</u></p> <p>1 Administrative Coordinator 1 Substance Abuse Specialist I/II 1 Office Services Specialist 2 Office Services Technician 3 Supervising MH Clinician 10 Mental Health Therapist I/II 3 MH Recovery Specialist I/II/III 1 MH Recovery Specialist Aide</p> <hr/> <p>22 Current Total</p>	



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual*	2015-16 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	73% reduction	75% reduction	75% 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	77% reduction	80% reduction	80% reduction	80% 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	58% reduction	70% reduction	80% reduction	80% 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 Kern County and our community in general. Currently, Kern County Mental Health is meeting our strategic plan goals in these areas and hopes to maintain this progress over the coming year.

*2014-15 Actuals are estimated as the Department did not have year-end figures available at the time the budget document was produced.

Objective 2: Increase client self-reporting of progress in their treatment goals and overall satisfaction since beginning treatment

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual*	2015-16 Goal
Percentage of clients self-reporting progress of their recovery from serious mental illness while still in treatment	70%	69%	70%	70%	70%
Percentage of adults receiving mental health services who are satisfied or very satisfied with the Department’s services	89%	93%	90%	90%	90%
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the Department’s services	87%	95%	90%	90%	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 (DHCS). 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).

*2014-15 Actuals are estimated as the Department did not have year-end figures available at the time the budget document was produced.

Health and Sanitation



Goal 2: Provide and improve access to mental health services

Objective 1: Increase outreach to children in foster care

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual*	2015-16 Goal
Percentage of children in foster care who receive mental health services	51%	52%	54%	54%	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 our 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 Kern 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.

*2014-15 Actuals are estimated as the Department did not have year-end figures available at the time the budget document was produced.

Objective 2: Decrease recidivism with inpatient services for AB109 Individuals

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
As measured by reduction in the number of inpatient admissions.	N/A	N/A	N/A	N/A	25%

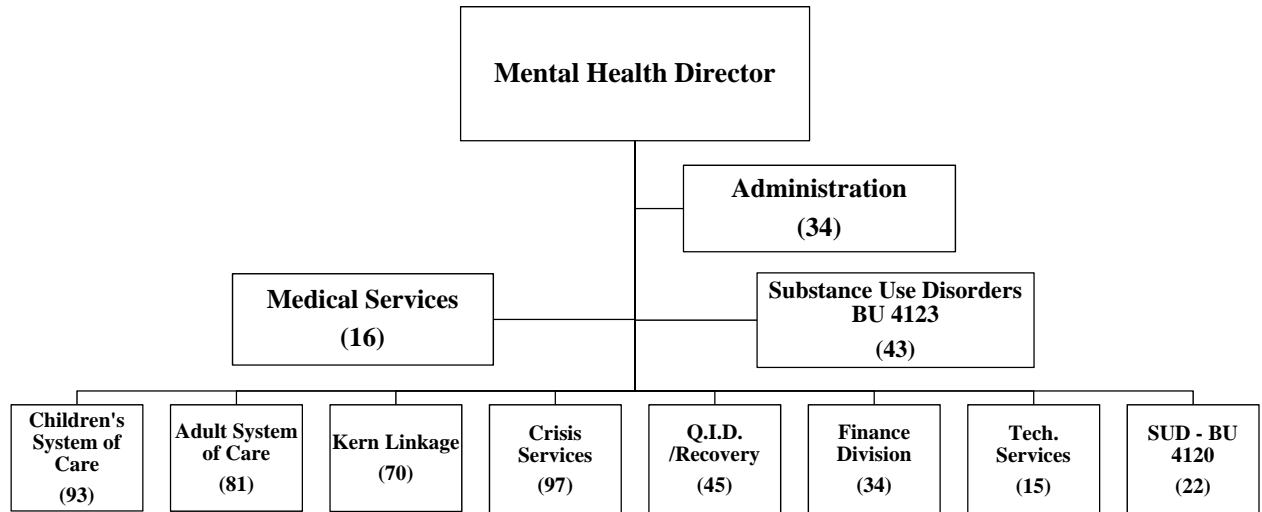
This measurement is initiated with the development of the AB109 co-response program that is being provided by the Kern County Sheriff's Office, Bakersfield Police Department, and Kern County Mental Health. The joint effort is in response to the National movement of integrating Mental Health and Law Enforcement Services for successful outcomes, as well as the high rate of recidivism (incarceration and inpatient psychiatric services) of those who are released to the community without proper follow-up. It is projected that the decrease in recidivism, both inpatient psychiatric services and incarceration, will be the results of increased referral and linkage to outpatient mental health treatment.



Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Health and Sanitation

Fiscal Year 2013-14 and 2014-15 Accomplishments

- Provided services to 19,187 unique Mental Health clients and to 4,950 unique Substance Use Disorder (SUD) clients; 23,063 unique individuals received services system wide.
- Increased units of service an average of 13% this fiscal year over last fiscal year while providing 29% more units of Medi-Cal services, demonstrating improved access to both the community and beneficiaries.
- Kern Stop Meth Now Coalition has garnered the expertise of local business professionals, government, and community members to make a strong, innovative team that helps communities create their own plan to address drug and alcohol issues.
- Mental Health was awarded another three-year accreditation by the Commission for Accreditation of Rehabilitation Facilities. Kern is the only California county to have obtained this accreditation.
- Mental Health expanded the Crisis Intervention Team (CIT) Program beyond CIT Training to improve collaboration with Law Enforcement, the National Alliance for the Mentally Ill, other agencies, and community members.
- Implemented an Addiction Fellowship Program through the UCLA/Kern Psychiatry Residency Program enhancing our Psychiatric Residency Program.
- Recognized by Governor Brown for implementation of in-custody substance abuse “Matrix Model” treatment at Lerdo Jail with the very first graduating class in the spring of 2014.



Mental Health – Substance Use Disorders

Department Head: Bill Walker

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 2013-14		FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$3,293,332	\$3,549,600	\$2,922,718	\$3,846,729	\$3,846,729	\$4,044,729	
Services and Supplies	7,796,725	10,315,282	9,905,467	11,231,340	11,229,903	11,290,470	
Other Charges	348,614	568,159	551,995	380,527	380,527	380,527	
TOTAL EXPENDITURES	\$11,438,671	\$14,433,041	\$13,380,180	\$15,458,596	\$15,457,159	\$15,715,726	
REVENUE:							
Intergovernmental	\$3,928,127	\$4,024,793	\$3,917,326	\$4,301,958	\$4,300,523	\$4,300,523	
Charges for Services	3,931,857	4,603,220	7,063,692	5,791,799	5,791,799	5,791,799	
Miscellaneous	131	0	165	0	0	0	
Other Financing Sources:							
General Fund Contribution	318,024	307,689	307,688	307,691	307,689	307,689	
2011 Realignment	6,050,851	5,205,439	5,235,031	4,897,562	4,897,562	4,987,762	
Alcoholism Program	72,587	72,587	72,587	72,587	72,587	72,587	
Alcohol Abuse Education/Prev.	61,748	61,748	61,748	61,748	61,748	61,748	
Drug Program Fund	157,565	157,565	157,565	25,251	25,251	25,251	
TOTAL REVENUE	\$14,520,890	\$14,433,041	\$16,815,802	\$15,458,596	\$15,457,159	\$15,547,359	
NET FUND COST	(\$3,082,219)	\$0	(\$3,435,622)	\$0	\$0	\$168,367	

Health and Sanitation

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The department's largest expense items in FY 2015-16 will be salaries and benefits (\$4 million) and funds disbursed via service delivery contracts for substance abuse counseling and treatment (\$10.8 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. The department will use \$168,367 in available fund balance carry forward from FY 2014-15 to offset the department's remaining operating fund costs.

Funds for the programs operated within this budget unit are provided by sources outside the General Fund. 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.

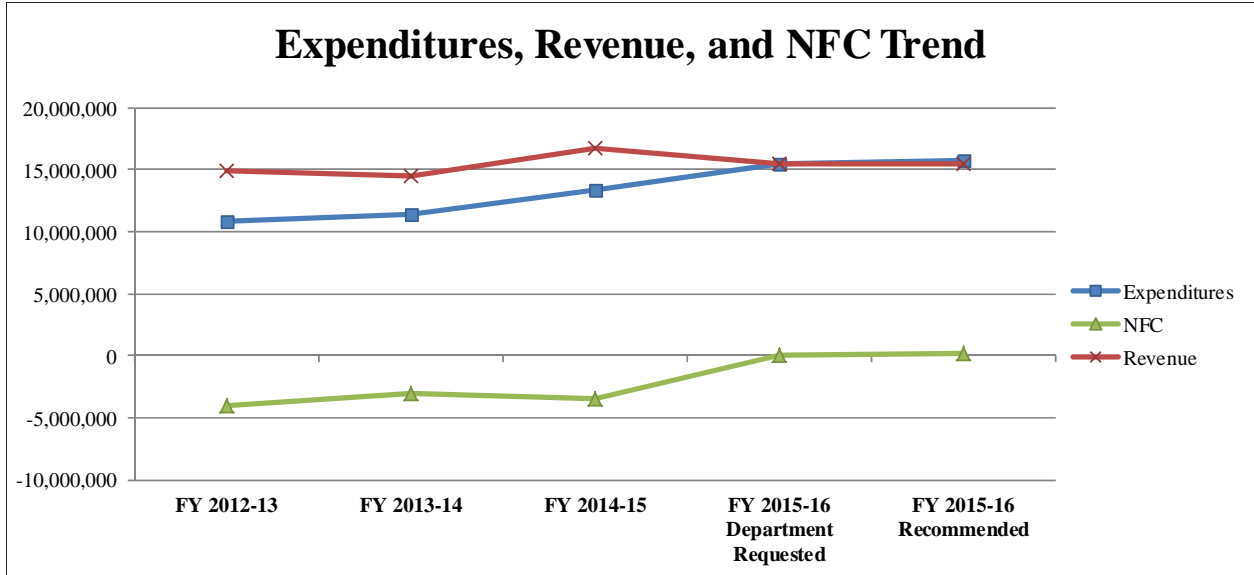


Budget Changes and Operational Impacts

The Criminal Justice Realignment Act, also known as AB 109, provides a significant funding source to the department. AB 109 Realignment funds are split between Mental Health and Substance Use Disorder services, with the majority of funding applied to direct services delivered by the department and contracted providers, housing, and medications. Substance Use Disorders' programmatic allocation of AB 109 funding in FY 2015-16 is \$1.5 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. The Substance Abuse Prevention and Treatment block grant will provide approximately \$4.3 million in funding to the department in FY 2015-16 and the General Fund will contribute \$196,328 for assistance with gang suppression activities.

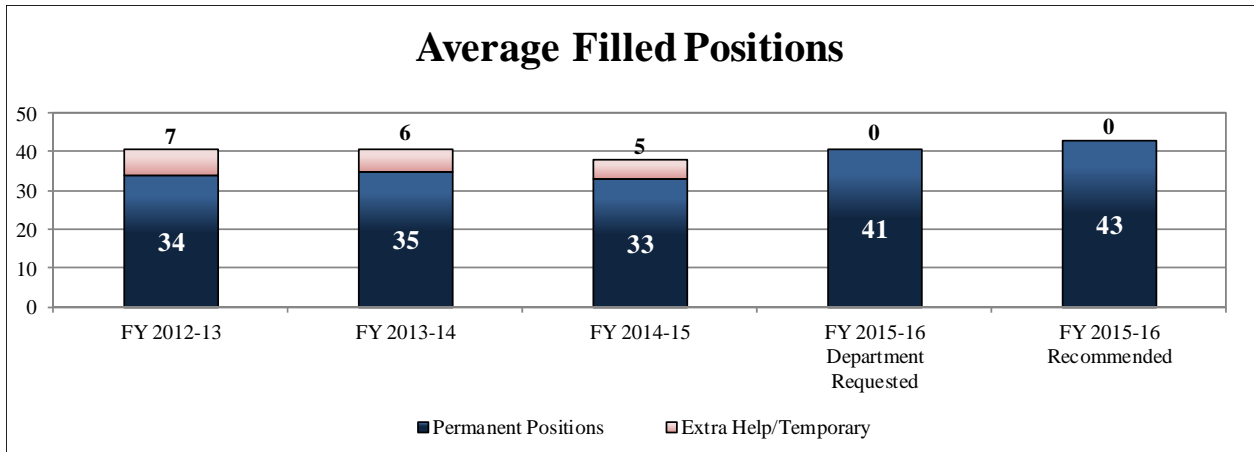
With the rollout of 2011 Realignment, the State shifted program responsibilities and corresponding revenue to local government. This plan realigned several substance abuse treatment programs that were previously funded through the State Department of Alcohol and Drug Programs. The realigned programs 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. 2011 Realignment funding amounts to \$3.4 million in the recommended budget.

The coming fiscal year will bring continued service delivery growth for the Department as newly enrolled Medi-Cal recipients under the Affordable Care Act (ACA) engage the system for services. New Medi-Cal clients with serious mental illnesses and substance use disorders increased the Department's overall units of service in FY 2014-15 by 29% compared to prior year. Medi-Cal beneficiaries enrolled through the State's ACA expansion efforts have 100% of their costs reimbursed by the Federal Government for the first three years of coverage, as opposed to a 50% Federal and 50% local funding arrangement used in years prior to the ACA. After 2016, Medi-Cal will cover no less than 90% of costs for the newly eligible and enrolled beneficiaries on a permanent basis.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of two Mental Health Recovery Specialist I/II/III positions at an annual cost of \$198,000. The additions are funded by AB 109 resources allocated to the Substance Use Disorders Department by the Community Corrections Partnership.



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	34	35	33	41	43
Extra Help/Temporary	7	6	5	0	0
Total Positions	41	41	38	41	43
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	33	33	N/A	N/A
Extra Help/Temporary (FTE)	7	5	4	N/A	N/A
Total Positions	40	38	37	N/A	N/A
SALARIES & BENEFITS	\$3,360,481	\$3,293,332	\$2,922,718	\$3,846,729	\$4,044,729

Summary of Authorized Positions

The department has 41 authorized permanent positions and will add two new positions; 43 positions have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Total	Filled	Vacant	Total
				Requested			
Substance Abuse Administration	41	2	0	43	43	0	43
Total	41	2	0	43	43	0	43

Substance Use Disorders	
Classification	
1	Behavioral Health & Recovery System Administrator
2	Program Coordinator
14	Substance Abuse Specialist I/II
4	Youth Prevention Specialist I/II
1	Contract System Supervisor
1	Systems Analyst I/II
2	Fiscal Support Technician
1	Sr. Office Services Specialist
9	Office Services Technician
1	Supervising MH Clinician
1	Mental Health Therapist I/II
2	MH Planning Analyst
2	MH Recovery Specialist I/II/III
41	Current Total
Additions/(Deletions)	
2	MH Recovery Specialist I/II/III
43	Requested Total

Health and Sanitation



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Improve the health of children and adults with preventative services.

Objective 1: Maintain the KernStopMethNow collaborative to increase the awareness of the negative impact methamphetamine use has in Kern County.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual*	2015-16 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	33	50
Number of participants attending community events	500	1,200	1,300	1,300	1,700
Average number of social media participants each month	N/A	601	800	800	1,200
Average viewing audience for each public service announcement	N/A	N/A	384,000	300,000	350,000
Average number of parents exposed to prevention messages	30	40	150	390	200
Average number of hours per month in support meetings	413	633	644	15	650
Number of participants attending substance abuse training	100	200	600	328	850
Number of outreach events attended by the task force members	2	6	5	24	12

Methamphetamine use and abuse is affecting every private and public sector in Kern 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.

*2014-15 Actuals are estimated as the Department did not have year-end figures available at the time the budget document was produced.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of individuals referred to treatment by criminal justice or child welfare each month.	N/A	N/A	N/A	N/A	300
Number of residential beds available each month	N/A	N/A	N/A	28	30
Number of outpatient treatment slots available each month	N/A	N/A	N/A	1,137	1,150
Number of methadone slots available each month	N/A	N/A	N/A	1,150	1,250
Average monthly enrollment in residential programs	N/A	N/A	N/A	45	50
Average monthly enrollment in outpatient programs	N/A	N/A	N/A	696	700
Average monthly enrollment in methadone programs	N/A	N/A	N/A	700	1200
Percent reduction of jail days measured at discharge from programs	77.3%	85.2%	65%	88.9%	55%

The substance abuse system of care is organized into five levels of care; all outlying areas in the county have a 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average length of stay in residential programs	45	45	45	45	45
Average length of stay in outpatient programs	90	100	90	89	90
Average length of stay in methadone programs	N/A	N/A	N/A	49	60
Completion rates for outpatient programs	N/A	N/A	N/A	33%	50%
Completion rates for residential programs	N/A	N/A	N/A	75%	80%
Percentage of adults participating in substance abuse treatment who report being satisfied with services	87%	87%	85%	85%	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

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 Use Disorders operating budget unit 4123.

Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,491,770	\$1,481,438	\$1,481,438	\$1,942,439	\$1,942,439	\$1,942,439
TOTAL EXPENDITURES	\$1,491,770	\$1,481,438	\$1,481,438	\$1,942,439	\$1,942,439	\$1,942,439
REVENUE:						
Intergovernmental	\$402,624	\$402,624	\$733,908	\$863,626	\$863,626	\$863,626
TOTAL REVENUE	\$402,624	\$402,624	\$733,908	\$863,626	\$863,626	\$863,626
NET GENERAL FUND COST	\$1,089,146	\$1,078,814	\$747,530	\$1,078,813	\$1,078,813	\$1,078,813

Health and Sanitation

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The State requires the County to appropriate funding through a Maintenance of Effort (MOE) for mental health and substance use disorders services in the amounts of \$771,124 and \$111,362 respectively. The County contribution includes an additional \$196,327 to Substance Use Disorders budget unit 4123 for assistance with gang suppression activities. Funding for this program was reduced by 5% in FY 2014-15 from \$206,659 down to \$196,326 and remains at prior year level to mitigate fiscal constraints on the County General Fund.

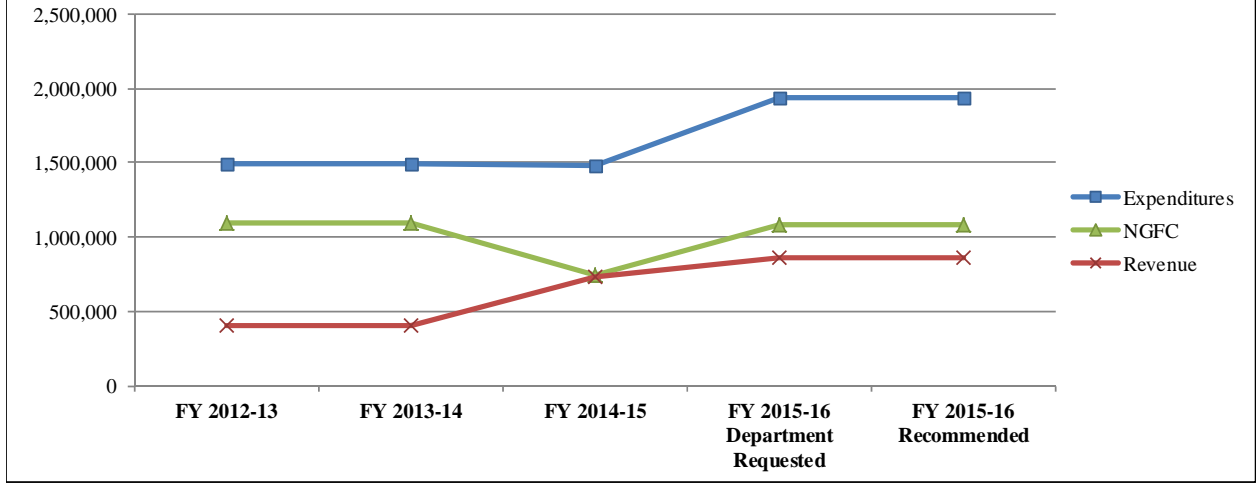
In addition to the MOE and General Fund contribution, the Mental Health Services operating budget unit 4120 will receive \$402,624 in 1991 Realignment Vehicle License Fees (VLF) revenue and \$461,002 in one-time prior year 1991 Realignment growth funds.

Budget Changes and Operational Impacts

The recommended budget represents the mandated funding in accordance with MOE requirements. Gang suppression funding remains consistent with prior year and the department has indicated there will be no significant service level impacts.



Expenditures, Revenue, and NGFC Trend



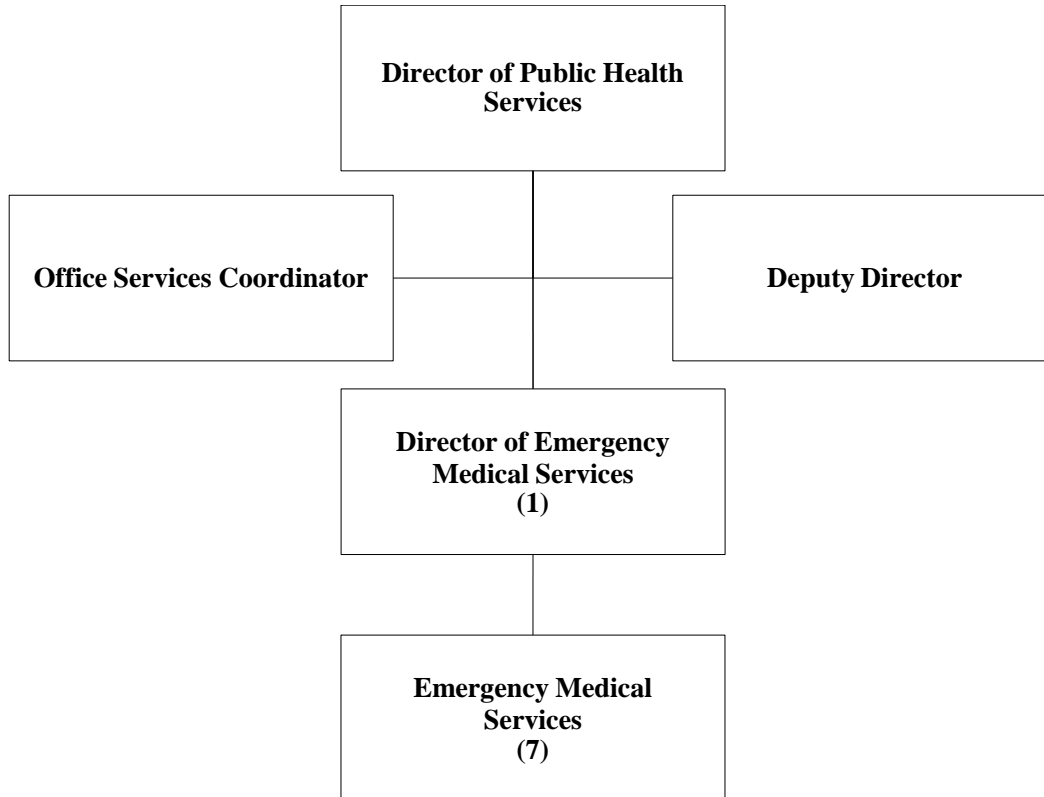
Health and Sanitation



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 2013-14 and 2014-15 Accomplishments

- The division completed the organizational restructure of the Emergency Preparedness Program to strengthen the Department Operations Center and further enhance the ability to respond to unplanned events.
- The division revised the Ambulance Rate Process to limit significant fluctuations in ambulance rates.
- The division implemented Richie’s Fund, a voluntary program, assessing a penalty on fines and forfeitures collected by the Courts. This program provides approximately \$1.6 million in additional revenue annually.
- The division implemented a mandatory education program for paramedics practicing in Kern County that focus on cardiac, trauma, and pediatric treatment.



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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$922,523	\$836,487	\$683,934	\$899,708	\$905,969	\$905,969
Services and Supplies	203,564	258,426	320,630	415,144	429,719	584,401
Other Financing Uses	0	131,928	0	0	0	146,713
TOTAL EXPENDITURES	\$1,126,087	\$1,226,841	\$1,004,564	\$1,314,852	\$1,335,688	\$1,637,083
Expend. Reimb.	(\$110,382)	(\$130,671)	(\$79,585)	(\$94,121)	(\$94,121)	(\$94,121)
TOTAL NET EXPENDITURES	\$1,015,705	\$1,096,170	\$924,979	\$1,220,731	\$1,241,567	\$1,542,962
REVENUE:						
Licenses and Permits	\$144,936	\$187,571	\$189,741	\$152,402	\$152,402	\$152,402
Intergovernmental	115,259	127,492	66,347	127,492	127,492	127,492
Charges for Services	134,000	233,999	134,000	271,484	271,484	271,484
Miscellaneous	34,917	350	400	500	500	500
Other Financing Sources:						
Emergency Medical Services Fund	369,879	336,921	456,689	592,696	592,696	747,378
EMS Week-Donations	0	0	24,063	0	0	0
County Service Area #40.1 EMS	4,366	3,200	4,417	3,200	3,200	3,200
TOTAL REVENUE	\$803,357	\$889,533	\$875,657	\$1,147,774	\$1,147,774	\$1,302,456
Less Available BSI *	\$0	(\$131,928)	\$0	\$0	\$0	(\$146,713)
NET GENERAL FUND COST	\$212,348	\$74,709	\$49,322	\$72,957	\$93,793	\$93,793
BSI Ending Balance *	\$141,001	N/A	\$131,928	N/A	N/A	N/A

* BSI = Budget Savings Incentives



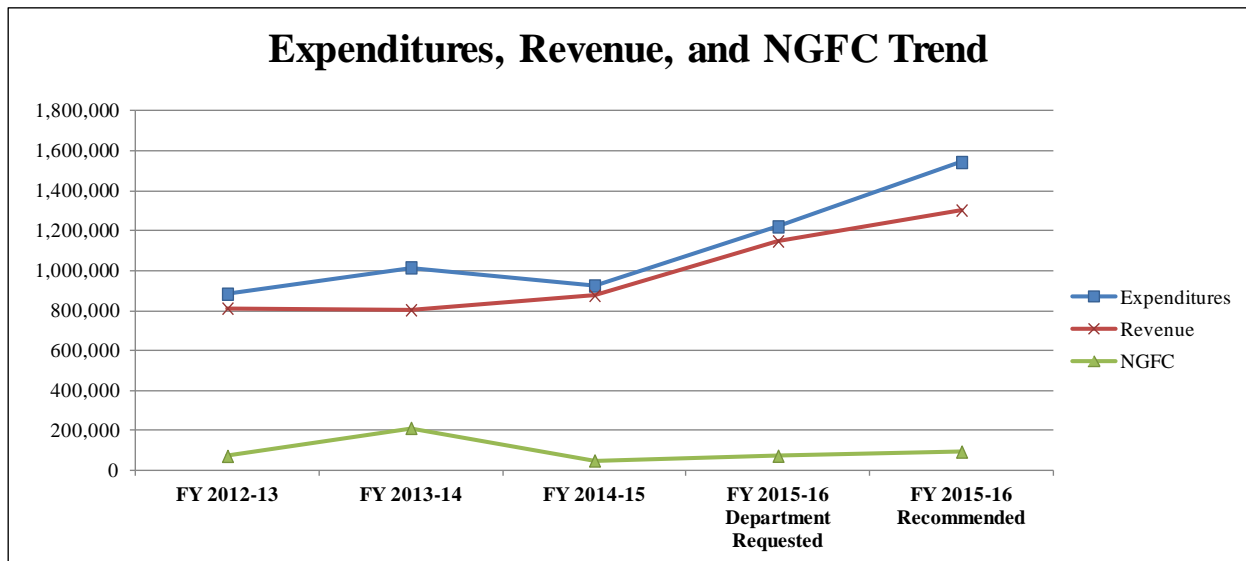
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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.

Budget Changes and Operational Impacts

The division’s largest revenue source, transfers from the Emergency Medical Services Fund, is expected to increase next fiscal year due to the implementation of the Richie’s Fund program. This program collects additional revenue by levying charges on the same fines and forfeitures as the core Emergency Medical Services Fund. 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. Salaries and benefits remain flat in FY 2015-16 due to similar staffing levels.

Health and Sanitation

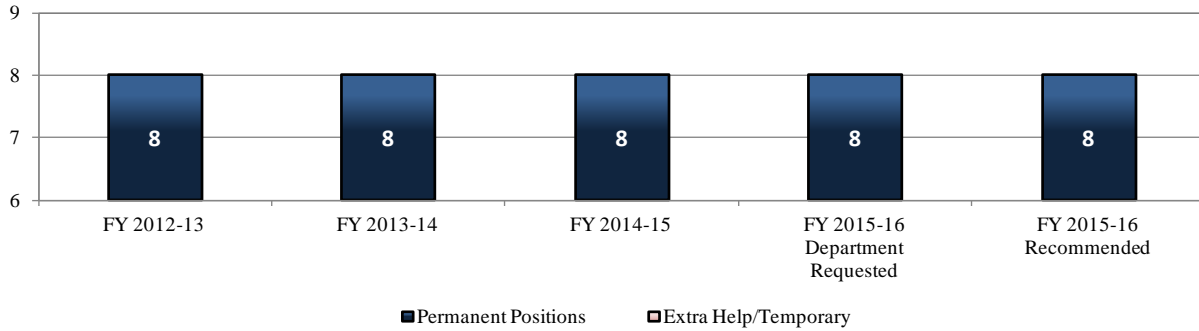


Staffing Changes and Operational Impacts

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



Average Filled Positions



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	8	8	8	8	8
Extra Help/Temporary	0	0	0	0	0
Total Positions	8	8	8	8	8
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	8	9	8	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	8	9	8	N/A	N/A
SALARIES & BENEFITS	\$844,109	\$922,523	\$683,934	\$899,708	\$905,969

Health and Sanitation

Summary of Authorized Positions

The division has eight authorized permanent positions, all of which have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	8	0	0	8	8	0	8
Total	8	0	0	8	8	0	8

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**



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of paramedic compliance with treatment protocols	95%	95%	95 to 100%	94.5%	90%
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	97%	97%	90 to 100%	97.6%	90%
Percentage of instances in which air ambulances arrive on scene within required response times.	N/A	N/A	90 to 100%	N/A	N/A
Percentage of compliance data submitted accurately and timely by each contracted ambulance service provider.	N/A	N/A	90 to 100%	94.2%	95%
Percentage of compliance data submitted accurately and timely by specialty care centers.	N/A	N/A	90 to 100%	52%	90%
Percentage of ePCR data submitted within the fifteen hour time requirement.	N/A	N/A	95 to 100%	100%	90%
Percentage of BLS ambulances responded to ALS designated calls.	N/A	N/A	≤ 3%	0.08%	≤ 3%
Percentage of EMT enforcement related actions managed within State allotted timelines.	N/A	N/A	95 to 100%	100%	100%

Emergency medical service system participants provide specific medical treatments dependent upon the signs and symptoms a patient is displaying. Compliance with established protocols ensures appropriate medical care is provided. 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. Due to the Airline Deregulation Act of 1978, the Division amended the Ordinance Code regulating the air ambulance performance within Kern County and the Division is no longer able to regulate the air ambulance response time.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Audit pre-hospital continuing education provider programs for compliance with State and local requirements.	N/A	N/A	Audit at least 30%	72%	30%
Audit paramedic training programs for compliance with State and local requirements.	N/A	N/A	Audit at least 50%	50%	30%
Audit EMT training programs for compliance with State and local requirements.	N/A	N/A	Audit at least 50%	100%	50%
Percentage of paramedic protocols reviewed by the division and updated to current medical practices.	N/A	N/A	95 to 100%	100%	95%
Percentage of current EMT protocols reviewed by the division and updated to current medical practices.	N/A	N/A	95 to 100%	100%	95%
Percentage of current inventory policies reviewed by the division and updated to current medical equipment standards.	N/A	N/A	95 to 100%	100%	95%

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.

Health and Sanitation



Objective 3: Provide partial reimbursement for indigent medical care to emergency medical service system participants.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of days after valid EMS Fund claims were made that physicians were paid.	35 days	44 days	N/A	N/A	N/A

The Emergency Medical Services Fund was established as a depository for funds derived from assessments on 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Hours annually devoted to disaster preparedness activities	2,712	2,715	N/A	N/A	N/A
Staff participating in discussion based exercises.	N/A	N/A	≥ 3	7	≥ 3
Staff participating in functional exercises.	N/A	N/A	≥ 2	6	≥ 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Participate in multi-agency training exercises.	N/A	N/A	≥ 3	10	≥ 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
 Fund: General
 Budget Unit: 4202

Function: Health and Sanitation
 Activity: Hospital Care

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.

Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$61,609,282	\$44,781,656	\$42,677,109	\$33,099,673	\$33,009,673	\$37,591,234
TOTAL EXPENDITURES	\$61,609,282	\$44,781,656	\$42,677,109	\$33,099,673	\$33,009,673	\$37,591,234
REVENUE:						
Intergovernmental	\$10,499,998	\$11,910,653	\$11,910,654	\$0	\$0	\$2,310,769
TOTAL REVENUE	\$10,499,998	\$11,910,653	\$11,910,654	\$0	\$0	\$2,310,769
NET GENERAL FUND COST	\$51,109,284	\$32,871,003	\$30,766,455	\$33,099,673	\$33,009,673	\$35,280,465

Health and Sanitation

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

This budget unit accounts for \$37.5 million in payments to the Kern Medical Center (KMC) and Correctional Medicine budget units for providing medical care to indigent, uninsured residents, and inmates housed in the County’s detention facilities. In total, the County has budgeted \$23.2 million for Correctional Medicine (\$19.3 million for adult inmate care and \$3.9 million for juvenile inmate care). The remaining County contribution is comprised of \$2 million in capital project re-budgets, \$2.4 million for a 2006-07 Disproportionate Share Hospital Safety Net Care Pool payment, and \$7.4 million earmarked for day-to-day operations at KMC.

In prior years, some of the County’s costs were offset by an allocation of 1991 Health Realignment derived from sales taxes and vehicle license fees. However, due to the State’s new Realignment methodology approved under Assembly Bill 85 (AB 85), the County anticipates drastically reduced funding from 1991 Health Realignment in FY 2015-16 as a result of the hospital’s enhanced Medi-Cal reimbursement for the previously uninsured. The recommended budget includes \$2.3 million from 1991 Health Realignment.

Budget Changes and Operational Impacts

The hospital is partially funded by an allocation from 1991 Health Realignment revenue to help offset the cost of providing medical services to indigent adult patients. The State implemented Medi-Cal expansion to those individuals with incomes up to 138% of the federal poverty level



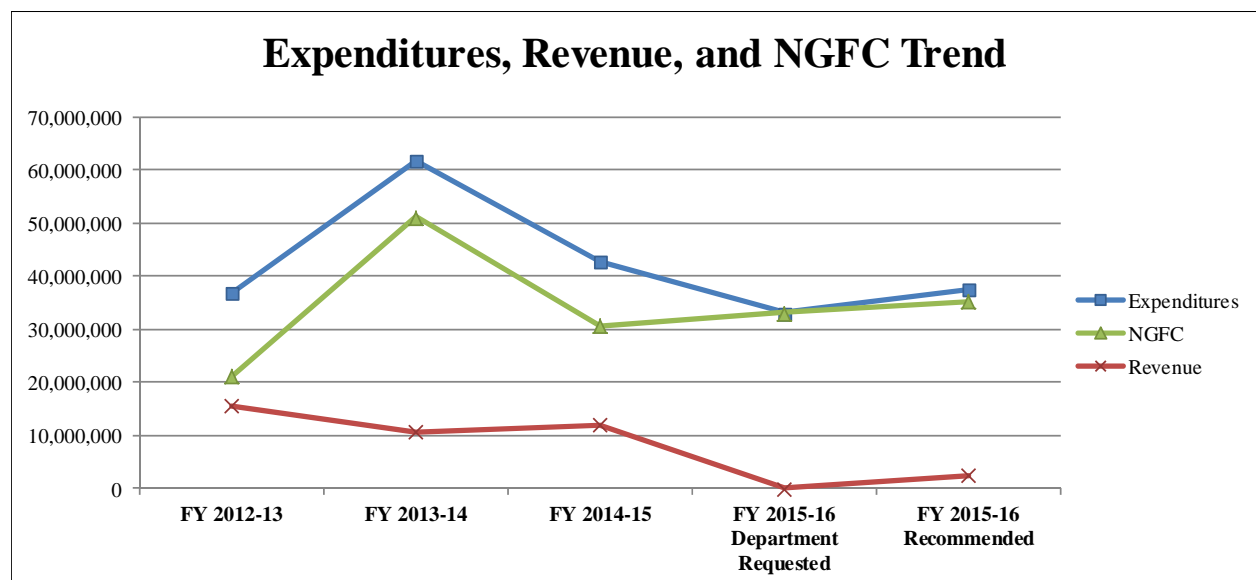
under the federal Affordable Care Act (ACA) beginning January 2014. As a result, individuals previously covered by the County as indigent residents have gained health care coverage under Medi-Cal expansion, resulting in increased Medi-Cal revenue for the hospital. The Brown Administration assumes counties will achieve enough savings from expanded Medi-Cal eligibility to offset the State’s reductions in realignment funding. Due to the hospital’s improved reimbursement from Medi-Cal, the recommended allocation of 1991 Health Realignment revenue is \$2.3 million in FY 2015-16, a reduction of \$9.6 million compared to FY 2014-15.

The County is currently exploring the possibility of transitioning KMC into a separate Hospital Authority. On September 26, 2014, Governor Brown approved Assembly Bill 2546-Salas (AB 2546) which gave the Board of Supervisors the authority to establish, by ordinance, the Kern County Hospital Authority to manage, administer, and control KMC. Until an enabling ordinance is adopted and the Board transfers control of KMC to the Hospital Authority, KMC will remain a County owned and operated hospital under the control of the Board of Supervisors. The County is currently performing a feasibility analysis to determine if the Authority is the best operational model for the hospital. It is not anticipated that the transfer of control will occur in FY 2015-16.

Since KMC will continue as a County owned and operated facility in FY 2015-16, it is recommended that the County General Fund contribute \$7.4 million to KMC in FY 2015-16 to support the hospital’s day-to-day operations. By comparison, KMC received a \$9.9 million contribution to fund day-to-day operations in FY 2014-15. The FY 2015-16 General Fund contribution is reduced by 2.4% as a result of the NGFC reduction for all departments and is further offset by the unexpected retention of \$2.3 million in 1991 Health Realignment funds. In addition, the General Fund will also allocate \$23.2 million in FY 2015-16 to cover adult and juvenile inmate medical costs.

Finally, the recommended budget includes approximately \$2 million in capital project re-budgets and \$2.4 million to cover the 2006-07 Disproportionate Share Hospital Safety Net Care Pool payment to the State.

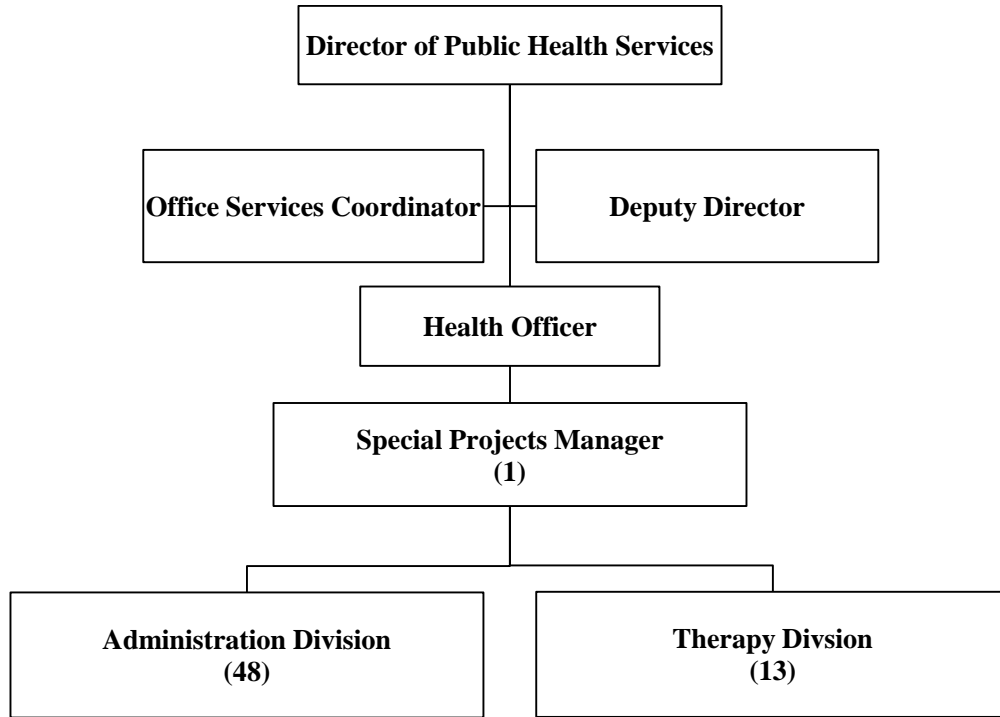
Health and Sanitation



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 2013-14 and 2014-15 Accomplishments

- 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, and holding a transition fair to provide information on resources available to clients reaching maximum program eligibility age.
- The division improved operational efficiencies through implementation of a team-based case management approach versus the former individual approach.
- The division implemented a digital document processing program, which generated staff time efficiencies and improved timeliness of documentation.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,138,622	\$6,641,361	\$5,493,885	\$7,225,860	\$7,231,557	\$7,231,557
Services and Supplies	1,842,131	2,124,645	1,821,552	1,783,998	1,878,431	1,878,431
TOTAL EXPENDITURES	\$7,980,753	\$8,766,006	\$7,315,437	\$9,009,858	\$9,109,988	\$9,109,988
REVENUE:						
Intergovernmental	\$7,586,059	\$8,274,870	\$7,356,719	\$8,526,559	\$8,494,470	\$8,494,470
Charges for Services	99,088	131,900	94,105	131,900	131,900	131,900
Miscellaneous	5,471	25,000	7,800	25,000	25,000	25,000
TOTAL REVENUE	\$7,690,618	\$8,431,770	\$7,458,624	\$8,683,459	\$8,651,370	\$8,651,370
NET GENERAL FUND COST	\$290,135	\$334,236	(\$143,187)	\$326,399	\$458,618	\$458,618

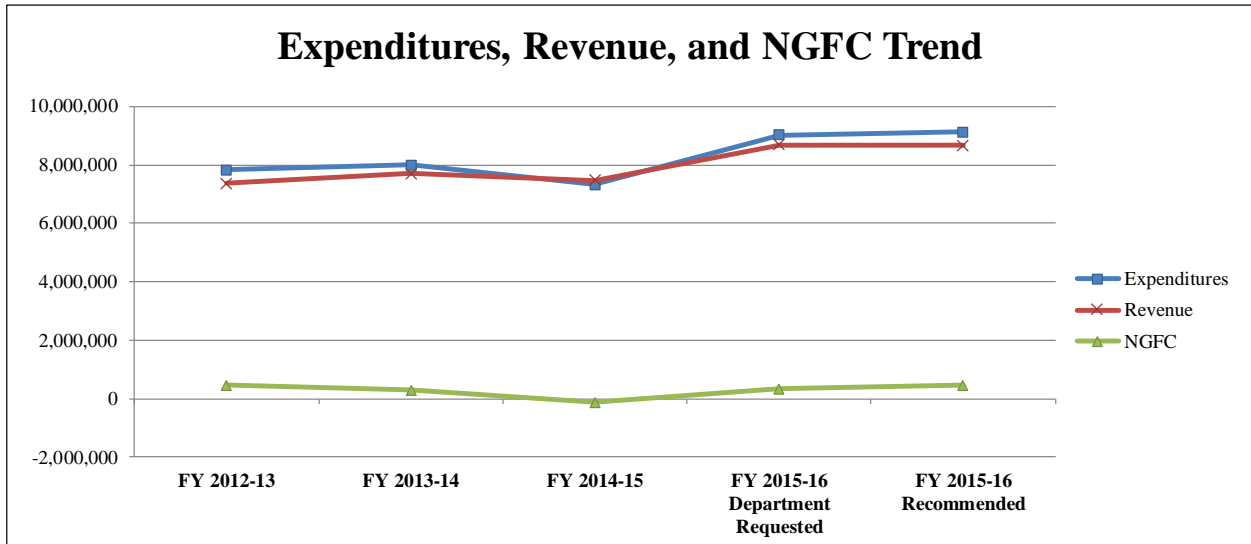
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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

While the FY 2014-15 budget funded 60 authorized positions, greater than anticipated vacancies lowered the salaries and benefits costs for the year. The FY 2015-16 recommended budget assumes that all authorized positions will be filled resulting in salaries and benefits higher than FY 2014-15. In an effort to alleviate the cost and inefficiency of paper record keeping, a software

platform was purchased in FY 2014-15 to provide protected electronic transmittal of patient health data and allow for electronic document storage, indexing and data mining. The completion of this project will result in lower services and supplies expenditures in FY 2015-16.

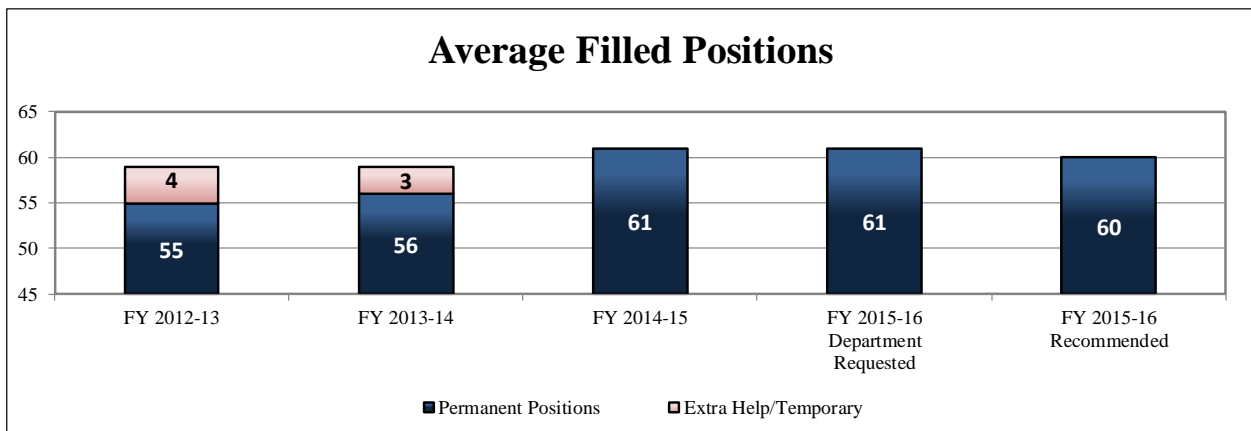


Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Therapy Supervisor position, and the deletion of one (1) Program Support Supervisor position, one (1) Office Services Technician position, and one (1) Office Services Assistant position, at an annual net savings of approximately \$60,097.

The recommended budget includes holding vacant and unfunded one (1) Occupational/Physical Therapist position and one (1) Fiscal Support Specialist position, at an annual savings of approximately \$250,118.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	55	56	61	61	60
Extra Help/Temporary	4	3	0	0	0
Total Positions	59	59	61	61	60
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	52	53	61	N/A	N/A
Extra Help/Temporary (FTE)	3	2	0	N/A	N/A
Total Positions	55	55	61	N/A	N/A
SALARIES & BENEFITS	\$5,953,882	\$6,138,662	\$5,493,885	\$7,225,860	\$7,231,557

Summary of Authorized Positions

The division currently has 64 authorized permanent positions. 62 positions are being recommended, of which 60 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	52	0	(3)	49	47	2	49
Therapy	12	1	0	13	13	0	13
Total	64	1	(3)	62	60	2	62

Health and Sanitation

Administration	Therapy
<u>Classification</u>	<u>Classification</u>
1 Special Projects Manager	1 Supervising Therapist
2 Program Support Supervisor	6 Occupational/Physical Therapist
3 Program Support Specialist	1 Therapy Supervisor
12 Program Technician	2 Therapy Aide
1 Occupational/Physical Therapist	2 Office Services Technician
2 Public Health Nurse III	12 Current Total
17 Public Health Nurse Jr./I/II	<u>Additions/Deletions</u>
1 Programmer I/II	1 Therapy Supervisor
3 Fiscal Support Technician	13 Requested Total
1 Fiscal Support Specialist	
1 Office Services Assistant	
1 Office Services Specialist	
6 Office Services Technician	
1 Assistant Program Director	
52 Current Total	
<u>Additions/Deletions</u>	
(1) Program Support Supervisor	
(1) Office Services Technician	
(1) Office Services Assistant	
49 Requested Total	



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Ensure patients receive optimal, high-quality and timely medical care.					
<i>Objective 1: Minimize the amount of time it takes to link a referred patient to services.</i>					
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of days to determine medical eligibility of referrals	N/A	N/A	≥ 5 days	3.7 days	≥ 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



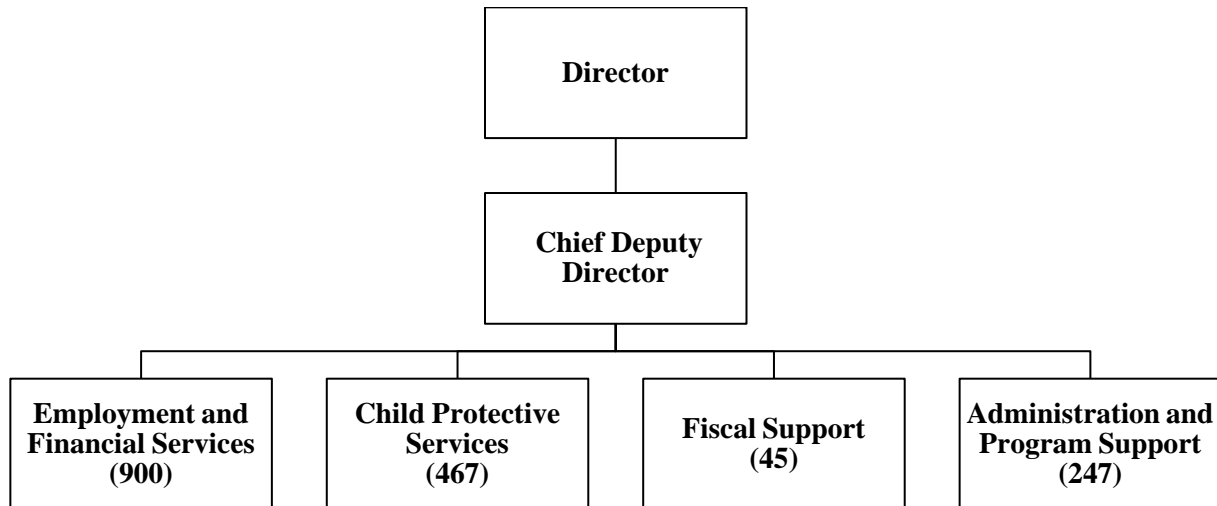
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Implemented a pilot project for a Child Protective Services Crisis Responder Unit to assist law enforcement in immediately placing children safely with appropriate family or close friends when parents are detained versus placing children at Jamison Center.
- Implemented the Auditor's Time, Reporting, Accounting and Costing System payroll system with department-wide usage for over 1,600 staff two-months in advance of target date.
- Awarded an additional \$487,000 for Medi-Cal Outreach, Enrollment and Renewals as a result of the successful outcomes of initial award of \$697,269 to reach targeted populations.
- Implemented the Affordable Care Act resulting in a 76% increase in County's total Medi-Cal population.
- Procured automation tools for social workers to utilize in the field resulting in improved access and timely documentation.
- Collaborated with the Differential Response Program to increase engagement with families referred through Child Protective Services who have Welfare to Work case plans to improve work participation.
- Awarded an additional \$139,000 from the California Department of Social Services and the Food and Nutrition Services for the Supplemental Nutrition Assistance Program – Education (SNAP-ED) Get Fresh Project to promote healthy eating.

Human Services - Administration

Department Head: Dena Murphy

Function: Public Assistance

Fund: Human Services – Administration

Activity: Administration

Budget Unit: 5120

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 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 children 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. The department continues to be responsible for determining for outreach and enrollment of newly eligible Medi-cal recipients under the Affordable Care Act.

Summary of Expenditures and Revenues

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$130,214,690	\$135,497,453	\$134,360,892	\$148,215,355	\$148,206,208	\$148,206,208
Services and Supplies	30,348,137	41,992,422	34,500,795	45,043,536	45,043,536	45,043,536
Other Charges	11,715,433	17,884,426	13,560,399	17,671,361	17,671,361	17,671,361
Capital Assets	97,336	154,420	502,629	112,500	112,500	112,500
TOTAL EXPENDITURES	\$172,375,596	\$195,528,721	\$182,924,715	\$211,042,752	\$211,033,605	\$211,033,605
REVENUE:						
Use of Money/Property	\$17,392	\$27,624	\$30,243	\$17,333	\$17,333	\$17,333
Intergovernmental	138,511,443	151,512,963	127,750,401	165,300,501	165,293,813	165,293,813
Charges for Services	186,510	130,013	117,948	97,990	97,990	97,990
Miscellaneous	84,066	135,718	79,382	49,706	47,247	47,247
Other Financing Sources:						
2011 Realignment	21,369,287	22,908,488	22,798,690	24,099,515	24,099,515	25,160,763
County Contribution	18,656,148	11,937,428	11,775,016	14,197,063	14,197,063	28,992,169
Social Services Realignment	1,361,734	1,548,871	1,313,411	1,424,175	1,424,175	1,658,288
Wraparound Services	59,678	711,010	737,980	832,515	832,515	832,515
TOTAL REVENUE	\$180,246,258	\$188,912,115	\$164,603,071	\$206,018,798	\$206,009,651	\$222,100,118
NET FUND COST	(7,870,662)	\$6,616,606	\$18,321,644	\$5,023,954	\$5,023,954	(11,066,513)

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling \$148.2 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 \$45 million which includes the cost associated with community providers for services required under several programs. Other charges are budgeted at \$17.7 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.

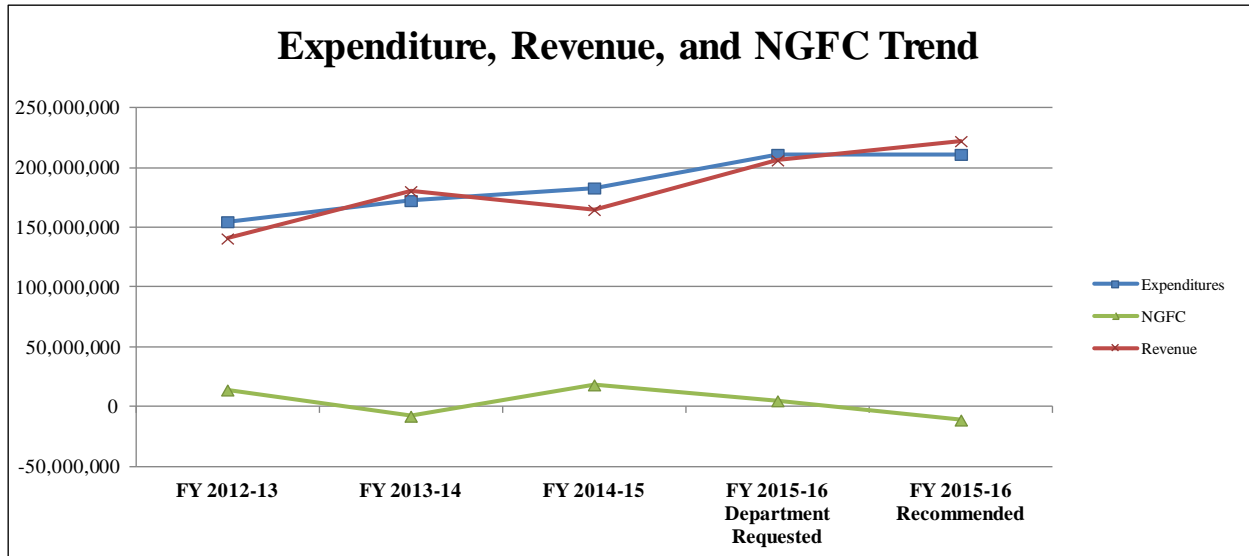
The largest revenue source for the department is federal and State reimbursements in the amount of \$165.3 million. The majority of funding for the department's various programs is funded by federal and State funds, however many programs have a County share of cost which is the portion the County is responsible for funding. The County's responsibility is funded by \$25.2 million in 2011 Realignment revenues, \$1.7 million in 1991 Realignment revenues, and \$29 million in General Fund contribution. Realignment revenues are 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 appropriation of approximately \$15.5 million due primarily to filling federal, State, and 2011 Realignment funded positions added during FY 2014-15 for administration of Medi-Cal, CalFresh, CalWORKs, and Child Welfare Services, an increase in retirement rate, an increase in health benefits and an increase in General Assistance caseload. The budget continues to include \$560,000 for expanded Phase 1 Differential Response services provided by the Kern County Network for Children.

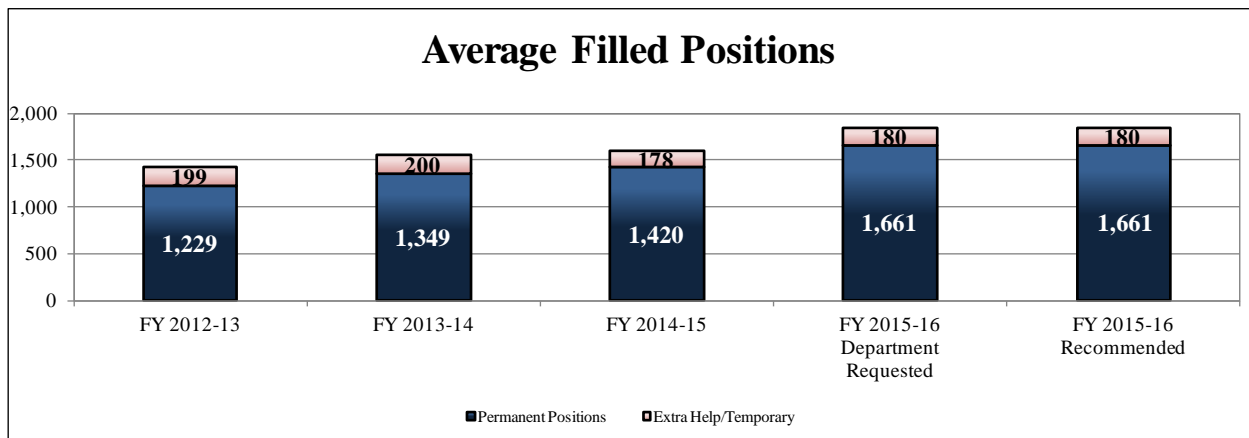
Intergovernmental revenue is increasing \$13.7 million primarily due to the increase in administration costs associated with CalWORKs, CalFresh, Medi-Cal, Family Stabilization, and Expanded Subsidized Employment. The County Contribution from the General Fund is increasing by \$17.1 million from the FY 2014-15 adopted budget, which includes \$14.8 million necessary to cover a shortfall in fund balance available at June 30, 2015 of \$10.6 million and \$4.2 million to maintain current service levels. The recommended budget is sufficient to cover the County's financial responsibility of providing financial assistance to eligible recipients in the community.

Public Assistance



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Fiscal Support Supervisor position and the deletion of one (1) Fiscal Support Specialist position. 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 \$7.2 million.



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	1,229	1,349	1,420	1,661	1,661
Extra Help/Temporary	199	200	178	180	180
Total Positions	1,428	1,549	1,598	1,841	1,841
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,214	1,355	1,428	N/A	N/A
Extra Help/Temporary (FTE)	184	186	162	N/A	N/A
Total Positions	1,398	1,541	1,590	N/A	N/A
SALARIES & BENEFITS	\$119,121,873	\$130,214,690	\$134,360,892	\$148,215,355	\$148,206,208

Position Summary

The department has 1,661 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 anticipated attrition rate that occurs throughout the fiscal year.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin and Program Support	249	0	0	249	249	0	249
Fiscal Support	45	1	(1)	45	45	0	45
Child Protective Services	467	0	0	467	467	0	467
Employment and Financial Svcs	900	0	0	900	900	0	900
Total	1,661	1	(1)	1,661	1,661	0	1,661

Public Assistance



Public Assistance

Administration and Program Support	Fiscal Support	Child Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
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	3 Administrative Coordinator	9 Human Service Program Specialist
1 Office Services Coordinator	7 Accountant I/II/III	7 Office Services Specialist
2 Program Director	12 Fiscal Support Specialist	5 Program Director
11 Assistant Program Director	4 Fiscal Support Supervisor	2 Administrative Coordinator
2 Accountant I/II/III	14 Fiscal Support Technician	47 Social Services Supervisor I/II
11 Office Service Specialist	1 Office Services Specialist	279 Social Services Worker I/II/III/IV/V
1 Sr Paralegal	1 Office Services Technician	24 Human Service Aide
2 Sr Office Services Specialist	1 Office Services Assistant	23 Office Services Technician
1 Marketing and Promo Associate	45 Current Total	3 Office Services Assistant
36 Human Services Technician I/II/III	Additions/Deletions	9 Legal Processing Technician I/II
1 Human Resource Manager	1 Fiscal Support Supervisor	2 Human Services Supervisor
1 Special Projects Manager	(1) Fiscal Support Specialist	14 Human Services Technician I/II/III
3 Human Service Program Specialist	45 Requested Total	7 Group Counselor III
6 Administrative Coordinator		23 Group Counselor I/II
13 Human Services Supervisor		1 Cook III
9 Fiscal Support Specialist	Employment and Financial Services	1 Cook I/II
9 Fiscal Support Technician		1 Food Services Worker I/II
1 Senior Personnel Analyst		2 Housekeeper
8 Social Service Supervisor I/II	<u>Classification</u>	6 Paralegal
25 Social Service Worker I/II/III/IV/V	1 Assistant Director	467 Requested Total
39 Office Services Technician	1 Sr Office Services Specialist	
4 Stock Clerk	1 Administrative Coordinator	
1 Human Services Facilities Mgr	14 Office Services Specialist	
9 Building Services Worker	5 Program Director	
5 Mail Clerk I/II	15 Assistant Program Director	
1 Maintenance Supervisor	532 Human Services Technician I/II/III	
6 Maintenance Worker I/II/III/IV	2 Human Services Technician IV	
1 Sup Building Services Worker	4 Fiscal Support Technician	
1 Supervising Mail Clerk	1 Disability Advocate	
1 Utility Worker	85 Human Services Supervisor	
1 Warehouse Supervisor	66 Office Services Technician	
1 GIS Technician I/II	27 Office Services Assistant	
2 Computer Operator I/II/III	17 Program Specialist I/II	
1 Database Analyst I/II	19 Social Services Supervisor I/II	
1 Fiscal Support Supervisor	108 Social Service Worker I/II/III/IV/V	
3 Information Systems Specialist	2 Program Support Supervisor	
2 LAN Systems Analyst	900 Requested Total	
1 Technology Services Manager		
4 Technology Services Supervisor		
1 Senior System Analyst		
5 Systems Analyst I/II		
1 Programmer I/II		
7 Sr Information Sys Specialist		
1 Network Systems Administrator		
1 Systems Programmer I/II		
3 Repro Production Tech I/II/III		
249 Requested Total		



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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Estimate	2015-16 Goal
Children who did not experience recurring of maltreatment while in the care of parent/guardians within six months of initial incident.	90.7%	91.6%	93%	91%	93%
Children who were not victims of substantiated maltreatment by foster parent or facility staff while in out-of-home care.	99.87%	100%	100%	99.9%	100%
Children reentering foster care within 12 months of being discharged for reunification with their families.	10.6%	10.8%	12%	12%	12%
Children who have less than 3 placement changes in foster homes.	74.7%	76.4%	77.3%	77.3%	77.3%
Children who are reunited with their families within 12 months of their removal.	57%	64.8%	75.2%	65.7%	75.2%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	95.5%	95%	95%	95%	95%
Children that are adopted within 24 months of removal from their families.	56.9%	57.3%	53%	55.7%	53%
Timely Response Compliance – Immediate	94.1%	94.5%	95.8%	95.8%	95.8%
Timely Response Compliance – 10-day	94.7%	92.5%	89.4%	89.4%	89.4%

The goals adopted are based on either national or state standards, or are the identified goals in the County's 2012-2017 System Improvement Plan (SIP). Kern County continues to work toward achieving the Federal and State standards for these outcomes and to reach our SIP goals by 2017, some of which have met or surpassed the SIP goals. Four outcomes have increased performance from FY 2013-14 Actual to FY 2014-15 Estimated, including non-recurrence of maltreatment, placement stability, reunification within 12 months, and immediate timely response. The performance of the face to face visits by social workers outcome remains stable. The adoption within 24 months outcome indicates a slight decrease, however, remains above the FY 2015-16 Goal. Substantiated maltreatment in foster care and 10 day timely response, have slightly decreased. The department (DHS) has quarterly meetings with the California Department of Social Services (CDSS) and submits annual reports to CDSS, who monitor ongoing SIP outcomes and goals. Monthly reports are conducted to review compliance and the existence of trends. In addition, quarterly internal meetings are held to discuss ongoing progress and barriers. *Estimates are based on the most recent State reporting available.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Estimate	2015-16 Goal
All Families participating in work-related activities.	14.6%	14.5%	14%	15.3%	16%
Two-Parent families participating in work-related activities.	17.4%	16.3%	15%	16.6%	17%
Adults who are working in paid employment that receives CalWORKs.	24.9%	27.4%	26%	26.4%	27%
Adults who are still working three months after their CalWORKs is discontinued.	82.4%	81.3%	80%	80%	82%
CalFresh benefits accurately administered.	97.6%	98.4%	95%	96.8%	97%
Medi-Cal intake cases that are processed within the State mandated timeframes.	90.7%	N/A	90%	90%	90%

Although California continues to struggle with meeting the Federal Welfare to Work (WTW) Participation Rate of 50% for All Families cases and 90% for Two-Parent cases, DHS is encouraged by regulatory changes that provide strategies to increase the Work Participation Rate, additional funding for Subsidized Employment, and enhanced barrier removal strategies aimed at promoting self-sufficiency. With the implementation of the Family Stabilization and Expanded Subsidized Employment programs, DHS is providing intensive case management services to clients as well as offering paid work experience to assist them in obtaining unsubsidized employment. Kern continues to sustain a low CalFresh error rate resulting in fiscal sanction avoidance. Due to work around processes resulting from an incomplete state computer system, counties are being held harmless by the Department of Health Care Services for Medi-Cal performance standards until further notice. *Estimates are based on the most recent State reporting available.

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County Contribution - Human Services

Department Head: Dena Murphy
 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.

Summary of Expenditures and Revenues						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$38,710,244	\$38,051,735	\$80,590,189	\$85,088,142	\$81,761,061	\$103,915,685
TOTAL EXPENDITURES	\$38,710,244	\$38,051,735	\$80,590,189	\$85,088,142	\$81,761,061	\$103,915,685
REVENUE:						
Intergovernmental	\$20,054,097	\$23,568,984	\$66,269,849	\$69,227,766	\$65,900,685	\$69,464,265
Other Financing Sources:						
Human Services - Direct Aid	1,901,681	0	0	0	0	0
TOTAL REVENUE	\$21,955,778	\$23,568,984	\$66,269,849	\$69,227,766	\$65,900,685	\$69,464,265
NET GENERAL FUND COST	\$16,754,466	\$14,482,751	\$14,320,340	\$15,860,376	\$15,860,376	\$34,451,420

Public Assistance

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The recommended budget provides \$30.7 million to budget unit 5120, Human Services Administration, and \$73.3 million to budget unit 5220, Human Services Direct Financial Aid for a total of \$103.9 million in appropriations.

These contributions are funded by Social Services Program Realignment revenues of \$1.7 million for Administration and \$22.9 million for Direct Financial Aid; redirected 1991 Health Services Program Realignment for Child Poverty and Family Support revenue of \$32.1 million for Direct Financial Aid; and finally \$12.8 million of CalWORKs Maintenance of Effort Vehicle License Fees for Direct Financial Aid. The remaining \$34.5 million is provided by a contribution from the General Fund.



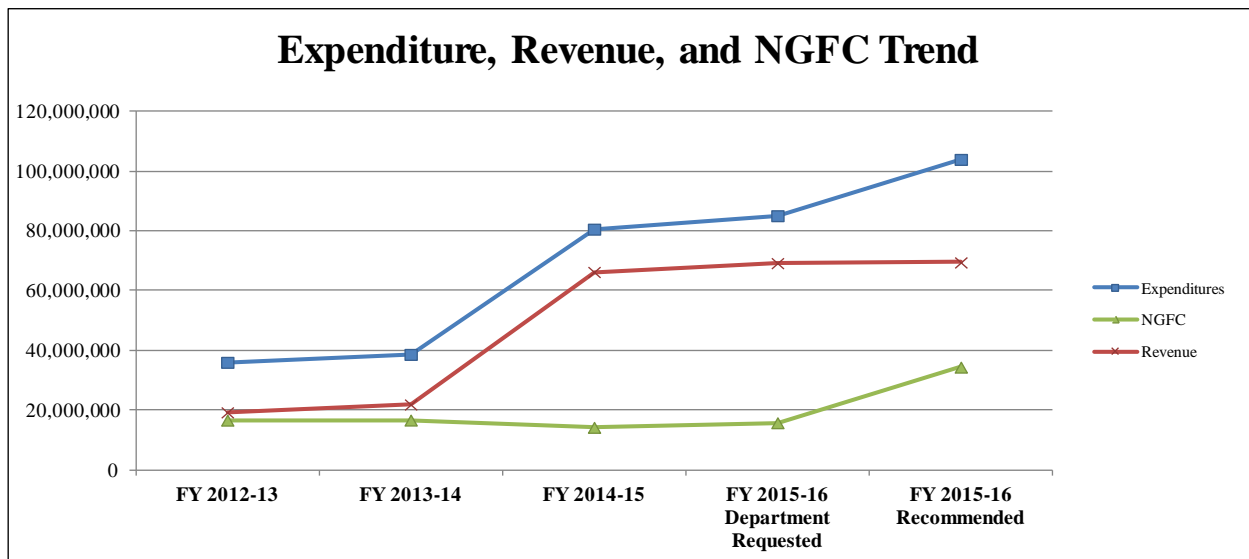
Budget Changes and Operational Impacts

The recommended budget includes an overall increase over FY 2014-15 actual of approximately \$23.3 million in appropriations budgeted to be transferred to the Department of Human Services budget units. The additional contribution is funded by an increase of \$20.2 million in General Fund contribution and an increase in 1991 Social Services Program Realignment of \$3.2 million.

The increased General Fund contribution is necessary to cover a fund balance shortfall as of June 30, 2015 as a result of higher caseload demands resulting in greater aid payments primarily in General Assistance and Foster Care Programs and a shortfall of other revenue that impacted fund balance. In addition, the increased General Fund contribution will provide the Department of Human Services budget units sufficient funds to cover the County's anticipated financial responsibility of providing financial assistance and social services programs to eligible recipients in the community during FY 2015-16.

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

Function: Public Assistance

Fund: Human Services – Direct Financial Aid

Activity: Direct Financial Aid

Budget Unit: 5220

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 and funding for Assembly Bill 12 (AB 12), which extends foster care services to transitional youth to age 21 are also made from this fund.

	<u>FY 2013-14</u>	<u>FY 2014-15</u>		<u>FY 2015-16</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$192,683,388	\$205,263,507	\$204,293,677	\$213,410,058	\$213,410,058	\$213,410,058
Other Financing Uses	1,901,681	0	0	0	0	0
TOTAL EXPENDITURES	\$194,585,069	\$205,263,507	\$204,293,677	\$213,410,058	\$213,410,058	\$213,410,058
REVENUE:						
Intergovernmental	\$137,249,196	\$147,439,566	\$99,197,078	\$107,771,078	\$107,771,078	\$107,771,078
Miscellaneous	1,183,941	2,448,513	1,870,561	2,161,671	2,161,671	2,161,671
Other Financing Sources:						
2011 Realignment	30,366,235	31,360,165	31,437,911	35,600,291	35,600,291	41,651,896
County Contribution	0	2,545,323	2,545,323	1,663,313	1,663,313	5,459,251
Social Services Realignment	18,692,366	22,020,113	19,177,557	19,552,483	19,552,483	22,881,950
Family Support - Realignment	0	0	37,127,987	27,879,510	27,879,510	27,879,510
Child Poverty Realignment	0	0	3,828,726	4,257,577	4,257,577	4,257,577
CalWORKs VLF Realignment	0	0	4,822,168	12,786,940	12,786,940	12,786,940
TOTAL REVENUE	\$187,491,738	\$205,813,680	\$200,007,311	\$211,672,863	\$211,672,863	\$224,849,873
NET FUND COST	\$7,093,331	(\$550,173)	\$4,286,366	\$1,737,195	\$1,737,195	(\$11,439,815)

Public Assistance

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The Human Services – Direct Financial Aid budget unit provides direct financial assistance to qualifying persons throughout the County. CalWORKs is the greatest expenditure out of this budget unit at approximately \$124.3 million. Adoptions Assistance and Foster Care Assistance are budgeted at \$33.9 million and \$46.6 million, respectively.

Major revenue sources of the department include \$84 million in federal funds and \$133.2 million in 2011 Realignment and 1991 Realignment funding.

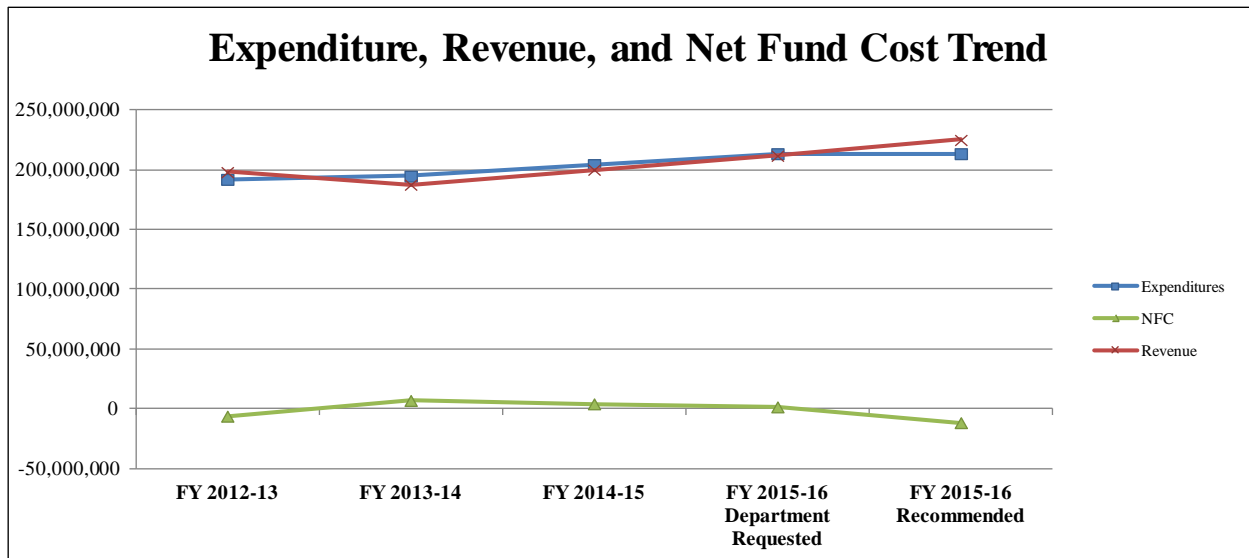


Budget Changes and Operational Impacts

The recommended budget includes a \$9.1 million increase in expenditures over FY 2014-15 as a result of anticipated increases in CalWORKs assistance payments, an increased general assistance grant amount approved in FY 2013-14, and an increase in Foster Care payments due to increased rates to be paid to foster family agencies as prescribed by the federal government.

Realignment revenue is budgeted at a \$13.1 million increase over FY 2014-15, which includes \$7.6 million in carry forward from the prior year. Intergovernmental revenue is budgeted at a \$8.6 million increase over FY 2014-15 actual to cover increases in CalWORKs assistance and Foster Care costs. The recommended budget also includes a \$5.5 million contribution from the General Fund, which includes \$3.8 million necessary to cover a shortfall in fund balance available at June 30, 2015. The recommended budget is sufficient to cover the County's financial responsibility of providing financial assistance to eligible recipients in the community.

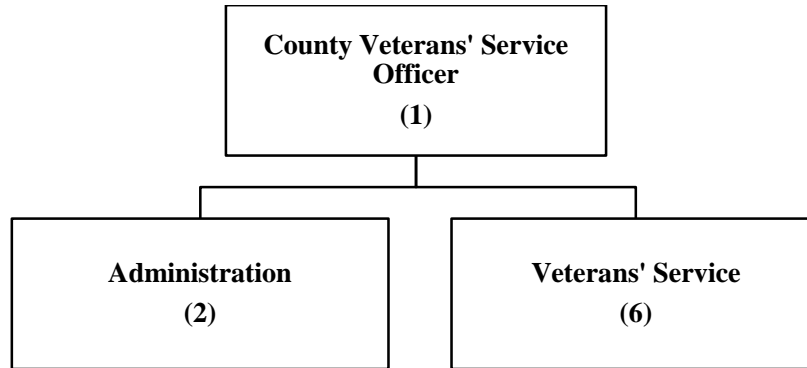
Public Assistance



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 2013-14 and 2014-15 Accomplishments

- Obtained new and increased monthly cash benefits to veterans from the U.S. Department of Veterans Affairs (USDVA) in the amount of \$788,364; this amounts to \$9,460,368 on an annualized basis.
- Obtained \$10,745,853 in one-time benefits consisting of single and retroactive payments to veterans, which was \$858,559 more than in FY 2013-14.
- Assisted veterans' families with applications for the College Tuition Fee Waiver program which resulted in saving of \$1,026,684 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 one of the first County Veterans Service Offices in the nation to acquire a Personal Identity Verification program to interface with USDVA computer systems and required information security protocols.
- Awarded a \$250,000 grant from Chevron, USA for the Kern Patriot Partnership project.
- Partnered with Kaiser Permanente, who funded \$10,000 as part of the "Rosie the Riveter" project. The project recognizes the contributions of women toward the industrial effort that supported U.S. military's victory in World War II.
- Recognized as the "Veteran Organization of the Year" by the Military Order of the Purple Heart for continuous dedication, commitment and support in providing assistance to veterans, their families and survivors in their time of need.

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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$852,231	\$961,134	\$890,207	\$938,348	\$992,306	\$1,092,306
Services and Supplies	120,061	59,535	73,727	63,709	63,709	400,766
Other Charges	16	97	0	50	50	50
Other Financing Uses	0	77,001	0	0	0	108,394
TOTAL EXPENDITURES	\$972,308	\$1,097,767	\$963,934	\$1,002,107	\$1,056,065	\$1,601,516
REVENUE:						
Intergovernmental	\$193,989	\$97,000	\$212,473	\$100,000	\$100,000	\$200,000
Miscellaneous	0	0	260,000	0	0	0
TOTAL REVENUE	\$193,989	\$97,000	\$472,473	\$100,000	\$100,000	\$200,000
Less Available BSI *	\$0	(\$77,001)	\$0	\$0	\$0	(\$108,394)
NET GENERAL FUND COST	\$778,319	\$923,766	\$491,461	\$902,107	\$956,065	\$1,293,122
BSI Ending Balance *	\$49,597	N/A	\$77,001	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Public Assistance

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

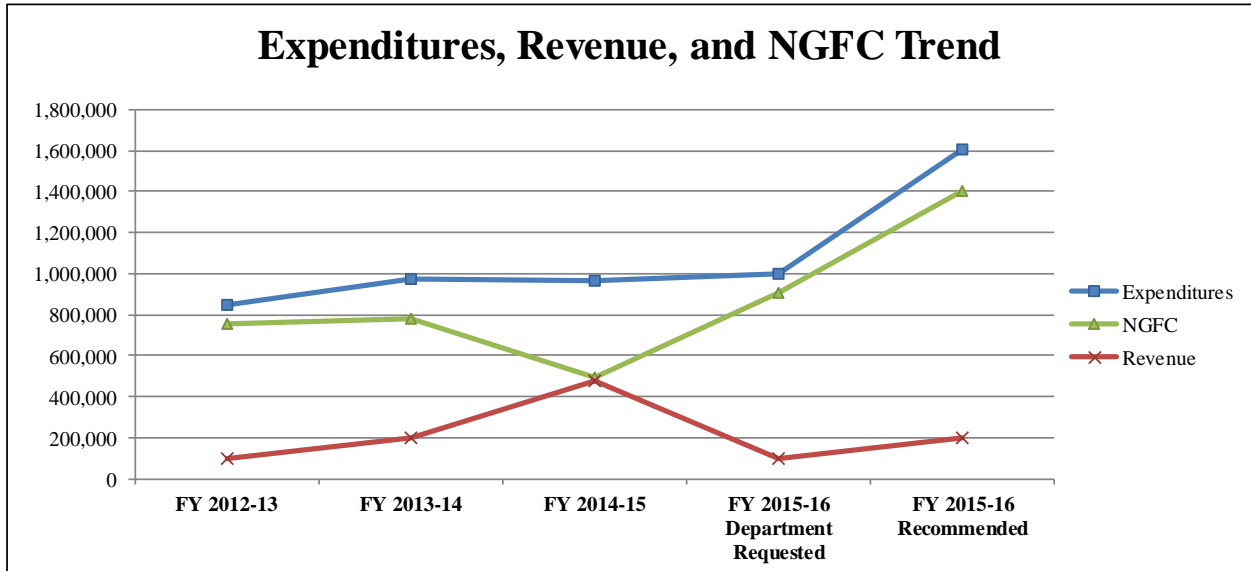
The majority of expenditures in this budget unit are associated with staffing costs to perform the services provided by the Veterans' Service Department. The department is primarily funded by an allocation of Net General Fund Cost (NGFC). Additional sources of revenue are from State Aid for Veterans' Affairs and the sale of veterans' license plates.

Budget Changes and Operational Impacts

The recommended budget includes a reduction in revenue due to one-time funding from the California Department of Veterans' Affairs and miscellaneous grant awards received in FY 2014-15. The department anticipates higher salaries and benefits cost in FY 2015-16 due to increasing health insurance benefits, retirement costs and increase in filled positions. The increase in NGFC is associated with grant funding received in the FY 2014-15 budget that was



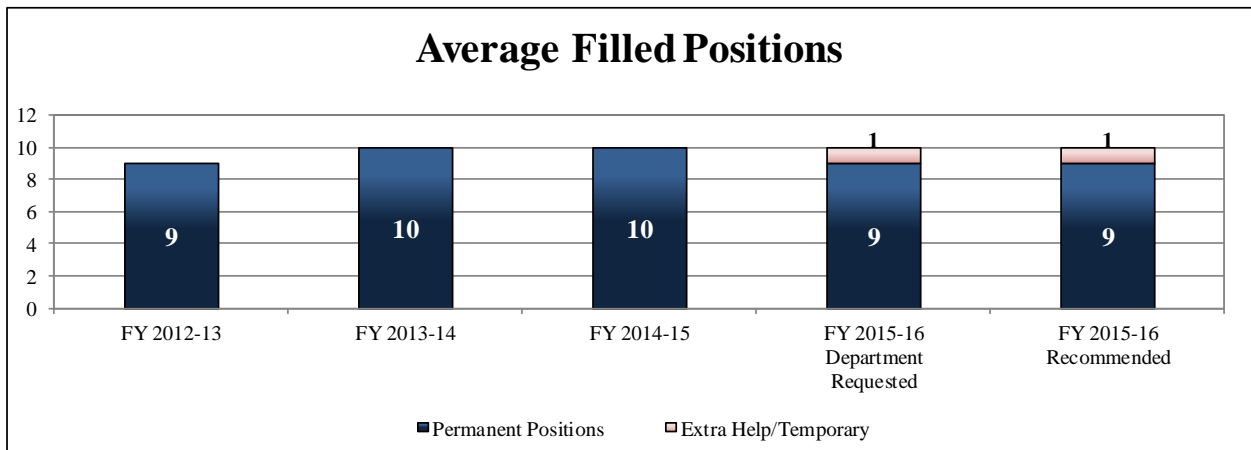
rebudgeted. The recommended budget allows for the department to maintain current service levels.



Staffing Changes and Operational Impacts

The recommended budget includes holding one (1) Office Services Assistant position vacant and unfunded. The department is mitigating impacts from this change through the use of one extra-help position.

Public Assistance



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	9	10	10	9	9
Extra Help/Temporary	N/A	N/A	N/A	1	1
Total Positions	9	10	10	10	10
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	9	10	10	N/A	N/A
Extra Help/Temporary (FTE)	N/A	N/A	N/A	N/A	N/A
Total Positions	9	10	10	N/A	N/A
SALARIES & BENEFITS	\$782,235	\$852,231	\$890,207	\$938,348	\$1,092,306

Summary of Authorized Summary

The department has 10 authorized permanent positions, of which 9 have been budgeted to be filled during FY 2015-16 as indicated below.

Public Assistance

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	9	1	10
Total	10	0	0	10	9	1	10

Administration	
<u>Classification</u>	
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
10	Requested Total



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of client contacts	12,793	13,337	13,150	13,500	13,500
Number of veteran dependents determined to be eligible for the California Department of Veterans Affairs College Fee Waiver Program	N/A	335	400	350	350
Percentage of college fee waiver letters mailed within ten days of application.	N/A	N/A	100%	100%	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. 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 of 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 a Light-emitting diode informational sign, outreach material and implementation of a contact management system will improve our outreach and awareness as well.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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.	N/A	100%	100%	100%	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



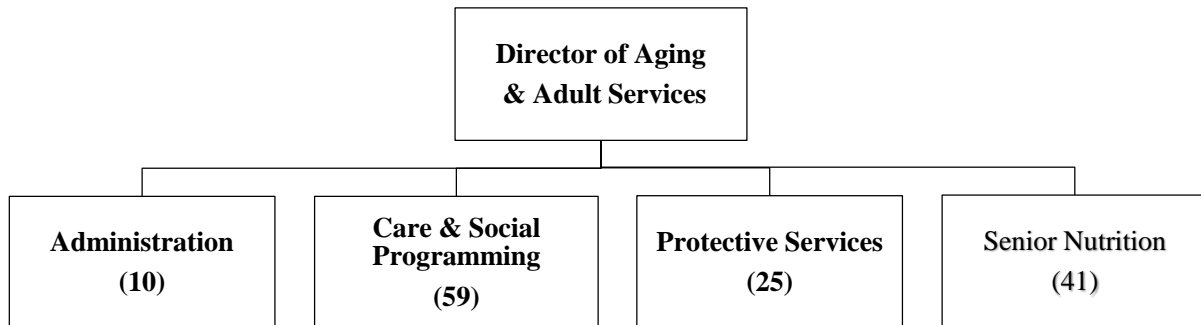
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Mission Statement

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 2013-14 and 2014-15 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.
- Sponsored healthy harvest health and resource fair providing free flu vaccines to seniors 60 and over. Partnered with Animal Services Department to provide free pet vaccinations, micro-chipping and licensing for seniors 62 and over.
- Distributed 30,000 farmers market produce coupons to seniors, with a redemption rate of 72%.
- Created an intakes unit for In Home Supportive Services to allow staff to concentrate on timely application processing and community services to help seniors remain safely in their own homes.
- The departmental information technology system has been completed, including disaster recovery capability and increased storage capacity.
- Emergency cooling centers were provided at twelve locations throughout the County in FY 2013-14, and Maricopa was an added location in FY 2014-15.

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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,001,000	\$10,026,082	\$10,214,983	\$11,327,023	\$11,428,018	\$11,518,660
Services and Supplies	3,443,149	3,666,771	\$3,261,683	3,209,241	3,209,241	3,482,952
Other Charges	1,038,731	1,260,307	\$1,314,338	1,121,273	1,121,273	1,127,067
Capital Assets	375,761	17,330	\$178,841	0	0	5,000
Other Financing Uses	0	150,435	\$150,435	0	0	0
TOTAL EXPENDITURES	\$13,858,641	\$15,120,925	\$15,120,280	\$15,657,537	\$15,758,532	\$16,133,679
TOTAL NET EXPENDITURES						
REVENUES:						
Use of Money/Property	\$17,812	\$14,000	\$18,000	\$10,000	\$10,000	\$10,000
Intergovernmental	9,552,850	9,273,266	\$9,940,964	9,847,195	9,847,195	10,231,795
Charges for Services	1,356,781	1,844,330	\$1,738,652	1,736,374	1,736,374	1,806,970
Miscellaneous	288,328	245,100	\$258,232	270,000	270,000	270,000
Other Financing Sources:						
General Fund Contribution	1,106,925	473,166	463,351	958,636	958,636	808,636
Social Services Realignment	690,766	723,328	723,327	722,439	722,439	722,439
2011 Realignment	1,266,932	1,400,469	1,400,468	1,387,220	1,387,220	1,463,597
ARRA - Aging and Adult	461	0	0	0	0	0
TOTAL REVENUE	\$14,280,855	\$13,973,659	\$14,542,994	\$14,931,864	\$14,931,864	\$15,313,437
NET FUND COST	(422,214)	\$1,147,266	\$577,286	\$725,673	\$826,668	\$820,242

Public Assistance

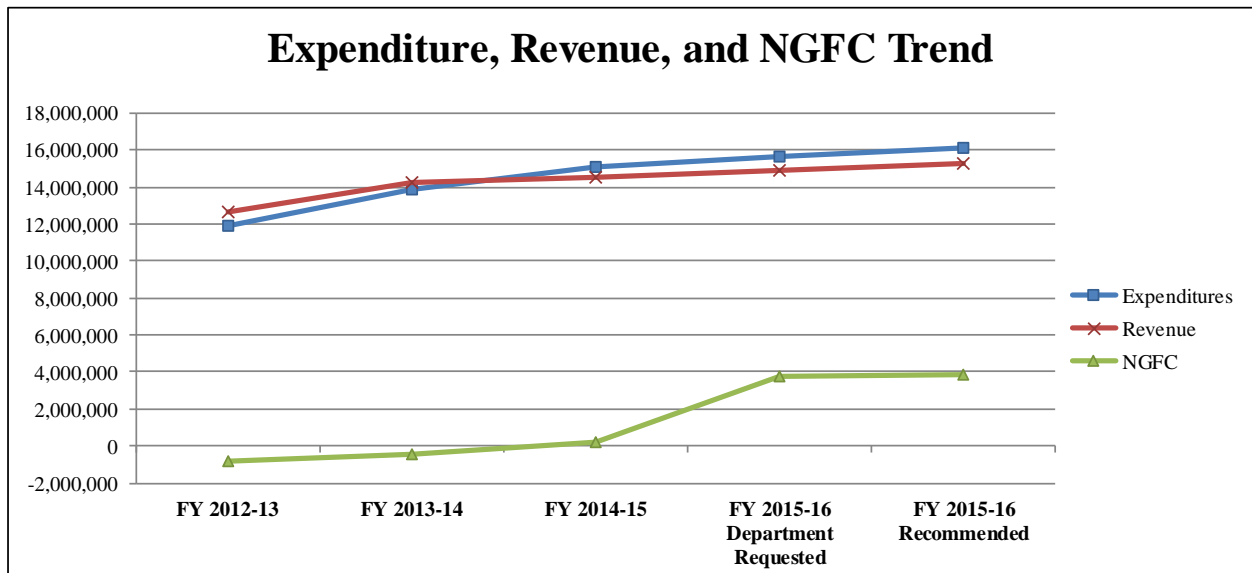
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Staffing expenses of \$11.5 million fund 187 budgeted positions, of which 126 are permanent positions and 61 are extra-help/temporary positions. Services and supplies expenditures of \$3.5 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 \$10.2 million that include revenue for senior nutrition, protective services, and supportive services. Additionally, the department receives approximately \$1.5 million in 2011 Realignment revenue, \$722,439 in 1991 Social Services Realignment, and \$808,636 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 2015-16 primarily due to the continued conversion of per diem employees to permanent and/or extra help, budgeted increase of minimum wage effective January 1, 2016, providing nutrition services previously contracted to a vendor, and an increase in retirement and health benefits costs. A portion of increased salaries and benefits are offset by increased revenue from federal and State sources. Other charges are projected to decrease by approximately \$187,000 primarily due to a decrease in the county-wide cost allocation charges.

Revenue is expected to increase in FY 2015-16 due to an anticipated increase in reimbursable activities for the IHSS program. The increase of approximately \$345,000 Net General Fund Cost from FY 2014-15 is the result of lower fund balance available at June 30, 2015. The Aging and Adult Services fund balance at June 30, 2015 was \$652,609, of which all has been budgeted in FY 2015-16.



Public Assistance

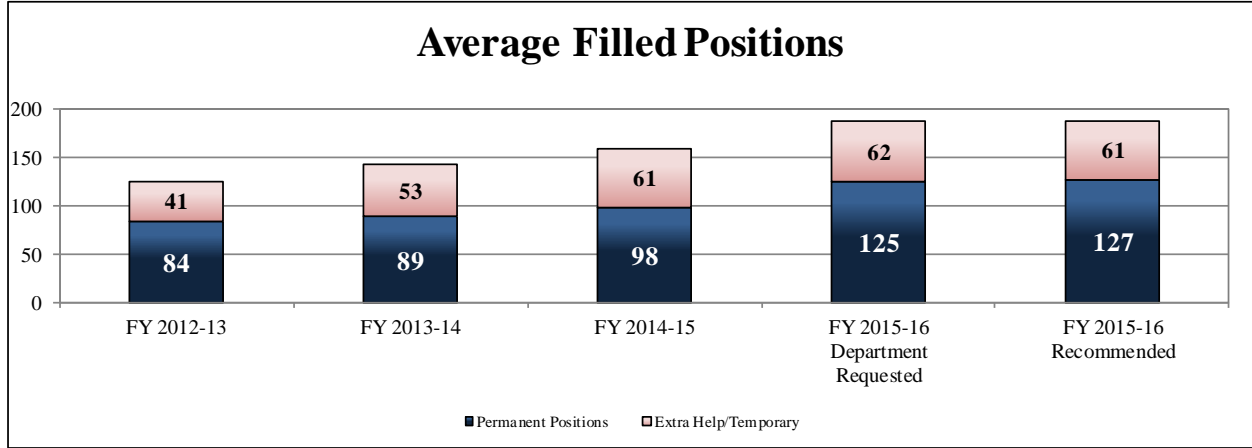
Staffing Changes and Operational Impacts

The recommended budget includes funding for 127 permanent authorized positions and 61 extra-help/temporary positions.

The department has requested to add two (2) Part-Time Senior Nutrition Site Coordinator positions, one (1) Part-Time Food Service Worker I position, eight (8) Part-Time Senior Home Delivery Driver positions, seven (7) Part-Time Cook I/II positions, two (2) Program Technician positions, one (1) Program Support Supervisor position, and one (1) Social Services Supervisor position. The permanent Part-Time Senior Nutrition Site Coordinator positions, Part-Time Food Service Worker I position, and Part-Time Senior Home Delivery Driver positions are currently filled with extra-help/per diem positions, which will no longer be needed once the permanent positions are filled. The department will unfund and delete Food Service Worker I/II positions as they become vacant, which will offset the cost of the Cook I/II positions. The net increase of



these changes will primarily be funded with Department of Social Services and California Department of Aging funds. The department will hold nine positions vacant and unfunded: one (1) Program Specialist II position, two (2) Cook I/II/III positions, one (1) Social Service Worker I/II/III position and five (5) Food Services Worker I/II positions.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	84	89	98	125	127
Extra Help/Temporary	41	53	61	62	61
Total Positions	125	142	159	187	188
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	81	86	94	N/A	N/A
Extra Help/Temporary (FTE)	21	29	33	N/A	N/A
Total Positions	102	115	127	N/A	N/A
SALARIES & BENEFITS	\$8,024,183	\$9,001,001	\$10,214,983	\$11,327,023	\$11,518,660

Public Assistance

Summary of Authorized Positions

The department currently has 114 authorized positions. The recommended budget includes 136 authorized positions, of which 127 are budgeted during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	11	0	0	11	11	0	11
Care & Social Programing	55	4	0	59	57	2	59
Adult Protective Services	25	0	0	25	25	0	25
Senior Nutrition	23	18	0	41	34	7	41
Total	114	22	0	136	127	9	136



Care & Social Programing	Administration	Adult Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Program Director	1 Director of Aging & Adult Services	1 Program Director
5 Social Services Supervisor I	1 Business Manager	3 Social Services Supervisor I
8 Social Worker III	2 Accountant III	18 Social Worker III
22 Social Worker I/II	1 Sr. Information Systems Specialist	1 Mental Health Unit Supervisor
1 Assistant Program Director	2 Administration Coordinator	1 Mental Health Recovery Specialist
1 Fiscal Support Assitant	1 Fiscal Support Specialist	1 Legal Secretary
1 Office Services Assistant	2 Fiscal Support Technician	25 Requested Total
5 Office Services Technician	1 Senior Office Services Specialist	
2 Office Services Specialist	11 Requested Total	
1 Program Specialist II		
1 Program Technician (Part time)		
5 Program Technician		
2 Human Services Aide		
55 Current Total		
Additions/(Deletions)		
2 Program Technician		
1 Program Supervisor		
1 Social Services Supervisor		
59 Requested Total		
Senior Nutrition		
<u>Classification</u>		
2 Senior Nutrition Program Coordinator		
3 Cook III		
3 Cook I/II		
5 Food Service Worker II		
2 Senior Home Delivery Driver		
8 Senior Nutrition Site Coordinator		
23 Current Total		
Additions/(Deletions)		
2 Senior Nutrition Coordinator		
1 Food Service Worker I		
7 Cook I/II		
8 Senior Home Delivery Driver		
41 Requested Total		

Public Assistance



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Keep the senior and disabled adult community safe.

Objective 1: Reduce exploitation and abuse through prevention and education.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of community education presentations	N/A	N/A	120	178	150

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 was a new performance measure for FY 2014-15.

Objective 2: Investigate reported abuse and exploitation effectively.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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%	100%	100%	99%	100%
Number of adult protective services referrals investigated	2,639	2,986	2,800	3,616	2,900
Total number of adult protective services referrals	3,366	3,405	3,400	3,741	3,300

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. The department's actual percentage of adult protective services referrals responded to within the state mandate of ten days was slightly below the adopted goal but it is expected that percentage will increase this fiscal year.

Goal 2: Support the dignity and independence of senior and disabled adult population.

Objective 1: Provide outreach, information, and education about services available to seniors and disabled adults.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of information and assistance contacts	12,018	12,936	12,000	32,740	29,200
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	\$1,264,053	\$1,270,530	\$1,200,000	\$1,279,686	\$1,200,000
Number of HICAP contacts	7,979	9,510	8,500	10,615	10,800

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of senior meals served	379,875	378,652	380,000	379,235	380,000
Percentage of case assessments for In Home Supportive Services completed within 45 days or less	72%	96%	100%	76%	100%
Number of initial case reviews for In Home Supportive Services Quality Assurance	265	252	380	308	308
Number of cases per worker for In Home Supportive Services	166	245	245	255	250

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 the department believes that it is attainable. The department has reorganized the functions of the IHSS social service workers. A separate, non-case carrying unit handles all the 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. The department continues to staff and promote quality case management. IHSS now requires a maintenance of effort payment, which has stabilized the costs and revenue for in home supportive services administration. The department expects to be able to continue to provide services at the current level again this fiscal year. However, if the funding for the nutrition, caregiver, and legal assistance services continues to be a target of federal funding cuts, that may not be possible in the future. The department's actual performance was below the adopted goal but it is expected that percentage will increase during FY 2015-16.

Public Assistance



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County Contribution – Aging and Adult Services

Department Head: Lito Morillo

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5611

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.

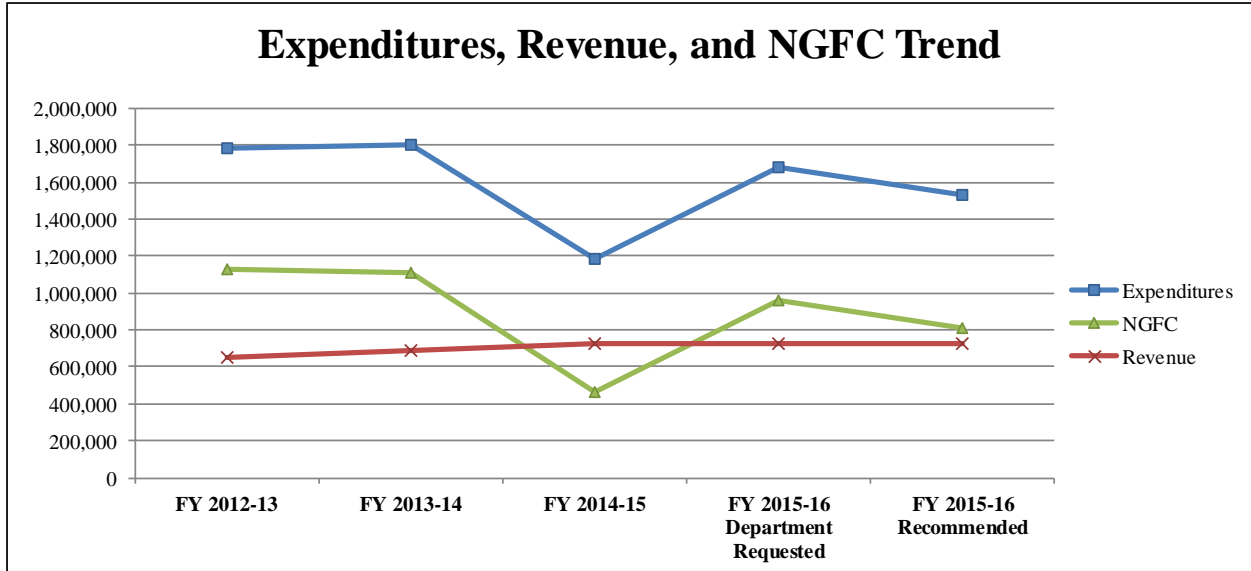
Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,797,689	\$1,196,494	\$1,186,677	\$1,681,075	\$1,681,075	\$1,531,075
TOTAL EXPENDITURES	\$1,797,689	\$1,196,494	\$1,186,677	\$1,681,075	\$1,681,075	\$1,531,075
REVENUE:						
Intergovernmental	\$690,766	\$723,328	\$723,327	\$722,439	\$722,439	\$722,439
TOTAL REVENUE	\$690,766	\$723,328	\$723,327	\$722,439	\$722,439	\$722,439
NET GENERAL FUND COST	\$1,106,923	\$443,966	\$463,350	\$958,636	\$958,636	\$808,636

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The recommended budget includes an allocation to Aging and Adult Services Department, budget unit 5610, in the amount of approximately \$1.5 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 \$722,439, with the remainder being funded by a General Fund contribution.

Budget Changes and Operational Impacts

The recommended budget includes an increase of approximately \$345,000 in Net General Fund Cost (NGFC) from FY 2014-15. The reduction in NGFC in FY 2014-15 was a result of a higher than anticipated fund balance available at June 30, 2014. The budget as recommended will enable the department to maintain status quo service levels.



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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$7,725,101	\$8,089,269	\$7,725,101	\$8,079,327	\$8,079,327	\$8,079,327
TOTAL EXPENDITURES	\$7,725,101	\$8,089,269	\$7,725,101	\$8,079,327	\$8,079,327	\$8,079,327
REVENUE:						
Intergovernmental	\$7,725,101	\$8,089,269	\$8,089,269	\$8,079,327	\$8,079,327	\$8,079,327
TOTAL REVENUE	\$7,725,101	\$8,089,269	\$8,089,269	\$8,079,327	\$8,079,327	\$8,079,327
NET GENERAL FUND COST	\$0	(\$29,200)	(\$364,168)	\$0	\$0	\$0

Public Assistance

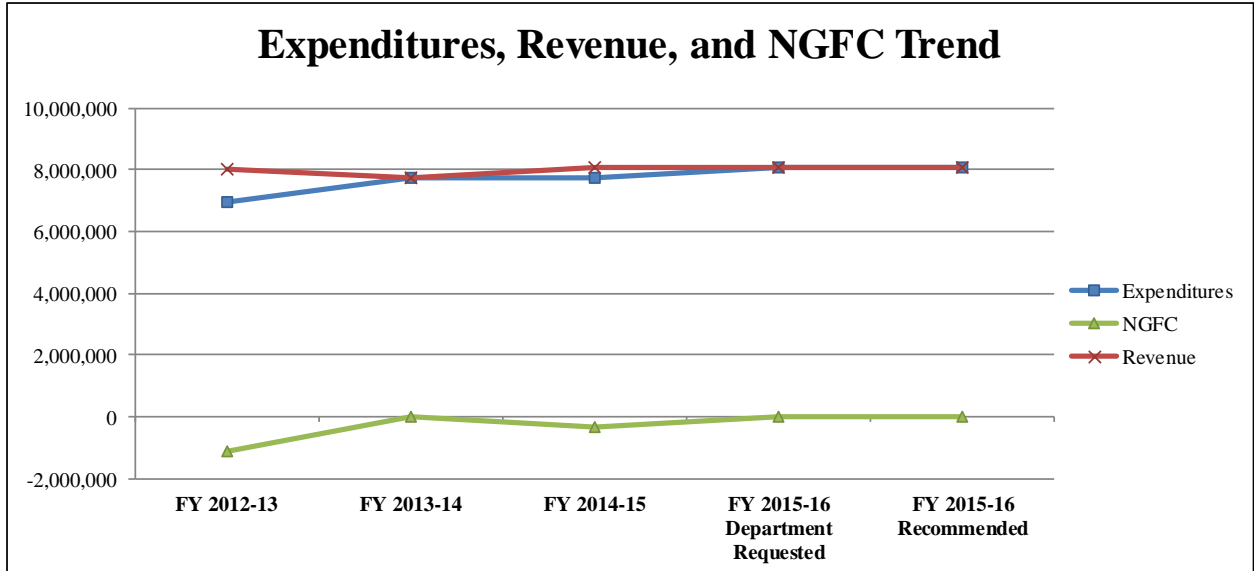
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The recommended budget includes a contribution of \$8 million to cover the IHSS Maintenance of Effort (MOE) 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 provides for the mandated MOE funding; there are no significant changes or operational impacts.





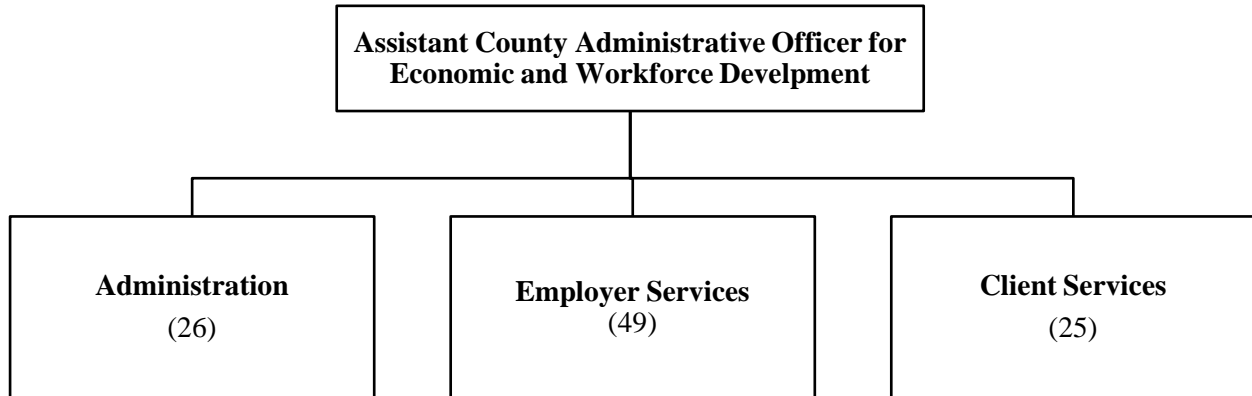
Public Assistance



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 2013-14 and 2014-15 Accomplishments

- Served over 50,000 customers by providing over 300,000 units of service through America's Job Center of California.
- Implemented Five-Year Strategic Plan with a focus on employers and job training.
- Held over 18 employer forums in support of the Five-Year Plan.
- In the past two years, entered into 190 On-the-Job Training contracts with employers totaling over \$572,464.
- Partnered with local unions to provide pre-apprenticeship training for the Infrastructure Employment Project.
- Coordinated nearly 336 employer recruitments and job fairs, including the Outlets at Tejon Ranch job and resource fair with 47 employers and over 640 job seekers in attendance.
- Participated in the "Honor a Hero, Hire a Vet" job and resource fair. Over 980 veterans were in attendance with 84 employers and 11 resource agencies providing employment opportunities and services.
- Administered the State Drought program which assisted farm workers and others whose employment was effected by the drought. Over \$800,000 was distributed to 1,200 impacted workers.

Public Assistance

Employers' Training Resource

Department Head: John Nilon

Fund: General

Budget Unit: 5923

Function: Public Assistance

Activity: Other Assistance

Description of Major Services

Employers' Training Resource (ETR) administers Workforce Innovation and Opportunity Act (WIOA) funding from the Department of Labor as well as various other grants provided by the State Employment Development Department, other counties or collaboratives, 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 assessment, 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$8,451,482	\$9,129,522	\$8,426,732	\$10,043,039	\$10,597,799	\$10,513,636
Services and Supplies	1,497,866	2,056,088	1,613,845	2,156,204	2,261,043	2,261,043
Other Charges	286	5,369	220	0	0	0
Capital Assets	25,270	44,000	40,231	0	0	0
Other Financing Uses	0	0	0	37,844	37,844	5,000
TOTAL EXPENDITURES	\$9,974,904	\$11,234,979	\$10,081,028	\$12,237,087	\$12,896,686	\$12,779,679
Expend. Reimb.	\$0	\$0	(\$17,863)	(\$128,993)	(\$128,993)	(\$128,993)
TOTAL NET EXPENDITURES	\$9,974,904	\$11,234,979	\$10,063,165	\$12,108,094	\$12,767,693	\$12,650,686
REVENUE:						
Miscellaneous	\$21	\$1,000	\$48	\$1,000	\$1,000	\$1,000
Other Financing Sources:						
Emp Training Resource-WIOA	9,972,254	11,182,159	9,923,018	12,087,094	12,746,693	12,629,686
Emp Training Resource-Non-WIOA	2,630	51,820	122,151	20,000	20,000	20,000
TOTAL REVENUE	\$9,974,905	\$11,234,979	\$10,045,217	\$12,108,094	\$12,767,693	\$12,650,686
NET GENERAL FUND COST	(\$1)	\$0	\$17,948	\$0	\$0	\$0

Public Assistance

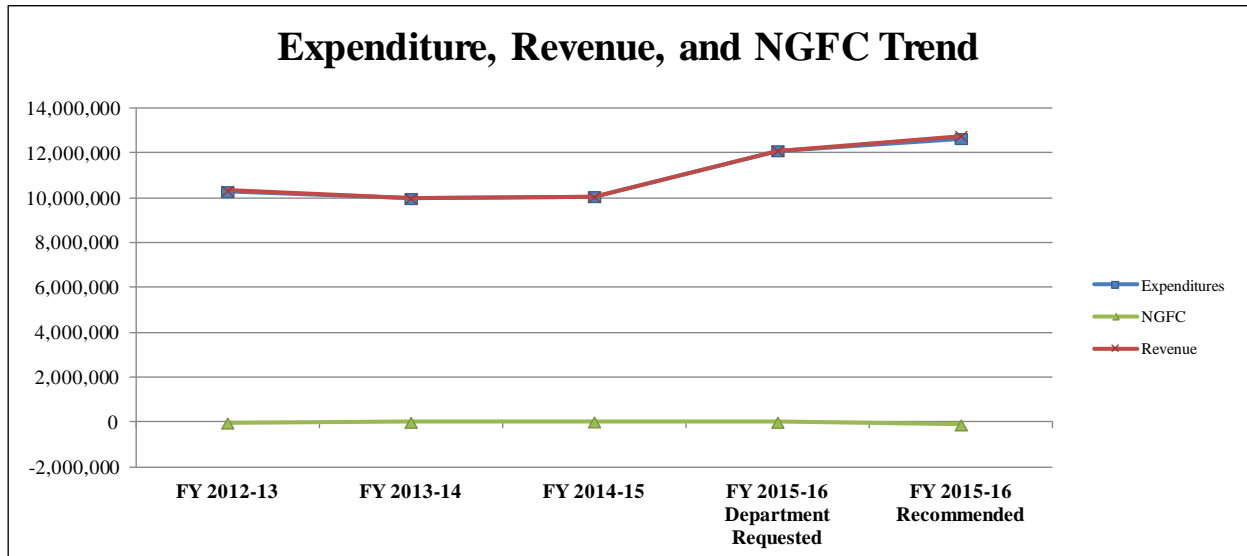
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Major expenditures for FY 2015-16 include salaries and benefits of \$10.5 million to fund 97 budgeted positions. The costs in this budget unit are funded primarily by operating transfers in from budget unit 8907, Employers' Training Resource – WIOA.



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 WIOA 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.

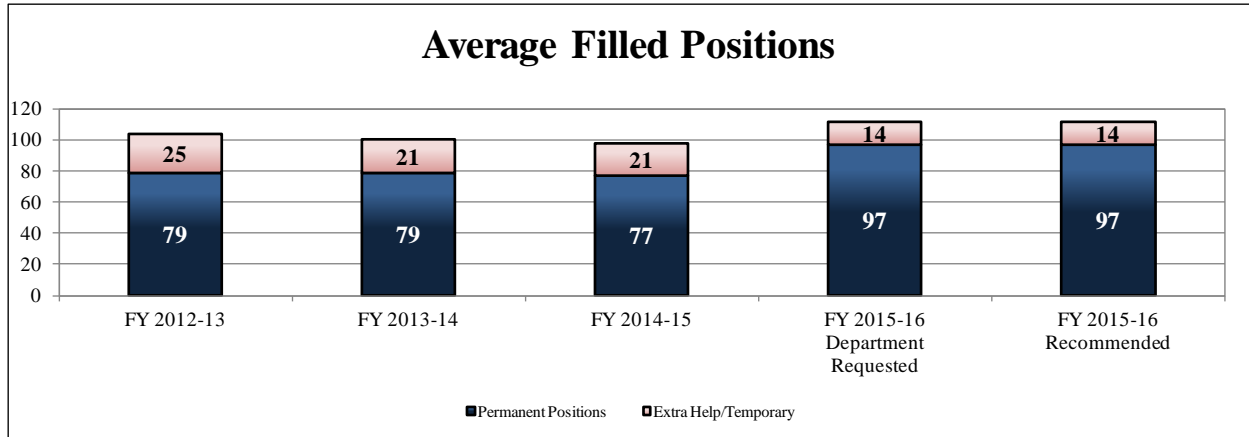


Staffing Changes and Operational Impacts

Salaries and benefits of \$10.5 million fund 97 authorized positions. The department is adding eleven positions, including one (1) Accountant I/II/III position, one (1) Program Coordinator position, eight (8) Program Specialist I/II positions, and one (1) Office Services Coordinator position. The Program Specialist I/II positions are currently filled with extra-help positions, which will no longer be needed once the permanent positions are filled. The funding for the additional Program Specialist positions will be provided by a memorandum of understanding for placement services with the Department of Human Services and will offset the cost of extra-help positions funded in prior years. In addition, one (1) Senior Office Services Specialist position and one (1) Fiscal Support Specialist position will be deleted, which will offset the cost of the Office Services Coordinator position and the Accountant I/II/III position. The department anticipates maintaining current levels of service for its primary mandated tasks of providing employment services to job seekers and businesses with a higher level of continuity in placement services.

Public Assistance





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	79	79	77	97	97
Extra Help/Temporary	25	21	21	14	14
Total Positions	104	100	98	111	111
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	78	77	75	N/A	N/A
Extra Help/Temporary (FTE)	22	18	18	N/A	N/A
Total Positions	100	95	93	N/A	N/A
SALARIES & BENEFITS	\$8,860,905	\$8,451,482	\$8,426,732	\$10,043,039	\$10,513,636

Public Assistance

Summary of Authorized Positions

The department currently has 91 authorized permanent positions. The recommended budget includes 100 authorized positions, of which 97 have been budgeted during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	26	1	(1)	26	26	0	26
Employer's Services	40	9	0	49	47	2	49
Client Services	25	0	0	25	24	1	25
Total	91	10	(1)	100	97	3	100



Administration	Employer Services	Client Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 Deputy Director	1 Deputy Director
1 Deputy Director	2 Program Coordinator	2 Syst. Analyst I/II or Programmer I/II
1 Business Manager	20 Program Specialist I/II	1 Sr Office Services Specialist
2 Accountant	3 Program Technician	1 Program Technician
1 Administrative Coordinator	2 Office Services Assistant	5 Office Services Technician
2 Fiscal Support Specialist	6 Program Support Supervisor	1 Program Coordinator
2 Fiscal Support Technician	1 Marketing & Promotions Assoc	1 Program Support Supervisor
2 Supervising Dept Analyst	1 Graphic Artist	13 Program Specialist I/II
8 Departmental Analyst	4 Office Services Technician	25 Requested Total
1 LAN Systems Administrator	40 Current Total	
2 Sr Info Systems Specialist	<u>Additions/(Deletions)</u>	
2 Sr Office Services Specialist	8 Program Specialist I/II	
1 Office Services Technician	1 Program Coordinator	
26 Current Total	49 Requested Total	
<u>Additions/Deletions</u>		
1 Accountant I/II/III		
(1) Fiscal Support Specialist		
26 Requested Total		

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Collaborate with businesses, educators and training providers to align workforce 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Estimate*	2015-16 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 written	115	75	54	61	65
Amount employers saved by using OJTs	\$434,154	\$178,727	\$148,811	\$165,511	\$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.

Public Assistance



Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Estimate*	2015-16 Goal
Worforce Investment Act (WIA) Adult enrolled clients employed first quarter after exit from program	69.8%	73.3%	68%	70%	68%
CalWORKs recipients employed upon program completion	34%	22%	35%	22%	25%
Average annual income of WIA clients at employment	\$25,508	\$26,720	\$25,400	\$26,000	\$25,400
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	27,452	N/A
Number of jobseekers attending WIA orientations in english	6,036	6,156	2,473	2,473	3,500
Number of job seekers attending WIA orientations in spanish	673	748	227	227	375
Number of services provided to jobseekers	189,814	180,787	150,436	165,375	N/A

Employers' Training Resource and America's Job Centers of California 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Estimate*	2015-16 Goal
WIA Youth placement in employment or post-secondary education at exit	64.7%	62.8%	65.0%	65.0%	65%
WIA Youth attainment of degree or certificate upon exit	65.2%	**82.4%	64.0%	**65.0%	64.0%
WIA out-of-school youth literacy/numeracy gain rate	26.2%	45.7%	40.5%	45.0%	40.5%

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. **In FY 2013-14, the methodology for calculations resulted in a higher than normal rate and has since been revised.

*Estimates are based on the most recent State reporting available.

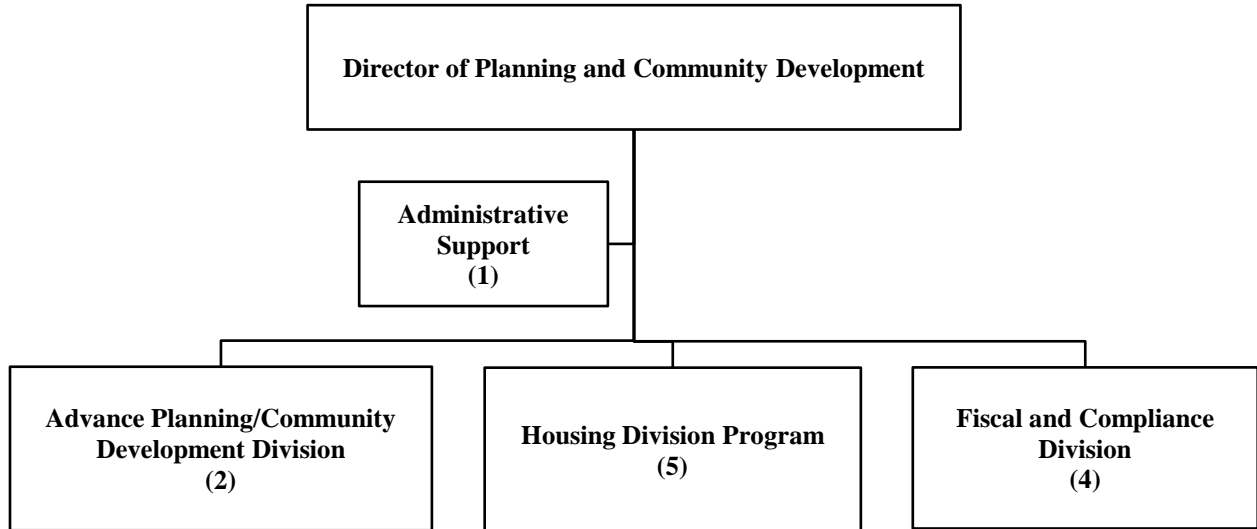
Public Assistance



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 2013-14 and 2014-15 Accomplishments

- Expended \$2,993,392 of Community Development Block Grant (CDBG) funds and \$289,093 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 McFarland Pedestrian Bridge Improvements, South Taft Water System Improvements, BARC Material Recovery Facility Improvements, Arvin Smotherton Spray Park, East Bakersfield Pioneer Park and Parking Lot Improvements, California City Lakeview Mobile Home Village Improvements, Tehachapi Freedom Plaza Parking Lot Improvements, Shafter Veterans Park and Lighting Improvements, Kern River Valley Mountain Mesa Park Restroom Improvements, Ridgecrest Senior Center Renovation Improvements; Temporary Emergency Services Fund (County-wide), and Emergency Solutions Grant funds supported nonprofit shelter provider programs.
- Completed one Home Investment Partnership Act multi-family agreements to assist with the financing of 60 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 the residents primarily those with lower incomes 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 Solution Grant, the HOME Investment Partnership, Neighborhood Stabilization and the Economic Development Revolving Loan.

Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,123,413	\$1,273,006	\$1,212,730	\$1,219,452	\$1,316,891	\$1,275,403
Services and Supplies	320,865	250,972	270,000	242,678	232,243	232,243
Other Charges	32	987	0	0	0	0
TOTAL EXPENDITURES	\$1,444,310	\$1,524,965	\$1,482,730	\$1,462,130	\$1,549,134	\$1,507,646
Expend. Reimb.	(\$257)	\$0	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$1,444,053	\$1,524,965	\$1,482,730	\$1,462,130	\$1,549,134	\$1,507,646
REVENUE:						
Other Financing Sources:						
NSP 3 Grant	\$5,761	\$0	\$0	\$0	\$0	\$0
NSP Grant	7,381	0	0	0	0	0
Community Development Prog	1,252,767	1,316,034	1,296,504	1,279,884	1,307,018	1,279,883
Emergency Shelter Grant	16,967	62,617	26,974	60,174	70,043	68,660
Home Investment Trust	161,177	146,314	159,252	122,073	172,073	159,103
TOTAL REVENUE	\$1,444,053	\$1,524,965	\$1,482,730	\$1,462,131	\$1,549,134	\$1,507,646
NET GENERAL FUND COST	\$0	\$0	\$0	(\$1)	\$0	\$0

Public Assistance

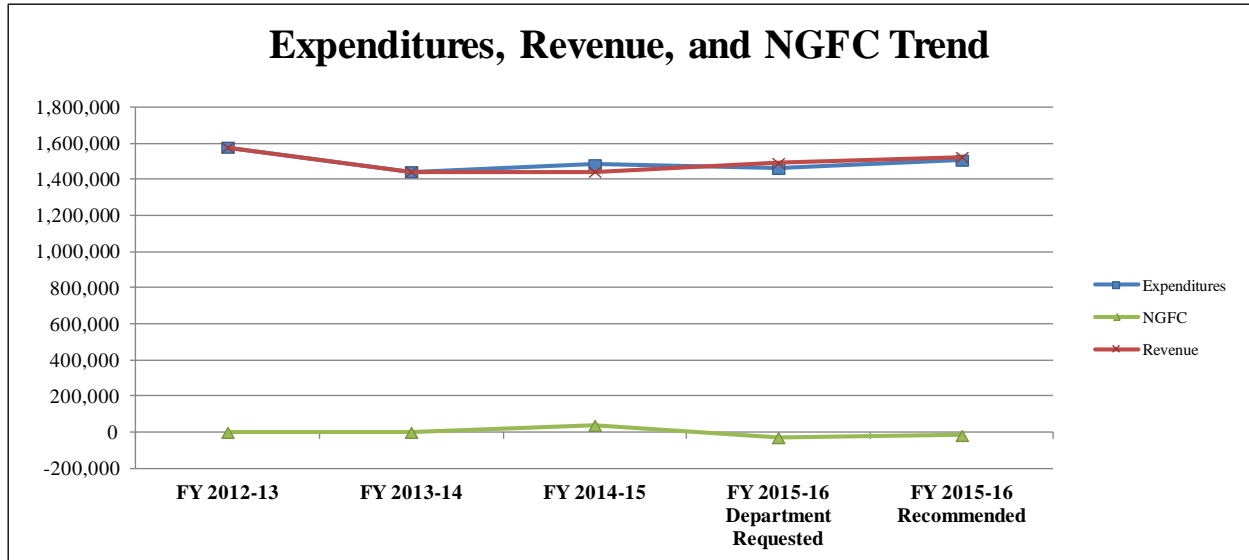
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The major expenditures for the division include the staff and related expenditures related to the administration of the grant programs. The expenditures are funded with an allocation of the grants. There is no General Fund contribution to this budget unit.

Budget Changes and Operational Impacts

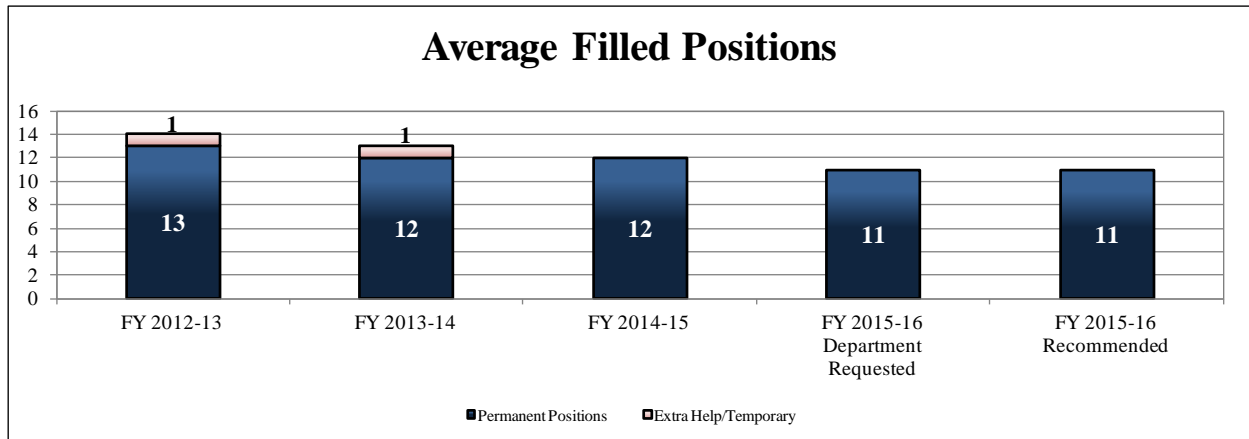
The recommended budget includes funding similar to FY 2014-15, allowing the division to continue operations without any impacts to service levels.





Staffing Changes and Operational Impacts

The preliminary recommended budget includes funding for 11 permanent positions, and continues to hold vacant and unfunded one (1) Housing Inspector position from FY 2014-15.



Public Assistance



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	13	12	12	11	11
Extra Help/Temporary	1	1	0	0	0
Total Positions	14	13	12	11	11
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	13	12	12	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	14	13	12	N/A	N/A
SALARIES & BENEFITS	\$1,431,973	\$1,305,038	\$1,212,730	\$1,219,452	\$1,275,403

Summary of Authorized Positions

The department has 12 authorized permanent positions, of which 11 have been budgeted to be filled during FY 2015-16 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
Total	12	0	0	12	11	1	12

Public Assistance

Housing	Administrative/Fiscal	Planning/Community Development
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Housing Program Manager	1 Administrative Coordinator	2 Planner I/II/III
1 Housing Rehab Program Supv.	1 Sr. Office Services Specialist	2 Requested Total
1 Housing Rehabilitation Technician	2 Accountant I/II/III	
1 Housing Inspector	1 Fiscal Support Specialist	
1 Fair Housing Coordinator	5 Requested Total	
5 Requested Total		



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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%	99.42%	≥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	\$3,037,396	≥\$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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation grant funds.	10	1	5	0	3
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	70	32	56	67	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	1.48	≤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



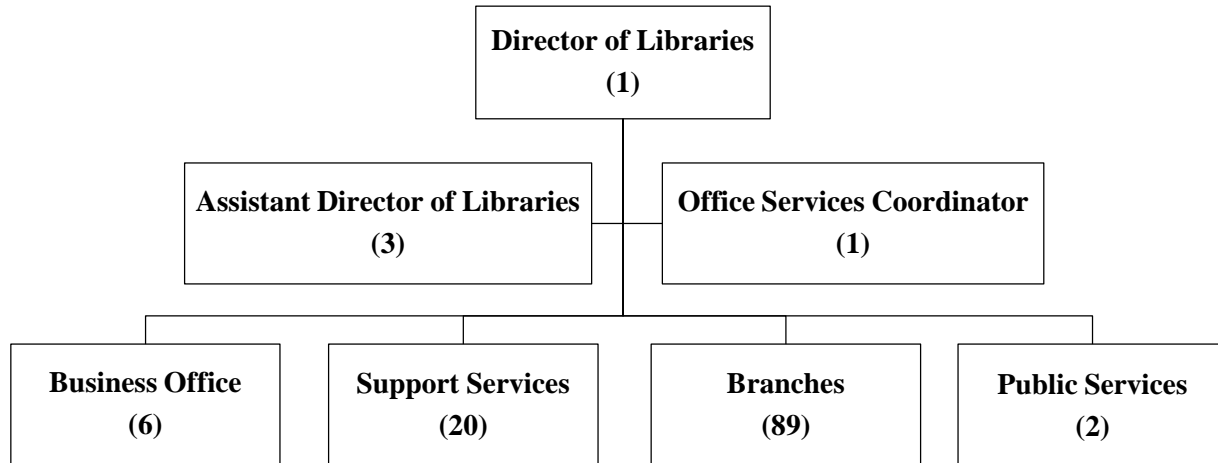
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Mission Statement

Kern County Library provides access to resources that enrich lives.

Organizational Chart



Fiscal Year 2013-14 and 2014-15 Accomplishments

- Efficiently used funding approved by the Board of Supervisors to open all branches one extra day a week.
- Installed self-check units to assist the public to more efficiently checkout library materials.
- Obtained a \$15,000 grant from Cal Humanities for the initiative CA Reads: When War Comes Home – 2014; implemented nine grants totaling \$55,393 in funding and one grant in-kind material donation valued at \$3,050; and extended the "One Book, One Bakersfield, One Kern" program. In 2013, 11,128 people attended 20 private programs.
- Coordinated with the Beale Memorial Library Foundation to celebrate the 25th Anniversary of the Beale library, including a fundraiser and open house.
- Developed a partnership with the City of Shafter for a literacy center.

Library

Department Head: Nancy Kerr
Fund: General
Budget Unit: 6210

Function: Education
Activity: Education

Description of Major Services

The Library Department operates 27 free public 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,771,445	\$6,142,550	\$5,732,757	\$5,819,960	\$6,009,666	\$6,009,666
Services and Supplies	1,748,893	1,591,683	1,779,687	1,622,610	1,622,610	1,790,257
Other Charges	0	379	0	425	425	425
Other Financing Uses	0	143,160	0	0	0	161,858
TOTAL EXPENDITURES	\$7,615,418	\$7,877,772	\$7,512,444	\$7,442,995	\$7,632,701	\$7,962,206
REVENUE:						
Use of Money/Property	\$67,504	\$73,000	\$70,218	\$67,500	\$67,500	\$67,500
Intergovernmental	44,466	0	36,500	0	0	0
Charges for Services	300,241	320,000	298,466	300,000	300,000	300,000
Miscellaneous	86,298	75,000	79,592	75,000	75,000	75,000
Other Financing Sources						
Kern County Library Donations	202,863	18,000	171,277	18,000	18,000	18,000
TOTAL REVENUE	\$701,372	\$486,000	\$656,053	\$460,500	\$460,500	\$460,500
Less Available BSI *	\$0	(\$143,160)	\$0	\$0	\$0	(\$161,858)
NET GENERAL FUND COST	\$6,914,046	\$7,248,612	\$6,856,391	\$6,982,495	\$7,172,201	\$7,339,848
BSI Ending Balance *	\$78,350	N/A	\$143,160	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Education

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

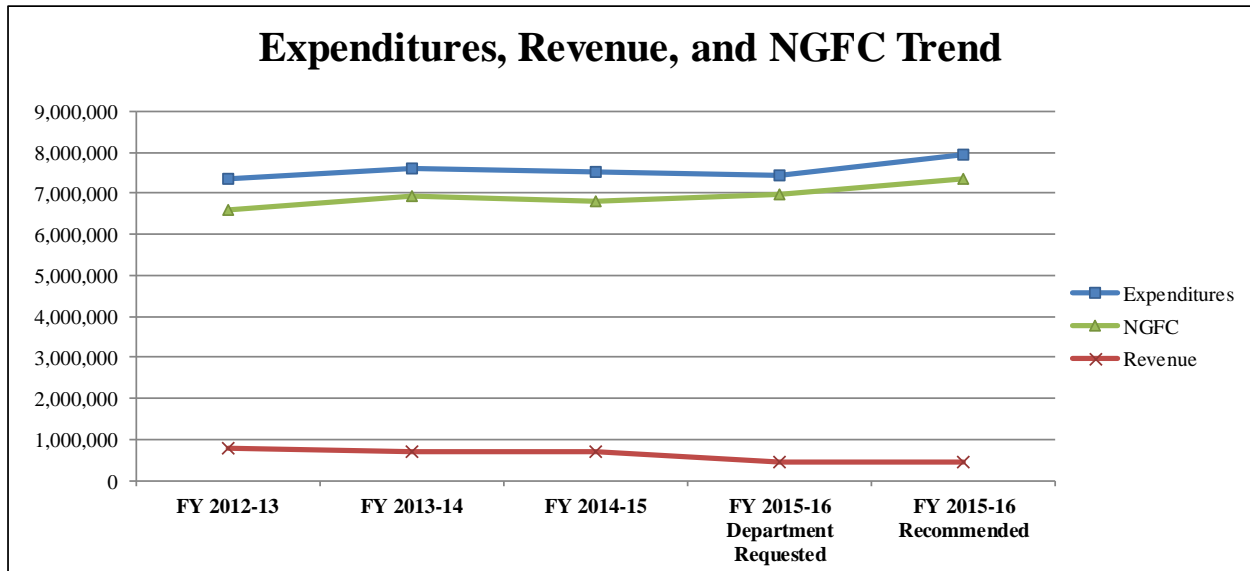
Staffing expenses are the largest portion of the department's expenditures for FY 2015-16, which includes staffing for all the library facilities and the mobile units. Services and supplies expenditures of \$1.8 million include operating expenses for branch locations, memberships, and library books and materials. Funding for books is established in the recommended budget at \$389,205, which is \$131,205 more than in FY 2014-15. Included in services in supplies is funding for participation in San Joaquin Valley Library System (SJVLS). SJVLS is an organization composed of nine public libraries in six counties. As a member of SJVLS Kern County residents are able to search the shared catalog and request that items be sent to their preferred branch.



The department is primarily funded by an allocation of Net General Fund Cost. The transfer from the County Library donation fund is used to cover the OverDrive contract for Ebooks. Throughout the fiscal year, funds are transferred to purchase materials and enhancements of service. During FY 2014-15, \$153,277 was transferred and used for library materials, reading programs and Wi-Fi.

Budget Changes and Operational Impacts

The recommended budget will allow the department to add wireless service to all branches currently without wireless connectivity and provides additional funding that will support 37,864 combined hours of opening at all 27 library facilities. The increase hours will allow the Beale Memorial branch to be open an additional one day per week allowing for seven days per week service. The department is projecting a slight decrease in revenue due to more patrons using e-books, which are not assessed late fees.

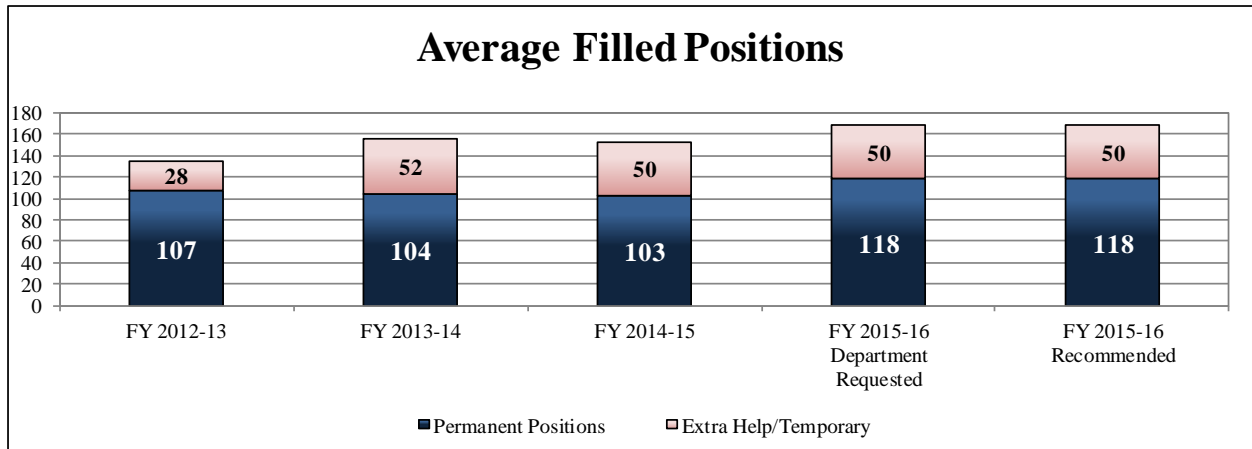


Staffing Changes and Operational Impacts

The recommended budget includes funding for 118 authorized permanent positions and 50 extra help positions. The department will delete one (1) vacant Fiscal Support Technician position and hold four positions vacant and unfunded: one (1) Librarian III position, two (2) Librarians II positions and one (1) Assistant Director position.

Education





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	107	104	103	118	118
Extra Help/Temporary	28	52	50	50	50
Total Positions	135	156	153	168	168
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	79	78	78	N/A	N/A
Extra Help/Temporary (FTE)	12	25	23	N/A	N/A
Total Positions	91	103	101	N/A	N/A
SALARIES & BENEFITS	\$5,554,735	\$5,771,445	\$5,732,757	\$5,819,960	\$6,009,666

Education

Summary of Authorized Positions

The department currently has 123 authorized permanent positions. The preliminary recommended budget includes 122 authorized positions, of which 118 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	12	0	(1)	11	11	9	2	11
Support Services	20	0	0	20	20	20	0	20
Branch Staff	89	0	0	89	89	87	2	89
Public Services	2	0	0	2	2	2	0	2
Total	123	0	(1)	122	122	118	4	122



Administration	Support Services	Branch Staff
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Libraries	2 Librarian II	1 Librarian III
3 Assistant Director of Libraries	2 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
2 Fiscal Support Assistant	1 Senior Information Systems Specialis	5 Office Services PT
1 Departmental Aide	1 Information Systems Specialist II	5 Office Services Assistant
12 Current Total	2 Light Vehicle Driver	6 Office Services Assistant PT
Additions/(Deletions)	6 Departmental Aide	43 Departmental Aide
(1) Fiscal Support Technician	20 Requested Total	89 Requested Total
11 Requested Total		
Public Services		
<u>Classification</u>		
1 Library Associate		
1 Graphic Artist PT		
2 Requested Total		



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average attendance per hour of operation	31	28	32	29	30
Number of registered users	157,427	153,202	160,000	151,710	155,000
Number of items checked out annually	1,406,414	1,325,113	1,500,000	1,258,740	1,300,000
Percentage of registered users as portion of County Population	18%	16%	19%	17%	17%
Number of programs offered	2,810	2,478	2,300	3,123	3,000
Number of participants in programs	55,764	55,889	55,000	58,479	55,000
Number of hours computers used	N/A	N/A	153,000	154,021	155,000

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. The department's actual performance was slightly below its adopted goal but it is expected that the department will improve its performance this fiscal year.

Objective 2: Expand recreational, cultural, and educational resources available to the public

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Total operating hours of library facilities	26,692	32,931	29,041	36,547	36,510
Total number of materials available to the public	1,158,276	992,466	1,000,000	924,927	900,000
Average population served per staff full-time equivalent (FTE)	9,255	9,737	9,700	9,692	9,700
Total public computer users	217,833	215,199	220,000	225,926	225,000
Total E-books and E-audio offered	N/A	N/A	6,000	12,110	17,000
Total number of website views	N/A	N/A	1,000,000	758,033	850,000

It is the Library's mission 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. The department continues to look for ways to connect patrons with educational materials through the resources on the Library website, the use of public computers and free Wi-Fi in all branches.

Goal 2: Promote integrity and fiscal responsibility in operations.

Objective 1: Utilize resources more efficiently and effectively

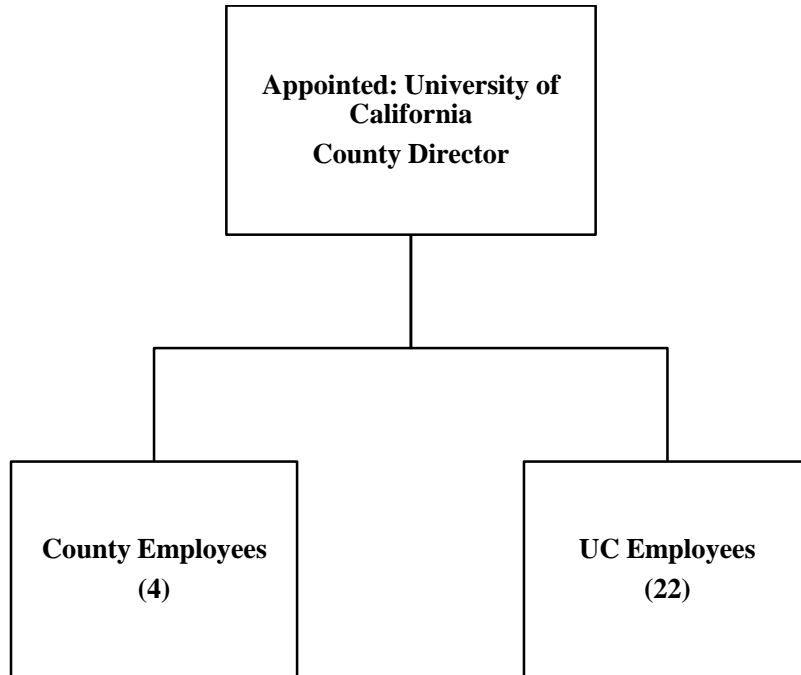
Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Services/Programs provided in coordination with other agencies	N/A	N/A	25	708	600
Grants received	N/A	N/A	7/\$60,000	2/\$40,000	\$4/\$125,000

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 2013-14 and 2014-15 Accomplishments

- Innovations developed by the Farm Advisors have resulted in improved disease and pest control, development of earlier fruiting pistachio varieties, fertility programs to reduce potential nitrate movement to groundwater, and a better understanding of irrigation and fertility requirements throughout the season for orchards.
- 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, including previously underserved youth in eastern Kern County.
- 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. New projects have expanded science, engineering and technology activities into low-income housing areas.

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 Horticultural Outreach and Education program.

Summary of Expenditures and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$305,281	\$298,940	\$310,618	\$290,296	\$298,724	\$298,724
Services and Supplies	116,911	107,402	90,248	107,141	107,141	107,141
Other Charges	8	11	0	0	0	0
Other Financing Uses	0	81,657	0	0	0	79,028
TOTAL EXPENDITURES	\$422,200	\$488,010	\$400,866	\$397,437	\$405,865	\$484,893
REVENUE:						
Non-Revenue Receipts	\$0	\$0	\$0	\$800	\$800	\$800
Miscellaneous	637	50	56	642	642	642
TOTAL REVENUE	\$637	\$50	\$56	\$1,442	\$1,442	\$1,442
Less Available BSI *	\$0	(\$85,080)	\$0	\$0	\$0	(\$79,028)
NET GENERAL FUND COST	\$421,563	\$402,880	\$400,810	\$395,995	\$404,423	\$404,423
BSI Ending Balance *	\$85,080	N/A	\$79,028	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Education

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

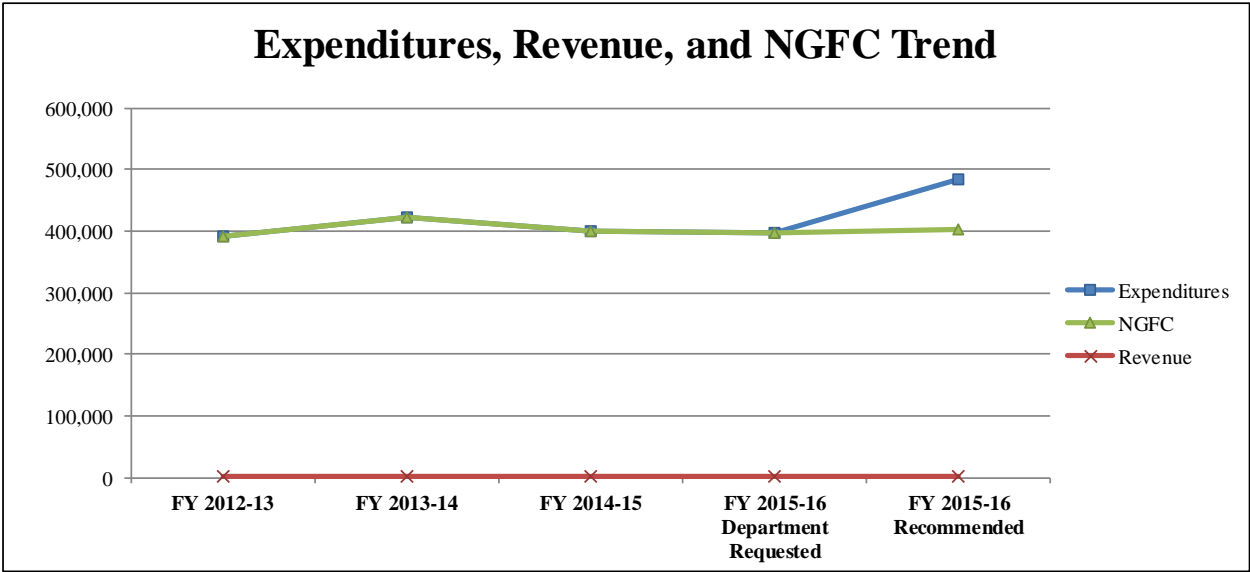
A majority of the expenditures for this budget unit are associated with staffing costs to perform the functions of the Farm and Home Advisor. The department is primarily funded by an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget provides the department with funding for all authorized positions, which requires the department to use \$38,739 of its accumulated Budget Savings Incentive (BSI)

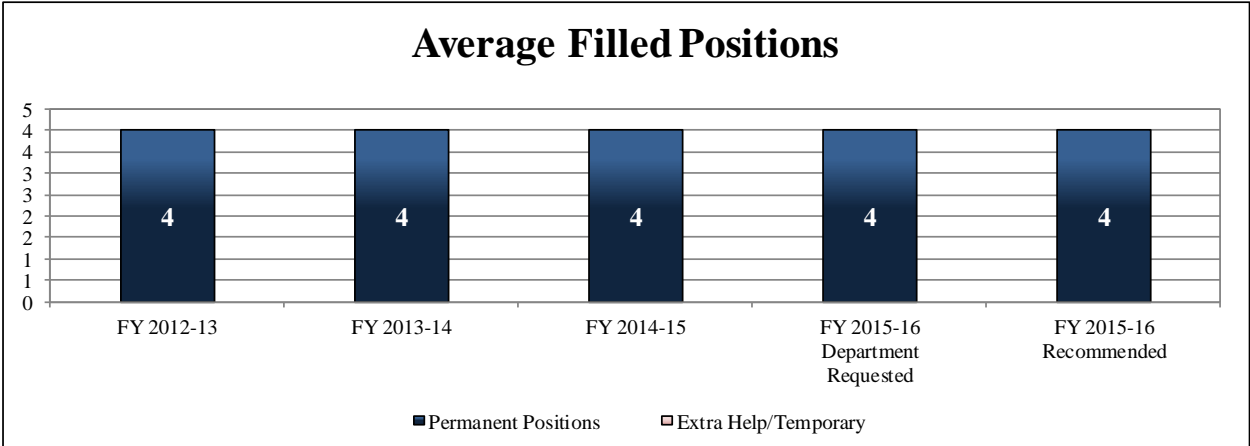


credits. Overall the recommended budget includes expenses and revenues similar to FY 2014-15. The recommended budget will allow the County to retain the educational and economic benefit of hosting the cooperative extension researchers from the University of California.



Staffing Changes and Operational Impacts

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



Education



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2012-13	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	0	N/A	N/A	N/A	N/A
Total Positions	4	4	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	4	4	4	N/A	N/A
SALARIES & BENEFITS	\$300,454	\$305,281	\$310,618	\$290,296	\$298,724

Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Administration	4	0	0	4	0	4
Total	4	0	0	4	0	4

Administration

Classification

- 1 Office Service Coordinator
- 1 Fiscal Support Technician
- 1 Office Service Technician
- 1 Ag. Field Equipment Specialist
- 4 Requested Total**

Education



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	100%	100%	100%	99.6%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards	100%	95.2%	100%	98.1%	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. Participants indicate that they are gaining beneficial information and are incorporating that information and newly learned behaviors into their daily practices. The department’s actual performance was slightly below its adopted goal but it is expected that the department will improve its performance in FY 2015-16.

Objective 2: Provide targeted youth programs that focus on developing healthy lifestyles, acquisition of essential skills and the ability to thrive and succeed.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of first year 4-H Youth members that re-enroll	78%	84%	75%	68%	75%
Percentage of first year 4-H Adult volunteers that re-enroll	100%	96%	75%	71%	75%
Number of children reached through participation in the Expanded Food & Nutrition Education Program (EFNEP) for youth.	6612	9852	6000	7219	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. The department’s actual performance was slightly below its adopted goal but it is expected that the department will improve its performance in FY 2015-16.

Education



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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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.	N/A	259	250	243	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 department's actual performance was slightly below its adopted goal but it is expected the department will improve its performance in FY 2015-16.

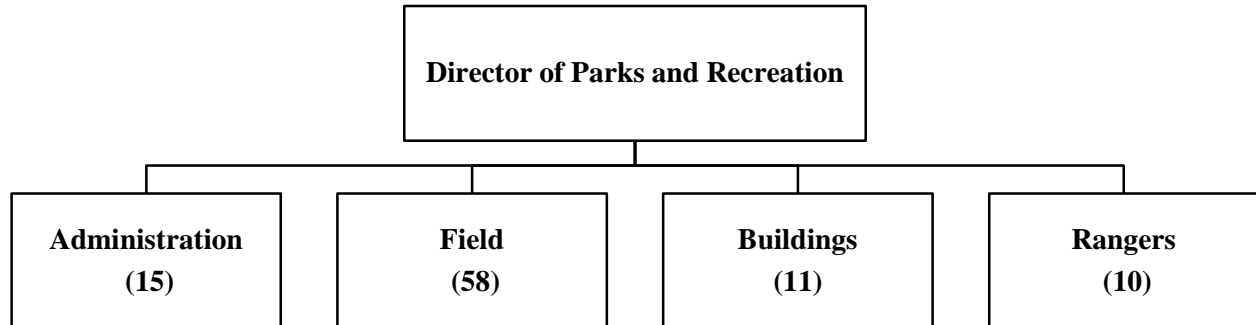
Education



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 2013-14 and 2014-15 Accomplishments

- Secured a \$900,000 grant for a spray park (recycled water for irrigation) at Pioneer Park and a walking path, lighting and exercise equipment for Lamont Park.
- Continued to look for grant opportunities for replacement and construction of walking paths, lighting and park equipment.
- Developed the County’s first dog park at Leroy Jackson Park in collaboration with District 1, community donations and community volunteer support.
- Transferred ownership of Blanco Little League facilities and equipment to Westside Recreation and Park District.
- Continued to rehabilitate park facilities throughout the County including rehabilitation of Riverside and Potomac Park basketball courts with new basketball standards, and surfacing; worked with the Tree Foundation and IKEA to plant trees at Panorama Park; and opened Wofford Heights restroom and added benches in Wofford Heights Park.

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$7,479,930	\$7,802,782	\$7,160,857	\$7,679,936	\$7,756,725	\$7,756,725
Services and Supplies	4,610,916	4,463,177	4,402,676	4,680,088	4,482,510	4,527,510
Other Charges	140,831	271,685	117,064	245,618	245,618	235,618
Capital Assets	121,824	292,000	196,201	101,340	10,000	130,340
Other Financing Uses	0	365,171	2,098	(125,340)	0	305,406
TOTAL EXPENDITURES	\$12,353,501	\$13,194,815	\$11,878,896	\$12,581,642	\$12,494,853	\$12,955,599
Expend. Reimb.	(\$22,139)	(\$26,778)	(\$39,302)	(\$30,252)	(\$30,252)	(\$30,252)
TOTAL NET EXPENDITURES	\$12,331,362	\$13,168,037	\$11,839,594	\$12,551,390	\$12,464,601	\$12,925,347
REVENUE:						
Fines and Forfeitures	\$11,863	\$15,720	\$19,710	\$17,569	\$17,569	\$17,569
Use of Money/Property	200,516	192,000	217,720	232,961	232,961	232,961
Intergovernmental	80,899	247,260	1,727	0	0	0
Charges for Services	1,546,652	1,653,038	1,640,007	1,756,241	1,756,241	1,756,241
Miscellaneous	42,435	2,214	17,256	1,880	1,880	1,880
Other Financing Sources:						
Sales-Fixed Assets	1,759	0	0	0	0	0
Litter Fine Fund	3,088	3,317	2,647	0	0	0
Timber Harvest Fund	47,835	0	0	0	0	0
Parcel Map In-Lieu Fees	42,900	0	0	0	0	0
Community Development Program	(174)	0	0	0	0	0
Off Hwy Motor Vehicle License	123,338	59,000	21,379	70,000	70,000	70,000
Donation Fund	0	0	9,385	0	0	0
Wildlife Resources	0	0	3,060	0	0	0
Realignment 2011	3,000	12,000	12,000	0	0	30,000
TOTAL REVENUE	\$2,104,111	\$2,184,549	\$1,944,891	\$2,078,651	\$2,078,651	\$2,108,651
Less Available BSI *	\$0	(\$363,073)	\$0	\$0	\$0	(\$305,406)
NET GENERAL FUND COST	\$10,227,251	\$10,620,415	\$9,894,703	\$10,472,739	\$10,385,950	\$10,511,290
BSI Ending Balance *	\$347,507	N/A	\$253,073	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

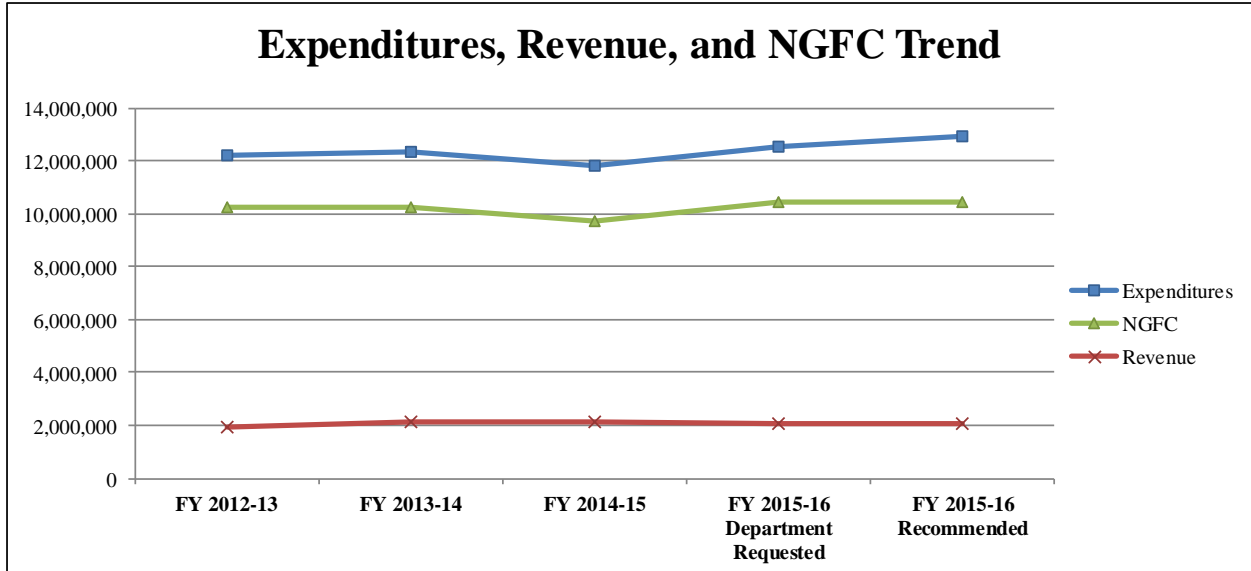
Staffing costs of \$7.8 million fund 81 permanent positions for the administration, operations and maintenance of the County's numerous parks and County buildings. Services and supplies appropriations of \$4.5 million include utilities, maintenance, insurance, and fleet costs. The department is primarily 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 2014-15, the department continued with the evaluation of the maintenance needs in remote locations, as well as the restructuring of the department organizational structure, specifically the Park Rangers. These operational reviews lead to the department not filling funded Parks Rangers and Maintenance Worker positions, resulting in lower salaries and benefit costs in FY 2014-15.

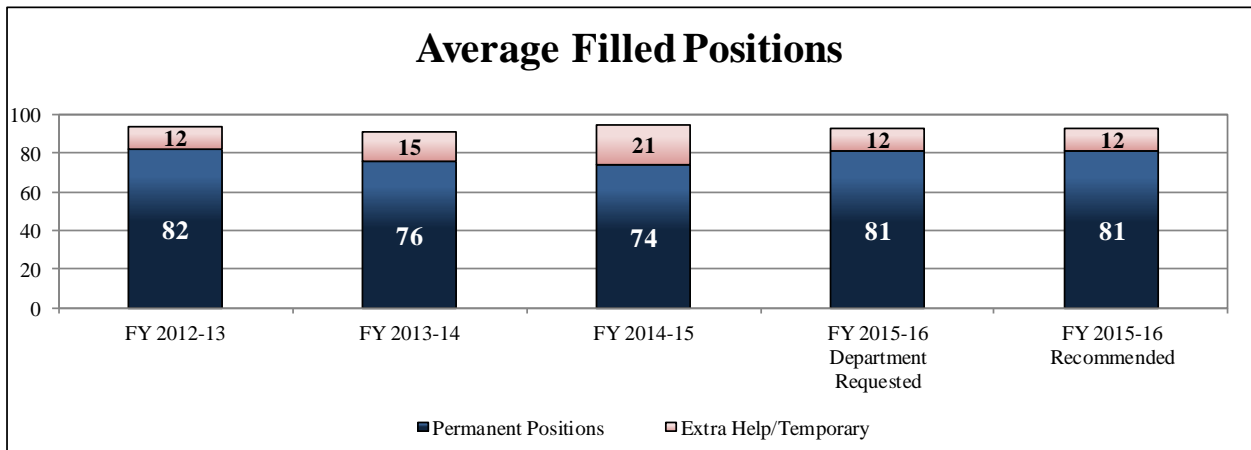
The recommended budget provides funding that will allow the department to fund 81 of the 94 authorized positions. This will require the department to hold three additional positions vacant and unfunded in FY 2015-16. Charges for services is slightly increasing due to fee adjustments approved by the Board of Supervisors in FY 2014-15. Services and supplies will remain relatively at the same level as FY 2014-15. The department began implementation of drought related restrictions in FY 2014-15 and will continue to monitor drought requirements and implement water conservation programs to reduce water usage at parks and recreational facilities throughout the County.

The FY 2015-16 recommended budget includes funding to maintain current operations and to allow for an increase in the level of service to the public through the privatization of services in Phase III areas (Frazier Park, Ford City, Valley Acres, Derby Acres, and Fellows). This model has worked well for the department in Phase I (Lost Hills, Wasco, Shafter, McFarland and Delano), and the department hopes to realize budget savings, as well as concentrate the staff in the metro-Bakersfield and regional parks area.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 81 of the 94 authorized positions and 12 extra help positions. The department will hold vacant and unfunded eight (8) Groundskeeper I positions, three (3) Building Services Worker positions, one (1) Tree Trimmer II position and two (2) Park Ranger positions. One (1) vacant Maintenance Worker I/II position will be deleted and one (1) Fiscal Support Technician position and one (1) Tree Trimmer III position will be added to better service operational needs.



Recreation and Culture



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	82	76	74	81	81
Extra Help/Temporary	12	15	21	12	12
Total Positions	94	91	95	93	93
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	82	77	74	N/A	N/A
Extra Help/Temporary (FTE)	11	14	17	N/A	N/A
Total Positions	93	91	91	N/A	N/A
SALARIES & BENEFITS	\$7,794,171	\$7,479,930	\$7,160,857	\$7,679,936	\$7,756,725

Summary of Authorized Positions

The department currently has 94 authorized permanent positions. The recommended budget includes 95 authorized positions, of which 81 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	15	1	0	16	16	0	16
Field	58	1	(1)	58	49	9	58
Buildings	11	0	0	11	8	3	11
Rangers	10	0	0	10	8	2	10
Total	94	2	(1)	95	81	14	95

Recreation and Culture



Administration	Field	Buildings
<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	4 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	11 Requested Total
1 Planner II	4 Maintenance Worker I/II	
1 Planner I	14 Groundskeeper III	
1 Park Ranger Manager	13 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	
15 Current Total	4 Tree Trimmer II	
<u>Additions/Deletions</u>	2 Park Caretaker	
1 Fiscal Support Technician	58 Current Total	
16 Requested Total	<u>Additions/Deletions</u>	
	(1) Maintenance Worker I/II	
	1 Tree Trimmer III	
	58 Requested Total	
Rangers		
<u>Classification</u>		
3 Supervising Park Ranger		
4 Park Ranger II		
3 Park Ranger Trainee		
10 Requested Total		

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Ratio of trees planted to trees removed across the County by Parks Department	114/158	157/307	160/80	79/193	160/100

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 was to continue to plant an equal or greater number of trees than were being removed. The department did not experience the high volume of grants and community involved projects and were not able to reach the adopted goal for FY 2014-15. Additionally, with the current historic drought, planting trees in FY 2014-15 did not become a priority, but rather saving the current trees became the highest priority.



Objective 2: Removing graffiti as quickly as possible to prevent further occurrences and increase beautification.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average number of days to remove graffiti on Parks property	2.5	1.5	1.0	1.6	.5

By removing graffiti quickly, the department prevents further occurrences from happening as quickly, and enhances the beautification of County parks, and facilities. The department’s actual performance was below its adopted goal but it is expected that the department will improve its performance in FY 2015-16. Although the department was not able to have graffiti removed as quickly as in past years, the department did not experience a large increase in complaints.

Objective 3: To track utilization of website to make reservations and to purchase boat permits

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Total transactions processed in reservations system.	N/A	N/A	3,084	3,476	3,500

Through its website, the department will provide the public with access to make reservations 24-hours a day, 365 days a year. The department’s actual performance exceeded its adopted goal and it is expected that the department will continue to increase its performance in FY 2015-16.

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of DUI and boating under the influence reports	N/A	N/A	20	10	25
Number of alcohol and tobacco ordinance enforcement	N/A	N/A	100	66	75
Number of vandalism reports outside of graffiti reports	N/A	N/A	30	13	15
Number of graffiti reports	N/A	N/A	40	10	20

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 department’s actual performance was below its adopted goal but it is expected that the department will improve its performance in FY 2015-16.

Objective 2: Relocate the homeless from county parks and other facilities.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Contacts with homeless individuals	N/A	N/A	100	212	75
Homeless individuals issued citations/booked into jail	N/A	N/A	15	40	15
Referrals to homeless facilities and programs	N/A	N/A	100	25	50

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 were newly instituted for FY 2014-15, so no historical data is available. The department’s actual performance of referrals to homeless facilities and programs was below its adopted goal but it is expected that the department will improve its performance this fiscal year.



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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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$656,403	\$1,328,100	\$538,384	\$1,099,865	\$1,350,220	\$1,350,220
Other Charges	10,045,666	12,913,563	8,910,737	12,890,288	12,890,288	21,700,288
TOTAL EXPENDITURES	\$10,702,069	\$14,241,663	\$9,449,121	\$13,990,153	\$14,240,508	\$23,050,508
REVENUE:						
Use of Money/Property	\$2,124,250	\$3,000,000	\$758,000	\$3,000,000	\$3,000,000	\$11,810,000
Other Financing Sources:						
Community Development Program	856,512	134,082	134,082	494,510	494,510	494,510
TOTAL REVENUE	\$2,980,762	\$3,134,082	\$892,082	\$3,494,510	\$3,494,510	\$12,304,510
NET GENERAL FUND COST	\$7,721,307	\$11,107,581	\$8,557,039	\$10,495,643	\$10,745,998	\$10,745,998

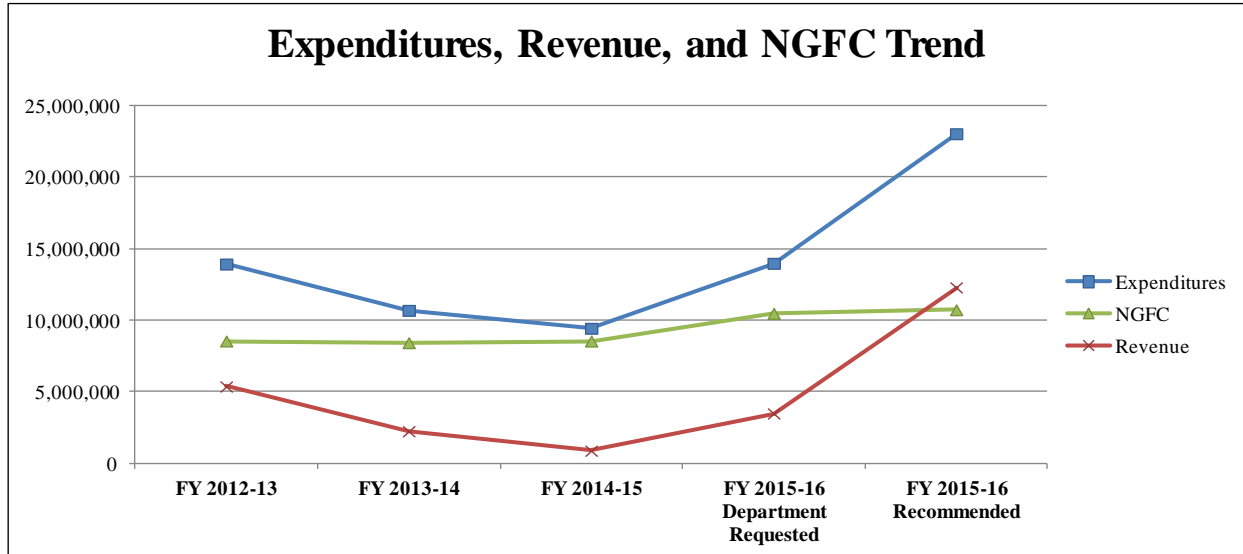
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 interest cost of the FY 2015-16 Tax and Revenue Anticipation Notes. Appropriations are included for the estimated 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 \$91,000 to reimburse the County Administrative Office for the cost of staff assigned to perform the additional administrative and compliance duties 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 interest cost associated with the FY 2015-16 Tax and Revenue Anticipation Bonds. The notes

were sold with a premium of approximately 7% or \$11,960,000 resulting in net interest cost of \$605,000.



Debt Service



COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As of June 30, 2015

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	FY 2015-2016 Payment Obligation
Certificates of Participation				
2009 Certificates of Participation (Capital	General Fund	86,355,000	August 1, 2035	6,937,004
2011 Solid Waste Refunding (Solid Waste System Improvements)	Solid Waste Enterprise Fund	3,845,000	August 1, 2016	1,984,250
2011 Refunding Certificates of Participation (Capital Improvement Projects)	General /Kern Medical Center/Fire Funds	8,375,000	November 1, 2019	2,201,625
Subtotal Certificates of Participation		98,575,000		11,122,879
Privately Placed and Other Obligations				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	\$3,428,665	January 12, 2026	\$478,842
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	4,921,540	August 1, 2026	494,509
Equipment Capital Leases	Various Funds ¹	9,363,460	Various	4,008,811
Kern Public Services Financing Authority Lease Revenue Refunding Bonds, 2010 Series	Various Funds ²	9,905,000	March 1, 2032	904,296
Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	6,610,000	August 1, 2022	937,890
Subtotal Private Placement and Other Obligations		\$34,228,665		\$6,824,348
Pension Obligation Bonds³				
Taxable Pension Obligation Bonds Series 1995	Various Funds	49,693,439	August 15, 2021	33,555,000
Taxable Pension Obligation Refunding Bonds Series 2003A	Various Funds	194,642,067	August 15, 2027	19,034,458
Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
Subtotal Pension Obligation Bonds		\$294,335,506		\$54,681,958
Total Long-Term Debt		\$427,139,171		\$72,629,185
Short-Term Debt				
FY 2015-16 Tax and Revenue Anticipation Notes	General Fund	\$180,000,000	June 30, 2016	\$192,565,000

¹ The debt service payments for the Equipment Capital Leases is made from the budget units owning the equipment.

² The debt service payments for the Kern Public Services Financing Authority Lease Revenue Refunding Bonds, 2010 Series is made with the lease payments from the entities occupying the facility

³ 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.

Summary of Appropriations					
	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2015-16</u>		
	Adopted Budget	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:					
Contingencies	\$10,420,000	\$8,341,240	\$4,750,000	\$4,750,000	\$7,770,110
TOTAL APPROPRIATIONS	\$10,420,000	\$8,341,240	\$4,750,000	\$4,750,000	\$7,770,110
NET GENERAL FUND COST	\$10,420,000	\$8,341,240	\$4,750,000	\$4,750,000	\$7,770,110

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

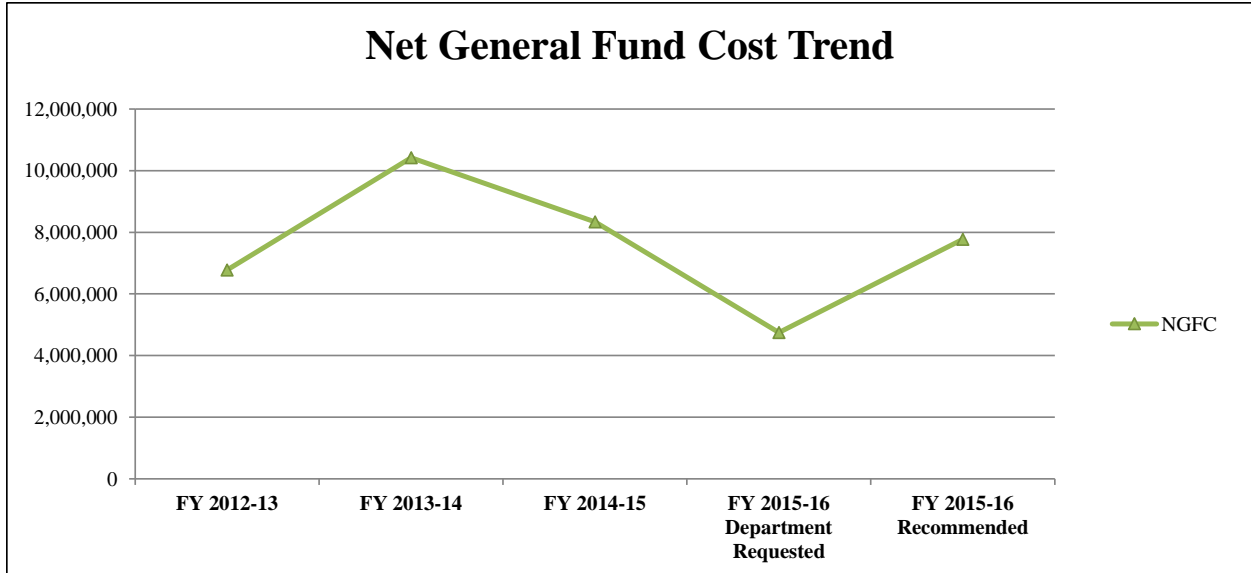
Expenditures are not incurred in this budget unit but rather appropriations are transferred to other General Fund budget units under limited circumstances if approved by the Board of Supervisors. The recommended budget includes the appropriation of 1% of General Fund general purpose revenue in the amount 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, \$500,000 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 set asides for the following:

- \$250,000 for Animal Services spay/neuter activities.
- \$1,000,000 for potential Senate Bill 90 State mandated audit liabilities.
- \$2,020,110 for coverage of the Group Health Internal Service Fund negative retained earnings. Reserves have been substantially depleted after reduced charges to departments and unexpected claims fluctuations.





Summary of Provision for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
Governmental Funds				
00001	General Fund			
	Reserve-General	\$40,000,000	\$0	\$40,000,000
	Reserve-Tax Litigation	5,579,614	0	1,045,146
	Designation-Human Services	16,452,848	0	4,000,000
	Designation-RenewBiz	352,289	0	1,139,668
	Designation-Blight Remediation	872,000	0	328,000
	Designation-Retirement	18,868,598	1,255,268	0
	Designation-Infrastructure Replacement	13,922,895	0	2,520,820
	Designation-EH Program Enhancements	92,322	919	0
	Designation-Fire Station 64 Replacement	625,000	0	0
	Designation-Roads Improvements	0	0	400,000
	Designation-KCMF Capital Projects	750,000	750,000	0
	Designation-Lost Hills	0	0	125,000
	Designation-KMC Working Capital	30,206,012	0	14,617,058
	Designation-Sheriffs Aircraft	1,193,375	0	0
	Designation-Westarz	46,000	0	101,705
	Designation-Jail Operations	1,500,000	0	6,000,000
	General Fund Subtotal	\$130,460,953	\$2,006,187	\$30,277,397
				\$158,732,163
Special Revenue Funds				
Operating Special Revenue Funds				
00007	Road			
	Designation-General	\$8,643,956	\$8,643,956	\$0
00011	Structural Fire			
	Reserve-Tax Litigation	\$1,800,000	\$0	\$0
	Designation-Retirement	0	0	2,866,231
	Designation-Infrastructure Replacement	496,021	0	0
	Designation-Capital Projects	1,842,093	0	0
	Total Structural Fire	\$4,138,114	\$0	\$2,866,231
				\$7,004,345
00120	Building Inspection			
	Reserve-General	\$0	\$0	\$1,094,859
	Designation-General	12,405,908	0	0
	Total Building Inspection	\$12,405,908	\$0	\$1,094,859
				\$13,500,767
00141	Mental Health Fund			
	Designation-General	\$9,884,109	\$0	\$18,665,981
00145	Aging and Adult Services			
	Designation-General	\$1,090,698	\$167,633	\$0
				\$923,065
00183	Kern Co Dept. of Child Support			
	Designation-General	\$682,963	\$0	\$0
	Operating Special Revenue Funds Subtotal	\$36,845,748	\$8,811,589	\$22,627,071
				\$50,661,230
Non-Operating Special Revenue Funds				
00160	Wildlife Resources			
	Designation-General	\$17,256	\$2,881	\$0
				\$14,375
00161	Timber Harvest			
	Designation-General	\$36,944	\$51	\$0
				\$36,893
00162	Graffiti Abatement			
	Designation-General	\$1	\$1	\$0
				\$0
00163	Probation Juvenile Justice Realignment Fund			
	Designation-General	\$1,378,677	\$0	\$239,840
				\$1,618,517
00164	Real Estate Fraud			
	Designation-General	\$259,439	\$0	\$155,847
				\$415,286
00170	Off-Hwy Motor Vehicle License			
	Designation-General	\$393,330	\$0	\$116,914
				\$510,244



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
00171 Planned Local Drainage-Shalimar				
Designation-Infrastructure Replacement	\$9,535	\$0	\$0	\$9,535
Designation-General	957	0	30	987
Total Planned Local Drainage-Shalimar	\$10,492	\$0	\$30	\$10,522
00172 Planned Local Drainage-Brundage				
Designation-Infrastructure Replacement	\$129,417	\$0	\$0	\$129,417
Designation-General	846	0	364	1,210
Total Planned Local Drainage-Brundage	\$130,263	\$0	\$364	\$130,627
00173 Planned Local Drainage-Orangewood				
Designation-Infrastructure Replacement	\$830,655	\$0	\$10,494	\$841,149
Designation-General	1,109	0	0	1,109
Total Planned Local Drainage-Orangewood	\$831,764	\$0	\$10,494	\$842,258
00174 Planned Local Drainage-Breckenridge				
Designation-Infrastructure Replacement	\$34,115	\$0	\$0	\$34,115
Designation-General	1,133	0	99	1,232
Total Planned Local Drainage-Breckenridge	\$35,248	\$0	\$99	\$35,347
00175 Range Improvement Section 15				
Designation-General	\$63,840	\$11,922	\$0	\$51,918
00176 Planned Local Drainage-Oildale				
Designation-Infrastructure Replacement	\$291,820	\$104,857	\$0	\$186,963
Designation-General	1,367	1,367	0	0
Total Planned Local Drainage-Oildale	\$293,187	\$106,224	\$0	\$186,963
00177 Range Improvement Section 3				
Designation-General	\$32,029	\$0	\$9,551	\$41,580
00179 Probation Training				
Designation-General	\$78,785	\$0	\$0	\$78,785
00180 DNA Identification				
Designation-General	\$141,182	\$0	\$15,947	\$157,129
00181 Local Public Safety				
Designation-General	\$3,588,377	\$0	\$4,922,958	\$8,511,335
00182 Sheriff Facility Training				
Designation-General	\$107,986	\$22,693	\$0	\$85,293
00184 Automated Fingerprint				
Designation-General	\$172,554	\$0	\$7,200	\$179,754
00186 Juvenile Justice Facility Temp Construction				
Designation-General	\$8,597	\$0	\$392	\$8,989
00187 Emergency Medical Services				
Designation-General	\$1,222,597	\$0	\$84,932	\$1,307,529
00188 Automated County Warrant System				
Designation-General	\$25	\$0	\$35,208	\$35,233
00190 Domestic Violence Program				
Designation-General	\$74,195	\$0	\$22,585	\$96,780
00191 Criminal Jus Facilities Construction				
Designation-General	\$1,132,724	\$0	\$0	\$1,132,724
00193 Courthouse Construction Fund				
Designation-General	\$0	\$0	\$50	\$50
00194 Recorders Social Security Number Truncation				
Designation-General	\$313,772	\$0	\$17,354	\$331,126
00195 Alcoholism Program				
Designation-General	\$37,206	\$0	\$27,533	\$64,739
00196 Alcohol Abuse Education/Prevention				
Designation-General	\$96,217	\$0	\$23,446	\$119,663
00197 Drug Program				
Designation-General	\$78,780	\$5,062	\$0	\$73,718



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
00198 Recorders Modernization				
Designation-General	\$2,192,004	\$547,224	\$0	\$1,644,780
00199 Micrographics/Recorders Fund				
Designation-General	\$75,073	\$28,299	\$0	\$46,774
00264 Tax Loss Reserve				
Reserve 1% Teeter Plan	\$10,028,972	\$0	\$0	\$10,028,972
Designation-General	50,890,283	0	819,286	51,709,569
Total Tax Loss Reserve	\$60,919,255	\$0	\$819,286	\$61,738,541
00266 Redemption System				
Designation-General	\$2,310,341	\$252,332	\$0	\$2,058,009
00270 Abatement Cost				
Designation-General	\$10,168	\$0	\$27,656	\$37,824
22010 County Local Revenue Fund 2011				
Designation-AB109	\$3,053,937	\$2,404,286	\$4,296,249	\$4,945,900
Designation-General	6,436,016	3,221,702	0	3,214,314
Total County Local Revenue Fund 2011	\$9,489,953	\$5,625,988	\$4,296,249	\$8,160,214
22021 Animal Care Donations				
Designation-General	\$1,798	\$1,683	\$0	\$115
22023 Animal Care				
Designation-General	\$76	\$0	\$0	\$76
22027 Sterilization Fund				
Designation-General	\$29,373	\$4,332	\$0	\$25,041
22036 Board of Trade-Advertising				
Designation-General	\$173,732	\$0	\$53,088	\$226,820
22042 General Plan Administration Surcharge				
Designation-General	\$993,454	\$149,523	\$0	\$843,931
22045 County-Wide Crime Prevention				
Designation-General	\$8,801	\$0	\$639	\$9,440
22064 District Attorney-Local Forfeiture Trust				
Designation-General	\$149,081	\$33,631	\$0	\$115,450
22068 Hlth-State L.U.S.T. Prog				
Designation-General	\$50	\$50	\$0	\$0
22069 Public Health Miscellaneous				
Designation-General	\$16,499	\$0	\$14,265	\$30,764
22073 Health-MAA/TCM				
Designation-General	\$93,524	\$0	\$73,449	\$166,973
22076 Child Restraint Loaner Program				
Designation-General	\$108,971	\$27,030	\$0	\$81,941
22079 District Attorney Equipment/Automation				
Designation-General	\$431,055	\$0	\$1,203	\$432,258
22085 Mental Health Services Act				
Designation-General	\$21,834,969	\$0	\$14,859,564	\$36,694,533
22086 MHSA Prudent Reserve				
Designation-General	\$12,378,601	\$0	\$54,015	\$12,432,616
22087 Criminalistics Laboratories				
Designation-General	\$28,145	\$0	\$145,325	\$173,470
22097 Asset Forfeiture 15 Percent				
Designation-General	(\$40)	\$0	\$5,275	\$5,235
22098 Probation Asset Forfeiture				
Designation-General	\$70,798	\$0	\$559	\$71,357
22107 Asset Forfeiture Federal				
Designation-General	\$0	\$0	\$40,833	\$40,833
22121 Truck 21 Replacement				
Designation-General	\$3,551	\$3,538	\$0	\$13
22122 Fixed Wing Aircraft				
Designation-General	\$517	\$516	\$0	\$1
22123 Vehicle/Apparatus				
Designation-General	\$18,704	\$0	\$221,025	\$239,729



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
22125 Hazardous Waste Settlements				
Designation-General	\$576,566	\$0	\$82,950	\$659,516
22126 Sheriff's-Rural Crime				
Designation-General	\$22	\$0	\$6,640	\$6,662
22127 Sheriff's CAL-ID				
Designation-General	\$2,332,200	\$428,823	\$0	\$1,903,377
22128 Sheriff's Civil Subpoenas				
Designation-General	\$24,598	\$0	\$5,539	\$30,137
22129 KNET-Special Asset Forfeiture				
Designation-General	\$305,206	\$24,053	\$0	\$281,153
22131 Sheriff's Drug Abuse Gang Diversion				
Designation-General	\$177,954	\$41,356	\$0	\$136,598
22132 Sheriff's Training				
Designation-General	\$4,189	\$0	\$51,195	\$55,384
22133 Sheriff-Work Release				
Designation-General	\$3,359	\$0	\$19,476	\$22,835
22137 Sheriff-State Forfeiture				
Designation-General	\$441,785	\$97,004	\$0	\$344,781
22138 Sheriff's Civil Automated				
Designation-General	\$821,843	\$16,061	\$0	\$805,782
22140 Sheriff's Firearms				
Designation-General	\$19,211	\$0	\$22,096	\$41,307
22141 Sheriff-Judgment Debtors Fee				
Designation-General	\$466,376	\$0	\$188,147	\$654,523
22142 Sheriff's Community Resources				
Designation-General	\$16,243	\$8,213	\$0	\$8,030
22143 Sheriff's Volunteer Service Group				
Designation-General	\$108,814	\$2,592	\$0	\$106,222
22144 Sheriff-Controlled Substance				
Designation-General	\$232,099	\$0	\$520,454	\$752,553
22153 Bakersfield Planned Sewer #1				
Designation-Infrastructure Replacement	\$2,290,955	\$0	\$288,666	\$2,579,621
Designation-General	661	661	0	0
Total Bakersfield Planned Sewer #1	\$2,291,616	\$661	\$288,666	\$2,579,621
22156 DIVCA Local Franchise Fee				
Designation-General	\$155,660	\$0	\$3,700	\$159,360
22158 Bakersfield Planned Sewer #2				
Designation-Infrastructure Replacement	\$318,264	\$0	\$0	\$318,264
Designation-General	858	684	0	174
Total Bakersfield Planned Sewer #2	\$319,122	\$684	\$0	\$318,438
22160 Sheriff's CAL-MMET				
Designation-General	\$13,138	\$0	\$37	\$13,175
22161 HIDTA-State Asset Forfeiture				
Designation-General	\$45,953	\$0	\$322	\$46,275
22162 CAL-MMET-State Asset Forfeiture				
Designation-General	\$549,975	\$0	\$145,965	\$695,940
22163 High Tech Equipment				
Designation-General	\$3,958	\$0	\$28	\$3,986
22164 Bakersfield Planned Sewer #3				
Designation-Infrastructure Replacement	\$3,400	\$0	\$12	\$3,412
Designation-General	601	0	0	601
Total Bakersfield Planned Sewer #3	\$4,001	\$0	\$12	\$4,013
22166 Bakersfield Planned Sewer #4				
Designation-General	\$70,310	\$0	\$751	\$71,061



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
22167 Bakersfield Planned Sewer #5				
Designation-Infrastructure Replacement	\$77,567	\$0	\$217	\$77,784
Designation-General	611	0	0	611
Total Bakersfield Planned Sewer #5	\$78,178	\$0	\$217	\$78,395
22173 County Planned Sewer Area A				
Designation-Infrastructure Replacement	\$47,444	\$47,444	\$0	\$0
Designation-General	157	157	0	0
Total County Planned Sewer Area A	\$47,601	\$47,601	\$0	\$0
22176 Health-Bio Terrorism Grant				
Designation-General	\$16,717	\$7,297	\$0	\$9,420
22177 County Planned Sewer Area B				
Designation-General	\$928	\$0	\$3	\$931
22184 County Service Area #71 Septic Abandonment				
Designation-Infrastructure Replacement	\$1,070,554	\$19,964	\$0	\$1,050,590
Designation-General	932	932	0	0
Total County Service Area #71 Septic Abandonment	\$1,071,486	\$20,896	\$0	\$1,050,590
22185 Wraparound Savings				
Designation-General	\$4,623,916	\$1,385,174	\$0	\$3,238,742
22187 Recorders Electronic Recording				
Designation-General	\$200,199	\$88,005	\$0	\$112,194
22188 Fireworks Violations				
Designation-General	\$107,261	\$0	\$22,388	\$129,649
22190 Community Corrections Perf Incentive Fund				
Designation-General	\$16,656	\$0	\$226	\$16,882
22195 Parks Donation Fund				
Designation-General	\$0	\$0	\$20,822	\$20,822
24028 District Attorney-Federal Forfeiture				
Designation-General	\$112,371	\$0	\$99,699	\$212,070
24038 District Attorney -Court Ordered Penalties				
Designation-General	\$1,313,579	\$0	\$596,210	\$1,909,789
24039 Hospital Preparedness Program				
Designation-General	\$3,135	\$1,954	\$0	\$1,181
24042 Fire Department Donations				
Designation-General	\$50,359	\$15,376	\$0	\$34,983
24043 State Fire				
Designation-General	\$1,783,695	\$332,295	\$0	\$1,451,400
24044 Fire-Hazard Reduction				
Designation-General	\$350,415	\$0	\$157,175	\$507,590
24047 Fire-Helicopter Operations				
Designation-General	\$981,367	\$0	\$217,416	\$1,198,783
24050 Mobile Fire Kitchen				
Designation-General	\$2,948	\$0	\$10	\$2,958
24057 Inmate Welfare-Sheriff Correction FC				
Designation-General	\$3,589,672	\$502,761	\$0	\$3,086,911
24060 Juvenile Inmate Welfare				
Designation-General	\$181,030	\$0	\$22,952	\$203,982
24063 Community Recidivism Reduction CCP				
Designation-General	\$0	\$0	\$250,000	\$250,000
24066 Kern CO CHILDREN'S				
Designation-General	\$300,309	\$0	\$123,924	\$424,233
24067 Kern County Library Donations				
Designation-General	\$493,352	\$0	\$66,576	\$559,928
24086 Peace Officer's Training				
Designation-General	\$487	\$0	\$47	\$534
24088 Core Area Metro Bakersfield Impact Fee				
Designation-General	\$558,445	\$0	\$548,029	\$1,106,474



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
24089 Metro Bakersfield Transport Impact Fee				
Designation-General	\$8,252,900	\$0	\$1,012,558	\$9,265,458
24091 Rosamond Transport Impact Fee				
Designation-General	\$520,788	\$0	\$73,338	\$594,126
24095 Bakersfield Mitigation				
Designation-General	\$1,193,141	\$0	\$305,255	\$1,498,396
24096 Tehachapi Transport Impact Fee Core				
Designation-General	\$12,265	\$0	\$4,835	\$17,100
24097 Tehachapi Transport Impact Fee Non-Core				
Designation-General	\$1,533,128	\$0	\$267,481	\$1,800,609
24098 Project Impact Mitigation Fund				
Designation-General	\$14,333,500	\$0	\$50,400	\$14,383,900
24105 Jamison Center				
Designation-General	\$113,064	\$12,095	\$0	\$100,969
24125 Strong Motion Instrumentation				
Designation-General	\$6,600	\$0	\$1,998	\$8,598
24126 Tobacco Education Control Program				
Designation-General	\$15,947	\$0	\$15,695	\$31,642
24137 Vital & Health STAT-Health Department				
Designation-General	\$57,887	\$0	\$21,231	\$79,118
24138 Vital & Health Statistics-Recorder				
Designation-General	\$358,727	\$0	\$75,809	\$434,536
24139 Vital & Health Statistics-County Clerk				
Designation-General	\$812	\$0	\$1,072	\$1,884
24300 Oildale Revitalization Fund				
Designation-General	\$8,420	\$0	\$0	\$8,420
25120 Parcel Map In-Lieu Fees				
Designation-General	\$216,700	\$66,660	\$0	\$150,040
26006 ARRA Energy Stimulus				
Designation-General	\$13	\$0	\$0	\$13
Non-Operating Special Revenue Funds Subtotal	\$173,366,116	\$9,922,541	\$31,594,519	\$195,038,094
Total Special Revenue Funds	\$210,211,864	\$18,734,130	\$54,221,590	\$245,699,324
Capital Project Funds				
00004 ACO-General				
Designation-Infrastructure Replacement	\$2,279,681	\$0	\$14,787	\$2,294,468
00012 ACO-Structural Fire				
Designation-General	\$275,576	\$0	\$1,094	\$276,670
00211 KHS Excess Reserves/Capital				
Designation-General	\$5,991,933	\$1,930,292	\$0	\$4,061,641
00220 7TH Standard widening Project				
Designation-General	\$179,369	\$179,369	\$0	\$0
00221 2009 COP Capital Projects				
Designation-General	\$0	\$0	\$19,489	\$19,489
00222 Hageman Road Separation of Grade				
Designation-General	\$129,367	\$0	\$0	\$129,367
00235 Tobacco Securitization Proceeds-Capital Project				
Designation-Cash With Trustee	\$35,144,914	\$0	\$0	\$35,144,914
Designation-General	21,699	0	107	21,806
Total Tobacco Securitization Proceeds-Capital Project	\$35,166,613	\$0	\$107	\$35,166,720
Capital Projects Funds Subtotal	\$44,022,539	\$2,109,661	\$35,477	\$41,948,355
Total Governmental Funds	\$384,695,356	\$22,849,978	\$84,534,464	\$446,379,842



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
Other Funds				
Other Agencies				
Public Employment Grant Programs				
29055 Employer Training Resource-Non-WIA				
Designation-General	\$198,528	\$0	\$1,576	\$200,104
Total Public Employment Grant Programs	\$198,528	\$0	\$1,576	\$200,104
29089 Community Development-Other Funding Source				
Designation-General	\$80,149	\$0	\$0	\$80,149
Total Community Development Grant Funds	\$80,149	\$0	\$0	\$80,149
Other Agencies Subtotal	\$278,677	\$0	\$1,576	\$280,253
Internal Service Funds				
30010 Group Health Self Ins Program-ISF				
Reserve-Deposits W/Others	\$1,828,500	\$0	\$0	\$1,828,500
Total Group Health Self Ins Program-ISF	\$1,828,500	\$0	\$0	\$1,828,500
30012 G.S. Garage Internal Service Fund				
Reserve-Deposits W/Others	\$2,887,392	\$0	\$648,240	\$3,535,632
Total G.S. Garage Internal Service Fund	\$2,887,392	\$0	\$648,240	\$3,535,632
Internal Service Funds Subtotal	\$4,715,892	\$0	\$648,240	\$5,364,132
Enterprise Funds				
35005 Airport Enterprise Fund				
Reserve-Imprest Cash	\$1,350	\$0	\$0	\$1,350
35030 Kern Medical Center Enterprise Fund				
Reserve-Imprest Cash	\$10,980	\$0	\$0	\$10,980
35050 Solid Waste Management Enterprise Fund				
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	3,252,889	0	257,167	3,510,056
Designation-Bena SLF Phase 1 Closure/Postclosure	4,001,213	4,001,213	0	0
Designation-Boron SLF Closure/Postclosure	1,078,524	0	7,805	1,086,329
Designation-Moj-Rosamnd SLF Phase 1	2,830,105	0	0	2,830,105
Designation-Ridgecrest-Inyokern SLF	5,022,010	0	188,935	5,210,945
Designation-Shafter-SCO SLF Closure/Postclosure	5,846,667	0	315,518	6,162,185
Designation-Taft SLF Closure/Postclosure	1,527,199	0	64,664	1,591,863
Designation-Tehachapi SLF Closure/Postclosure	2,891,819	0	71,476	2,963,295
Designation-Capital Projects	10,296,374	0	3,159,930	13,456,304
Total Solid Waste Management Enterprise Fund	\$38,757,000	\$4,001,213	\$4,065,495	\$38,821,282
Enterprise Funds Subtotal	\$38,769,330	\$4,001,213	\$4,065,495	\$38,833,612
Special Districts				
County Service Areas				
40515 County Service Area #3				
Designation-General	\$3,378	\$495	\$0	\$2,883
40520 County Service Area #4				
Designation-General	\$9,221	\$280	\$0	\$8,941
40525 County Service Area #5				
Designation-General	\$8,731	\$545	\$0	\$8,186
40530 County Service Area #6				
Reserve-General	\$0	\$0	\$187	\$187
Designation-General	20,328	0	0	20,328
Total County Service Area #6	\$20,328	\$0	\$187	\$20,515
40535 County Service Area #7				
Designation-General	\$1,220	\$67	\$0	\$1,153
40540 County Service Area #8				
Designation-General	\$28,001	\$0	\$1,630	\$29,631



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40545 County Service Area #9				
Designation-Infrastructure Replacement	\$4,848	\$0	\$0	\$4,848
Designation-General	39,762	1,301	0	38,461
Total County Service Area #9	\$44,610	\$1,301	\$0	\$43,309
40548 County Service Area #10 Zone 6				
Designation-Infrastructure Replacement	\$79,412	\$2,097	\$0	\$77,315
Designation-General	160	160	0	0
Total County Service Area #10 Zone 6	\$79,572	\$2,257	\$0	\$77,315
40550 County Service Area #10				
Designation-General	\$27,658	\$1,471	\$0	\$26,187
40555 County Service Area #11				
Designation-General	\$52,834	\$964	\$0	\$51,870
40556 County Service Area #11 Zone 4				
Designation-General	\$0	\$0	\$9,780	\$9,780
40557 County Service Area #11 Zone 5				
Designation-Infrastructure Replacement	\$22,907	\$7,152	\$0	\$15,755
Designation-General	469	469	0	0
Total County Service Area #11 Zone 5	\$23,376	\$7,621	\$0	\$15,755
40565 County Service Area #12.6				
Designation-General	\$264	\$264	\$0	\$0
40568 County Service Area #12.9				
Designation-General	\$269	\$269	\$0	\$0
40572 County Service Area #12.1 Zone 1				
Designation-General	\$309	\$309	\$0	\$0
40595 County Service Area #13				
Designation-General	\$1,370	\$61	\$0	\$1,309
40600 County Service Area #14				
Designation-Infrastructure Replacement	\$19,375	\$0	\$0	\$19,375
Designation-General	439	0	9,667	10,106
Total County Service Area #14	\$19,814	\$0	\$9,667	\$29,481
40605 County Service Area #15				
Designation-General	\$70,965	\$17,160	\$0	\$53,805
40607 County Service Area #15 Zone 5				
Designation-Infrastructure Replacement	\$683	\$0	\$0	\$683
Designation-General	0	0	304	304
Total County Service Area #15 Zone 5	\$683	\$0	\$304	\$987
40609 County Service Area #15 Zone 4				
Designation-General	\$3,373	\$0	\$610	\$3,983
40610 County Service Area #16				
Total County Service Area #16	\$27,077	\$0	\$240	\$27,317
40615 County Service Area #17				
Designation-General	\$37,166	\$13,455	\$0	\$23,711
40616 County Service Area #17 Zone 1				
Designation-Infrastructure Replacement	\$67,000	\$0	\$0	\$67,000
Designation-General	2,127	0	31,144	33,271
Total County Service Area #17 Zone 1	\$69,127	\$0	\$31,144	\$100,271
40617 County Service Area #17 Zone 2				
Designation-General	\$188,723	\$29,775	\$0	\$158,948
40618 CSA #17 Zone 3				
Designation-General	\$23,658	\$7,197	\$0	\$16,461
40620 County Service Area #18				
Designation-General	\$33,131	\$0	\$5,514	\$38,645
40626 County Service Area #18 Zone 5				
Designation-General	\$7,784	\$0	\$219	\$8,003



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40627 County Service Area #18 Zone 6				
Designation-Infrastructure Replacement	\$32,000	\$13,440	\$0	\$18,560
Designation-General	5,470	5,470	0	0
Total County Service Area #18 Zone 6	\$37,470	\$18,910	\$0	\$18,560
40628 County Service Area #18 Zone 7				
Designation-Infrastructure Replacement	\$30,000	\$0	\$0	\$30,000
Designation-General	15,807	14,168	0	1,639
Total County Service Area #18 Zone 7	\$45,807	\$14,168	\$0	\$31,639
40630 County Service Area #20				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	46,165	7,497	0	38,668
Total County Service Area #20	\$86,165	\$7,497	\$0	\$78,668
40635 County Service Area #21				
Designation-Infrastructure Replacement	\$2,750	\$0	\$0	\$2,750
Designation-General	3,470	5	0	3,465
Total County Service Area #21	\$6,220	\$5	\$0	\$6,215
40640 County Service Area #22				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	23,827	3,496	0	20,331
Total County Service Area #22	\$63,827	\$3,496	\$0	\$60,331
40645 County Service Area #23				
Designation-Infrastructure Replacement	\$57,112	\$10,430	\$0	\$46,682
Designation-General	14,164	14,164	0	0
Total County Service Area #23	\$71,276	\$24,594	\$0	\$46,682
40648 County Service Area #23 Zone 1				
Designation-Infrastructure Replacement	\$2,500	\$0	\$0	\$2,500
Designation-General	1,506	581	0	925
Total County Service Area #23 Zone 1	\$4,006	\$581	\$0	\$3,425
40650 County Service Area #24				
Designation-General	\$4,244	\$309	\$0	\$3,935
40655 County Service Area #25				
Designation-General	\$105	\$105	\$0	\$0
40660 County Service Area #26				
Designation-General	\$26,952	\$0	\$279	\$27,231
40665 County Service Area #27				
Designation-Infrastructure Replacement	\$4,576	\$144	\$0	\$4,432
Designation-General	82,462	0	0	82,462
Total County Service Area #27	\$87,038	\$144	\$0	\$86,894
40666 County Service Area 27 Zone 2				
Designation-Infrastructure Replacement	\$47,180	\$1,333	\$0	\$45,847
Designation-General	297	297	0	0
Total County Service Area 27 Zone 2	\$47,477	\$1,630	\$0	\$45,847
40675 County Service Area #29				
Designation-General	\$896	\$0	\$250	\$1,146
40676 County Service Area #30 Zone 6				
Designation-Infrastructure Replacement	\$85,596	\$1,365	\$0	\$84,231
Designation-General	296	296	0	0
Total County Service Area #30 Zone 6	\$85,892	\$1,661	\$0	\$84,231
40680 County Service Area #30				
Designation-General	\$76,617	\$4,139	\$0	\$72,478
40682 County Service Area #30 Zone 2				
Designation-Infrastructure Replacement	\$6,000	\$691	\$0	\$5,309
Designation-General	512	512	0	0
Total County Service Area #30 Zone 2	\$6,512	\$1,203	\$0	\$5,309



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40685 County Service Area #31				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	2,013	369	0	1,644
Total County Service Area #31	\$4,013	\$369	\$0	\$3,644
40690 County Service Area #32				
Designation-General	\$1,185	\$57	\$0	\$1,128
40700 County Service Area #34				
Designation-Infrastructure Replacement				
Designation-General	\$47,094	\$4,844	\$0	\$42,250
40710 County Service Area #36				
Designation-General	\$97,455	\$3,385	\$0	\$94,070
40711 County Service Area #36 Zone 1				
Designation-Infrastructure Replacement	\$1,273	\$0	\$0	\$1,273
Designation-General	5,077	1,479	0	3,598
Total County Service Area #36 Zone 1	\$6,350	\$1,479	\$0	\$4,871
40712 County Service Area #36 Zone 2				
Designation-General	\$3,913	\$95	\$0	\$3,818
40713 County Service Area #36 Zone 3				
Designation-Infrastructure Replacement	\$3,946	\$0	\$0	\$3,946
Designation-General	7,495	6,348	0	1,147
Total County Service Area #36 Zone 3	\$11,441	\$6,348	\$0	\$5,093
40715 County Service Area #37				
Designation-General	\$47,234	\$1,063	\$0	\$46,171
40720 County Service Area #38				
Designation-General	\$3,207	\$607	\$0	\$2,600
40722 County Service Area #39 Zone 4				
Designation-Infrastructure Replacement	\$23,466	\$209	\$0	\$23,257
Designation-General	662	662	0	0
Total County Service Area #39 Zone 4	\$24,128	\$871	\$0	\$23,257
40723 County Service Area #39 Zone 5				
Designation-Infrastructure Replacement	\$1,692	\$0	\$0	\$1,692
Designation-General	67	0	215	282
Total County Service Area #39 Zone 5	\$1,759	\$0	\$215	\$1,974
40724 County Service Area #40.1 EMS				
Designation-General	\$140,648	\$0	\$8,844	\$149,492
40725 County Service Area #39				
Designation-Infrastructure Replacement	\$7,737	\$0	\$0	\$7,737
Designation-General	145	58	0	87
Total County Service Area #39	\$7,882	\$58	\$0	\$7,824
40726 County Service Area #39 Zone 1				
Designation-Infrastructure Replacement	\$9,191	\$0	\$0	\$9,191
Designation-General	9,433	0	5,173	14,606
Total County Service Area #39 Zone 1	\$18,624	\$0	\$5,173	\$23,797
40727 County Service Area #39.2 Z OF B2				
Designation-Infrastructure Replacement	\$17,582	\$1,499	\$0	\$16,083
Designation-General	2,042	2,042	0	0
Total County Service Area #39.2 Z OF B2	\$19,624	\$3,541	\$0	\$16,083
40730 County Service Area #40				
Designation-Infrastructure Replacement	\$457	\$457	\$0	\$0
Designation-SEW AGE Disposal system	675	675	0	0
Designation-General	2,565	2,565	0	0
Total County Service Area #40	\$3,697	\$3,697	\$0	\$0
40733 County Service Area #39 Zone 8				
Designation-General	\$115,271	\$0	\$16,055	\$131,326



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40737 County Service Area #38 ZN 2				
Designation-Infrastructure Replacement	\$19,164	\$7,240	\$0	\$11,924
Designation-General	2,407	2,407	0	0
Total County Service Area #38 Zone 2	\$21,571	\$9,647	\$0	\$11,924
40740 County Service Area #42				
Designation-Infrastructure Replacement	\$17,586	\$160	\$0	\$17,426
Designation-General	155	155	0	0
Total County Service Area #42	\$17,741	\$315	\$0	\$17,426
40745 County Service Area #43				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	47,339	780	0	46,559
Total County Service Area #43	\$52,339	\$780	\$0	\$51,559
40750 County Service Area #44				
Designation-General	\$32,850	\$1,755	\$0	\$31,095
40755 County Service Area #45				
Designation-General	\$3,615	\$0	\$345	\$3,960
40765 County Service Area #47				
Designation-General	\$13,785	\$1,016	\$0	\$12,769
40785 County Service Area #51				
Designation-Infrastructure Replacement	\$7,023	\$1,965	\$0	\$5,058
Designation-General	795	795	0	0
Total County Service Area #51	\$7,818	\$2,760	\$0	\$5,058
40790 County Service Area #52				
Designation-Infrastructure Replacement	\$2,609	\$0	\$0	\$2,609
Designation-General	44,412	1,332	0	43,080
Total County Service Area #52	\$47,021	\$1,332	\$0	\$45,689
40796 County Service Area #53 Zone 1				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	7,236	1,998	0	5,238
Total County Service Area #53 Zone 1	\$12,236	\$1,998	\$0	\$10,238
40800 County Service Area #54				
Designation-General	\$18,351	\$427	\$0	\$17,924
40805 County Service Area #55				
Designation-General	\$4,930	\$67	\$0	\$4,863
40810 County Service Area #56				
Designation-General	\$7,014	\$3,195	\$0	\$3,819
40820 County Service Area #58				
Designation-Infrastructure Replacement	\$15,000	\$0	\$0	\$15,000
Designation-General	10,505	1,489	0	9,016
Total County Service Area #58	\$25,505	\$1,489	\$0	\$24,016
40830 County Service Area #60				
Designation-Infrastructure Replacement	\$100,000	\$0	\$0	\$100,000
Designation-General	182,751	18,946	0	163,805
Total County Service Area #60	\$282,751	\$18,946	\$0	\$263,805
40831 County Service Area #60 Zone 1				
Designation-General	\$35,545	\$2,517	\$0	\$33,028
40832 County Service Area #60 Zone 2				
Designation-Infrastructure Replacement	\$250,789	\$0	\$0	\$250,789
Designation-General	12,506	0	125,925	138,431
Total County Service Area #60 Zone 2	\$263,295	\$0	\$125,925	\$389,220
40836 County Service Area #61 Zone 1				
Designation-General	\$28,289	\$5,247	\$0	\$23,042
40837 County Service Area #61 Zone 2				
Designation-General	\$2,459	\$0	\$91	\$2,550
40838 County Service Area #61 Zone 3				
Designation-General	\$11,473	\$0	\$410	\$11,883



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40839 County Service Area #61 Zone 4				
Designation-General	\$4,378	\$0	\$320	\$4,698
40840 County Service Area #62				
Designation-Infrastructure Replacement	\$380	\$0	\$0	\$380
Designation-General	9,900	941	0	8,959
Total County Service Area #62	\$10,280	\$941	\$0	\$9,339
40845 County Service Area #63				
Designation-General	\$40,976	\$2,065	\$0	\$38,911
40846 County Service Area #63 Zone 1				
Designation-General	\$0	\$0	\$5,752	\$5,752
40847 County Service Area #63 Zone 2				
Designation-Infrastructure Replacement	\$23,160	\$534	\$0	\$22,626
Designation-General	76	76	0	0
Total County Service Area #63 Zone 2	\$23,236	\$610	\$0	\$22,626
40848 County Service Area #63 Zone 3				
Designation-Infrastructure Replacement	\$17,231	\$0	\$0	\$17,231
Designation-General	41,085	4,936	0	36,149
Total County Service Area #63 Zone 3	\$58,316	\$4,936	\$0	\$53,380
40849 County Service Area #63 Zone 4				
Designation-Infrastructure Replacement	\$12,600	\$0	\$0	\$12,600
Designation-General	196,073	0	1,677	197,750
Total County Service Area #63 Zone 4	\$208,673	\$0	\$1,677	\$210,350
40851 County Service Area #63 Zone 5				
Designation-General	\$0	\$0	\$794	\$794
40852 County Service Area #63 Zone 6				
Designation-General	\$31,911	\$0	\$6,392	\$38,303
40855 County Service Area #65				
Designation-Infrastructure Replacement	\$78,396	\$0	\$0	\$78,396
Designation-Wtlms/Hyd Replacement	90,000	0	0	90,000
Designation-General	0	0	74,785	74,785
Total County Service Area #65	\$168,396	\$0	\$74,785	\$243,181
40856 County Service Area #65.1				
Designation-Infrastructure Replacement	\$8,000	\$0	\$0	\$8,000
Designation-General	4,175	2,463	0	1,712
Total County Service Area #65.1	\$12,175	\$2,463	\$0	\$9,712
40860 County Service Area #66				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	8,457	603	0	7,854
Total County Service Area #66	\$10,457	\$603	\$0	\$9,854
40862 County Service Area #66 Zone 2				
Designation-General	\$3,421	\$441	\$0	\$2,980
40863 County Service Area #66 Zone 3				
Designation-Infrastructure Replacement	\$22,719	\$22,155	\$0	\$564
Designation-General	384	384	0	0
Total County Service Area #66 Zone 3	\$23,103	\$22,539	\$0	\$564
40864 County Service Area #66 Zone 4				
Designation-Infrastructure Replacement	\$16,878	\$16,265	\$0	\$613
Designation-General	1,056	1,056	0	0
Total County Service Area #66 Zone 4	\$17,934	\$17,321	\$0	\$613
40865 County Service Area #67				
Designation-General	\$3,992	\$0	\$456	\$4,448
40866 County Service Area #67 ZN 1				
Designation-General	\$17	\$17	\$0	\$0
40875 County Service Area #69				
Designation-Infrastructure Replacement	\$22,904	\$279	\$0	\$22,625
Designation-General	185	185	0	0
Total County Service Area #69	\$23,089	\$464	\$0	\$22,625



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40885 County Service Area #71				
Designation-General	\$58,829	\$46,887	\$0	\$11,942
40886 County Service Area #71 Zone 1				
Designation-General	\$44,662	\$0	\$6,087	\$50,749
40887 County Service Area #71 Zone 2				
Designation-General	\$71,485	\$0	\$8,713	\$80,198
40888 County Service Area #71 Zone 3				
Designation-General	\$448,330	\$40,293	\$0	\$408,037
40890 County Service Area #72				
Designation-General	\$1,939	\$397	\$0	\$1,542
40893 County Service Area #71 Zone 5				
Designation-General	\$161,253	\$417	\$0	\$160,836
40894 County Service Area #71 Zone 6				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	353	352	0	1
Total County Service Area #71 Zone 6	\$2,353	\$352	\$0	\$2,001
40895 County Service Area #71 Zone 7				
Designation-Infrastructure Replacement	\$146,014	\$0	\$0	\$146,014
Designation-General	0	0	58,622	58,622
Total County Service Area #71 Zone 7	\$146,014	\$0	\$58,622	\$204,636
40896 County Service Area #71 Zone 8				
Designation-General	\$525,386	\$109,439	\$0	\$415,947
40901 County Service Area #71 Zone 9				
Designation-Infrastructure Replacement	\$25,000	\$0	\$0	\$25,000
Designation-General	10,536	9,704	0	832
Total County Service Area #71 Zone 9	\$35,536	\$9,704	\$0	\$25,832
40904 County Service Area #81				
Designation-General	\$20,360	\$2,792	\$0	\$17,568
40906 County Service Area #85				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	12,980	12,423	0	557
Total County Service Area #85	\$52,980	\$12,423	\$0	\$40,557
40908 County Service Area #71 Zone 10				
Designation-Infrastructure Replacement	\$150,000	\$34,354	\$0	\$115,646
Designation-General	10,880	10,880	0	0
Total County Service Area #71 Zone 10	\$160,880	\$45,234	\$0	\$115,646
40910 County Service Area #87.2				
Designation-General	\$3,767	\$0	\$405	\$4,172
40911 County Service Area #87				
Designation-General	\$752	\$540	\$0	\$212
40913 County Service Area #89				
Designation-Infrastructure Replacement	\$4,755	\$2,606	\$0	\$2,149
Designation-General	1,720	1,720	0	0
Total County Service Area #89	\$6,475	\$4,326	\$0	\$2,149
40914 County Service Area #91				
Designation-Infrastructure Replacement	\$2,974	\$0	\$0	\$2,974
Designation-General	1,423	860	0	563
Total County Service Area #91	\$4,397	\$860	\$0	\$3,537
40915 County Service Area #92				
Designation-Infrastructure Replacement	\$2,074	\$116	\$0	\$1,958
Designation-General	7,059	7,059	0	0
Total County Service Area #92	\$9,133	\$7,175	\$0	\$1,958
40916 County Service Area #92 Zone 1				
Designation-General	\$18,273	\$1,524	\$0	\$16,749
40917 County Service Area #92 Zone 2				
Designation-Infrastructure Replacement	\$548	\$0	\$11,178	\$11,726



Summary of Provision for Reserves/Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2015	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2015-16	Total Reserves/ Designations for FY 2015-16
40918 County Service Area #95 - Construction				
Designation-Infrastructure Replacement	\$49,023	\$0	\$0	\$49,023
Designation-General	34,472	0	3,019	37,491
Total County Service Area #95 - Construction	\$83,495	\$0	\$3,019	\$86,514
40920 County Service Area #94				
Designation-Infrastructure Replacement	\$3,314	\$0	\$0	\$3,314
Designation-General	103	0	185	288
Total County Service Area #94	\$3,417	\$0	\$185	\$3,602
40921 County Service Area #94 Zone 1				
Designation-Infrastructure Replacement	\$9,419	\$342	\$0	\$9,077
40922 County Service Area #97 Zone 1				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	202	107	0	95
Total County Service Area #97 Zone 1	\$5,202	\$107	\$0	\$5,095
40923 County Service Area #97 Zone 2				
Designation-Infrastructure Replacement	\$27,422	\$583	\$0	\$26,839
Designation-General	42	42	0	0
Total County Service Area #97 Zone 2	\$27,464	\$625	\$0	\$26,839
40925 County Service Area #97				
Designation-Infrastructure Replacement	\$14,673	\$209	\$0	\$14,464
Designation-General	51	51	0	0
Total County Service Area #97	\$14,724	\$260	\$0	\$14,464
40313 Ford City-Taft HTS Sanit M&O				
Designation-Capital Projects	\$648,360	\$207,298	\$0	\$441,062
40332 Kern Sanitation Authority				
Designation-Capital Projects	\$4,671,655	\$180,861	\$0	\$4,490,794
40491 IHSS Public Authority				
Designation-General	\$804,696	\$0	\$227,834	\$1,032,530
Special Districts Subtotal	\$11,557,397	\$964,094	\$623,101	\$11,216,404
Total Other Funds	\$55,321,296	\$4,965,307	\$5,338,412	\$55,694,401
Total County Reserves/Designations	\$440,016,652	\$27,815,285	\$89,872,876	\$502,074,243



Employers' Training Resource - WIOA

Department Head: John Nilon

Function: Public Assistance

Fund: Employers' Training Resource – WIOA

Activity: Other Assistance

Budget Unit 8907

Description of Major Services

The Employers' Training Resource Department (ETR) administers the federal Workforce Innovation and Opportunity Act (WIOA), which as of July 22, 2014, superseded the Workforce Investment Act, 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 collaboratives, 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 assessment, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. In addition, ETR administers the federal WIOA 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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$0	\$0	\$921,346
Services and Supplies	0	5,000	3,288	10,000	10,000	30,000
Other Charges	6,107,619	9,765,823	8,281,566	9,056,845	9,056,845	8,810,153
Other Financing Uses	10,117,965	11,182,159	9,832,033	12,087,093	12,746,693	12,629,686
TOTAL EXPENDITURES	\$16,225,584	\$20,952,982	\$18,116,887	\$21,153,938	\$21,813,538	\$22,391,185
REVENUE:						
Use of Money/Property	\$5,637	\$4,800	\$6,880	\$4,800	\$4,800	\$6,880
Intergovernmental	13,289,644	16,422,131	13,310,393	16,240,858	16,240,858	15,798,721
Charges for Services	3,317,358	3,965,008	3,767,360	3,964,202	4,623,800	4,640,821
Miscellaneous	0	100	0	100	100	100
Other Financing Sources:						
2011 Realignment	1,101,117	358,655	436,473	436,472	436,472	481,132
Emp Training Resource - Non-WIOA	145,712	0	(145,364)	10,000	10,000	10,000
TOTAL REVENUE	\$17,859,468	\$20,750,694	\$17,375,742	\$20,656,432	\$21,316,030	\$20,937,654
NET FUND COST	(\$1,633,884)	\$202,288	\$741,145	\$497,506	\$497,508	\$1,453,531

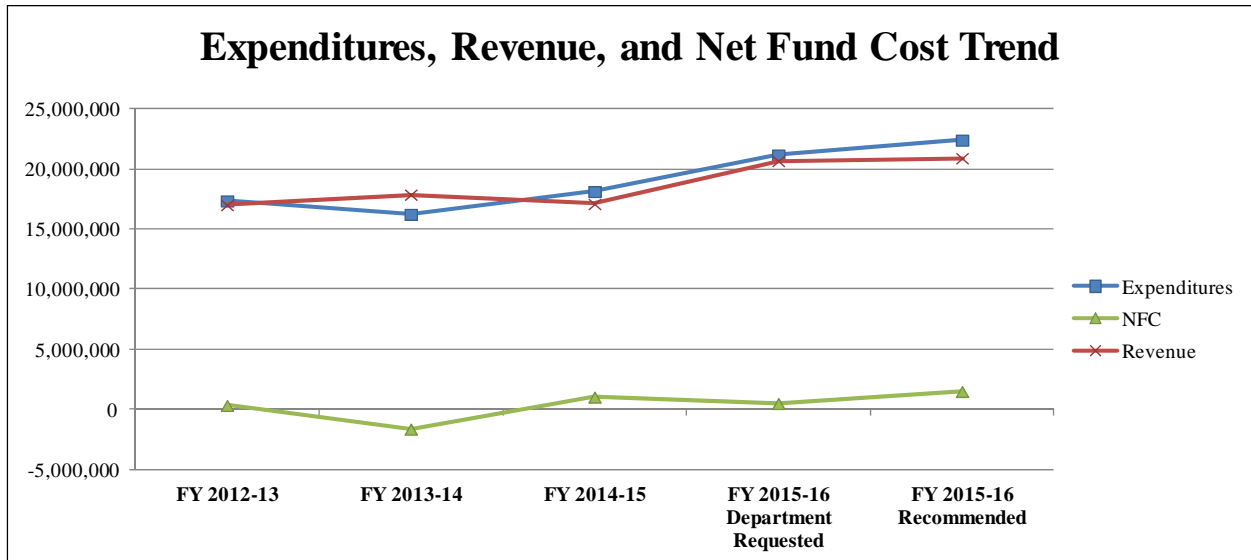


Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The recommended budget includes \$921,346 in appropriation for contingencies and \$8.8 million, or 39% of total funds, to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. Another \$12.7 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. Revenues of \$20.9 million, primarily Department of Labor WIOA 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, 2015 in the amount of \$1,453,531 which includes \$532,185 of unspent 2011 Realignment AB109 growth funding for job training services for certain released inmates. The WIOA 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-WIOA

Department Head: John Nilon

Function: Public Assistance

Fund: Emp Training Resource Non-WIOA

Activity: Other Assistance

Budget Unit: 8916

Description of Major Services

The Employers' Training Resource Non-WIOA budget unit's sole purpose is to provide 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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$136,593	\$0	\$0	\$0	\$0
Services and Supplies	613	589,679	824,728	90,000	90,000	90,000
Other Charges	0	58,000	15,389	50,000	50,000	50,000
Other Financing Uses	2,630	51,820	122,500	30,000	30,000	30,000
TOTAL EXPENDITURES	\$3,243	\$836,092	\$962,617	\$170,000	\$170,000	\$170,000
REVENUE:						
Use of Money/Property	\$1,505	\$2,000	\$1,643	\$1,200	\$1,200	\$1,200
Miscellaneous	214,705	514,794	810,244	51,000	51,000	0
Other Financing Sources	330	3,000	1,808	3,000	3,000	3,000
TOTAL REVENUE	\$216,540	\$519,794	\$813,695	\$55,200	\$55,200	\$4,200
NET FUND COST	(\$213,297)	\$316,298	\$148,922	\$114,800	\$114,800	\$165,800

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Services and supplies of \$90,000 and other charges of \$50,000 are estimated to be adequate to cover expenditures that may arise through the normal course of business during FY 2015-16 that will not qualify for reimbursement under special grants or federal funding provided by the Department of Labor.

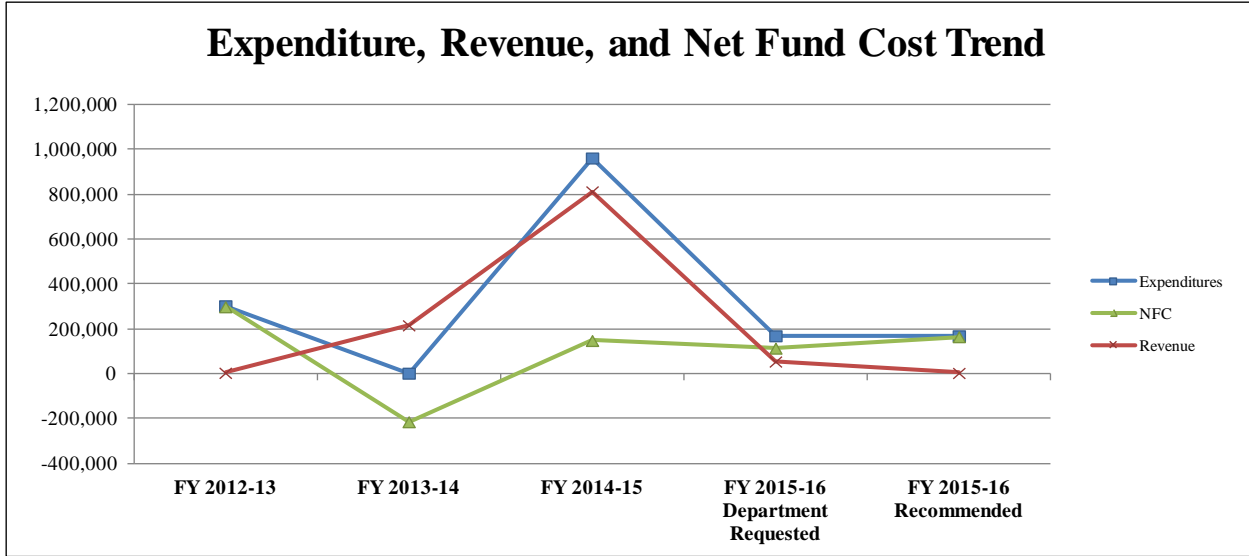
The recommended budget includes the use of \$165,800 of the department's \$365,905 assigned fund balance as of June 30, 2015.

Budget Changes and Operational Impacts

The recommended budget provides sufficient funding to administer and operate the non-WIOA programs in the County. Operating transfers in the amount of \$30,000 reimburse expenditures incurred in the department's operating budget units 5923 Administration and 8907 Employers' Training Resource – WIOA, for which federal funding is not available. Funding from the Department of Labor for the Drought Relief Program was available in FY 2014-15, however, there is no indication the program will be continued through FY 2015-16.



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 for community improvement projects, various housing programs 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.

	Summary of Expenditures and Revenue					
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,745,838	\$0	\$1,253,332	\$1,253,332	\$2,327,454
Services and Supplies	2,702,003	6,942,084	1,582,824	6,688,411	6,688,411	6,148,384
Other Charges	0	(88,649)	(88,649)	52,644	52,644	52,644
Other Financing Uses	2,214,316	2,091,914	2,243,938	2,282,743	2,282,743	2,255,608
TOTAL EXPENDITURES	\$4,916,319	\$10,691,187	\$3,738,113	\$10,277,130	\$10,277,130	\$10,784,090
REVENUE:						
Intergovernmental	\$4,889,365	\$10,207,592	\$3,669,101	\$10,112,130	\$10,112,130	\$10,564,821
Miscellaneous	81,635	160,000	97,423	160,000	160,000	160,000
Other Financing Sources:						
CD-Home Investment Trust	0	5,000	0	5,000	5,000	5,000
TOTAL REVENUE	\$4,971,000	\$10,372,592	\$3,766,524	\$10,277,130	\$10,277,130	\$10,729,821
NET FUND COST	(\$54,681)	\$318,595	(\$28,411)	\$0	\$0	\$54,269

Major Expenditures and Revenue in FY 2015-16 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. Projects proposed for approval by both the Board of Supervisors and HUD for FY 2015-16 are:

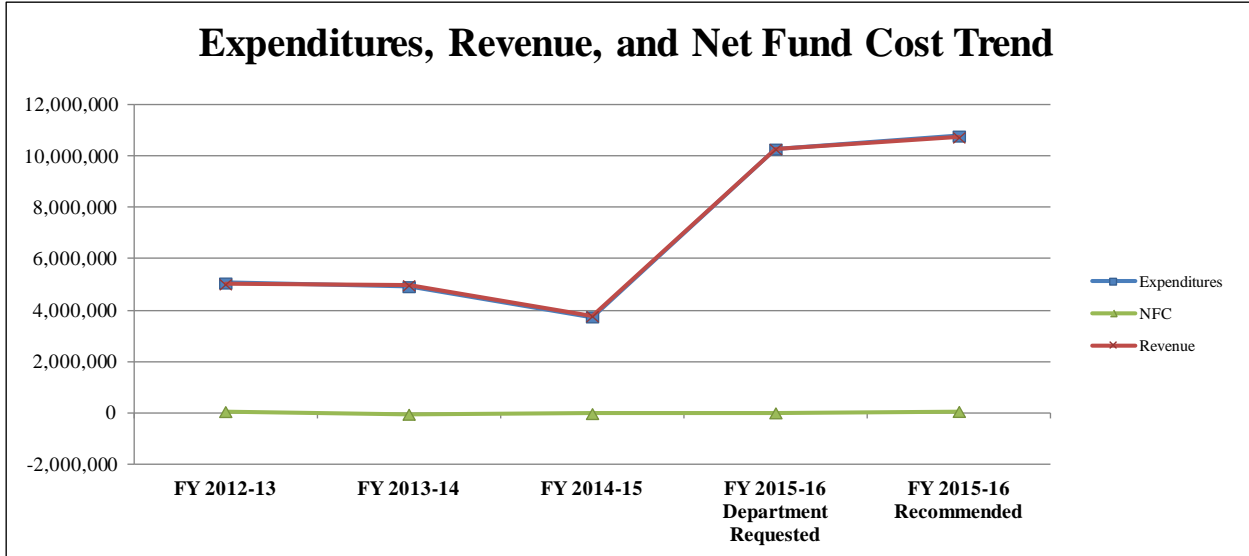
- *Buttonwillow Senior Park Improvements:* Design and construction of a new park on County-owned land to serve community of Buttonwillow senior citizens.
- *California Infrastructure Bank Loan Payment:* Loan payment for the construction of street and drainage improvements in unincorporated East Bakersfield and Lamont.



- *City of Ridgecrest – Senior Center Parking Lot Rehabilitation:* Design and construction of improvements to rehabilitate the Ridgecrest Senior Center parking lot, including compliance with the Americans with Disabilities Act (ADA).
- *City of Shafter Kirschenmann and Stringham Parks Improvements:* Design, rehabilitation, and construction of improvements at Kirschenmann and Stringham Parks. and construction of permanent playground equipment, surface materials, pathways, and other related improvements for the Child Development Center.
- *City of Tehachapi Northside Neighborhood Sidewalk and Alleyway Improvements:* Design and construction of sidewalks, alleyways, and other related improvements within City's right-of-way.
- *Community Action Partnership of Kern Food Bank Solar Energy Improvements:* Design and construction/installation of solar energy system panels and other related improvements to improve energy efficiency of an existing, food bank warehouse.
- *East Bakersfield Bicycle/Pedestrian Safety Street Improvements:* Design and construction of street improvements in the public rights-of-way.
- *Ford City Park Improvements:* Design and construction/rehabilitation of neighborhood park improvements serving the community of Ford City.
- *Housing Authority of the County of Kern Sunset Labor Camp Improvements:* Design, construction and/or rehabilitation of improvements for the Sunset Labor Camp which may include installation of new outdoor lighting and ADA accessible improvements.
- *Oildale Bicycle/Pedestrian Safety Street Improvements:* Design and construction of street improvements in the public rights-of-way.
- *Rosamond Senior Center Parking Lot Rehabilitation Improvements:* Design and rehabilitation of senior center parking lot improvements.

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 \$5.5 million in projects over the previous fiscal year actual.



CD Grant Programs



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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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
TOTAL EXPENDITURES	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
NET FUND COST	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

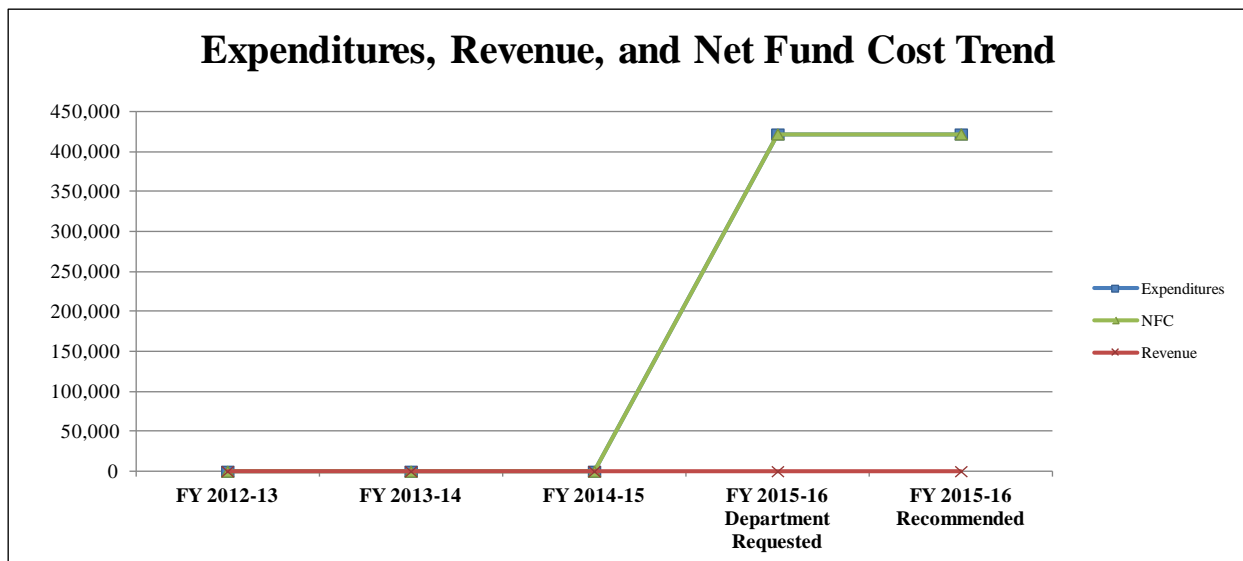
All budgeted expenditures are to ensure funding is available for qualifying applicants. The fund has sufficient projected fund balance available at June 30, 2015 to cover the Net Fund Cost. There is no cost to the General Fund.

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted	Actual	Department	Preliminary	
		Budget		Requested	Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	5,761	0	0	0	0	0
TOTAL EXPENDITURES	\$5,761	\$0	\$0	\$0	\$0	\$0
REVENUE:						
Intergovernmental	\$5,761	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$5,761	\$0	\$0	\$0	\$0	\$0
NET FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

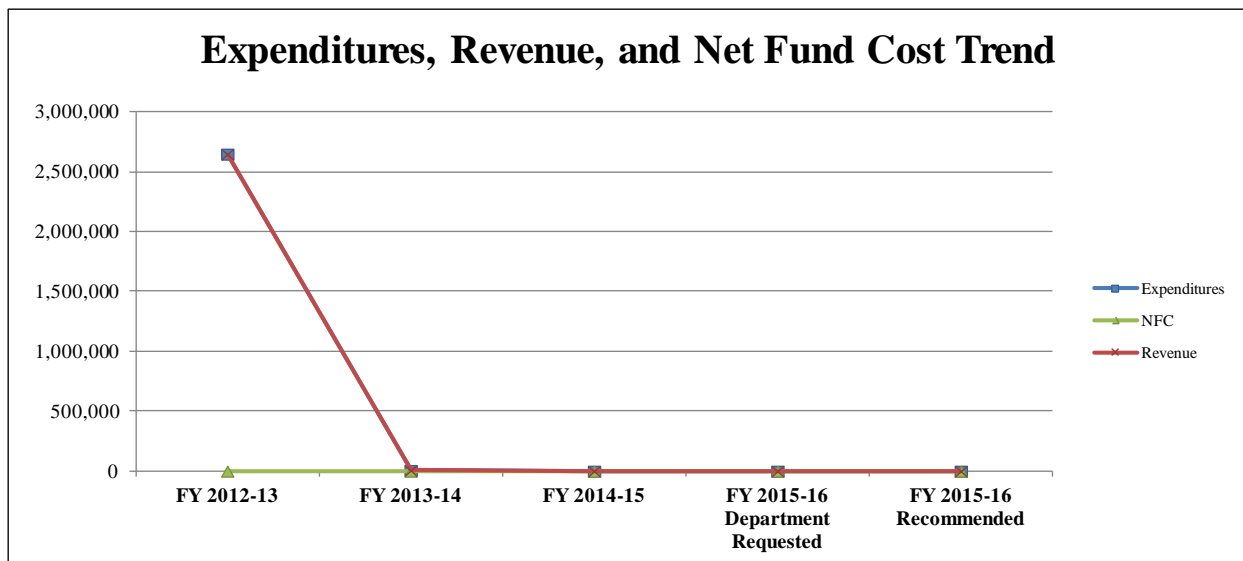
The U.S. Department of Housing and Urban Development notified Community Development that the grant period has expired and funds will not be available in FY 2015-16. Funding may become available in future years.

Budget Changes and Operational Impacts

Program funding will not be available in FY 2015-16.



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.

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$234,875	\$983,077	\$366,334	\$1,067,936	\$1,067,936	\$992,518
Other Financing Uses	16,968	62,617	25,070	70,043	70,043	68,660
TOTAL EXPENDITURES	\$251,843	\$1,045,694	\$391,404	\$1,137,979	\$1,137,979	\$1,061,178
REVENUE:						
Intergovernmental	\$251,843	\$1,045,694	\$391,404	\$1,137,979	\$1,137,979	\$1,061,178
TOTAL REVENUE	\$251,843	\$1,045,694	\$391,404	\$1,137,979	\$1,137,979	\$1,061,178
NET FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

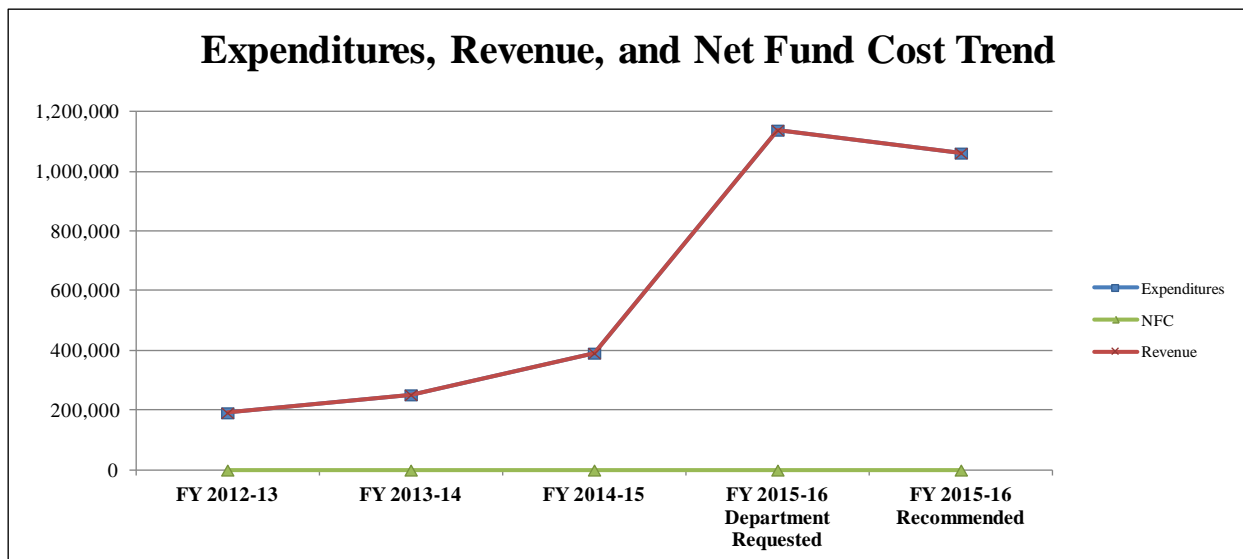
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

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 \$15,484 in funding, which is offset by an increase in revenues in the same amount. The increase is primarily due to the department having prior year carry forward grant funding allocations from the U.S. Department of Housing and Urban Development.

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

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$48,338	\$48,338	\$48,353
Other Financing Uses	7,381	0	0	5,388	5,388	5,373
TOTAL EXPENDITURES	\$7,381	\$0	\$0	\$53,726	\$53,726	\$53,726
REVENUE:						
Intergovernmental	\$7,382	\$0	\$0	\$53,726	\$53,726	\$0
Miscellaneous	0	0	53,726	0	0	0
TOTAL REVENUE	\$7,382	\$0	\$53,726	\$53,726	\$53,726	\$0
NET FUND COST	(\$1)	\$0	(\$53,726)	\$0	\$0	\$53,726

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

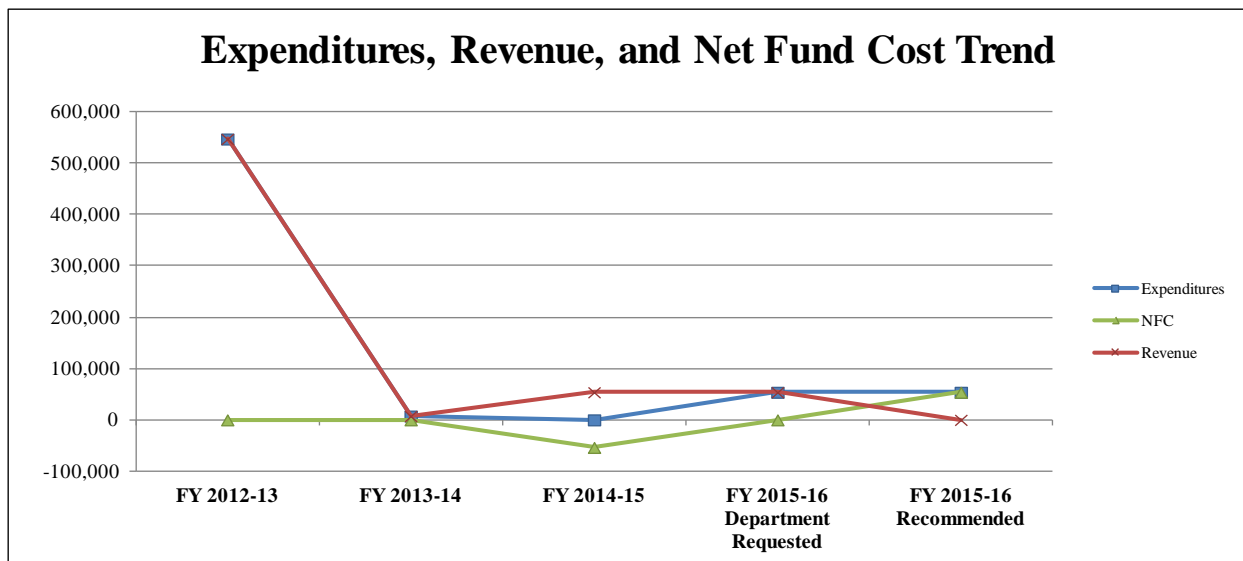
The U.S. Department of Housing and Urban Development has yet to notify Community Development whether the program has ended and whether there will be any funding available under this grant in FY 2015-16.

Budget Changes and Operational Impacts

The department has \$53,726 in fund balance available to use in FY 2015-16. In FY 2014-15, the funds provided by the U.S. Department of Housing and Urban Development were not expended and are available to be budgeted in FY 2015-16.



CD Grant Programs



Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt
 Fund: CD-Home Investment Trust
 Budget Unit 8936

Function: Public Assistance
 Activity: Other Assistance

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$350,000	\$0	\$350,000	\$350,000	\$1,706,114
Services and Supplies	0	5,597,151	1,694,762	6,692,119	6,692,119	5,846,044
Other Financing Uses	161,177	151,314	176,619	177,073	177,073	164,103
TOTAL EXPENDITURES	\$161,177	\$6,098,465	\$1,871,381	\$7,219,192	\$7,219,192	\$7,716,261
REVENUE:						
Intergovernmental	\$139,093	\$5,353,135	\$443,682	\$6,869,192	\$6,869,192	\$7,299,300
Miscellaneous	345,117	350,000	1,099,329	350,000	350,000	350,000
TOTAL REVENUE	\$484,210	\$5,703,135	\$1,543,011	\$7,219,192	\$7,219,192	\$7,649,300
NET FUND COST	(\$323,033)	\$395,330	\$328,370	\$0	\$0	\$66,961

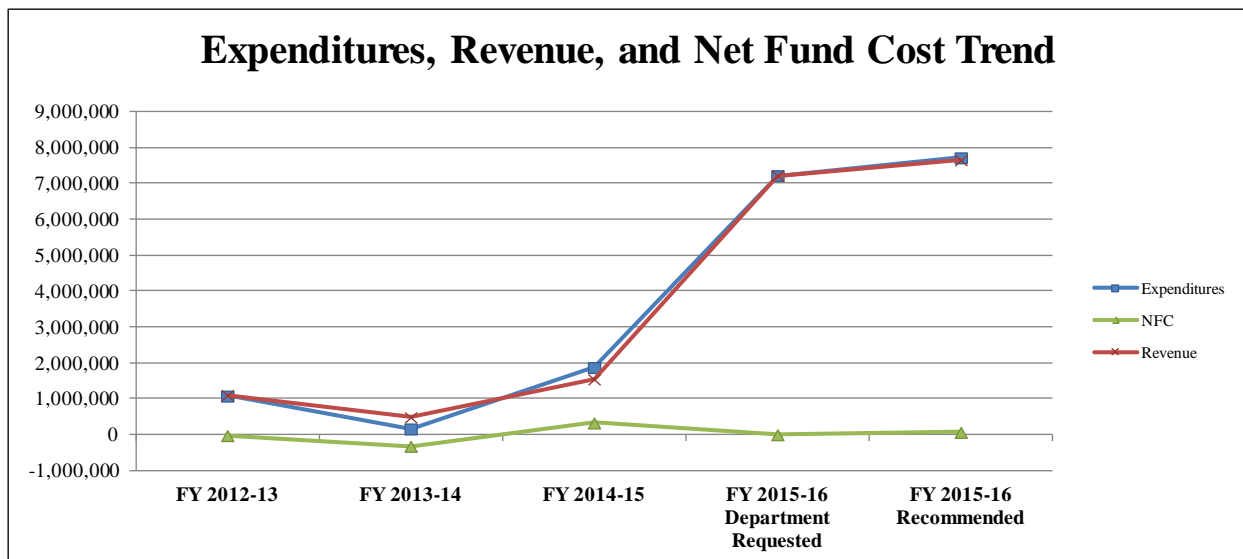
Major Expenditures and Revenue in FY 2015-16 Recommended Budget

The majority of expenditures are associated with projects and administrative cost funded through the federal program. There is no cost to the General Fund.

Budget Changes and Operational Impacts

The department has multiple projects that crossover fiscal years. The recommended budget provides approximately \$5.8 million in funding over FY 2014-15 actual costs in anticipation of the completion of multiple projects which include construction and renovation of low to very-low income housing. The department has budgeted to use all of its fund balance available at June 30, 2015, which totals \$66,961.

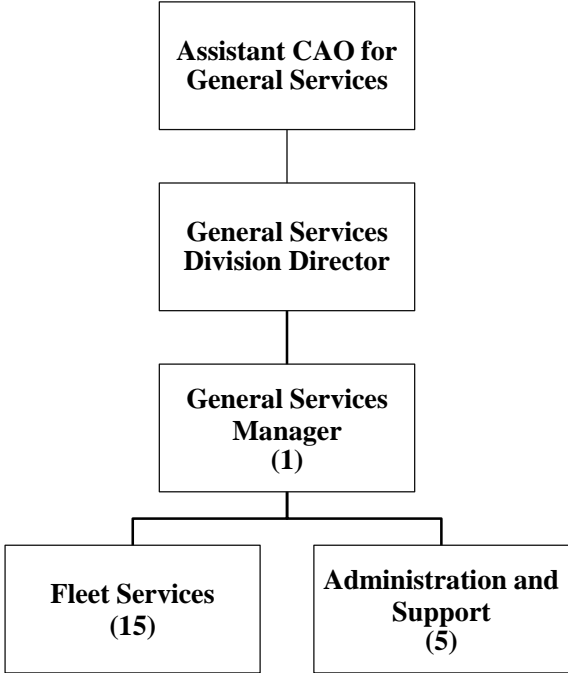
CD Grant Programs



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 2013-14 and 2014-15 Accomplishments

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence.
- Fleet Services maintained approximately 1,950 County vehicles during FY 2014-15.
- Fleet completed an average of 546 work orders per month, or 6,552 per year for repairs and preventive maintenance of County vehicles.
- Fleet Services had a ratio of 135:1 vehicles per mechanic compared to the industry average ratio of 75:1.
- Fleet Services tracked vehicle warranties, saving approximately \$97,200 per year in repairs to County Vehicles.



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

Summary of Expenses and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$20,000	\$0	\$0	\$0	\$0
Salaries and Benefits	1,749,966	2,258,566	1,923,374	2,071,460	2,090,711	2,090,711
Services and Supplies	1,747,104	2,000,234	1,779,755	1,488,227	1,488,227	1,488,227
Other Charges	1,105,213	1,176,253	1,069,756	1,212,291	1,212,291	1,212,291
Capital Assets	518,587	1,204,240	1,174,453	491,445	622,260	685,260
TOTAL EXPENSES	\$5,120,870	\$6,659,293	\$5,947,338	\$5,263,423	\$5,413,489	\$5,476,489
REVENUE:						
Use of Money/Property	\$12,012	\$15,000	\$15,681	\$15,000	\$15,000	\$15,000
Charges for Services	5,129,744	5,142,298	4,767,268	4,775,329	4,799,113	4,845,298
Miscellaneous	130,845	250,100	211,577	107,650	107,650	107,650
Non-Revenue Receipts	1,010,754	1,000,001	893,540	1,000,001	1,000,001	1,000,001
Other Financing Sources	90,885	65,000	113,222	32,004	32,004	32,004
TOTAL REVENUE	\$6,374,240	\$6,472,399	\$6,001,288	\$5,929,984	\$5,953,768	\$5,999,953
INCR./(DECR.) IN RETAINED EARNINGS	\$1,253,370	(\$186,894)	\$53,950	\$666,561	\$540,279	\$523,464

Major Expenses and Revenue in FY 2015-16 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



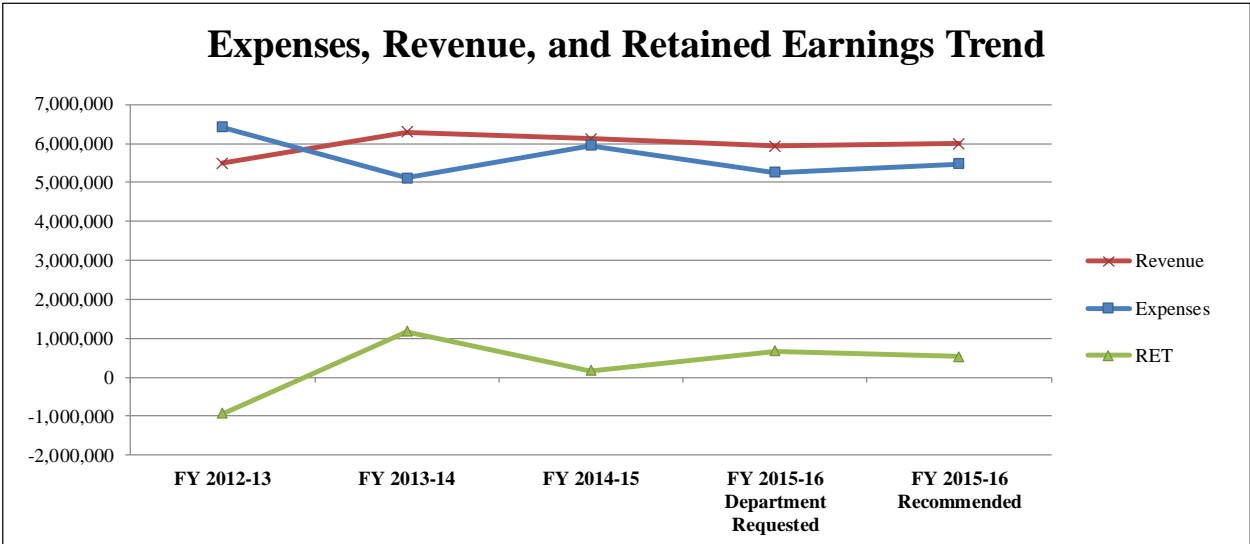
service customer vehicles and respond to service requests. Revenue for the department is primarily derived from charges to departments for vehicle purchases and services provided.

Budget Changes and Operational Impacts

The recommended budget includes the purchase of 26 vehicles at a cost of \$685,260. In FY 2014-2015 the department budgeted 48 vehicle purchases, which accounts for the variance in capital assets expenses. The decrease in the services and supplies object is primarily due to a decrease in the number of Sheriff vehicles that will be serviced, resulting in fewer parts being needed. The Sheriff will be using an outside vendor to expedite vehicle repairs turn-around time.

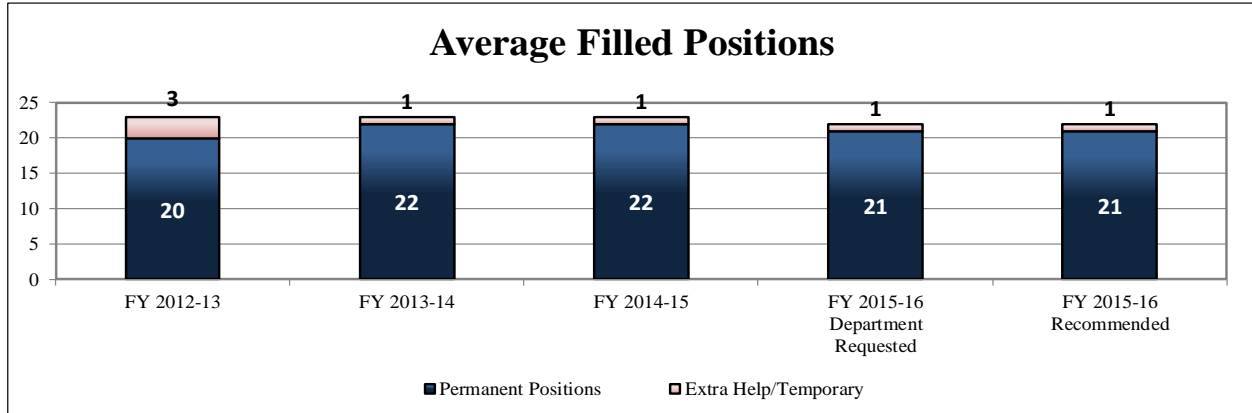
The retained earnings balance as of June 30, 2015 is \$224,776. The recommended budget anticipates \$523,464 in revenue above expenses, bringing total potential retained earnings to \$748,240. The department also anticipate increasing the vehicle replacement designation by \$648,290, which will be used to cover the cost of future vehicle purchases. This increase in designations will reduce total potential retained earnings, resulting in an estimated retained earnings balance for June 30, 2016 of \$100,000.

Internal Service Fund



Staffing Changes and Operational Impacts

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



Internal Service Fund

	Actual			Department	
	FY 2011-12	FY 2012-13	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	20	22	22	21	21
Extra Help/Temporary	3	1	1	1	1
Total Positions	23	23	23	22	22
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	18	19	22	N/A	N/A
Extra Help/Temporary (FTE)	3	1	1	N/A	N/A
Total Positions	21	20	23	N/A	N/A
SALARIES & BENEFITS	\$1,764,396	\$1,749,966	\$1,923,374	\$2,071,460	\$2,090,711

Summary of Authorized Positions

The division has 21 authorized permanent positions, all of which have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration and Support	6	0	0	6		6	0	6
Fleet Services	15	0	0	15		15	0	15
Total	21	0	0	21		21	0	21



Administration and Support		Fleet Services	
<u>Classification</u>		<u>Classification</u>	
1	General Services Manager	10	Automotive Mechanic I/II/Sr.
2	Garage Shift Supervisor	1	Automotive Service Writer I/II
2	Auto Parts Storekeeper I/II	4	Automotive Service Worker I/II
1	Light Vehicle Driver	15	Requested Total
6	Requested Total		

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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Average percentage of fleet available on a daily basis	98%	98%	95%	95%	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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of productive hours to total paid hours	N/A	N/A	90%	90%	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%.

Internal Service Fund



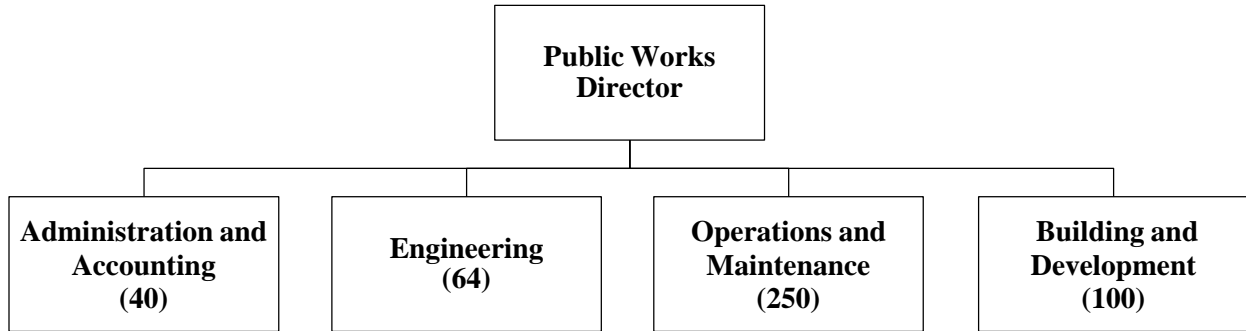
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Mission Statement

To provide public infrastructure, facilitate development, and deliver services that protect and enhance the lives of the people of Kern County.

Organizational Chart



Internal Service Fund

Fiscal Year 2013-14 and 2014-15 Accomplishments

- The Board of Supervisors approved the reorganization of the Roads, Kern Regional Transit, Waste Management, Engineering, Surveying and Permit Services, Code Compliance and Building Inspections Departments into a single Public Works Department in FY 2014-15. Accomplishments for FY 2013-14 and 2014-15 are listed in the individual departments that were consolidated into the Public Works Department.



Public Works

Department Head: Craig Pope, Appointed
 Fund: Public Works
 Budget Unit: 8954

Function: Internal Service Fund
 Activity: Public Ways

Description of Major Services

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. The Public Works Internal Service Fund was established to facilitate the reorganization of the Roads, Kern Regional Transit, Waste Management, Engineering, Surveying and Permit Services, Code Compliance and Building Inspections budget units. The reorganization is intended to consolidate activities in order to provide public infrastructure and services to protect and enhance the daily lives of County residents. Services include planning, design, engineering, construction project management, operation and maintenance of roads, flood control, promotion of safe building construction and other regulatory services such as waste management. The operations fall into four categories: Administration and Accounting, Engineering, Operations and Maintenance and Building and Development.

Internal Service Fund

Summary of Expenses and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$49,745,839
Services and Supplies	0	0	0	0	0	10,325,181
TOTAL EXPENSES	\$0	\$0	\$0	\$0	\$0	\$60,071,020
REVENUE:						
Use of Money/Property	\$0	\$0	\$0	\$0	\$0	\$30,960
Charges for Services	0	0	0	0	0	55,773,312
Other Financing Sources:						
County Contribution	0	0	0	0	0	6,316,848
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$62,121,120
INCR./(DECR.) IN RETAINED EARNINGS	\$0	\$0	\$0	\$0	\$0	\$2,050,100

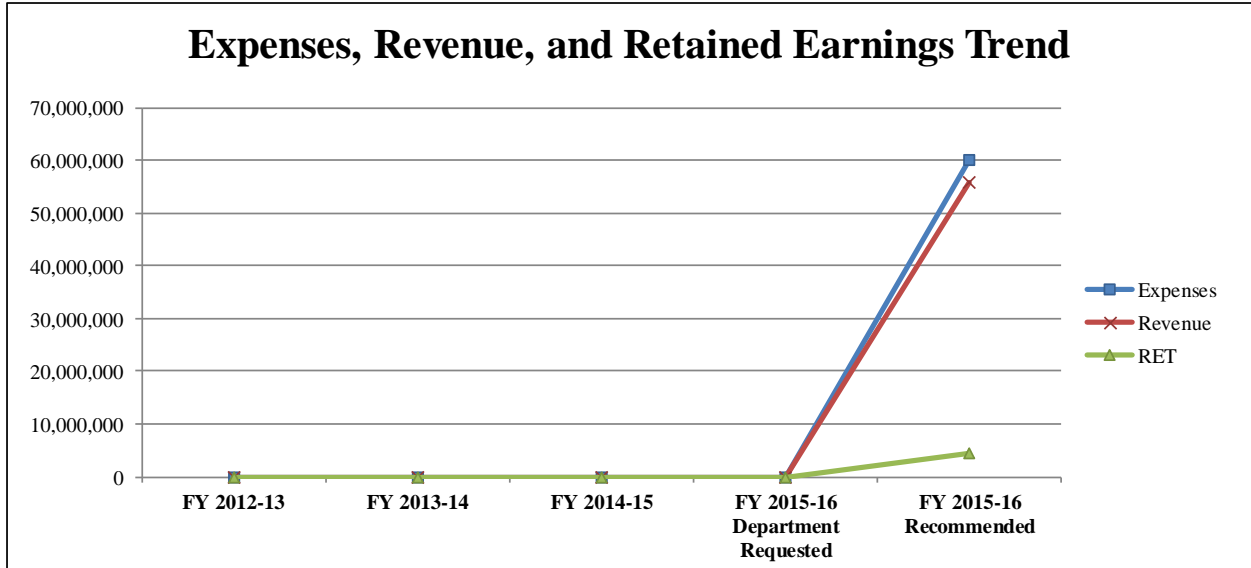
Major Expenses and Revenue in FY 2015-16 Recommended Budget

A majority of expenses in this fund will be used for salaries and benefits that will be reimbursed from the appropriate budget units. Services and supplies include reimbursement from the consolidated budget units for equipment maintenance and for contracts for countywide local roads maintenance and other public works projects.

Budget Changes and Operational Impacts

The recommended budget includes the contribution that was previously allocated to the Roads Departments. This contribution will now be provided to the Public Works Internal Service Fund to be spent on countywide local roads maintenance and other public works projects. A retained earnings balance of \$2 million is estimated for June 30, 2016.

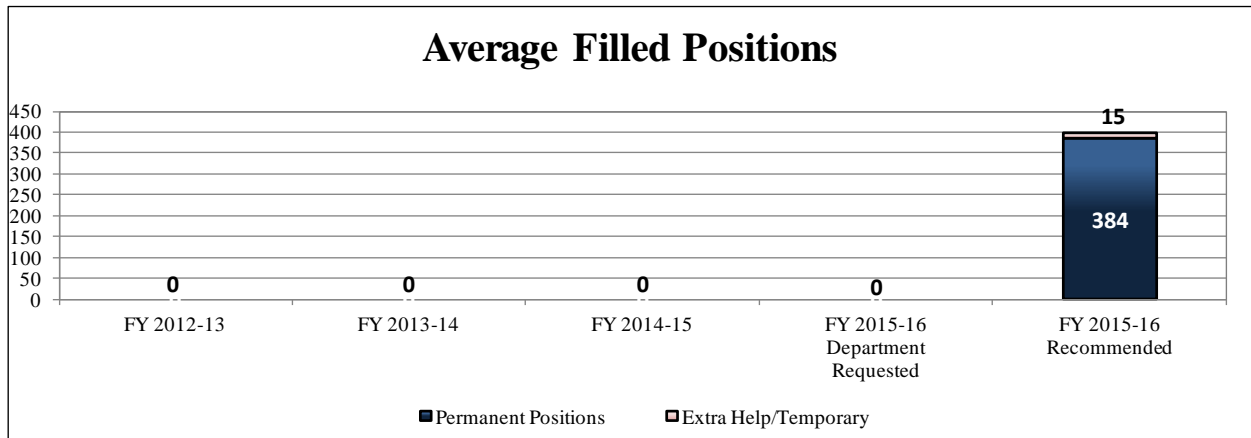




Staffing Changes and Operational Impacts

The recommended budget includes 454 authorized positions that were previously transferred from the Roads, Kern Regional Transit, Waste Management, Engineering, Surveying and Permitting Services, Code Compliance and Building Inspections budget units. The recommended budget includes 455 authorized positions after the addition of one (1) Waste Management Technician I/II at an estimated cost of \$103,000. The additional position will assist with enhancements to the greenwaste program.

Internal Service Fund



4-Year Staffing Trend	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2015-16	
Permanent Positions	0	0	0	0	384
Extra Help/Temporary	0	0	0	0	15
Total Positions	0	0	0	0	399
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	0	0	0	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	0	0	0	N/A	N/A
SALARIES & BENEFITS	\$0	\$0	\$0	\$0	\$49,745,839

Summary of Authorized Positions

The department currently has 454 authorized permanent positions. The recommended budget includes 455 permanent positions of which 384 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration & Accounting	41	0	0	41	33	8	41
Engineering	64	0	0	64	54	10	64
Operations & Maintenance	249	1	0	250	214	36	250
Building & Development	100	0	0	100	83	17	100
Total	454	1	0	455	384	71	455

Internal Service Fund



Operations & Maintenance	Building & Development	Administration & Accounting
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Waste Management	1 Director of ESPS	1 Director
1 Assistant Director	2 Administrative Coordinator	1 Director of Roads
1 Special Projects Manager	1 Housing Rehab Program Spec.	1 Business Manager
1 Administrative Coordinator	1 Code Compliance Supervisor	2 Administrative Services Officer
1 Office Services Coordinator	8 Code Compliance Officer	5 Accountant I/II/III
1 Sr Office Services Specialist	2 Sr. Office Services Specialist	3 Administrative Coordinator
1 Office Services Technician	7 Office Services Technician	1 Supervising Engineer
1 Marketing Promotions Asst.	1 Office Services Assistant	1 Sr. Office Services Specialist
4 Engineering Manager	1 Sr. Engineering Manager	1 Office Services Specialist
4 Supervising Engineer	3 Engineering Manager	4 Office Services Technician
6 Engineer I/II/III/III-C	4 Supervising Engineer	1 Office Services Assistant
5 Engineer Tech I/II/III	1 Engineer Support Supervisor	2 Fiscal Support Supervisor
1 Engineer Aide I/II/III	1 GIS Coordinator	9 Fiscal Support Specialist
3 Waste Management Supervisor	2 GIS Specialist	8 Fiscal Support Technician
14 Waste Management Specialist I/II/III	11 Engineer I/II/III/III-C	1 Special Projects Manager
6 Waste Mgmt. Support Supervisor	14 Engineer Tech I/II/III	41 Requested Total
20 Waste Management Tech I/II	1 Principal Building Inspector	
19 Waste Management Aide I/II/III	2 Supervising Building Inspector	
2 Supv. Disposal Site Gate Attendant	11 Building Inspector	
22 Disposal Site Gate Attendant	6 Building Inspector-C	
2 Road Superintendent	1 Building Inspector Spec.-C	
12 Supv. Road Maint. Worker I/II	2 Building Inspector Spec.	
84 Road Maintenance Worker I/II/III	7 Building Plans Technician	
1 Equipment Maint. Superintendent	1 Fiscal Support Technician	
1 Supv. Heavy Equipment Mechanic	9 Engineering Aide I/II/III	
14 Heavy Equipment Mechanic	100 Requested Total	
2 Senior Traffic Signal Technician		
1 Traffic Signal Technician I/II		
1 Hwy Paint Equipment Superintendent		
14 Maintenance Painter		
1 Warehouse Supervisor		
2 Auto Parts Storekeeper I/II		
249 Current Total		
<u>Additions and Deletions</u>		
1 Waste Management Tech I/II		
250 Requested Total		

Internal Service Fund



Engineering

Classification

- 1 Assistant Director
- 3 Sr. Engineering Manager
- 3 Engineering Manager
- 3 Administrative Coordinator
- 1 Office Services Specialist
- 1 Office Services Technician
- 1 Waste Management Specialist
- 7 Supervising Engineer
- 2 Engineer Support Supervisor
- 18 Engineer I/II/III/III-C
- 10 Engineer Technician I/II/III
- 9 Engineer Aide I/II/III
- 1 Drafting Technician
- 1 Supervising Planner
- 2 Planner I/II/III
- 1 Real Property Agent I/II/III
- 64 **Requested Total**

Internal Service Fund



Group Health and Dental Self-Insurance Program

Department Head: John Nilon
 Fund: Group Health and Dental
 Budget Unit: 8960

Function: Internal Service Fund
 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 Human Resources Division of 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.

Summary of Expenses and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$7,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Services and Supplies	8,527,831	9,544,204	7,898,877	9,619,704	9,619,704	9,619,704
Other Charges	110,043,242	110,428,801	130,983,592	127,953,401	127,953,401	127,953,401
TOTAL EXPENSES	\$118,571,073	\$126,973,005	\$138,882,469	\$138,573,105	\$138,573,105	\$138,573,105
REVENUE:						
Use of Money/Property	\$121,119	\$95,000	\$94,149	\$95,000	\$95,000	\$95,000
Intergovernmental	26,358	25,000	28,086	25,000	25,000	25,000
Charges for Services	119,842,923	119,850,000	121,711,685	139,950,000	139,950,000	139,950,000
TOTAL REVENUE	\$119,990,400	\$119,970,000	\$121,838,615	\$140,070,000	\$140,070,000	\$140,070,000
INCR./(DECR.) IN RETAINED EARNINGS	\$1,419,327	(\$7,003,005)	(\$17,043,854)	\$1,496,895	\$1,496,895	\$1,496,895

Internal Service Funds

Major Expenses and Revenue in FY 2015-16 Recommended Budget

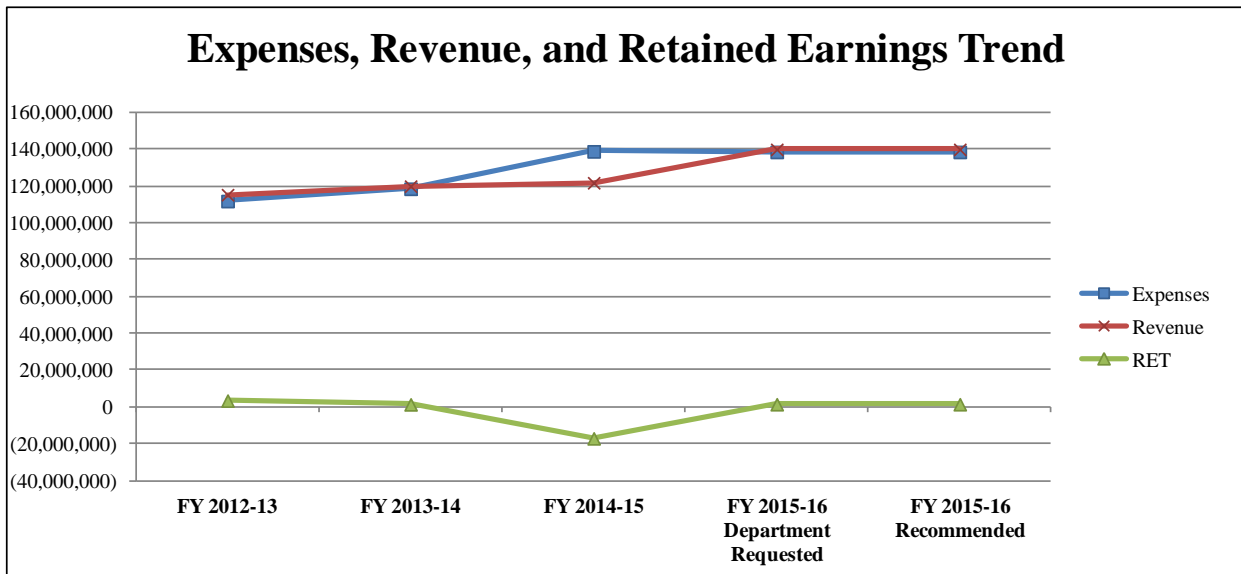
This budget unit funds all expenses related to active employee health care benefits with utilization and actual claims being the primary drivers of costs. The recommended budget also includes \$1 million allocated for Patient-Centered Outcome (PCORI) fees and reinsurance fees now payable to the federal government under the Affordable Care Act. The Human Resources Division 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, primarily due to an 18% increase in the employer contribution, in order to ensure adequate reserves are maintained.

Actuarially recommended minimum reserves (unrestricted retained earnings) were \$25 million for FY 2013-14, excluding Incurred But Not Reported (IBNR) liabilities of \$10 million. Reserves have been significantly depleted after reduced charges to departments and unexpected claims fluctuation, an appropriation for contingency has been included in the General Fund to increase reserves if expected savings are not achieved. The reserve is budgeted to increase by \$1.4 million in FY 2015-16. The estimated retained earnings balance at June 30, 2016 is \$11.4 million.

Budget Changes and Operational Impacts

Department charges have been budgeted at an increase of 18% after remaining flat for several years. Reserves have been below recommended levels for some time. Due to higher than expected costs in the prior fiscal year, reserves are now virtually depleted with only the minimum IBNR amount remaining. Despite expected savings related to changes in plan offerings and reductions in administrative costs, claims expenses are budgeted to remain relatively flat 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

Department Head: John Nilon

Function: Internal Service Fund

Fund: Retiree Group Health

Activity: Other Post Employment Benefits

Budget Unit: 8965

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 Human Resources Division of the County Administrative Office administers this budget unit.

Internal Service Funds

Summary of Expenses and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$500,000	\$0	\$500,000	\$500,000	\$500,000
Salaries and Benefits	8,219,519	8,750,000	8,411,344	9,000,000	9,000,000	9,000,000
Services and Supplies	153,278	234,300	169,359	234,300	234,300	234,300
Other Charges	16,986,267	108,682	108,680	81,510	81,510	81,510
TOTAL EXPENSES	\$25,359,064	\$9,592,982	\$8,689,383	\$9,815,810	\$9,815,810	\$9,815,810
REVENUE:						
Use of Money/Property	\$27,951	\$10,000	\$14,811	\$15,000	\$15,000	\$15,000
Charges for Services	12,072,416	9,093,000	69,390	9,280,000	9,280,000	9,280,000
Miscellaneous	8,220,381	0	8,411,344	0	0	0
TOTAL REVENUE	\$20,320,748	\$9,103,000	\$8,495,545	\$9,295,000	\$9,295,000	\$9,295,000
INCR./(DECR.) IN RETAINED EARNINGS	(\$5,038,316)	(\$489,982)	(\$193,838)	(\$520,810)	(\$520,810)	(\$520,810)

Major Expenses and Revenue in FY 2015-16 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.

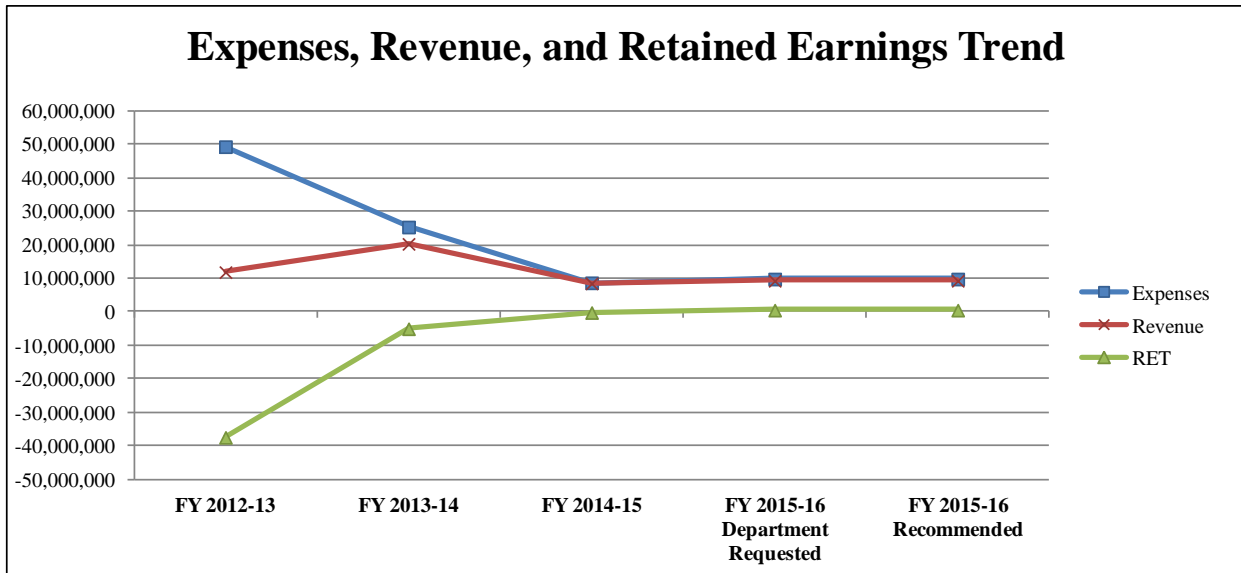


Budget Changes and Operational Impacts

In 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 are now deposited directly into the OPEB trust. Monthly program expenses are then reimbursed from the OPEB trust. This budget unit still maintains minimum reserves adequate to ensure payment of benefits on a monthly basis and is 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 \$520,000, which approximates this fund’s budgeted appropriations for contingencies. Retained earnings are estimated at \$1.5 million for June 30, 2016.

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,533,971	\$6,710,208	\$5,480,588	\$6,323,369	\$6,323,369	\$6,323,369
Other Charges	9,263,051	9,510,052	7,027,703	9,497,057	9,497,057	9,497,057
TOTAL EXPENSES	\$14,797,022	\$16,220,260	\$12,508,291	\$15,820,426	\$15,820,426	\$15,820,426
REVENUE:						
Use of Money/Property	\$32,594	\$11,000	\$52,539	\$41,000	\$41,000	\$41,000
Charges for Services	18,814,086	18,477,531	18,477,532	13,193,422	13,193,422	13,193,422
Miscellaneous	216,135	1,000	1,477	0	0	0
Other Financing Sources:						
Special Services	1,000,000	0	0	0	0	0
TOTAL REVENUE	\$20,062,815	\$18,489,531	\$18,531,548	\$13,234,422	\$13,234,422	\$13,234,422
INCR./(DECR.) IN RETAINED EARNINGS	\$5,265,793	\$2,269,271	\$6,023,257	(\$2,586,004)	(\$2,586,004)	(\$2,586,004)

Internal Service Fund

Major Expenses and Revenue in FY 2015-16 Recommended Budget

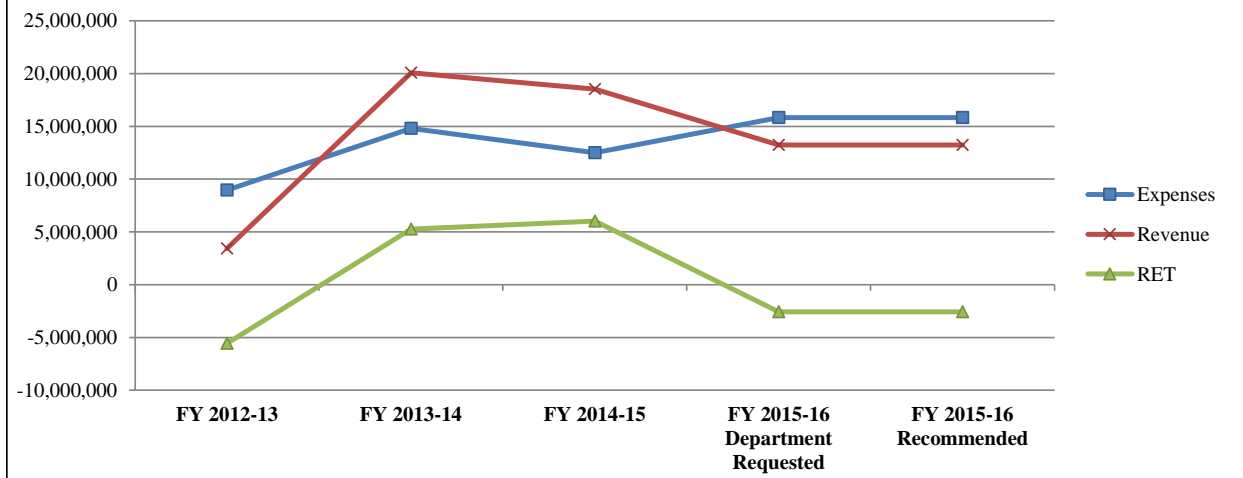
The primary expenses of this budget unit are insurance expenses and legal costs. This budget unit is financed primarily through charges to County departments for coverage and services provided.

Budget Changes and Operational Impacts

The recommended budget provides adequate funding for the County’s General Liability Program. Expense changes are based on anticipated settlement and litigation activity. Charges for services revenue will adjust to reflect estimated 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, 2015 was \$13.2 million. The department anticipates decreasing retained earnings by \$2.6 million to offset expenses. A retained earnings balance of \$10.6 million is anticipated for June 30, 2016.



Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund



Unemployment Compensation Insurance Program

Department Head: John Nilon

Function: Internal Service Fund

Fund: Unemployment Compensation

Activity: Unemployment Self-Insurance

Budget Unit: 8980

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 Human Resources Division of the County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

	Summary of Expenses and Revenue					
	FY 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$12,227	\$19,000	\$11,498	\$19,000	\$19,000	\$22,000
Other Charges	2,947,784	2,827,579	2,848,550	2,927,579	2,927,579	2,927,579
TOTAL EXPENSES	\$2,960,011	\$2,846,579	\$2,860,048	\$2,946,579	\$2,946,579	\$2,949,579
REVENUE:						
Use of Money/Property	\$13,390	\$13,000	\$8,577	\$6,000	\$6,000	\$6,000
Charges for Services	2,007,622	2,392,332	2,468,750	2,966,828	2,966,828	2,966,828
TOTAL REVENUE	\$2,021,012	\$2,405,332	\$2,477,327	\$2,972,828	\$2,972,828	\$2,972,828
INCR./(DECR.) IN RETAINED EARNINGS	(\$938,999)	(\$441,247)	(\$382,721)	\$26,249	\$26,249	\$23,249

Internal Service Funds

Major Expenses and Revenue in FY 2015-16 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.

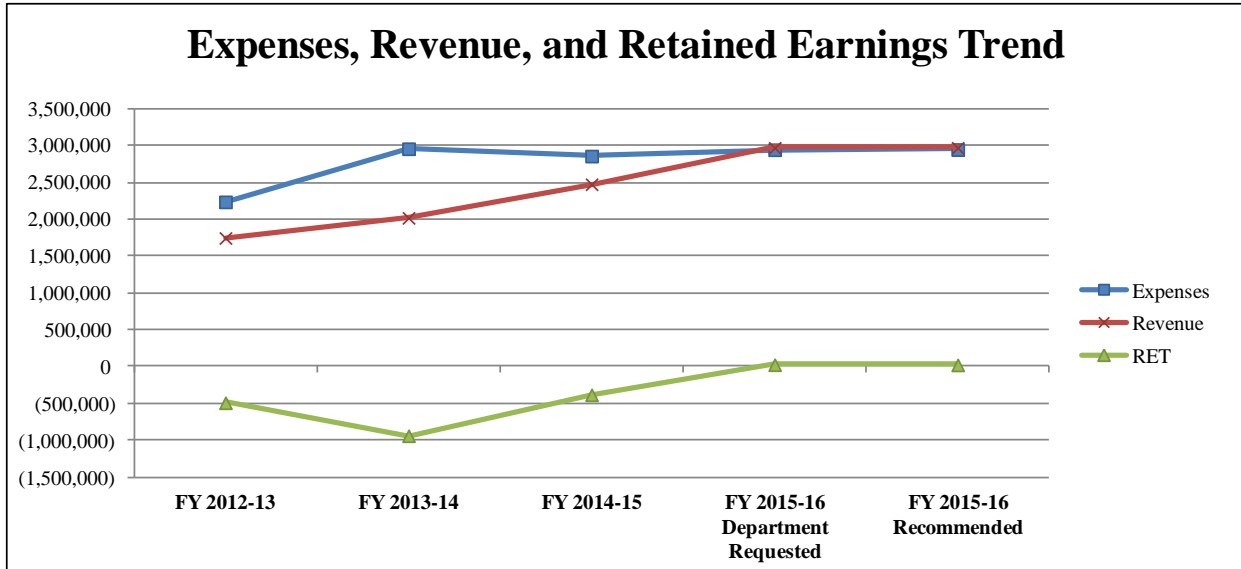
Budget Changes and Operational Impacts

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. The recommended budget increases expenses over the prior year, as total unemployment claims were higher than the budgeted amount in FY 2014-15. Charges to departments have been increased slightly to help



maintain adequate reserves. The recommended budget would provide for an increase in budgetary retained earnings in the amount of \$23,000 for FY 2015-16. After adjusting for the Incurred But Not Reported (IBNR) liability, the budgetary retained earnings are estimated at \$1.7 million at June 30, 2016.

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,102,289	\$6,085,506	\$4,874,241	\$5,954,846	\$5,954,846	\$5,954,846
Other Charges	11,925,033	13,695,013	11,140,303	13,667,753	13,667,753	13,667,753
TOTAL EXPENSES	\$17,027,322	\$19,780,519	\$16,014,544	\$19,622,599	\$19,622,599	\$19,622,599
REVENUE:						
Use of Money/Property	\$43,689	\$28,000	\$57,686	\$42,000	\$42,000	\$42,000
Intergovernmental	937	0	0	0	0	0
Charges for Services	14,593,756	17,775,409	17,775,410	17,168,992	17,168,992	17,168,992
Miscellaneous	368,823	250,000	708,065	300,000	300,000	300,000
TOTAL REVENUE	\$15,007,205	\$18,053,409	\$18,541,161	\$17,510,992	\$17,510,992	\$17,510,992
INCR./(DECR.) IN RETAINED EARNINGS	(\$2,020,117)	(\$1,727,110)	\$2,526,617	(\$2,111,607)	(\$2,111,607)	(\$2,111,607)

Internal Service Fund

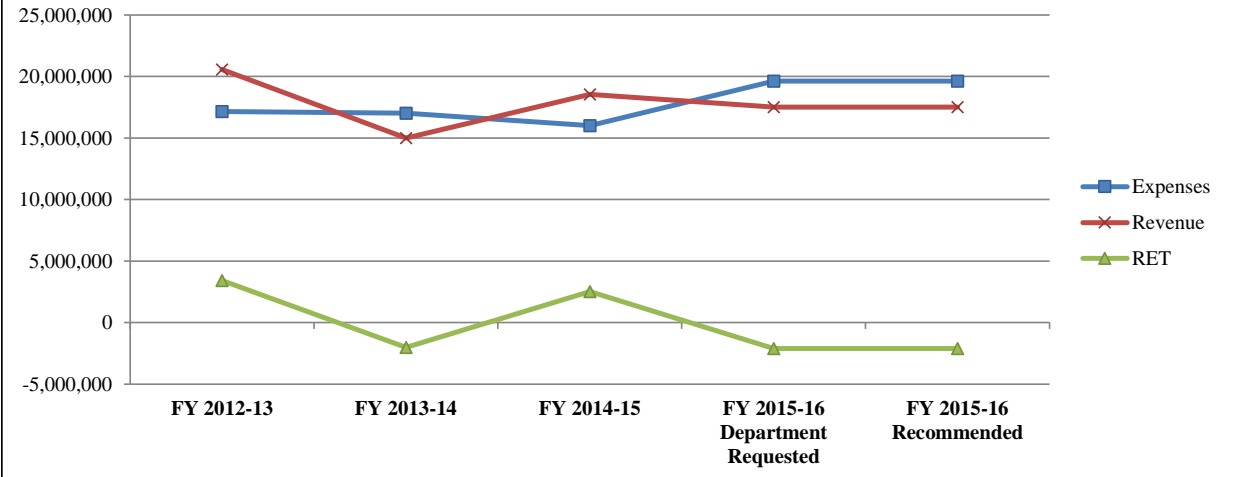
Major Expenses and Revenue in FY 2015-16 Recommended Budget

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 compared to prior year 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 adjust to reflect estimated 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, 2015 was \$10.9 million. The department anticipates decreasing retained earnings by \$2.1 million to offset expenses. A retained earnings balance of \$8.8 million is anticipated for June 30, 2016.

Expenses, Revenue, and Retained Earnings Trend



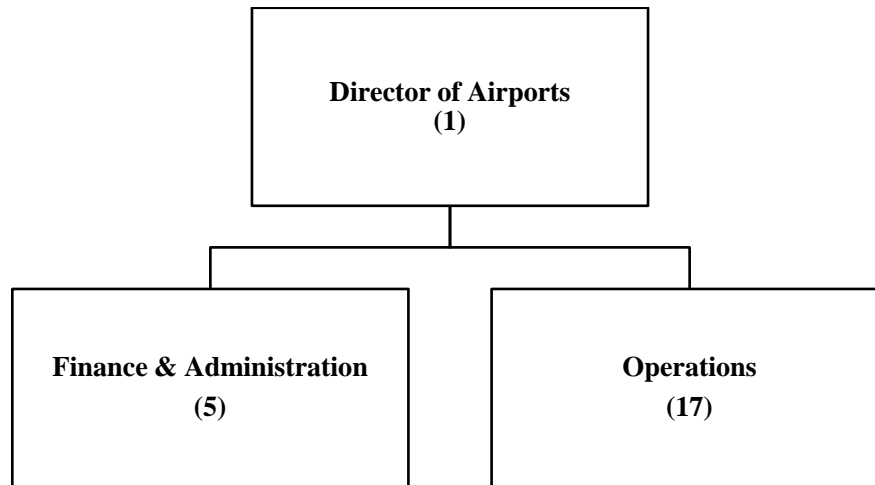
Internal Service Fund



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 2013-14 and 2014-15 Accomplishments

- Provided safe flight environments for over 60,000 aviation operations at Meadows Field, and outlying general aviation airports.
- Administered approximately \$1.9 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 285,000 total passengers with daily flights to San Francisco, Phoenix, Houston, and Denver.
- Upgraded the assets for which the department is responsible, including major maintenance in the William M. Thomas Terminal.
- Completed a significant runway re-painting at Meadows Field Airport providing increased flight safety.
- Completed the 2014 FAA Part 139 inspection for Meadows Field Airport.

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 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$26,306	\$0	\$41,000	\$77,708	\$89,991
Salaries and Benefits	1,997,597	2,118,391	2,111,870	2,393,652	2,355,697	2,355,697
Services and Supplies	1,872,309	2,668,043	2,391,564	2,472,679	2,472,679	2,142,495
Other Charges	2,947,472	3,732,273	3,553,168	3,082,954	3,082,954	3,582,954
Non-Operating Expenses	949,522	935,143	935,143	937,890	937,890	937,890
Capital Assets	114,543	1,060,000	2,251,647	17,143,000	17,143,000	17,350,372
TOTAL EXPENSES	\$7,881,443	\$10,540,156	\$11,243,392	\$26,071,175	\$26,069,928	\$26,459,399
REVENUE:						
Taxes	\$642,734	\$645,000	\$615,661	\$690,000	\$690,000	\$690,000
Licenses and Permits	17,000	11,000	8,500	11,000	11,000	11,000
Fines and Forfeitures	511	400	1,355	1,200	1,200	1,200
Use of Money/Property	3,343,820	3,442,046	3,148,657	3,500,553	3,500,553	3,500,553
Intergovernmental	726,206	2,217,300	1,972,400	18,197,304	18,197,304	18,086,775
Charges for Services	167,609	206,230	205,220	237,114	237,114	237,114
Miscellaneous	273,517	179,704	139,137	154,004	154,004	154,004
Non-Revenue Receipts	2,818,996	3,600,000	3,412,280	3,000,000	3,000,000	3,500,000
Other Financing Sources:						
General	4,340,119	238,476	238,476	280,000	278,753	278,753
TOTAL REVENUE	\$12,330,512	\$10,540,156	\$9,741,686	\$26,071,175	\$26,069,928	\$26,459,399
INC./(DECR.) IN RETAINED EARNINGS	\$4,449,069	\$0	(\$1,501,706)	\$0	\$0	\$0

Enterprise Funds

Major Expenses and Revenue in FY 2015-16 Recommended Budget

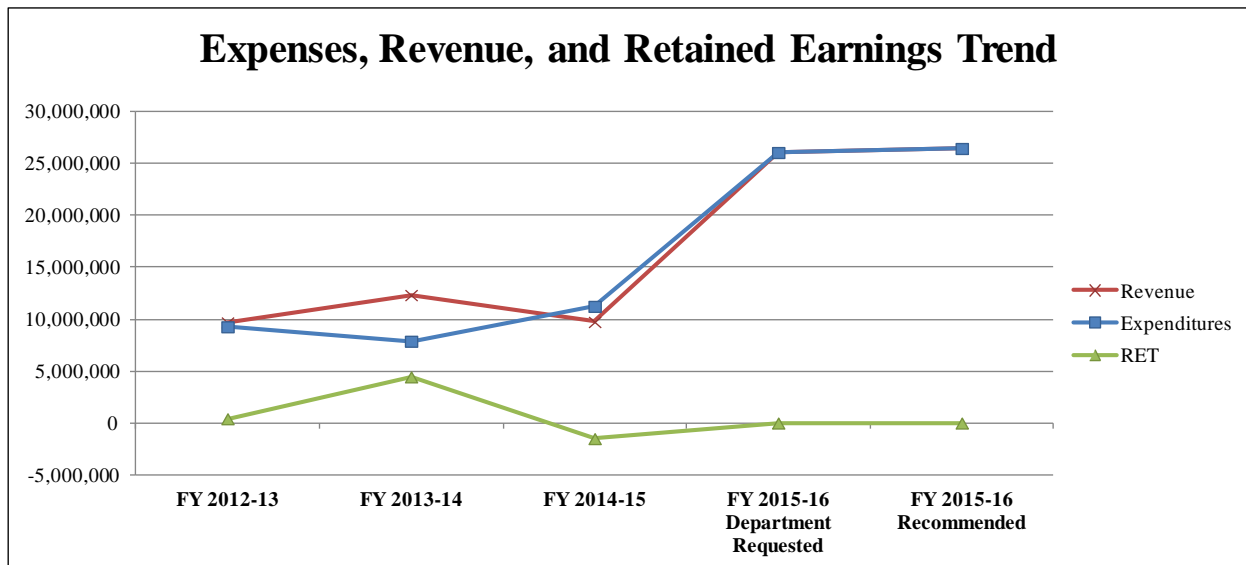
Staffing expenses of \$2.4 million fund 23 positions that provide support for seven County-operated airports. Expenses for services and supplies of \$2.1 million include property insurance, utilities, other professional services, and general maintenance. In addition, expenses of \$3.6 million are budgeted to cover county-wide cost allocation charges and depreciation. The department has also included debt service payments totaling \$937,890 and capital expenses of \$17.4 million for the repaving of the main runway at Meadows Field as well as other various projects, which will be primarily funded with State and federal reimbursements.



The County's airports produce revenue to operate and maintain the airport system. The recommended budget includes \$3.5 million in revenue associated to space rentals, concessions 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 of revenue to construct, improve and maintain airport infrastructure.

Budget Changes and Operational Impacts

The recommended budget provides the department with funding for 23 permanent authorized positions and three extra help positions. Appropriations of \$17.4 million are included in capital assets, of which \$16.8 million is estimated for the Meadows Field Runway 30R rehabilitation project. The estimated project costs are offset by a similar increase in revenue from State and federal reimbursements. Other revenue sources are increasing slightly as a result of building space rentals, new car rental concession agreements and fee adjustments approved by the Board in FY 2014-15. The department does not anticipate the use of retained earnings in FY 2015-16.

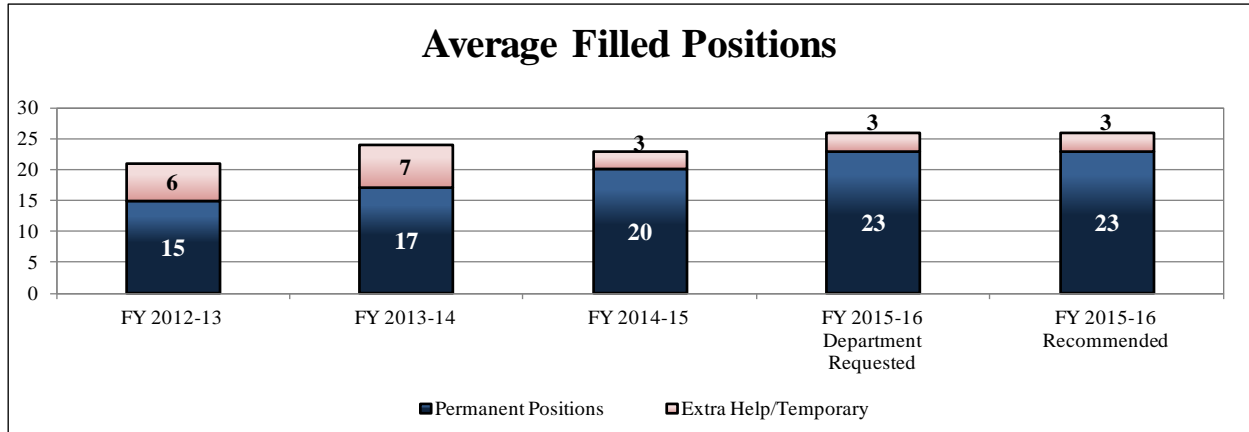


Enterprise Funds



Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) vacant Maintenance Worker I/II/III/IV position and the addition of one (1) Accountant I/II/III position to better service operational needs.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	15	17	20	23	23
Extra Help/Temporary	6	7	3	3	3
Total Positions	21	24	23	26	26
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	16	18	21	N/A	N/A
Extra Help/Temporary (FTE)	4	5	2	N/A	N/A
Total Positions	20	23	23	N/A	N/A
SALARIES & BENEFITS	\$1,902,933	\$1,997,597	\$2,111,870	\$2,393,652	\$2,355,697

Enterprise Funds



Summary of Authorized Positions

The department has 23 permanent positions, of which 23 have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Finance and Administration	5	1	0	6	6	0	6
Operations	18	0	(1)	17	17	0	17
Total	23	1	(1)	23	23	0	23

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 Assistant
1	Security Attendant	5	Current Total
5	Maintenance Worker I/II/III/IV		
3	Building Services Worker I/II/III	Additions/Deletions	
18	Current Total	1	Accountant I/II/III
		6	Requested Total
Additions/Deletions			
(1)	Maintenance Worker I/II/III/IV		
17	Requested Total		

Enterprise Funds



Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of available seats offered by airlines	185,100	176,092	216,000	181,489	196,500
Number of enplaned passengers	140,189	135,938	145,000	133,906	145,500
Number of destinations offered by airlines	5	5	6	4	5
Number of aircraft operations	107,598	73,863	85,000	50,471	65,000
Number of community air service presentations	0	4	6	6	7
Number of airline service meetings	N/A	N/A	5	7	8

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. The reductions in estimated and future goals of aircraft operations reflect the loss of nearly 1,300 times per month of Al Nippon/International Flight Training Academy 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of safety violations from the Federal Aviation Administration (FAA)	0	2	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	2	0	0	0
Completed airport construction projects	3	3	6	4	1

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. The goal for number of completed airport construction projects for FY 2015-16 is lower than previous years, however the magnitude of the project is much more extensive than previous projects completed at Meadows Field Airport in the past several years. The Runway 30R/12L Rehabilitation Project in Phase I is expected to begin in fall of 2015.

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 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$77,857	\$275,450	\$240,599	\$275,500	\$275,500	\$275,500
Other Charges	216,000	255,508	255,484	217,947	217,947	217,947
TOTAL EXPENSES	\$293,857	\$530,958	\$496,083	\$493,447	\$493,447	\$493,447
REVENUE:						
Use of Money/Property	\$5,849	\$5,000	\$5,647	\$4,911	\$4,911	\$4,911
Charges for Services	461,790	230,000	281,648	300,000	300,000	300,000
Non-revenue Receipts	148,206	148,500	148,206	148,206	148,206	148,206
TOTAL REVENUE	\$615,845	\$383,500	\$435,501	\$453,117	\$453,117	\$453,117
INCR./(DECR.) IN RETAINED EARNINGS	\$321,988	(\$147,458)	(\$60,582)	(\$40,330)	(\$40,330)	(\$40,330)

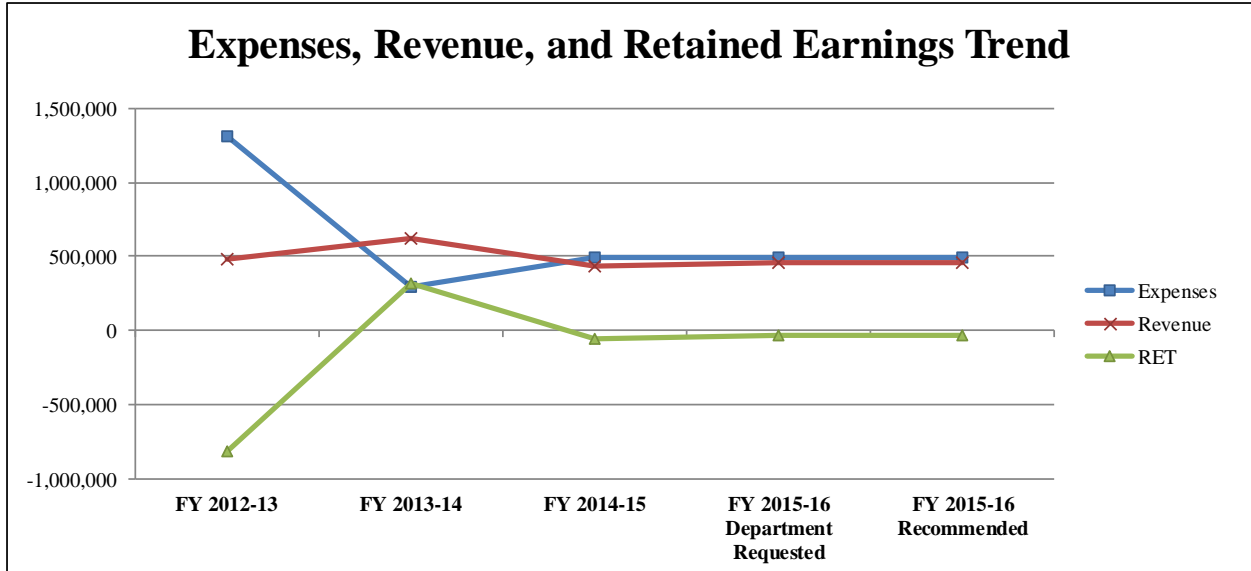
Enterprise Funds

Major Expenses and Revenue in FY 2015-16 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

Overall the recommended budget includes appropriations and revenues similar to FY 2014-15. The recommended budget includes an appropriation of \$75,000 per golf course for ongoing maintenance. The retained earnings at June 30, 2015 is \$1.2 million of which the department anticipates using \$40,330 in FY 2015-16.



Enterprise Funds



Universal Collection Enterprise Fund

Department Head: Craig Pope

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 Public Works Department administers this fund, providing ongoing support, oversight of contracted waste haulers, and contract administration.

Summary of Expenditures and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$12,781,658	\$13,079,400	\$12,852,189	\$13,403,710	\$13,403,710	\$13,403,710
Other Charges	6,973	14,400	14,339	17,190	17,190	17,190
TOTAL EXPENDITURES	\$12,788,631	\$13,093,800	\$12,866,528	\$13,420,900	\$13,420,900	\$13,420,900
REVENUE:						
Taxes	\$12,658,013	\$12,761,500	\$12,732,932	\$12,985,208	\$12,985,208	\$12,985,208
Fines and Forfeitures	198,400	200,600	197,714	205,480	205,480	205,480
Use of Money/Property	3,078	3,600	3,525	2,430	2,430	2,430
Charges for Services	(9,573)	(9,570)	(9,626)	(9,630)	(9,630)	(9,630)
TOTAL REVENUE	\$12,849,918	\$12,956,130	\$12,924,545	\$13,183,488	\$13,183,488	\$13,183,488
INCR./(DECR.) IN RETAINED EARNINGS	\$61,287	(\$137,670)	\$58,017	(\$237,412)	(\$237,412)	(\$237,412)

Enterprise Funds

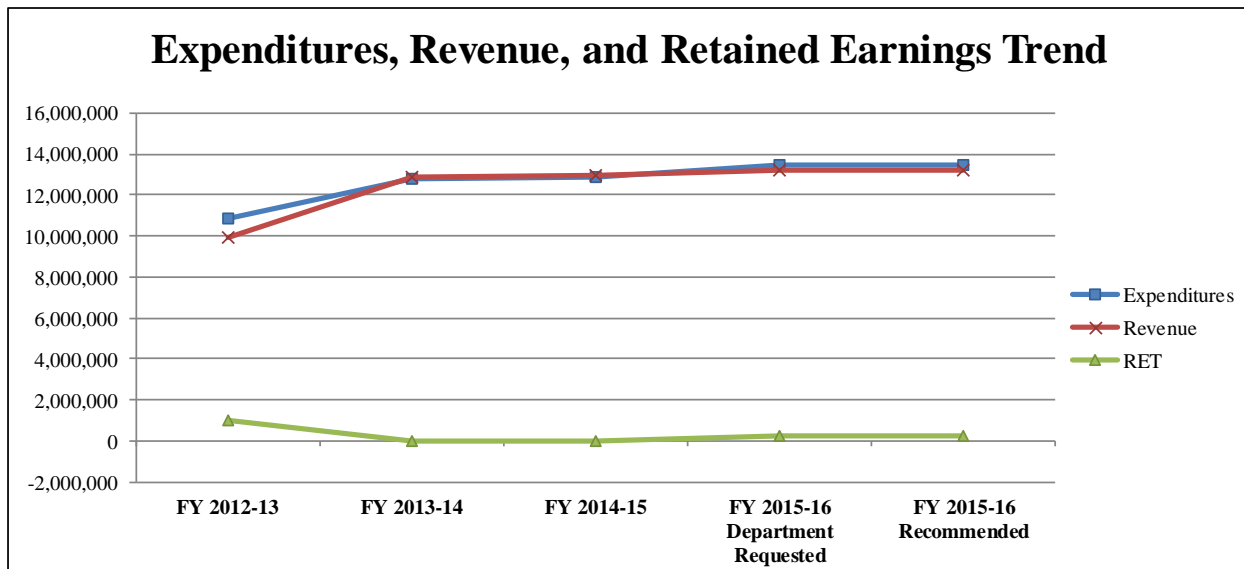
Major Expenses and Revenue in FY 2015-16 Recommended Budget

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 2014-15, increasing slightly due to general inflation. The retained earnings balance as of June 30, 2015, is approximately \$2.2 million. The department is anticipating utilizing approximately \$237,000 of retained earnings towards the budget in FY 2015-16.





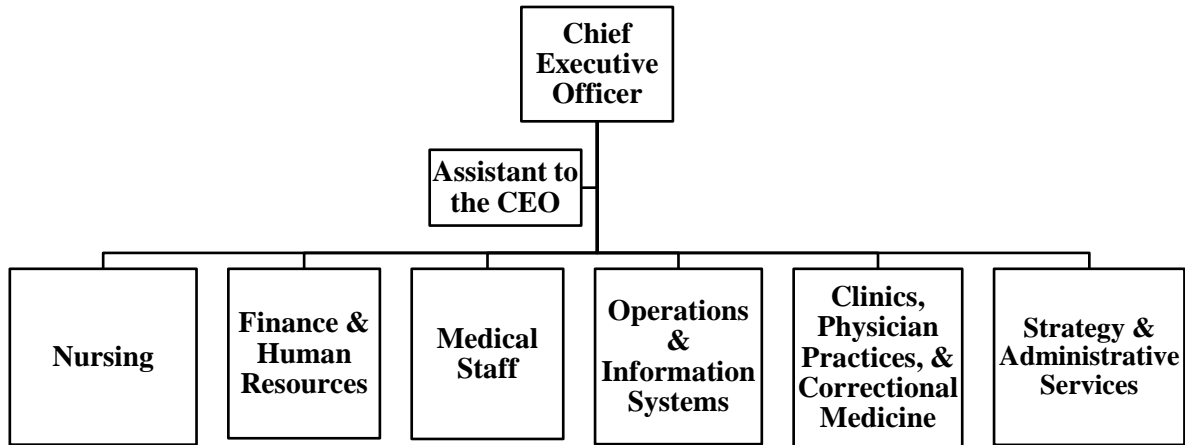
Enterprise Funds



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



Fiscal Year 2013-14 and 2014-15 Accomplishments

- Kern Medical Center (KMC) expanded the community’s access to care by adding three outpatient specialty clinics resulting in significant volume growth. The wound care clinic, hand clinic, and the R.E.A.C.H. clinic, all opened during the Fall of 2014. Improved operational efficiencies in scheduling, registration, authorizations, and staffing helped outpatient clinic visits exceed budget targets.
- Imaging equipment in the radiology department was replaced with upgraded technology including digital mammography, a 64-slice CT scanner, an interventional radiology suite / cath lab, and x-ray equipment. The new equipment provides state-of-the-art imaging technology for KMC’s trauma, specialty care, and academic programs.
- KMC successfully completed the Joint Commission survey and the American College of Surgeons’ Commission on Cancer survey of the hospital’s oncology program.
- KMC reduced labor costs approximately 1.5% compared to budget in 2015. KMC’s financial position also benefited from improved efficiencies in billing, collecting and overall revenue cycle processes.
- Support from Kern Health Systems allowed for the remodeling of the “A-Wing” lobby and clinic space. The hospital also used funds from Ross University to remodel the residents’ lounge and study area.
- KMC implemented Lean Six Sigma performance improvement methods in the patient discharge process, employee engagement, and the hospital’s finance department.

Enterprise Funds



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 2013-14		FY 2014-15		FY 2015-16		
	Actual ¹	Adopted Budget	Actual ²	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Contingencies	\$0	\$819,643	\$0	\$0	\$0	\$0	
Salaries and Benefits	186,722,049	171,118,705	162,734,825	173,795,042	173,848,651	189,393,754	
Services and Supplies	98,473,519	84,580,711	51,901,013	84,910,144	87,374,524	92,645,421	
Other Charges	8,273,266	69,454,331	46,669,004	43,867,726	53,589,185	53,589,185	
Depreciation	4,523,712	5,830,000	4,424,278	4,864,757	4,864,757	4,864,757	
Capital Assets	0	3,087,421	0	2,878,545	3,132,545	3,132,545	
Capital Projects (BU 8996)	0	2,226,395	0	0	2,216,000	2,216,000	
TOTAL EXPENSES	\$297,992,546	\$337,117,206	\$265,729,120	\$310,316,214	\$325,025,662	\$345,841,662	
Expend. Reimb.	\$0	(\$8,390,899)	\$0	(\$9,199,371)	(\$10,523,405)	(\$10,523,405)	
TOTAL NET EXPENSES	\$297,992,546	\$328,726,307	\$265,729,120	\$301,116,843	\$314,502,257	\$335,318,257	
REVENUE:							
Patient Revenue	\$655,057,092	\$646,050,625	\$697,998,807	\$734,030,667	\$734,030,667	\$723,117,226	
Deductions From Revenue	(534,556,839)	(519,207,675)	(548,098,170)	(584,927,802)	(584,927,802)	(567,514,361)	
Fines and Forfeitures	3,081	9,090	0	4,270	4,270	4,270	
Use of Money/Property	188,184	16,070	0	16,148	16,148	16,148	
Intergovernmental	96,637,504	158,961,046	76,923,860	128,491,928	137,134,357	137,134,357	
Charges for Services	4,487,603	4,094,560	13,620,023	3,987,429	3,987,429	3,987,429	
Miscellaneous	9,896,320	5,453,030	11,042,084	7,300,320	7,300,320	21,616,320	
Non-revenue Receipts	109,146	5,830,000	589,926	4,864,757	4,864,757	4,864,757	
Other Financing Sources:							
County Contribution	29,619,169	12,226,395	9,703,437	9,765,532	9,765,532	7,454,763	
Correctional Medicine	21,490,113	0	0	0	0	0	
1991 Realignment	10,500,000	11,910,653	11,910,654	0	0	2,310,769	
KHS Excess Reserves (BU 8213)	0	3,382,513	0	0	1,976,000	1,976,000	
Richie's Fund	0	0	0	0	350,579	350,579	
TOTAL REVENUE	\$293,431,373	\$328,726,307	\$273,690,621	\$303,533,249	\$314,502,257	\$335,318,257	
INCR./(DECR.) IN RETAINED EARNINGS	(\$4,561,173)	\$0	\$7,961,501	\$2,416,406	\$0	\$0	

¹ Figures derived from the County's Comprehensive Annual Financial Report (CAFR). CAFR combines budget data for hospital operations and Correctional Medicine.

² Unaudited Actuals provided by KMC; costs exclude Correctional Medicine.

Major Expenses and Revenue in FY 2015-16 Recommended Budget

Staffing costs of \$189.3 million are KMC's largest expense in FY 2015-16. Operating expenses of \$92.6 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 \$53.5 million include \$47.5 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; \$10.5 million is included in the recommended budget as expense reimbursement for this activity.

Total revenue of \$335.3 million includes \$137.1 million in gross State and federal funding primarily from programs to reimburse KMC for providing services to uninsured and underinsured patients, \$155.6 million from patient revenue net of contractual adjustments and bad debt from services to Medi-Cal, Medicare, private pay patients and insurance, and \$25.6 million in other revenue from Kern Health Systems (KHS) capitation payments, KHS Physician Recruitment and Retention Grant, cafeteria sales, reimbursement from medical education and services provided to other County departments.

Other financing sources include a \$7.4 million county contribution to fund daily operations, \$2.3 million from 1991 Health Realignment, and \$1.9 million from the KHS excess reserve to cover the startup cost of the new Ambulatory Surgery Center.

Budget Changes and Operational Impacts

KMC's total budgeted revenue in FY 2015-16 is \$335.3 million, which includes \$89.5 million in net state and federal revenue from programs that reimburse the medical center for services provided to uninsured and underinsured patients. In November 2010, the State entered into an agreement with the Centers for Medicare and Medicaid Services (CMS) under Section 1115 of the Social Security Act. The goal of the "Medicaid waiver" was to provide funding for projects that promote the objectives of Medicaid, such as the Disproportionate Share Hospital (DSH), Safety Net Care Pool (SNCP), and the Delivery System Reform Incentive Pool (DSRIP) programs. The current 1115 waiver will sunset on October 31 2015; however, the California Department of Health Care Services (DHCS) organized discussions among California's stakeholders beginning in July 2014 to propose a revamped waiver renewal to CMS aimed at extending federal funding beyond the current five-year limit.

California's proposed waiver renewal endeavors to deliver high quality, cost efficient care for Medicaid beneficiaries, and ensure the long-term viability of the health care delivery system post-Affordable Care Act (ACA) expansion. The proposed waiver renewal focuses on five key concepts:

1. Medicaid funded shelter/housing to contribute to better health outcomes and reduce the total cost of care for beneficiaries. The idea is that subsidized housing can support the goal of a whole-person approach to care.
2. Provider and Managed Care Plan incentive programs with potential pay-for-performance structures and shared savings/accountable care arrangements. The goal is to avoid unnecessary hospitalization and costly care by strengthening primary care delivery and access. Incentive programs are geared towards achieving the goals of the Triple Aim (improving patient experience, improving the health of populations, and reducing the per capita cost of health care).
3. Create a “DSRIP II” program that builds upon the lessons learned from the 2010 DSRIP and other states’ DSRIP programs. The successor program will be a more outcomes and value-oriented approach that seeks to demonstrate and advance the Triple Aim more consistently across the public hospital system.
4. Workforce development to increase the number of new health workers to reduce medically underserved areas and create financial incentives to encourage greater commitment to serve the Medicaid (Medi-Cal) population. The overall aim is to address and improve whole-person care.
5. Safety Net Reform – DSH and SNCP bundle payments. The goal is to align incentives for SNCP and DSH reimbursement structures by coordinating care between hospitals and safety net providers in a manner that provides care for the remaining uninsured to include primary care and lower cost outpatient and clinic settings.

Until a new Waiver is fully negotiated, approved, and adopted by CMS, governmental funding for the 21 designated public hospitals in the State of California is relatively uncertain heading into FY 2015-16.

Gross revenue for DSRIP in FY 2015-16 is estimated at \$32.4 million and will require an intergovernmental transfer (IGT) of \$16.2 million to draw down the federal funding portion. Similarly, gross DSH and SNCP allocations for FY 2015-16 are budgeted at \$58.1 million and will require an IGT of approximately \$12.5 million to draw down funds. All funding sources associated with the pending 1115 Waiver renewal are best estimates until negotiations with CMS are completed. Since public hospitals receive DSH, SNCP, and DSRIP to help cover the costs of providing care to the uninsured and the poor, as more Americans obtain health care coverage through the ACA, funding could potentially 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 exploring strategies that maximize patient revenue rather than rely on government subsidies.

In addition to the pending 1115 Waiver renewal, CMS released a long-awaited final rule, effective December 31, 2014, that broadens the definition of an “uninsured patient”. The ruling will impact costs and revenue included in KMC’s DSH payment limit. California, in turn, must either repay the federal share of DSH payments made to hospitals that exceed hospital-specific DSH limits, or redistribute the overpaid amounts to other hospitals with room under their caps.



The CMS ruling is retroactive to State Plan Rate Year 2011. Due to its relatively recent implementation, the impact of the CMS ruling on KMC's finances is currently unknown.

In total, the FY 2015-16 budget includes approximately \$47.5 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.

KMC is also 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 via 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. Since January 2014, 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. Due to the hospital's improved reimbursement from Medi-Cal, the recommended allocation of 1991 Health Realignment revenue is \$2.3 million in FY 2015-16, a reduction of \$9.6 million compared to FY 2014-15.

Net patient revenue in FY 2015-16 is budgeted at \$155.6 million and is directly correlated to substantial improvements in the hospital's revenue cycle management.

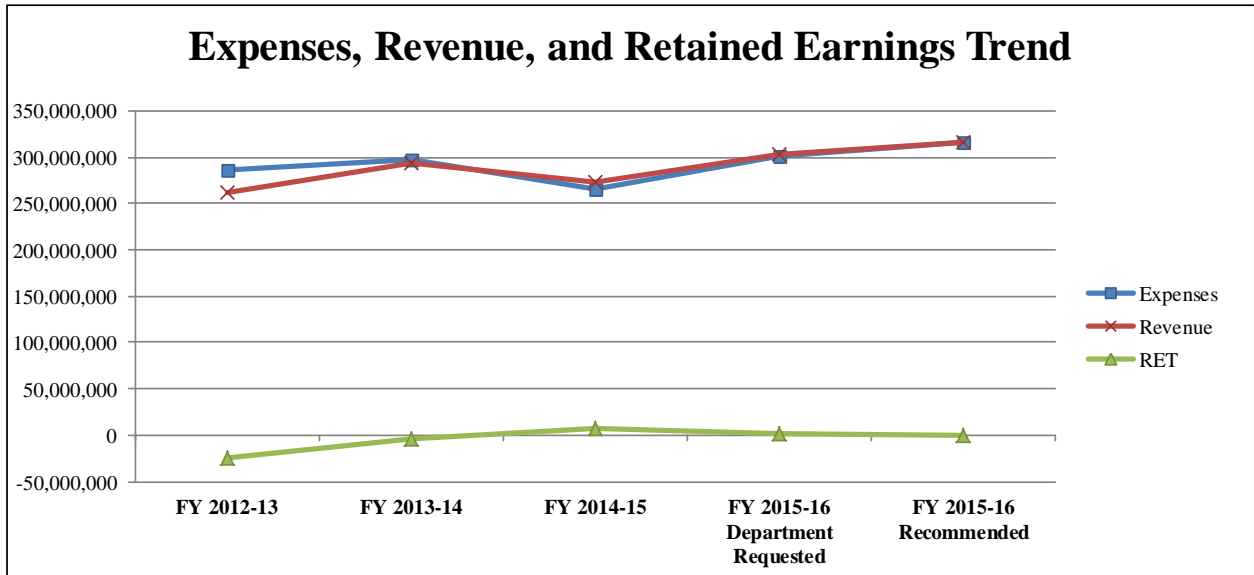
The County General Fund is making a contribution to KMC to support the hospital's operations and fund several capital projects deemed critical to the medical center's future success. In total, \$7.4 million is allocated to the hospital to fund day-to-day operations and capital needs in FY 2015-16. From the \$7.4 million contribution, \$3.1 million will fund new and replacement capital assets and \$2.2 million will fund capital projects that include a replacement nurse call system and installation of three radiology machines. Approximately \$1.9 million in funds from the excess reserve distribution made by KHS will be used to cover the startup costs for KMC's planned Ambulatory Surgery Center (ASC) in west Bakersfield. KMC's strategic goal for the ASC is to provide improved access for patients to the hospital's wealth of specialists while simultaneously enhancing hospital revenue by attracting a more diverse payer mix to the new surgery center.

KHS continues to recognize the vital role KMC plays in the lives of Medi-Cal beneficiaries and has helped bolster the overall quality of the safety net by providing additional financial support for the day-to-day operations at KMC. In FY 2015-16 alone, KMC will benefit from approximately \$12.5 million in capitation revenue from KHS that will be used to support the hospital's efforts to attract, recruit, and retain top quality physicians to Kern County. In addition, KMC was awarded a \$1.8 million Physician Recruitment and Retention Grant by KHS; the funds are allocated in the hospital's FY 2015-16 recommended budget. As KMC continues to make improvements towards fiscal stability, the hospital's administration has begun to refocus the medical center's attention on strong programmatic relationships with partners in the local health care community like KHS.

The County continues to explore the feasibility of transitioning KMC into a separate Hospital Authority. On September 26, 2014, Governor Brown approved Assembly Bill 2546-Salas (AB 2546) which gave the Board of Supervisors the authority to establish, by ordinance, the Kern County Hospital Authority to manage, administer, and control KMC. Until an enabling ordinance is adopted and the Board of Supervisors transfers control of KMC to the Hospital Authority, KMC will remain a County owned and operated hospital. Although it is not anticipated that a transfer of control will occur in FY 2015-16, the County continues to work diligently to find viable solutions, interim and long-term, aimed at improving the medical center’s financial and operational standards.

Changes in the health care landscape due to the ACA, the pending waiver renewal, and changes in state health care policy are creating a much more challenging environment in which KMC must operate. KMC’s transition to a Hospital Authority is considered a crucial first step in reforming the hospital to meet the demands of the post-ACA health care environment and become a provider of choice for local patients. It is equally important for KMC to make use of its relative strengths such as capitalizing on its position in the local market as the only trauma center, while continuing to expand and strengthen relationships with local plans and community partners, in order to demonstrate its value, experience, and outcomes to the community.

Enterprise Funds

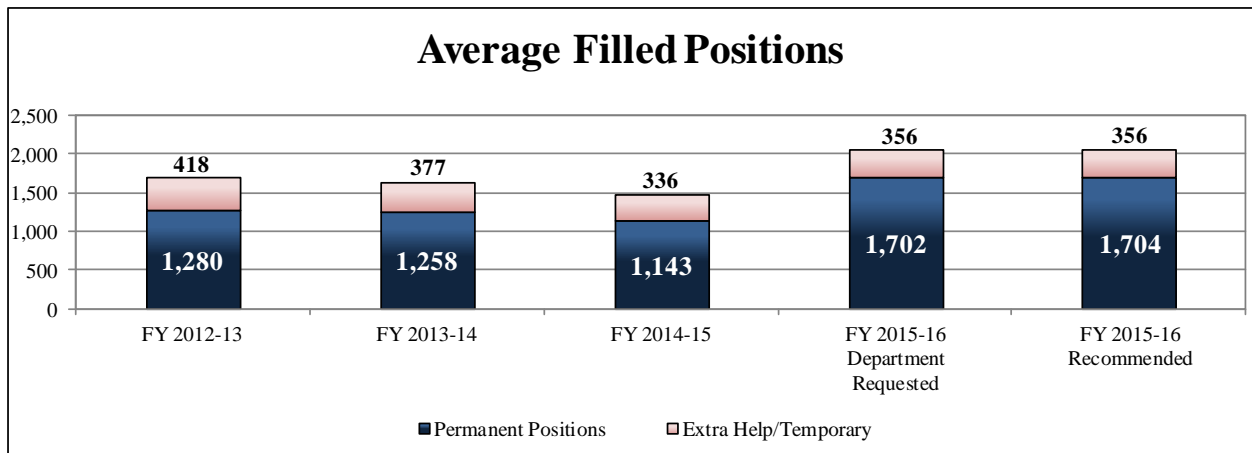


Staffing Changes and Operational Impacts

The recommended budget provides funding for all authorized positions and includes the addition of one Clinical Pharmacist at an annual cost of \$252,474. Although all recommended positions are funded in FY 2015-16 (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.

As part of the budget process, the department is requesting to delete 12 vacant positions: one (1) Executive Director of Managed Care - Contract; one (1) Senior Nutrition Program Coordinator – Part Time; one (1) Project Manager - Contract; one (1) Elder Life Program Coordinator; one (1) Infection Control Coordinator; one (1) Stock Clerk, and six (6) Linen Services Associates I/II – Part Time. The hospital will add one (1) Clinical Pharmacist in FY 2015-16.

Enterprise Funds



	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
4-Year Staffing Trend					
				FY 2015-16	
AVERAGE FILLED POSITIONS					
Permanent Positions	1,280	1,258	1,143	1,702	1,704
Extra Help/Temporary	418	377	336	356	356
Total Positions	1,698	1,635	1,479	2,058	2,060
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,274	1,236	1,134	N/A	N/A
Extra Help/Temporary (FTE)	337	292	257	N/A	N/A
Total Positions	1,611	1,528	1,391	N/A	N/A
SALARIES & BENEFITS	\$183,720,358	\$186,722,049	\$162,734,825	\$173,795,042	\$189,393,754

Summary of Authorized Positions

The department has 1,715 authorized permanent positions and will delete 12 and add one new position; 1,704 positions have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Kern Medical Center	1,715	1	(12)	1,704	1,704	0	1,704
Total	1,715	1	(12)	1,704	1,704	0	1,704

Kern Medical Center

Classification

- 1 Chief Executive Officer (0210 B)
- 1 Associate Director of Medicine
- 1 Chief Executive Officer (0215)
- 1 Assoc. Hospital Administrator - Oper.
- 1 Hospital Chief Financial Officer
- 1 Chief Nursing Officer
- 1 Chief Medical Officer
- 1 Chairman - Family Practice
- 1 Chairman - Psychiatry
- 1 Faculty Physician - Contract (0227 B)
- 1 Chief Quality Officer - Contract
- 1 Faculty Physician - Contract (0240 B)
- 1 Faculty Physician - Contract (0244 B)
- 1 Faculty Physician - Contract (0256 B)
- 1 Radiologist - Contract
- 1 Core Phys. - Radiology - Contr. (0263 B)
- 1 Core Phys. - Radiology - Contr. (0264 B)
- 1 Core Physician - Contract (0267 B)
- 1 Faculty Physician - Contract (0300 B)
- 1 Faculty Physician - Contract (0302 B)
- 1 Faculty Physician - Contract (0303 B) **PT**
- 1 Faculty Physician - Contract (0304 B)
- 1 Faculty Physician - Contract (0305 B)
- 1 Faculty Physician - Contract (0306 B)
- 1 Physician - Psychiatry - Contract
- 1 Physician - Emergency Med. - Contract
- 1 Faculty Physician - Contract (0315 B)
- 1 Associate/Emergency Medicine (0318 B)
- 1 Core Physician - Contract (0322 B)
- 1 Emergency Med. Physician - Contract
- 1 Associate/Family Practice
- 1 Chairman/Medicine (0335 B)
- 1 Associate/Medicine (0337 B)
- 1 Associate/Medicine (0340 B)
- 1 Associate/Emergency Medicine (0341 B)
- 1 Associate/OB-GYN
- 1 Faculty Physician - Contract (0353 B)
- 1 Chief/Pediatrics
- 1 Associate/Pediatrics (0362 B)
- 1 Associate/Pediatrics (0364 B)
- 1 Faculty Physician - Contract (0365 B) **PT**
- 1 Faculty Physician - Contract (0366 B)
- 1 OB-GYN - Contract
- 1 Staff Psychiatrist - Contract
- 1 Faculty Physician - Contract (0373 B)
- 1 Physician/Surgery - Contract
- 1 Associate/Surgery
- 1 Associate/Surgery - Urology
- 1 Chairman/Medicine (0388 B)
- 1 Chief Financial Officer - Contract
- 1 Assistant Director of Quality Assurance
- 1 Faculty Physician - Contract (0393 B)

52 **Requested Total**

Classification

- 1 Orthopedic Surgeon - Contract
- 1 Core Physician - Contract (0403 B)
- 1 Core Psychiatrist - Contract (0404 B)
- 1 Core Psychiatrist - Contract (0405 B)
- 1 Core Psychiatrist - Contract (0406 B)
- 1 Core Psychiatrist - Contract (0407 B)
- 1 Core Physician - Contract (0408 B)
- 1 Core Physician - Contract (0410 B)
- 1 Core Physician - Contract (0411 B)
- 1 Core Physician - Contract (0412 B)
- 1 Core Physician - Contract (0413 B)
- 1 Chief/Medicine (0415 B)
- 1 Core Physician - Contract (0416 B)
- 1 Chief/Medicine (0417 B)
- 1 Core Physician - Contract (0418 B)
- 1 Core Physician - Contract (0421 B)
- 1 Chair Department of Radiology - Contract
- 1 Core Physician - Contract (0425 B)
- 1 Faculty Physician - Contract (0426 B)
- 1 Core Physician - Contract (0427 B)
- 1 Admin. of Clinics & Phys. Practices - Contract
- 1 Chairman/Medicine (0432 B)
- 1 Core Physician - Contract (0437 B)
- 1 Faculty Physician - Contract (0444 B)
- 1 Faculty Physician - Contract (0445 B)
- 1 Faculty Physician - Contract (0452 B)
- 1 Physician - Contract (0454)
- 1 Staff Physician - Pathology
- 1 Psychiatrist - Contract (0549 B)
- 1 Core Physician - Psychiatrist
- 1 Chair Department of Surgery
- 1 Chief of Cardiology - Contract
- 1 Psychiatrist - Contract (0606 B)
- 1 Neurosurgeon - Contract
- 1 Assistant Hospital HR Director
- 1 Hospital HR Director
- 1 Admin. for Ambulatory Care Operations
- 1 Family Practice Physician (0642 B)
- 1 Manager Clinical Laboratory Services
- 1 Director of Surgical Services
- 1 Medical Clinic Physician - Contract
- 1 Family Practice Physician (0702 B)
- 1 Hospital Risk Manager
- 4 Special Projects Manager
- 1 Supervising Departmental Analyst
- 4 Administrative Coordinator or Dept. Analyst I/II
- 11 Program Specialist I/II
- 1 Marketing & Promotions Associate or Assistant
- 3 Hospital Employment Specialist I/II
- 3 Perinatal Health Worker

113 Resident Physician (Post Graduate I/II/III/IV/V)

183 **Requested Total**

Classification

- 1 Manager Cardiopulmonary Services
- 1 Cardio. Services Clinical Coordinator
- 2 Pharmacist in Training
- 33 Physician's Asst. or Nurse Pract.
- 2 Phys. Asst. or Nurse Pract. **PT**
- 1 Supervising Cardiovascular Tech.
- 21 Respiratory Therapist I/II/III/IV
- 2 Respiratory Therapist I/II/III/IV **PT**
- 1 Cardiopulmonary Equipment Tech. **PT**
- 1 Pulmonary Function Tech.
- 1 Trauma Nurse Coordinator
- 1 Psychiatrist Intern
- 5 Clinical Pharmacist
- 1 Director of Pharmacy Services
- 3 Senior Pharmacist
- 17 Pharmacist or Pre-Licensed Pharm.
- 33 Pharmacy Technician I/II/III
- 1 Pharmacy Technician I/II/III **PT**
- 1 Supervisor Core Lab/Client Services
- 6 Supervising Clinical Lab. Scientist
- 1 Supervising Clinical Microbiologist
- 19 Clinical Lab. Scientist Pre-Lic./I/II
- 4 Clinical Lab. Scientist Pre-Lic./I/II **PT**
- 1 Supervising Clinical Lab. Assistant
- 23 Clinical Lab. Assistant I/II
- 4 Clinical Lab. Assistant I/II **PT**
- 1 Radiology Manager
- 1 Hospital PACS Administrator
- 17 Radiologic Tech. Pre-Lic./I/II/III
- 4 Radiologic Tech. Pre-Lic./I/II/III **PT**
- 2 Supervising Radiologic Tech.
- 8 Computed Tomography Tech. TR/I/II
- 2 MRI Tech.
- 1 Nuclear Medicine Tech. TR/I/II
- 3 Ultrasound Tech. TR/I/II
- 2 Histologic Tech.
- 1 Histologic Tech. **PT**
- 1 Therapy Supervisor
- 4 Physical or Occupational Therapist
- 1 Therapy Aide
- 2 Therapy Aide **PT**
- 1 Health Information Services Director
- 2 Health Info. Services Supervisor
- 1 Hospital Volunteer Services Coord.
- 1 Quality Management Analyst
- 1 Quality Assurance Analyst
- 3 Health Information Coder III
- 11 Health Information Coder I/II
- 1 Clinical Document. Improvement Spec.
- 5 Health Information Services Spec. III
- 18 Health Information Services Spec. I/II
- 1 Dietetic Technician
- 1 Wound Ostomy Continence Nurse

282 **Requested Total**

Enterprise Funds



Kern Medical Center

<u>Classification</u>	
407	Hospital Staff Nurse Pre-Lic./I/II
6	Hospital Staff Nurse Pre-Lic./I/II PT
1	Clinical Director - Trauma Program
8	Clinical Director
1	Nursing QA & Standards Coordinator
3	Hospital Nursing Shift Manager
1	Staff Development & Education Coord.
2	Clinical Nurse Specialist
16	Clinical Supervisor
1	Infection Control Coordinator
1	Nurse Midwife
14	Utilization Review Nurse I/II
40	Vocational Nurse Pre-Lic./I/II
2	Vocational Nurse Pre-Lic./I/II PT
4	Obstetrical Tech. I/II
1	Obstetrical Tech. I/II PT
2	Anesthesia Tech. I/II
14	Surgical Tech. I/II
88	Nursing Attendant
8	Nursing Attendant PT
1	Electrodiagnostic Tech. PT
3	Orthopedic Tech. I/II/III
7	Central Supply Assistant I
10	Accountant I/II/III
1	Chief Information Officer
1	Hospital Information Systems Manager
1	Hospital Controller
2	Hospital Business Office Manager
2	Patient Access Services Manager
1	Technology Services Supervisor
1	Charge Master Compliance Analyst
5	Hospital Business Office Supervisor
2	Network Systems Administrator
8	Healthcare Application Analyst I/II
4	Systems Analyst I/II or Programmer I/II
2	Info. Systems Specialist I/II/III/Senior
3	Computer Operator I/II/III
1	Telecomm. PBX Support Tech. I/II
1	Hospital Materials Manager
1	Contract Administrator
1	Hospital Materials Supervisor
1	Core Physician - Contract (2582 B)
1	Emergency Physician - Contract (2589 B)
1	Storekeeper II
4	Storekeeper I
2	Storekeeper I PT
1	Stock Clerk
4	Fiscal Support Supervisor
1	Mail Clerk I/II
3	Fiscal Support Specialist
10	Hospital Business Office Specialist III
1	Messenger PT
10	Fiscal Support Technician
20	Hospital Business Office Specialist I/II
2	Fiscal Support Assistant
4	Hospital Charging Tech.
743	Requested Total

<u>Classification</u>	
2	Clinical Healthcare Interpreter
1	Paralegal or Senior Paralegal
5	Patient Access Services Supervisor
2	Medical Support Supervisor
11	Patient Access Services Representative III
56	Patient Access Services Representative I/II
55	Medical Support Tech.
3	Medical Support Tech. PT
5	Medical Transcriptionist
1	Hospital Residency Coordinator
3	Medical Staff Services Coordinator
2	Trauma Registrar I/II
5	Senior Office Services Specialist
28	Office Services Specialist
1	Office Services Specialist PT
16	Office Services Tech.
11	Office Services Assistant
8	Office Services Assistant PT
19	Medical Assistant I/II
29	Patient Care Technician
1	Medical Social Services Supervisor
5	Medical Social Worker I/II
1	Social Service Worker I/II/III/IV/V
1	Elder Life Activity Coordinator
1	Medical Librarian
3	Transport Service Associate
7	Transport Service Associate PT
7	Hospital Services Aide
3	Hospital Services Aide PT
1	Medical Center Facility Manager
1	Supervising Bio-Med Electronic Tech.
4	Bio-Med Electronic Tech. I/II
2	Maintenance Electrician
1	Maintenance Plumber
1	Maintenance Carpenter
1	Maintenance Painter
2	Air Conditioning Mechanic
5	Stationary Engineer
3	Mechanical Service Worker
3	Maintenance Worker I/II/III/IV
1	Groundskeeper III
2	Groundskeeper I/II
5	Cook I/II
6	Support Services Associate
6	Support Services Associate PT
9	Food Service Worker I/II
26	Food Service Worker I/II PT
11	Patient Service Associate I/II
1	Patient Service Associate I/II PT
37	Building Services Worker I/II/III
19	Building Services Worker I/II/III PT
1	Linen Services Associate III
2	Linen Services Associate I/II
1	Linen Services Associate I/II PT
443	Requested Total

<u>Additions/(Deletions)</u>	
(1)	Exec. Director Managed Care - Contract
(1)	Senior Nutrition Program Coord. PT
(1)	Project Manager - Contract
(1)	Elder Life Program Coordinator
(1)	Infection Control Coordinator
(1)	Stock Clerk
(6)	Linen Services Associate I/II PT
1	Clinical Pharmacist
(11)	Requested Total

KMC REQUESTED - GRAND TOTAL
1704

Enterprise Funds



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Operate at a break-even Net Income for Fiscal Year 2015-16.

Objective 1: Refine the staffing productivity measurement tool to monitor staffing levels and adjust daily based on fluctuating hospital patient volumes.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Paid Full-time Equivalents Per Adjusted Occupied Bed	6.6	6.3	6.1	6.1	6.0
Productive Full-time Equivalents Per Adjusted Occupied Bed	5.8	5.5	5.1	5.6	5.0
Paid Full-time Equivalents Per Adjusted Occupied Bed (excludes physicians)	5.7	5.4	5.2	5.5	5.1
Productive Full-time Equivalents Per Adjusted Occupied Bed (excludes physicians)	5.0	4.7	4.7	4.8	4.5

This objective controls departments' salary and benefit dollars spent, which represents 67% of the available net revenue at this time. Non-profit hospitals benchmark this expenditure in the range of 55% - 60%. An assessment of current staffing ratios is underway in order to incorporate into the FY 2015-16 operating budget. 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. Additional analysis is being completed related to nursing contract labor. Due to the high benefit cost, contract labor is a viable option in maintaining budgeted salary expenses. Overall, the FY 2015-16 goal is to reduce paid FTEs per adjusted occupied bed by 0.1 from 6.1 to 6.0, which represents approximately 24 FTEs and equates to nearly \$3 million in reduced salary & benefit spend if achieved.

Objective 2: Increase net revenue from patients by 2.5-6%

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Increase Average Daily Census	139	134	137	135	137
Increase Gross Charges (in thousands)	\$647,294	\$655,057	\$646,050	\$697,998	\$723,117
Increase Net Revenue From Patients (in thousands)	\$116,773	\$120,500	\$126,843	\$149,000	\$155,602
Gross Days Outstanding in Accounts Receivable	115.7	76.5	55.0	76.0	74.0

The hospital has experienced increasing inpatient volumes by 1.5% from the prior year and an unfavorable variance of <1% from what was budgeted for FY 2014-15. The conservative 2.5% increase in the Net Revenue From Patients category is due to the impact of managed care contract negotiations and revenue cycle improvements. The FY 2015-16 goal for net patient revenue is expected to be lower than the actual increase achieved in the FY 2014-15 budget as efficiencies in the Revenue Cycle department will likely plateau during the upcoming year. Furthermore, patient volume is expected to remain relatively flat with uninsured patients expected to remain at approximately 5% of the payor mix in FY 2015-16. 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 achieve proper revenue capture and billing. The current environment does not provide internal controls to ensure that all charges are captured as procedures are performed on patients. Capturing all charges accurately and in a timely manner may partially offset funding reductions from State indigent programs (e.g. Realignment Funds - \$11.9 million in FY 2014-15).

Enterprise 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
SCIP/SIP-Inf-3a Antibiotic disc. within 24 hrs.-Overall	67.7%	65.0%	85.0%	80%	85%
SCIP/SIP-Inf-1a Antibiotic within 1 hr. of incision-Overall	96.6%	95.4%	96.0%	91%	96%
Exclusive Breast Milk Feeding	31.9%	31.0%	37.0%	27.1%	37%
Exclusive Breast Milk Feeding - Mother's Choice	43.4%	33.0%	45.0%	78%	45%

The hospital has adopted measures and objectives for FY 2015-16 that will meet 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 core hospital 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 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. KMC's 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. The 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 processes 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 current Joint Commission requirement in FY 2015-16.

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.

In 1984, the Board of Supervisors approved the reorganization of the correctional medicine program and transferred the medical staff from the Sheriff’s Department to Kern Medical Center (KMC). KMC has provided medical care to adult inmates and juveniles at the County’s detention facilities for the last three decades.

Summary of Expenses and Revenue						
	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual*	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$11,958,679	\$12,852,842	\$12,608,045	\$12,211,862	\$12,585,001	\$12,840,028
Services and Supplies	262,445	246,372	616,606	1,198,369	1,198,369	943,342
Other Charges	8,404,069	8,390,899	8,429,780	10,523,405	10,523,405	10,523,405
TOTAL EXPENSES	\$20,625,193	\$21,490,113	\$21,654,431	\$23,933,636	\$24,306,775	\$24,306,775
REVENUE:						
Patient Revenue	\$0	\$1,829,268	\$82,944	\$2,230,980	\$2,230,980	\$2,230,980
Deductions From Revenue	0	(329,268)	0	(1,829,404)	(1,829,404)	(1,829,404)
Charges for Services	0	605,535	705,031	661,058	661,058	661,058
Other Financing Sources:						
General Fund Contribution	21,490,113	19,384,578	20,866,456	22,871,003	23,244,141	23,244,141
TOTAL REVENUE	\$21,490,113	\$21,490,113	\$21,654,431	\$23,933,637	\$24,306,775	\$24,306,775
INCR./(DECR.) IN RETAINED EARNINGS	\$864,920	\$0	\$0	\$1	\$0	\$0

*Unaudited Actuals provided by KMC.

Enterprise Funds

Major Expenses and Revenue in FY 2015-16 Recommended Budget

Appropriations in the amount of \$12.8 million will cover the cost of staff; funding is sufficient for 95 full-time positions. Approximately \$943,000 is budgeted for medical supplies needed to provide medical care at seven locations comprised of the adult and juvenile correctional system. Appropriations in the amount of \$10.5 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.



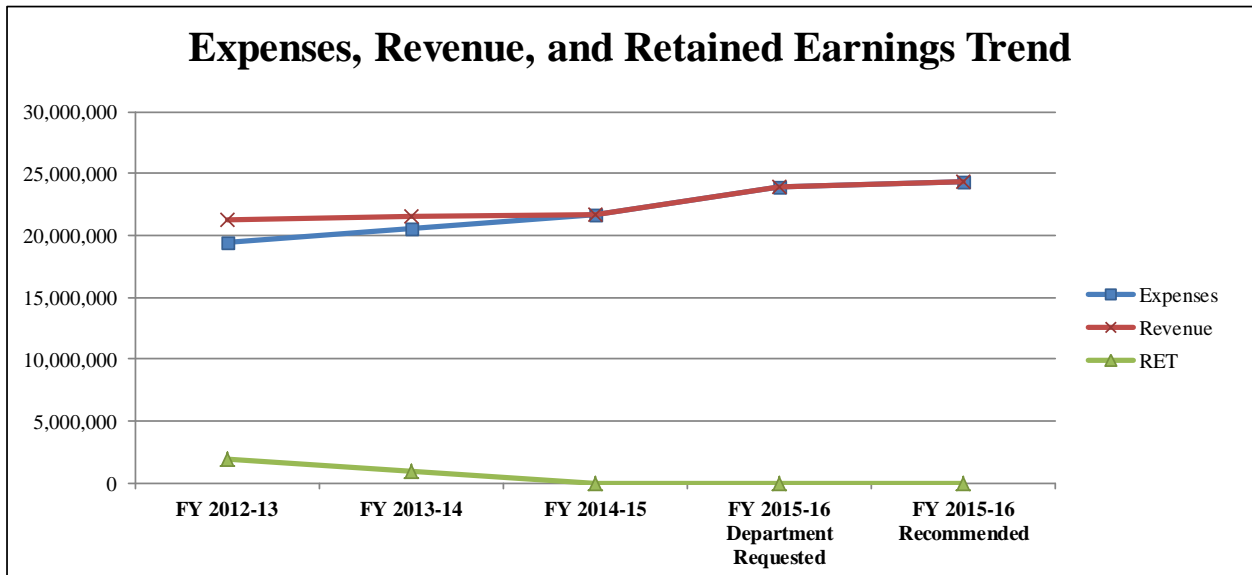
Budget Changes and Operational Impacts

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 2015-16, the recommended Net General Fund Cost for these services is \$23.2 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. While federal law generally excludes individuals in an institutional setting (such as in county jails) from participating in the Medicaid program, inmates who are referred off-site for inpatient care lasting at least 24 hours are eligible to participate 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 \$400,000 in net revenue for providing care to inmates eligible for inpatient Medi-Cal reimbursement under the ACA, the State has yet to disclose how it will receive claims and pay counties for providing inpatient care to inmates.

Enterprise Funds



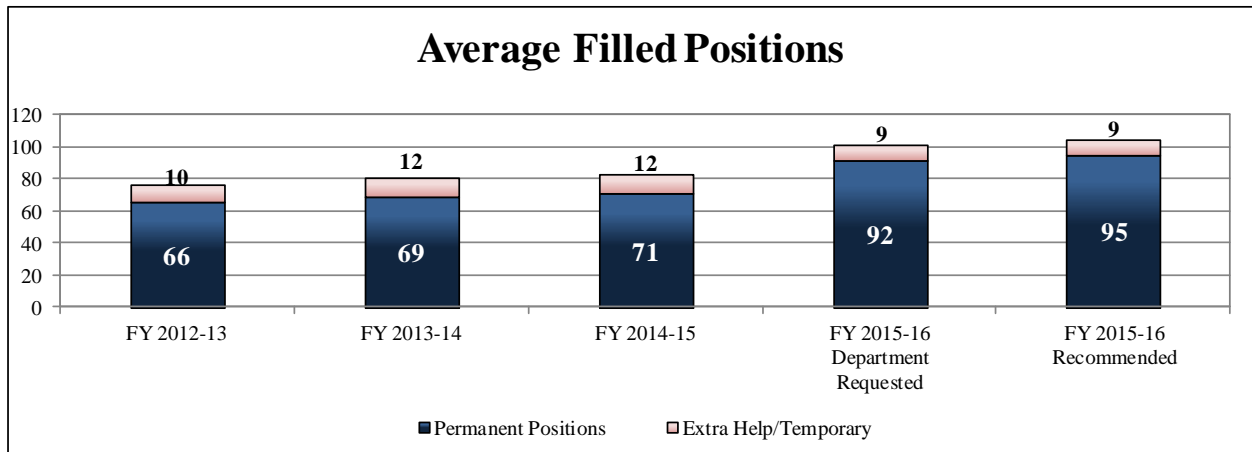
Staffing Changes and Operational Impacts

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 includes the addition of three Pharmacy Technicians at an annual cost of \$255,027. The new positions will help KMC improve medical pass procedures, reduce wasted pharmaceuticals, follow a standardized formulary, and enhance 340B drug discount program utilization. The



added staff are expected to improve efficiency and reduce overall costs for services and supplies, therefore no additional NGFC is necessary. The recommended budget provides funding for 95 full time positions and 9 extra help/temporary positions.

Although all full time positions are scheduled to be filled in FY 2015-16, 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.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	66	69	71	92	95
Extra Help/Temporary	10	12	12	9	9
Total Positions	76	81	83	101	104
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	80	85	87	N/A	N/A
Extra Help/Temporary (FTE)	5	6	6	N/A	N/A
Total Positions	85	91	93	N/A	N/A
SALARIES & BENEFITS	\$11,684,882	\$11,958,679	\$12,608,045	\$12,211,862	\$12,840,028

Enterprise Funds



Summary of Authorized Positions

The department has 92 authorized permanent positions and will add three new positions; 95 positions have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Correctional Medicine	92	3	0	95	95	0	95
Total	92	3	0	95	95	0	95

Correctional Medicine	
Classification	
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
92	Current Total
Additions/(Deletions)	
3	Pharmacy Technician I/II/III
95	Requested Total

Enterprise Funds



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Correctional Medicine Quality Improvements

Objective 1: Develop an intravenous (IV) solution policy and procedure (P&P) for adult inmate care.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Increase total staff training hours on basic IV solution services (e.g., antibiotics, hydration) to adult inmates based on new P&P	New	Performance	Measure		10%
Increase number of successful IV therapies administered to adult inmate patients	New	Performance	Measure		10%

The Correctional Medicine facilities have adopted objectives for FY 2015-16 to enhance the delivery and quality of care. These objectives intend to meet four criteria: research, proximity, accuracy, and adverse effects. The two objectives focus on establishing a safer patient environment and enhancing operational efficiencies. The first objective entailed developing and implementing an intravenous therapy administration policy and procedure to provide standards for nursing management of patients in accordance with evidence-based best practices. In addition to improved safety and efficacy of care, it is anticipated that certain correctional patients' inpatient length of stay may be reduced as their therapies can be delivered safely in a quality-controlled environment by licensed medical staff.

Objective 2: Develop a new pharmaceutical distribution (medicine pass) system.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Reduce overtime hours through staff training on new medicine pass system	New	Performance	Measure		4%

The Correctional Medicine facilities have adopted objectives for FY 2015-16 to enhance the delivery and quality of care. These objectives intend to meet four criteria: research, proximity, accuracy, and adverse effects. The two objectives focus on establishing a safer patient environment and enhancing operational efficiencies. The second objective allows the clinical staff to deliver medications to the patients within their individual pods in a safer and more efficient manner. This new process anticipates focusing nursing time on the unit rather than to medication passing, as well as increasing patient safety through improved compliance and tracking. This will also decrease wasted medications and related pharmaceutical costs in the correctional medicine setting.

Enterprise Funds



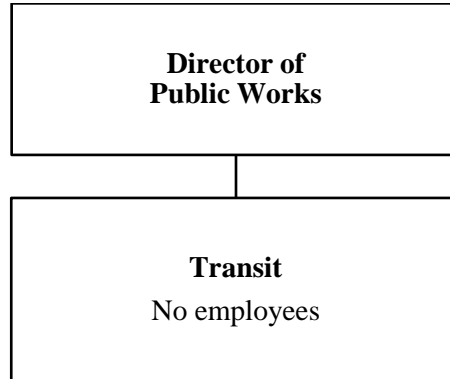
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Mission Statement

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 2013-14 and 2014-15 Accomplishments

- Implemented a system-wide schedule modernization, including updating every schedule, assigning identifying numbers to each route, and improving connections to other transit agencies.
- Began new services between Lake Isabella and Ridgecrest, and between Lamont and Bakersfield via Valley Plaza. Added connections to the Tejon Ranch Outlets.
- Secured over \$600,000 in Transit System Safety, Security & Disaster Response Account and Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA) funds to purchase an Intelligent Transportation System. The system will streamline the 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.
- The division was awarded \$1,830,374 in a Congestion Mitigation and Air Quality grant for the purchase of four 40-foot Compressed Natural Gas buses and \$250,000 from PTMISEA for the purchase of two new 22-foot cutaway buses. Delivery of the buses is expected in early 2016.
- Worked with engineers and consultants to design transit centers in Mojave, Tehachapi and Lake Isabella. Secured nearly \$700,000 in funding from various sources for these projects.

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

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. Kern Regional Transit is now a part of this new department. The Kern Regional Transit division 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.

Summary of Expenses and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$336,248	\$355,651	\$294,222	\$483,481	\$487,655	\$0
Services and Supplies	7,548,591	8,067,809	7,363,205	8,026,849	8,026,849	8,514,504
Other Charges	943,168	1,303,127	1,125,040	1,188,903	1,188,903	1,188,903
Capital Assets	51,932	6,879,759	5,637,356	3,788,990	3,788,990	3,788,990
TOTAL EXPENDITURES	\$8,879,939	\$16,606,346	\$14,419,823	\$13,488,223	\$13,492,397	\$13,492,397
REVENUE:						
Taxes	\$6,159,183	\$5,864,282	\$5,456,948	\$6,425,716	\$6,430,385	\$6,430,385
Use of Money/Property	63,452	62,171	67,859	63,068	63,068	63,068
Intergovernmental	6,195,257	8,090,205	2,190,896	4,615,773	4,615,773	4,615,773
Charges for Services	956,497	880,000	982,449	920,000	920,000	920,000
Miscellaneous	43,996	497,044	1,077,975	250,527	250,527	250,527
Other Financing Sources:						
Fixed Asset Sales	0	36,000	0	36,000	36,000	36,000
Non-Revenue Receipts	899,727	1,176,644	998,557	1,176,644	1,176,644	1,176,644
TOTAL REVENUE	\$14,318,112	\$16,606,346	\$10,774,684	\$13,487,728	\$13,492,397	\$13,492,397
INCR/(DECR) RETAINED EARNINGS	\$5,438,173	\$0	(\$3,645,139)	\$495	\$0	\$0

Enterprise Funds

Major Expenses and Revenue in FY 2015-16 Recommended Budget

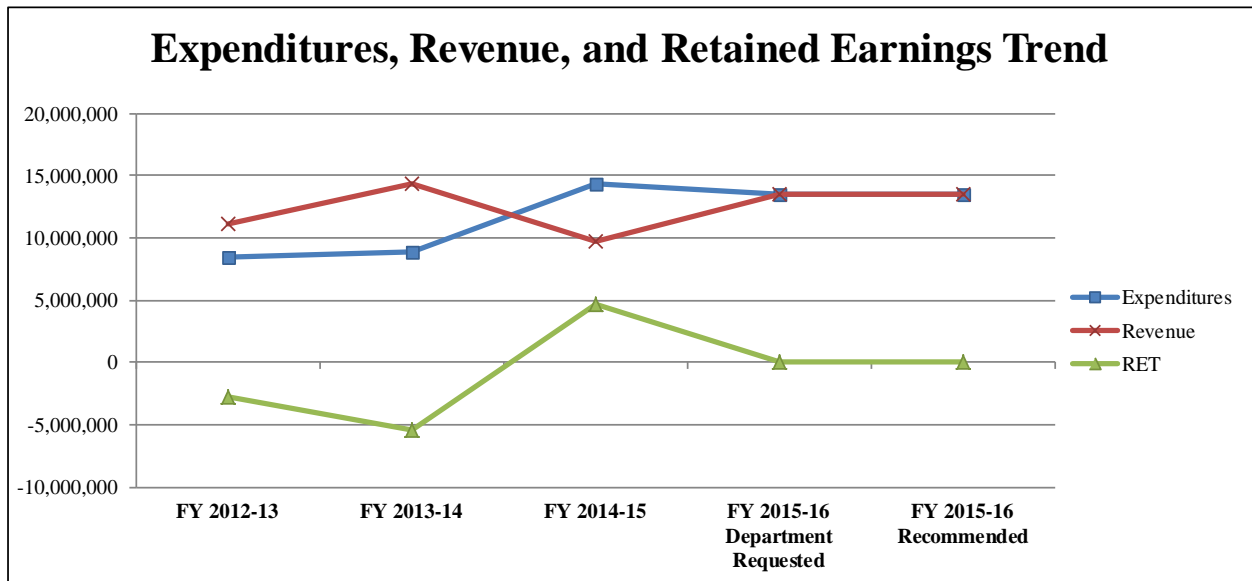
The activities of Kern Regional Transit are funded primarily from Sales and Use Tax for local transportation, State Public Transportation Modernization, Improvement, and Service Enhancement Account Program and funding from the State Department of Transportation Section 5311 that provides funding for 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.



Budget Changes and Operational Impacts

As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse the ISF for labor applicable to the Transit division. The division plans to purchase four compressed natural gas buses required to replace aging buses and augment services due to increased ridership. The buses will be funded with an allocation from the federal Congestion Mitigation and Air Quality Grant.

While the Kern Regional Transit Enterprise Fund has approximately \$906,000 in short-term unrestricted cash that can be used to support operations of the division, the retained earnings at June 30, 2015 is a deficit of approximately \$1 million due to the inclusion of approximately \$260,000 of long term liabilities associated with pension obligation bonds and the deferral of \$2.1 million of revenue received in FY 2014-15 that is included in the FY 2015-16 budget. The pension obligation bonds do not come due within the current year budget and represent future costs that will be funded with future revenue. After adjusting for these obligations, the budgetary retained earnings balance at June 30, 2015 is approximately \$1.2 million. The division has not budgeted to use any retained earnings for operations in FY 2015-16.



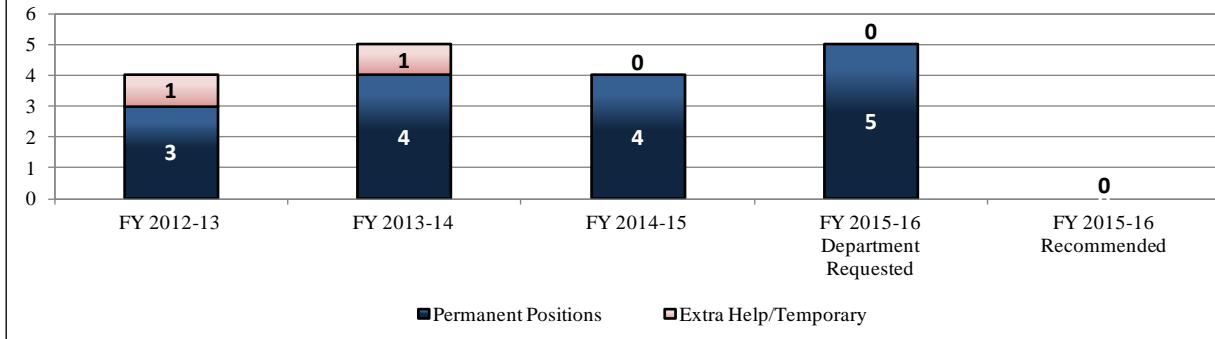
Enterprise Funds

Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.



Average Filled Positions



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	3	4	4	5	0
Extra Help/Temporary	1	1	0	0	0
Total Positions	4	5	4	5	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	4	4	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	4	5	4	N/A	N/A
SALARIES & BENEFITS	\$283,419	\$336,248	\$294,222	\$483,481	\$0

Enterprise Funds

Summary of Authorized Positions

The recommended budget does not include any authorized positions, all budgeted positions have been transferred to the Public Works Internal Service Fund.

Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

Goal 1: Promote public transportation to improve access to services and improve air quality.

Objective 1: Encourage as many people to get out of their cars and use public transit instead.

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Total number of passengers who board a Kern Regional Transit bus	669,908	617,412	581,000	581,000	620,000
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

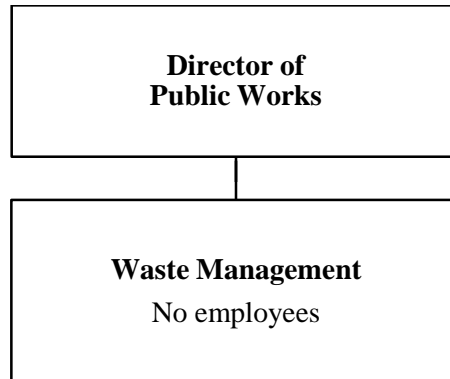
The department has seen a slight decrease in the number of passengers over the past 2 years. Significant improvements are expected as a new improved schedule will be implemented that will improve on-time performance. In addition, the department began a marketing program to increase visibility.



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 2013-14 and 2014-15 Accomplishments

- Controlled costs sufficiently such that no cost-of-living adjustment was made to the solid waste fees for FY 2013-14 and FY 2014-15.
- Reduced the County disposal rate from 5.5 pounds per person per day in 2012 to 5.4 in 2013 which is well below the compliance standard of 7.6 pounds per person.
- Completed construction of the 54 acre Bena Sanitary Landfill Phase 1 Closure Project for approximately \$6 million.
- 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, extending 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.
- Completed installation of solar panels at Kern Sanitation Authority in March 2014. The solar panels will save the Authority approximately \$20,000 per year.
- Received final approval for the Mojave-Rosamond Solid Waste Facility permit, assuring long-term disposal capacity for Eastern Kern County and providing ample space for diversion activities and advanced conversion technology.

Waste Management Department

Department Head: Craig Pope
Fund: Solid Waste Management Enterprise
Budget Unit: 8999 and 8993

Function: Health and Sanitation
Activity: Sanitation

Description of Major Services

In January 2015, the Kern County Board of Supervisors approved the formation of a Public Works Department. Waste Management is now a part of this new department. The Waste division 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 division 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 division also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps.

Summary of Expenses and Revenue

	FY 2013-14	FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$13,612,513	\$15,099,540	\$13,799,325	\$15,905,330	\$16,030,557	\$0
Services and Supplies	15,472,282	19,585,391	15,989,433	20,954,481	20,954,481	36,985,038
Other Charges	6,321,989	7,126,694	5,499,893	7,953,520	7,953,520	7,953,520
Capital Assets	628,522	9,334,159	1,365,165	7,299,190	7,442,120	7,442,120
TOTAL EXPENSES	\$36,035,306	\$51,145,784	\$36,653,816	\$52,112,521	\$52,380,678	\$52,380,678
REVENUE:						
Taxes	\$22,376,653	\$22,534,598	\$22,531,342	\$22,871,606	\$22,871,606	\$22,871,606
Fines and Forfeitures	307,611	288,131	313,103	275,333	275,333	275,333
Use of Money/Property	308,148	601,726	353,923	488,961	488,961	488,961
Intergovernmental	218,536	207,794	257,770	208,410	208,410	208,410
Charges for Services	17,427,611	16,449,039	17,651,481	16,832,485	16,832,485	16,832,485
Miscellaneous	432,261	443,000	321,119	213,500	213,500	213,500
Non-Revenue Receipts	2,595,743	3,832,000	2,405,052	4,630,000	4,630,000	4,630,000
TOTAL REVENUE	\$43,666,563	\$44,356,288	\$43,833,790	\$45,520,295	\$45,520,295	\$45,520,295
INCR./(DECR.) RETAINED EARNINGS	\$7,631,257	(\$6,789,496)	\$7,179,974	(\$6,592,226)	(\$6,860,383)	(\$6,860,383)

Enterprise Funds

Major Expenses and Revenue in FY 2015-16 Recommended Budget

A major expense for the division 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. Division revenue is generated from special land use assessments collected through property tax bills, landfill gate fees and waste bin fees.



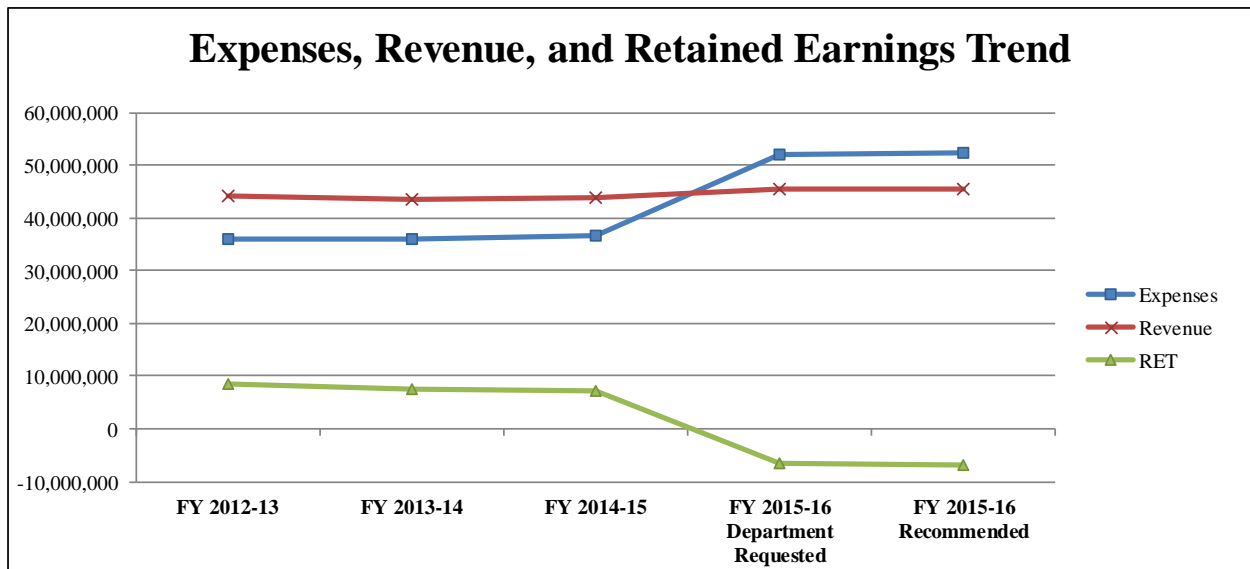
Budget Changes and Operational Impacts

As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse the ISF for labor applicable to the Waste Management division. The recommended budget includes funding for several large capital asset purchases, road maintenance, drainage improvements, monitoring of wells and other maintenance and capital projects for solid waste facilities throughout the County.

The division will continue to implement the organics strategy in order to enhance the green waste recycling program to assist the Cities and the County in meeting State waste diversion mandates. The problem of illegal dumping continues throughout the County. This challenge is being 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 to Code Compliance to be used toward these efforts.

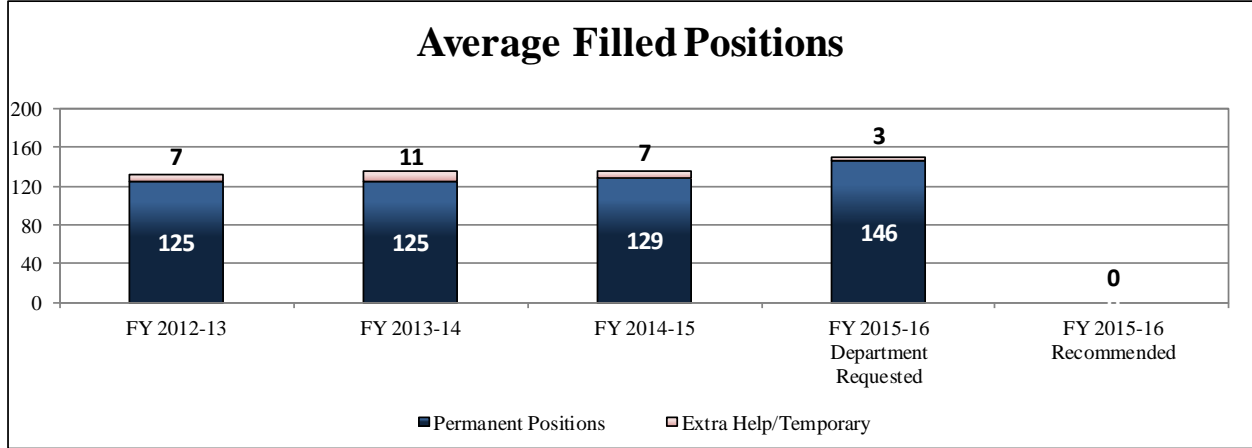
While the Waste Management Enterprise Fund has approximately \$34.7 million in short-term unrestricted cash that can be used to support the operations of the division, the estimated retained earnings at June 30, 2015 is a deficit of \$10.2 million due to the inclusion of approximately \$44.1 million of long term liabilities associated with 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 or existing reserves. After adjusting for long-term debt, the estimated budgetary retained earnings balance as of June 30, 2015, is approximately \$33.9 million. The division is anticipating utilizing approximately \$6.8 million in FY 2015-16.

Enterprise Funds



Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions; all budgeted positions have been transferred to the Public Works Internal Service Fund.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	125	125	129	146	0
Extra Help/Temporary	7	11	7	3	0
Total Positions	132	136	136	149	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	123	124	128	N/A	N/A
Extra Help/Temporary (FTE)	6	8	5	N/A	N/A
Total Positions	129	132	133	N/A	N/A
SALARIES & BENEFITS	\$13,264,861	\$13,612,513	\$13,799,325	\$15,905,330	\$0

Enterprise Funds

Summary of Authorized Positions

The recommended budget does not include any authorized positions; all budgeted positions have been transferred to the Public Works Internal Service Fund.



Fiscal Year 2015-16 Goals, Objectives, and Performance Measures

GOAL 1: Assure Solid Waste Management Facilities and Operations are Conducted Safely and Minimize Impact on the Environment

Objective 1: 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Regulatory compliance rate for active landfills and transfer stations	100%	99.94%	100%	99.94%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	421 Tons	456 Tons	440-460 Tons	440 Tons	450-475 Tons
Percentage of disposal reduced by division recycling programs	16%	14%	14%-- 18%	16%	15% - 19%

Protecting public health and the environment is the essence of the Waste Management division’s function. One regulatory violation occurred through February 2015 and no further violations have occurred. The violation was addressed by the division through additional inspections, including weekends. The division anticipates zero violations in FY 2015-16. The division will start implementation of the enhanced organic recycling program in FY 2015-16. The PaintCare program was amended in FY 2014-15 and will continue to divert paint volumes at the Special Waste facilities throughout the County.

Objective 2: Operate Safely

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of work-related injuries resulting in employee being off work one full day or longer	1	1	0	0	0

The Waste Management division is committed to operate safely. Half of the division’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 2015-16.

GOAL 2: Fulfill Solid Waste Management Mission by Meeting the Needs of County Customers Cost Effectively

Objective 1: Provide programs and services that meet the expectations of County customers

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Percentage of customers satisfied with service	98%	97%	100%	97%	100%

Customer service is a core value of the division. A Customer Satisfaction Survey of at all Solid Waste disposal sites and Special Waste facilities is conducted on a periodic basis.

Objective 1: Operate cost effectively

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Cost of operating division recycling programs per ton recycled	\$25.83	\$40.00	\$30 - \$40	\$40.00	\$40-\$50
Cost of operating landfills per ton of waste handled	\$22.47	\$23.43	\$22.99- \$24.37	\$21.97	\$21.82- \$23.40
Cost of operating transfer stations per ton of waste handled	\$84.85	\$76.47	\$75-\$85	\$77.46	\$75-\$85
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	\$3,916	\$3,544	\$3,800	\$3,940	\$4,100

Cost effective operation of all County landfills, transfer stations and Special Waste facilities will allow the Waste Management division to provide necessary solid waste and hazardous waste services to County customers without a CPI land use fee increase in FY 2015-16. The cost per ton for landfills and transfer stations are expected to remain in-line with FY 2014-15 costs. Cost per ton for diversion is expected to increase due to organic enhancements and reduced revenue from recyclables. The net cost of operating the Special Waste Facilities per ton of hazardous waste handled is projected to increase in FY 2015-16 due to the hiring of additional staff to accommodate expanded hours and additional temporary collection events, and decreased value of recycled materials.

Enterprise Funds



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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 2013-14 and 2014-15 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.
- Completed design and construction of grit chamber gates installation and concrete repairs project.
- Completed design of the wastewater recycling system that uses a portion of sand filtered treated effluent for onsite process component cleaning operations, as well as for site landscaping/irrigation use.
- Completed design and construction of a 156 foot length sewer segment replacement project.
- Completed design and construction of 118 manhole maintenance projects.

Special Districts



Kern Sanitation Authority

Department Head: Craig Pope
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 2013-14		FY 2014-15		FY 2015-16		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$1,614,953	\$1,864,500	\$1,620,415	\$2,031,751	\$2,046,361	\$2,366,219	
Services and Supplies	1,005,790	1,885,361	1,238,349	1,924,571	1,924,571	1,977,421	
Other Charges	365,569	456,304	400,443	525,650	525,650	525,650	
Capital Assets	343,928	948,900	301,825	388,900	608,900	608,900	
TOTALEXPENSES	\$3,330,240	\$5,155,065	\$3,561,032	\$4,870,872	\$5,105,482	\$5,478,190	
REVENUE:							
Taxes	\$2,586,843	\$2,587,300	\$2,609,187	\$2,636,310	\$2,636,310	\$2,636,310	
Licenses and Permits	0	0	7,964	0	0	0	
Fines and Forfeitures	61,914	51,400	62,954	63,060	63,060	63,060	
Use of Money/Property	98,044	114,500	111,160	121,640	121,640	121,640	
Charges for Services	787,350	810,740	812,121	771,900	771,900	1,339,350	
Miscellaneous	38,218	41,700	18,203	36,240	36,240	109,770	
Other Financing Sources	323,023	400,000	344,139	475,000	475,000	475,000	
TOTAL REVENUE	\$3,895,392	\$4,005,640	\$3,965,728	\$4,104,150	\$4,104,150	\$4,745,130	
INCR.(DECR.) IN RETAINED EARNINGS	\$565,152	(\$1,149,425)	\$404,696	(\$766,722)	(\$1,001,332)	(\$733,060)	

Special Districts

Major Expenses and Revenue in FY 2015-16 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.

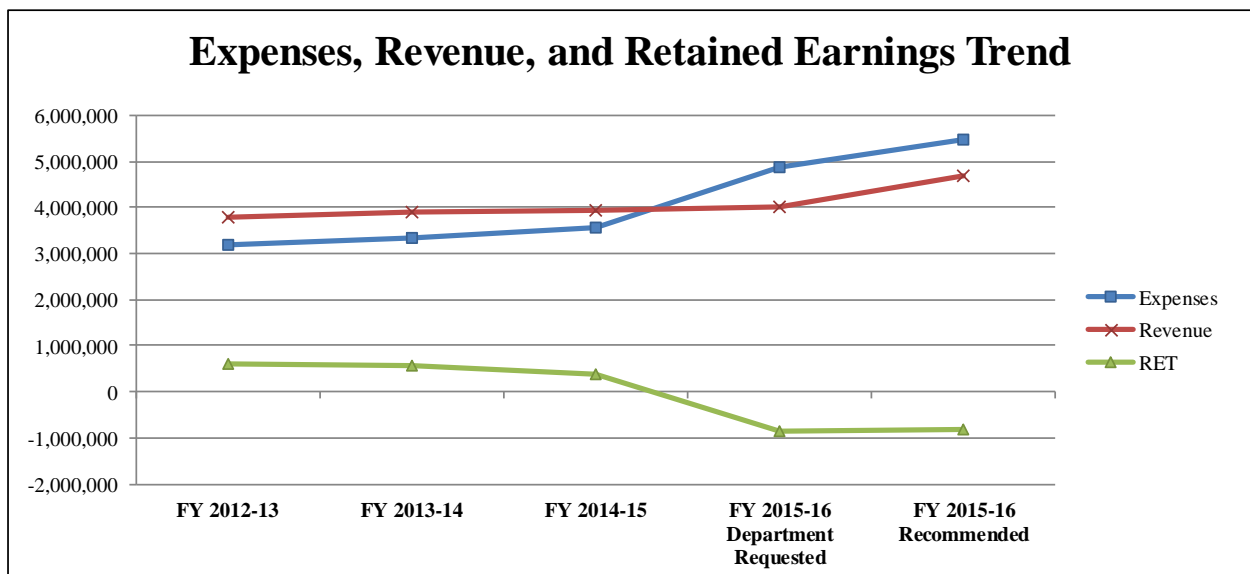
Budget Changes and Operational Impacts

The recommended budget for the district includes sufficient appropriations to cover the anticipated cost of funding two full-time positions that were vacant for most of FY 2014-15.

Capital projects include re-budgeting the installation of a wastewater recycling system for the district as well as capital assets which include a truck, van and sewer cameras. The recommended sewer service charges include a consumer price index rate increase approved by the district Board which will result in a small increase to projected revenues.

Kern Sanitation authority entered into an agreement with the City of Taft effective June 16, 2015 to operate and maintain the City of Taft wastewater treatment facilities. Compensation for all expenses will be provided by revenue collected from the City of Taft, resulting in no additional cost increases to the Authority.

The district has a budgetary retained earnings balance at June 30, 2015 of \$552,199. The recommended budget requires the use of all retained earnings and the release of \$180,861 from the designation for capital projects to offset the increased operational and capital costs.

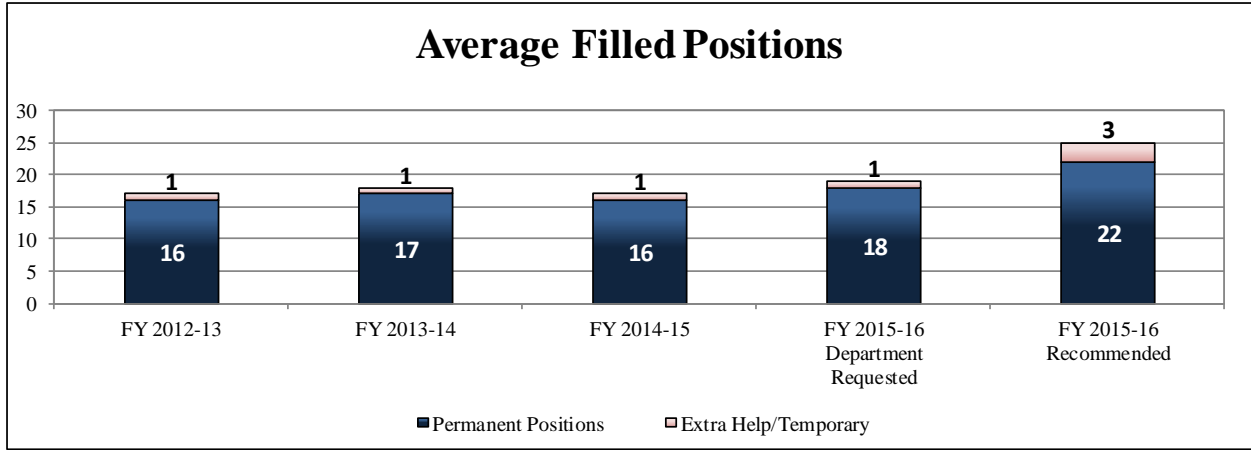


Staffing Changes and Operational Impacts

The district will fill two Wastewater Treatment Plant Operator Trainee positions that were vacant for most of FY 2014-15. As a result of the operating contract with the City of Taft, the Authority added two (2) full-time Waste Water Treatment Operator positions and two (2) part-time Sewer Maintenance Worker positions in FY 2014-15 that will be filled in the coming year.

Special Districts





4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	16	17	16	18	22
Extra Help/Temporary	1	1	1	1	3
Total Positions	17	18	17	19	25
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	16	17	16	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	17	18	17	N/A	N/A
SALARIES & BENEFITS	\$1,665,784	\$1,614,953	\$1,620,415	\$2,031,751	\$2,366,219

Special Districts

Summary of Authorized Positions

The district has 22 authorized permanent positions, all of which have been budgeted to be filled during FY 2015-16 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Wastewater	22	0	0	22	22	0	22
Total	22	0	0	22	22	0	22



Wastewater Division	
Classification	
2	Wastewater Specialist I/II
1	Wastewater Technologist I/II
12	Wastewater Treatment Plant Operator Trainee/I/II/III
4	Sewer Maintenance Worker I/II
1	Waste Management Specialist I/II/III
1	Fiscal Support Technician
1	Building Services Worker I/II/III
22	Requested Total

Fiscal Year 2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 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. KSA 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Annual charge for sewer service for a single family residence	155.52	158.68	160.63	160.63	162.58

Kern Sanitation Authority has continued to provide cost effective service to its customers. A 1.34% increase in service charges is proposed for FY 2015-16. 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



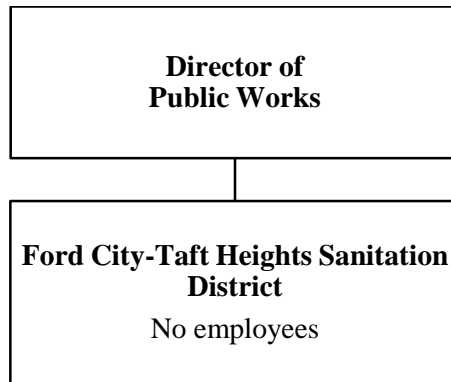
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Mission Statement

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 2013-14 and 2014-15 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 for a four-year phased annual sewer service segment replacement project to protect public health.
- Completed design and construction of a 565 foot long sewer segment replacement with new sewer manhole installation project.

Special Districts



Ford City-Taft Heights Sanitation District

Department Head: Craig Pope

Function: Health and Sanitation

Fund: Ford City-Taft Heights Sanitation

Activity: Sanitation

Budget Unit: 9146

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%). In the past, the City of Taft operated the wastewater treatment plant through a contract with a private company. Effective June 16, 2015, Kern Sanitation Authority executed an agreement with the City of Taft to operate and maintain the wastewater treatment plant and other wastewater facilities within the City of Taft. The district reimburses the Kern Sanitation Authority and the Public Works Department for maintenance and administrative services.

Summary of Expenses and Revenue

	FY 2013-14		FY 2013-14		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$734,720	\$1,027,020	\$884,262	\$1,101,190	\$1,101,190	\$1,101,190
Other Charges	57,205	142,980	76,840	130,410	130,410	130,410
TOTAL EXPENSES	\$791,925	\$1,170,000	\$961,102	\$1,231,600	\$1,231,600	\$1,231,600
REVENUE:						
Taxes	\$598,596	\$637,600	\$652,167	\$700,900	\$700,900	\$700,900
Fines and Forfeitures	20,989	13,700	18,051	25,200	25,200	25,200
Use of Money/Property	5,330	7,300	4,752	5,000	5,000	5,000
Charges for Services	19,150	32,207	21,291	23,550	23,550	23,550
Miscellaneous	11,441	15,480	17,907	8,260	8,260	8,260
Other Financing Sources	49,930	120,000	53,862	110,000	110,000	110,000
TOTAL REVENUE	\$705,436	\$826,287	\$768,030	\$872,910	\$872,910	\$872,910
INCR./(DECR.) IN RETAINED EARNINGS	(\$86,489)	(\$343,713)	(\$193,072)	(\$358,690)	(\$358,690)	(\$358,690)

Special Districts

Major Expenses and Revenue in FY 2015-16 Recommended Budget

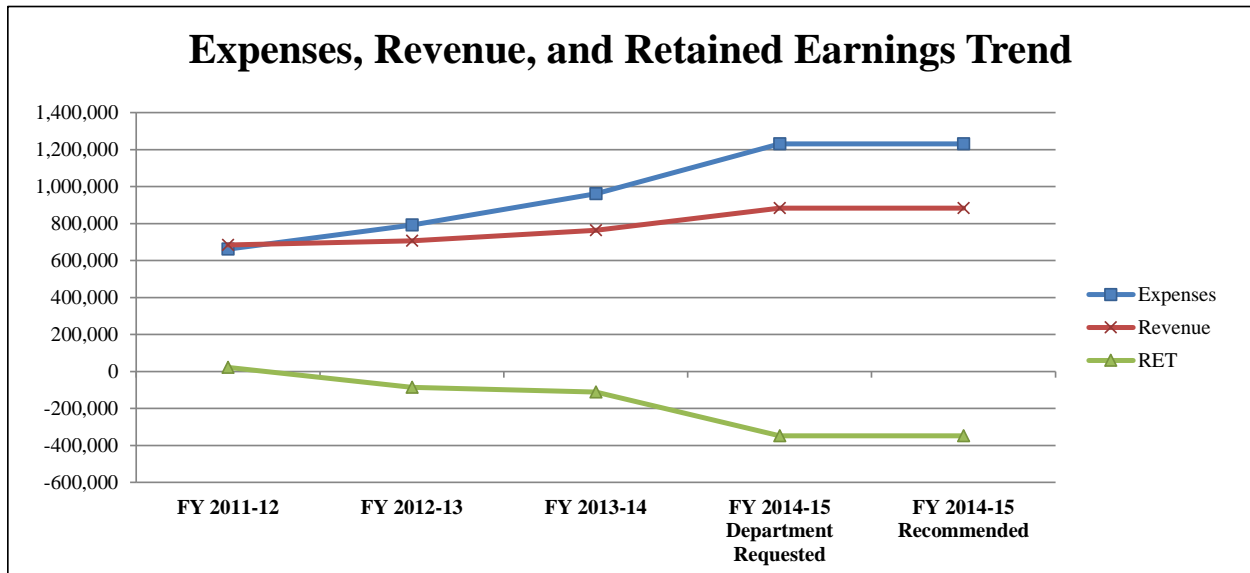
The major expense for the district is the cost paid to Kern Sanitation Authority for the operations and maintenance of the treatment plant as stipulated by the new agreement with the City of Taft. The district also reimburses Kern Sanitation Authority and Public Works Department for administration. The 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 appropriations sufficient to pay the Kern Sanitation Authority for the operation and maintenance costs of the plant and to reimburse the Kern Sanitation Authority and Public Works Department for the administrative costs. Beginning in FY 2014-15, the district began 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 12, 2015, the Ford City-Taft Heights Sanitation District Board approved a \$30.27 per equivalent single-family dwelling increase for FY 2015-16 to fund increased annual cost resulting from the improvements at the plant in addition to operational expenses.

The district has a budgetary retained earnings balance at June 30, 2015 of \$151,392, the recommended budget requires the use of all retained earnings and the release of \$207,298 from the designation for capital projects to offset the increased operational and capital costs.



Special Districts

Fiscal Year 2015-16 Goals, Objectives and Performance Measures

GOAL 1: Assure Ford City-Taft Heights Sanitation District’s Sewer Maintenance is Conducted Safely and Minimize Impact on Customers and the Environment

Objective: Provide services that meet customers’ needs for proper collection of wastewater

Measurement	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Number of sewer system overflows onto private property	0	0	0	1	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. KSA 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2015-16 Goal
Annual charge for sewer service for a single family residence	253.57	258.72	288.99	288.99	319.26

Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The increase proposed for FY 2015-16 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 District customers.



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.

	FY 2013-14		FY 2014-15		FY 2015-16	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$42,674	\$57,976	\$52,775	\$66,276	\$66,276	\$67,211
Other Charges	9,078,782	8,229,325	8,327,395	8,594,865	8,594,865	8,656,382
Capital Assets	42,128	0	0	0	0	0
TOTAL EXPENDITURES	\$9,163,584	\$8,287,301	\$8,380,170	\$8,661,141	\$8,661,141	\$8,723,593
REVENUE:						
Use of Money/Property	\$2,595	\$3,000	\$2,829	\$2,500	\$2,500	\$2,500
Intergovernmental	1,285,058	372,246	725,502	509,384	509,384	509,384
Social Services Realignment	7,725,101	8,089,269	8,089,269	8,079,327	8,079,327	8,079,327
TOTAL REVENUE	\$9,012,754	\$8,464,515	\$8,817,600	\$8,591,211	\$8,591,211	\$8,591,211
NET FUND COST	\$150,830	(\$177,214)	(\$437,430)	\$69,930	\$69,930	\$132,382

Special Districts

Major Expenditures and Revenue in FY 2015-16 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 approximately \$8.1 million.

Budget Changes and Operational Impacts

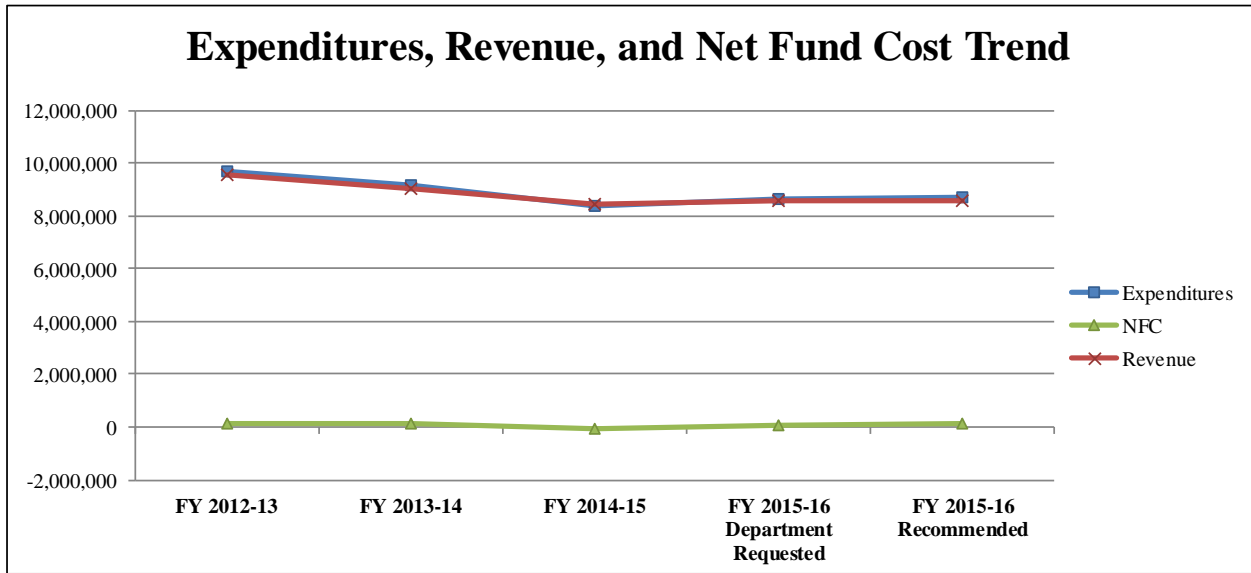
The recommended budget includes a slight increase in other charges that is offset by a similar increase in revenue. The increase in other charges for FY 2015-16 is due to a restructuring of Aging and Adult Services personnel assigned to the IHSS program to be able to adequately cover additional requirements and training on the Affordable Care Act, new federal legislation on overtime and additional services for IHSS homecare workers. The Public Authority contracts



with the Aging and Adult Services Department for staffing. Thus, personnel costs for the Public Authority are found in budget unit 5610.

The fund balance as of June 30, 2015 is \$360,216. The department anticipates using \$132,382 of fund balance to offset expenses. The remaining fund balance, in an amount of \$227,834, will be added to the general designation for use to mitigate future year fluctuations in realignment revenue.

The recommended budget provides adequate funding for the IHSS Public Authority to perform its required functions.



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 2014-15			FY 2015-16			Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	Total Recommended	
General Government									
Finance									
00264	1113	Tax Loss Reserve	\$4,000,000	\$0	\$0	\$6,000,000	\$0	\$6,000,000	\$6,750,000
00266	1121	Redemption Systems	661,411	0	0	662,760	0	662,760	662,760
Total Finance			\$4,661,411	\$0	\$0	\$6,662,760	\$0	\$6,662,760	\$7,412,760
Property Management									
22156	1611	DIVCA Local Franchise Fee	\$510,000	\$60,000	\$0	\$98,000	\$352,000	\$510,000	\$354,600
Total Property Management			\$510,000	\$60,000	\$0	\$98,000	\$352,000	\$510,000	\$354,600
Promotion									
22036	1814	Board Of Trade-Advertising	\$64,900	\$0	\$0	\$80,600	\$0	\$80,600	\$91,500
Total Promotion			\$64,900	\$0	\$0	\$80,600	\$0	\$80,600	\$91,500
Plant Acquisition									
22153	1950	Bakersfield Planned Sewer 1	\$500	\$500	\$0	\$0	\$0	\$500	\$165,819
22158	1951	Bakersfield Planned Sewer 2	500	500	0	0	0	500	5,048
22164	1952	Bakersfield Planned Sewer 3	500	500	0	0	0	500	14
22166	1953	Bakersfield Planned Sewer 4	500	500	0	0	0	500	522
22167	1954	Bakersfield Planned Sewer 5	500	500	0	0	0	500	244
22173	1956	County Planned Sewer Area A	500	500	1,000	0	42,470	43,970	812
22177	1957	County Planned Sewer Area B	500	500	0	0	0	500	4
22184	1958	CSA 71 Septic Abandonment	500	500	0	0	0	500	7,787
00173	1961	Planned Local Drainage-Orangewood	500	500	0	0	0	500	2,582
00171	1962	Planned Local Drainage-Shalmar	500	500	0	0	0	500	34
00172	1963	Planned Local Drainage-Brundage	500	500	0	0	0	500	406
00174	1964	Planned Local Drainage-Breckenridge	500	500	0	0	0	500	111
00176	1965	Planned Local Drainage-Oildale	500	500	0	0	0	500	580
00191	1968	Criminal Justice Facilities Construction	3,300,000	0	0	2,885,386	0	2,885,386	2,549,414
Total Plant Acquisition			\$3,306,500	\$6,500	\$1,000	\$2,885,386	\$42,470	\$2,935,356	\$2,733,377
Total General Government			\$8,542,811	\$66,500	\$1,000	\$9,726,746	\$394,470	\$10,188,716	\$10,592,237
Public Protection									
Judicial									
00180	2111	DNA Identification	\$330,000	\$0	\$0	\$450,000	\$0	\$450,000	\$360,000
00181	2112	Local Public Safety	76,959,508	0	0	79,528,916	0	79,528,916	76,093,733
00188	2113	Automated County Warrant System	54,000	0	0	44,000	0	44,000	44,000
00190	2114	Domestic Violence	150,000	0	0	150,000	0	150,000	150,000
00164	2115	Real Estate Fraud	502,600	180,000	0	1,089,000	0	1,269,000	938,000
22064	2181	District Attorney-Local Forfeiture	300,000	0	0	300,000	0	300,000	180,000
22079	2182	District Attorney-Equipment/Automation	73,000	0	0	73,000	0	73,000	1,000
22087	2185	Criminalistics Laboratories	76,027	0	0	100,000	0	100,000	100,000
24028	2186	District Attorney-Federal Forfeiture Trust	0	0	0	0	0	0	1,500
24038	2187	District Attorney-Court Ordered Penalties	250,000	0	0	500,000	0	500,000	1,000,000
Total Judicial			\$78,695,135	\$180,000	\$0	\$82,234,916	\$0	\$82,414,916	\$78,868,233

Special Revenue Funds



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2014-15			FY 2015-16			Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	Total Recommended	
Police Protection									
00182	2211	Sheriff Facility Training	\$250,000	\$0	\$0	\$240,000	\$0	\$240,000	\$240,000
00184	2212	Automated Fingerprint	847,000	0	0	245,000	0	245,000	245,000
22127	2214	Sheriff-California-ID	1,403,000	0	0	2,028,750	0	2,028,750	705,000
22128	2215	Sheriff-Civil Subpoenas	0	0	0	0	0	0	5,700
22131	2216	Sheriff-Drug Abuse Gang Diversion	40,000	0	0	40,000	0	40,000	8,705
22132	2217	Sheriff-Training	75,000	0	0	75,000	0	75,000	115,020
22133	2218	Sheriff-Work Release	475,000	0	0	450,000	0	450,000	450,300
22137	2219	Sheriff-State Forfeiture	28,500	0	0	103,883	0	103,883	25,000
22138	2220	Sheriff-Civil Automated	198,000	0	0	224,724	0	224,724	159,000
22140	2221	Sheriff- Firearms	50,000	0	0	5,000	0	5,000	4,230
22141	2222	Sheriff-Judgment Debtor's Fee	172,650	0	0	185,098	0	185,098	160,000
22142	2223	Sheriff- Community Resources	16,000	0	0	11,000	0	11,000	115
22143	2224	Sheriff- Volunteer Services	10,000	0	0	15,000	0	15,000	9,000
22144	2225	Sheriff-Controlled Substance	438,089	0	0	437,707	0	437,707	302,000
22160	2226	Sheriff- Cal-MMET	0	0	0	0	0	0	45
22161	2227	HIDTA-State Asset Forfeit	0	0	0	0	0	0	375
22162	2228	Cal-MMET-State Asset Forfeiture	290,000	0	0	0	0	0	22,800
24057	2230	Inmate Welfare	6,061,953	0	0	4,436,538	0	4,436,538	3,020,000
22129	2231	KNET Asset Forfeiture	0	0	0	0	0	0	20,850
Total Fire Protection			\$10,355,192	\$0	\$0	\$8,497,700	\$0	\$8,497,700	\$5,493,140
Detention & Correction									
22010	2300	Public Safety 2011 realignment	\$60,163,677	\$0	\$1,714,040	\$70,361,063	\$0	\$72,075,103	\$64,650,739
24063	2193	Community Recidivism Reduction CCP	0	2,984,773	0	0	0	2,984,773	3,234,773
22097	2347	Asset Forfeiture 15 Percent	0	0	0	5,000	0	5,000	0
00179	2341	Probation Training	290,125	0	0	263,640	0	263,640	263,640
22121	2417	Truck 21 Replacement	0	0	0	3,576	0	3,576	25
00163	2342	Probation Juvenile Justice Realignment	3,973,771	0	0	5,107,317	0	5,107,317	5,114,317
22098	2343	Probation Asset Forfeiture	0	0	0	0	0	0	200
22126	2213	Sheriff-Rural Crime	0	0	0	0	0	0	2,010
24060	2344	Juvenile Inmate Welfare	50,000	0	0	50,000	0	50,000	17,780
22190	2346	Corrections Performance Incentive	201,135	0	0	401,834	0	401,834	800
22107	2348	Probation Federal Asset Forfeiture	0	0	0	20,000	0	20,000	100
Total Detention & Correction			\$64,678,708	\$2,984,773	\$1,714,040	\$76,212,430	\$0	\$80,911,243	\$73,284,384
Fire Protection									
22122	2418	Fixed Wing Aircraft	\$0	\$0	\$0	\$516	\$0	\$516	\$0
22188	2420	Fireworks Violations	25,000	0	0	25,000	0	25,000	25,200
24042	2421	Fire Department-Donations Trust	26,500	0	0	15,000	0	15,000	500
24043	2422	State Fire	1,280,000	0	0	1,087,350	0	1,087,350	0
24044	2423	Fire-Hazard Reduction	350,000	0	0	350,000	0	350,000	400,750
24047	2425	Fire-Helicopter Operations	987,150	0	0	850,000	0	850,000	702,400
Total Fire Protection			\$2,668,650	\$0	\$0	\$2,327,866	\$0	\$2,327,866	\$1,128,850
Protective Inspection									
00270	2623	Abatement Cost	\$42,000	\$0	\$0	\$90,000	\$0	\$90,000	\$20,000
24125	2626	Strong Motion Instrumentation	165,350	82,000	0	0	0	82,000	19,076
Total Protective Inspection			\$207,350	\$82,000	\$0	\$90,000	\$0	\$172,000	\$39,076
Other Protection									
00198	2706	Recorders Fee's	\$1,128,723	\$0	\$0	\$2,097,133	\$0	\$2,097,133	\$760,000
00199	2707	Micrographics/Recorder	80,000	0	0	62,941	0	62,941	0
22187	2708	Recorder's Modernization Trust	252,000	0	100,000	163,100	0	263,100	175,000
00194	2709	Recorder-Social Security Truncation	41,767	0	0	13,000	0	13,000	0
00160	2740	Wildlife Resources	18,015	3,405	11,000	0	0	14,405	7,500
22042	2751	General Plan Administration Surcharge	1,148,700	0	0	1,507,429	0	1,507,429	556,000
22021	2761	Animal Care Donations	10,500	0	0	0	0	0	0
22163	2229	High Tech Equipment	0	0	0	0	0	0	13
22027	2764	Sterilization	48,000	0	0	48,000	0	48,000	29,004
00175	2780	Range Improvement Section 15	5,750	0	5,750	0	0	5,750	730
00177	2781	Range Improvement Section 3	2,000	0	2,000	0	0	2,000	6,505
Total Other Protection			\$2,735,455	\$3,405	\$118,750	\$3,891,603	\$0	\$4,013,758	\$1,534,752
Total Public Protection			\$159,340,490	\$3,250,178	\$1,832,790	\$173,254,515	\$0	\$178,337,483	\$160,348,435
Public Ways & Facilities									
Public Ways									
24088	3002	Core Area Metro Bakersfield Impact Fee	\$1,000,000	\$0	\$0	\$12,096	\$0	\$12,096	\$230,950
24089	3003	Metro Bakersfield Transport Impact Fee	939,021	0	0	0	0	0	0
24095	3005	Bakersfield Mitigation	114,500	0	0	450,000	0	450,000	74,805
Total Public Ways			\$2,053,521	\$0	\$0	\$462,096	\$0	\$462,096	\$305,755
Total Public Ways and Facilities			\$2,053,521	\$0	\$0	\$462,096	\$0	\$462,096	\$305,755

Special Revenue Funds



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2014-15		FY 2015-16			Total Recommended	Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets		
Health & Sanitation									
Health									
22069	4111	Public Health Miscellaneous	\$10,000	\$0	\$0	\$11,500	\$0	\$11,500	\$11,500
22125	4116	Hazardous Waste Settlements	0	0	0	100,000	0	100,000	0
24139	4118	Vital & Health Statistics-County Clerk	2,500	0	0	2,800	0	2,800	2,300
24138	4119	Vital & Health Statistics-Recorder	79,650	0	0	81,150	0	81,150	94,000
00195	4124	Alcoholism Program	72,587	0	0	72,587	0	72,587	72,587
00196	4125	Alcohol Abuse Education/Prevention	61,748	0	0	61,748	0	61,748	61,748
00197	4126	Drug Program	157,565	0	0	25,251	0	25,251	25,252
22085	4130	Mental Health Services Act	36,219,063	0	0	31,144,871	0	31,144,871	29,498,542
22073	4136	Health-MAA/TCM	100,000	0	0	13,210	0	13,210	30,200
22076	4137	Child Restraint Loaner Program	60,000	0	0	67,701	0	67,701	43,500
22176	4139	Health-Bio-Terrorism Grant	582,748	0	0	0	0	0	0
24126	4140	Tobacco Education Control Program	150,000	0	0	150,000	0	150,000	150,250
24137	4141	Vital & Health Statistics-Health	73,925	0	0	72,027	0	72,027	72,027
22010	4142	Health Services 2011 Realignment	43,435,396	0	0	43,321,485	0	43,321,485	44,330,123
Total Health			\$81,005,182	\$0	\$0	\$75,124,330	\$0	\$75,124,330	\$74,392,029
Hospital Care									
00187	4201	Emergency Medical Payments	\$1,129,232	\$2,414,767	\$0	\$1,097,957	\$0	\$3,512,724	\$3,362,040
24039	4204	Contribution for Medical Care	63,978	0	0	0	0	0	0
Total Hospital Care			\$1,193,210	\$2,414,767	\$0	\$1,097,957	\$0	\$3,512,724	\$3,362,040
Total Health and Sanitation			\$82,198,392	\$2,414,767	\$0	\$76,222,287	\$0	\$78,637,054	\$77,754,069
Public Assistance									
Administration									
22185	5122	Wraparound Savings	\$907,010	\$196,000	\$0	\$832,515	\$0	\$1,028,515	\$300,000
24066	5123	Kern County Children	544,181	509,682	0	0	0	509,682	192,372
24105	5124	Shelter Care	100,000	100,000	0	0	0	100,000	0
Total Administration			\$1,551,191	\$805,682	\$0	\$832,515	\$0	\$1,638,197	\$492,372
Other Assistance									
22010	5300	Human Services 2011 Realignment	\$56,166,035	\$0	\$0	\$68,732,286	\$0	\$68,732,286	\$63,388,873
Total Other Assistance			\$56,166,035	\$0	\$0	\$68,732,286	\$0	\$68,732,286	\$63,388,873
Total Public Assistance			\$57,717,226	\$805,682	\$0	\$69,564,801	\$0	\$70,370,483	\$63,881,245
Education									
Education									
24067	6211	Kern County Library Donations	\$18,000	\$0	\$0	\$18,000	\$0	\$18,000	\$87,000
Total Education			\$18,000	\$0	\$0	\$18,000	\$0	\$18,000	\$87,000
Total Education			\$18,000	\$0	\$0	\$18,000	\$0	\$18,000	\$87,000
Recreation & Culture									
Recreation Facilities									
00165	7102	Litter Clean Up	\$3,317	\$0	\$0	\$0	\$0	\$0	\$0
00170	7103	Off Highway Motor Vehicle License	109,000	0	0	85,221	0	85,221	135,000
25120	7105	Parcel Map In-Lieu Fees	100,000	100,000	0	17,470	0	117,470	1,000
22195	7104	Parks Donation Fund	0	17,500	0	0	0	17,500	0
Total Recreation Facilities			\$212,317	\$117,500	\$0	\$102,691	\$0	\$220,191	\$136,000
Total Recreation and Culture			\$212,317	\$117,500	\$0	\$102,691	\$0	\$220,191	\$136,000
Total Special Revenue Funds Grand Total			\$310,082,757	\$6,654,627	\$1,833,790	\$329,351,136	\$394,470	\$338,234,023	\$313,104,741

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 the Public Works Department and the General Services Division.

Major Expenditures and Revenue in FY 2015-16 Recommended Budget

Projects approved in prior years but not yet completed total \$293.1 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:

- \$400,000 to transfer to the General Fund. Interest earnings from the Tobacco Securitization Tobacco Endowment fund are available for discretionary purposes.
- \$766,001 to cover final project cost for the Seventh Standard Widening Project related to adjoining property owners.
- \$1,976,000 to cover the start-up cost for Kern Medical Center Ambulatory Surgery Center.

			SUMMARY OF EXPENDITURES AND REVENUE				FY 2015-16	
Fund Number	Budget Unit	Description	Cumulative Balances		Project Actual		Total Estimated Revenue	Recommended Appropriations
			Budgeted Project Appropriations	Project Actual Accumulated Expenditures	Budgeted Project Revenue	Project Actual Accumulated Revenue		
General Government								
Plant Acquisition								
00004	1948	ACO - General	\$0	\$0	\$0	\$0	\$14,000	\$0
00012	1949	ACO - Structural Fire	\$0	\$0	\$0	\$0	\$1,500	\$0
00221	1966	Facility Projects						
		8502-Fire Station 65 Replacement	\$5,725,582	\$5,725,582	\$5,725,582	\$5,725,582	\$0	\$0
		8503-Pine Mtn Fire Station Replacement	\$6,979,341	\$6,979,341	\$6,979,341	\$6,979,341	\$0	\$0
		8504-ITS/EMS Facility Replacement	\$18,269,810	\$16,924,004	\$18,269,810	\$18,754,032	\$0	\$0
		8851-Operating Transfer Out	\$3,800,000	\$0	\$3,800,000	\$0	\$0	\$0
00235	8235	Tobacco Securitization Proceeds - CP						
		8851-Operating Transfer Out	\$27,580,954	\$7,818,963	\$25,980,954	\$6,218,963	\$0	\$0
Finance								
00235	1947	Tobacco Endowment Interest	\$0	\$0	\$0	\$0	\$400,000	\$400,000
Public Protection								
Detention and Correction								
00225	1945	8568-Kern County Justice Facility	\$127,031,000	\$9,468,994	\$127,031,000	\$12,768,451	\$0	\$0
Public Ways and Facilities								
Public Ways								
00220	3009	8325-Seventh Standard Widening Project	\$41,546,000	\$41,432,532	\$41,546,000	\$42,116,712	\$570,712	\$766,001
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.	\$3,433,306	\$3,433,306	\$3,433,306	\$3,433,306	\$0	\$0
		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 Shafer 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 Inyokern Road	\$926,071	\$926,071	\$926,071	\$926,071	\$0	\$0
		8525-South Oldale 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
Health and Sanitation								
Hospital Care								
00211	8213	KHS Excess Reserves						
		8851-Operating Transfer Out	\$7,010,000	\$5,365,474	\$0	\$0	\$0	\$1,976,000
Total Projects			\$293,107,686	\$147,728,458	\$284,497,686	\$146,576,649	\$986,212	\$3,142,001

Other Capital Projects



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

County Service Areas

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 Engineering, Surveying, and Permit Services Division of the Public Works Department administers all of the CSAs.

Summary of Expenditures and Revenue												
FY 2014-15												
Fund Number	Budget Unit	Description	Appropriations				Other Charges	Fixed Assets	Other Financing Uses	Total Recommended Appropriations	Total Estimated Revenue	
			Adopted Appropriation	for Contingencies	Services & Supplies							
40515	9103	Edmondson Acres	\$2,200	\$0	\$1,918	\$482	\$0	\$0	\$2,400	\$1,897		
40520	9104	Northwest Ranchos	\$7,000	\$350	\$5,556	\$1,094	\$0	\$0	\$7,000	\$6,138		
40525	9105	Casa Loma Acres	\$5,200	\$250	\$3,640	\$1,210	\$0	\$0	\$5,100	\$3,939		
40530	9106	Highland Knolls	\$15,500	\$764	\$12,629	\$2,207	\$0	\$0	\$15,600	\$15,226		
40535	9107	Standard 14-C Taft	\$650	\$0	\$455	\$245	\$0	\$0	\$700	\$584		
40540	9108	LaCresta	\$16,000	\$835	\$14,129	\$2,036	\$0	\$0	\$17,000	\$17,027		
40545	9109	Hillcrest	\$27,500	\$1,218	\$22,207	\$3,575	\$0	\$0	\$27,000	\$23,217		
40548	9300	Sabaloni	\$500	\$0	\$5	\$995	\$0	\$0	\$1,000	\$1,591		
40550	9110	Sabaloni	\$22,000	\$1,075	\$17,677	\$3,148	\$0	\$0	\$21,900	\$19,353		
40555	9111	Lakeview	\$33,000	\$1,583	\$25,774	\$5,643	\$0	\$0	\$33,000	\$29,215		
40556	9129	Rexland Sewer	\$193,410	\$10,000	\$171,467	\$13,533	\$0	\$0	\$195,000	\$287,505		
40557	9130	Lakeview	\$6,600	\$1,500	\$13,001	\$2,999	\$0	\$0	\$17,500	\$4,855		
40561	9113	Panama/Buena Vista	\$1,004	\$0	\$5	\$902	\$0	\$0	\$907	\$0		
40565	9117	Taft	\$7,523	\$0	\$4	\$7,376	\$0	\$0	\$7,380	\$5		
40568	9120	Mojave	\$6,208	\$0	\$6	\$6,341	\$0	\$0	\$6,347	\$0		
40572	9128	Alta Vista	\$2,013	\$0	\$6	\$2,222	\$0	\$0	\$2,228	\$0		
40595	9150	Bodfish	\$2,000	\$0	\$1,372	\$628	\$0	\$0	\$2,000	\$2,894		
40600	9151	Wofford Heights	\$37,710	\$0	\$6	\$20,794	\$0	\$0	\$20,800	\$4,719		
40605	9152	Oakhaven	\$24,000	\$1,172	\$19,495	\$3,833	\$0	\$0	\$24,500	\$8,844		
40607	9163	Oakhaven	\$700	\$0	\$27	\$173	\$0	\$0	\$200	\$394		
40609	9161	Oakhaven	\$2,300	\$0	\$1,617	\$683	\$0	\$0	\$2,300	\$2,448		
40610	9153	Mojave	\$19,500	\$896	\$15,471	\$3,633	\$0	\$0	\$20,000	\$35,337		
40615	9154	Orangewood	\$61,000	\$2,150	\$49,010	\$9,840	\$0	\$0	\$61,000	\$36,964		
40616	9156	Orangewood	\$80,000	\$2,000	\$33,035	\$10,965	\$0	\$0	\$46,000	\$2,233		
40617	9162	Orangewood	\$112,500	\$0	\$95,900	\$23,100	\$0	\$0	\$119,000	\$86,985		
40618	9165	Orangewood	\$8,500	\$0	\$5,505	\$2,995	\$0	\$0	\$8,500	\$643		
40620	9155	Virginia Colony	\$66,000	\$3,000	\$55,540	\$9,460	\$0	\$0	\$68,000	\$62,273		
40626	9264	Virginia Colony	\$5,200	\$224	\$3,635	\$1,141	\$0	\$0	\$5,000	\$4,379		
40627	9266	Virginia Colony	\$15,000	\$1,500	\$24,506	\$6,994	\$0	\$0	\$33,000	\$749		
40628	9267	Virginia Colony	\$17,500	\$0	\$14,342	\$3,380	\$0	\$0	\$17,722	\$916		
40630	9157	College Avenue	\$44,000	\$1,759	\$35,827	\$7,414	\$0	\$0	\$45,000	\$38,509		
40635	9158	Kern Citrus	\$3,400	\$0	\$2,659	\$841	\$0	\$0	\$3,500	\$4,458		
40640	9159	La Loma	\$43,000	\$1,918	\$34,315	\$6,767	\$0	\$0	\$43,000	\$36,504		
40645	9160	Mexican Colony	\$34,500	\$1,500	\$55,847	\$653	\$0	\$0	\$58,000	\$22,089		
40648	9164	Mexican Colony	\$2,100	\$0	\$1,817	\$483	\$0	\$0	\$2,300	\$1,409		
40650	9185	Fairfax	\$1,900	\$0	\$1,616	\$484	\$0	\$0	\$2,100	\$1,790		
40655	9186	Ashe Tract	\$4,954	\$0	\$6	\$4,807	\$0	\$0	\$4,813	\$2		



Summary of Expenditures and Revenue

FY 2014-15

Fund Number	Budget Unit	Description	Appropriations				Other Charges	Fixed Assets	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue
			Adopted Appropriation	for Contingencies	Services & Supplies						
40660	9187	Ford City	\$18,000	\$800	\$14,131	\$2,569	\$0	\$0	\$17,500	\$16,746	
40665	9188	Greenfield	\$42,000	\$1,800	\$33,313	\$6,487	\$0	\$0	\$41,600	\$37,301	
40666	9189	Greenfield	\$500	\$0	\$9	\$991	\$0	\$0	\$1,000	\$950	
40675	9230	West Hi Ranchos	\$1,700	\$0	\$1,165	\$535	\$0	\$0	\$1,700	\$1,240	
40676	9303	Greenacres	\$600	\$0	\$6	\$594	\$0	\$0	\$600	\$1,718	
40680	9231	Greenacres	\$59,000	\$2,700	\$46,465	\$8,835	\$0	\$0	\$58,000	\$50,279	
40682	9274	Greenacres	\$2,000	\$0	\$1,259	\$941	\$0	\$0	\$2,200	\$1,059	
40685	9232	Amador	\$2,400	\$0	\$1,917	\$1,233	\$0	\$0	\$3,150	\$2,883	
40690	9233	Harris School	\$1,600	\$0	\$1,185	\$415	\$0	\$0	\$1,600	\$1,390	
40700	9235	Descanso Park	\$24,500	\$1,158	\$19,509	\$3,833	\$0	\$0	\$24,500	\$17,601	
40710	9237	Pioneer Drive	\$62,000	\$2,889	\$48,464	\$8,647	\$0	\$0	\$60,000	\$53,079	
40711	9364	Pioneer Drive	\$1,400	\$0	\$5,000	\$278	\$0	\$0	\$5,278	\$2,553	
40712	9365	Pioneer Drive	\$0	\$0	\$890	\$510	\$0	\$0	\$1,400	\$1,331	
40713	9366	Pioneer Drive	\$0	\$0	\$6,010	\$490	\$0	\$0	\$6,500	\$229	
40715	9238	Bel Aire Estates	\$27,500	\$1,259	\$21,708	\$4,033	\$0	\$0	\$27,000	\$24,513	
40720	9239	Countryside	\$6,000	\$300	\$4,788	\$912	\$0	\$0	\$6,000	\$5,404	
40722	9313	Kern Valley	\$300	\$0	\$402	\$198	\$0	\$0	\$600	\$483	
40723	9314	Kern Valley	\$100	\$0	\$10	\$90	\$0	\$0	\$100	\$301	
40724	9242	Pine Mountain Club	\$230,000	\$10,000	\$1,125	\$162	\$243,050	\$0	\$254,337	\$212,030	
40725	9240	Kern Valley	\$500	\$0	\$6	\$398	\$0	\$0	\$404	\$158	
40726	9297	Kern Valley Z/B	\$12,000	\$500	\$6,950	\$2,050	\$0	\$0	\$9,500	\$13,055	
40727	9255	Kern Valley Z/B	\$3,600	\$0	\$2,522	\$978	\$0	\$0	\$3,500	\$392	
40730	9241	Pine Mountain Club	\$380,000	\$0	\$2,630	\$363,996	\$0	\$0	\$366,626	\$34,125	
40733	9256	Kern Valley	\$259,000	\$10,000	\$233,425	\$15,575	\$0	\$0	\$259,000	\$242,868	
40737	9258	Countryside	\$4,600	\$600	\$10,002	\$3,398	\$0	\$0	\$14,000	\$431	
40740	9243	Alpine Forest Park	\$400	\$0	\$6	\$394	\$0	\$0	\$400	\$355	
40745	9244	Lock Lomond	\$33,000	\$1,606	\$28,280	\$5,114	\$0	\$0	\$35,000	\$32,554	
40750	9245	Keith Addition	\$18,000	\$848	\$14,145	\$2,407	\$0	\$0	\$17,400	\$15,160	
40755	9246	Panama Mobile Serv.	\$2,600	\$0	\$2,117	\$496	\$0	\$0	\$2,613	\$2,594	
40765	9249	Highland Terrace	\$9,300	\$442	\$7,375	\$1,383	\$0	\$0	\$9,200	\$8,098	
40785	9253	O'Neil Cyn	\$3,700	\$0	\$2,267	\$1,297	\$0	\$0	\$3,564	\$1,074	
40790	9259	Cedarcrest	\$22,000	\$904	\$17,463	\$3,133	\$0	\$0	\$21,500	\$19,049	
40795	9262	Southgate	\$1,640	\$0	\$6	\$1,435	\$0	\$0	\$1,441	\$0	
40796	9265	Southgate	\$4,500	\$227	\$3,332	\$1,441	\$0	\$0	\$5,000	\$3,206	
40800	9263	O'Grady	\$14,000	\$676	\$11,000	\$2,824	\$0	\$0	\$14,500	\$13,259	
40805	9272	Harvest Moon Ranch	\$3,400	\$0	\$2,580	\$720	\$0	\$0	\$3,300	\$2,958	
40810	9273	Mustang Ranch	\$5,800	\$250	\$4,330	\$1,420	\$0	\$0	\$6,000	\$2,557	
40820	9289	Stockdale Ranchos	\$6,000	\$300	\$4,017	\$1,483	\$0	\$0	\$5,800	\$4,261	
40830	9277	Oildale	\$183,000	\$8,500	\$143,727	\$28,773	\$0	\$0	\$181,000	\$152,431	
40831	9278	Oildale Z/B	\$25,000	\$1,123	\$19,170	\$4,707	\$0	\$0	\$25,000	\$21,336	
40832	9276	North Meadows	\$179,000	\$2,500	\$40,140	\$9,860	\$0	\$0	\$52,500	\$5,266	
40836	9279	West County Z/B	\$10,000	\$450	\$7,471	\$1,679	\$0	\$0	\$9,600	\$4,306	
40837	9280	West County Z/B	\$1,750	\$0	\$1,416	\$434	\$0	\$0	\$1,850	\$1,749	
40838	9281	West County Z/B	\$8,800	\$400	\$6,060	\$2,040	\$0	\$0	\$8,500	\$8,037	
40839	9282	West County Z/B	\$2,900	\$0	\$2,244	\$556	\$0	\$0	\$2,800	\$2,899	
40840	9283	Randsburg-Johannesburg	\$7,200	\$300	\$4,810	\$1,590	\$0	\$0	\$6,700	\$10,133	
40845	9284	Rosamond	\$20,500	\$923	\$14,770	\$3,807	\$0	\$0	\$19,500	\$16,526	
40846	9290	Rosamond	\$222,000	\$3,000	\$70,440	\$12,560	\$0	\$0	\$86,000	\$93,749	
40847	9291	Rosamond	\$14,000	\$500	\$10,006	\$3,194	\$0	\$0	\$13,700	\$465	
40848	9292	Rosamond	\$30,500	\$1,400	\$22,370	\$5,830	\$0	\$0	\$29,600	\$25,309	
40849	9293	Rosamond	\$85,500	\$0	\$81,053	\$947	\$0	\$0	\$82,000	\$70,825	
40851	9294	Westpark Rec. Center	\$78,052	\$0	\$117,722	\$278	\$0	\$0	\$118,000	\$114,200	
40852	9295	Westpark Landscaping	\$76,000	\$0	\$72,173	\$1,827	\$0	\$0	\$74,000	\$61,894	
40855	9286	South Taft	\$204,000	\$0	\$15,063	\$4,937	\$0	\$0	\$20,000	\$3,768	
40856	9298	South Taft	\$4,100	\$200	\$3,059	\$741	\$0	\$0	\$4,000	\$1,086	
40860	9287	Lazy Acres	\$5,200	\$250	\$3,923	\$927	\$0	\$0	\$5,100	\$4,190	
40862	9299	Lazy Acres	\$1,700	\$0	\$1,011	\$889	\$0	\$0	\$1,900	\$1,531	



Summary of Expenditures and Revenue

FY 2014-15

Fund Number	Budget Unit	Description	Appropriations				Other Charges	Fixed Assets	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue
			Adopted Appropriation	for Contingencies	Services & Supplies						
40863	9301	Lazy Acres	\$1,800	\$0	\$23,007	\$4,493	\$0	\$0	\$27,500	\$3,787	
40864	9302	Lazy Acres	\$200	\$0	\$20,006	\$4,994	\$0	\$0	\$25,000	\$6,059	
40865	9288	Pumpkin Center	\$3,300	\$0	\$2,121	\$879	\$0	\$0	\$3,000	\$2,491	
40866	9305	Pumpkin Center	\$6,844	\$0	\$81	\$6,408	\$0	\$0	\$6,489	\$0	
40875	9307	San Joaquin	\$400	\$0	\$7	\$493	\$0	\$0	\$500	\$462	
40885	9309	West Bakersfield	\$165,500	\$10,000	\$97,010	\$120,990	\$0	\$0	\$228,000	\$122,482	
40886	9316	West Bakersfield	\$48,000	\$1,619	\$34,441	\$1,440	\$0	\$0	\$37,500	\$31,574	
40887	9317	West Bakersfield Z/B	\$75,000	\$3,000	\$60,366	\$1,634	\$0	\$0	\$65,000	\$57,303	
40888	9319	West Bakersfield	\$573,000	\$27,000	\$478,715	\$59,285	\$0	\$0	\$565,000	\$461,635	
40890	9318	Rancho Algodon	\$2,000	\$0	\$1,466	\$534	\$0	\$0	\$2,000	\$2,481	
40893	9321	West Bakersfield	\$83,000	\$4,000	\$55,550	\$20,450	\$0	\$0	\$80,000	\$72,836	
40894	9322	West Bakersfield	\$1,000	\$0	\$608	\$492	\$0	\$0	\$1,100	\$829	
40895	9323	West Bakersfield	\$287,000	\$9,926	\$103,935	\$34,139	\$0	\$0	\$148,000	\$2,920	
40896	9324	West Bakersfield	\$368,800	\$15,000	\$279,300	\$77,700	\$0	\$0	\$372,000	\$227,475	
40901	9328	West Bakersfield	\$10,500	\$500	\$8,170	\$1,577	\$0	\$0	\$10,247	\$782	
40904	9331	Knudson Drive	\$2,600	\$0	\$1,917	\$683	\$0	\$0	\$2,600	\$459	
40906	9333	Oswell Street	\$19,000	\$800	\$13,635	\$3,065	\$0	\$0	\$17,500	\$1,060	
40908	9344	Multi-use Trail	\$70,000	\$3,000	\$44,775	\$15,225	\$0	\$0	\$63,000	\$3,218	
40910	9338	Habecker	\$3,200	\$0	\$2,159	\$1,441	\$0	\$0	\$3,600	\$3,495	
40911	9337	Habecker	\$5,800	\$0	\$6,826	\$685	\$0	\$0	\$7,511	\$7,093	
40913	9339	Core Makr Court	\$2,500	\$400	\$6,415	\$1,585	\$0	\$0	\$8,400	\$3,947	
40914	9340	Lost Hills	\$1,000	\$0	\$772	\$728	\$0	\$0	\$1,500	\$118	
40915	9341	South Union	\$7,700	\$400	\$12,062	\$3,538	\$0	\$0	\$16,000	\$3,086	
40916	9342	South Union	\$14,300	\$650	\$10,785	\$2,565	\$0	\$0	\$14,000	\$8,513	
40917	9343	South Union	\$12,900	\$0	\$1,002	\$498	\$0	\$0	\$1,500	\$11	
40918	9345	Lebec	\$6,700	\$0	\$1,506	\$1,494	\$0	\$0	\$3,000	\$1,670	
40920	9347	Buena Vista	\$300	\$0	\$6	\$294	\$0	\$0	\$300	\$477	
40921	9348	Buena Vista	\$200	\$0	\$106	\$194	\$0	\$0	\$300	\$188	
40922	9349	Erro Ranch	\$200	\$0	\$26	\$174	\$0	\$0	\$200	\$108	
40923	9350	Erro Ranch	\$200	\$0	\$131	\$169	\$0	\$0	\$300	\$549	
40925	9352	Erro Ranch	\$200	\$0	\$76	\$124	\$0	\$0	\$200	\$298	



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Summary of FY 15-16 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. #1120</u>					
TREASURER-TAX COLLECTOR	Network Backup Appliance	P	1	\$21,000	\$21,000
	Network Server	P	2	\$12,500	\$25,000
			3		\$46,000
<u>B.U. #1160</u>					
INFORMATION TECHNOLOGY SERVICES	SUV Compact	P	2	\$21,000	\$42,000
	Internet Proxy Replacement	P	1	\$159,800	\$159,800
	SAN Device - for backup data	P	1	\$78,000	\$78,000
	CJIS Replacement	P	1	\$4,999,010	\$4,999,010
			4		\$5,278,810
<u>B.U. #1210</u>					
COUNTY COUNSEL	Virtual Services Platform Switch	P	1	\$18,165	\$18,165
	Large Multimedia Conference Table	P	1	\$13,556	\$13,556
			2		\$31,721
<u>B.U. #1611</u>					
DIVCA LCL FRANCHISE FEE	KGOV Broadcast Equipment	P	1	\$352,000	\$352,000
			1		\$352,000
<u>B.U. #1900</u>					
ENGINEERING & SURVEY	GIS Server	P	1	\$26,500	\$26,500
			1		\$26,500
<u>B.U. #1910</u>					
RISK MANAGEMENT	Visual Services Platform Switch	P	1	\$18,186	\$18,186
			1		\$18,186
<u>B.U. #2180</u>					
DISTRICT ATTORNEY	Microsoft Licensing	P	1	\$85,000	\$85,000
	Passenger Vehicles	P	10	\$19,000	\$190,000
			11		\$275,000
<u>B.U. #2210</u>					
SHERIFF-CORONER	Kern Co Electronic Street	P	1	\$28,000	\$28,000
	PPV 4X2 Marked Code 3 W/M	P	4	\$50,000	\$200,000
	Servers	P	3	\$19,000	\$57,000
	Patrol Explorers	L	37	\$56,928	\$2,106,336
	Civilian Ford Escape	L	8	\$20,156	\$161,248
	Patrol SSV w/MDC	L	4	\$64,284	\$257,136
	Pickups 1/2 ton 4x4	L	6	\$37,192	\$223,152
	SWAT Equipment Truck	L	1	\$250,000	\$250,000
			64		\$3,282,872
<u>B.U. #2340</u>					
PROBATION	Sedan	P	5	\$20,000	\$100,000
			5		\$100,000
<u>B.U. #2415</u>					
FIRE	Fire Simulator	P	1	\$260,000	\$260,000
	Fire Apparatus	P	1	\$600,000	\$600,000
	Vegetation Masticator	P	1	\$50,000	\$50,000
	Low-boy Trailer	P	1	\$125,000	\$125,000
	Type 6 Wildland Patrol	P	1	\$170,000	\$170,000
			1		\$1,205,000
<u>B.U. #2625</u>					
BUILDING INSPECTION	Class 1614 Compact SUV 4W	P	4	\$24,725	\$98,900
			4		\$98,900
<u>B.U. #2730</u>					
RESOURCE MANAGEMENT	Storage Area Network	P	1	\$73,000	\$73,000
			1		\$73,000



<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. #3000</u>					
ROADS DEPARTMENT					
	Backhoe	P	1	\$100,000	\$100,000
	2-Axle Trailer	P	1	\$25,000	\$25,000
	Yard Truck	P	1	\$120,000	\$120,000
	Concrete Saw	P	1	\$20,000	\$20,000
	2-Axle 20-Ton Trailer	P	1	\$35,000	\$35,000
	Water Buffaloes	P	3	\$6,700	\$20,100
	Pull Brooms	P	3	\$30,000	\$90,000
	Patch Truck	P	1	\$80,000	\$80,000
	Roll Doors	P	2	\$11,500	\$23,000
	Snow Plow	P	1	\$13,000	\$13,000
	9 Ft Snow Plow	P	1	\$13,000	\$13,000
	1/2 Ton Pickup	P	1	\$33,000	\$33,000
	1 Ton Flatbed Pickup	P	1	\$30,000	\$30,000
	PB Self Loading Dump Truck	P	1	\$170,000	\$170,000
	A WD Dump Truck	P	1	\$150,000	\$150,000
	Trailer	P	1	\$25,000	\$25,000
	Pull Broom	P	1	\$30,000	\$30,000
	Flatbed Pickup	P	1	\$30,000	\$30,000
	Loader	P	1	\$100,000	\$100,000
			24		\$1,107,100
<u>B.U. #4110</u>					
PUBLIC HEALTH					
	EPI SAN Virtual Server	P	1	\$83,193	\$83,193
	Server	P	1	\$12,000	\$12,000
			2		\$95,193
<u>B.U. #4120</u>					
MENTAL HEALTH					
	Dash Board Server	P	1	\$20,000	\$20,000
	Disk Storage M.S	P	1	\$40,000	\$40,000
	M.S Server	P	1	\$25,000	\$25,000
	Remote Data Domain	P	1	\$35,000	\$35,000
	UPS	P	1	\$32,000	\$32,000
	Router Model 4134	P	2	\$15,000	\$30,000
	Switch Model VSP 4500	P	1	\$12,000	\$12,000
	Projector TH7500	P	1	\$7,500	\$7,500
	Small Power Generator	P	1	\$25,000	\$25,000
	Data Domain Back-up	P	1	\$9,200	\$9,200
			11		\$235,700
<u>B.U. #5120</u>					
HUMAN SERVICES					
	Network Analysis Tablet	P	1	\$35,000	\$35,000
	Switch Hardware	P	2	\$12,500	\$25,000
	Firewall Traversal	P	1	\$20,000	\$20,000
	Video Conference Camera	P	1	\$7,500	\$7,500
	Servers	P	3	\$8,333	\$24,999
			8		\$112,499
<u>B.U. #5610</u>					
AGING AND ADULT SERVICES					
	Network Switch	P	1	\$5,000	\$5,000
			1		\$5,000
<u>B.U. #7100</u>					
PARKS & RECREATION					
	72" Mower	P	5	\$26,068	\$130,340
			5		\$130,340

<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. #8950</u>					
G.S. GARAGE INTERNAL SERV	SUV Compact 4-passenger	P	1	\$21,000	\$21,000
	Sedan Intermediate	P	7	\$19,500	\$136,500
	Van 7-Passenger	P	1	\$23,825	\$23,825
	Pickup Half Ton Reg Cab	P	2	\$22,425	\$44,850
	SUV Compact 4-passenger	P	4	\$21,000	\$84,000
	SUV Compact 4-passenger	P	2	\$23,000	\$46,000
	SUV Half Ton 4-passenger	P	1	\$35,020	\$35,020
	Pickup 3/4 Ton	P	1	\$23,450	\$23,450
	Pickup 3/4 Ton	P	7	\$32,445	\$227,115
	Pickup Compact Ext Cab 2WD	P	2	\$21,750	\$43,500
			<u>28</u>		<u>\$685,260</u>
<u>B.U. #8995</u>					
AIRPORTS ENTERPRISE FUND	Fully Equipped LEO SUV	P	2	\$50,000	\$100,000
	Small Frame Tractor/Mower	P	1	\$43,000	\$43,000
			<u>3</u>		<u>\$143,000</u>
<u>B.U. #8997</u>					
KERN MEDICAL CENTER	Anspach Neuro Drill	P	1	\$50,000	\$50,000
	Weight Bearing Stand	P	1	\$6,712	\$6,712
	iStat Analyzer	P	1	\$12,000	\$12,000
	Ice Machine	P	1	\$7,000	\$7,000
	Fluid Waste Management System	P	1	\$177,000	\$177,000
	Bookwalter Accesories	P	1	\$18,000	\$18,000
	Fluorescent Imaging System	P	1	\$210,000	\$210,000
	S-Nerve Ultrasound System	P	1	\$31,000	\$31,000
	Total Sport Bed	P	1	\$151,308	\$151,308
	Fiber Optic Glidescope	P	1	\$5,270	\$5,270
	Oscillator Ventilator	P	1	\$40,063	\$40,063
	Extend KMC Wireless System	P	1	\$265,000	\$265,000
	ECG Machine	P	1	\$60,000	\$60,000
	Treadmill Machine	P	1	\$36,000	\$36,000
	Ventillator Upgrade	P	1	\$57,987	\$57,987
	Metabolic Cart	P	1	\$32,795	\$32,795
	Anaerobic Chamber	P	1	\$23,000	\$23,000
	Auto Scrubber	P	1	\$8,000	\$8,000
	Colonoscopy Scope	P	1	\$300,000	\$300,000
	Patient Refrigerator	P	1	\$6,000	\$6,000
	Ultrasound System	P	1	\$58,000	\$58,000
	MRI Patient Monitor	P	1	\$95,000	\$95,000
	Ventillators	P	1	\$60,000	\$60,000
	Tissue Processor	P	1	\$62,000	\$62,000
	Scrubber	P	1	\$9,000	\$9,000
	Tourniquet Pumps	P	1	\$42,000	\$42,000
	Heater	P	1	\$9,000	\$9,000
	Blood Analyzer	P	1	\$16,000	\$16,000
	Transport Scrubber	P	1	\$11,000	\$11,000
	Microdebrider	P	1	\$45,000	\$45,000
	Dishmachine Replacement	P	1	\$66,000	\$66,000
	Hematek Stainer	P	1	\$11,000	\$11,000
	Burnisher	P	1	\$8,000	\$8,000
	Ligasure Unit	P	1	\$35,000	\$35,000
	Double Convection Oven	P	1	\$7,500	\$7,500
	Thermo Scientific Microtim	P	1	\$18,000	\$18,000
	Tenant B5 Burnisher	P	1	\$13,000	\$13,000
	Stirrups	P	1	\$7,000	\$7,000
	Steambox	P	1	\$22,000	\$22,000
	Plasma Freezer	P	1	\$6,000	\$6,000
	Double Convection Oven	P	1	\$8,000	\$8,000
	Plasma Thawing Bath	P	1	\$6,000	\$6,000
	Argon Beam	P	1	\$115,000	\$115,000



<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
		(P)urchase or (L)ease			
<u>B.U. #8997</u>					
KERN MEDICAL CENTER (continued)	Haraeus Centrifuge	P	1	\$11,000	\$11,000
	Flexible Fiber Cystoscope	P	1	\$10,000	\$10,000
	Convection Dish Dispenser	P	1	\$6,000	\$6,000
	Grossing Station	P	1	\$35,000	\$35,000
	Rigid Ureterscope	P	1	\$18,000	\$18,000
	Plastic Shelving	P	1	\$5,000	\$5,000
	Urinalysis Workstation	P	1	\$125,000	\$125,000
	Immunoassay Analyzer	P	1	\$16,000	\$16,000
	Chick Table	P	1	\$120,000	\$120,000
	Slideprep Centrifuge	P	1	\$5,000	\$5,000
	Leica Bond Staining System	P	1	\$100,000	\$100,000
	Flexible Uteroscope	P	1	\$17,000	\$17,000
	Transport Gurney	P	1	\$60,000	\$60,000
	IV Ultrasound System	P	1	\$14,500	\$14,500
	Medical Air Compressor	P	1	\$9,310	\$9,310
	Fetal Monitor	P	1	\$100,100	\$100,100
	RX30 Pharmacy Software	P	1	\$55,000	\$55,000
	Sternal Saw	P	1	\$23,000	\$23,000
	Infant Warmers	P	4	\$44,000	\$176,000
			<u>65</u>		<u>\$3,132,545</u>
<u>B.U. #8998</u>					
PUB TRANSP ENT-DIV TRANSP	Mojave Transit Center	P	1	\$106,000	\$106,000
	Transit Centers Enhancement	P	1	\$284,300	\$284,300
	Bus Stop Enhancement	P	1	\$73,655	\$73,655
	40' CNG Buses	P	4	\$507,373	\$2,029,490
	Fare Boxes	P	1	\$883,522	\$883,522
	22' Gas Cutaway	P	2	\$125,000	\$250,000
	Automatic Passenger Count	P	1	\$46,803	\$46,803
	Fencing, Gates, & Lighting	P	1	\$115,220	\$115,220
			<u>12</u>		<u>\$3,788,990</u>
<u>B.U. #8999</u>					
SOLID WASTE MGMT	Haz-Mat Locker	P	1	\$25,000	\$25,000
	Star Screen	P	1	\$800,000	\$800,000
	Roll-Off Truck	P	1	\$165,000	\$165,000
	Security System	P	2	\$50,000	\$100,000
	Roll-Off Bins	P	6	\$5,833	\$35,000
	Tractor	P	1	\$100,000	\$100,000
	Grapple Bucket	P	1	\$30,000	\$30,000
	Air Compressor	P	1	\$10,000	\$10,000
	Tow Magnet	P	1	\$8,000	\$8,000
	Color Copier/Scanner	P	1	\$7,000	\$7,000
	Security Camera	P	1	\$6,500	\$6,500
	Roll-Off Truck	P	1	\$165,000	\$165,000
	3/4 Ton Pickup Extended Cab	P	1	\$45,000	\$45,000
	Paint Can Crusher	P	1	\$25,000	\$25,000
			<u>20</u>		<u>\$1,521,500</u>
<u>B.U. #9144</u>					
KERN SANITATION AUTHORITY	Portable Sewer Video Camera	P	1	\$25,300	\$25,300
	TF-1 Electric Submersible	P	1	\$96,300	\$96,300
	TF-2 Electric Submersible	P	1	\$32,500	\$32,500
	Sewer Collection System Unit	P	1	\$79,200	\$79,200
	Mobile TV Van	P	1	\$137,600	\$137,600
	Sewer Lateral Camera	P	1	\$18,000	\$18,000
			<u>6</u>		<u>\$388,900</u>
GRAND TOTAL					\$22,134,016

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
General Government							
Legislative and Administrative							
<u>General Fund</u>							
Administrative Office (B.U.#1020)	2844	Fiscal Support Specialist-Confidential	1		\$102,000	\$102,000	8/22/2015
		Subtotal Administrative Office	1			\$102,000	
Total Legislative and Administrative			1	0		\$102,000	
Other General							
<u>General Fund</u>							
Information Technology Service (ITS) (B.U. #1160)	2457	Programmer I/II-Systems Analyst I/II	1		\$148,320	\$148,320	8/22/2015
	2396	Technology Services Manager	1		\$199,446	\$199,446	8/22/2015
		Subtotal ITS	2			\$347,766	
Total Other General			2	0		\$347,766	
Counsel							
<u>General Fund</u>							
County Counsel (B.U.#1210)	2454	Programmer I/II-Systems Analyst I/II	1		\$156,000	\$156,000	8/22/2015
	2462	Information Systems Specialist I/II/III/Sr.	(1)		\$154,000	(\$154,000)	1/9/2016
	2345	Accountant I/II/III	1		\$141,000	\$141,000	8/22/2015
		Subtotal County Counsel	1			\$143,000	
Total Counsel			1	0		\$143,000	
Human Resources							
<u>General Fund</u>							
Human Resources (B.U.#1310)	0466	Health Plan Services Representative I/II	2		\$103,565	\$207,130	8/22/2015
	2462	Health Plan Administration Coordinator	1		\$137,841	\$137,841	1/9/2016
		Subtotal Human Resources	3			\$344,971	
Total Human Resources			3	0		\$344,971	
Total General Government			7	0		\$937,737	
Public Protection							
Judicial							
<u>General Fund</u>							
County Clerk (B.U.#2116)	3275	Office Services Technician	1		\$69,500	\$69,500	8/22/2015
		Subtotal County Clerk	1			\$69,500	
District Attorney (B.U. #2180)	3155	Legal Process Technician I/II	1		\$77,000	\$77,000	8/22/2015
	3280	Office Services Assistant	(1)		\$64,000	(\$64,000)	8/22/2015
	2865	Fiscal Support Technician	(1)		\$76,000	(\$76,000)	8/22/2015
	3275	Office Services Technician	(1)		\$69,000	(\$69,000)	8/22/2015
	4367	Asst. Chief District Attorney's Investigator	(1)		\$255,000	(\$255,000)	8/22/2015
		Subtotal District Attorney	(3)			(\$387,000)	
<u>Other Funds</u>							
Child Support Services (B.U.#2183)	1285	Department of Child Support Services Program Manager	1		\$147,719	\$147,719	8/22/2015
	1278	Supervising Child Support Customer Service Representative	1		\$97,959	\$97,959	8/22/2015
	1279	Senior Child Support Customer Service Representative	1		\$88,710	\$88,710	8/22/2015
	1280	Child Support Customer Service Representative	7		\$80,465	\$563,255	8/22/2015
	0848	Departmental Analyst I/II	(1)		\$101,131	(\$101,131)	8/22/2015
	3280	Office Services Assistant	(1)		\$63,506	(\$63,506)	8/22/2015
	3275	Office Services Technician	(1)		\$69,404	(\$69,404)	8/22/2015
	1287	Child Support Officer IV/III/II/I	(1)		\$102,018	(\$102,018)	8/22/2015
	2845	Fiscal Support Specialist	(1)		\$88,073	(\$88,073)	8/22/2015
	2460	Information Services Specialist I/II/III/Sr	(1)		\$134,410	(\$134,410)	8/22/2015
	2431	Local Area Network Systems Administrator	(1)		\$105,000	(\$105,000)	8/22/2015
	4439	Supervising Investigative Aide	(1)		\$140,639	(\$140,639)	8/22/2015
	4440	Investigative Aide	(1)		\$81,254	(\$81,254)	8/22/2015
		Subtotal Child Support Services	1			\$12,208	
Total Judicial			(1)	0		(\$305,292)	
Police Protection							
<u>General Fund</u>							
District Attorney - Forensic Sciences (DA-FS) (B.U. #2200)	1705	Laboratory Assitant	(2)		\$63,000	(\$126,000)	8/22/2015
	3275	Office Services Technician	(1)		\$69,000	(\$69,000)	1/9/2016
	1710	Laboratory Helper	(1)		\$56,000	(\$56,000)	8/22/2015
		Subtotal DA-FS	(4)			(\$251,000)	
Sheriff (B.U. #2210)		Public Information Officer	1		\$154,000	\$154,000	8/22/2015
	2347	Accountant I/II	1		\$107,000	\$107,000	8/22/2015
	0917	Sheriff's Program Technician	1		\$83,000	\$83,000	8/22/2015
	0918	Sheriff's Program Specialist	2		\$100,000	\$200,000	8/22/2015
	4466	Sheriff's Sergeant	(2)		\$183,000	(\$366,000)	8/22/2015
	4491	Deputy Sheriff	(7)		\$148,000	(\$1,036,000)	8/22/2015
	4482	Senior Deputy Sheriff	(1)		\$162,000	(\$162,000)	8/22/2015
	2830	Fiscal Support Supervisor	(1)		\$97,000	(\$97,000)	8/22/2015
		Subtotal Sheriff	(6)			(\$1,117,000)	
Total Police Protection			(10)	0		(\$1,368,000)	



Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Detention and Correction							
General Fund							
Probation (B.U.#2340)	0895	Assistant Probation Division Director	(1)		\$189,000	(\$189,000)	8/22/2015
	0849	Departmental Analyst I/II	1		\$106,000	\$106,000	8/22/2015
	3275	Office Services Technician	1		\$73,000	\$73,000	8/22/2015
	3474	Probation Division Director	1		\$203,000	\$203,000	8/22/2015
	Subtotal Probation		2			\$193,000	
Total Detention and Correction			2	0		\$193,000	
Fire Protection							
Other Funds							
Fire Department (B.U.#2415)	0840	Administrative Coordinator	(1)		\$106,000	(\$106,000)	8/22/2015
	0898	Program Specialist I/II	1		\$100,000	\$100,000	8/22/2015
	Subtotal Fire		0			(\$6,000)	
Total Fire Protection			0	0		(\$6,000)	
Protective Inspection							
General Fund							
Agriculture and Measurement Standards (B.U.#2610)	3926	Ag Biologist/Weights and Measures Inspector I/II/III	2		\$105,000	\$210,000	8/22/2015
	3925	Ag Biologist/Weights and Measures Inspector IV	(2)		\$115,000	(\$230,000)	8/22/2015
	Subtotal Ag and Measurement		0			(\$20,000)	
Total Protective Inspection			0	0		(\$20,000)	
Other Protection							
General Fund							
Planning (B.U.#2750)	2345	Accountant I/II/III	1		\$125,632	\$125,632	8/22/2015
	2347	Accountant I/II	(1)		\$107,000	(\$107,000)	1/9/2016
	0935	Planner I/II/III	(1)		\$135,019	(\$135,019)	8/22/2015
	3265	Senior Office Services Specialist	(1)		\$83,339	(\$83,339)	8/22/2015
	0930	Supervising Planner	1		\$154,773	\$154,773	8/22/2015
	Subtotal Planning		(1)			(\$44,953)	
Development Services Agency (B.U.#2730)	2396	Technology Services Manager	(1)		\$188,871	(\$188,871)	8/22/2015
	Subtotal Development Services Agency		(1)			(\$188,871)	
Total Other Protection			(2)	0		(\$233,824)	
Total Public Protection			(11)	0		(\$1,740,116)	
Public Ways and Facilities							
Public Ways							
Other Funds							
Public Works (B.U.#8954)	1205	Waste Management Technician I/II	1		\$103,000	\$103,000	8/18/2015
	Subtotal Public Works		1			\$103,000	
Total Public Ways			0	0		\$103,000	
Transportation Terminals							
Other Funds							
Airports (B.U.#8995)	2345	Accountant I/II/III	1		\$125,632	\$125,632	8/22/2015
	4915	Maintenance Worker I/II/III/IV/V	(1)		\$85,851	(\$85,851)	8/22/2015
	Subtotal Airports		0	0		\$39,781	
Total Transportation Terminals			0	0		\$39,781	
Total Public Ways and Facilities			1	0		\$142,781	
Health and Sanitation							
Health							
General Fund							
Public Health (B.U.#4110)	3275	Office Services Technician	(4)		\$72,810	(\$291,240)	8/22/2015
	3270	Office Support Specialist	(2)		\$80,805	(\$161,610)	8/22/2015
	2610	Store Keeper II	(1)		\$82,526	(\$82,526)	8/22/2015
	2865	Fiscal Support Technician	(1)		\$79,792	(\$79,792)	8/22/2015
	3654	Social Services Worker I/II/III/IV/V	(1)		\$130,046	(\$130,046)	8/22/2015
	3420	Medical Investigator	(2)		\$92,601	(\$185,202)	8/22/2015
	2060	Staff Nurse Jr./I	(2)		\$134,827	(\$269,654)	8/22/2015
	Subtotal Public Health		(13)			(\$1,200,070)	
Environmental Health (B.U.#4113)	2865	Fiscal Support Technician	(1)		\$79,792	(\$79,792)	8/22/2015
	1195	Building Plans Technician	(1)		\$99,680	(\$99,680)	8/22/2015
	2180	Environmental Health Tech I/II/III	2		\$81,144	\$162,288	8/22/2015
	Subtotal Environmental Health		0			(\$17,184)	
Other Funds							
Mental Health (B.U.#4120)	0892	Program Support Supervisor	1		\$108,000	\$108,000	8/22/2015
	Subtotal Mental Health		1			\$108,000	
Substance Use Disorders (B.U.#4123)	3719	MH Recovery Specialist I/II/III	2		\$99,000	\$198,000	8/22/2015
	Subtotal Substance Use Disorders		2			\$198,000	
Total Health			(10)	0		(\$911,254)	



Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Hospital Care							
Other Funds							
Kern Medical Center (B.U.#8997)	0326 Executive Director Managed Care - Contract		(1)		\$214,464	(\$214,464)	8/22/2015
	0725 Senior Nutrition Program Coordinator (PT)			(1)	\$111,732	(\$111,732)	8/22/2015
	0835 Project Manager - Contract		(1)		\$155,566	(\$155,566)	8/22/2015
	1518 Elder Life Program Coordinator		(1)		\$131,817	(\$131,817)	8/22/2015
	2040 Infection Control Coordinator		(1)		\$181,619	(\$181,619)	8/22/2015
	2625 Stock Clerk		(1)		\$64,448	(\$64,448)	8/22/2015
	5740 Linen Services Associate I/II (PT)			(6)	\$51,045	(\$306,270)	8/22/2015
	1575 Clinical Pharmacist		1		\$252,474	\$252,474	8/22/2015
Subtotal Kern Medical Center			(4)	(7)		(\$913,442)	
Correctional Medicine (B.U.#8988)	1595 Pharmacy Technician		3		\$85,009	\$255,027	8/22/2015
Subtotal Correctional Medicine			3			\$255,027	
Total Hospital Care			(1)	(7)		(\$658,415)	
California Children's Services							
General Fund							
California Children's Services (B.U.#4300)	3280 Office Services Assistant		(1)		\$63,506	(\$63,506)	8/22/2015
	3275 Office Services Technician		(1)		\$69,404	(\$69,404)	8/22/2015
	0892 Program Support Supervisor		(1)		\$110,904	(\$110,904)	8/22/2015
	1850 Therapy Supervisor		1		\$187,622	\$187,622	8/22/2015
Subtotal California Children's Services			(2)			(\$56,192)	
Total California Children's Services			(2)	0		(\$56,192)	
Total Health and Sanitation			(13)	(7)		(\$1,625,861)	
Public Assistance							
Administration							
Other Funds							
Human Services (B.U.#5120)	2845 Fiscal Support Specialist		(1)		\$88,073	(\$88,073)	8/22/2015
	2830 Fiscal Support Supervisor		1		\$97,246	\$97,246	8/22/2015
Subtotal Human Services			0			\$9,173	
Total Administration			0	0		\$9,173	
Other Assistance							
General Fund							
Employers' Training Resource (B.U.#5923)	2345 Accountant I/II/III		1		\$125,632	\$125,632	8/22/2015
	2845 Fiscal Support Specialist		(1)		\$88,073	(\$88,073)	8/22/2015
	3260 Office Services Coordinator		1		\$92,330	\$92,330	8/22/2015
	0875 Program Coordinator		1		\$123,461	\$123,461	8/22/2015
	0898 Program Specialist I/II		8		\$100,252	\$802,016	8/22/2015
	3265 Senior Office Services Specialist		(1)		\$83,339	(\$83,339)	8/22/2015
Subtotal Employers' Training Resource			9			\$972,027	
Other Funds							
Aging and Adult Services (B.U.#5610)	5602 Senior Nutrition Site Coordinator (PT)			2	\$58,146	\$116,292	8/22/2015
	5502 Cook I/II (PT)			7	\$66,558	\$465,906	8/22/2015
	5546 Food Service Worker I (PT)			1	\$52,809	\$52,809	8/22/2015
	5605 Senior Home Delivery Driver (PT)			8	\$53,825	\$430,600	8/22/2015
	3651 Social Service Supervisor I/II		1		\$131,817	\$131,817	8/22/2015
	0905 Program Technician		2		\$86,836	\$173,672	8/22/2015
	0892 Program Support Supervisor		1		\$116,799	\$116,799	8/22/2015
Subtotal Aging and Adult Services			4	18		\$1,487,895	
Total Other Assistance			13	18		\$2,459,922	
Total Public Assistance			13	18		\$2,469,095	
Education							
Education							
General Fund							
Library (B.U.#6210)	2865 Fiscal Support Technician		(1)		\$75,990	(\$75,990)	8/22/2015
Subtotal Library			(1)			(\$75,990)	
Total Education			(1)	0		(\$75,990)	
Total Education			(1)	0		(\$75,990)	
Recreation and Culture							
Recreation Facilities							
General Fund							
Parks and Recreation (B.U.#7100)	2865 Fiscal Support Technician		1		\$79,792	\$79,792	8/22/2015
	4918 Maintenance Worker I/II		(1)		\$60,074	(\$60,074)	8/22/2015
	5356 Tree Trimmer III		1		\$89,091	\$89,091	8/22/2015
Subtotal Parks and Recreation			1			\$108,809	
Total Recreation Facilities			1	0		\$108,809	
Total Recreation and Culture			1	0		\$108,809	
County Departments - Grand Total			(3)	11		\$216,455	



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**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2015 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General Fund				
00001 General	\$77,360,605	\$2,006,187	\$778,993,364	\$858,360,156
Total General Fund	\$77,360,605	\$2,006,187	\$778,993,364	\$858,360,156
Special Revenue Funds				
Operational Special Revenue				
00007 Road	\$12,947,072	\$8,643,956.00	\$45,226,109	\$66,817,137
00011 Structural Fire	10,680,021	0	140,144,295	150,824,316
00120 Building Inspection	3,780,069	0	5,472,010	9,252,079
00130 Dept. of Human Services-Admin.	(11,066,513)	0	222,100,118	211,033,605
00140 Human Services-Direct Fin Aid	(11,439,815)	0	224,849,873	213,410,058
00141 Mental Health Fund	27,330,737	0	127,983,832	155,314,569
00145 Aging and Adult Services	652,609	167,633	15,313,437	16,133,679
00183 Kern Co Dept. of Child Support	859,088	0	22,248,412	23,107,500
00192 Recorder	567,074	0	3,590,378	4,157,452
Operational Special Revenue Subtotal	\$34,310,342	\$8,811,589	\$806,928,464	\$850,050,395
Non-Operating Special Revenue				
00160 Wildlife Resources	\$4,024	\$2,881	\$7,500	\$14,405
00161 Timber Harvest Fund	(51)	51	0	0
00162 Graffiti Abatement	(1)	1	0	0
00163 Probation Juvenile Justice Realignment Fund	232,840	0	5,114,317	5,347,157
00164 Real Estate Fraud	486,847	0	938,000	1,424,847
00165 Litter Clean Up	0	0	0	0
00170 Off-Highway Motor Vehicle License	67,135	0	135,000	202,135
00171 Planned Local Drainage-Shalimar	496	0	34	530
00172 Planned Local Drainage-Brundage	458	0	406	864
00173 Planned Local Drainage-Orangewood	8,412	0	2,582	10,994
00174 Planned Local Drainage-Breckenridge	488	0	111	599
00175 Range Improvement Section 15	(6,902)	11,922	730	5,750
00176 Planned Local Drainage-Oildale	(106,304)	106,224	580	500
00177 Range Improvement Section 3	5,046	0	6,505	11,551
00179 Probation Training	0	0	263,640	263,640
00180 DNA Identification	105,947	0	360,000	465,947
00181 Local Public Safety	8,358,141	0	76,093,733	84,451,874
00182 Sheriff Facility Training	(22,693)	22,693	240,000	240,000
00184 Automated Fingerprint	7,200	0	245,000	252,200
00186 Juvenile Justice Facility Temp. Construction	392	0	0	392
00187 Emergency Medical Services	235,616	0	3,362,040	3,597,656
00188 Automated County Warrant System	35,208	0	44,000	79,208
00190 Domestic Violence Program	22,585	0	150,000	172,585
00191 Criminal Justice Facilities Construction	335,972	0	2,549,414	2,885,386
00194 Recorder's Social Security Number Truncation	30,354	0	0	30,354
00195 Alcoholism Program	27,533	0	72,587	100,120
00196 Alcohol Abuse Education/Prevention	23,446	0	61,748	85,194
00197 Drug Program Fund	(5,063)	5,062	25,252	25,251
00198 Recorders Modernization	789,909	547,224	760,000	2,097,133
00199 Micrographic-Recorder	34,642	28,299	0	62,941
00264 Tax Loss Reserve	69,286	0	6,750,000	6,819,286
00266 Redemption Systems	(252,332)	252,332	662,760	662,760
00270 Abatement Cost	97,656	0	20,000	117,656



**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2015 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Non-Operational Special Revenue				
22010 County Local Revenue Fund 2011 Realignment	10,429,400	5,625,988	172,369,735	188,425,123
22021 Animal Care Donations	(1,683)	1,683	0	0
22027 Sterilization Fund	14,664	4,332	29,004	48,000
22036 Board of Trade-Advertising	42,187	0	91,500	133,687
22042 General Plan Admin Surcharge	801,906	149,523	556,000	1,507,429
22045 County-Wide Crime Prevention P.C.1202.5	639	0	0	639
22064 District Attorney-Local Forfeiture Trust	86,369	33,631	180,000	300,000
22066 Solid Waste-Lea Grant	0	0	0	0
22067 Health-Local Option	0	0	0	0
22068 Health-State L.U.S.T. Prog.	(50)	50	0	0
22069 Public Health Miscellaneous	14,265	0	11,500	25,765
22072 Health-Fax Death Certificates	0	0	0	0
22073 Health-MSS/TCM	56,459	0	30,200	86,659
22076 Child Restraint Loaner Program	(2,829)	27,030	43,500	67,701
22079 District Attorney-Equipment/Automation	73,203	0	1,000	74,203
22085 Mental Health Services Act	16,505,893	0	29,498,542	46,004,435
22086 MHSA Prudent Reserve	54,015	0	0	54,015
22087 Criminalistics Laboratories	145,325	0	100,000	245,325
22097 Asset Forfeiture Fifteen Percent	10,275	0	0	10,275
22098 Probation Asset Forfeiture	359	0	200	559
22107 Asset Forfeiture Federal	60,733	0	100	60,833
22121 Truck 21 Replacement	13	3,538	25	3,576
22122 Fixed Wing Aircraft	1	516	0	517
22123 Vehicle/Apparatus	221,025	0	0	221,025
22125 Hazardous Waste Settlements	182,950	0	0	182,950
22126 Sheriff's-Rural Crime	4,630	0	2,010	6,640
22127 Sheriff's CAL-ID	894,927	428,823	705,000	2,028,750
22128 Sheriff's Civil Subpoenas	(161)	0	5,700	5,539
22129 KNET Special Asset Forfeiture	(44,903)	24,053	20,850	0
22131 Sheriff's Drug Abuse Gang Diversion	(10,061)	41,356	8,705	40,000
22132 Sheriff's Training	11,175	0	115,020	126,195
22133 Sheriff-Work Release	19,176	0	450,300	469,476
22137 Sheriff-State Forfeiture	(18,121)	97,004	25,000	103,883
22138 Sheriff's Civil Automated	49,663	16,061	159,000	224,724
22140 Sheriff's Firearms	22,866	0	4,230	27,096
22141 Sheriff-Judgment Debtors Fee	213,245	0	160,000	373,245
22142 Sheriff's Comm Resources	2,672	8,213	115	11,000
22143 Sheriff's Volunteer Service Group	3,408	2,592	9,000	15,000
22144 Sheriff-Controlled Substance	656,161	0	302,000	958,161
22153 Bakersfield Planned Sewer #1	122,686	661	165,819	289,166
22156 DIVCA Local Franchise Fee	159,100	0	354,600	513,700
22158 Bakersfield Planned Sewer #2	(5,232)	684	5,048	500
22160 Sheriff's CAL-MMET	(8)	0	45	37
22161 HIDTA-State Asset Forfeiture	(53)	0	375	322
22162 CAL-MMET-State Asset Forfeiture	123,165	0	22,800	145,965
22163 High Tech Equipment	15	0	13	28
22164 Bakersfield Planned Sewer #3	498	0	14	512
22166 Bakersfield Planned Sewer #4	729	0	522	1,251
22167 Bakersfield Planned Sewer #5	473	0	244	717
22173 County Planned Sewer Area A	(4,443)	47,601	812	43,970
22176 Health-Bio Terrorism Grant	(7,297)	7,297	0	0

**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2015 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Non-Operational Special Revenue				
22177 County Planned Sewer Area B	499	0	4	503
22184 CSA #71 Septic Abandonment	(28,183)	20,896	7,787	500
22185 Wraparound Savings	(\$656,658)	\$1,385,174	\$300,000	1,028,516
22187 Recorders Electronic Recording	95	88,005	175,000	263,100
22188 Fireworks Violations	22,188	0	25,200	47,388
22190 Comm Corrections Perform Incentive Fund	401,260	0	800	402,060
22195 Parks Donation Fund	38,322	0	0	38,322
24024 District Attorney Family - Excess Revenue	0	0	0	0
24028 District Attorney-Federal Forfeiture	98,199	0	1,500	99,699
24038 District Attorney-Court Ordered Penalties	96,210	0	1,000,000	1,096,210
24039 Hospital Preparedness Program	(1,954)	1,954	0	0
24042 Fire Dept. Donations	(876)	15,376	500	15,000
24043 State Fire	755,055	332,295	0	1,087,350
24044 Fire-Hazard Reduction	106,425	0	400,750	507,175
24047 Fire-Helicopter Operations	365,016	0	702,400	1,067,416
24050 Mobile Fire Kitchen	10	0	0	10
24057 Inmate Welfare-Sheriff Correction Facility	913,777	502,761	3,020,000	4,436,538
24060 Juvenile Inmate Welfare	55,172	0	17,780	72,952
24063 CCP Community Recidivism	0	0	3,234,773	3,234,773
24066 Kern County Children	441,234	0	192,372	633,606
24067 Kern County Library Donations	(2,424)	0	87,000	84,576
24086 Peace Officers` Training-Post	47	0	0	47
24088 Core Area Metro Bakersfield Impact Fee	329,175	0	230,950	560,125
24089 Metro Bakersfield Transport Impact Fee	1,012,558	0	0	1,012,558
24091 Rosamond Transport Impact Fee	73,338	0	0	73,338
24095 Bakersfield Mitigation	680,450	0	74,805	755,255
24096 Tehachapi Transport Impact Fee Core	4,835	0	0	4,835
24097 Tehachapi Transport Impact Fee Non-Core	267,481	0	0	267,481
24098 Project Impact Mitigation Fund	50,400	0	0	50,400
24105 Jamison Center	87,905	12,095	0	100,000
24125 Strong Motion Instrumentation	64,922	0	19,076	83,998
24126 Tobacco Education Control Program	15,445	0	150,250	165,695
24137 Vital & Health Statistics-Health Department	21,231	0	72,027	93,258
24138 Vital & Health Statistics-Recorder	62,959	0	94,000	156,959
24139 Vital & Health Statistics-County Clerk	1,572	0	2,300	3,872
25120 Parcel Map In-Lieu Fees	49,810	66,660	1,000	117,470
42904 Secsc/Jpa Ops	141,312	0	0	141,312
Non-Operational Special Revenue Subtotal	\$46,942,573	\$9,922,541	\$313,104,741	\$369,969,855
Total Special Revenue Funds	\$81,252,915	\$18,734,130	\$1,120,033,205	\$1,220,020,250
Capital Projects Funds				
00004 ACO-General	\$787	\$0	\$14,000	\$14,787
00012 ACO-Structural Fire	(406)	0	1,500	1,094
00155 Seventh Standard Road Project	0	0	0	0
00211 KHS Excess Reserves/Capital	45,708	1,930,292	0	1,976,000
00220 7Th Standard Widening Project	15,920	179,369	570,712	766,001
00221 2009 Cop Capital Projects	19,489	0	0	19,489
00222 Hageman Road Separation of Grade	0	0	0	0
00225 AB900 Phase II Construction Project	0	0	0	0
00235 Tobacco Securitization Proceeds-Capital	107	0	400,000	400,107
40390 Rexland Acres Sewer Improvement	0	0	0	0
Total Capital Projects	\$81,605	\$2,109,661	\$986,212	\$3,177,478
Total Governmental Funds	\$158,695,125	\$22,849,978	\$1,900,012,781	\$2,081,557,884



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Summary of Financing Requirements Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
General Fund				
00001	General	\$828,082,760	\$30,277,397	\$858,360,157
Total General Fund		\$828,082,760	\$30,277,397	\$858,360,157
Special Revenue Funds				
Operating Special Revenue Funds				
00007	Road	\$66,817,137	\$0	\$66,817,137
00011	Structural Fire	147,958,085	2,866,231	150,824,316
00120	Building Inspection	8,157,220	1,094,859	9,252,079
00130	Dept. of Human Services-Admin.	211,033,605	0	211,033,605
00140	Human Services-Direct Fin Aid	213,410,058	0	213,410,058
00141	Mental Health Fund	136,648,588	18,665,981	155,314,569
00145	Aging and Adult Services	16,133,679	0	16,133,679
00183	Kern Co Dept. Of Child Support	22,248,412	859,088	23,107,500
00192	Recorder	4,157,452	0	4,157,452
Operating Special Revenue Funds Subtotal		\$826,564,236	\$23,486,159	\$850,050,395
Non-Operating Special Revenue Funds				
00160	Wildlife Resources	\$14,405	\$0	\$14,405
00163	Probation Juvenile Justice Realignment Fund	5,107,317	239,840	5,347,157
00164	Real Estate Fraud	1,269,000	155,847	1,424,847
00170	Off-Highway Motor Vehicle License	85,221	116,914	202,135
00171	Planned Local Drainage-Shalimar	500	30	530
00172	Planned Local Drainage-Brundage	500	364	864
00173	Planned Local Drainage-Orangewood	500	10,494	10,994
00174	Planned Local Drainage-Breckenridge	500	99	599
00175	Range Improvement Section 15	5,750	0	5,750
00176	Planned Local Drainage-Oildale	500	0	500
00177	Range Improvement Section 3	2,000	9,551	11,551
00179	Probation Training	263,640	0	263,640
00180	DNA Identification	450,000	15,947	465,947
00181	Local Public Safety	79,528,916	4,922,958	84,451,874
00182	Sheriff Facility Training	240,000	0	240,000
00184	Automated Fingerprint	245,000	7,200	252,200
00186	Juvenile Justice Facility Temp. Construction	0	392	392
00187	Emergency Medical Services	3,512,724	84,932	3,597,656
00188	Automated County Warrant System	44,000	35,208	79,208
00190	Domestic Violence Program	150,000	22,585	172,585
00191	Criminal Justice Facilities Construction	2,885,386	0	2,885,386
00193	Courthouse Construction Fund	0	50	50
00194	Recorder's Social Security Number Truncation	13,000	17,354	30,354
00195	Alcoholism Program	72,587	27,533	100,120
00196	Alcohol Abuse Education/Prevention	61,748	23,446	85,194
00197	Drug Program Fund	25,251	0	25,251
00198	Recorders Modernization	2,097,133	0	2,097,133
00199	Micrographic-Recorder	62,941	0	62,941
00264	Tax Loss Reserve	6,000,000	819,286	6,819,286
00266	Redemption Systems	662,760	0	662,760
00270	Abatement Cost	90,000	27,656	117,656



Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
Non-Operational Special Revenue			
22010 County Local Revenue Fund 2011 Realignment	184,128,874	4,296,249	188,425,123
22027 Sterilization Fund	\$48,000	\$0	\$48,000
22036 Board of Trade-Advertising	80,600	53,088	133,688
22042 General Plan Administrative Surcharge	1,507,429	0	1,507,429
22045 County-Wide Crime Prevention P.C.1202.5	0	639	639
22064 District Attorney-Local Forfeiture Trust	300,000	0	300,000
22069 Public Health Miscellaneous	11,500	14,265	25,765
22073 Health-MSS/TCM	13,210	73,449	86,659
22076 Child Restraint Loaner Program	67,701	0	67,701
22079 District Attorney-Equipment/Automation	73,000	1,203	74,203
22085 Mental Health Services Act	31,144,871	14,859,564	46,004,435
22086 MHSA Prudent Reserve	0	54,015	54,015
22087 Criminalistics Laboratories	100,000	145,325	245,325
22097 Asset Forfeiture Fifteen Percent	5,000	5,275	10,275
22098 Probation Asset Forfeiture	0	559	559
22107 Asset Forfeiture Federal	20,000	40,833	60,833
22121 Truck 21 Replacement	3,576	0	3,576
22122 Fixed Wing Aircraft	516	0	516
22123 Vehicle/Apparatus	0	221,025	221,025
22125 Hazardous Waste Settlements	100,000	82,950	182,950
22126 Sheriff's-Rural Crime	0	6,640	6,640
22127 Sheriff's CAL-ID	2,028,750	0	2,028,750
22128 Sheriff's Civil Subpoenas	0	5,539	5,539
22131 Sheriff's Drug Abuse Gang Diversion	40,000	0	40,000
22132 Sheriff's Training	75,000	51,195	126,195
22133 Sheriff-Work Release	450,000	19,476	469,476
22137 Sheriff-State Forfeiture	103,883	0	103,883
22138 Sheriff's Civil Automated	224,724	0	224,724
22140 Sheriffs Firearms	5,000	22,096	27,096
22141 Sheriff-Judgment Debtors Fee	185,098	188,147	373,245
22142 Sheriff's Comm Resources	11,000	0	11,000
22143 Sheriff's Volunteer Service Group	15,000	0	15,000
22144 Sheriff-Controlled Substance	437,707	520,454	958,161
22153 Bakersfield Planned Sewer #1	500	288,666	289,166
22156 DIVCA Local Franchise Fee	510,000	3,700	513,700
22158 Bakersfield Planned Sewer #2	500	0	500
22160 Sheriff's CAL-MMET	0	37	37
22161 Hidta-State Asset Forfeit	0	322	322
22162 CAL-MMET-State Asset Forfeiture	0	145,965	145,965
22163 High Tech Equipment	0	28	28
22164 Bakersfield Planned Sewer #3	500	12	512
22166 Bakersfield Planned Sewer #4	500	751	1,251
22167 Bakersfield Planned Sewer #5	500	217	717
22173 County Planned Sewer Area A	43,970	0	43,970
22177 County Planned Sewer Area B	500	3	503
22184 CSA #71 Septic Abandonment	500	0	500
22185 Wraparound Savings	1,028,515	0	1,028,515
22187 Records Electronic Recording	263,100	0	263,100
22188 Fireworks Violations	25,000	22,388	47,388



Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements	
Non-Operational Special Revenue				
22190	Comm Corrections Perform Incentive Fund	401,834	226	402,060
22195	Parks Donation Fund	17,500	20,822	38,322
24028	District Attorney-Federal Forfeiture	0	99,699	99,699
24038	District Attorney-Court Ordered Penalties	\$500,000	\$596,210	\$1,096,210
24042	Fire Dept Donations	15,000	0	15,000
24043	State Fire	1,087,350	0	1,087,350
24044	Fire-Hazard Reduction	350,000	157,175	507,175
24047	Fire-Helicopter Operations	850,000	217,416	1,067,416
24050	Mobile Fire Kitchen	0	10	10
24057	Inmate Welfare-Sheriff Correction Facility	4,436,538	0	4,436,538
24060	Juvenile Inmate Welfare	50,000	22,952	72,952
24063	Community Recidivism Reduction CCP	2,984,773	250,000	3,234,773
24066	Kern County Children	509,682	123,924	633,606
24067	Kern County Library Donations	18,000	66,576	84,576
24086	Peace Officers` Training-Post	0	47	47
24088	Core Area Metro Bakersfield Impact Fee	12,096	548,029	560,125
24089	Metro Bakersfield Transport Impact Fee	0	1,012,558	1,012,558
24091	Rosamond Transport Impact Fee	0	73,338	73,338
24095	Bakersfield Mitigation	450,000	305,255	755,255
24096	Tehachapi Transport Impact Fee Core	0	4,835	4,835
24097	Tehachapi Transport Impact Fee Non-Core	0	267,481	267,481
24098	Project Impact Mitigation Fund	0	50,400	50,400
24105	Jamison Center	100,000	0	100,000
24125	Strong Motion Instrumentation	82,000	1,998	83,998
24126	Tobacco Education Control Program	150,000	15,695	165,695
24137	Vital & Health Statistics-Health Department	72,027	21,231	93,258
24138	Vital & Health Statistics-Recorder	81,150	75,809	156,959
24139	Vital & Health Statistics-County Clerk	2,800	1,072	3,872
25120	Parcel Map In-Lieu Fees	117,470	0	117,470
Non-Operational Special Revenue Subtotal		\$338,234,023	\$31,594,519	\$369,828,542
Total Special Revenue Funds		\$1,164,798,259	\$55,080,678	\$1,219,878,937
Capital Projects Funds				
00004	Aco-General	\$0	\$14,787	\$14,787
00012	ACO-Structural Fire	0	1,094	1,094
00211	KHS Excess Reserves/Capital	1,976,000	0	1,976,000
00220	7Th Standard Widening Project	766,001	0	766,001
00221	2009 Cop Capital Projects	0	19,489	19,489
00235	Tobacco Securitization Proceeds-Capital	400,000	107	400,107
Total Capital Projects		\$3,142,001	\$35,477	\$3,177,478
Total Governmental Funds		\$1,996,023,020	\$85,393,552	\$2,081,416,572



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Summary of Recommended Net General Fund Cost

Budget Unit and Department	FY 2015-16 Recommended Net General Fund Cost	FY 2014-15 Adopted Net General Fund Cost excluding BSI	FY 2015-16 Recommended Net General Fund Cost excluding BSI	Increase / (Decrease) in Net General Fund Cost excluding BSI	% Change From FY 2014-15
1011 Board of Supervisors-District 1	\$588,964	\$532,918	\$530,483	(\$2,435)	-0.46%
1012 Board of Supervisors-District 2	\$539,913	\$532,918	\$532,431	(\$487)	-0.09%
1013 Board of Supervisors-District 3	\$553,785	\$532,918	\$529,719	(\$3,199)	-0.60%
1014 Board of Supervisors-District 4	\$595,918	\$532,918	\$532,018	(\$900)	-0.17%
1015 Board of Supervisors-District 5	\$540,261	\$532,918	\$531,475	(\$1,443)	-0.27%
1020 Administrative Office	\$3,967,116	\$2,929,964	\$3,022,731	\$92,767	3.17%
1030 Clerk of the Board	\$794,593	\$740,236	\$739,829	(\$407)	-0.05%
1040 Special Services	\$5,625,972	\$5,666,584	\$5,625,972	(\$40,612)	-0.72%
1110 Auditor-Controller	\$5,694,957	\$4,761,868	\$4,776,144	\$14,276	0.30%
1120 Treasurer-Tax Collector	\$1,469,088	\$768,471	\$827,083	\$58,612	7.63%
1130 Assessor	\$9,160,643	\$8,388,712	\$8,438,406	\$49,694	0.59%
1160 Information Technology Service	\$10,535,536	\$4,513,075	\$9,767,762	\$5,254,687	116.43%
1210 County Counsel	\$5,003,443	\$3,591,914	\$3,693,129	\$101,215	2.82%
1310 Human Resources	\$2,957,045	\$2,517,310	\$2,905,408	\$388,098	15.42%
1420 Elections	\$3,619,930	\$3,619,931	\$3,619,930	(\$1)	0.00%
1610 General Services	\$9,601,051	\$8,533,849	\$8,572,909	\$39,060	0.46%
1615 Utility Payments-Div of General Services	\$4,419,923	\$3,493,333	\$4,419,923	\$926,590	26.52%
1640 Construction Serv-Div of General Services	\$235,023	\$181,944	\$235,023	\$53,079	29.17%
1650 General Services-Major Maintenance	\$13,877,589	\$6,159,241	\$13,877,589	\$7,718,348	125.31%
1812 Board of Trade	\$630,956	\$587,816	\$583,695	(\$4,121)	-0.70%
1900 Engineering, Surveying and Permit Services	\$2,191,920	\$1,825,801	\$1,880,681	\$54,880	3.01%
1960 Capital Projects	(\$180,591)	(\$1,073,677)	(\$180,591)	\$893,086	-83.18%
General Government Sub-Total	\$82,423,035	\$59,870,962	\$75,461,749	\$15,590,787	26.04%
2110 Contribution -Trial Court Funding	\$8,727,303	\$6,533,653	\$8,727,303	\$2,193,650	33.57%
2116 County Clerk	\$87,505	\$0	\$0	\$0	N/A
2160 Grand Jury	\$289,145	\$293,707	\$289,145	(\$4,562)	-1.55%
2170 Indigent Defense Services	\$6,220,000	\$6,220,000	\$6,220,000	\$0	0.00%
2180 District Attorney	\$18,409,077	\$17,090,499	\$17,408,650	\$318,151	1.86%
2190 Public Defender	\$9,832,842	\$8,725,257	\$8,821,201	\$95,944	1.10%
2200 District Attorney-Forensic Sciences	\$6,459,439	\$5,773,682	\$5,740,611	(\$33,071)	-0.57%
2210 Sheriff-Coroner	\$119,403,965	\$117,085,078	\$118,989,183	\$1,904,105	1.63%
2340 Probation	\$34,768,960	\$32,403,852	\$33,684,821	\$1,280,969	3.95%
2416 Contribution to Fire	\$0	\$18,412,024	\$0	(\$18,412,024)	-100.00%
2610 Agriculture and Measurement Standards	\$1,970,920	\$1,386,023	\$1,477,757	\$91,734	6.62%
2620 Code Compliance	\$1,400,975	\$1,322,261	\$1,319,950	(\$2,311)	-0.17%
2730 Development Services Agency	\$570,709	\$401,956	\$422,534	\$20,578	5.12%
2750 Planning and Community Development	\$3,600,730	\$3,718,629	\$3,319,253	(\$399,376)	-10.74%
2760 Animal Services	\$5,518,332	\$5,476,495	\$5,472,735	(\$3,760)	-0.07%
Public Protection Sub-Total	\$217,259,902	\$224,843,116	\$211,893,143	(\$12,949,973)	-5.76%
3001 Contribution to Roads	\$0	\$5,387,272	\$0	(\$5,387,272)	-100.00%
3001 Contribution to Public Works-Public Ways	\$6,316,848	\$0	\$6,316,848	\$6,316,848	N/A
3201 Contribution to Airports	\$278,753	\$238,476	\$278,753	\$40,277	16.89%
Public Ways and Facilities Sub-Total	\$6,595,601	\$5,625,748	\$6,595,601	\$969,853	17.24%
4110 Public Health	\$6,382,814	\$5,716,571	\$6,122,094	\$405,523	7.09%
4113 Environment Health	\$0	\$168,342	\$0	(\$168,342)	-100.00%
4127 Contribution to Mental Health	\$1,078,813	\$1,078,814	\$1,078,813	(\$1)	0.00%
4200 Emergency Medical Services	\$240,506	\$74,709	\$93,793	\$19,084	25.54%
4202 KMC-County Contribution	\$35,280,465	\$32,871,003	\$35,280,465	\$2,409,462	7.33%
4300 California Children Services	\$458,618	\$334,236	\$458,618	\$124,382	37.21%
Health and Sanitation Sub-Total	\$43,441,216	\$40,243,675	\$43,033,783	\$2,790,108	6.93%



Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2015-16 Recommended Net General Fund Cost	FY 2014-15 Adopted Net General Fund Cost excluding BSI	FY 2015-16 Recommended Net General Fund Cost excluding BSI	Increase / (Decrease) in Net General Fund Cost excluding BSI	% Change From FY 2014-15
5121	Human Services-County Contribution	\$34,451,420	\$14,482,751	\$34,451,420	\$19,968,669	137.88%
5510	Veterans Service	\$1,401,516	\$923,766	\$1,293,122	\$369,356	39.98%
5611	Aging and Adult-County Contribution	\$808,636	\$473,166	\$808,636	\$335,470	70.90%
Public Assistance Sub-Total		\$36,661,572	\$15,879,683	\$36,553,178	\$20,673,495	130.19%
6210	Library	\$7,501,706	\$7,248,612	\$7,339,848	\$91,236	1.26%
6310	Farm and Home Advisor	\$483,451	\$405,503	\$404,423	(\$1,080)	-0.27%
Education Sub-Total		\$7,985,157	\$7,654,115	\$7,744,271	\$90,156	1.178%
7100	Parks and Recreation Department	\$10,816,696	\$10,620,415	\$10,511,290	(\$109,125)	-1.03%
Recreation and Cultural Services Sub-Total		\$10,816,696	\$10,620,415	\$10,511,290	(\$109,125)	-1.03%
8120	Debt Service - General Fund	\$10,745,998	\$10,745,998	\$10,745,998	\$0	0.00%
Debt Service Sub-Total		\$10,745,998	\$10,745,998	\$10,745,998	\$0	0.00%
1970	Appropriations for Contingencies					
	General Purpose Contingencies	\$7,770,110	\$8,341,240	\$7,770,110	(\$571,130)	-6.85%
	Reserve-Tax Litigation	\$1,045,146	\$0	\$1,045,146	\$1,045,146	N/A
	Desig-Human Services	\$4,000,000	\$998,848	\$4,000,000	\$3,001,152	300.46%
	Desig-Renewbiz	\$1,139,668	\$346,982	\$1,139,668	\$792,686	228.45%
	Desig-Blight Remediation	\$328,000	\$1,200,000	\$328,000	(\$872,000)	-72.67%
	Desig-Retirement	\$0	\$1,575,108	\$0	(\$1,575,108)	-100.00%
	Desig-Infrastructure Replacement	\$2,520,820	\$4,394,973	\$2,520,820	(\$1,874,153)	-42.64%
	Desig- Roads Improvements	\$400,000	\$0	\$400,000	\$400,000	N/A
	Desig- Lost Hills	\$125,000	\$0	\$125,000	\$125,000	N/A
	Desig-KMC Working Capital	\$14,617,058	\$20,304,516	\$14,617,058	(\$5,687,458)	-28.01%
	Desig-Information Technology Projects	\$0	\$5,000,000	\$0	(\$5,000,000)	-100.00%
	Desig- Westarz	\$101,705	\$0	\$101,705	\$101,705	N/A
	Desig- Jail Operations	\$6,000,000	\$0	\$6,000,000	\$6,000,000	N/A
Contingencies & Reserves/Designations Sub-Total		\$38,047,507	\$42,161,667	\$38,047,507	(\$4,114,160)	-9.76%
TOTAL		\$453,976,684	\$417,645,379	\$440,586,520	\$22,941,141	5.49%



Summary of Recommended Appropriations

Budget Unit and Department	FY 2014-15 Recommended Appropriations	FY 2015-16 Recommended Appropriations	% Change From FY 14-15
GOVERNMENTAL FUNDS			
General Fund			
General Government			
1011 Board of Supervisors-District 1	\$586,383	\$588,964	0.44%
1012 Board of Supervisors-District 2	548,664	539,913	-1.59%
1013 Board of Supervisors-District 3	553,019	553,785	0.14%
1014 Board of Supervisors-District 4	595,512	595,918	0.07%
1015 Board of Supervisors-District 5	538,651	540,261	0.30%
1020 Administrative Office	4,289,553	4,063,116	-5.28%
1030 Clerk of the Board	865,512	885,193	2.27%
1040 Special Services	5,674,084	5,633,472	-0.72%
1110 Auditor-Controller	6,294,684	6,440,262	2.31%
1120 Treasurer-Tax Collector	6,280,965	6,538,041	4.09%
1130 Assessor	11,564,328	11,908,004	2.97%
1160 Information Technology Service	10,704,161	15,493,448	44.74%
1210 County Counsel	11,227,720	11,518,028	2.59%
1310 Human Resources	2,596,639	4,575,732	76.22%
1420 Elections	3,843,281	3,880,730	0.97%
1610 General Services	11,405,688	11,908,732	4.41%
1615 Utility Payments-Division of General Services	8,633,530	8,870,644	2.75%
1640 Construction Services-Division of General Services	1,235,174	1,199,253	-2.91%
1650 General Services-Major Maintenance	8,025,834	16,737,723	108.55%
1812 Board of Trade	745,424	736,641	-1.18%
1900 Engineering & Survey Services	4,550,892	4,678,806	2.81%
1910 Risk Management	4,530,416	4,522,831	-0.17%
1960 Capital Projects	16,420,370	6,524,700	-60.26%
General Government Subtotal	\$121,710,484	\$128,934,197	5.94%
Public Protection			
2110 Contribution-Trial Court Funding	\$16,636,438	\$17,161,772	3.16%
2116 County Clerk	561,397	570,320	1.59%
2160 Grand Jury	293,707	289,145	-1.55%
2170 Indigent Defense Services	7,490,000	7,557,000	0.89%
2180 District Attorney	35,665,962	37,106,125	4.04%
2190 Public Defender	16,645,387	17,339,216	4.17%
2200 District Attorney-Forensic Sciences Division	7,334,123	7,478,151	1.96%
2210 Sheriff-Coroner	209,768,877	217,329,194	3.60%
2340 Probation	83,442,751	91,049,956	9.12%
2416 Contribution to Fire	18,412,024	0	-100.00%
2610 Agriculture & Measurement Standards	7,103,741	7,139,974	0.51%
2620 Code Compliance	1,918,876	2,007,250	4.61%
2705 Recorder	450,000	425,000	-5.56%
2730 Development Services Agency	1,376,758	1,403,673	1.95%
2750 Planning and Community Development	10,054,240	10,737,885	6.80%
2760 Animal Services	7,208,504	7,296,983	1.23%
Public Protection Sub-Total	\$424,362,785	\$424,891,644	0.12%
Public Ways and Facilities			
3001 Contribution to Roads	\$5,387,272	\$0	-100.00%
3016 Public Works-Public Ways	0	6,316,848	N/A
3201 Contribution to Airports	238,476	278,753	16.89%
Public Ways and Facilities Sub-Total	\$5,625,748	\$6,595,601	17.24%



Summary of Recommended Appropriations

Budget Unit and Department			FY 2014-15 Recommended Appropriations	FY 2015-16 Recommended Appropriations	% Change From FY 14-15
Health and Sanitation					
4110	Public Health		\$27,579,841	\$28,226,804	2.35%
4113	Environment Health		7,128,635	7,768,892	8.98%
4127	Contribution to Mental Health		1,481,438	1,942,439	31.12%
4200	Emergency Medical Services		1,096,170	1,542,962	40.76%
4202	KMC-County Contribution		44,781,656	37,591,234	-16.06%
4300	California Children Services		8,766,006	9,109,988	3.92%
Health and Sanitation Subtotal			\$90,833,746	\$86,182,319	-5.12%
Public Assistance					
5121	Human Services-County Contribution		\$38,051,735	\$103,915,685	173.09%
5510	Veterans Service		1,097,767	1,601,516	45.89%
5611	Aging & Adult-County Contribution		1,196,494	1,531,075	27.96%
5810	IHSS-County Contribution		8,089,269	8,079,327	-0.12%
5923	Employers Training Resource-Administration		11,234,979	12,650,686	12.60%
5940	Community Development Program		1,524,965	1,507,646	-1.14%
Public Assistance Subtotal			\$61,195,209	\$129,285,935	111.27%
Education					
6210	Library		\$7,877,772	\$7,962,206	1.07%
6310	Farm & Home Advisor		488,010	484,893	-0.64%
Education Subtotal			\$8,365,782	\$8,447,099	0.97%
Recreation and Cultural Services					
7100	Parks & Recreation Department		\$13,168,037	\$12,925,347	-1.84%
Recreation and Cultural Services Subtotal			\$13,168,037	\$12,925,347	-1.84%
Debt Service					
8120	Debt Service - General Fund		\$14,241,663	\$23,050,508	61.85%
Debt Service Subtotal			\$14,241,663	\$23,050,508	61.85%
Contingencies					
1970	Appropriations for Contingencies				
	General Fund- General Purpose Contingencies		\$8,341,240	\$7,770,110	-6.85%
Contingencies Subtotal			\$8,341,240	\$7,770,110	-6.85%
General Fund Subtotal			\$747,844,694	\$828,082,760	10.73%
Special Revenue Funds					
Operating Special Revenue Funds					
Public Protection					
2183	Child Support Services		\$22,355,130	\$22,248,412	-0.48%
2415	Fire Department		147,163,267	147,958,085	0.54%
2625	Building Inspection		7,197,893	7,607,220	5.69%
2624	Approp For Cont-Building Inspection		550,000	550,000	N/A
2700	Recorder		3,955,547	3,590,378	-9.23%
2701	Appropriation for Contingencies-Recorder		548,946	567,074	3.30%
Public Protection Subtotal			\$181,770,783	\$182,521,169	0.41%
Public Ways and Facilities					
3000	Roads Department		\$65,674,804	\$66,817,137	1.74%
Public Ways and Facilities Subtotal			\$65,674,804	\$66,817,137	1.74%
Health and Sanitation					
4120	Mental Health		\$106,454,783	\$117,456,347	10.33%
4121	Appropriation for Contingencies-Mental Health		4,753,608	3,476,515	-26.87%
4123	Mental Health-Substance Abuse Program		14,433,041	15,715,726	8.89%
Health and Sanitation Subtotal			\$125,641,432	\$136,648,588	8.76%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2014-15 Recommended Appropriations	FY 2015-16 Recommended Appropriations	% Change From FY 14-15
Public Assistance				
5120	Human Services-Administration	\$195,528,721	\$211,033,605	7.93%
5220	Human Services-Direct Financial Aid	205,263,507	213,410,058	3.97%
5610	Aging & Adult Services	15,120,925	16,133,679	6.70%
Public Assistance Subtotal		\$415,913,153	\$440,577,342	5.93%
Operating Special Revenue Fund Subtotal		\$789,000,172	\$826,564,236	4.76%
Non-Operating Special Revenue Funds				
General Government				
1113	TaxLoss Reserve	\$4,000,000	\$6,000,000	50.00%
1121	Redemption Systems Fund	661,411	662,760	0.20%
1611	Divca Local Franchise Fee	510,000	510,000	0.00%
1814	Board of Trade-Advertising	64,900	80,600	24.19%
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	43,970	8694.00%
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	2,885,386	-12.56%
General Government Sub-Total		\$8,542,811	\$10,188,716	19.27%
Public Protection				
2111	DNA Identification	\$330,000	\$450,000	36.36%
2112	Local Public Safety	76,959,508	79,528,916	3.34%
2113	Automated County Warrant System	54,000	44,000	-18.52%
2114	Domestic Violence	150,000	150,000	0.00%
2115	Real Estate Fraud	502,600	1,269,000	152.49%
2181	D.A.-Local Forfeiture	300,000	300,000	0.00%
2182	D. A. Equipment/Automation	73,000	73,000	0.00%
2185	Criminalistics Laboratories	76,027	100,000	31.53%
2187	D.A.-Court Ordered Penalties	250,000	500,000	100.00%
2193	CCP Community Recidivism	0	2,984,773	N/A
2211	Sheriff Facility Training	250,000	240,000	-4.00%
2212	Automated Fingerprint	847,000	245,000	-71.07%
2214	Sheriff's CAL-ID	1,403,000	2,028,750	44.60%
2216	Sheriff's Drug Abuse Gang Diversion	40,000	40,000	0.00%
2217	Sheriff's Training	75,000	75,000	0.00%
2218	Sheriff-Work Release	475,000	450,000	-5.26%
2219	Sheriff-State Forfeiture	28,500	103,883	264.50%
2220	Sheriff's Civil Automated	198,000	224,724	13.50%
2221	Sheriffs Firearms	50,000	5,000	-90.00%
2222	Sheriff-Judgment Debtors Fee	172,650	185,098	7.21%
2223	Sheriff's Comm. Resources	16,000	11,000	-31.25%
2224	Sheriff's Volunteer Service Group	10,000	15,000	50.00%
2225	Sheriff's-Controlled Substance	438,089	437,707	-0.09%
2228	CAL-MMET State Asset Forfeiture	290,000	0	-100.00%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2014-15 Recommended Appropriations	FY 2015-16 Recommended Appropriations	% Change From FY 14-15
2230	Inmate Welfare-Sheriff's Correction Facility	6,061,953	4,436,538	-26.81%
2300	2011 Public Safety Realignment	60,163,677	72,075,103	19.80%
2341	Probation Training Fund	290,125	263,640	-9.13%
2342	Probation Juvenile Justice Realignment	3,973,771	5,107,317	28.53%
2344	Juvenile Inmate Welfare	50,000	50,000	0.00%
2346	Correction Performance Incentive	201,135	401,834	99.78%
2347	Asset Forfeiture 15 Percent	0	5,000	N/A
2348	Asset Forfeiture Fed-Prob	0	20,000	N/A
2417	Truck 21 Replacement Trust	0	3,576	N/A
2418	Vehicle/Apparatus Trust	(1)	516	-51700.00%
2420	Fireworks Violations	25,000	25,000	0.00%
2421	Fire Dept Donations	26,500	15,000	-43.40%
2422	State Fire	1,280,000	1,087,350	-15.05%
2423	Fire-Hazard Reduction	350,000	350,000	0.00%
2425	Fire-Helicopter Operations	987,150	850,000	-13.89%
2623	Abatement Cost	42,000	90,000	114.29%
2626	Strong Mot Instrumentation	165,350	82,000	-50.41%
2706	Recorders Fee	1,128,723	2,097,133	85.80%
2707	Micrographics/Recorder	80,000	62,941	-21.32%
2708	Recorder's Modernization	252,000	263,100	4.40%
2709	Recorder's Social Security Numbers Truncation	41,767	13,000	-68.87%
2740	Wildlife Resources	18,015	14,405	-20.04%
2751	General Plan Administration Surcharge	1,148,700	1,507,429	31.23%
2761	Animal Care Donations	10,500	0	-100.00%
2764	Sterilization Fund	48,000	48,000	0.00%
2780	Range Improvement-Section 15	5,750	5,750	0.00%
2781	Range Improvement-Section 3	2,000	2,000	0.00%
Public Protection Subtotal		\$159,340,489	\$178,337,483	11.92%
Public Ways and Facilities				
3002	Core Area Metro Bakersfield Impact Fee	\$1,000,000	\$12,096	-98.79%
3003	Metro Bakersfield Transport Impact Fee	939,021	0	-100.00%
3005	Bakersfield Mitigation	114,500	450,000	N/A
Public Ways and Facilities Subtotal		\$2,053,521	\$462,096	-77.50%
Health and Sanitation				
4111	Public Health Miscellaneous	\$10,000	\$11,500	15.00%
4116	Hazardous Waste Settlements	0	100,000	N/A
4118	Vital & Health Statistics-County Clerk	2,500	2,800	12.00%
4119	Vital & Health Statistics-Recorder	79,650	81,150	1.88%
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	25,251	-83.97%
4130	Mental Health Services Act	36,219,063	31,144,871	-14.01%
4136	Health-MAA/TCM	100,000	13,210	-86.79%
4137	Child Restraint Loaner Program	60,000	67,701	12.84%
4139	Health-Bioterrorism Grant	582,748	0	-100.00%
4140	Tobacco Education Control Program	150,000	150,000	0.00%
4141	Vital & Health Statistics-Health Department	73,925	72,027	-2.57%
4142	Health Services 2011 Realignment	43,435,396	43,321,485	-0.26%
4201	Emergency Medical Payments	1,129,232	3,512,724	211.07%
4204	Contribution for Medical Care	63,978	0	-100.00%
Health and Sanitation Subtotal		\$82,198,392	\$78,637,054	-4.33%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2014-15 Recommended Appropriations	FY 2015-16 Recommended Appropriations	% Change From FY 14-15
Public Assistance				
5122	Wraparound Savings	\$907,010	\$1,028,515	13.40%
5123	Kern County Children's	544,181	509,682	-6.34%
5124	Shelter Care	100,000	100,000	0.00%
5300	2011 Human Services Realignment	56,166,035	68,732,286	22.37%
Public Assistance Subtotal		\$57,717,226	\$70,370,483	21.92%
Education				
6211	Kern County Library	\$18,000	\$18,000	0.00%
Education Subtotal		\$18,000	\$18,000	0.00%
Recreation and Cultural Services				
7101	Parks-Tehachapi Mountain Forest	\$0	\$0	N/A
7102	Litter Clean Up	3,317	0	-100.00%
7103	Off Highway Motor Vehicle Licenses	109,000	85,221	-21.82%
7104	Parks Donation Fund	0	17,500	N/A
7105	Parcel Map In-Lieu Fees	100,000	117,470	17.47%
Recreation and Cultural Services Sub-Total		\$212,317	\$220,191	3.71%
Total Non-Operating Special Revenue Funds		\$310,082,756	\$338,234,023	9.08%
Special Revenue Funds Subtotal		\$1,099,082,928	\$1,164,798,259	5.98%
Capital Projects Funds				
General Government				
1966	Facility Projects	\$2,023,436	\$0	-100.00%
1947	Tobacco Endowment Interest	400,000.00	400,000.00	0.00%
General Government Sub-Total		\$2,423,436	\$400,000	-83.49%
Public Protection				
1945	AB900 Phase II	\$114,794,898	\$0	N/A
Public Protection Subtotal		\$114,794,898	\$0	N/A
Public Ways and Facilities				
1955	Seventh Standard Road Project	\$807,864	\$0	N/A
3009	7th Standard Widening		766,001	N/A
3010	Local Transportation Projects	1,100,000	0	N/A
Public Ways and Facilities Subtotal		\$1,907,864	\$766,001	N/A
Health and Sanitation				
1969	Rexland Acres Sewer Improvement	\$0	\$0	N/A
8213	KHS Excess Reserves/Capital	0	1,976,000	N/A
Health and Sanitation Subtotal		\$0	\$1,976,000	N/A
Capital Projects Funds Subtotal		\$119,126,198	\$3,142,001	-97.36%
TOTAL GOVERNMENTAL FUNDS		\$1,966,053,820	\$1,996,023,020	1.52%



Summary of Recommended Appropriations

Budget Unit and Department	FY 2014-15 Recommended Appropriations	FY 2015-16 Recommended Appropriations	% Change From FY 14-15
OTHER FUNDS			
Public employment Grant Programs			
8907 Employers Training Resource-WIA	\$20,952,982	\$22,391,185	6.86%
8916 Employers Training Resource-Non-WIA	836,092	170,000.00	-79.67%
Public Employment Grant Program Subtotal	\$21,789,074	\$22,561,185	3.54%
Community Development Grant Programs			
8920 Community Development Program	\$10,691,187	\$10,784,090	0.87%
8921 Community Develop-Economic Development	422,349	422,349	0.00%
8932 CD-Emergency Shelter Grant	1,045,694	1,061,178	1.48%
8933 CD-Neighborhood Stabilization	0	53,726	N/A
8936 CD-Home Investment	6,098,465	7,716,261	26.53%
Community Development Grant Program Subtotal	\$18,257,695	\$20,037,604	9.75%
Internal Service Funds			
8950 General Services Garage- ISF	\$6,659,293	\$5,476,489	-17.76%
8954 Public Works - ISF	0	60,071,020	N/A
8960 Group Health Self Insurance Program-ISF	126,973,005	138,573,105	9.14%
8965 Retiree Group Health ProGRAM- ISF	9,592,982	9,815,810	2.32%
8970 Gen Liability Insurance- ISF	16,220,260	15,820,426	-2.47%
8980 Unemployment Compensation Insurance - ISF	2,846,579	2,949,579	3.62%
8990 Workers Compensation Insurance-ISF	19,780,519	19,622,599	-0.80%
Internal Service Funds Subtotal	\$182,072,638	\$252,329,028	38.59%
Enterprise Funds			
8991 Golf Course Enterprise Fund	\$530,958	\$493,447	-7.06%
8992 Universal Collection Enterprise Fund	13,093,800	13,420,900	2.50%
8993 Solid Waste Enterprise-Capital Projects	7,639,659	5,708,620	-25.28%
8994 Airport Enterprise Fund-Capital Projects	2,554,143	18,145,262	610.42%
8995 Airports Enterprise Fund	7,986,013	8,314,137	4.11%
8996 Kern Medical Center Enterprise-Capital Project	2,226,395	2,216,000	-0.47%
8997 Kern Medical Center Enterprise	326,499,912	333,102,257	2.02%
8988 Correctional Medicine	21,490,113	24,306,775	13.11%
8998 Public Transportation Enterprise Fund	16,606,346	13,492,397	-18.75%
8999 Solid Waste Management Enterprise Fund	43,506,125	46,460,058	6.79%
Enterprise Funds Subtotal	\$442,133,464	\$465,659,853	5.32%
Special Districts			
County Service Areas Subtotal	\$5,128,058	\$4,691,607	-8.51%
Other Agencies Subtotal	\$14,612,366	\$15,433,383	5.62%
Special Districts Subtotal	\$19,740,424	\$20,124,990	1.95%
TOTAL OTHER FUNDS	\$683,993,295	\$780,712,660	14.14%
TOTAL COUNTY APPROPRIATIONS - ALL FUNDS	\$2,650,047,115	\$2,776,735,680	4.78%

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. One of 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 Medi-Cal 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 30th 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
2015-16 Beginning			
Budgetary Fund Balance⁽¹⁾	\$77,360,605	\$81,111,556	\$81,605
Add:			
Revenues	\$598,208,397	\$845,671,325	\$986,212
Other Financing Sources	180,784,968	274,361,879	-
Use of Reserves	2,006,187	18,734,130	2,109,661
Total Available Financing	\$780,999,552	\$1,138,767,334	\$3,095,873
Less:			
Expenditures	\$667,926,049	\$832,928,173	\$766,001
Other Financing Uses	160,156,711	331,870,086	2,376,000
Increase in Reserves	30,277,397	55,080,631	35,477
Total Requirements	\$858,360,157	\$1,219,878,890	\$3,177,478
2015-16 Projected Ending			
Budgetary Fund Balance⁽¹⁾	\$0	\$0	\$0

⁽¹⁾ 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, which includes Reserves and Designations for the General Fund, Special Revenue Funds, and Capital Project Funds is \$186,438,969, \$249,749,618, and \$44,156,995, respectively.

General Fund

Of the \$77.4 million FY 2015-16 Beginning Budgetary Fund Balance, \$13.4 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 \$64 million is recommended to be allocated as follows: \$20.7 million appropriated to fund one-time capital and major maintenance projects, \$14.4 million appropriated to fund one-time contribution to DHS for a fund balance shortfall at June 30, 2015, \$6 million set aside in a designation for upcoming operating costs associated with the County's new jail facility, \$4 million set aside in a designation for DHS Working Capital, \$14.6 million set aside in a designation for KMC Working Capital, and \$4.6 million in set aside designations for tax litigation, Blight Remediation, Infrastructure Replacement, Roads Improvements, Lost Hills, and Westarz.

Special Revenue Funds

Of the \$81.1 million FY 2015-16 Beginning Budgetary Fund Balance, \$54.2 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes \$2.9 million in the Fire Fund, \$18.9 million in the Mental Health Fund, \$4.9 million in the Local Public Safety Fund (Prop 172), \$4.3 million in the 2011 Realignment Fund, and \$14.9 million in the Mental Health Services Act Fund. The remaining



\$26.9 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.