

Kern County Administrative Office



County Administrative Center

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RYAN ALSOP

County Administrative Officer

August 29, 2017

SUBJECT: Fiscal Year 2017-18 Adopted Budget

On August 29, 2017, the Kern County Board of Supervisors adopted a budget pursuant to state law that provided \$2,616,251,054 in FY 2017-18 spending authority and funds 7,504 authorized positions. During budget hearings, the Board of Supervisors in a 5-0 vote approved the County Administrative Officer's FY 2017-18 Recommended Budget as printed.

All departments were in agreement with the budget as proposed and no adjustments were made.

As discussed in the FY 2017-18 Recommended Budget, the ongoing reality of Kern County's limited discretionary revenues continues to require adopting leaner, more efficient approaches to managing scarce resources. Over the next few years, County departments will continue reassessing priorities and will plan for any necessary restructuring in order to position the County for stability in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ryan J. Alsop", is written over the typed name.

Ryan J. Alsop
County Administrative Officer

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Kern
California**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

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Kern County Administrative Office



County Administrative Center

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RYAN ALSOP
County Administrative Officer

August 15, 2017
Public Distribution

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

FISCAL YEAR 2017-18 RECOMMENDED BUDGET

The proposed FY 2017-18 Recommended Budget is submitted for your consideration. The recommended budget is the product of thorough deliberation by County departments and the County Administrative Office 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."

This document includes the FY 2017-18 Recommended Budgets for the County, Board Governed Special Districts and Other Agencies governed by the Board of Supervisors. County departments have provided performance measures based on goals and objectives identified in the County's Strategic Plan.

Kern County continues to be challenged by structural budget deficits in the General Fund and Fire Fund as a result of the loss of property tax revenue related to the depressed market price for oil. It is not anticipated the market price for oil will change significantly any time soon. While the County is on a path to address its fiscal crisis over the next three years, there is a long way to go to achieve fiscal health and sustainability. The County is planning and implementing structural change for the long-term. Aided by increased property tax revenue and ongoing Countywide mitigation strategies, the County's structural budget deficit for the General Fund is currently \$19.8 million and \$8.5 million for the Fire Fund. This is a substantial improvement from the deficits last fiscal year of \$44.5 million and \$17.8 million, respectively.

The recommended budget before you today is balanced through the reduction of costs, release of reserves, and the use of one-time fund balances. In accordance with County policy, one-time resources will only be used in the context of a larger plan to balance ongoing revenues and costs over a multi-year period. A multi-year reduction plan approved by your Board last fiscal year continues to be followed in order to mitigate the deficits in both the General Fund and Fire Fund by FY 2019-20. This four-year plan of phased-in reductions allows management to meet budgetary guidelines while limiting service level impacts. On a positive note, the projected total use of reserves for the four-year plan has declined by nearly \$12 million, primarily the result of higher property tax revenue and greater use of fund balance carryforward.

The FY 2017-18 Recommended Budget embodies several successes that are helping the County to enhance the following countywide strategic initiatives:

- **Enhance Quality of Life for Kern County Residents:** Allocates \$793 million towards public protection with minimal service level impacts to ensure strong public safety efficacy. Provides funding for the second year of a Sheriff Deputy Academy and the opening of the new jail facility in October 2017. Funds fully staffing the Fire Department. Continues to provide In Home Support Services at current levels despite the shift of approximately \$3.4 million from the State to the



County. Includes workforce enhancement through adult education partnerships, employment training classes, and job placement and occupational readiness services. Maintains Library services at current year hours of operation and allocates funding to Animal Services for the spay/neuter program.

- **Be a Model of Excellence in Managing our Business and People:** Provides for balanced budgets in the General and Fire Funds consistent with a Four-Year Plan to mitigate the structural deficits, avoid layoffs and maintain service efficacy. Considers labor negotiations that will result in ongoing cost reductions and promotes retention of critical public safety positions. Makes a priority of encouraging countywide promotional opportunities and regular recruitment announcements to “Hire from Within”. Includes funding for a comprehensive analysis of fire and EMS services focusing on improving efficiency for service delivery options. Sets aside funding for future retirement cost increases.
- **Fostering a Culture of Innovation:** Allocates funding towards the countywide deployment of Lean Six Sigma training to identify opportunities that achieve efficiency savings, replacement of the County’s outdated email system to Office 365, enhanced use of software and social media to increase successful hiring and employee engagement, and the modernization of the County’s website through a more user-friendly, transparent and social media connected design. Includes the effects of renegotiating contracts with other agencies to ensure appropriate cost reimbursement for services and tax revenue sharing.

THE BUDGET IN BRIEF

The FY 2017-18 Recommended Budget for all funds totals \$2.6 billion, a decrease of \$59.3 million, or 2.22% from the FY 2016-17 Adjusted Budget. The General Fund, which funds many County operations, totals \$817 million, a decrease of \$28.4 million, or 3.36%. The budget in total supports a workforce of 7,504 authorized positions and reflects a net increase of 12 positions. A majority of the change in the budget is related to department reductions under a Four-Year Fiscal Deficit Mitigation Plan and one-time program funding for expenditures in the prior year.

All Funds	2016-17	2017-18	Change From
(\$ millions)	Adjusted Budget	Recommended Budget	FY 2016-17
General Fund	\$ 845.5	\$ 817.1	\$ (28.4)
Special Revenue Funds	1,357.6	1,334.4	(23.2)
Capital Project Funds	10.3	4.8	(5.5)
Enterprise Funds	127.5	123.6	(3.9)
Internal Service	265.4	263.7	(1.7)
Special District Funds	23.2	27.0	3.8
Employment Grant Programs	27.0	26.5	(0.5)
Community Development Programs	19.0	19.1	0.1
Total All Funds	\$ 2,675.5	\$ 2,616.2	\$ (59.3)
Authorized Staffing	7,492	7,504	12.0

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.

COUNTYWIDE DISCRETIONARY RESOURCES

Countywide discretionary revenue for the General Fund is budgeted at \$348 million, which is \$15 million or 4.3% more than the FY 2016-17 Adjusted Budget. A significant portion of discretionary revenue is comprised of property taxes and sales and use taxes.

Total property tax assessments increased by 6% from FY 2016-17 contributing to an increase in property related revenue of \$15.9 million. The increase is the result of a greater assessed value of oil and gas properties associated with the market price of oil and increases in assessed value for residential and commercial properties. Sales and use tax base revenue estimates for FY 2017-18 total \$39.7 million, which is the same as the FY 2016-17 Adjusted Budget. Petroleum products and equipment, in addition to automobile sales, continue to produce strong base receipts for the County; however, the local economy is depressed due to job losses in the petroleum industry.

Proposition 172 Local Public Safety Funds have increased since FY 2012-13 primarily from wind and solar construction activity. This revenue, generated by a statewide half-cent sales tax, continues to be pivotal in meeting the increased budget requests from public safety departments. However, as wind and solar construction slows, this revenue source is anticipated to decline. In FY 2017-18, public safety departments are estimated to receive \$78.3 million in Proposition 172 revenues, which is \$400,000 less than in FY 2016-17. In order to maintain this level of funding, \$7.4 million in fund balance carry-forward at June 30, 2017 will be allocated to departments. The remaining balance of \$4.9 million of one-time fund balance carry-forward at June 30, 2017 for this fund is recommended to be set aside to mitigate the anticipated decline in future revenue.

In FY 2015-16, the Kern County Employees' Retirement Association (KCERA) initiated a phase-out of the County's option to prepay the retirement contribution that had generated \$8 million annually in interest resources for the General Fund for the past 15 years. With the prepayment phasing out, the General Fund permanently lost \$4 million in FY 2016-17 and will lose an additional \$4 million in interest revenue in FY 2017-18.

The General Fund's fund balance carry-forward available from the fiscal year ending June 30, 2017 was \$61.2 million, which is \$19.6 million more than the prior fiscal year. Excluded from the fund balance carry-forward is a set-aside of \$5 million of non-spendable fund balance associated with a cash advance to the new jail project during construction necessitated by delays in reimbursement from the State. The net General Fund fund balance carry-forward, which excludes the re-budget of Budget Incentive Savings credits and capital and major maintenance projects, was \$40.8 million. The fund balance carry-forward, is a one-time source that is typically recommended for one-time projects and specific purpose designations. However, for FY 2017-18, nearly \$10 million of this resource was allocated to operations to minimize service level impacts under a multi-year deficit mitigation plan.

COUNTY FISCAL PLAN

Last fiscal year, the Board of Supervisors approved a Four-Year Fiscal Deficit Mitigation Plan for the County's General and Fire Funds. The intention of the plan is to gradually reduce department budgets over four years as needed to resolve structural deficits resulting from significantly lower property tax revenue related to oil and gas properties from depressed market prices for oil. Some use of one-time fund balance and reserves are anticipated over this time to phase-in the reductions and minimize service level impacts. Since FY 2014-15, the County has lost a cumulative net total of \$46 million in property tax revenue. In FY 2016-17, the County faced budget deficits in the General Fund of \$44.5 million and \$17.8 million for the Fire Fund. With a slight recovery of property taxes in FY 2017-18 and the continued reduction of costs under the plan, the deficit for the General Fund has declined to \$19.8 million, a 55% reduction since last

fiscal year. The Fire Fund's structural deficit has also declined by more than 50% to \$8.5 million. Under the plan, both funds are on a path to fiscal stability.

NET COUNTY COST

For FY 2017-18, departments that receive an allocation of Net County Cost were requested to submit budgets with up to a 3.5% reduction of Net County Cost from FY 2016-17 in order to mitigate a reduction in property tax revenue from the decline in oil and gas property assessments. These net adjustments to allocations to departments generated \$9.7 million in savings that helped balance the budget.

Reserves, designations and contingencies are a vital component of Net County Cost that mitigates future known and unknown liabilities and capital needs. The recommended budget for the General Fund isolates approximately \$6.8 million in the Appropriation for Contingencies budget unit to earmark funds against unexpected future costs or costs that are identified after the County budget is adopted. In addition, \$26.9 million in contributions to reserves and designations brings General Fund reserve balances to \$164 million.

The most significant contribution to a designation is \$21 million for the Designation for Retirement to set aside funds for pension escalation anticipated in FY 2018-19 related to actuarial assumption changes that will be implemented by the Kern County retirement board. The annual cost increase for the General and Fire Funds is estimated at \$13 million. The designation will be released over the next three years to help offset the budget impacts to departments. The recommended budget also includes the set aside of funds for property tax litigation, road improvements, information technology projects and parks capital improvements.

WORKFORCE CHANGES AND EMPLOYEE COSTS

Budgeted staffing recommended for FY 2017-18 is 7,504 positions, a net increase of 12 positions from the FY 2016-17 Adjusted Budget. General Fund staffing is increasing by 9 positions, of which seven are related to public safety positions with the Sheriff, Planning and Natural Resources and Animal Services. Additionally, four positions are being added to the Public Health Department and California Children's Services. The County's overall cost for employees' salaries and benefits are projected to be \$900 million, a decrease of approximately \$5.7 million from the FY 2016-17 Adjusted Budget that is reflected in each department's budget.

STATE BUDGET IMPACT

Governor Brown's 2017-18 Budget sets General Fund spending at roughly \$125 billion for the upcoming fiscal year (FY). Although improved tax receipts have bolstered revenue estimates at the end of the FY 2016-17 budget cycle, the FY 2017-18 proposed budget emphasizes fiscal discipline in anticipation of an inevitable economic downturn. A point stressed by the Governor's plan to continue depositing funds into the state's discretionary reserve, the Special Fund for Economic Uncertainties, and the mandatory Budget Stabilization Account or "Rainy Day Fund", bringing the projected total of reserves to \$8.5 billion in FY 2017-18. Other budget impacts are related to the following:

In-Home Supportive Services (IHSS)

In January, the Governor proposed to terminate the Coordinated Care Initiative (CCI) and shift \$623 million IHSS costs to counties. Instead, the adopted budget will continue the maintenance of effort and create a new base to include services and administrative costs, with a sliding scale inflation factor aligned with future Realignment revenue performance. The budget includes \$400 million in State General Fund support to counties in FY 2017-18 and will gradually reduce that assistance over the next several fiscal years to facilitate a more measured cost shift to counties. The amount of General Fund relief provided to counties

will be phased down over time, decreasing to \$330 million in FY 2018-19, \$200 million in FY 2019-20, and \$150 million annually thereafter. The State budget also includes a one-time increase of \$37 million in State General Fund for county IHSS administrative costs in FY 2017-18. The County recommended budget includes an increase of approximately \$3.4 million in General Fund costs related to the IHSS change.

Health and Human Services

Under the Mental Health Services Act (MHSA) of 2004, all unspent MHSA funds at the county level were to revert back to the state after three years. The Department of Health Care Services (DHCS), however, has not enforced the reversion requirement since 2008. The FY 2017-18 budget includes statutory changes to hold counties harmless for the reversion of unspent MHSA funds prior to July 1, 2017. Counties are allowed to keep and spend funding received prior to July 1, 2017 as long as they plan to spend those funds by July 1, 2020. Going forward, statute specifies that the reversion timeline begins when a county's innovation program plan is approved and requires DHCS to annually report on the amount of unspent county MHSA funds to be reverted.

The FY 2017-18 budget also provides a one-time augmentation of \$108.9 million to the CalWORKs single allocation for counties. The Brown Administration will work with representatives of counties and the County Welfare Directors Association of California to develop recommendations for revising the single allocation budgeting methodology to address the cyclical nature of caseload changes and impacts to county services.

Drought

The Governor's budget provides roughly \$42 million to Cal Fire for enhanced fire protection and \$2 million for local agencies to aid in the removal of dead or dying trees due to the drought and subsequent bark beetle infestation of California's forests. The County's Fire Fund includes \$1.6 million in one-time drought augmentation funds.

Public Safety

The Community Corrections Performance Incentive Grant (SB 678) was created to provide incentives for counties to reduce the number of felony probationers sent to state prison. The FY 2017-18 budget includes \$115 million to continue this successful program. The FY 2017-18 budget also includes \$15 million in the State General Fund for county probation departments to supervise the temporary increase in the average daily population of offenders on Post Release Community Supervision as a result of the implementation of court-ordered measures and Proposition 57. This is an increase of \$4.4 million over the amount estimated in the Governor's Budget as a result of the revised implementation schedule of Proposition 57.

Cannabis Regulation

With the passage of Proposition 64, the Adult Use of Marijuana Act (AUMA) and the Medical Cannabis and Regulatory Safety Act (MCRSA), California will begin regulating and taxing cannabis for both medical and recreational use. The budget allocates approximately \$100 million in FY 2017-18 to fund the State's regulatory and enforcement activities as well as the processing of licenses. The budget also consolidates and streamlines the regulatory frameworks under both AUMA and MCRSA, creating one single regulatory system that will govern the cannabis industry while maximizing public and consumer safety. The Administration, Legislature, and local stakeholders are working to ensure that the streamlined regulatory system respects all local control provisions. Proposition 64 requires the state to begin issuing licenses for recreational cannabis beginning January 1, 2018. The County's recommended budget does not include the impacts of AUMA. The County is awaiting final State guidance.

Roads

Senate Bill 1 (SB 1) was passed by the Legislature and signed into law by the Governor in April. SB 1 will raise an average of \$5.4 billion per year at full implementation for road maintenance and rehabilitation,



road safety projects, railroad grade separations, traffic control devices, and a myriad of other improvements to state and local roadways. The FY 2017-18 budget includes roughly \$2.8 billion for these improvements. Road Maintenance and Rehabilitation Account (RMRA) funding from SB 1 will be allocated to cities and counties by formula and equal amounts will be allocated to state highways (funds will be split 50/50 between local and state roadways). RMRA funds are continuously appropriated and will begin to flow to counties in monthly apportionments from the State Controller's Office by February 2018. The first new fuel tax rates imposed by SB 1 will begin in November 2017 and the value-based "Transportation Improvement Fee" will be implemented in January 2018. Consistent with the requirements of SB 1, the County recommended budget includes a General Fund contribution of \$6.4 million for street, road and highway purposes.

FEDERAL BUDGET IMPACT

There continues to be a considerable amount of uncertainty regarding potential federal cuts to safety net and public safety programs. The President's budget proposes significant federal policy changes calling for deep cuts across a range of critical public services as well as comprehensive tax reform, which could have detrimental effects on the local economy. The County continues to monitor the potential alternatives to the Affordable Care Act that could have impacts to the County's budget.

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 \$2.5 million each year from this program since 2008. The County expects to receive a similar amount in FY 2017-18.

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 County Cost (NCC). Countywide discretionary resources, comprised mainly of property taxes and sales and use taxes, funds NCC. As NCC is a limited resource, it is helpful to put into perspective the budget for these functional areas as compared to the County's total budget of \$2.6 billion and the General Fund budget of \$817 million.

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

General Government

Budgets for general government departments total \$372 million, or 14.2% of the County's total budget, and receive 19.6% of the total Net County Cost allocation. Within the General Fund, appropriations for general government departments total \$127 million, or 19.3% of the General Fund budget. Staffing for these departments totals 628 positions, a net decrease of one position from FY 2016-17. The Auditor-Controller is deleting the 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, General Services, etc.

One significant change is the transfer of the Parks and Recreation Department to a Division under General Services. The reorganization was initiated in FY 2016-17 to promote cost savings and provide opportunities to enhance the maintenance of the County's 48 park facilities using General Services staff. The Parks and Recreation Department was previously reported under the Recreation function.

Public Protection

Protecting public safety remains the top priority of the recommended budget for the County. Budgets for public protection departments total \$793 million and they receive nearly 50.2% of the total Net County Cost allocation. Within the General Fund, appropriations for public protection departments total \$426 million, or 52% of the General Fund budget. Staffing for these departments totals 3,302 positions, a net increase of six positions from FY 2016-17.

The Sheriff's Office budget is recommended for a 3.5%, or \$4.3 million, decrease in Net County Cost from the FY 2016-17 Adjusted Budget. The department is able to absorb the reduction through cost savings achieved, holding positions vacant and the transfer of utility costs for the jail to the Utilities budget unit reflected in the General Government category. The service level impacts are held to those implemented in FY 2016-17, which include the consolidation of sub-stations in outlying areas, the reassignment of existing staff and elimination or downsizing of certain units, and the partial closure of the Central Receiving Facility. Funding for a Sheriff Deputy academy is included in the budget under the Appropriation of Contingencies budget unit that will reimburse the Sheriff's Office as costs are incurred.

The Probation Department is also recommended to receive a decrease in Net County Cost from the FY 2016-17 Adjusted Budget of \$2.8 million primarily as a result of the 3.5% reduction in Net County Cost and use of one-time Budget Savings Incentive (BSI) credits. The department will have no significant impacts to service levels; however, the department will continue to deal with large caseloads.

The District Attorney – Criminal Division budget is recommended for a \$196,866 increase in Net County Cost from the FY 2016-17 Adjusted Budget. The department indicated there are service level impacts resulting from the proposed 3.5% reduction of Net County Cost totaling -\$592,013. To mitigate service level impacts, the department's budget was allocated back \$488,000 in NCC for a revised reduction of -\$103,197. The department also earned BSI of \$300,063 contributing its overall increase in NCC from last year. The department will be using a portion of its BSI credits from its budget units to hire new attorneys.

The Fire Department's recommended budget will allow the department to maintain increased staffing levels required by the SAFER grant resulting in a predominantly status quo budget. The department will receive \$3.988 million in contribution from the General Fund towards pension costs. Additionally, the department estimates it will receive one-time drought augmentation funds and greater State reimbursement to mitigate the balance of the deficit for the current year. All 618 authorized positions for the department are funded.

The recommended budget for Animal Services allows the department to maintain services at a relatively status quo level and will continue to provide the resources necessary to maintain a high level of care for County animals. Additionally, \$250,000 in spay/neuter funding has been included in the department's budget on a more permanent basis so the department can continue their efforts of becoming no kill by 2020.

Public Ways and Facilities

Budgets for public ways and facilities departments total \$192 million, or 7.5% of the County's total budget, and they receive 2.5% of the total NCC allocation. Staffing for these departments totals 483 positions, a net increase of eight positions from FY 2016-17.

The Public Works Department has commenced its third fiscal year since merging six departments into a single Internal Service Fund. The recommended budget for Public Works is \$78 million, of which \$10 million is contributed from the General Fund. The Roads Department budget totals \$90 million. The Road Fund is estimated to receive \$6.6 million in Senate Bill 1 funding that takes effect November 1, 2017; however, this amount will be added to the budget later in the fiscal year. The recommended budget for the Airport Enterprise Fund is \$23 million, the department has budgeted to utilize \$14 million in capital improvement funds toward the third phase of the Meadows Field runway rehabilitation project, which is 90% federally reimbursed.

Public Assistance

Budgets for public assistance departments total \$662 million, or 26% of the County's total budget, and they receive 5.9% of the total Net County Cost allocation. Within the General Fund, appropriations for public assistance departments total \$123.6 million, or 15% of the General Fund budget. Staffing for these departments totals 1,883 positions that is four less than FY 2016-17 staffing levels.

The Department of Human Services (DHS) comprises the largest budget for the public assistance functional area at \$206 million for Administration and \$232 million for Direct Aid. The General Fund contributes \$22.8 million to these budget units. The recommended budget for Direct Aid includes a \$12.4 million increase in expenditures over FY 2016-17 as a result of anticipated increases in Adoptions and Foster Care Assistance payments resulting from increasing caseloads, aid payments, and impacts of the federal discount rate. The recommended budget for Administration includes a \$7.1 million increase in expenditures over FY 2016-17 primarily due the department's continued efforts to implement Continuum of Care Reform (CCR) as mandated by the California Department of Social Services through AB 403 and increases in Child Welfare Services (CWS). The budget for DHS - Administration continues to include funding for expanded Phase 1 Differential Response services provided by the Kern County Network for Children in the amount of \$504,000, which is the same amount allocated in FY 2016-17.

Health and Sanitation

Budgets for health and sanitation departments total \$486 million, or 19% of the County's total budget and they receive 9.6% of the total Net County Cost allocation. Within the General Fund, appropriations for health and sanitation departments total \$75 million, or 9% of the General Fund budget. Staffing for these departments totals 1,085 positions, a net increase of three positions from FY 2016-17.

The Public Health Department completed a transfer of the Environmental Health Division from the General Fund to a separate Special Revenue Fund to better account for fees and costs during FY 2016-17. The Public Health Department is adding four positions and Behavior Health and Recovery Services is adding one position while Environmental Health is deleting two positions. This group also includes the General Fund contribution to the Kern Hospital Authority for indigent and correctional medicine services. The recommended budget includes an increase in allocation to the Authority of \$4.5 million for increased correctional medicine costs related to the new jail facility scheduled to open in October 2017.

Education and Community Programs

The Library's recommended funding level allows the department to maintain current levels of service and continue to meet its mission with no change in hours of operation. The budget includes \$439,205 for books and materials, which is slightly more than FY 2016-17. The department absorbed the 3.5% reduction in Net County Cost by not funding previously funded vacant positions and utilizing its Budget Savings Incentive (BSI) credits.

Several contributions to community programs are included in the recommended budget. The Special Services' budget provides funding totaling \$284,004 to organizations, such as the Volunteer Center of Kern County, Alzheimer's Disease Association of Kern County, Arts Council of Kern, Bakersfield Museum of Art, Bakersfield Symphony, Community Action Partnership of Kern County (CAPK), Court Appointed

Special Advocates (CASA), Valley Fever Vaccine Project, and Kern Adult Literacy Council. Given the budgetary constraints affecting the County, contributions are recommended at a 3.5% reduction from FY 2016-17 funding levels.

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 typically isolated to capital and major maintenance projects and reserves or designations. In consideration of budget constraints, no funds were set aside for infrastructure replacement in FY 2017-18. However, the recommended budget does include the allocation of General Fund fund balance carry-forward towards several deferred projects.

The recommended budget includes 49 major maintenance projects totaling \$16.2 million. Projects include various painting, paving, lighting, roofing and HVAC projects that were determined to be most critical to maintain. Several projects have revenue sources resulting in a Net County Cost of only \$7.1 million for all projects.

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 and fiscal uncertainty related economic challenges. 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 keeps the County within expected ongoing revenues that adequately fund needed services while setting aside reserves to address deferred infrastructure maintenance, future economic downturns, and other unexpected costs.

Re-Affirm Declaration of Fiscal Emergency

The County declared a fiscal emergency in January 2015 as a proactive budgetary measure in preparation of absorbing (at the time) 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 immediate accompanying actions taken in FY 2014-15 and again in FY 2015-16 that included mid-year reductions to preserve resources and implementation of two long-term fiscal strategies, the General Fund budget was balanced without significant service level impacts to the community.

The loss of property tax revenue continues to challenge the County, resulting in significant budget deficits for both the General and Fire Funds. Through the development of a strategic approach and disciplined implementation of budgetary restrictions, the deficits have been mitigated through a Four-Year Deficit Mitigation Plan, which requires the use of fund balance carry-forward and reserves for a temporary period and a 3.5% reduction in Net County Cost allocations for FY 2017-18. However, the County must continue to reduce costs over the next two budget cycles to achieve fiscal sustainability. All General Fund department



services are anticipated to be impacted to some level including those of public safety departments. The budget deficit or gap for the General Fund for FY 2017-18 was \$19.8 million and \$8.5 million for the Fire Fund. At this time, it is recommended that the Declaration of Fiscal Emergency be re-affirmed for the FY 2017-18 budgetary cycle.

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 lower investment returns coupled with approved actuarial assumption changes effective in FY 2018-19 that include changing investment return assumption from 7.5% to 7.25%, updating the mortality table and reducing the inflation assumption from 3.25% to 3%. 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 approximately \$20 million for all funds in FY 2018-19. The County has previously set aside a Designation for Retirement with a balance of \$12.8 million at June 30, 2017. With the anticipation of escalating pension costs in FY 2018-19, the budget includes the set aside of \$21 million in the Designation for Retirement to help cover costs of the budget increases that will be phased-in over three years.

Economic Challenges

The County's Five-Year Financial Forecast covers July 2017 through June 2022 and includes slight growth in major revenue streams throughout the period. Not included in the forecast are the impacts of a potential recession or the unknown economic impacts of the coming statewide \$15 minimum wage. The forecast does include an expectation to cover cost increases in the IHSS maintenance of effort with the State in accordance with the State Budget and assist the Fire Fund with pension costs escalation.

Sales Tax Volatility

Historically, counties relied 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 (\$222 million), with County sales and use taxes (\$39 million) and Proposition 172 half-cent sales taxes (\$70 million), the portion of budget requirements funded primarily with sales tax revenue represents 17% of the County budget. While revenue from sales taxes are projected to remain flat in FY 2017-18, they tend to be 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 2017-18 Recommended Budget is balanced within available resources and takes into consideration known future fiscal concerns. It is important that the County remain focused on fiscal stability and continue on the path to resolve the long-term loss of property tax revenue associated with oil and gas assessments. The deficit mitigation plan approved by your Board is working and allows for flexibility should the revenues based on assessed value projected be higher than anticipated.

The budget meets the critical 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 2017-18 Recommended Budget, your Board's leadership and strong fiscal management will assist the County in maintaining the critical balance between service demands and limited financial resources.

At the Budget Hearings that begin August 29, 2017, members of the public are invited to comment to your Board on the budget recommendations presented here. The County Administrative Office will continue to work closely with your Board and County departments to enact a budget that meets the County's legal obligations and the needs of the residents of Kern County.

Sincerely,



Ryan J. Alsop
County Administrative Officer



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COUNTY OF KERN

COUNTY ADMINISTRATIVE OFFICE

FY 2017-18

RECOMMENDED BUDGET

Submitted by
Ryan J. Alsop
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: US 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 2016	Population
Arvin	0.9%	21,157
Bakersfield	0.8	383,512
California City	1.1	14,248
Delano	0.5	53,512
Maricopa	0.2	1,140
McFarland	1.8	14,919
Ridgecrest	0.3	28,349
Shafter	4.5	18,868
Taft	0.9	9,492
Tehachapi	0.5	12,280
Wasco	1.9	26,980
Total Incorp.	0.01	584,097
Total Unincorp.	0.5	311,015
Total County of Kern	0.9	895,112

Source: State of California, Department of Finance
Population Estimate with Annual percentage Change January, 1
2016, 2017

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:

24 Branches

2 Bookmobiles

Source: Kern County Library

Employment by Industry (May 2017):

Industry	Employees
Government	63,200
Farming/Agriculture	62,300
Trade, Transportation, Utilities	51,100
Educational & Health Services	34,700
Mining, Logging, Construction	23,800
Professional & Business Services	26,000
Leisure & Hospitality	25,300
Manufacturing	13,700

Source: State of California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov/data/unemployment-and-labor-force.html>

Net Assessed Valuations (2017-18):

\$90.6 billion



COUNTY OF KERN COUNTYWIDE FACTS AND FIGURES

2016-17 Top 10 Taxpayers Per Billing (In Thousands)

	Net Assessed	
	Value	Total Tax
Chevron USA, Inc.	\$ 4,039,879,770	\$ 45,004,285
Occidental of Elk Hills, Inc.	3,613,067,568	40,766,190
Aera Energy, LLC	1,863,523,907	19,821,396
Pacific Gas & Electric Co	956,385,626	13,565,093
Southern California Edison Co	818,093,398	11,604,234
Berry Petroleum Company LLC	755,819,501	9,781,043
Freeport McMoran Oil & Gas LLC	699,922,666	7,738,031
Paramount Farms International LLC	509,824,440	5,465,192
Paramount Land Company LLC	418,527,759	4,976,476
WM Bolthouse Farms Inc.	404,347,880	4,523,582

Source: Kern County Tax Rates & Assessed Valuations, 2016-2017

Unemployment (May 2017):

8.5%

Source: State of California Employment Development Department, <http://www.labormarketinfo.edd.ca.gov/data/unemployment-and-labor-force.html>

Poverty Level (2015*):

23.5%

Source: US Census Bureau, 2010-14 American Community Survey 5-year

Median Home Price (May 2017):

\$230,000

Source: CA Association of Realtors, 2016

Median Family Income (2015*):

\$52,649

Source: US Census Bureau, 2010-14 American Community Survey 5-year

Per Capita Personal Income (2015*):

\$37,335

Source: US Department of Commerce

Taxable Sales (2015*):

\$14,322,101,327

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

Universities/Community Colleges:

(Ranked by # of Students)

Four Year Universities (Fall 2016)

California State University, Bakersfield

Community Colleges (Fall 2016)

Bakersfield College

Taft College

Cero Coso College

Source: CaliforniaColleges.com

Median Age (2015*):

31.1

Source: US Census Bureau, 2010-14 American Community Survey 5-year

***Most recent data available**

**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

Death Rate (2013-2015*, per 100,000):

795.8

Source: California Department of Public Health, County Health Status Profiles 2017

Educational Attainment (2015*, population aged 25 years and over):

	<u>Percent</u>
Less than 9 th grade	14.3%
9 th to 12 th grade, no diploma	12.2%
High school graduate (includes equivalency)	27.3%
Some College, no degree	23.6%
Associate's degree	7.2%
Bachelor's degree	10.3%
Graduate or professional degree	5.1%

Source: US Census Bureau, 2010-14 American Community Survey 5-year

Tourist Attractions:

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

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 staffed beds)

1. Bakersfield Memorial Hospital (321 beds)
2. Adventist Health Bakersfield (254 beds)
3. Mercy Hospitals of Bakersfield (222 beds)
4. Kern Medical (214 beds)
5. Good Samaritan Hospital (154 beds)

Source: American Hospital Directory, Hospital Search date: 6/22/2017

Race/Ethnicity:

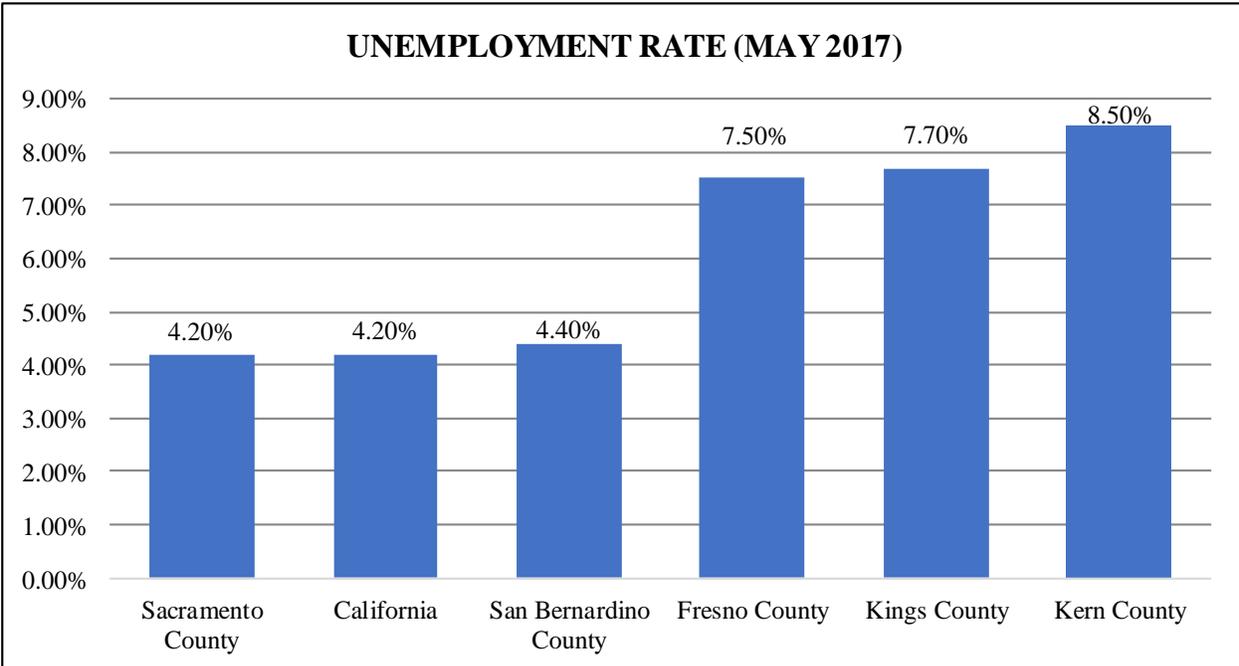
Hispanic	51%
White	36.6%
Black	5.3%
Asian	4.4%
American Indian	0.6%
Pacific Islander	0.1%
Multi-Race	1.9%

Source: US Census Bureau, 2011-15 American Community Survey 5-year



**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

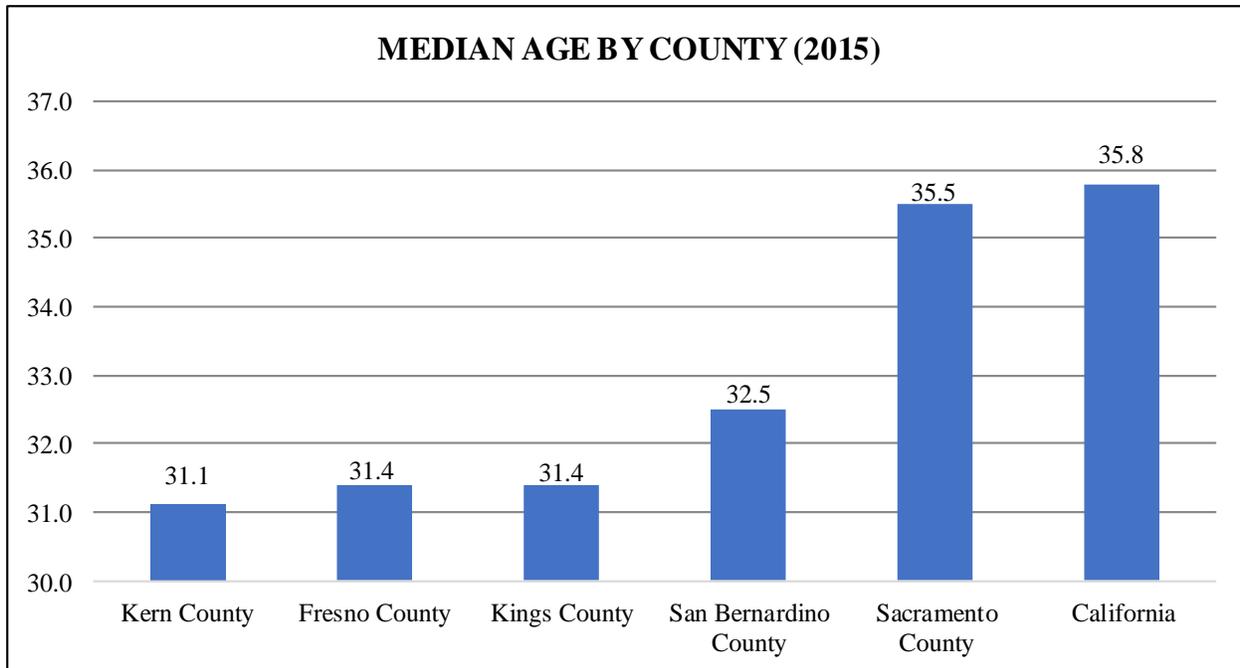
THE COUNTY OF KERN - COMPARISON TO OTHER COUNTIES



Source: Source: State of California Employment Development Department, <http://www.labormarketinfo.edd.ca.gov/data/unemployment-and-labor-force.html>

The unemployment rate in Kern County is .9% lower than it was in May of 2016 and currently hovers around 8.5% overall (May 2017). The unemployment rate is correlated with the recent downturn in oil prices. Because Kern County is more dependent on oil and gas production than most regions in the state, a wave of layoffs and slow growth in the oil industry has spiked the unemployment rate in juxtaposition to counties of comparison and the state average. Youth unemployment for those 16-25 years of age remains high and is exacerbating the unemployment rate due to Kern’s higher proportion of young people compared to other counties in the state.





Source: US Census Bureau, 2010-14 American Community Survey 5-year

Kern County is one of the youngest counties in California and has a median age of about 31 years of age. That is nearly 5 years younger than the median age for California, which stands at roughly 36 years of age. The area is experiencing healthy growth and expansion of young families. Kern County also continues to see strong increases in the overall population on an annual basis. The county experienced a 27% increase in population from 2000 to 2010. The current population is roughly 895,000. The region is expected to grow by almost 10% in total population from 2015 to 2020 according to the California Department of Finance Projections.

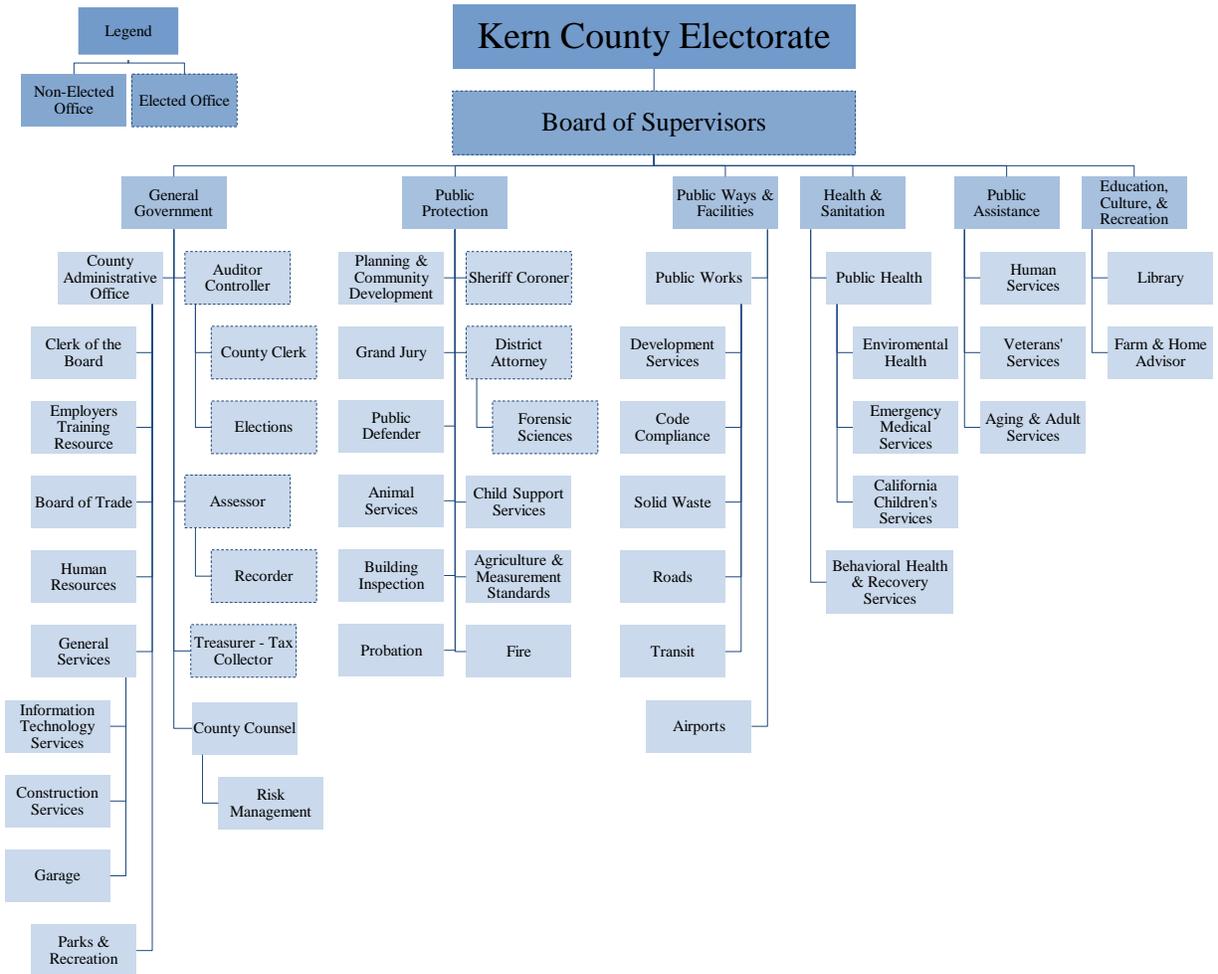
Despite the recent decline in the oil industry, the chart above suggests the population in Kern County is relatively young and primed for potential economic growth. Regions with younger populations typically experience a growing market for manufactured goods, services, education, and are more capable of sustaining a strong and stable tax base.

Located at the southern end of the San Joaquin Valley, Kern County's 8,132 square miles of unique geography embrace portions of the Mojave Desert, the Sierra Nevada and Coast Ranges, and the valley. Half of Kern County's 895,000 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 (USDA County-level Oil and Gas Production in the U.S. 2011), 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'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 Organizational Chart for Staffed Budget Units – by Function of Primary Budget Unit



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County of Kern

The County of Kern's FY 2017-18 Recommended Budget covers the period from July 1, 2017 through June 30, 2018. 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 communicates 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, 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 Strategic 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 strategic plan. 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 correlate to the identified County goals and reflect activities within the department's control. In addition, performance measurement progress is updated and reported as part of each budget process.

The FY 2017-18 Recommended Budget book includes prior year accomplishments, and departmental goals in accordance with the strategic plan. The FY 2017-18 Strategic Goals and Objectives are consistent with the original strategic plan approved by the Board. For additional information, please see Appendix I - Strategic Framework.

Keeping Our Communities Safe

- Provide exceptional crime prevention and law enforcement services and an effective system of justice.
- Protect life and property by providing effective fire protection, emergency response, and related services to reduce exposure to hazardous conditions.
- Enhance emergency preparedness and response and recovery efforts.

A Healthy Environment

- Assure that our food and water supply is ample and safe.
- Improve air quality.
- Improve waste collection and disposal methods.
- Promote healthy lifestyles and prevent spread of diseases.
- Improve animal services and promote responsible pet ownership.

Recreation and Culture

- Improve access to recreational, cultural, informational and educational resources, services and opportunities.
- Promote community beautification strategies.
- Expand Multi-use trail miles.



Building a Community Where Every Child and Adult Thrives

- Ensure every child and adult has the opportunity for optimum health.
- Ensure every child and adult has the opportunity to become self-sufficient and independent.
- Ensure every child and adult has a supportive, nurturing, enlightening “home” environment.
- Maximize resources and services for the benefit of every child and adult by integrating services wherever possible.

A Prosperous Place to Live

- 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 economic vitality by supporting local business/commerce and attracting/expanding targeted industry clusters consistent with the Kern County economic development strategy.
- Provide job training and educational opportunities consistent with Kern County economic development strategy to foster and maintain a robust economy.

Roads and Infrastructure

- Provide a safe road system that reduces traffic congestion.
- Promote public transportation to improve access to services and improve air quality.
- Ensure that adequate wastewater collection and treatments facilities are constructed concurrently with planned growth to provide access to sewer service for all urban areas.
- Minimize adverse drainage impacts on property and people.
- Ensure that adequate water supply, storage, treatment, and transmission facilities are constructed concurrently with planned growth.

Responsible and Efficient Government

- 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.
- Improve fiscal/efficiency responsibility of County.
- Ensure orderly and effective succession in key management positions vacated due to an increased level of retirements.



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 agenda items 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 are due to 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 to 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 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 the County Administrative office by early March for review and distribution to departments.

Insurance Rates – Risk Management's 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.

Fees – Requests for new or increased fees are submitted to the County Administrative Office no later than March 6. Fees must receive Board approval prior to June 30 to become effective with the new fiscal year and included in the recommended budget.

Departmental Budgets – Departments are required to submit budget requests, including step-down plans (if required) 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.

July

Final Assessment Roll – 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 performance measures with actual 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. The 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.

Calendar for the FY 2017-18 Budget

Mid-December	Capital and Major Maintenance Requests
January 15, 2017	New Vehicle Requests Due
February 14, 2017	Adoption of FY 2017-18 Net General Fund Guideline
March 6, 2017	Deadline for New or Increased Fees
March 9, 2017	Budget Kick-off with Departments/Budget Preparation System Opening
March 9, 2017	Budget Preparation System Training
April 17, 2017	Departments Submit Requested Budgets
June 20, 2017	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
July 18, 2017	Second Public Budget Discussion with year-end closing numbers
August 28, 2017	Special Evening Meeting to Receive Public Comments
August 29, 2017	Budget Hearing and Adoption of FY 2017-18 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 and is used to highlight anticipated costs to be incurred and revenue projections in the upcoming fiscal years. The County uses this forecast to build the fiscal plan for five years beginning with FY 2017-18.

The County fiscal plan also focuses on three 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 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 were effective July 1, 2017.

The County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For FY 2017-18 the budget is balanced with the inclusion of a 3.5% reduction of Net General Fund Cost for most General Fund departments as well as a multi-year plan to phase in additional reductions over four years to resolve a deficit associated with a significant reduction in property tax revenue. This is further discussed in the County Fiscal Plan section of this book.

On June 20, 2017, the County Administrative Office presented the FY 2017-18 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 18, 2017. An evening session specifically for public input has been scheduled for August 28, 2017, concluding with the final budget adoption on August 29 and 30, 2017 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 2017-18 and any revenue not spent and carried forward from prior year (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 any regularly scheduled Board meeting.



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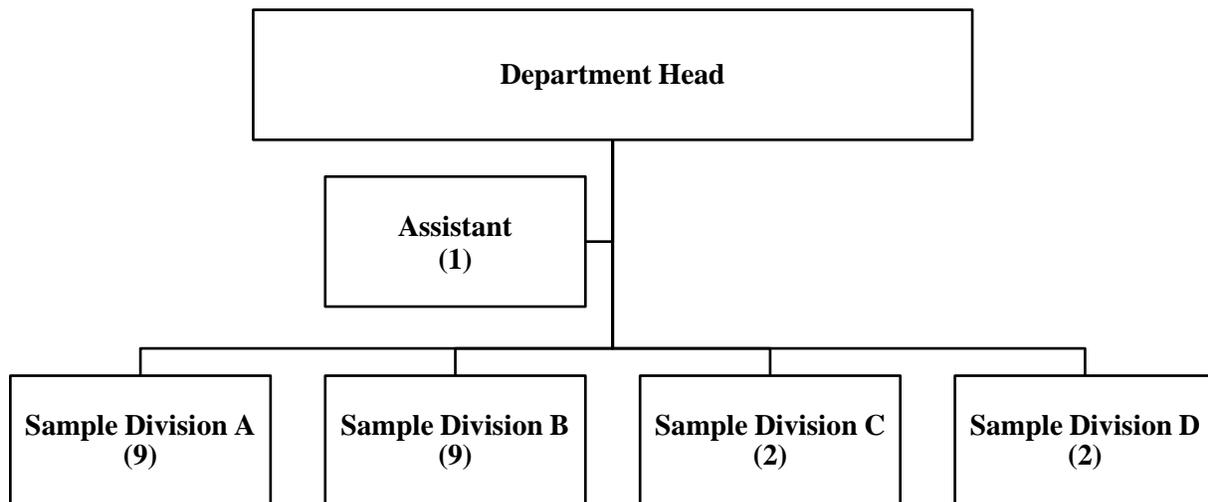
Budget Book Format

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



Demonstrates the departmental structure by major divisions, including current authorized permanent staffing counts.

Fiscal Year 2015-16 and 2016-17 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 2015-16	FY 2016-17		FY 2017-18		
	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
Capital Assets	0	0	0	0	0	0
Other Financing Uses	0	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE:						
Licenses and Permits	0	0	0	0	0	0
Use of Money/Property	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0



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

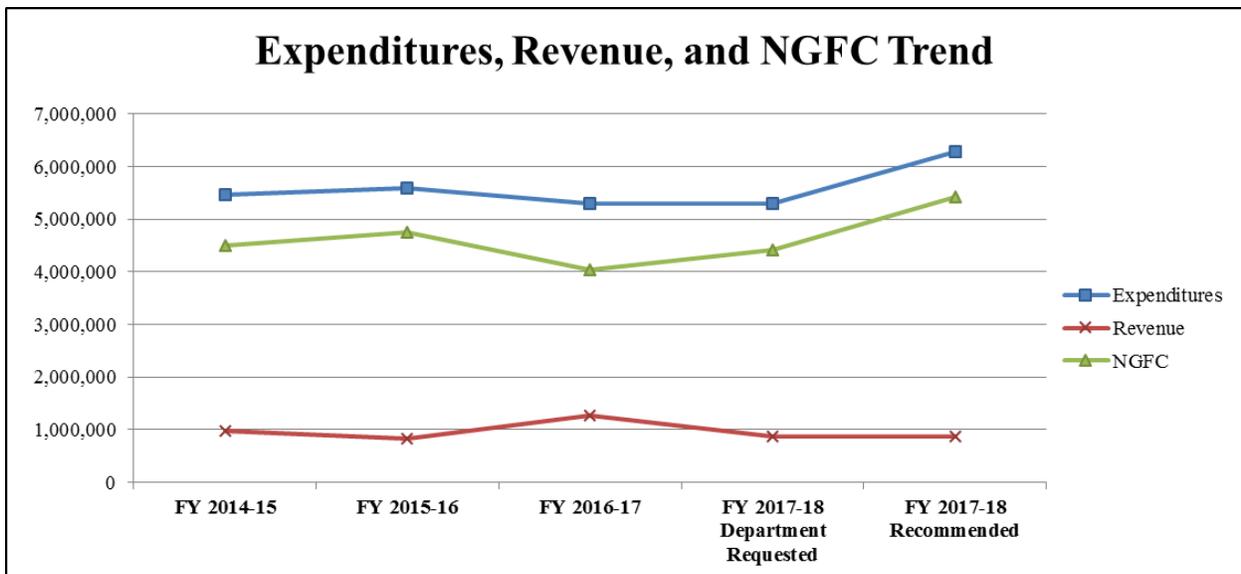


Major Expenditures and Revenue in FY 2017-18 Recommended Budget

← 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 2017-18 budget, including significant changes in requirements and sources from the prior year adopted budget.



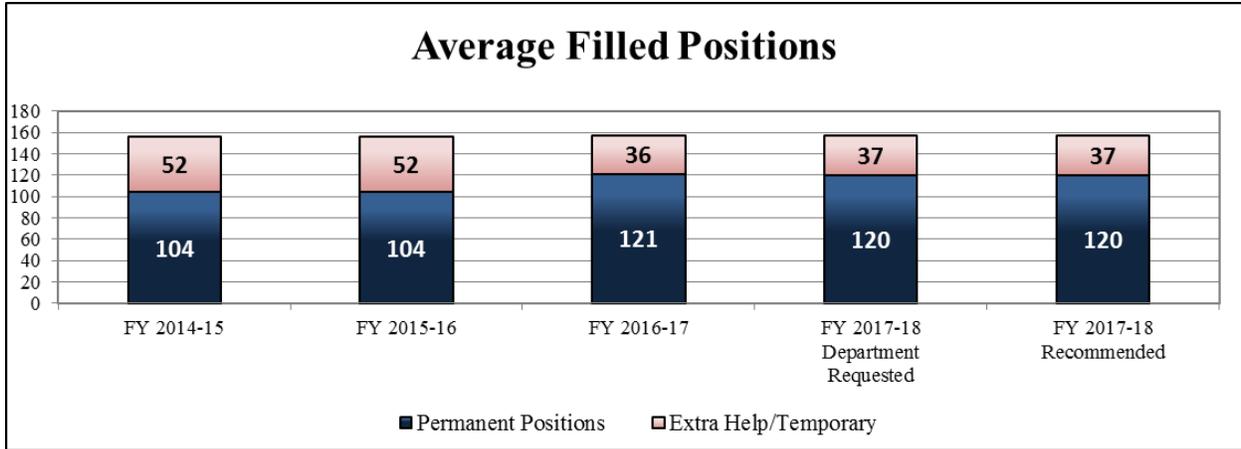
↑ The above graph displays the trend of expenditures, revenue and net general fund contribution for current year requested and recommended and the prior three fiscal years.

Staffing Changes and Operational Impact

← This narrative section briefly highlights budgeted staffing changes and operational impacts for FY 2017-18, 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 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
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 2017-18 budgeted staffing.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Division Name 1	3	1	0	4	4	4
Division Name 2	3	0	0	3	3	3
Division Name 3	3	0	0	3	3	3
Total	9	1	0	10	10	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 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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 2017-18 fiscal year, including any prior history or status updates if applicable.



Summary of Requirements and Sources

	FY 2015-16 Adjusted Budget	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$1,084,392,927	\$894,958,376	\$905,720,648	\$899,955,197
Operating Expenses	1,234,481,305	1,016,464,195	\$1,101,234,909	1,052,950,556
Capital Expenditures	100,147,332	32,812,932	81,420,694	49,725,725
Reimbursements	(20,056,365)	(10,100,040)	(10,100,040)	(10,449,771)
Contingencies	7,621,385	32,262,220	22,393,901	21,848,009
Subtotal Appropriation	\$2,406,586,584	\$1,966,397,683	\$2,100,670,112	\$2,014,029,716
Operating Transfers-Out	\$555,818,383	\$485,674,014	502,937,812	\$520,249,136
Contributions to Reserves	97,064,539	66,609,547	72,123,096	81,972,202
Total Requirements	\$3,059,469,506	\$2,518,681,244	\$2,675,731,020	\$2,616,251,054
<u>Sources</u>				
Taxes	\$492,579,310	\$444,842,063	\$445,802,064	\$470,471,175
1991 Realignment	71,096,091	71,761,795	70,882,658	73,390,008
2011 Realignment	195,922,605	197,762,425	200,428,912	203,918,860
State, Federal, or Government Aid	738,922,858	588,138,500	599,744,013	597,761,135
Fee/Rate	606,710,842	457,830,130	479,015,409	471,847,193
Other Revenue	102,918,527	65,179,374	67,003,388	65,159,797
Operating Transfers In	552,413,251	485,864,723	496,691,527	519,737,373
Fund Balance/Use of Unrestricted Net Assets	175,836,224	106,331,934	217,546,736	120,768,221
General Fund Unassigned Fund Balance	77,360,605	41,653,752	41,653,752	61,214,819
Use of Reserves	45,709,193	59,316,548	56,962,561	31,982,473
Total Sources	\$3,059,469,506	\$2,518,681,244	\$2,675,731,020	\$2,616,251,054
Budgeted Staffing	9,375	7,682	7,492	7,504

The schedule above represents the entire County Budget from the FY 2015-16 Adjusted Budget through the FY 2017-18 Recommended Budget and includes special districts, employment grant programs, and community development grant programs under the authority of the County Board of Supervisors. The Adjusted Budget figures include the carry-forward of prior year appropriation associated with encumbrances or outstanding contractual obligations of the County. The FY 2016-17 Adjusted Budget requirements of \$2.6 billion includes \$209 million of prior year appropriations. The FY 2017-18 Recommended Budget for the County includes \$2.6 billion in budgeted requirements and sources and 7,504 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 2017-18 Recommended Budget includes appropriation of \$2.01 billion, which is a net decrease of \$86.6 million, or 4.1%, under the FY 2016-17 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.

	FY 2015-16 Actual	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget	Change Between 2016-17 Adjusted & 2017-18 Recommended	Percentage Change
County Operations						
General Government	\$118,303,259	\$104,766,490	\$162,882,893	\$127,128,808	(\$35,754,085)	-22.0%
Public Protection	409,487,352	421,531,098	427,974,585	419,924,713	(8,049,872)	-1.9%
Public Ways and Facilities	0	0	0	0	0	0.0%
Health and Sanitation	33,240,589	71,544,750	72,396,426	70,567,129	(1,829,297)	-2.5%
Public Assistance	13,172,436	15,751,087	16,184,146	16,902,137	717,991	4.4%
Education	8,023,204	8,165,983	8,607,333	8,018,104	(589,229)	-6.8%
Recreation and Cultural Services	11,718,058	12,619,785	0	0	0	0.0%
Debt Service	21,310,649	14,229,917	14,209,834	9,746,364	(4,463,470)	-31.4%
Contingencies	0	12,200,804	11,023,767	6,858,928	(4,164,839)	-37.8%
Total General Fund	\$615,255,547	\$660,809,914	\$713,278,984	\$659,146,183	(\$54,132,801)	-7.6%
Special Revenue Funds						
Capital Project Funds	\$792,022,118	\$886,946,677	\$949,490,176	\$923,177,143	(\$26,313,033)	-2.8%
Enterprise Funds	24,756,339	5,713,610	5,725,610	8,522	(5,717,088)	-99.9%
Internal Service Funds	440,922,566	105,512,175	122,939,739	123,620,186	680,447	0.6%
	234,383,146	258,582,179	260,679,972	254,962,284	(5,717,688)	-2.2%
Total County Operations	\$2,107,339,716	\$1,917,564,555	\$2,052,114,481	\$1,960,914,318	(\$91,200,163)	-4.4%
Special Districts						
Employment Grant Programs	\$17,418,784	\$20,659,678	\$21,042,203	\$24,798,956	\$3,756,753	17.9%
Community Development Programs	10,286,496	11,614,022	11,975,027	12,151,207	176,180	1.5%
	4,910,494	16,559,428	15,538,401	16,165,235	626,834	4.0%
Total All Funds	\$2,139,955,490	\$1,966,397,683	\$2,100,670,112	\$2,014,029,716	(\$86,640,396)	-4.1%

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 \$2.01 billion of appropriation for the FY 2017-18 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2016-17 Adjusted Budget to the FY 2017-18 Recommended Budget.

Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of \$659.1 million for FY 2017-18:

General Government has appropriation of \$127.1 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 (\$2.6 million), which is the governing body of County government, and the County Administrative Office (\$4 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 (\$11.6 million); employment and employee related services provided by Human Resources (\$4.3 million); purchasing, property management, construction services, and park services and operations provided by General Services (\$21.6 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller (\$6.3 million); tax collection and treasury oversight by the Treasurer Tax Collector (\$6.7 million); and information technology support provided by the Information Technology Services Department (\$11.3 million).

Public Protection has appropriation of \$419.9 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$212.6 million) provides law enforcement services for the unincorporated areas of the County. Primary functions of the department include providing countywide services for general operations (\$58.8 million) as well as providing detention facilities (\$87.6 million) for all of the County presentenced inmates including 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 (\$4.1 million). The Probation Department (\$88.3 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). In addition, the department operates and maintains the County's juvenile detention facilities. The District Attorney's Criminal Division (\$37.1 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$19 million) provides legal counsel for the indigent defendants within the County.

Health and Sanitation has appropriation of \$70.6 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health (\$30.8 million). A contribution to the Kern County Hospital Authority (\$31.9) provides funding for correctional medicine and indigent health care, which are County responsibilities.

Public Assistance has appropriation of \$16.9 million and administers veteran social service and job assistance programs to County residents. Veterans' Services (\$1.5 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 (\$13.9 million) administers federal and State grant funds to provide employment assistance programs.

Education has appropriation of \$8 million and provides educational information and services to enhance the quality of life for residents of all ages. The Library (\$7.6 million) provides services such as book lending, inter-library loans, reference, audiovisual, computer and other literacy information.

Debt Service is administered out of one budget unit which has appropriation of \$9.7 million and makes annual debt service payments for County projects and equipment financed on a long-term basis.

Contingencies of \$6.8 million include \$4 million for unforeseen operational changes and legislative impacts, \$500,000 for uncertainties, and \$2.3 million to fund a Sheriff's Academy.

Special Revenue Funds

Special Revenue Funds have appropriation totaling \$923.2 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 \$2.4 million and provides special purpose funding for General Services Division operation in the General Fund and Development Services special revenue fund.

Public Protection has appropriation of \$192.1 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 (\$141.9 million) responds to emergency fire, rescue, and medical aid requests. Building Inspection (\$8.2 million) enforces building regulations and administers parcel map and zoning requirements for land use throughout the County. Code Compliance (\$1.8 million) enforces and corrects violations that threaten public safety in County areas, including public nuisances, weeds, building and housing, solid waste and abandoned wrecked, inoperative, or dismantled vehicles.

Public Ways and Facilities has appropriation of \$71.3 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 \$215.7 million and provides behavioral health and substance use disorder services to County residents primarily through the Behavioral Health and Recovery Services Department (\$199.8 million). Environmental Health Services (\$8.9 million) provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

Public Assistance has appropriation of \$463.4 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration (\$208.3 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 (\$232.2 million) provides direct assistance payments to qualifying County residents for the public assistance programs named above as well as non-major programs such as General Assistance. Aging and Adult Services (\$15.8 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 \$138,000 and provides special purpose funding for Parks and Recreation within the General Services Division of the General Fund.

Capital Project Funds

Capital Project Funds have appropriation of \$8,522 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 2017-18 is shown in the Countywide Capital Projects section.

Enterprise Funds

Enterprise funds have appropriation of \$123.6 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 two major enterprise funds within the County, as follows:

Solid Waste Management has appropriation of \$73.9 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 \$22.8 million which provides for the management, development, maintenance, and operation of seven airports and airfields within Kern County. Also included is appropriation for Phase III of the Airports's Runway Project. Meadows Field Airport provides airline services to commercial aviation and the traveling public.

Internal Service Funds

Internal Service Funds have appropriation of \$254.9 million. These proprietary funds are used to account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. The Internal Service Funds of the County are as follows:

General Liability has appropriation of \$16.8 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 \$3.8 million in order to purchase and provide maintenance services for vehicles assigned operationally to County departments.

Group Health has appropriation of \$143.1 million and administers the operation of the County employees' health and dental insurance plans.

Retiree Group Health has appropriation of \$9.2 million to provide for the County's contributions to the Retired Employees Health Insurance and Retiree Premium Support Program.



Unemployment Compensation has appropriation of \$2.5 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 \$17.8 million to provide for the administration and operation of the self-insured system to meet the County's statutory obligation to compensate its employees for work related injuries and illnesses.

Public Works has appropriation of \$61.6 million to provide labor and support for all its divisions including Roads, Development Services, and Waste Management.

Special Districts

Special Districts have appropriation of \$24.8 million and provide services including landscape maintenance, street sweeping, sewer service, and street lighting services. County Service Areas (\$5.1 million) are administered by the County's Public Works Department and provide the above mentioned services to areas throughout the County. The Kern Sanitation Authority (\$6.9 million) and Ford-City Taft Heights Sanitation District (\$1.1 million) which provide wastewater treatment services to specific areas in East Bakersfield and the area of Ford City and Taft Heights are also managed by the Public Works Department. In addition, the In-Home Supportive Services Public Authority (\$11.9 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 \$12.1 million and provides job assistance programs to County residents. Employers' Training Resource – Workforce Innovation and Opportunity Act (\$11.8 million) provides employment assistance programs primarily funded by the Department of Labor Workforce Innovation and Opportunity Act and includes on-the-job training, job placement, and training programs.

Community Development Grant Programs

Community Development Programs have appropriation of \$16.2 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 (\$9.3 million), the Emergency Solutions Grant Program (\$825,521), and the Community Development Home Investment Trust (\$7.7 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 \$54.1 million, or 7.6% under the prior year adjusted budget. The largest decrease is in General Government.

General Government is decreasing budgeted appropriation by \$35.7 million which is primarily due to prior year appropriations included in the FY 2016-17 Adjusted Budget for various major maintenance projects totaling \$11.7 million and various capital projects in the amount of \$18.9 million, the largest of which being an upgrade to the Lerdo Wastewater Treatment Plant at \$13.3 million. Also contributing to the decrease is the 3.5% Net General Fund Cost reduction required of all County departments funded with General Fund.

Public Protection appropriation is decreasing by \$8 million due primarily to a \$3 million savings in Sheriff's department salaries and benefits costs as a result of re-classing sworn staff to civilian staff and a \$2.2 million savings in the Probation department as funded positions were reduced to bring staffing levels to actual average filled positions. The 3.5% Net General Fund Cost reduction mentioned above is contributing to the reduction as well.

Health and Sanitation is decreasing budgeted appropriation by \$1.8 million primarily due to the 3.5% Net General Fund Cost reduction required of all County departments funded with a General Fund contribution.

Debt Service is decreasing by \$4.5 million due to the County not issuing Tax and Revenue Anticipation Notes in FY 2017-18.

Contingencies appropriation is decreasing by \$4.2 million primarily due to the reduction of contingency needed for uninsured litigation in FY 2017-18. See further discussion in section titled "Contingencies".

Other County Funds

The total net reduction in appropriation for other County funds is \$91.2 million, which is a 4.4% net decrease. Changes are described below:

Special Revenue Funds are decreasing by \$26.3 million primarily due to the net effect of the following:

- A decrease of \$14.4 million in Structural Fire resulting primarily from Emergency Over-time that is not included in the recommended budget each year, but instead require budget adjustments throughout the year based on need;
- An increase of \$1.6 million in the Roads Department resulting from Senate Bill 1 (Beall) which provides increased funding for roads projects;

- A decrease of \$11.4 million in Behavioral Health and Recovery Services due to prior year appropriations of \$31.1 million being included in FY 2016-17 along with an increase of approximately \$20 million in FY 2017-18 to continue implementation of the Continuum of Care Reform as well as increasing behavioral health and substance use disorder services throughout the County;
- An increase of \$8.4 million in Human Services – Direct Aid resulting from cost increases in Foster Care and Adoptions due primarily to increased caseloads, a rising federal discount rate, and a mandated California Needs Index increase of 3.84%; and
- A decrease of \$16.3 million due to Managed Care Incentive payments related to the transfer of the Kern County Hospital Authority that occurred in FY 2016-17.
- An increase of \$4.8 million related to the transfers of Code Compliance (\$1.8 million) and Engineering, Permitting and Surveying Services (\$3 million) from the General Fund to special revenue funds to better manage funds, staff, and resources and to experience greater operational efficiency.

Capital Project Funds are decreasing by \$5.7 million due primarily to the appropriation of \$5.6 million for the transfer of capital funds to the Kern County Hospital Authority in FY 2016-17.

Enterprise Funds appropriation increase of \$680,447 is due primarily to a net increase of \$17.9 million in the Solid Waste Enterprise Fund for the acquisition of capital assets including buffer property at the Bena landfill and a composting facility at the Shafter-Wasco landfill and decrease of \$15.9 million in the Airport Enterprise Fund for appropriations included in in FY 2016-17 for Phase II of the Airport’s Runway Project.

Internal Service Funds appropriation is decreasing by \$5.7 million due primarily to a net decrease in appropriation of \$4.5 million in the General Liability Internal Service Fund for the anticipated decrease in general liability settlements, \$2.8 million in the Workers’ Compensation Internal Service Fund for the anticipated decrease in workers’ compensation claims, and \$1.3 million in the Garage Internal Service Fund for the significant reduction in capital asset acquisitions in FY 2017-18 as well as an increase of \$1.5 million in the Public Works Internal Service Fund due to increased staffing associated with additional funding related to Senate Bill 1 (Beall) and \$2.4 million in contingencies in the Group Health Internal Service Fund for anticipated cost increases included in FY 2017-18.

Special Districts and Grant Programs

Special Districts are increasing by a net 17.9%, or \$3.7 million, as the result of a mandated increase in the In-Home Supportive Services Authority Memorandum of Understanding with the State of California.

Employment Grant Programs are increasing by \$176,180 million from FY 2016-17 Adjusted Budget due to slightly less grant funds being available to the departments.

Community Development Programs are increasing by \$626,834 due to an increase in grant funds available for projects.

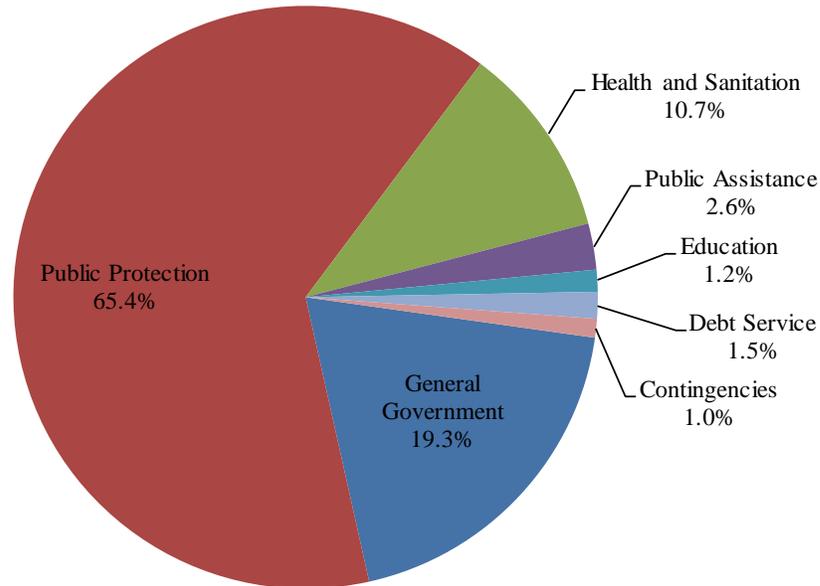


General Fund Spending Authority Breakdown

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 2017-18 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 2015-16 Adjusted Budget	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$1,084,392,927	\$894,958,376	\$905,720,648	\$899,955,197
Operating Expenses	1,234,481,305	1,016,464,195	1,101,234,909	1,052,950,556
Capital Expenditures	100,147,332	32,812,932	81,420,694	49,725,725
Reimbursements	(20,056,365)	(10,100,040)	(10,100,040)	(10,449,771)
Contingencies	7,621,385	32,262,220	22,393,901	21,848,009
Total Appropriations	\$2,406,586,584	\$1,966,397,683	\$2,100,670,112	\$2,014,029,716
Operating Transfers-Out	\$555,818,383	\$485,674,014	\$502,937,812	\$520,249,136
Contributions to Reserves	97,064,539	66,609,547	72,123,096	81,972,202
Total Requirements	\$3,059,469,506	\$2,518,681,244	\$2,675,731,020	\$2,616,251,054

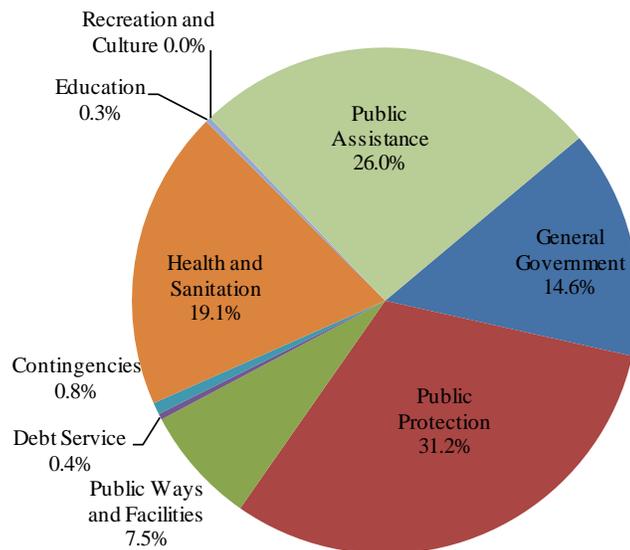
Requirements by Function

The chart below lists requirements by function.

Summary of Requirements by Function - All Funds

	FY 2015-16 Adjusted Budget	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget
General Government	\$379,332,067	\$326,658,801	\$392,124,637	\$371,952,766
Public Protection	836,644,081	790,031,822	824,821,563	793,307,805
Public Ways and Facilities	190,762,108	172,944,223	199,325,958	191,553,477
Health and Sanitation	868,066,637	455,933,590	504,147,365	486,948,822
Public Assistance	666,929,271	640,778,011	641,257,604	661,900,153
Education	8,859,641	8,313,909	8,877,609	8,262,947
Recreation and Culture	13,855,515	13,252,549	648,985	803,870
Debt Service	23,223,515	14,229,917	14,209,834	9,746,364
Contingencies	5,316,996	28,967,064	21,001,282	19,249,680
Total County Funds	\$2,992,989,831	\$2,451,109,886	\$2,606,414,837	\$2,543,725,884
Special Districts	\$21,644,564	\$22,745,174	\$23,179,952	\$26,980,177
Employment Grant Programs	24,797,507	26,264,906	27,051,848	26,420,915
Community Development Programs	20,037,604	18,561,278	19,084,383	19,124,078
Total All Funds	\$3,059,469,506	\$2,518,681,244	\$2,675,731,020	\$2,616,251,054
Budgeted Staffing	9,375	7,682	7,492	7,504

**FY 2017-18 Recommended Budget
Requirements by Function (County Funds)**



Requirements by Fund Type

	FY 2015-16 Adjusted Budget	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget
Major Funds				
General Fund	\$909,143,257	\$789,976,620	\$845,537,595	\$817,173,645
Kern Medical Center	381,201,979	0	0	0
Total Major Funds	1,290,345,236	789,976,620	845,537,595	817,173,645
Non-Major Funds				
Special Revenue Funds	1,318,407,321	1,281,687,917	1,357,594,888	1,334,435,682
Capital Project Funds	5,300,958	10,305,654	10,317,654	4,812,872
Enterprise Funds	121,550,855	106,457,516	127,546,403	123,620,186
Internal Service Funds	257,385,461	262,682,179	265,418,297	263,683,499
Total Non-Major Funds	1,702,644,595	1,661,133,266	1,760,877,242	1,726,552,239
Total County Funds	\$2,992,989,831	\$2,451,109,886	\$2,606,414,837	\$2,543,725,884
Special Districts				
Special Districts	\$21,644,564	\$22,745,174	\$23,179,952	\$26,980,177
Employment Grant Programs	24,797,507	26,264,906	27,051,848	26,420,915
Community Development Programs	20,037,604	18,561,278	19,084,383	19,124,078
Total All Funds	\$3,059,469,506	\$2,518,681,244	\$2,675,731,020	\$2,616,251,054

Budgeted Staffing	9,375	7,682	7,492	7,504
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Beginning in FY 2016-17, the General Fund is the County's only major fund. The General Fund is the only County fund that exceeds 10% of the FY 2016-17 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 2017-18.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
General Government						
Board of Supervisors	\$2,632,749					\$2,632,749
County Administrative Office	3,978,593					3,978,593
Clerk of the Board	973,994					973,994
Information Technology Services	11,345,950					11,345,950
General Services	21,585,817	587,349				22,173,166
County Counsel	11,612,986					11,612,986
Board of Trade	986,723	74,279				1,061,002
Assessor	13,017,755					13,017,755
Auditor-Controller-County Clerk	6,286,213	7,000,000				13,286,213
Elections	3,507,329					3,507,329
Treasurer-Tax Collector	6,757,454	1,022,712				7,780,166
Human Resources	4,286,484					4,286,484
Other General Government	71,006,820	6,374,561	4,799,850		194,115,148	276,296,379
Public Protection						
District Attorney	45,308,455	2,337,286				47,645,741
Sheriff-Coroner	212,651,882	11,212,342				223,864,224
Probation Department	88,318,405	10,455,424				98,773,829
Grand Jury	176,845					176,845
Fire Department	3,988,933	147,898,891				151,887,824
Public Defender	19,046,104					19,046,104
Agriculture and Measurement Standards	7,522,923					7,522,923
Planning and Natural Resources	13,055,923	2,717,657				15,773,580
Child Support Services		22,642,987				22,642,987
Development Services Agency	1,429,839					1,429,839
Animal Services	7,544,923	33,000				7,577,923
Recorder	562,600	6,457,365				7,019,965
Other Public Protection	25,993,401	163,948,120	4,500			189,946,021
Public Ways & Facilities						
Public Works	10,004,352				68,068,351	78,072,703
Roads	400,000	77,161,123	8,522	12,765,615		90,335,260
Airports	305,138			22,840,376		23,145,514
Health and Sanitation						
Behavioral Health and Recovery Services	4,046,919	312,419,609				316,466,528
Waste Management				87,494,456		87,494,456
Public Health Services	30,817,085	411,355				31,228,440
Environmental Health	97,408	9,550,569				9,647,977
Emergency Medical Services		2,263,315				2,263,315
Other Health and Sanitation	39,750,044	98,062				39,848,106
Public Assistance						
Human Services	93,614,942	451,886,763				545,501,705
Employers' Training Resource	13,891,141					13,891,141
Veterans Service	1,536,906	137,227				1,674,133
Aging and Adult Services	1,465,889	15,843,660				17,309,549
Other Public Assistance	13,041,325	70,482,300				83,523,625
Education						
Library	7,560,522	244,843				7,805,365
Farm and Home Advisor	457,582					457,582
Recreation and Cultural Services						
Parks and Recreation		284,131		519,739		803,870
Debt Service						
Debt Service	9,746,364					9,746,364
Contingencies						
Contingencies	6,858,928	10,890,752			1,500,000	19,249,680
Total:	\$817,173,645	\$1,334,435,682	\$4,812,872	\$123,620,186	\$263,683,499	\$2,543,725,884

Special Districts 26,980,177
Employment Grant Programs 26,420,915
Community Development Programs 19,124,078
Grand Total \$2,616,251,054



Revenue Summary

The FY 2017-18 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.

	FY 2015-16 Actual	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget	Change Between FY 2016-17 & FY 2017-18	Percentage Change
Revenue for All County Funds						
Taxes						
Property Related Revenue	\$385,269,966	\$346,511,368	\$346,616,368	\$371,208,159	\$24,591,791	7.09%
Other Taxes	63,269,919	54,548,212	55,403,212	54,979,480	(423,732)	-0.76%
1991 Realignment	68,688,769	71,761,795	70,882,658	73,390,008	2,507,350	3.54%
2011 Realignment	203,133,013	197,762,425	200,428,912	203,918,860	3,489,948	1.74%
State, Federal or Government Aid	551,577,653	557,950,619	567,844,124	572,283,893	4,439,769	0.78%
Fee/Rate	191,761,842	192,648,888	212,030,067	202,459,438	(9,570,629)	-4.51%
Other Revenue	73,417,963	49,333,369	51,157,383	49,068,438	(2,088,945)	-4.08%
Subtotal	\$1,537,119,124	\$1,470,516,676	\$1,504,362,724	\$1,527,308,276	\$22,945,552	1.53%
Enterprise Funds	\$266,765,145	\$106,566,524	\$108,278,532	\$103,850,541	(\$4,427,991)	-4.09%
Internal Service Funds	238,772,471	248,431,087	250,235,187	251,389,351	1,154,164	0.46%
Subtotal	\$505,537,616	\$354,997,611	\$358,513,719	\$355,239,892	(\$3,273,827)	-0.91%
Total County Budget	\$2,042,656,740	\$1,825,514,287	\$1,862,876,443	\$1,882,548,168	\$19,671,725	1.06%

Property Related Revenue

Property related revenue of \$371.2 million primarily consists of funding from property taxes and is projected to increase by \$24.6 million, or 7.1% from the FY 2016-17 Adjusted Budget. This is primarily due to an anticipated increase in the assessed valuation of properties within the County. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

Other Taxes

Other taxes of \$54.9 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 \$423,732 over the prior year 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 \$73.4 million is relatively flat compared to 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 \$203.9 million is relatively flat compared to 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 \$572.3 million. The Public Assistance departments receive the largest amount of funds from other governments, with \$295.5 million in anticipated revenue for FY 2017-18. There is an overall increase of 0.8% 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.

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 \$202.5 million is anticipated, which is a 4.51% decrease from the FY 2016-17 Adjusted Budget.

Other Revenue

Other revenue of \$49.1 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to decrease by 4.08% compared to the prior year adjusted budget. This is primarily due to elimination of the pension prepayment discount.

Enterprise Funds

Enterprise Funds revenue totaling \$103.9 million are anticipated to decrease by \$4.4 million. This is due to various minor changes in each fund and a decrease in federal aid related to the timing of airport construction projects.

Internal Service Funds

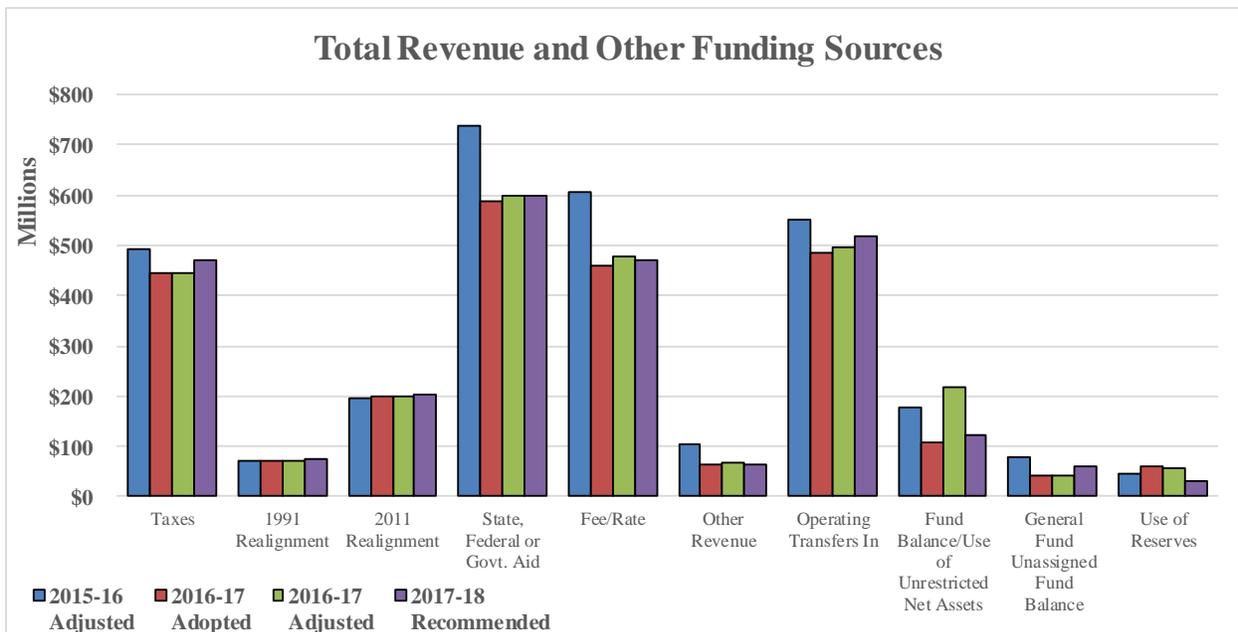
Internal Service Funds totaling \$251.4 million are anticipated to increase by approximately 0.5%. These funds charge other County departments for specific services.

Total Revenue and Other Funding Sources

Summary of Revenue and Other Funding Sources - All Funds

	FY 2015-16 Adjusted Budget	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2017-18 Recommended Budget
Revenue				
Taxes	\$492,579,310	\$444,842,063	\$445,802,063	\$470,471,175
1991 Realignment	71,096,091	71,761,795	70,882,658	73,390,008
2011 Realignment	195,922,605	197,762,425	200,428,912	203,918,860
State, Federal or Government Aid	738,922,858	588,138,500	599,744,013	597,761,135
Fee/Rate	606,710,842	457,830,130	479,015,409	471,847,193
Other Revenue	102,918,527	65,179,374	67,003,388	65,159,797
Total Revenue	\$2,208,150,233	\$1,825,514,287	\$1,862,876,443	\$1,882,548,168
Other Funding Sources				
Operating Transfers In	\$552,413,251	\$485,864,723	\$496,691,527	\$519,737,373
Fund Balance/Use of Unrestricted Net Assets	175,836,224	106,331,934	217,546,736	120,768,221
General Fund Unassigned Fund Balance	77,360,605	41,653,752	41,653,752	61,214,819
Use of Reserves	45,709,193	59,316,548	56,962,561	31,982,473
Total Other Funding Sources	\$851,319,273	\$693,166,957	\$812,854,576	\$733,702,886
Total Revenue and Other Funding Sources	\$3,059,469,506	\$2,518,681,244	\$2,675,731,019	\$2,616,251,054

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.



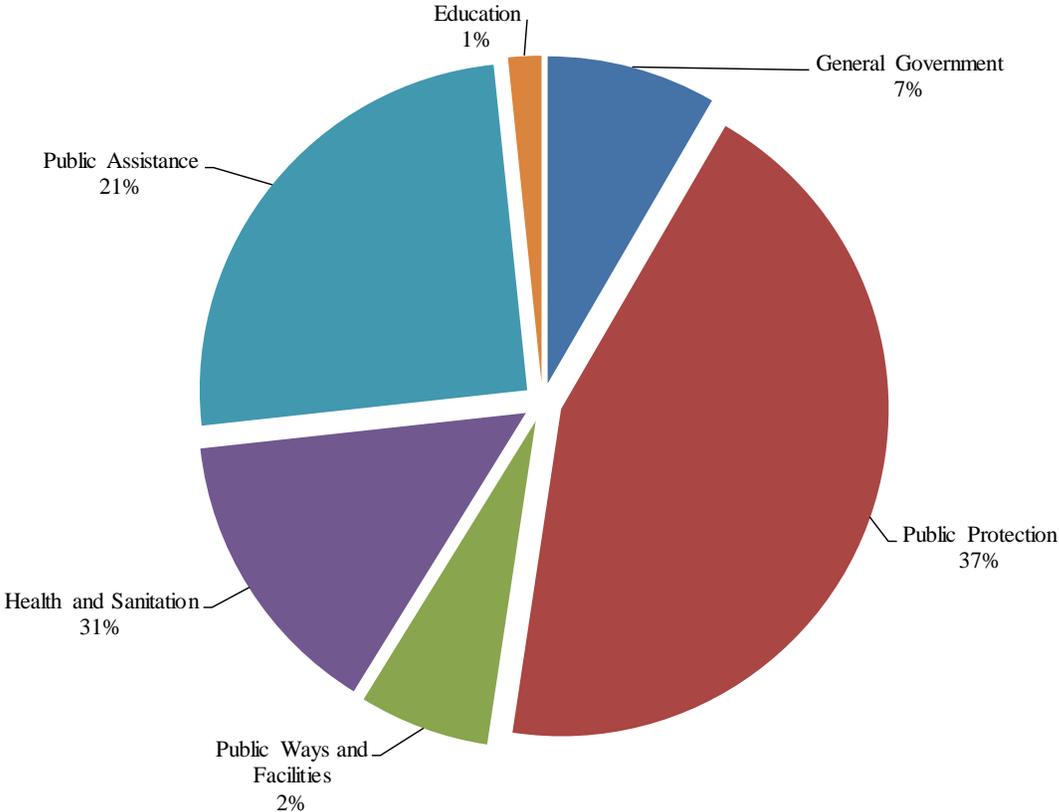
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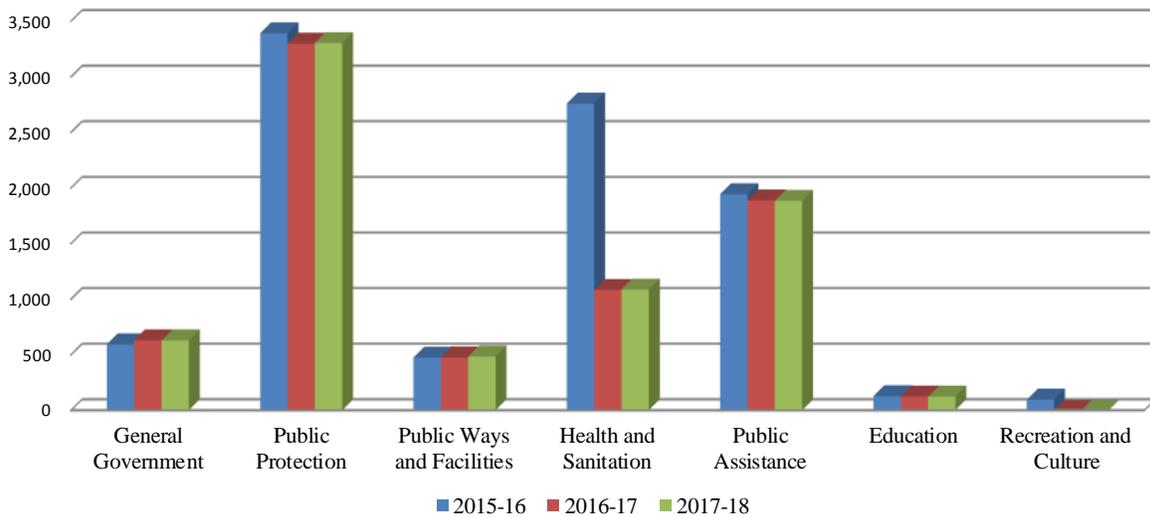
Budgeted Staffing Summary

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 2017-18. The bar graph on the following page illustrates the budgeted staffing for FY 2017-18 as well as the two prior fiscal years.

**FY 2017-18 Recommended Budget
Budgeted Staffing Summary**



Budgeted Staffing by Function FY 2015-16 Through FY 2017-18



Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2015-16	FY 2016-17	FY 2017-18	2016-17 and 2017-18
General Fund	3,786	3,590	3,600	10
Other Funds	5,589	3,902	3,904	2
Total Authorized Positions	9,375	7,492	7,504	12

Overall staffing is recommended to increase slightly in FY 2017-18 with changes outlined by fund and function below.

County – General Fund

- **General Government** has a net decrease of one position from FY 2016-17 to FY 2017-18. The Auditor-Controller will delete three positions while concurrently adding two for a net decrease of one position. Elections will add one position and delete one position, for a net change of zero. Human Resources will add one position and delete one position for a net change of zero. General Government departments will amount to a total salaries and benefits increase of approximately \$8,000.
- **Public Protection** has a net increase of six positions. The Public Defender will delete one position while concurrently adding one position, for a net change of zero. The Sheriff will add six positions and delete three positions, for a net change of three positions. Probation will add four positions and delete five positions, for a net decrease of one position. Planning and Natural Resources will add five positions and delete three positions, for a net increase of two positions. Animal Services will add two positions. In total, the position changes for the Public Protection departments will amount to a total salaries and benefits decrease of approximately \$598,091.
- **Health and Sanitation** consisting of the Public Health Department and California Children's Services will have a net increase of four positions. Environmental Health,

previously reported within the General Fund now resides within a separate fund and will be reported with Other Funds below. Public Health will add five positions and delete one position. California Children's Services will add two positions and delete two positions. The position changes for these General Fund departments will result in annual cost decrease of approximately \$347,000.

- **Public Assistance** has a net increase of one position within Employers Training Resource. The changes for Public Assistance will cause an annual cost increase of approximately \$105,000.
- **Recreation and Facilities** The Parks and Recreation Department was merged with the General Services Division in FY 2016-17. There are no longer any authorized positions in this category.

County – Other Funds

- **Public Ways and Facilities** has an increase of eight positions in FY 2017-18. The Public Works Department will add 10 positions and delete two positions, for a net increase of eight positions. The proposed changes will result in a net cost increase of approximately \$759,000.
- **Health and Sanitation** departments will decrease staffing by a net of one position. The Environmental Health Division will delete two positions. The Behavioral Health and Recovery Services Department will add seven position and delete six positions. Position changes in FY 2017-18 will result in a net cost increase of approximately \$542,817.
- **Public Assistance** has a net decrease of five positions. Aging and Adult Services will delete six positions. The Department of Human Services will be adding two positions and deleting one position. The proposed changes will result in a net cost decrease of approximately \$249,000.

Overall, County costs associated to salaries and benefits will increase by approximately \$2.9 million. The majority of the cost increase will be funded with State and federal program revenue. 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 Appendix B titled Summary of Position Additions/Deletions.

Position Summary Schedule

Department	Year-End		Recommended 2017-18	Change Between 2016-17 and 2017-18
	2015-16	2016-17		
General Government				
Legislative and Administrative				
General Fund				
Board of Supervisors – District 1	5	5	5	-
Board of Supervisors – District 2	5	4	4	-
Board of Supervisors – District 3	4	4	4	-
Board of Supervisors – District 4	6	5	5	-
Board of Supervisors – District 5	4	4	4	-
Administrative Office	20	18	18	-
Clerk of Board of Supervisors	8	7	7	-
Total Legislative and Administrative	52	47	47	-
Finance				
General Fund				
Auditor-Controller	54	49	48	(1)
Treasurer-Tax Collector	30	30	30	-
Assessor	106	99	99	-
Total Finance	190	178	177	(1)
Other General				
General Fund				
Information Technology Service	60	55	55	-
Engineering, Survey and Permit Services	0	0	0	-
Risk Management	29	28	28	-
Subtotal General Fund	89	83	83	-
Other Funds				
Garage	16	14	14	-
Subtotal Other Funds	16	14	14	-
Total Other General	105	97	97	-
Counsel				
General Fund				
County Counsel	50	49	49	-
Total Counsel	50	49	49	-
Human Resources				
General Fund				
Human Resources	34	29	29	-
Total Human Resources	34	29	29	-
Elections				
General Fund				
Elections	16	16	16	-
Total Elections	16	16	16	-
Property Management				
General Fund				
General Services	116	187	187	-
Construction Services	25	23	23	-
Total Property Management	141	210	210	-
Promotion				
General Fund				
Board of Trade	4	3	3	-
Total Promotion	4	3	3	-
Total General Government	592	629	628	(1)



Position Summary Schedule

Department	Year-End		Recommended 2017-18	Change Between 2016-17 and 2017-18
	2015-16	2016-17		
Public Protection				
Judicial				
General Fund				
County Clerk	6	6	6	-
Grand Jury	1	0	0	-
District Attorney	225	222	222	-
Public Defender	99	98	98	-
Subtotal General Fund	331	326	326	-
Other Funds				
Child Support Services	199	191	191	-
Subtotal Other Funds	199	191	191	-
Total Judicial	530	517	517	-
Police Protection				
General Fund				
Forensic Sciences Division of District Attorney	37	36	36	-
Sheriff	1,348	1,321	1,324	3
Total Police Protection	1,385	1,357	1,360	3
Detention and Correction				
General Fund				
Probation	629	608	607	(1)
Total Detention and Correction	629	608	607	(1)
Fire Protection				
Other Funds				
Fire Department	646	618	618	-
Total Fire Protection	646	618	618	-
Protective Inspection				
General Fund				
Agriculture and Measurement Standards	49	48	48	-
Subtotal General Fund	49	48	48	-
Total Protective Inspection	49	48	48	-
Other Protection				
General Fund				
Animal Services	66	63	65	2
Planning	47	47	49	2
Development Services Agency	10	11	11	-
Subtotal General Fund	123	121	125	4
Other Funds				
Recorder	27	27	27	-
Subtotal Other Funds	27	27	27	-
Total Other Protection	150	148	152	4
Total Public Protection	3,389	3,296	3,302	6
Public Ways and Facilities				
Public Works				
Other Funds				
Public Works	449	451	459	8
Total Public Works	449	451	459	8
Transportation Terminals				
Other Funds				
Airports	24	24	24	-
Total Transportation Terminals	24	24	24	-
Total Public Ways and Facilities	473	475	483	8



Position Summary Schedule

Department	Year-End		Recommended 2017-18	Change Between 2016-17 and 2017-18
	2015-16	2016-17		
Health and Sanitation				
Health				
General Fund				
Public Health	215	215	219	4
Environmental Health ⁽²⁾	57	0	0	-
Subtotal General Fund	272	215	219	4
Other Funds				
Behavioral Health	587	727	728	1
Substance Use Disorders	48	0	0	-
Environmental Health ⁽²⁾	0	59	57	(2)
Subtotal Other Funds	635	786	785	(1)
Total Health	907	1,001	1,004	3
Hospital Care				
General Fund				
Emergency Medical Services	8	0	0	-
Subtotal General Fund	8	0	0	-
Other Funds				
Kern Medical Center	1,664	0	0	-
Correctional Medicine	92	0	0	-
Subtotal Other Funds	1,756	0	0	-
Total Hospital Care	1,764	0	0	-
California Children Services				
General Fund				
California Children Services	65	58	58	-
Total California Children Services	65	58	58	-
Sanitation				
Other Funds				
Kern Sanitation Authority	22	23	23	-
Total Sanitation	22	23	23	-
Total Health and Sanitation	2,758	1,082	1,085	3
Public Assistance				
Administration				
Other Funds				
Human Services	1,679	1,638	1,639	1
Total Administration	1,679	1,638	1,639	1
Veterans Service				
General Fund				
Veterans Service	12	10	10	-
Total Veterans Service	12	10	10	-
Other Assistance				
General Fund				
Employers' Training Resource	103	98	99	1
Community Development	12	11	11	-
Subtotal General Fund	115	109	110	1
Other Funds				
Aging and Adult Services	136	130	124	(6)
Subtotal Other Funds	136	130	124	(6)
Total Other Assistance	251	239	234	(5)
Total Public Assistance	1,942	1,887	1,883	(4)



Position Summary Schedule

Department	Year-End 2015-16	2016-17	Recommended 2017-18	Change Between 2016-17 and 2017-18
Education				
Education				
General Fund				
Library	122	119	119	-
Farm and Home Advisor	4	4	4	-
Total Education	126	123	123	-
Total Education	126	123	123	-
Recreation and Culture				
Recreation Facilities				
General Fund				
Parks and Recreation ⁽³⁾	95	0	0	-
Total Recreation Facilities	95	0	0	-
Total Recreation and Culture	95	0	0	-
Total County Department - General Fund	3,786	3,590	3,600	10
Total County Departments - Other Funds ⁽¹⁾	5,589	3,902	3,904	2
County Departments - Grand Total	9,375	7,492	7,504	12

⁽¹⁾ Effective July 1, 2016, 1,756 Kern Medical Center personnel were transferred from the County to the Kern County Hospital Authority.

⁽²⁾ Effective May 2016, Environmental Health transferred from the General Fund to a separate special revenue fund.

⁽³⁾ Effective January 2017, the Parks Department was merged with the General Services Division

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Countywide Capital Projects**Summary of Capital Projects by Asset Type**

	<u>New Projects</u>	<u>Carryover Projects</u>	<u>Total</u>
General Services - General Fund Projects			
Land	\$0	\$109,320	\$109,320
Improvements to Land	214,514	188,203	402,717
Structures and Improvements	869,000	5,059,940	5,928,940
Total	<u>\$1,083,514</u>	<u>\$5,357,463</u>	<u>\$6,440,977</u>
Waste Management Division of Public Works			
Land	\$10,500,000	\$0	\$10,500,000
Improvements to Land	6,532,175	541,530	7,073,705
Structures and Improvements	8,799,104	997,953	9,797,057
Total	<u>\$25,831,279</u>	<u>\$1,539,483</u>	<u>\$27,370,762</u>
Airports			
Improvements to Land	\$14,050,000	\$9,539,661	\$23,589,661
Total	<u>\$14,050,000</u>	<u>\$9,539,661</u>	<u>\$23,589,661</u>
Other Departments			
Improvements to Land	\$0	\$42,317,459	\$42,317,459
Structures and Improvements	0	127,031,000	127,031,000
Operating Transfer-Out	4,354,895	0	4,354,895
Total	<u>\$4,354,895</u>	<u>\$169,348,459</u>	<u>\$173,703,354</u>
Total	<u><u>\$45,319,688</u></u>	<u><u>\$185,785,066</u></u>	<u><u>\$231,104,754</u></u>

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

The FY 2017-18 Recommended Budget includes projects approved in prior years but not yet completed (Carryover Projects) totaling \$185.7 million. These major multi-year projects include the following:

General Services – General Fund Projects:

- Lake Isabella and Hart Flat Fire Stations Land Acquisition and Design Cost***
 \$695,275 is included for the land acquisition and final design phase cost associated with the Lake Isabella and Hart Flat Fire Station Replacements. Construction cost for these facilities is not included in the FY 2017-18 Recommended Budget as the Structural Fire Fund is in the second year of a structural deficit primarily from the loss of tax revenue. While the design cost does not have an impact on the FY 2017-18 as the funds were set aside in FY 2015-16 for the design and land acquisition costs, the Structural Fire Fund is in the second year of its four-year mitigation plan, therefore; the construction projects under design will be evaluated during FY 2018-19 for debt financing along with other priority projects for the County.

- Behavioral Health and Recovery Services Expansion*

The Behavioral Health and Recovery Services Department is faced with the challenge in meeting the increased demand for services resulting from implementation of expanded Medi-Cal services under the Affordable Care Act, as well as increased services for substance use disorders under the Drug Medi-Cal Organized Delivery System Program approved by the Center of Medicare and Medicaid. The department purchased and is in the final phase of renovating a building adjacent to their administrative offices to provide direct services. \$239,447 in funding for the final phase of the project is available through the prudent use of Mental Health Services Act (MHSA) funds and will not impact or redirect funds from services. In addition, the emergency psychiatric unit is being renovated to meet the increased demand in services. \$2,497,053 of (MHSA) is included for this carryforward project. Finally, \$592,883 is for an emergency psychiatric unit that is under construction in the City of Ridgecrest. The project is funded by a grant from the State.
- Lerdo Waste and Water Treatment Plant Upgrade*

\$601,823 is included to finalize the construction of a \$13,335,529 upgrade of the adult detention facility waste and water treatment plant. Included under other departments is the carryover project for the construction of a new jail facility financed with \$100 million State grant and \$27 million of other funding sources. The construction of the new facility necessitated the upgrade to the existing waste and water treatment plant at the Lerdo Jail Facilities in order to increase the capacity. The project is funded with discretionary resources made available from one-time sales and use tax received from wind energy construction projects throughout the County and Tobacco Securitization Funds made available when the County securitized the Tobacco Revenue in 2002. Although financing of this project with one-time sources does not have an immediate impact in the overall operating budget. The County ongoing cost is increasing by \$6.5 million to operate the new jail facility in FY 2017-18.

Waste Management Division of Public Works:

- Landfill Projects*

The Waste Management Division of Public Works operates seven Class II landfills, three large volume transfer stations and six small volume transfer stations; all strategically located throughout the County. The Division has included \$1,539,482 in carryover appropriations for landfill drainage improvements, closure costs and the replacement of a gate scale as well as construction of water wells. The projects are funded with a portion of the land use fees collected for residential properties and a tipping fee for non-residential waste.

Airports:

- The Runway 12L-30R Rehabilitation and Taxiway Connectors Phase I and Phase II*

\$9,539,660 is included for the Runway 12L-30R Rehabilitation and Taxiway Connectors reconstruction project phase I and II at Meadows Field Airport that began in FY 2013-14. The project consists in general, of removal, construction and rehabilitation of airfield geometry on Runway 12L-30R. The improvements to Runway 12L-30R will enhance the

runway and bring the surface to Federal Aviation Administration (FAA) pavement standards. Specifically, the project was developed to enhance operational safety and efficiencies to comply with Federal Aviation Administration (FAA) Advisory Circular 150/5300-13A, ensuring an acceptable level of safety for Meadows Field Airport. Due to timing of funding, the department strategically separated the project into three phases. Phase I included preparatory work on runway 12L-30R, removal of nine (9) taxiways, and construction of four (4) new taxiway connectors. Phase II includes reconstructing the south end of 30R and replacing ALS/Bar, replacing electrical, reconstructing an additional 3,100 feet of the east side of 30R, and constructing taxiway E. 90% of the project cost is funded by an allocation from the FAA; the remaining 10% will come from the operations of the Airport.

Other Departments:

- *New Jail Facility and Seventh Standard Widening Project*

These multi-year carryover projects include construction of a new jail facility with a total cost of \$127 million and the close-out phase of the Seventh Standard Road Widening Project with a total cost of \$42.3 million.

\$5,486,712 of the estimated \$127 million cost for the new jail facility is anticipated to be expended in FY 2017-18. The new jail facility listed under carry-over projects and financed with \$100 million State grant and \$27 million of other funding. It is anticipated that the new jail will be operational by October 2017.

Seventh Standard Road Widening Project is in its closeout phase and only \$320,941 in carryover is anticipated to be expended to finalize the project. The purpose of this project is to improve safety and to facilitate transportation throughout the County. The project is funded with Federal and State Aid for construction.

The FY 2017-18 Recommended Budget, inclusive of operating transfers, also includes a total of \$45.3 million in new projects. Part of the annual budget development process includes identifying and prioritizing the County's capital needs. The new projects requiring funding from 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. General funding of \$4.3 million consists of an operating transfer out to the General Fund Major Maintenance Projects from the Accumulated Capital Outlay- General. These funds are being utilized to maintain the minimum funding necessary to preserve existing County facilities. \$1,083,514 is included to fund installation of security cameras at the Juvenile Detention Facilities and to fund upgrades at the Buena Vista Aquatic Recreational Area.

The remaining funding for the projects is derived from special land use assessments collected through property tax bills for solid waste management and an anticipated allocation of Federal Aviation Administration funds as discussed on the following page:

Waste Management Division of Public Works:

- *Landfill Projects*

The Waste Management Division has included \$25,831,279 for new projects. Included in the projects is \$10.5 million for the acquisition of landfill butter property, \$6.5 million for a composting facility, \$2.2 million for improvements to the Bena Landfill, \$1.5 million for water wells and gas system improvements at the landfills, and \$5 million for small projects including the acquisition of landfill buffer property and road repairs. The projects are funded with a portion of the land use fee collected for residential properties and a tipping fee for non-residential waste.

Airports:

- *The Runway 12L-30R Rehabilitation and Taxiway Connectors Phase III*

\$14,050,000 is included for Phase III of the Runway 12L-30R Rehabilitation and Taxiway Connectors reconstruction project at Meadows Field Airport. The final phase of the project includes reconstructing the north end of runway blast pad and eastern shoulder and the remaining west shoulder, in addition to installation of centerline lights and runway crown. 90% of the project cost is funded by an allocation from the FAA; the remaining 10% will come from the operations of the Airport.

Summary of Capital Projects by Funding Source

	Discretionary General Funding	Other Funding	Total
Projects Administered By:			
General Services - General Fund Projects			
New Projects	\$869,000	\$214,514	\$1,083,514
Carryover Projects	214,808	5,142,656	5,357,463
Total Projects Administered by General Services	<u>\$1,083,808</u>	<u>\$5,357,170</u>	<u>\$6,440,977</u>
Waste Management Division of Public Works			
New Projects	\$0	\$25,831,279	\$25,831,279
Carryover Projects	0	1,539,483	1,539,483
Total Projects Administered by Solid Waste Management	<u>\$0</u>	<u>\$27,370,762</u>	<u>\$27,370,762</u>
Airports			
New Projects	\$0	\$14,050,000	\$14,050,000
Carryover Projects	0	9,539,661	9,539,661
Total Projects Administered by Airports	<u>\$0</u>	<u>\$23,589,661</u>	<u>\$23,589,661</u>
Other Departments			
Carryover Projects	\$0	\$169,348,459	\$169,348,459
Operating Transfer Out	4,354,895	0	4,354,895
Total Projects Administered by Others	<u>\$4,354,895</u>	<u>\$169,348,459</u>	<u>\$173,703,354</u>
Total	<u><u>\$5,438,703</u></u>	<u><u>\$225,666,051</u></u>	<u><u>\$231,104,754</u></u>



Further details 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 Division 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 detail for the projects is included in the Other Capital Projects section of this budget document.

Impact of Capital Projects on the Operating Budget

The County's operating budget is directly affected by the Capital Projects. Almost every new capital improvement entails additional expenses for routine operation, repair and maintenance upon completion or acquisition that must be incorporated in the operating budget. In addition, some capital projects require the addition of new positions. The cost of future operations for new facilities is incorporated within each operating department budget. Operating costs are carefully considered in deciding which projects move forward because it is not possible for the County to concurrently fund several large-scale projects that have significant operating budget impacts. As part of the County's long-term fiscal plan, the use of one-time sources such as fund balance carryforward is typically isolated to capital and major maintenance projects. In consideration of budget constraints, the recommended budget includes \$16.2 million in maintenance cost for existing capital assets. Projects include various paving, lighting, roofing and HVAC projects for existing structures, parks and libraries that were determined to be most critical.

The recommended budget includes new operational costs of \$6.5 million to fund utilities, supplies and salaries to staff the medical area of the new jail. The State granted the County \$100 million grant for the construction of a new type II jail facility under Assembly Bill 900. The grant requires the County to staff and operate the new facility within 90 days of the construction completion. It is anticipated the new jail will be operational by October 2017.

Operating Impact by Capital Project Type

Project Type	Discretionary		Total
	General Funding	Other Funding	
Improvement to existing Structures	\$2,549,315	\$9,142,316	\$11,691,631
Improvements to existing Parking Lots	933,000	0	933,000
Park Projects	2,930,856	0	2,930,856
Library Projects	691,800	0	691,800
New Jail Operational Cost	6,500,000	0	6,500,000
Total Operating Impact	<u>\$13,604,971</u>	<u>\$9,142,316</u>	<u>\$22,747,287</u>

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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 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 2017-18. 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 \$2.3 million respectively.

Any countywide discretionary revenue not distributed to departments through their Net County Cost allocation, if not transferred to other funds for specific projects/programs, is contributed to contingencies or reserves. Each year Kern County sets aside contingencies and/or reserves to ensure the County has resources to accommodate unforeseen events that would harm the fiscal health of the County and to be proactive to meet future known obligations.

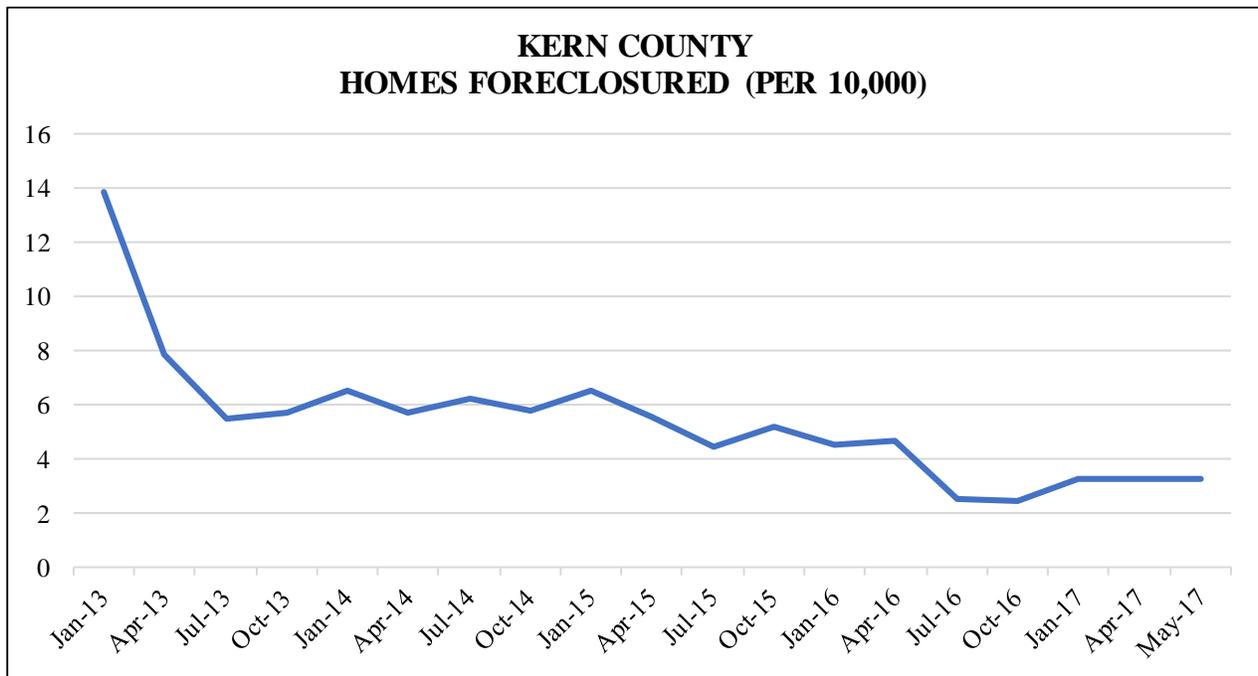
The following sections provide details of:

- 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 75% 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 17% 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 price per barrel of oil in recent years. Oil and gas property tax revenues equates to approximately \$27 million, or 7.8% of the County’s countywide discretionary revenue.

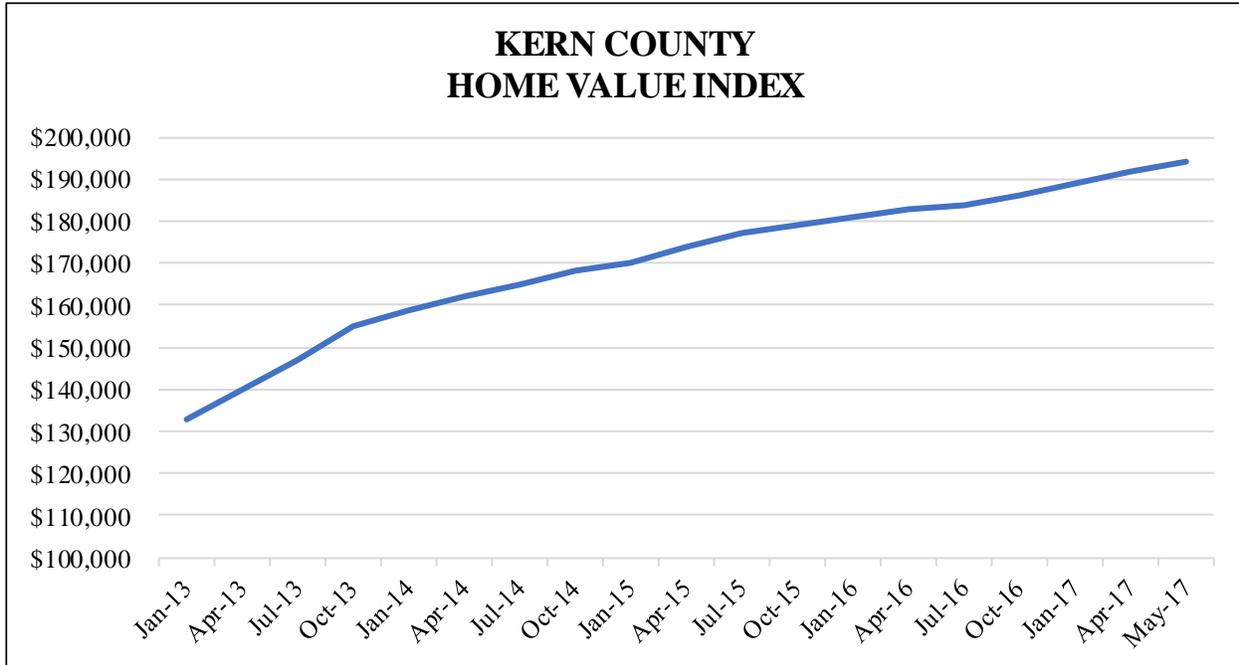
The charts on the following pages are strong indicators of the economic vitality in Kern County. Overall, there is an evident inverse relationship between major economic indicators. As foreclosures continue to decline from 2013 levels the trend is helping home values rise. Similarly, as the price per barrel of oil has decreased sharply unemployment has begun trending up. The recession in the oil and gas industry and subsequent loss of jobs has diminished the local economy overall and placed a significant burden on General Fund discretionary revenue, which will impact service levels available for all residents throughout Kern.



Source: Zillow Home Value Data 2017

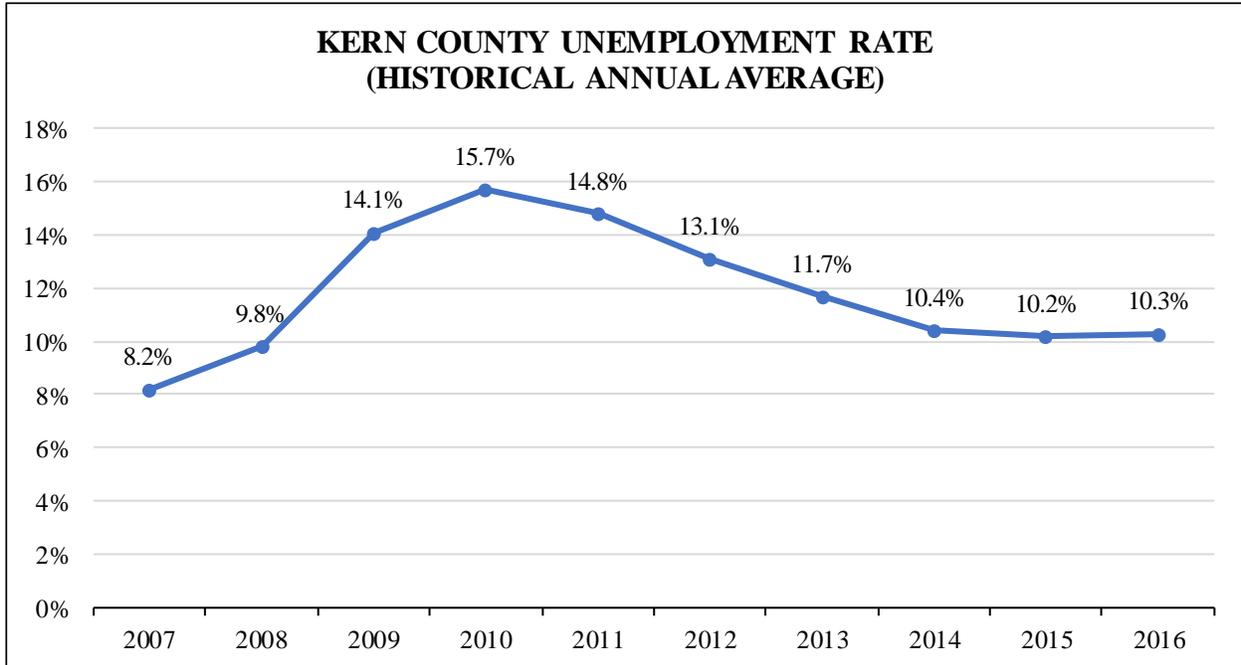
In January 2017 foreclosures were down 27.8% compared to January 2016 (homes foreclosed per 10,000) and for the first quarter of 2017 remain stable at around 3.2 homes per 10,000. Foreclosures have declined considerably since 2013, resulting in a steady rise in the median sales price in Kern County.





Source: Zillow Home Value Data 2017

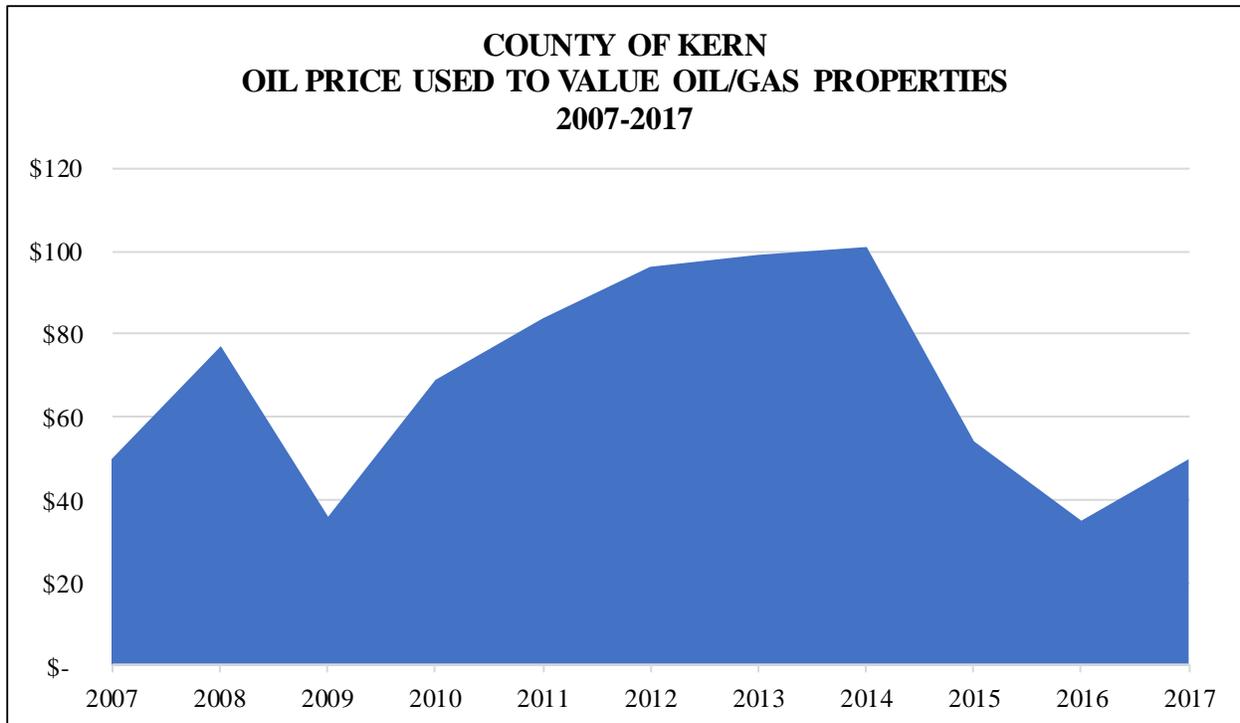
The median home value in Kern County for April 2017 was \$194,000. Kern County home values have gone up 5.3% over the past 12 months and Zillow predicts they will rise 5.1% within the next 12 months based on the Zillow Home Value Index. The foreclosure rate in Kern County currently stands at 3.2 homes per 10,000. The same rate exists in metropolitan Bakersfield with a rate of 3 per 10,000. Kern County is performing slightly worse than the national average, which is 2 homes foreclosed per 10,000.



Source: CA Employment Development Department

As illustrated in the graph above, the unemployment rate was trending down for six consecutive years (2010–2015). However, the trend has reversed recently due to a sharp decrease in oil prices. Historically, the county’s unemployment rate is roughly 3-5% higher than the state average and is prone to greater variability as many jobs within the county are in agriculture and the oil and gas industry, both of which tend to ebb and flow based on seasonality and market volatility. If the current price per barrel of oil does not rebound significantly, the downturn in the oil and gas industry will have a prolonged impact on the county’s overall economic vitality, which could be exacerbated by a slumping state economy. The Governor’s budget will deposit \$2 billion into the Rainy Day Fund rationalizing that a strong Rainy Day Fund will have a significant impact on protecting against devastating cuts if the state economy slides into another recession.





Source: Kern County Assessor's Office

Pictured above is the price per barrel of oil at January 1 of each year. A lien date value for each oil and gas producing property in Kern County is determined by the County Assessor, using the price per barrel of oil as a primary component in each property's discounted cash flow analysis. Since nearly 17% of all property valuations countywide are derived from the oil and gas properties, the County's discretionary revenue is heavily dependent on this industry. From 2012-2014 the price of oil remained strong. Since 2015, oil prices have decreased sharply which has led to a slowing in the sector and the overall local economy. The price per barrel of oil for 2017 is \$50, a \$15 increase from 2016.

The County's property tax roll associated with oil and gas properties has experienced a 50% decline in assessed value from FY 2014-15, and a 29% decline in assessed value from the prior 10-year average. The assessed value of oil and gas properties recovered by 19% from FY 2016-17, which is contributing towards a modest overall increase of 6% in net assessed values countywide. The 6% increase resulted in additional property tax revenue for the General Fund of \$9.1 million and another \$6.8 million increase in Vehicle License Fee (VLF) in lieu of property taxes for a total of \$15.9 million. The anticipated property tax revenue increase equates to a 6.46% gain in total property tax related revenue. The Fire Fund is also impacted by the oil gas property tax issue. The Fund will see a net property tax revenue increase of \$7.1 million for FY 2017-18.

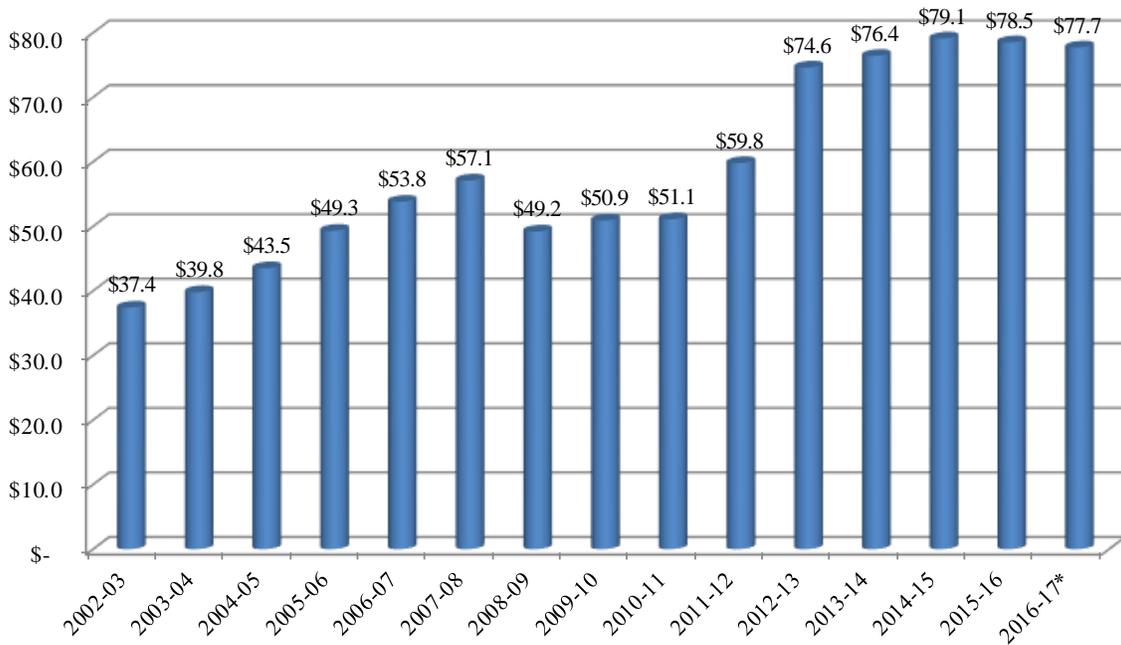


Proposition 172

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 is resulting in a decline in revenue of \$7.7 million in FY 2017-18. In an effort to mitigate the impact on public safety departments, the recommended budget includes the use of \$2.4 million in carryforward and \$4.9 million in general designation as well as general designation balance of \$4.9 million to offset future shortfalls in revenue.

The charts below summarize fund balance and the actual allocation of the Local Public Safety Fund for FY 2015-16, the final and actual allocations for FY 2016-17, and the recommended allocation for FY 2017-18, which reflects a reduction of nearly \$480,000 from FY 2016-17.

Breakdown of Departmental Usage of Proposition 172

Budget Unit and Department	Actual	Final Budget	Actual	Recommended
	FY 2015-16	FY 2015-16	FY 2016-17	FY 2017-18
2180 District Attorney	\$5,781,752	\$5,723,935	\$5,723,935	\$5,689,055
2190 Public Defender	4,859,217	4,810,625	4,810,625	4,781,310
2200 D.A.-Forensic Sciences	214,728	212,581	212,581	211,285
2210 Sheriff	47,757,114	47,279,543	47,279,543	46,991,437
2340 Probation	13,265,423	13,132,769	13,132,769	13,052,742
2415 Fire	7,650,682	7,574,175	7,574,175	7,528,020
Total Allocated to Departments	\$79,528,916	\$78,733,628	\$78,733,628	\$78,253,849

Proposition 172

	Actual	Final Budget	Actual	Recommended
	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Beginning Fund Balance	\$11,946,518	\$12,487,060	\$12,487,060	\$12,287,253
Revenue	80,069,458	76,053,621	78,533,821	70,870,125
Departmental Usage	79,528,916	78,733,628	78,733,628	78,253,849
Ending Fund Balance	12,487,060	9,807,053	12,287,253	4,903,529
Change in Fund Balance	\$540,542	(\$2,680,007)	(\$199,807)	(\$7,383,724)



Realignment Funding

Beginning in 1991, the State of California shifted the fiscal and programmatic responsibility of several health and social services programs from the State to counties. In 2011 the State shifted more social services and mental health programs to counties along with law enforcement services. Realignment funding is accounted for separately in the following service areas:

<u>1991 Realignment</u>	<u>2011 Realignment</u>	<u>Other Realignment</u>
Mental Health	Law Enforcement	CalWORKs MOE
Social Services	Support Services	Family Support
Health		

With the realignment of many State services, counties have become increasingly dependent on sales tax and vehicle license fee revenue for these programs, putting counties at the mercy of the business cycle as funding rises and falls in direct correlation to the State's economy. While sales taxes are not projected to decrease in FY 2017-18, retail spending is seen to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

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.

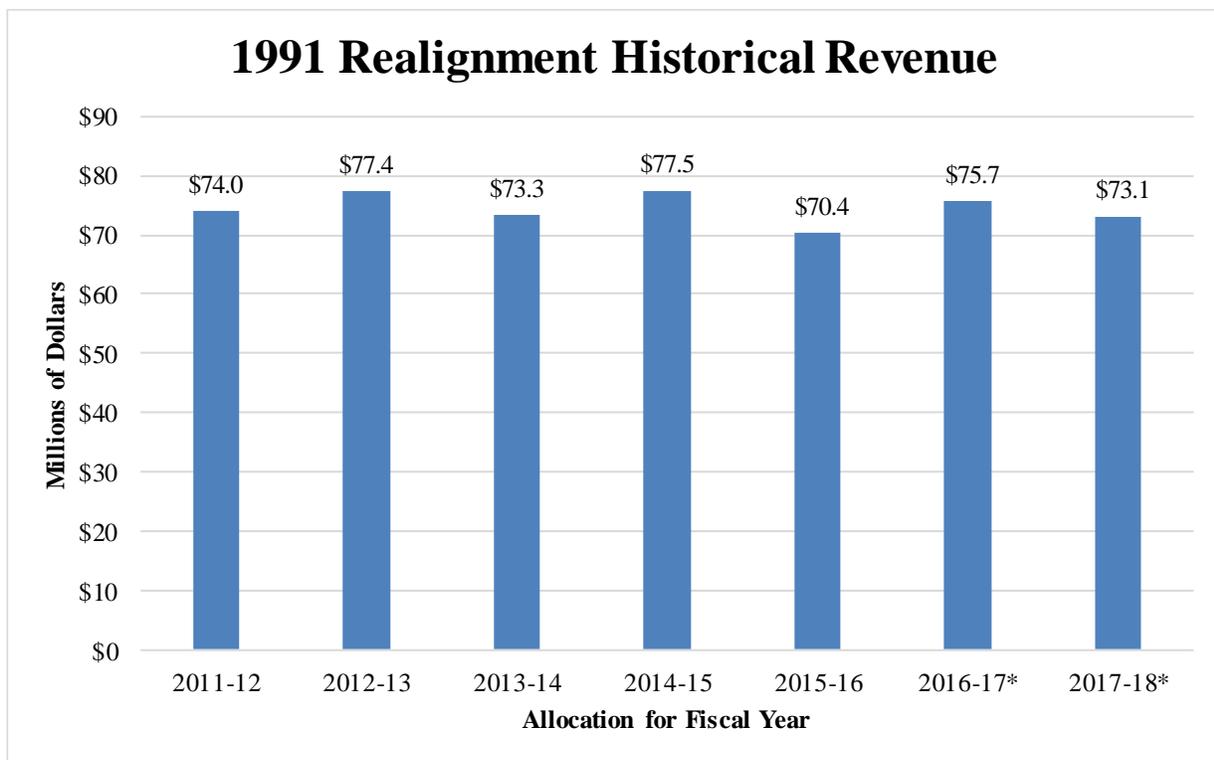
Within the mental health area, the programs the County is now responsible for are: community-based mental health programs, State Hospital services for County patients, and Institutions for Mental Disease. Within the social services, programs the County is now responsible for are: the County revenue stabilization 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 1991 Mental Health and 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 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.

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

Revenue for FY 2016-17 came in as expected and reflects an increase of 6.58% due to growth funds.

The recommended funding for FY 2017-18 reflects a slight decline from the FY 2016-17 level. For FY 2017-18, the total amount of Health Realignment will be redirected under AB 85.

SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE					
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18	Increase/ (Decrease)
Health Trust Fund	\$11,197,285	\$11,259,574	\$11,259,474	\$7,897,117	(\$3,362,357)
Mental Health Trust Fund	24,053,830	23,521,527	26,379,338	25,724,168	(655,170)
Social Services Trust Fund	35,230,083	35,461,296	38,111,188	39,536,392	1,425,204
	<u>\$70,481,198</u>	<u>\$70,242,397</u>	<u>\$75,750,000</u>	<u>\$73,157,677</u>	<u>(\$2,592,323)</u>

The 1991 Realignment trust 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 allows 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 if it is found that the transfer is the most cost-effective use of available resources to maximize client outcomes. An additional 10% can be transferred from the County's Health Realignment specifically to help meet caseload needs in excess of the revenue growth in the social services account. Kern County has used the provision multiple times over the years to help support either the health or social services programs. The most recent transfers were approved by the Board of Supervisors on June 13, 2017 and allowed for the transfer of up to 10%, or \$2.3 million, from mental health to social services programs and up to 10%, or \$1 million, from health to social services programs.

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

Health				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$1,050,162	\$1,134,232	\$1,134,232	\$1,482,585
Revenue	11,197,285	11,259,574	11,259,474	7,897,117
Departmental Usage	10,102,923	10,017,980	9,877,770	8,129,451
Transfer to Social Services	1,010,292	1,033,351	1,033,351	0
Ending Fund Balance	1,134,232	1,342,475	1,482,585	1,250,251
Change in Fund Balance	\$84,070	\$208,243	\$348,353	(\$232,334)

Breakdown of Departmental Usage of Health 1991 Realignment				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2016-17
Animal Services	\$1,059,601	\$1,059,601	\$1,059,601	\$1,509,601
Environmental Health	97,771	97,771	97,771	97,408
Public Health	6,634,782	6,634,782	6,634,782	6,522,442
Kern Medical Center	2,310,769	2,225,826	2,085,616	0
Total Departmental Usage	\$10,102,923	\$10,017,980	\$9,877,770	\$8,129,451

The Health fund is budgeted to maintain fund balance at \$1,482,585 in FY 2017-18, however; 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 2015-16, the State reduced the County's Health Realignment by \$13 million and in FY 2016-17, the reduction was \$14.9 million. In FY 2017-18, the State will redirect all of the County's Health Realignment. The recommended budget includes sufficient resources to carry out the health programs and services for County residents.

Mental Health				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$965,353	89,920	89,920	917,151
Revenue	24,053,830	23,521,527	26,379,338	25,724,168
Departmental Usage	22,663,473	23,521,727	23,286,317	25,724,168
Transfer to Social Services	2,265,790	2,265,790	2,265,790	-
Ending Fund Balance	89,920	89,720	917,151	917,151
Change in Fund Balance	(\$875,433)	(\$200)	\$827,231	\$0

Breakdown of Departmental Usage of Mental Health 1991 Realignment				
	Actual	Final Budget	Actual	Recommended
	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Behavioral Health and Recovery Svcs.	\$22,663,473	23,521,727	\$23,286,317	\$25,724,168
Total Departmental Usage	\$22,663,473	\$23,521,727	\$23,286,317	\$25,724,168

For FY 2017-18, 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.

Social Services				
	Actual	Final Budget	Actual	Recommended
	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Beginning Fund Balance	\$3,155,621	\$3,511,843	\$3,511,843	5,254,520
Revenue	35,230,083	35,461,296	38,111,188	35,549,959
Departmental Usage	38,149,943	39,339,151	39,667,652	39,536,392
Transfer from Health	1,010,292	1,033,351	1,033,351	-
Transfer from Mental Health	2,265,790	2,265,790	2,265,790	-
Ending Fund Balance	3,511,843	2,933,129	5,254,520	1,268,087
Change in Fund Balance	\$356,222	(\$578,714)	\$1,742,677	(\$3,986,433)

Breakdown of Departmental Usage of Social Services 1991 Realignment				
	Actual	Final Budget	Actual	Recommended
	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
California Children Services	\$1,128,996	\$1,152,220	\$1,152,220	\$1,169,636
Human Services - Administration	1,628,464	1,469,386	1,372,081	1,445,702
Human Services - Direct Aid	22,628,387	23,446,163	23,853,660	20,475,622
Aging and Adult Services	719,461	745,372	746,797	733,359
In-Home Supportive Services	7,966,566	8,335,805	8,352,689	11,557,235
Probation	2,082,069	2,194,205	2,194,205	2,158,838
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Total Departmental Usage	\$38,149,943	\$39,339,151	\$39,667,652	\$39,536,392

Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. For FY 2017-18, budgeted expense and ongoing revenue are expected to result in the usage of fund balance of \$3.3 million. The recommended budget includes sufficient resources to carry out the social services programs and services for County residents.



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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 2017-18

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 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$19,919,354	\$17,071,543	\$17,071,543	\$28,159,969
Revenue	184,070,948	185,614,892	194,476,874	186,712,562
Departmental Usage	186,918,759	189,263,777	183,388,448	192,732,463
Ending Fund Balance	17,071,543	13,422,658	28,159,969	22,140,068
Change in Fund Balance	(\$2,847,811)	(\$3,648,885)	\$11,088,426	(\$6,019,901)

Total departmental usage of \$192.7 million for FY 2017-18 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 2017-18

	Law Enforcement	Support Services		Total
		Protective Services	Behavioral Health	
Beginning Fund Balance	\$18,168,694	\$1,153,887	\$8,837,388	\$28,159,969
Revenue	69,039,225	67,478,244	50,195,093	186,712,562
Departmental Usage	73,015,774	68,632,131	51,084,558	192,732,463
Ending Fund Balance	14,192,145	-	7,947,923	22,140,068
Change in Fund Balance	(\$3,976,549)	(\$1,153,887)	(\$889,465)	(\$6,019,901)



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. The FY 2015-16 plan included a significant number of additional positions and an appropriation savings occurred because hiring new staff continues to be a lengthy process. As a result, a fund balance of \$12.3 million existed in the Law Enforcement account at the end of FY 2015-16. The fund balance increased by \$4.9 million in FY 2016-17 as growth funds were carried forward for use in the FY 2017-18 Recommended Budget. Fund balance consists of funds for various law enforcement services resulting from existing and potential carry forward balances as of June 30, 2017. As the potential carry forward funds are realized, appropriations in the corresponding law enforcement departments will be adjusted as needed. The recommended budget includes the use of nearly \$4 million of fund balance. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

LAW ENFORCEMENT SERVICES				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$13,433,345	\$12,293,309	\$12,293,309	\$18,168,694
Revenue	75,514,318	72,878,972	76,027,675	69,039,225
Departmental Usage	76,654,354	73,625,188	70,152,290	73,015,774
Ending Fund Balance	<u>12,293,309</u>	<u>11,547,093</u>	<u>18,168,694</u>	<u>14,192,145</u>
Change in Fund Balance	(\$1,140,036)	(\$746,216)	\$5,875,385	(\$3,976,549)

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 portion of FY 2015-16 growth that was transferred to the Local Innovation Account totaled \$421,007. Growth allocations for FY 2016-17 are unknown at this time and therefore, not included in the recommended budget.



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

BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE

	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
<i>Law Enforcement Activities</i>				
Community Corrections:				
Sheriff	\$15,035,457	\$15,878,553	\$15,697,429	\$15,226,946
Probation	12,684,779	15,081,080	14,119,431	14,918,784
Mental Health	4,073,503	5,580,273	4,606,865	5,149,912
Substance Abuse	2,065,024	0	0	0
Employers' Training Resource	843,238	858,046	858,046	522,565
District Attorney	1,335,773	1,614,687	1,614,687	1,904,093
Public Defender	749,629	935,306	935,306	952,855
District Attorney - Forensic Sciences	163,484	181,720	181,720	177,975
Community Based Organizations	6,998,274	1,511,982	1,511,982	1,037,556
Human Resources	80,837	0	0	0
Parks	4,500	0	0	0
Sheriff Capital Projects	0	350,000	22,031	
Veteran Services	0	0	0	120,941
Trial Court Security (Sheriff)	10,326,063	10,597,283	10,597,283	11,128,795
District Attorney/Public Defender:				
District Attorney	304,919	367,173	367,173	421,569
Public Defender	294,985	367,173	367,173	421,569
Juvenile Justice:				
Youthful Offender Block Grant (Probation)	4,654,646	4,244,820	3,855,159	3,731,448
Reentry (Probation)	646,587	588,056	398,591	388,036
<i>Enhancing Law Enforcement Activities</i>				
Supplemental Law Enforcement:				
Sheriff	606,049	732,186	732,186	732,186
Probation	2,438,913	2,418,555	2,418,555	3,168,555
District Attorney	251,208	249,111	249,111	249,111
Other Jurisdictions	2,374,311	2,520,862	2,071,240	2,520,862
Camp Funds (Probation)	4,298,370	3,299,214	3,299,214	3,592,908
Juvenile Probation Activities (Probation)	4,054,524	3,900,314	3,900,314	4,300,314
Booking Fees (Sheriff)	776,037	732,680	732,680	732,680
Rural Crime:				
Sheriff	335,550	340,251	340,251	340,251
District Attorney	166,084	168,422	168,422	168,422
CalMMET:				
Sheriff	854,863	872,663	872,663	872,663
District Attorney	117,389	117,389	117,389	117,389
Probation	119,358	117,389	117,389	117,389
Total Departmental Usage	\$76,654,354	\$73,625,188	\$70,152,290	\$73,015,774



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 recommended budget includes up to a 10% transfer from the Behavioral Health sub-account to the Protective Services sub-account, which was approved by resolution on June 13, 2017. 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. The FY 2017-18 Recommended Budget does not include the establishment of a Support Services Reserve. Additional historical detail of the Support Services account is included in the tables below:

SUPPORT SERVICES				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$6,486,009	\$4,778,234	\$4,778,234	\$9,991,275
Revenue	108,556,630	112,735,920	118,449,199	117,673,337
Departmental Usage	110,264,405	115,638,589	113,236,158	119,716,689
Ending Fund Balance	4,778,234	1,875,565	9,991,275	7,947,923
Change in Fund Balance	(\$1,707,775)	(\$2,902,669)	\$5,213,041	(\$2,043,352)

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. Fund balance available at June 30, 2017, in the amount of \$9.9 million was due to FY 2014-15 and FY 2015-16 Behavioral Health Services growth funds that were received in FY 2016-17 and not transferred to the Behavioral Health and Recovery Services budget unit as well as FY 2012-13 Protective Services growth funds 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 \$680,342 of the FY 2012-13 growth funds, which exhausts the FY 2012-13 growth funds.

BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE				
	Actual	Final Budget	Actual	Recommended
	FY 2015-16	FY 2016-17	FY 2016-17	FY 2017-18
Behavioral Health				
Mental Health*	\$39,892,290	\$49,146,536	\$46,744,105	\$51,084,558
Substance Abuse	3,429,195	0	0	0
Protective Services				
Aging and Adult Services	1,588,942	1,559,263	1,559,263	1,564,156
Human Services Admin	23,127,127	25,262,752	25,446,929	26,514,775
Human Services Aid	41,736,171	39,143,303	39,013,316	40,022,060
Mental Health	298,281	320,218	287,257	322,896
Probation	192,399	206,517	185,288	208,244
Total Departmental Usage	\$110,264,405	\$115,638,589	\$113,236,158	\$119,716,689

* Mental Health Realignment flows through the County's 2011 Realignment Fund and is presented as part of Behavioral Health. It is also displayed in the 1991 Realignment section of this book.

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. The State funds CalWORKs with realignment and State General Fund. Any increases or decreases has no effect on service levels as CalWORKs MOE funding results in an equal net adjustment in the State General Fund provided to the County.

CalWORKs MOE				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$4,600,344	\$0	\$0	\$0
Revenue	35,632,383	39,874,351	40,199,927	36,534,114
Departmental Usage	40,232,727	39,874,351	40,199,927	36,534,114
Ending Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Change in Fund Balance	(\$4,600,344)	\$0	\$0	\$0

Breakdown of CalWORKs MOE Usage				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Human Services - Direct Aid	<u>\$40,232,727</u>	<u>\$39,874,351</u>	<u>\$40,199,927</u>	<u>\$36,534,114</u>
Total Departmental Usage	\$40,232,727	\$39,874,351	\$40,199,927	\$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 are allocated to counties from the Family Support sub-account in lieu of State General Fund for CalWORKs assistance payments. The State funds CalWORKs with realignment and State General Fund. Any increases or decreases has no effect on service levels as CalWORKs MOE funding results in an equal net adjustment in the State General Fund provided to the County.

Detail on the Family Support fund is as follows:

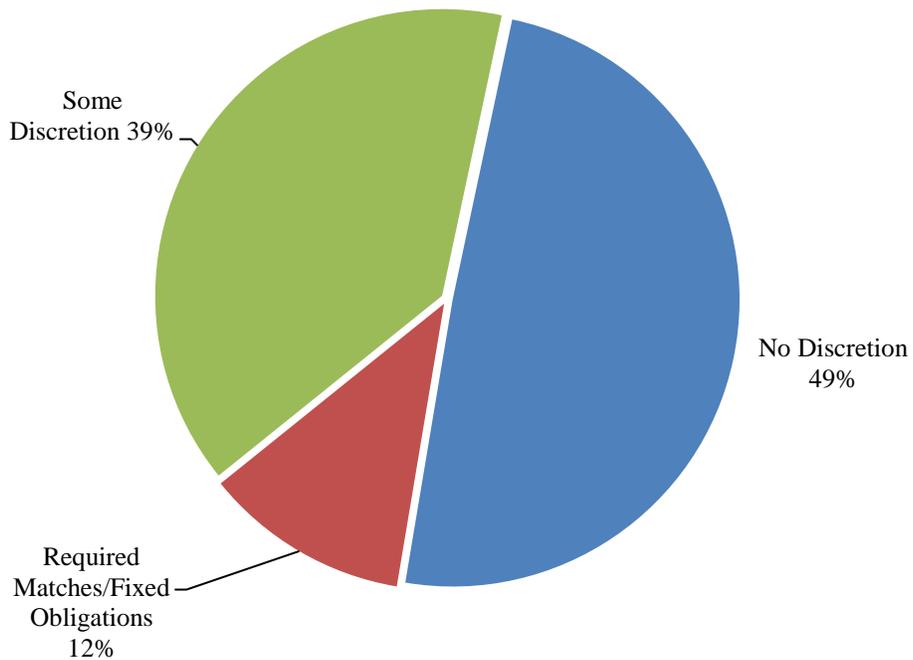
Family Support				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Beginning Fund Balance	\$5,570,713	\$0	\$0	\$0
Revenue	29,706,198	33,270,564	31,912,094	34,958,104
Departmental Usage	35,276,911	33,270,564	31,912,094	34,958,104
Ending Fund Balance	0	0	0	0
Change in Fund Balance	(\$5,570,713)	\$0	\$0	\$0

Breakdown of Family Support Usage				
	Actual FY 2015-16	Final Budget FY 2016-17	Actual FY 2016-17	Recommended FY 2017-18
Human Services - Direct Aid	\$35,276,911	\$33,270,564	\$31,912,094	\$34,958,104
Total Departmental Usage	\$35,276,911	\$33,270,564	\$31,912,094	\$34,958,104

Countywide Discretionary Revenue

The entire General Fund budget including operating transfers-in is \$817 million; however, only \$320 million, or 39% is truly discretionary as seen in this pie chart.

**FY 2017-18 Recommended Budget
General Fund Spending**



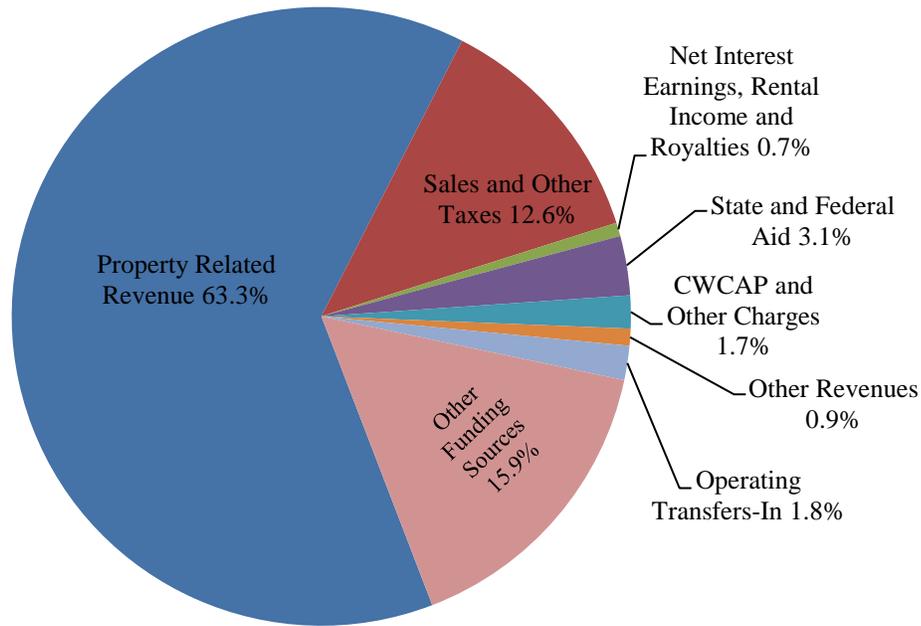
Required Matches /Fixed Obligations	\$94,565,759
No Discretion Other program costs funded through user fees, federal and State Aid	\$402,905,228
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	\$319,700,999
Total General Fund Budget:	\$817,171,986



The countywide discretionary sources (including fund balance available and uses of reserves) total \$414,266,758 and are first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total \$94,565,759. The remaining amount of \$319,700,999 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of \$414,266,758 for the FY 2017-18 Recommended Budget:

FY 2017-18 Recommended Budget Discretionary Sources by Category



COUNTYWIDE DISCRETIONARY SOURCES THAT PAY FOR NET COUNTY COST

	FY 2016-17 Adopted Budget	FY 2016-17 Adjusted Budget	FY 2016-17 Actual	FY 2017-18 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	\$145,684,117	\$145,684,116	\$148,130,470	\$154,856,650
VLF/Property Tax Swap	91,428,420	91,428,420	93,082,462	98,232,754
Supplemental Property Tax	4,366,648	4,366,648	7,471,649	4,300,000
Property Transfer Tax	3,498,755	3,498,755	3,606,656	3,500,000
Penalty on Current Taxes	1,400,000	1,400,000	1,761,409	1,400,000
Prior Property Taxes, Penalties and Interest	114,215	114,215	(538,702)	115,000
Total Property Tax Related Revenue	\$246,492,155	\$246,492,154	\$253,513,944	\$262,404,404
Sales and Other Taxes:				
Sales and Use Taxes	\$39,726,260	\$39,726,260	\$44,579,628	\$39,672,000
Transient Occupancy Motel Tax	2,193,151	2,193,151	2,402,628	2,200,000
Hazardous Waste Facilities Tax	1,400,000	1,400,000	1,542,980	1,400,000
Franchise Fees	8,200,000	8,200,000	8,669,551	8,700,000
Other Taxes	231,396	231,396	391,371	231,580
Total Sales and Other Taxes	\$51,750,807	\$51,750,807	\$57,586,158	\$52,203,580
Net Interest Earnings, Rental Income and Royalties	\$6,254,844	\$6,254,844	\$7,694,558	\$2,925,000
Countywide Cost Allocation Plan (CWCAP)	8,271,640	8,271,640	8,205,455	7,119,955
State and Federal Aid	11,801,856	11,801,857	14,698,752	12,841,000
Other Revenue	595,213	595,213	907,099	3,680,000
Operating Transfers-In	8,400,000	8,400,000	8,400,000	7,400,000
Total Other Revenue	\$35,323,553	\$35,323,554	\$39,905,865	\$33,965,955
Total Countywide Discretionary Revenue	\$333,566,515	\$333,566,515	\$351,005,967	\$348,573,939
Other Funding Sources				
Available Fund Balance	\$41,653,751	\$41,653,751	\$41,653,751	\$61,214,819
Use of Reserves/Designations	21,222,838	21,222,838	21,559,438	4,478,000
Total Other Funding Sources	\$62,876,589	\$62,876,589	\$63,213,189	\$65,692,819
Total Countywide Discretionary Revenue and Other Funding Sources	\$396,443,104	\$396,443,104	\$414,219,156	\$414,266,758

The FY 2017-18 discretionary general funding of \$414,266,758 includes Countywide Discretionary Revenue of \$348 million and Other Funding Sources of \$65 million.

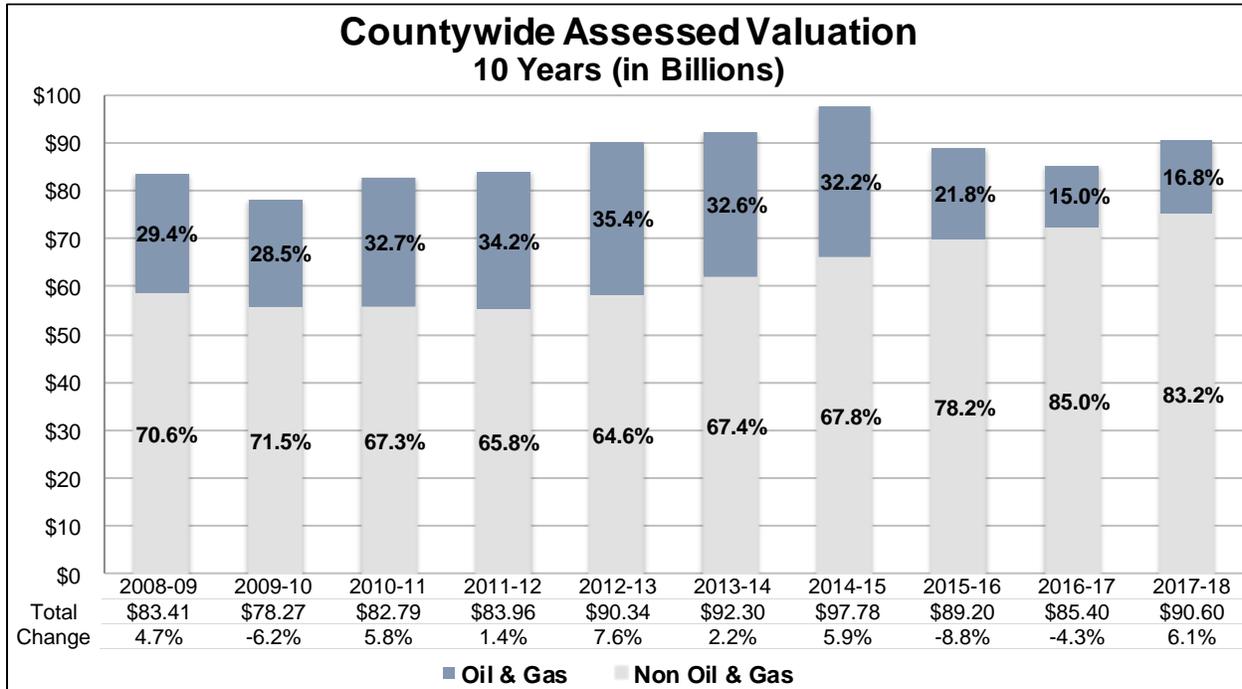
Countywide Discretionary Revenue

Property Related Revenue accounts for over 63% 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 17% 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 increased by 19% from FY 2016-17 primarily because



of a higher market price for oil at January 1. Oil and gas property tax revenue equates to approximately \$27 million, or 6.5% of the County’s countywide discretionary revenue.

The FY 2017-18 Recommended Budget anticipates a 6% increase in the assessed valuation of properties within the County. This increase recovers some of the losses experienced in the last two years, -8.8% in FY 2015-16 and an additional -4.3% in FY 2016-17, resulting from depressed values in oil and gas properties. The anticipated increase in the assessed valuation compares to actual assessed valuation increases of 1.4% in FY 2011-12, 7.6% in FY 2012-13, 2.2% in FY 2013-14, and an increase of 5.9% 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. The interest and penalties, accounted for as an operating transfer-in from the Tax Loss Reserve Fund in countywide discretionary revenue, are projected to be \$7 million, which is \$1 million less than transferred in FY 2016-17.

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

Current Secured, Unsecured, Unitary

Secured Property Tax Revenue makes up approximately \$142 million of the \$159 million in the FY 2017-18 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from \$150 million in the FY 2016-17 Adjusted Budget. This reflects a projected increase in assessed valuation of 6%. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABx1 26, but does continue to budget for pass-through payments consistent with ABx1 26 (see 'Elimination of Redevelopment Agencies' on the previous page).

VLF/Property Tax Swap

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

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

For FY 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in FY 2004-

05, calculated using actual VLF receipt amounts for FY 2004-05. For years beginning in FY 2005-06, the VLF/Property Tax Swap amount is calculated using the prior year VLF/Property Tax Swap amount adjusted by the percent change in assessed valuation. This percent change includes both secured and unsecured assessed valuation, but excludes the change in unitary valuations. The FY 2017-18 revenue estimate as compared to the FY 2016-17 Adjusted Budget reflects the projected increase in assessed valuation of 6.0%.

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.

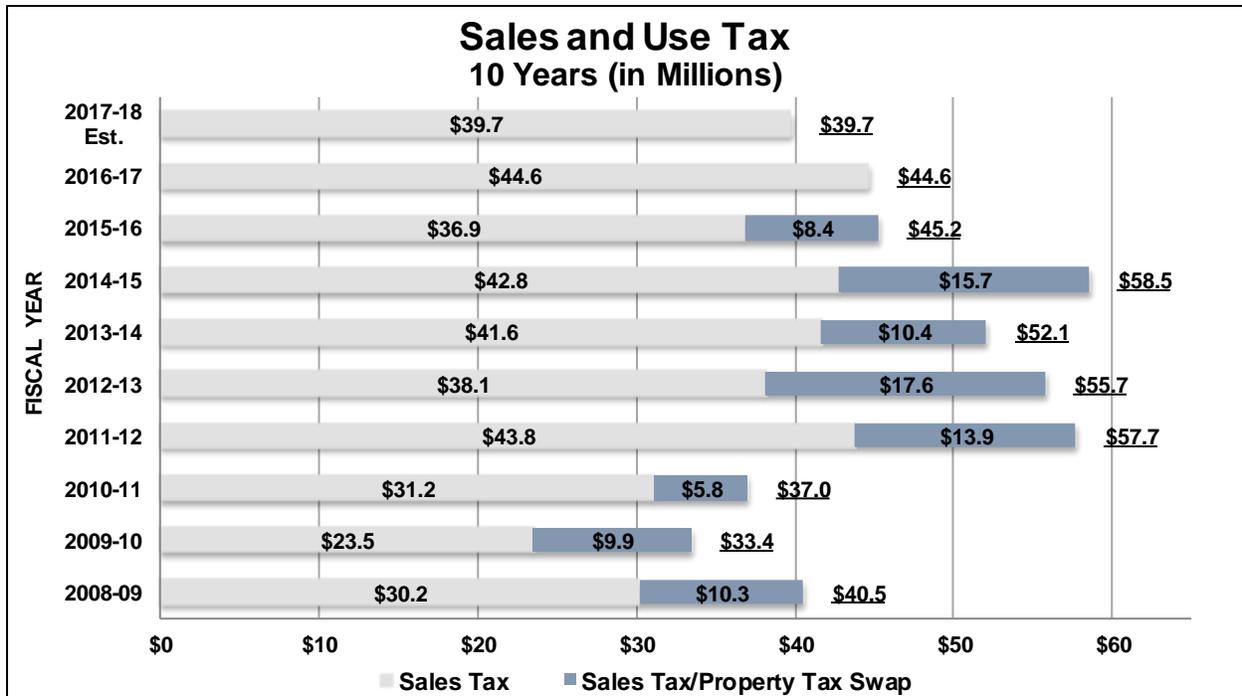
Property Transfer Tax

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 \$3.5 million in FY 2017-18, which is slightly less than FY 2016-17 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. When preparing the annual budget, the County projects future sales tax revenue based on data provided the County's sales tax consultant. For FY 2017-18, Sales and Use Tax revenue is anticipated to decrease by \$4.9 million or 11% from FY 2016-17 Actual as a result of one-time use tax collections in the previous year and a depressed local economy associated with the oil and gas industry.

FY 2017-18 ongoing sales tax revenue in the unincorporated area is projected to total \$39.7 million as shown on the table on the next page.



Net Interest Earnings

Net interest earnings for FY 2017-18 are projected at \$2.9 million. This is \$3.3 million less than the FY 2016-17 Adjusted Budget amount. Approximately \$4 million of the interest earnings loss is associated with the discontinuation of 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 2017-18 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 a decrease in CWCAP revenue in an amount of \$1.2 million from these departments and agencies in FY 2017-18.

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. The County expects to receive \$2.6 million in FY 2017-18, which is slightly less than what was received in FY 2016-17.

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 anticipates a one-time settlement deposit in FY 2017-18 of \$3 million that is reflected in the revenue estimate.

Operating Transfers-In

The budget includes two ongoing transfers-in from other governmental funds of the County; \$7 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 2016-17 year-end fund balance for the General Fund is \$61.2 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 \$5 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 a cash advance to the new jail project during construction necessary due to time lags for reimbursement from the State.

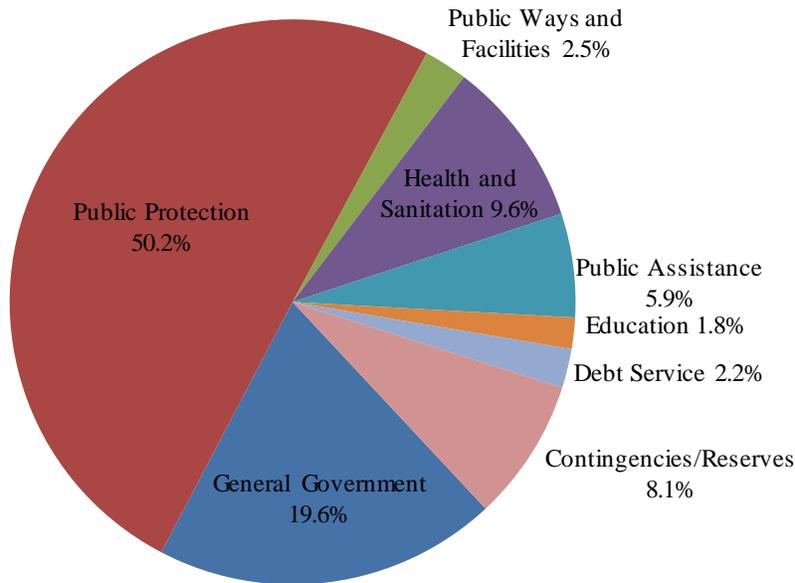
Use of Reserves and Designations

The FY 2017-18 Recommended Budget anticipates the use of \$3,988,000 from the Retirement designation for costs associated with the County's strategic plan to cover anticipated retirement cost escalation for the Fire Fund and \$490,000 from the Blight Remediation designation that are being transferred to a Special Revenue fund. 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. However, as indicated, the County is implementing a Four-Year Deficit Mitigation Plan that requires the use of reserves for operations on a temporary basis. See County Fiscal Plan section.

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 2017-18 Recommended Budget
Net County Cost by Function**



The schedule on the following page shows a comparison of FY 2016-17 adjusted Net County Cost and FY 2017-18 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 2017-18 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

For FY 2017-18, departments were requested to submit budgets with up to 3.5% less Net County Cost allocation than FY 2016-17. The reduction totaling \$9.7 million is assisting to mitigate an annual deficit resulting from losses in property tax revenue related to oil and gas properties. Excluding capital and major maintenance projects and other one-time allocations, the Net County Cost allocations to departments decreased by approximately \$10 million from FY 2016-17.



Net County Cost Allocations By Department

Budget Unit	Department Title	2016-17 Adjusted Budget			2017-18 Recommended Budget			Change from 2016-17 Adjusted Budget to 2017-18 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1011	Board of Supervisors-Dist 1	\$576,811	\$0	\$576,811	\$563,192	\$0	\$563,192	(\$13,619)	\$0	(\$13,619)
1012	Board of Supervisors-Dist 2	544,309	-	544,309	491,707	-	491,707	(52,602)	-	(52,602)
1013	Board of Supervisors-Dist 3	539,296	-	539,296	527,251	-	527,251	(12,045)	-	(12,045)
1014	Board of Supervisors-Dist 4	554,664	-	554,664	538,490	-	538,490	(16,174)	-	(16,174)
1015	Board of Supervisors-Dist 5	525,706	-	525,706	512,109	-	512,109	(13,597)	-	(13,597)
1020	Administrative Office	3,974,545	78,100	3,896,445	3,978,593	75,000	3,903,593	4,048	(3,100)	7,148
1030	Clerk of The Board	941,592	88,100	853,492	973,994	98,600	875,394	32,402	10,500	21,902
1040	Special Services	5,111,390	25,000	5,086,390	4,981,414	25,000	4,956,414	(129,976)	-	(129,976)
1110	Auditor-Controller	6,469,301	1,033,814	5,435,487	6,286,213	864,706	5,421,507	(183,088)	(169,108)	(13,980)
1120	Treasurer-Tax Collector	6,666,695	5,346,057	1,320,638	6,757,454	5,463,603	1,293,851	90,759	117,546	(26,787)
1130	Assessor	12,404,086	3,233,707	9,170,379	13,017,755	3,624,863	9,392,892	613,669	391,156	222,513
1160	Information Technology Service	10,673,859	4,767,902	5,905,957	11,345,950	5,357,655	5,988,295	672,091	589,753	82,338
1210	County Counsel	12,515,270	6,843,780	5,671,490	11,612,986	6,289,708	5,323,278	(902,284)	(554,072)	(348,212)
1310	Human Resources	4,176,417	1,343,390	2,833,027	4,286,484	1,477,891	2,808,593	110,667	134,501	(24,434)
1420	Elections	5,211,356	1,771,430	3,439,926	3,507,329	187,800	3,319,529	(1,704,027)	(1,583,630)	(120,397)
1610	General Services	21,801,301	4,408,578	17,392,723	21,585,817	4,830,024	16,755,793	(215,484)	421,446	(636,930)
1615	Utility Payments-Div Gen Serv	11,260,197	4,246,108	7,014,089	13,151,596	4,172,508	8,979,088	1,891,399	(73,600)	1,964,999
1640	Construction Serv-Div Gen Serv	969,723	660,200	309,523	741,331	227,200	514,131	(228,392)	(433,000)	204,608
1650	General Svcs-Major Maint	10,366,928	9,419,109	947,819	16,247,287	9,142,316	7,104,971	5,880,359	(276,793)	6,157,152
1812	Board of Trade	1,421,625	455,187	966,438	986,723	38,550	948,173	(434,902)	(416,637)	(18,265)
1900	Engineering & Survey Services	3,094,782	1,252,641	1,842,141	-	-	-	(3,094,782)	(1,252,641)	(1,842,141)
1910	Risk Management	4,246,700	4,251,348	(4,648)	3,951,719	3,951,719	-	(294,981)	(299,629)	4,648
1960	Capital Projects	9,547,858	9,528,729	19,129	5,438,409	4,354,895	1,083,514	(4,109,449)	(5,173,834)	1,064,385
	General Government Subtotal:	\$133,594,411	\$58,753,180	\$74,841,231	\$131,483,803	\$50,182,038	\$81,301,765	(\$2,110,608)	(\$8,571,142)	\$6,460,534
2110	Contri-Trial Court Funding	\$17,120,381	\$10,631,728	\$6,488,653	\$17,165,381	\$9,631,728	\$7,533,653	\$45,000	(\$1,000,000)	\$1,045,000
2116	County Clerk	620,691	567,300	53,391	798,020	653,800	144,220	177,329	86,500	90,829
2120	Local Emergency Relief	1,000,000	-	1,000,000	1,000,000	-	1,000,000	-	-	-
2160	Grand Jury	183,259	-	183,259	176,845	-	176,845	(6,414)	-	(6,414)
2170	Indigent Defense Services	7,557,000	1,337,000	6,220,000	7,030,000	1,810,000	5,220,000	(527,000)	473,000	(1,000,000)
2180	District Attorney	36,546,716	18,572,095	17,974,621	37,134,712	18,963,225	18,171,487	587,996	391,130	196,866
2190	Public Defender	17,265,284	7,636,595	9,628,689	19,046,104	8,858,688	10,187,416	1,780,820	1,222,093	558,727
2200	Forensic Sciences-Div of D.A.	7,428,796	1,082,158	6,346,638	8,173,743	1,875,313	6,298,430	744,947	793,155	(48,208)
2210	Sheriff-Coroner	216,455,743	100,692,764	115,762,979	212,651,882	101,229,548	111,422,334	(3,803,861)	536,784	(4,340,645)
2340	Probation	91,115,688	56,543,666	34,572,022	88,318,405	56,566,331	31,752,074	(2,797,283)	22,665	(2,819,948)
2416	Contribution to Fire Fund	7,842,978	-	7,842,978	3,988,933	-	3,988,933	(3,854,045)	-	(3,854,045)
2610	Ag and Measure Standards	7,345,136	5,467,518	1,877,618	7,522,923	5,492,686	2,030,237	177,787	25,168	152,619
2620	Code Compliance	2,096,262	528,635	1,567,627	-	-	-	(2,096,262)	(528,635)	(1,567,627)
2705	Contribution to Recorder	530,021	560,021	(30,000)	562,600	562,600	-	32,579	2,579	30,000
2730	Development Services Agency	1,502,703	947,625	555,078	1,429,839	882,968	546,871	(72,864)	(64,657)	(8,207)
2750	Planning and Natural Resources	12,655,939	8,847,839	3,808,100	13,055,923	8,749,657	4,306,266	399,984	(98,182)	498,166
2760	Animal Services	7,462,047	1,973,897	5,488,150	7,544,923	2,436,702	5,108,221	82,876	462,805	(379,929)
	Public Protection Subtotal:	\$434,728,644	\$215,388,841	\$219,339,803	\$425,600,233	\$217,713,246	\$207,886,987	(\$9,128,411)	\$2,324,405	(\$11,452,816)
3016	Contribution to Public Works	\$4,997,910	\$0	\$4,997,910	\$10,004,352	\$0	\$10,004,352	\$5,006,442	\$0	\$5,006,442
3201	Contribution to Airports	328,473	-	328,473	305,138	-	305,138	(23,335)	-	(23,335)
	Public Ways and Facilities Subtotal:	\$5,326,383	\$0	\$5,326,383	\$10,309,490	\$0	\$10,309,490	\$4,983,107	\$0	\$4,983,107
4110	Public Health	\$31,683,353	\$25,142,846	\$6,540,507	\$30,817,085	\$23,890,807	\$6,926,278	(\$866,268)	(\$1,252,039)	\$385,771
4127	Contribution to Mental Health	1,609,068	628,419	980,649	4,046,919	3,066,270	980,649	2,437,851	2,437,851	-
4134	Contrib. to Environmental Health	209,174	97,771	111,403	97,408	97,408	-	(111,766)	(363)	(111,403)
4202	KMC-County Contribution	31,616,239	2,825,826	28,790,413	31,878,528	500,000	31,378,528	262,289	(2,325,826)	2,588,115
4300	California Children Services	9,005,289	8,564,746	440,543	7,871,516	7,430,973	440,543	(1,133,773)	(1,133,773)	-
	Health and Sanitation Subtotal:	\$74,123,123	\$37,259,608	\$36,863,515	\$74,711,456	\$34,985,458	\$39,725,998	\$588,333	(\$2,274,150)	\$2,862,483
5121	Contribution for Human Services	\$18,136,795	\$5,902,399	\$12,234,396	\$17,774,742	\$1,445,702	\$16,329,040	(\$362,053)	(\$4,456,697)	\$4,094,644
5125	Contrib. for Human Services Aid	77,126,756	66,239,737	10,887,019	75,840,200	69,386,194	6,454,006	(1,286,556)	3,146,457	(4,433,013)
5510	Veterans' Service	1,833,073	341,431	1,491,642	1,536,906	470,168	1,066,738	(296,167)	128,737	(424,904)
5611	Contribution for Aging and Adult	1,504,471	745,373	759,098	1,465,889	733,358	732,531	(38,582)	(12,015)	(26,567)
5810	IHSS-County Contribution	8,335,805	8,335,805	-	11,557,235	11,557,235	-	3,221,430	3,221,430	-
5923	Employers Trng Resource-Adm	13,339,697	13,339,697	-	13,891,141	13,891,141	-	551,444	551,444	-
5940	Community Development Prog.	1,445,463	1,445,463	-	1,484,090	1,484,090	-	38,627	38,627	-
	Public Assistance Subtotal:	\$121,722,060	\$96,349,905	\$25,372,155	\$123,550,203	\$98,967,888	\$24,582,315	\$1,828,143	\$2,617,983	(\$789,840)
6210	Library	\$8,156,485	\$736,850	\$7,419,635	\$7,560,522	\$564,200	\$6,996,322	(\$595,963)	(\$172,650)	(\$423,313)
6310	Farm & Home Advisor	450,848	272	450,576	457,582	290	457,292	6,734	18	6,716
	Education Subtotal:	\$8,607,333	\$737,122	\$7,870,211	\$8,018,104	\$564,490	\$7,453,614	(\$589,229)	(\$172,632)	(\$416,597)
8120	Debt Service - General Fund	\$14,229,917	\$3,483,919	\$10,745,998	\$9,744,705	\$492,108	\$9,252,597	(\$4,485,212)	(\$2,991,811)	(\$1,493,401)
	Debt Service Subtotal:	\$14,229,917	\$3,483,919	\$10,745,998	\$9,744,705	\$492,108	\$9,252,597	(\$4,485,212)	(\$2,991,811)	(\$1,493,401)
	DEPARTMENT SUBTOTAL	\$792,331,871	\$411,972,575	\$380,359,296	\$783,417,994	\$402,905,228	\$380,512,766	(\$8,913,877)	(\$9,067,347)	\$153,470



Net County Cost Allocations by Department – Continued

Budget Unit	Department Title	2016-17 Adjusted Budget			2017-18 Recommended Budget			Change from 2016-17 Adjusted Budget to 2017-18 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1970	Appropriations for	\$11,023,767		\$11,023,767	\$6,858,928		\$6,858,928	(\$4,164,839)		(\$4,164,839)
	Reserve - Tax Litigation		1,000,000	(1,000,000)	3,230,467		3,230,467	3,230,467	(1,000,000)	4,230,467
	Desig- DHS Working Capital	6,000,000		6,000,000			-	(6,000,000)		(6,000,000)
	Desig- Renewbiz		670,000	(670,000)			-		(670,000)	670,000
	Desig- Blight Remediation		220,000	(220,000)		490,000	(490,000)		270,000	(270,000)
	Desig- Retirement		4,855,454	(4,855,454)	21,071,659	3,988,000	17,083,659	21,071,659	(867,454)	21,939,113
	Desig- Infrastructure Replacmnt		5,760,784	(5,760,784)			-		(5,760,784)	5,760,784
	Desig- Environ. Health Enhancement		91,403	(91,403)			-		(91,403)	91,403
	Desig- Envir. Health Displaced Tenants		20,000	(20,000)			-			20,000
	Desig- Fire Station 64 Replacement			-			-			-
	Desig- Road Improvements	400,000		400,000	400,000		400,000			-
	Desig- KC Museum Capital Project			-			-			-
	Desig- KMC Working Capital		6,000,000	(6,000,000)			-		(6,000,000)	6,000,000
	Desig- Info Technology Projects		116,600	(116,600)	192,938		192,938	192,938		309,538
	Desig- Sheriff's Aircraft	159,789					-			
	Desig- Jail Operations		2,825,197	(2,825,197)			-			2,825,197
	Desig- Parks Capital Improvements			-	2,000,000		2,000,000			2,000,000
	Desig- Westar EOA			-			-			-
	Desig- Lost Hills EOA			-			-			-
	Contingencies and Reserves Subtotal:	\$17,583,556	\$21,559,438	(\$4,135,671)	\$33,753,992	\$4,478,000	\$29,275,992	\$14,330,225	(\$14,119,641)	\$33,411,663
TOTAL COUNTYWIDE COSTS:		\$809,915,427	\$433,532,013	\$376,223,625	\$817,171,986	\$407,383,228	\$409,788,758	\$5,416,348	(\$23,186,988)	\$33,565,133

The Department subtotal from the previous page shows an increase in Net County Cost of \$153,470. The primary cause of this increase is associated with the allocation of one-time funding to capital and major maintenance projects totaling \$8.2 million and new costs for the new jail facility correctional medicine shown in budget unit 4202 Contribution to KMC that is offsetting the nearly \$9.7 million in Net County Cost department reductions.

The Total Countywide Costs line shown above reflects a Net County Cost change overall of \$33.6 million. This amount includes the allocation of one-time year-end fund balance carryforward to reserves and designations, particularly the Designation for Retirement that will be used in future years to offset escalating pension costs.

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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 2016-17	FY 2016-17	FY 2016-17	FY 2017-18
	Adopted Budget	Approved Contributions/(Uses)	Adjusted Budget	Recommended Budget
Mandatory Contingencies (1% of Locally Funded Appropriation)	\$ 4,000,000	\$ -	\$ 4,000,000	\$ 4,000,000
Uncertainties Contingencies	500,000		500,000	500,000
Other Specific Purpose Contingencies	7,700,804	(1,177,037)	6,523,767	2,358,928
Total Contingencies	\$ 12,200,804	\$ (1,177,037)	\$ 11,023,767	\$ 6,858,928

FY 2017-18 1% Locally Funded Appropriation for Contingencies

The base allocation to the 1% Locally Funded Appropriation for Contingencies is \$3,480,000, based on projected locally funded appropriation of \$348 million. The amount budgeted for FY 2017-18 is \$4,000,000.

FY 2017-18 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 2017-18 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes \$2,358,928 in the following specific set asides:

- \$1,033,928 for Sheriff Academy costs from FY 2016-17
- \$1,325,000 for Sheriff Academy costs for FY 2017-18

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	6/30/2016		Approved FY 2016-17		6/30/2017 Ending Balance	Recommended FY 2017-18		6/30/2018 Estimated Balance
	Ending Balance		Contributions	Uses		Contributions	Uses	
Reserve - General Purpose	2134	\$ 40,000,000			\$ 40,000,000			\$ 40,000,000
Reserve - Tax Litigation	2136	6,624,760		(1,000,000)	5,624,760	3,230,467		8,855,227
Designation - Working Capital	2150	20,452,848	6,000,000		26,452,848			26,452,848
Designation - East Kern Revitalization Area	2152	1,413,196		(670,000)	743,196			743,196
Designation - Countywide Blight Remediation	2153	710,000		(220,000)	490,000		(490,000)	-
Designation - Retirement	2155	17,613,330		(4,855,454)	12,757,876	21,071,659	(3,988,000)	29,841,535
Designation - Infrastructure Replacement (Wind)	2156	14,943,715		(5,760,784)	9,182,931			9,182,931
Designation - Environmental Health Enhancement	2157	91,403		(91,403)	-			-
Designation - Environ. Health Displaced Tenants	2160	20,000		(20,000)	-			-
Designation - Fire Station 64 Replacement	2166	355,000			355,000			355,000
Designation - Road Improvements	2170	400,000	400,000		800,000	400,000		1,200,000
Designation - Lost Hills (EOA)	2175	125,000			125,000			125,000
Designation - KMC Working Capital	2178	44,823,070		(6,000,000)	38,823,070			38,823,070
Designation - Information Technology Projects	2179	192,657		(116,600)	76,057	192,938		268,995
Designation - Sheriff's Aircraft	2180	1,193,375	159,789		1,353,164			1,353,164
Designation - WESTARZ (EOA)	2181	147,705			147,705			147,705
Designation - Jail Operations	2182	7,500,000		(2,825,197)	4,674,803			4,674,803
Designation - Parks Capital Improvements	2189	-			-	2,000,000		2,000,000
TOTAL		\$ 156,606,059	\$ 6,559,789	\$ (21,559,438)	\$ 141,606,410	\$ 26,895,064	\$ (4,478,000)	\$ 164,023,474

FY 2016-17 Contributions

The County's reserve policy requires a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2016-17, the balance in the General Purpose reserve was 11.99% of locally funded appropriation. As the target was met, no contributions to this account were recommended. The Tax Litigation reserve balance of \$5.6 million at June 30, 2017 was 10.0% of the contingent liability of property tax assessment appeals, meeting the target goal of 10%.

Other contributions made to designations were as follows:

- \$6,000,000 contribution to the Department of Human Services (DHS) Working Capital designation to support increased cashflow advances to the department.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$159,789 contribution for the Sheriff's Aircraft designation for funds not spent on anticipated aircraft maintenance.

FY 2016-17 Uses

- \$1 million use of the Reserve for Tax Litigation to match 10% of the calculated contingent liability for the County.
- \$670,000 use of the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$220,000 use of the Countywide Blight Remediation designation for “clean-up” projects approved by the Board of Supervisors.
- \$4.86 million use of the Retirement designation to offset pension costs for departments.
- \$5.76 million use of the Infrastructure Replacement designation to partially mitigate the budget deficit resulting from the loss of property tax revenue.
- \$91,403 use of the Environmental Health Enhancement designation to transfer these funds to the new Environmental Health Special Revenue fund.
- \$20,000 use of the Environmental Health Displaced Tenants designation to transfer these funds to the new Environmental Health Special Revenue fund.
- \$6 million use of the KMC Working Capital to transfer to the DHS Working Capital designation to support cashflow needs of the Department of Human Services.
- \$116,600 use of Information Technology Projects to cover costs of hardware needs for countywide support.
- \$2,825,197 use of the Jail Operations designation to cover costs of a Sheriff Academy and other operational needs of the department.

FY 2017-18 Recommended Contributions and Uses

For FY 2017-18, the balance of the General Purpose reserve is \$40,000,000, or 11.48% of locally funded appropriation of \$348,573,939. No contribution to the General Purpose reserve is recommended. The recommended budget also includes:

- \$3.2 million contribution for the Tax Litigation Reserve to adjust the balance to 10% of the contingent liability at June 30, 2016 related to property assessment appeals.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$490,000 use of the Blight Remediation designation to facilitate the transfer of Code Compliance activity to a separate Abatement Fund.
- \$3.988 million use of the Retirement designation to offset pension costs for the Fire Fund.
- \$192,938 contribution to the Information Technology Projects designation to set aside funds for the SAN replacement.
- \$2 million contribution to the Parks Capital Improvements designation for enhancement of local parks.
- \$21 million contribution to the Retirement designation to cover department costs of rate increase anticipated in FY 2018-19 for retirement contributions.

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	FY 2016-17	FY 2017-18	
Reserve - General Purpose	2134	\$ 37,201,795	\$ 40,000,000	\$ 40,000,000	\$ 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	6,624,760	5,624,760	8,855,227
Designation - Human Services	2150	12,354,000	15,454,000	15,454,000	16,452,848	20,452,848	26,452,848	26,452,848
Designation - East Kern Revitalization Area	2152			751,307	352,289	1,413,196	743,196	743,196
Designation - Countywide Blight Remediation	2153				872,000	710,000	490,000	-
Designation - Retirement	2155	12,361,854	14,587,478	8,087,478	18,868,598	17,613,330	12,757,876	29,841,535
Designation - Infrastructure Replacement (Wind)	2156	6,000,000	6,300,000	4,977,208	13,922,895	14,943,715	9,182,931	9,182,931
Designation - Environmental Health Enhancement	2157		348,944	260,664	92,322	91,403	-	-
Designation - Environment Health Displaced Tenants	2160					20,000	-	-
Designation - Fire Station 64 Replacement	2166				625,000	355,000	355,000	355,000
Designation - Road Improvements (Laidlaw)	2170					400,000	800,000	1,200,000
Designation - KC Museum Capital Project	2171		750,000	750,000	750,000	-	-	-
Designation - Lost Hills (EOA)	2175					125,000	125,000	125,000
Designation - KMC Working Capital	2178		6,000,000	695,484	30,206,012	44,823,070	38,823,070	38,823,070
Designation - Information Technology Projects	2179	250,000	366,319	366,319		192,657	76,057	268,995
Designation - Sheriff's Aircraft	2180	977,207	977,207	836,966	1,193,375	1,193,375	1,353,164	1,353,164
Designation - WESTARZ (EOA)	2181				46,000	147,705	147,705	147,705
Designation - Jail Operations	2182				1,500,000	7,500,000	4,674,803	4,674,803
Designation - Parks Capital Projects	2189						-	2,000,000
TOTAL		\$ 73,224,470	\$ 94,863,562	\$ 77,759,040	\$ 130,460,953	\$ 156,606,059	\$ 141,606,410	\$ 164,023,474



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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 fiscal 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 2017-18 of \$50, which is \$15 more than FY 2016-17. This is dramatically less than the \$99 per barrel used in FY 2014-15, which has resulted in property tax revenue losses of nearly \$60 million from these properties. The assessed value of oil and gas properties increased by 19% from FY 2016-17 due to the increase in market price for oil. The final assessment roll reflects a net assessed value increase of 6% overall from all properties, which equates to a \$15.9 million increase in property tax revenue from last fiscal year. It is anticipated that the market price per barrel will stabilize around \$40 - \$50 per barrel resulting in a long-term fiscal issue.

The County's Structural Fire Fund is also contending with a significant loss of property tax revenue resulting in an \$8.5 million budget deficit. To preserve service levels, the General Fund is contributing \$3.988 million in FY 2017-18 for pension escalation costs. It is anticipated this limited term contribution will be supported through the use of reserves of the General Fund.

General Fund departments continue to be impacted by pension cost increases that began in FY 2015-16, as a result of actuarial assumption changes including the reduction of the assumed rate of return from 7.75% to 7.5%, which contributed to a \$13 million retirement cost increase. In FY 2016-17, as part of the Four-Year Deficit Mitigation Plan, the General Fund also began covering the increase in retirement cost for the Fire Fund of approximately \$3.988 million. Retirement costs

are anticipated to increase in future years due to amortization of the unfunded actuarial accrued liability, market losses incurred by the County's pension system and another reduction in the assumed rate of return down to 7.25%. 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 Bonds issuances will be fully paid.

The State Budget for FY 2017-18 includes the termination of the Coordinated Care Initiative (CCI) and shifts \$623 million in In-Home Supportive Services (IHSS) costs to counties. The Governor proposes \$400 million in State General Fund support to counties and will gradually reduce that funding over the next several fiscal years. The total cost anticipated to be shifted to the County General Fund is approximately \$3.4 million.

The State granted the County a \$100 million grant for the construction of a new Type II jail facility under Assembly Bill 900. The grant requires the County to staff and operate the new facility within 90 days of the construction completion. It is anticipated that the new jail will be operational by October 2017. The budget includes new costs of \$6.5 million to fund utilities, supplies and correctional medicine costs for a partial year. An additional \$1.5 million is anticipated for FY 2018-19 for the full year costs.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS
FISCAL YEARS 2017-18 THROUGH 2021-22

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
<u>Ongoing Revenue Sources:</u>					
Discretionary Revenue	\$15,007,423	(\$5,214,060)	\$3,619,072	\$3,665,881	\$3,713,327
Total Ongoing Revenue Change	\$15,007,423	(\$5,214,060)	\$3,619,072	\$3,665,881	\$3,713,327
<u>Ongoing Cost Changes:</u>					
Retirement with Pension Obligation Bonds	(\$1,104,359)				
Use of One-time for ongoing mitigation	(29,144,380)	(10,091,990)	(9,306,050)		
Change in Contribution to Fire Fund	3,854,045				
Increase in Contribution to IHSS		(2,000,000)	(1,000,000)		
Ongoing NGFC Increase District Attorney	(488,000)				
Ongoing NGFC Increase Sheriff	(1,500,000)				
New Jail Facility Operations	(6,465,000)	(1,500,000)			
Total Change in Costs	(\$34,847,694)	(\$13,591,990)	(\$10,306,050)	\$0	\$0
Annual (Deficit)/Surplus	(\$19,840,271)	(\$18,806,050)	(\$6,686,978)	\$3,665,881	\$3,713,327
<u>Ongoing Mitigation:</u>					
Fund Balance Carry-forward for operations	\$ 10,091,990				
Use of Reserves/Designations for operations	-				
Net Department Adjustments	9,748,281				
Percent of Net County Cost Reduction	3.5%				
Estimated Net Annual (Deficit)/Surplus	\$0	(\$18,806,050)	(\$6,686,978)	\$3,665,881	\$3,713,327

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 property assessed valuation and sales and use tax revenue as a result of the depressed local economy. 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 2017-18, the Annual (Deficit) of \$19.8 million is resolved through the use of fund balance carry-forward at June 30, 2017 and a net department NGFC adjustment of \$9.7 million, or 3.5%. 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.

A primary cost increase anticipated for FY 2017-18 and forward is the operation of the new jail facility to open in October 2017. Other cost increases are related to maintaining public safety service levels and retirement costs.

A significant portion of the \$19.8 million deficit for FY 2017-18 is resolved through the use of one-time fund balance carry-forward. In accordance with County reserve policies, the use of these resources for ongoing operations can only be considered in the context of a multi-year mitigation plan. The Board of Supervisors approved a fiscal plan last fiscal year to phase-in Net County Cost reductions to departments over a four-year period in lieu of full and immediate reductions as the deficit is primarily the result of the market value of oil, which fluctuates and is difficult to predict. The Four-Year Fiscal Deficit Mitigation Plan is proposed to allow for management to identify how best to reduce costs within their department, use attrition of positions to minimize layoffs, and if possible identify other revenue sources including property tax revenue if oil assessments recover greater than anticipated. In order to accomplish the plan, the use of fund balance carry forward at the end of each year to support operations would be necessary, which will reduce or eliminate funding for critical major maintenance projects for at least four years. County policy approved by the Board requires that if one-time funds such as reserves and fund balance carry forward are used to support ongoing operations, it must be in the context of a multi-year plan to ultimately mitigate the issue. Each year the estimated deficits will be updated with the most current revenue and expenditure information. FY 2016-17 was the first year of the plan and resulted in a 5% Net County Cost reduction for General Fund departments; FY 2017-18 proposes another 3.5% reduction to mitigate the deficit. The deficit is anticipated to be fully mitigated by the end of FY 2019-20. The amount of the deficit carried forward each year is shown in Table 1 on the previous page on the line item titled 'Use of one-time for ongoing mitigation'.

Table 2 on the next page shows the estimated phase-in percent and value of the proposed cuts and the anticipated use of reserves and fund balance carry forward over the four-year period. General Fund reserves funded \$5.6 million in operational costs for the General Fund and Fire Fund in FY 2016-17. Additionally, the General Fund is anticipated to use another \$16 million in reserves for the Fire Fund's deficit over the next three years. Use of fund balance carry forward for the General

Fund over four years is nearly \$18 million. For the plan to be successful in achieving fiscal sustainability after four years, Net County Cost reductions for all General Fund departments and Fire Department budget reductions will be implemented. Revenue and expenditures for FY 2017-18 through FY 2019-20 are estimated and will be updated each year with current information which may change the annual deficit amount.

TABLE 2 - FOUR-YEAR FISCAL DEFICIT MITIGATION PLAN FOR THE GENERAL FUND

Action	FY 2016-17 Approved	FY 2017-18 Approved	FY 2018-19 Estimated	FY 2019-20 Estimated	Four-Year Total
Deficit	\$44,478,297	\$ 19,840,271	\$ 18,806,050	\$ 6,686,978	-----
Department Reductions	\$ 15,333,917	\$ 9,748,281	\$ 9,500,000	\$ 6,686,978	\$ 41,269,176
% Reduction	5.0%	3.5%	3.5%	2.5%	14.5%
Use of Fund Balance Carryforward	\$ 23,563,180	\$ 10,091,990	\$ 9,306,050	\$ -	\$ 42,961,220
Use of Reserves	\$ 5,581,200	\$ 3,988,000	\$ 3,988,000	\$ 3,988,000	\$ 17,545,200

County Identified Needs

The County fiscal plan (five-year fiscal forecast) primarily focuses on identifying 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 2017-18 Recommended Budget funds \$9.6 million in increased significant ongoing costs that are included in the County fiscal plan.

Significant Ongoing Costs Identified to be Funded

	<u>Ongoing Costs</u>
Pension Costs	\$1,104,359
District Attorney and Sheriff Operational Costs	1,988,000
New Jail Facility Operations	<u>6,465,000</u>
Significant Ongoing Costs in FY 2017-18 Recommended Budget	\$9,557,359



\$1.1 million for Pension Escalation

Departments absorbed a slight increase in retirement costs due to rate increases for FY 2017-18 .

\$1.988 million for District Attorney and Sheriff Operational Costs

The District Attorney and Sheriff's Office received an additional allocation of Net County Cost to maintain public safety service levels.

\$6.5 million for the New Jail Facility Operations

The new jail opens in October 2017 and costs related to utilities, supplies and correctional medicine have been incorporated into the recommended budget.

ONE-TIME NEEDS

The FY 2017-18 Recommended Budget funds \$24.6 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>
Major Maintenance Projects	\$7,104,971
Capital Projects	1,083,514
Deficit Mitigation Plan Use of Fund Balance Carry-forward	10,091,990
Deficit Mitigation Plan Use of Reserves/Designations	3,988,000
Other Specific Purpose Contingencies	<u>2,358,928</u>
Significant One-time Costs in FY 2017-18 Recommended Budget	\$24,627,403

\$7.1 million for Major Maintenance Projects

The recommended budget includes 49 major maintenance projects totaling \$16.2 million. Costs cover various painting, paving, roofing and HVAC projects that were deemed most critical by General Services staff. Many of the projects are funded by other revenue leaving a Net County Cost of \$7.1 million. The projects are funded by one-time fund balance carryforward at June 30, 2017.

\$1 million for Capital Projects

The recommended budget includes 3 capital projects totaling \$1 million. These projects include the installation of security cameras at the Probation Department, a Buena Vista recreation area improvement, and a water plant upgrade at the Sheriff's Lerdo facility. The projects are funded by one-time fund balance carryforward at June 30, 2017.

\$10 million Use of Fund Balance Carry-forward for Deficit Mitigation

The Four-Year Deficit Mitigation Plan for the General Fund requires the use of one-time fund balance carry-forward to balance the FY 2017-18 budget. The use of fund balance carry-forward for operations will decline each year over the next two years until the deficit is fully mitigated through Net County Cost reductions.



\$3.988 million Use of Reserves/Designations for Deficit Mitigation

The Four-Year Deficit Mitigation Plan for the General and Fire funds requires the use of one-time reserves and designations to balance the FY 2017-18 Fire Fund budget. The use of reserves for operations will decline each year over the next two years until the deficit is fully mitigated through Fire Department budget reductions.

\$2.4 million for Other Specific Purpose Contingencies

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

- \$1,325,000 for a new FY 2017-18 Sheriff Deputy Academy
- \$1,033,928 for cost related to a Sheriff Deputy Academy held in FY 2016-17 not yet reimbursed

FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in FY 2017-18, 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	\$3,230,467
Designation - Retirement	21,071,659
Designation - Road Improvements	400,000
Designation - Information Technology Projects	192,938
Designation - Parks Capital Improvements	<u>2,000,000</u>
Additional One-time Set Aside in FY 2017-18 Recommended Budget	\$26,895,064

\$3.2 million one-time for Property Tax Litigation

The General Fund maintains a designation for property tax litigation in case a major refund is initiated that would impact budgetary revenue estimates. \$3.2 million represents the increase in contingent liability for this that is calculated by the County Auditor-Controller. With this set aside, the balance of the reserve will be \$8.9 million.

\$21 million one-time for Retirement Cost Escalation

The General Fund maintains a designation for retirement cost escalation to help offset the budget cost increases for pension cost in any given year. The County anticipates a significant cost increase in FY 2018-19 associated with actuarial assumption changes including a decrease in the assumed rate of return on investments from 7.5% down to 7.25% which will increase cost to the General Fund and Fire Fund departments by nearly \$13 million annually. This set aside is funded by fund balance carryforward at June 30, 2017. With this set aside, the balance of the reserve will be \$29.8 million.



\$400,000 one-time for Road Improvements

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 company be used for road improvements in a specific area until the improvements are made.

\$192,938 one-time for Information Technology Projects

This designation was established to set-aside funds for information technology projects that are necessary to maintain countywide services.

\$2 million one-time for Parks Capital Improvements

This designation was established to set-aside funds for various capital improvements at park facilities through Kern County. The set aside is funded by fund balance carryforward at June 30, 2017.

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County Debt Policy

The Board of Supervisors has approved policies that address the issuance of debt and are in compliance with Senate Bill 1029. 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 \$6 million for the acquisition and renovation of a new administrative building for Behavioral Health and Recovery Services.
- The cash funding of \$4.5 million for renovations of the Ridgecrest Crisis Stabilization Unit and the Mary K. Shell Center for Behavioral Health and Recovery Services.

Significant FY 2016-17 Debt Related Actions

In December 2016, the County issued the 2016 Refunding Certificates of Participation the proceeds of which advance refunded the 2009 Certificates of Participation and generated \$8 million in savings for the General Fund.

Beginning in May 2017, the County began working to refund the 2011 Private Placement Obligation for the William M. Thomas Terminal at Meadows Field Airport in order to free up cash flow for capital needs of the Airport Enterprise Fund. The refunding closed on August 1, 2017.



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 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, 2017, 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, 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.

County of Kern Outstanding Pension Obligation Bonds and Certificates of Participation												
Fiscal Year Ending June 30	Pension Obligation Bonds				Certificates of Participation						Total Outstanding General Fund Debt	Fiscal Year Ending June 30
	1995 Pension Obligation Bonds		2003 Pension Obligation Bonds		2008 Pension Obligation Bonds		2009 Certificates of Participation		2011 Refunding 1997 & 1999*			
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
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	\$34,271,199	\$165,093,801	\$169,917,067	\$96,953,859	\$50,000,000	\$20,776,363	\$81,375,000	\$50,490,383	\$4,595,000	\$311,625	\$673,784,297	Totals

*A portion of the 2011 Refunding Certificates of Participation is paid by the Kern County Hospital Authority



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 52.1% of the pension obligation bonds debt service is allocated to General Fund departments.

The 2016 Refunding 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 Kern County Hospital Authority and the General Fund in the Debt Service budget.

**County of Kern
Outstanding Enterprise Fund Certificates of Participation**

Fiscal Year Ending June 30	Private Placement Obligation		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	2017 Airport Terminal Refunding			
	Principal	Interest		
2018	\$255,066	\$61,299	\$316,365	2018
2019	518,889	113,842	632,731	2019
2020	530,787	101,944	632,731	2020
2021	542,958	89,773	632,731	2021
2022	555,408	77,323	632,731	2022
2023	568,144	64,587	632,731	2023
2024	581,172	51,560	632,732	2024
2025	594,497	38,234	632,731	2025
2026	608,129	24,602	632,731	2026
2027	622,074	10,658	632,732	2027
Totals	\$5,377,124	\$633,822	\$6,010,946	Totals

Debt Service Budget Information

The 2017 Airport Terminal Refunding Private Placement debt service payments are budgeted in the Enterprise Funds section of this budget book in the Airports Enterprise Fund.

Other Long-Term Debt

The County has an outstanding principal amount of \$2,863,990 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 \$457,382 in FY 2017-18. 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 \$90,007 in FY 2017-18. 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, 2017 was \$4,205,068. Annual debt service on this obligation is \$479,491 in FY 2017-18 with final maturity in FY 2026-27.

In 2002, 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 \$9,100,000 in outstanding bonds that mature in FY 2031-32. The majority of the debt service is paid by the authority from rental payments received from County departments. The expense is reflected under the 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, 2017 of those lease obligations is \$10,203,427. 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 2017-18 Recommended Budget reflects an offset of \$3.988 million to mitigate the portion of the debt service included in the Fire Fund budget. This offset is intended to mitigate service level impacts identified as a result of the structural deficit facing the Fire Fund.

In aggregate, current required debt service expenditures remain relatively level (increasing approximately 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; 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 (figures shown in thousands):

Fiscal Year	Assessed Valuation	Legal Debt Limit	Bonded Debt	Legal Debt Margin
2016-17	\$85,431,551	\$4,271,578	\$0	\$4,271,578

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 the departments, services, boards, commissions and institutions of the county and make recommendations for the enforcement, modification or augmentation thereof;
- Perform continuous research, investigation and analysis of administrative practices and procedures, work processes and work methods for the improvement of efficiency, organization, economy of operation, program/service effectiveness and customer responsiveness; promote the effective and efficient delivery of county services to the public by providing quality advice and assistance to the board, county departments and employees;
- Supervise the financial fiscal 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 concerning same; 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 legislative analysis and legislative advocacy program, and advise the board of supervisors on state and federal legislative issues; provide public information and assist with media liaison activities;
- Manage the functions and activities of the human resources division and advise the board regarding the optimum use of the division's resources;
- Perform the function of chairman of the county claims review board;
- Perform the function of chairman of the Kern County Emergency Council;
- Assist the board in the administration of the appointed department head performance evaluation program;
- Manage the data processing and information technology and automation central support services provided through the information technology services division, and advise the board regarding optimum use of data processing personnel, facilities and equipment;
- Manage the functions and activities of the general services division, and advise the board regarding optimum use of the division's resources;
- Attend meetings of the board of supervisors; 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; and
- Provide the direct administrative management for the clerk of the board of supervisors.

Pursuant to County Ordinance Code Section 2.38.210, the functions and responsibilities of the parks and recreation department (Section 2.38.220) and the personnel are transferred to the division of general services under the direction of the supervision of the County Administrative Officer.



Section 2.38.220

The assistant county administrative officer for general services or his designee shall exercise the powers and duties set forth in Chapters 2.50, 2.52, 13.04, 13.08, 13.16, 13.20, 13.24, 13.28, 13.32, 13.36, 13.40, 13.44, and 13.48 of the Kern County Code of Ordinance and such other duties as may be directed by the board of supervisors. The assistant county administrative officer for general services or his designee shall have the following additional duties:

- Operation, maintenance, collection of authorized fees, and scheduling of use of assigned veteran's halls, community halls, senior centers, and such other county public use buildings as assigned by the board of supervisors under the rules and regulations for such use established by the board;
- Administration of leases of all county-owned golf courses; and
- Such other duties related to such property as may be directed by the board.

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, as said duties and responsibilities are set forth in this chapter.

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 governmental funds 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 funds 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. Encumbrances cancelled subsequent to the end 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 2017-18 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) 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 the first Tuesday after the 14th working day in July).

Early July

The General Services Division distributes a list of major maintenance and capital projects to their respective departments. Departments then edit and prioritize capital projects listed or add new projects. General Services then prices each project before forwarding their prioritized list to the County Administrative Office. Based on the prioritized list, the County Administrative Office then funds department requested major maintenance and capital projects.

Early July

Departments provide performance measures 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.

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 publishes 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. 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 submit performance measures for fiscal year-end data to be included in the recommended budget book.

- *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 Human Resources Division 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 Auditornet 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 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

Fund balances represent unspent amounts from prior years within a fund. Fund balances can be caused by timing issues (projects not completed as expected) or they can be planned for, such as setting aside monies for future or contingent events. The County has developed fund balance policies for the General Fund that guide how much in unassigned fund balances should be maintained in the General Fund. When developing a "balanced budget," available fund balances are combined with estimated revenues to comprise the total sources available to fund appropriations.



Fund balance applies to the General Fund, Special Revenue Fund, Debt Service, Capital Projects, and Permanent funds and is classified into five categories: nonspendable, restricted, committed, assigned, and unassigned. The categories of fund balance are described below and represent a hierarchy with (1), nonspendable being the most restrictive and (5), unassigned being the least restrictive.

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 resources either a) externally imposed by creditors, grantors, contributors or laws or regulations of other 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 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 and are in compliance with Senate Bill 1029. These 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 related 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.

Board of Supervisors – First District

Supervisor: Mick Gleason, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1011

Description of Major Services

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors' powers and authority are prescribed in the State Constitution and in State statute. The Board meets on selected Tuesdays, taking action on public and departmental requests and other matters presented on the agenda. 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, as well as, participation in organizations at the local, regional, State, and federal levels.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$454,516	\$474,005	\$429,602	\$459,086	\$459,086	\$459,086
Services and Supplies	31,792	33,544	26,731	30,699	30,699	30,699
Other Financing Uses	0	69,262	0	0	0	73,407
TOTAL EXPENDITURES	\$486,308	\$576,811	\$456,333	\$489,785	\$489,785	\$563,192
REVENUE:						
Miscellaneous	\$74	\$0	\$104	\$0	\$0	\$0
TOTAL REVENUE	\$74	\$0	\$104	\$0	\$0	\$0
Less Available BSI *	\$0	(\$69,262)	\$0	\$0	\$0	(\$73,407)
NET GENERAL FUND COST	\$486,234	\$507,549	\$456,229	\$489,785	\$489,785	\$489,785
BSI Ending Balance *	\$58,481	N/A	\$69,262	N/A	N/A	N/A

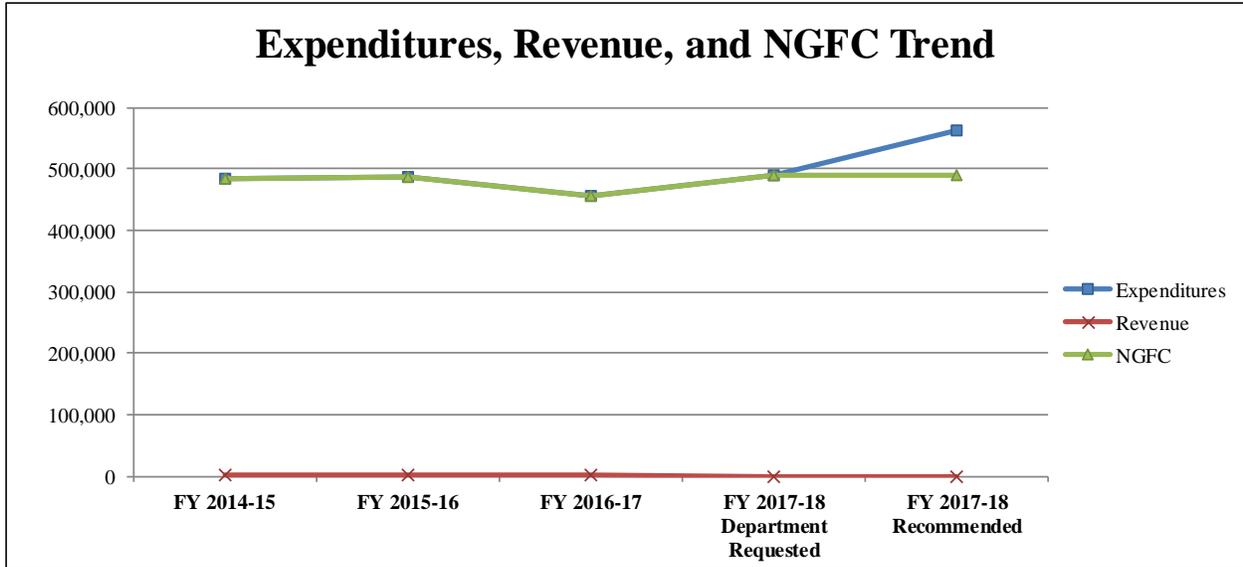
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 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 2017-18. Through conservative fiscal management, the department has consistently underspent its budget as demonstrated in the actual for FY 2016-17.

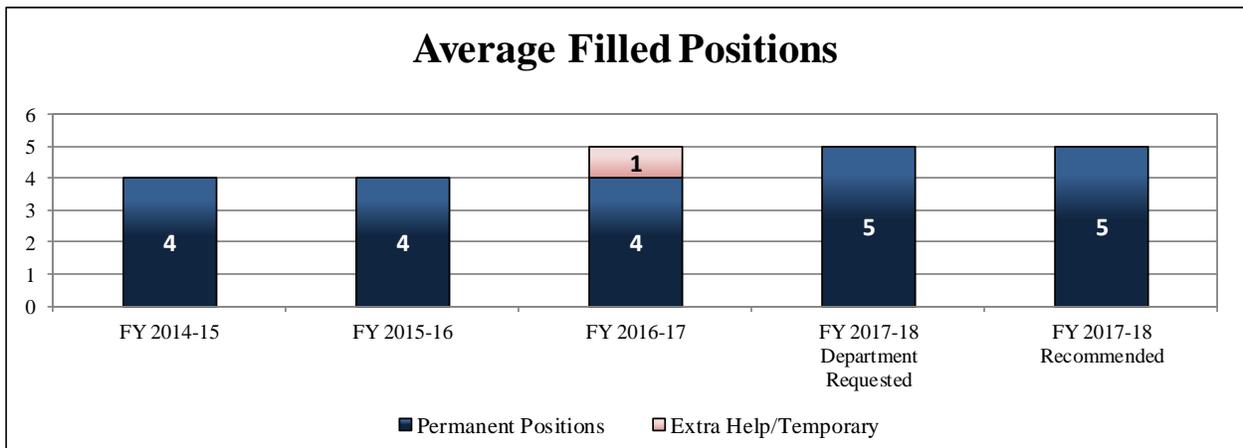
Budget Changes and Operational Impacts

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 currently authorized five permanent positions.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	4	5	5
Extra Help/Temporary	0	0	1	0	0
Total Positions	4	4	5	5	5
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
Total Positions	4	4	5	N/A	N/A
SALARIES & BENEFITS	\$439,721	\$454,516	\$429,602	\$459,086	\$459,086

Summary of Authorized Positions

The department has five authorized permanent positions; of which all have been budgeted to be filled during FY 2017-18 as indicated below. Three 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

Classification

- 1 Supervisor
- 4 Supervisor Field Representative I/II/III/IV/V/VI
- 5 **Requested Total**

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Board of Supervisors – Second District

Supervisor: Zack Scrivner, Elected
 Fund: General
 Budget Unit: 1012

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 on selected Tuesdays, taking action on public and departmental requests and other matters presented on the agenda. 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, as well as, participation in organizations at the local, regional, State, and federal levels.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$545,176	\$491,667	\$527,773	\$477,013	\$477,013	\$477,013
Services and Supplies	16,306	17,115	15,418	13,962	13,962	13,962
Other Financing Uses	0	195	0	0	0	732
TOTAL EXPENDITURES	\$561,482	\$508,977	\$543,191	\$490,975	\$490,975	\$491,707
Less Available BSI *	\$0	(\$195)	\$0	\$0	\$0	(\$732)
NET GENERAL FUND COST	\$561,482	\$508,782	\$543,191	\$490,975	\$490,975	\$490,975
BSI Ending Balance *	\$0	N/A	\$195	N/A	N/A	N/A

* BSI = Budget Savings Incentives

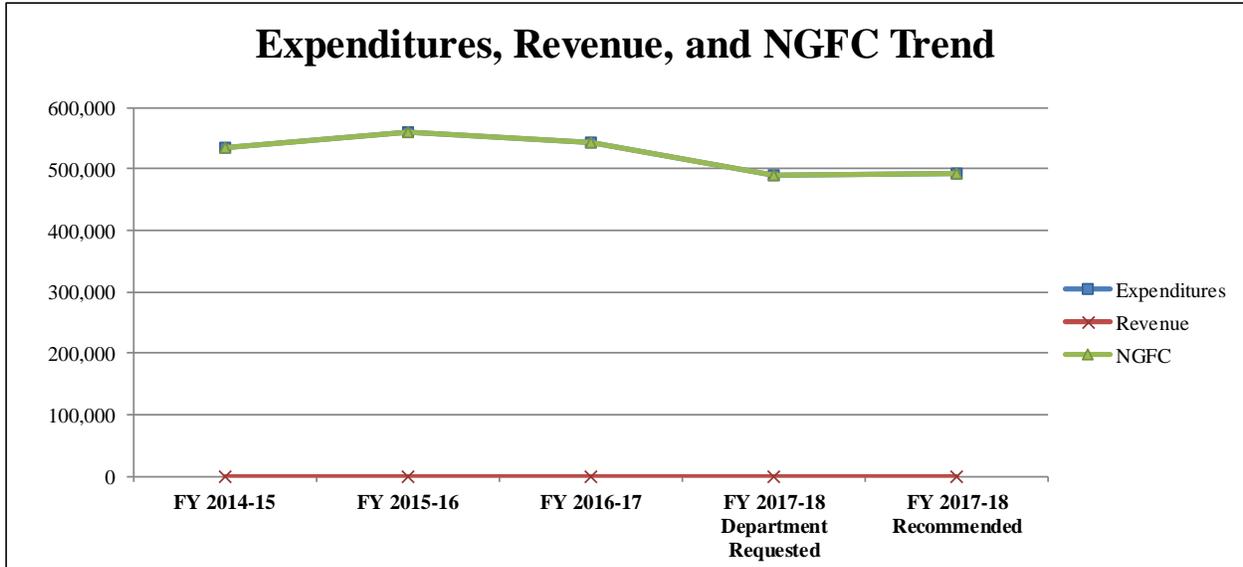
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 2017-18. The recommended budget requires the department to leave one position vacant and unfunded.

Budget Changes and Operational Impacts

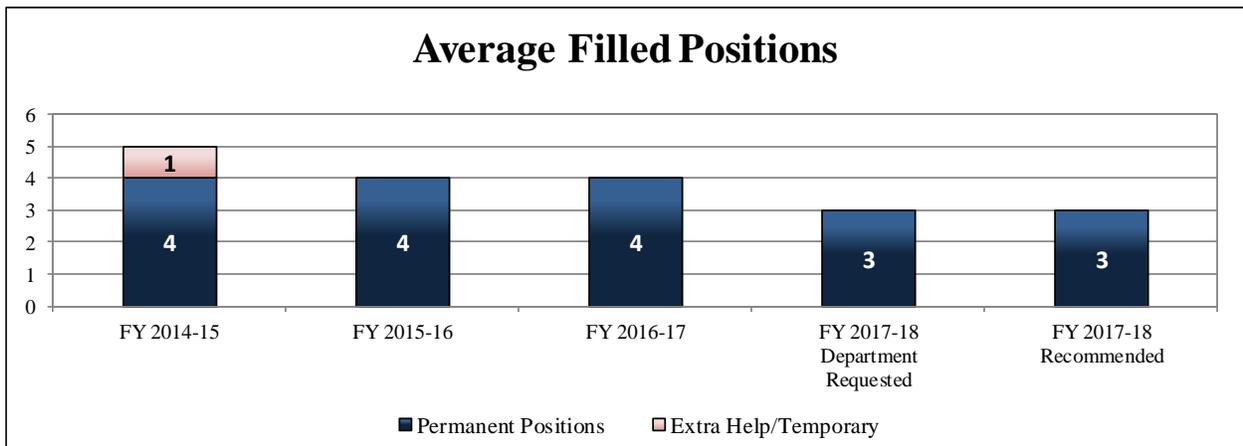
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for three authorized permanent positions and requires the department to maintain one position vacant and unfunded to absorb the reduction in Net General Fund Cost.





Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	4	4	4	3	3
Extra Help/Temporary	1	0	0	0	0
Total Positions	5	4	4	3	3
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	5	4	4	N/A	N/A
SALARIES & BENEFITS	\$512,479	\$545,176	\$527,773	\$477,013	\$477,013

Summary of Authorized Positions

The department has four authorized permanent positions, of which three full-time positions have been budgeted to be filled during FY 2017-18 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	
<u>Classification</u>	
1	Supervisor
3	Supervisor Field Representative I/II/III/IV/V/VI
4	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 on selected Tuesdays, taking action on public and departmental requests and other matters presented on the agenda. 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, as well as participation in organizations at the local, regional, State, and federal levels.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$454,680	\$485,961	\$451,498	\$466,109	\$466,109	\$466,109
Services and Supplies	13,816	22,671	13,075	24,721	24,721	24,721
Other Financing Uses	0	30,664	0	0	0	36,421
TOTAL EXPENDITURES	\$468,496	\$539,296	\$464,573	\$490,830	\$490,830	\$527,251
Less Available BSI *	\$0	(\$30,664)	\$0	\$0	\$0	(\$36,421)
NET GENERAL FUND COST	\$468,484	\$508,632	\$464,573	\$490,830	\$490,830	\$490,830
BSI Ending Balance *	\$24,066	N/A	\$30,664	N/A	N/A	N/A

* BSI = Budget Savings Incentives

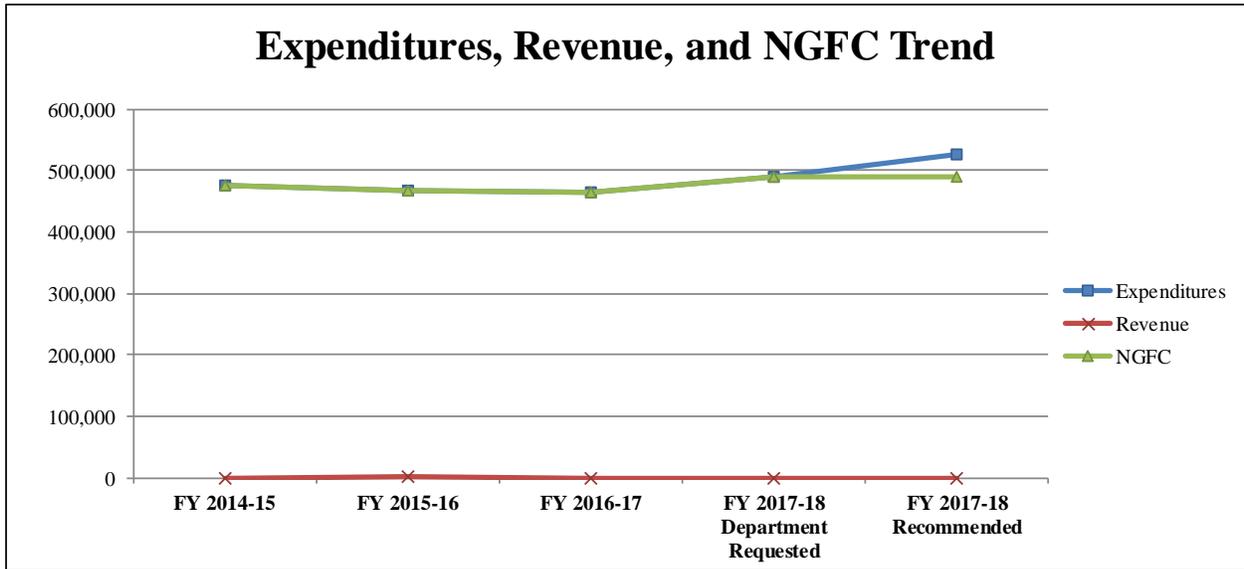
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 2017-18. Through conservative fiscal management, the department has consistently underspent its budget as demonstrated in the actual expenditures for FY 2016-17.

Budget Changes and Operational Impacts

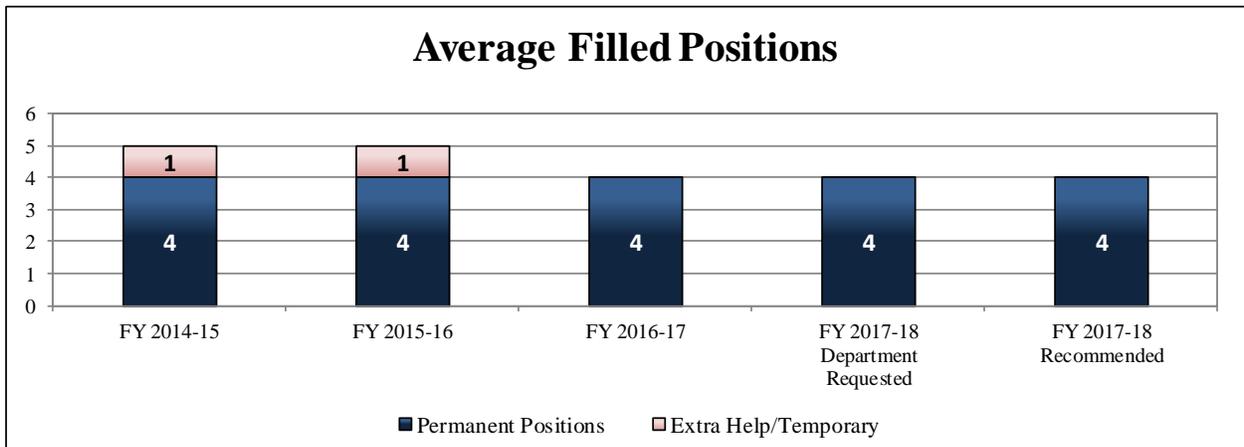
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for all requested positions. This includes four funded positions, with one of the four 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 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	1	1	0	0	0
Total Positions	5	5	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	5	N/A	N/A
Extra Help/Temporary (FTE)	1	1	5	N/A	N/A
Total Positions	5	5	10	N/A	N/A
SALARIES & BENEFITS	\$460,450	\$454,680	\$451,498	\$466,109	\$466,109

Summary of Authorized Positions

As indicated below, the department has four (4) authorized permanent positions, one (1) Board Supervisor position and three (3) Supervisor Field Representative positions.

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	
Classification	
1	Supervisor
3	Supervisor Field Representative I/II/III/IV/V/VI
4	Requested Total



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Board of Supervisors – Fourth District

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

Function: General Government
 Activity: Legislative and Administrative

Description of Major Services

Kern County is governed by a five-member Board of Supervisors elected to four-year terms from separate geographical districts. The Board enacts legislation governing the County and has responsibility for oversight of some special districts. The Board of Supervisors powers and authority are prescribed in the State Constitution and in State statute. The Board meets on selected Tuesdays, taking action on public and departmental requests and other matters presented on the agenda. 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, as well as, participation in organizations at the local, regional, State, and federal levels.

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$528,149	\$492,671	\$487,997	\$469,670	\$469,671	\$469,671
Services and Supplies	15,528	16,607	13,855	21,782	21,782	21,782
Other Financing Uses	0	45,386	0	0	0	47,037
TOTAL EXPENDITURES	\$543,677	\$554,664	\$501,852	\$491,452	\$491,453	\$538,490
Less Available BSI *	\$0	(\$45,386)	\$0	\$0	\$0	(\$47,037)
NET GENERAL FUND COST	\$543,677	\$509,278	\$501,852	\$491,452	\$491,453	\$491,453
BSI Ending Balance *	\$44,335	N/A	\$45,386	N/A	N/A	N/A

* BSI = Budget Savings Incentives

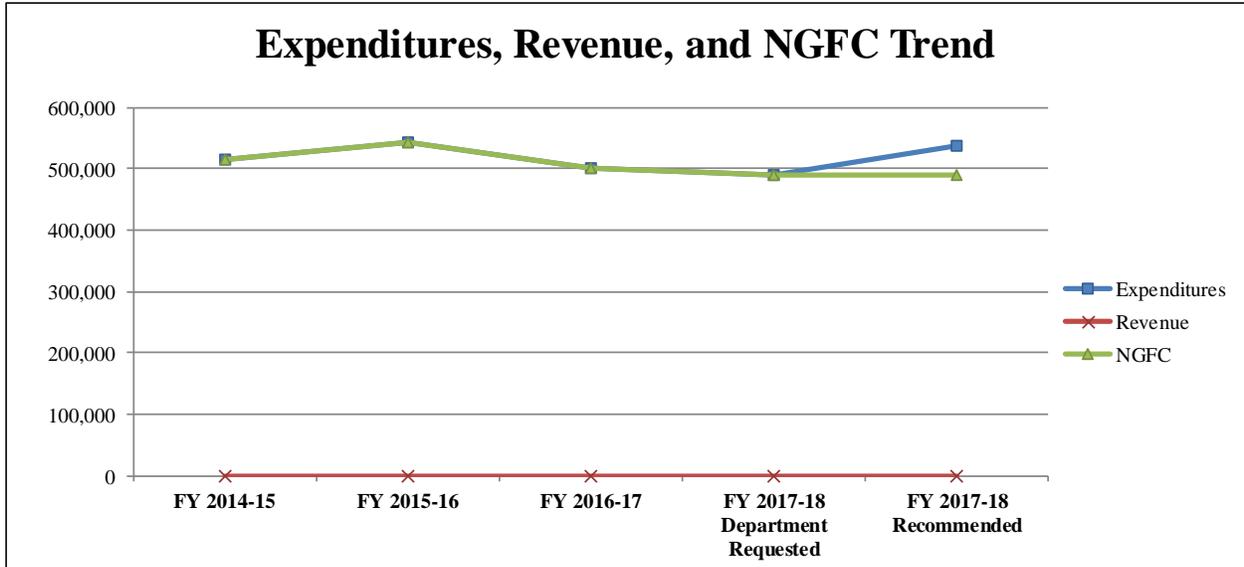
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 2017-18.

Budget Changes and Operational Impacts

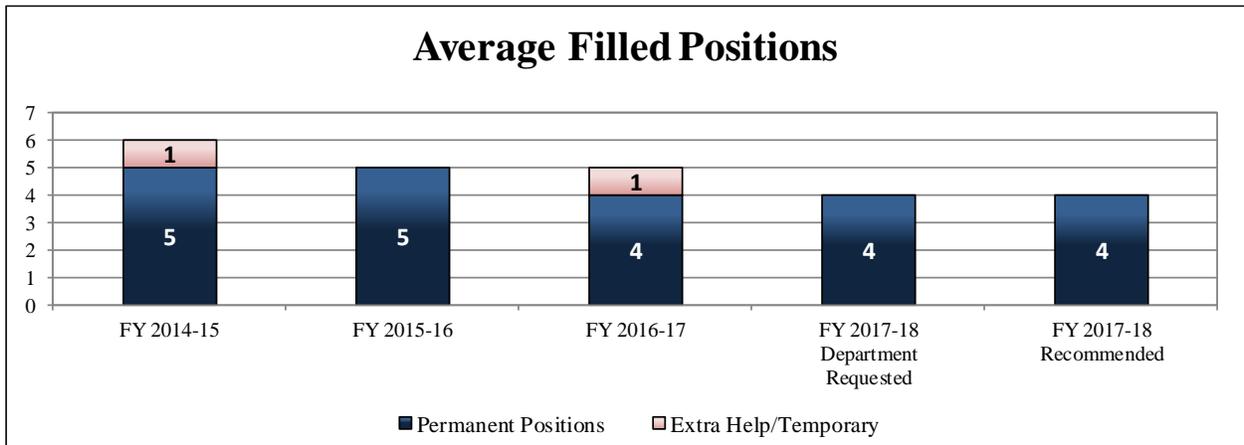
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for four authorized positions, of which one is a part-time position and requires the department to maintain one position vacant and unfunded to absorb the reduction in Net General Fund Cost.





Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	5	5	4	4	4
Extra Help/Temporary	1	0	1	0	0
Total Positions	6	5	5	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	5	4	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	6	5	4	N/A	N/A
SALARIES & BENEFITS	\$494,220	\$528,149	\$487,997	\$469,670	\$469,671

Summary of Authorized Positions

The department currently has five authorized permanent positions, of which four have been budgeted to be filled during FY 2017-18 as indicated below. One of the permanent authorized positions is part-time.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	4	1	5
Total	5	0	0	5	4	1	5

Administration	
<u>Classification</u>	
1	Supervisor
4	Supervisor Field Representative I/II/III/IV/V/VI
5	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 on selected Tuesdays, taking action on public and departmental requests and other matters presented on the agenda. 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, as well as, participation in organizations at the local, regional, State, and federal levels.

	Summary of Expenditures and Revenue					
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$453,478	\$482,967	\$387,637	\$468,537	\$468,537	\$468,537
Services and Supplies	19,035	23,583	16,704	20,283	20,283	20,283
Other Financing Uses	0	19,156	0	0	0	23,289
TOTAL EXPENDITURES	\$472,513	\$525,706	\$404,341	\$488,820	\$488,820	\$512,109
REVENUE:						
Miscellaneous	\$61	\$0	\$12	\$0	\$0	\$0
TOTAL REVENUE	\$61	\$0	\$12	\$0	\$0	\$0
Less Available BSI *	\$0	(\$19,156)	\$0	\$0	\$0	(\$23,289)
NET GENERAL FUND COST	\$472,452	\$506,550	\$404,329	\$488,820	\$488,820	\$488,820
BSI Ending Balance *	\$8,786	N/A	\$19,156	N/A	N/A	N/A

* BSI = Budget Savings Incentives

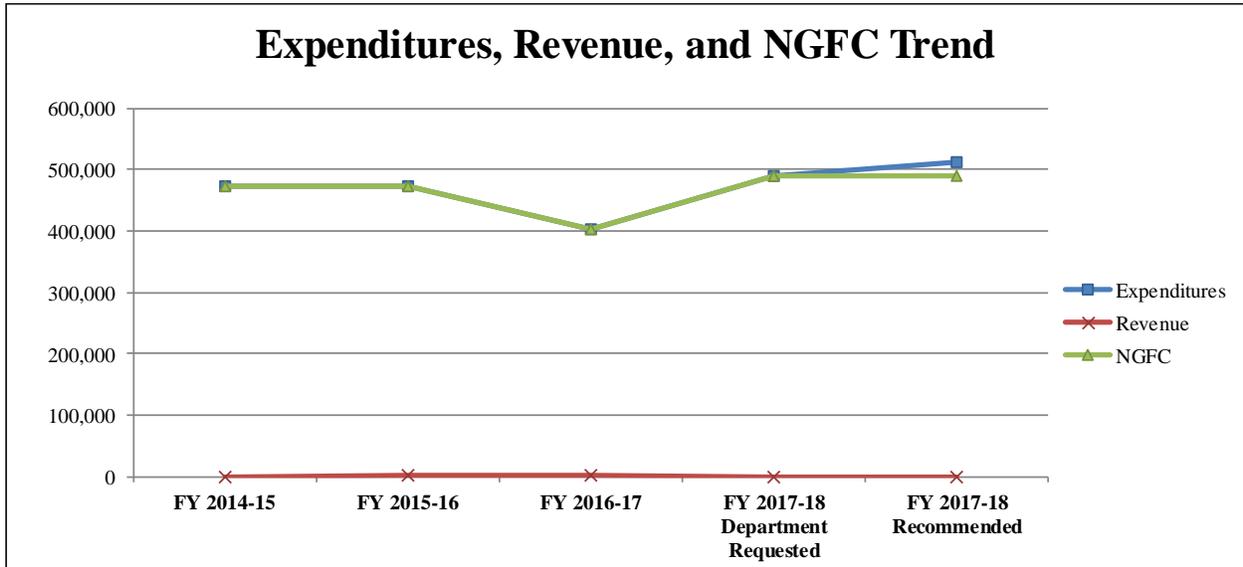
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 2017-18.

Budget Changes and Operational Impacts

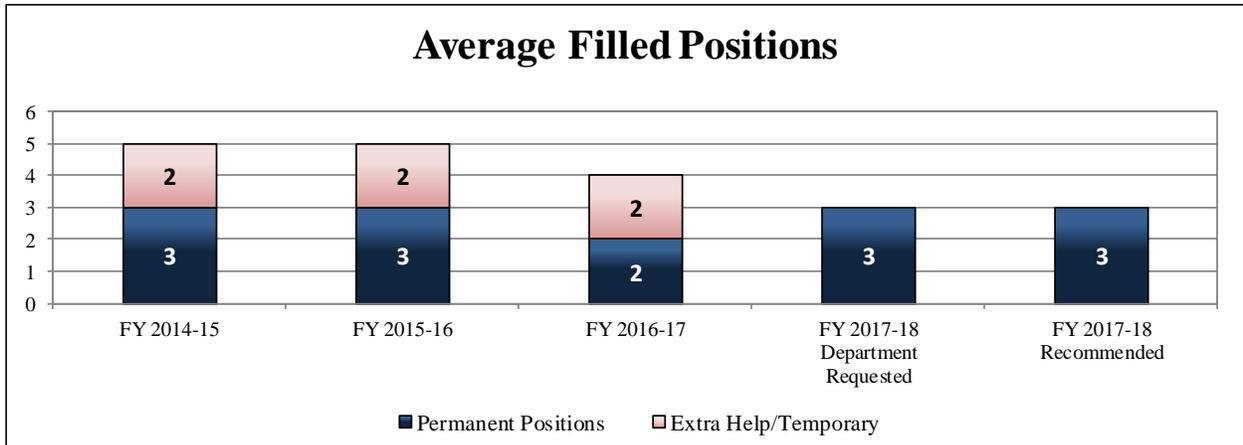
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides funding for three permanent authorized position including one (1) full time Supervisor Field Representative previously funded but held vacant, resulting in decreases in Salaries and Benefits

expenditures in the FY 2016-17. The recommended budget requires the department to maintain one vacant, unfunded position in order to meet the Net General Fund Cost reduction.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	3	3	2	3	3
Extra Help/Temporary	2	2	2	0	0
Total Positions	5	5	4	3	3
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	3	2	N/A	N/A
Extra Help/Temporary (FTE)	2	1	2	N/A	N/A
Total Positions	5	4	4	N/A	N/A
SALARIES & BENEFITS	\$448,214	\$453,478	\$387,637	\$468,537	\$468,537

Summary of Authorized Positions

The department has four authorized permanent positions – one (1) District Supervisor, two (2) Supervisor Field Representatives, and one (1) Supervisor Field Representative Aid - of which three have been budgeted to be filled during FY 2017-18 as indicated below. One (1) Supervisor Field Representative position will be held vacant and unfunded in order to meet Net General Fund Cost guidelines for FY 2017-18.

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
- 1 Supervisor Field Representative Aid
- 2 Supervisor Field Representative I/II/III/IV/V/VI
- 4 **Requested Total**

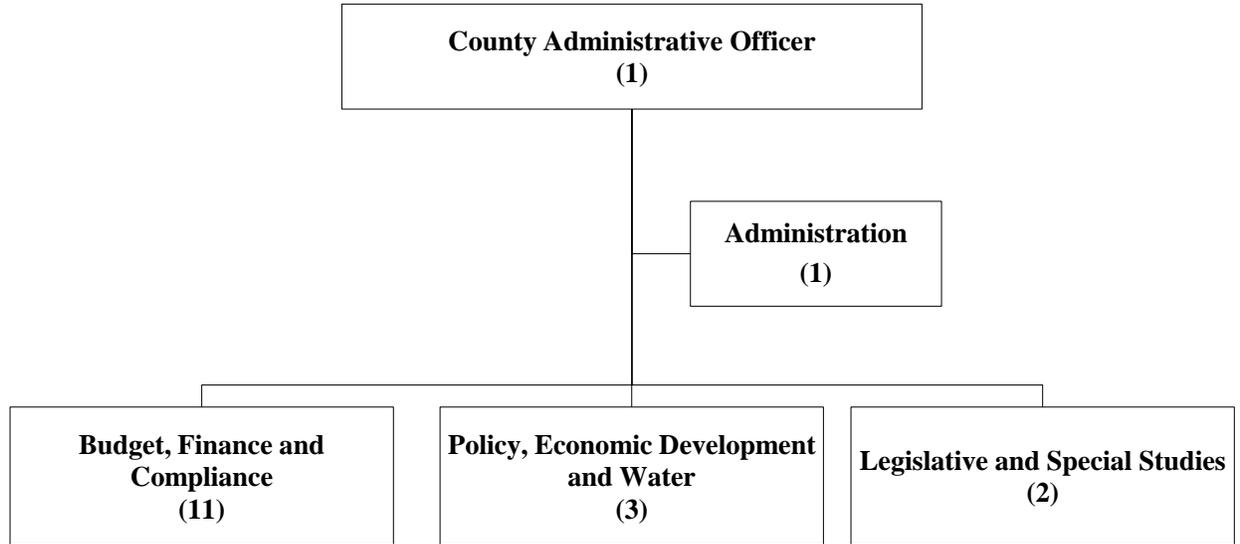
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Mission Statement

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 2015-16 and 2016-17 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 beginning FY 2015-16.
- Secured an extremely low true interest rate of 0.6746% (67 basis points) as well as a "SP-1+" rating from Standard & Poor's for the County's 2016-17 Tax and Revenue Anticipation Notes (TRANs).
- Participated in the development and operation of the Kern Groundwater Authority, which assists the local basin in complying with new State water regulations.
- Coordinated efforts to implement Lean Six Sigma on a countywide basis.
- Refunded the 2009 Certificates of Participation and generated \$8,005,007 in savings for the General Fund.



County Administrative Office

Department Head: Ryan Alsop

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 Groundwater 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,888,187	\$3,282,050	\$3,116,778	\$3,032,218	\$3,032,218	\$3,031,946
Services and Supplies	231,408	273,319	136,166	247,502	247,502	247,774
Other Financing Uses	0	852,176	0	0	0	965,873
TOTAL EXPENDITURES	\$3,119,595	\$4,407,545	\$3,252,944	\$3,279,720	\$3,279,720	\$4,245,593
Expend. Reimb.	(\$290,316)	(\$433,000)	(\$405,902)	(\$267,000)	(\$267,000)	(\$267,000)
TOTAL NET EXPENDITURES	\$2,829,279	\$3,974,545	\$2,847,042	\$3,012,720	\$3,012,720	\$3,978,593
REVENUE:						
Intergovernmental	\$0	\$15,000	\$0	\$0	\$0	\$0
Charges for Services	129,697	63,000	173,429	75,000	75,000	75,000
Miscellaneous	537	100	0	0	0	0
TOTAL REVENUE	\$130,234	\$78,100	\$173,429	\$75,000	\$75,000	\$75,000
Less Available BSI *	\$0	(\$852,176)	\$0	\$0	\$0	(\$965,873)
NET GENERAL FUND COST	\$2,699,045	\$3,044,269	\$2,673,613	\$2,937,720	\$2,937,720	\$2,937,720
BSI Ending Balance *	\$744,385	N/A	\$852,176	N/A	N/A	N/A

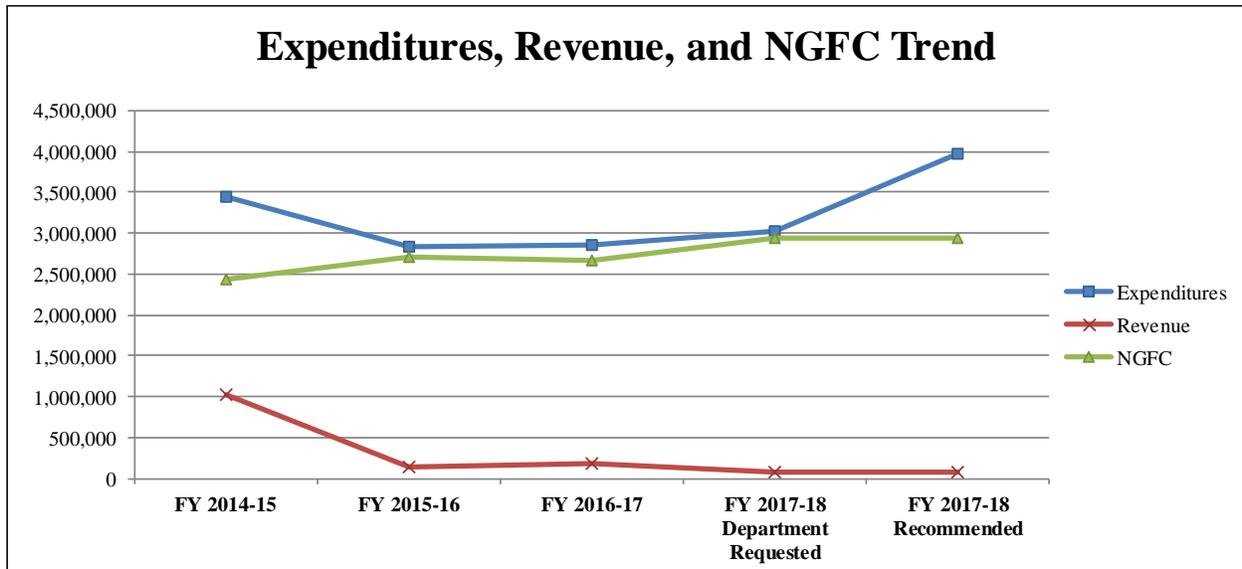
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 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 eligible administrative and debt management activities. These reimbursements account for the majority of charges for services and expenditure transfers transactions.

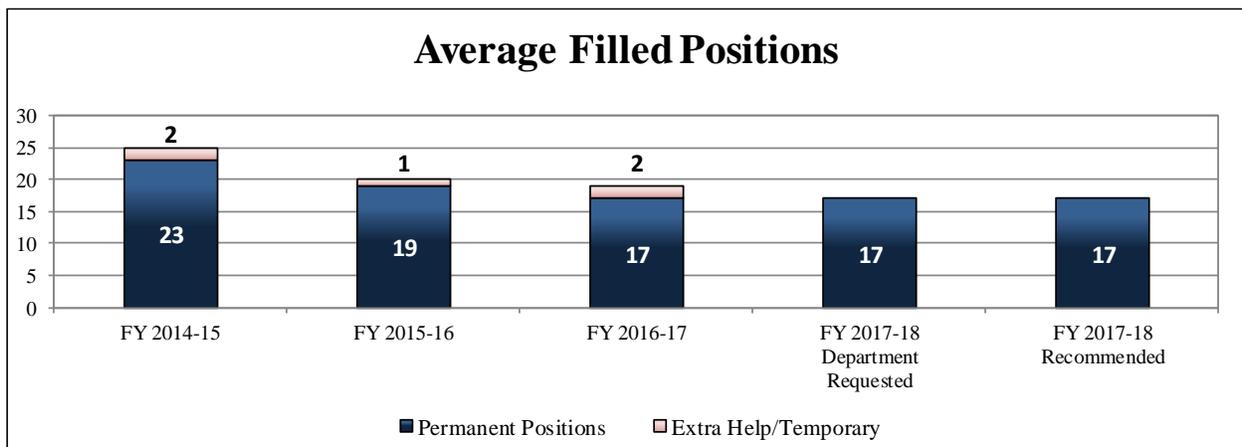
Budget Changes and Operational Impacts

Charges for services revenue has been reduced to reflect the upcoming end of chargeable services being provided to Kern Medical Center, and the recent conclusion of chargeable services provided to the Department of Human Services. The remaining charges for services revenue represents administrative services for new oil and gas trust funds. The department is able to absorb the 3.5% NGFC reduction by holding one position vacant and unfunded.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department plans to hold vacant and unfunded one (1) Senior Fiscal and Policy Analyst position at a savings of approximately \$178,000.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
4-Year Staffing Trend					
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	23	19	17	17	17
Extra Help/Temporary	2	1	2	0	0
Total Positions	25	20	19	17	17
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	23	19	18	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	24	20	19	N/A	N/A
SALARIES & BENEFITS	\$3,457,288	\$2,888,187	\$3,116,778	\$3,032,218	\$3,031,946

Summary of Authorized Positions

The department has 18 authorized permanent positions, of which 17 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	2	0	0	2	2	0	2
Budget, Finance and Compliance	11	0	0	11	11	0	11
Policy, Econ Dev and Water	3	0	0	3	3	0	3
Legislative Special Studies	2	0	0	2	1	1	2
Total	18	0	0	18	17	1	18

Budget, Finance and Compliance	Legislative Special Studies	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 Sr. Fiscal & Policy Analyst	1 County Administrative Officer
1 Chief Deputy CAO	1 Fiscal & Policy Analyst I/II/III	1 Fiscal Support Supervisor - Confidential
1 Compliance & Acct. Officer	2 Requested Total	2 Requested Total
1 Information Security Officer		
1 Sr. Fiscal & Policy Analyst		
6 Fiscal & Policy Analyst I/II/III		
11 Requested Total		
Policy, Economic Development and Water		
1 Chief Deputy CAO		
1 Sr. Fiscal & Policy Analyst		
1 Fiscal & Policy Analyst I/II/III		
3 Requested Total		

Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	1.3%	1.1%	2 to 3% not to exceed 4.8%	1.47%	2 to 3% not to exceed 4.5%

This ratio serves as an internal indicator of the potential that a disproportionate share of 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of departmental internal and external audit reports reviewed and evaluated.	100%	100%	100%	100%	100%

This indicator measures the degree of integrity and accountability the County Administrative Office displays through its responsiveness to the Board of Supervisors in identifying and assisting in the correction of deficiencies discovered through audits.

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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. The County Administrative Office has achieved its established goal to zero time-off due to work related illness and injury and will take all measures to achieve the goal of zero for FY 2016-17.



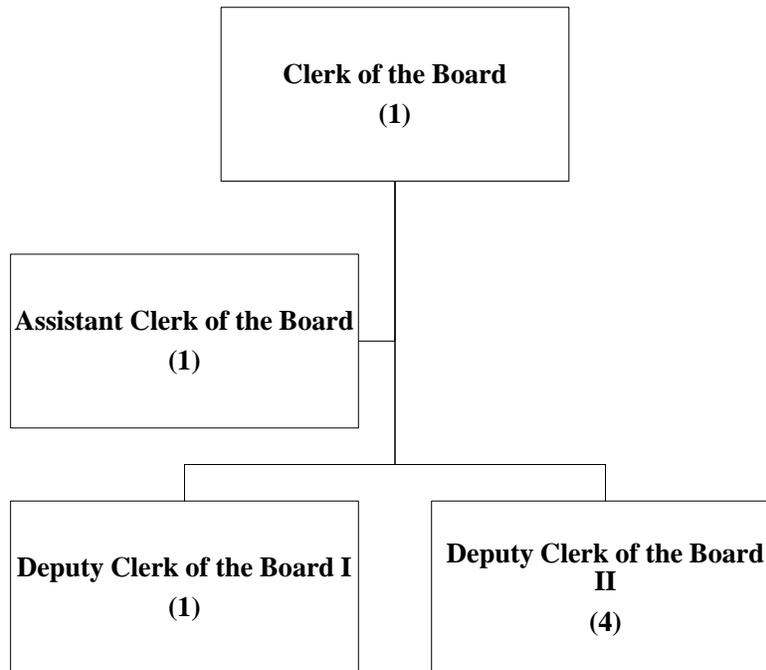
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Mission Statement

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

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- Completed a biennial review of all Conflict of Interest codes for the 182 agencies required to file with the Board of Supervisors and amended Code amendments for 72 agencies.
- Completed an audit by the State Controller's Office without findings in regards to the Open Meetings/Brown Act Reform Program (State Bill 90) for cost claims filed between Fiscal Year 2006-07 through 2011-12.
- Reached disposition or two-year waiver filed for all 1,730 of the 2014 Assessment Appeal applications, which met the November 30, 2016 statutory deadline.

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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$715,808	\$754,638	\$766,483	\$737,820	\$737,820	\$737,714
Services and Supplies	187,674	207,307	131,837	207,374	207,374	207,480
Other Charges	0	27	0	0	0	0
Other Financing Uses	0	74,120	0	0	0	123,300
TOTAL EXPENDITURES	\$903,482	\$1,036,092	\$898,320	\$945,194	\$945,194	\$1,068,494
Expend. Reimb.	(\$81,991)	(\$94,500)	(\$35,258)	(\$94,500)	(\$94,500)	(\$94,500)
TOTAL NET EXPENDITURES	\$821,491	\$941,592	\$863,062	\$850,694	\$850,694	\$973,994
REVENUE:						
Charges for Services	\$123,933	\$88,100	\$181,360	\$98,600	\$98,600	\$98,600
TOTAL REVENUE	\$123,933	\$88,100	\$181,360	\$98,600	\$98,600	\$98,600
Less Available BSI *	\$0	(\$74,120)	\$0	\$0	\$0	(\$123,300)
NET GENERAL FUND COST	\$697,558	\$779,372	\$681,702	\$752,094	\$752,094	\$752,094
BSI Ending Balance *	\$54,764	N/A	\$74,120	N/A	N/A	N/A

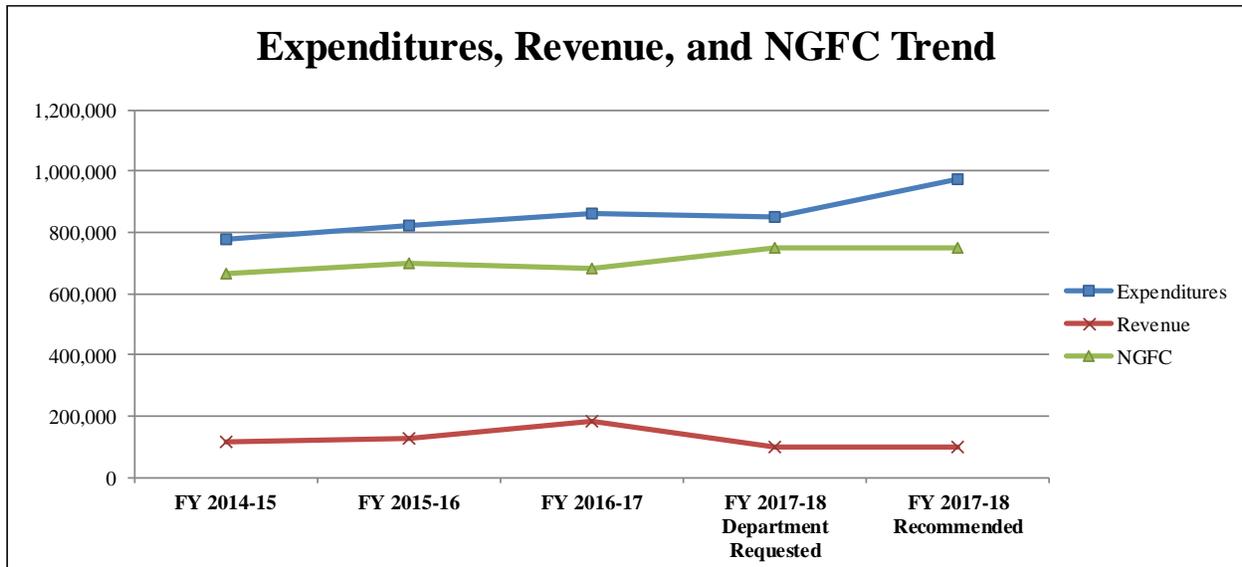
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 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 expenditures 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.

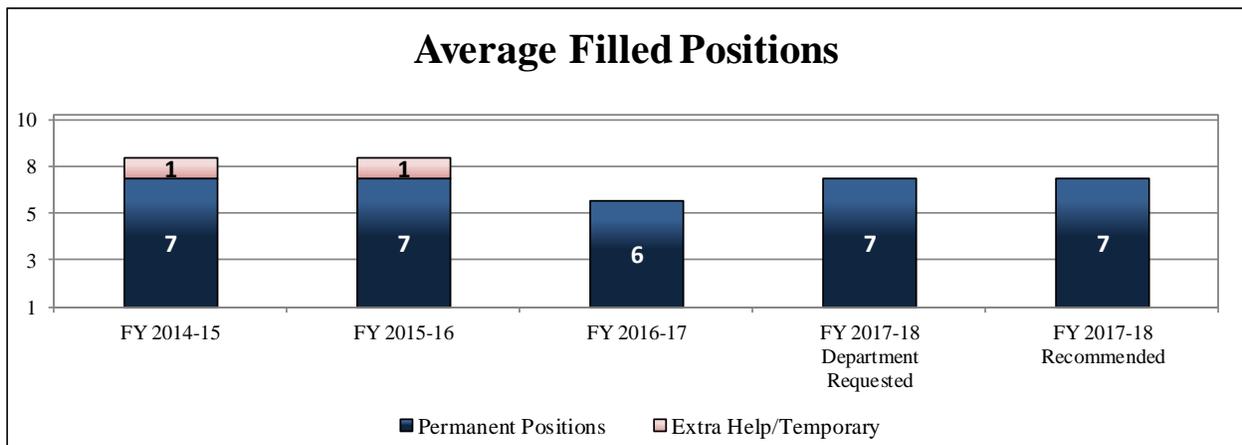
Budget Changes and Operational Impacts

The recommended budget includes a decline in expenditures due to a one-time retirement payout disbursed in FY 2016-17. In FY 2016-17, the department experienced an increase in collected Supplemental Roll Assessment fee revenue, which is not likely to continue for FY 2017-18. The department will use \$74,120 in Budget Savings Incentive (BSI) credits to mitigate any impacts from the 3.5% NGFC reduction.



Staffing Changes and Operational Impacts

The recommended budget includes filling one (1) Deputy Clerk of the Board position vacated in FY 2016-17. Following a retirement, one (1) Assistant Clerk of the Board position intends to be filled through internal promotion. The vacated Deputy Clerk of the Board position will be held vacant.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	7	7	6	7	7
Extra Help/Temporary	1	1	0	0	0
Total Positions	8	8	6	7	7
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	7	7	6	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	8	8	6	N/A	N/A
SALARIES & BENEFITS	\$673,124	\$715,808	\$766,483	\$737,820	\$737,714

Summary of Authorized Positions

The department has 7 authorized permanent positions, all of which have been budgeted to be filled during FY 2017-18 as indicated below.

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

Administration

Classification

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

Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Promote responsible and efficient government

Objective 1: Improve customer service and promote citizen participation and transparency in County government decision-making.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of customer service surveys submitted with excellent or good overall ratings	99%	99%	100%	99%	100%
Number of changes or corrections to Board of Supervisors meeting agenda after distribution	4,591 items/10 corrections	4,674 items/6 corrections	4,000 items/10 corrections	4,063 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	2,050	2,282	2,400	2,621	2,800
Total number of views to Board meeting video/agenda/summary website page	30,504	59,424	60,000	49,284	60,000

The department's primary objective to improve customer service and promote citizen participation and transparency in local government decision-making is tracked by measuring customer satisfaction. Customer satisfaction remains high as indicated through electronic customer service surveys. The Clerk of the Board 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 Clerk 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.

It is the department's goal to implement technology upgrades to improve access to information and promote citizen participation and transparency in the County government decision-making process. Tracking the use of technology enhancements not only improves transparency, but provides valuable information in determining what future enhancements should be considered.

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Special Services

Department Head: Ryan Alsop
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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$97,808	\$494,322	\$530,526	\$537,092	\$537,092	\$537,092
Services and Supplies	2,164,970	3,835,056	2,276,413	3,600,314	3,600,314	3,600,314
Other Charges	1,236,428	831,803	777,403	844,008	844,008	844,008
TOTAL EXPENDITURES	\$3,499,206	\$5,161,181	\$3,584,342	\$4,981,414	\$4,981,414	\$4,981,414
REVENUE:						
Intergovernmental	\$80,390	\$0	\$346,727	\$0	\$0	\$0
Charges for Services	55,532	25,000	14,513	25,000	25,000	25,000
Miscellaneous	12,052	0	42,912	0	0	0
TOTAL REVENUE	\$147,974	\$25,000	\$404,152	\$25,000	\$25,000	\$25,000
NET GENERAL FUND COST	\$3,351,232	\$5,106,981	\$3,180,190	\$4,956,414	\$4,956,414	\$4,956,414

Major Expenditures and Revenue in FY 2017-18 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 \$284,008 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 3.5% from the previous fiscal year. The following contributions are included in the recommended budget:

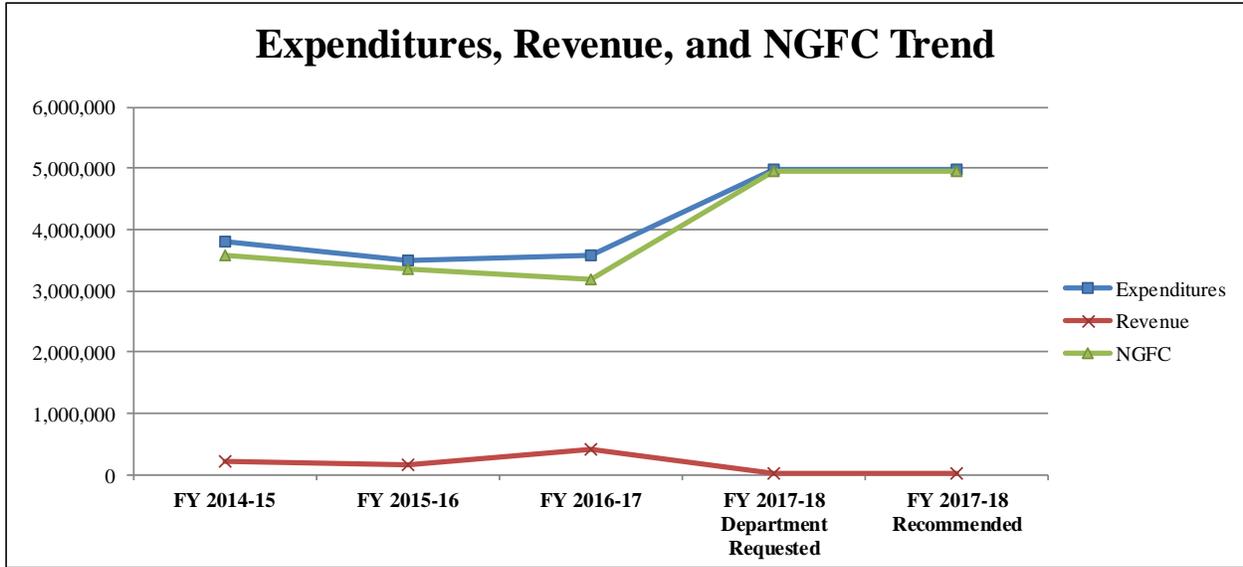
- Alzheimer’s Disease Association of Kern County: \$29,080
- Arts Council of Kern: \$44,738
- Bakersfield Museum of Art: \$22,369
- Bakersfield Symphony: \$44,738
- Community Action Partnership of Kern County (CAP): \$44,738
- Court Appointed Special Advocates (CASA): \$44,738
- Kern Literacy Council: \$9,283
- Valley Fever Vaccine Project: \$22,369
- Volunteer Center of Kern County: \$4,474

Budget Changes and Operational Impacts

The recommended budget includes an allocation of \$45,838 for each District Supervisor to support activities within their respective areas. This amount includes a reduction of 3.5% from the previous year. In addition, approximately \$1 million of Supervisorial carry forward discretionary funds is budgeted under services and supplies. The recommended budget includes contributions to the Local Agency Formation Commission and the Kern County Museum.

The recommended budget includes \$130,000 in consultant fees and other costs; a majority of these costs is associated with the Sustainable Groundwater Management Act requirements. Additionally, travel costs for the Board of Supervisors are accounted for in this budget unit to accommodate the geographic variances in district size.

Revenue sources are limited to supplemental roll assessment fees and property tax administration charges for cost reimbursement for activities of the Assessment Appeals Board. The grant from the Office of Economic Adjustment previously received under intergovernmental revenue ended in FY 2016-17.



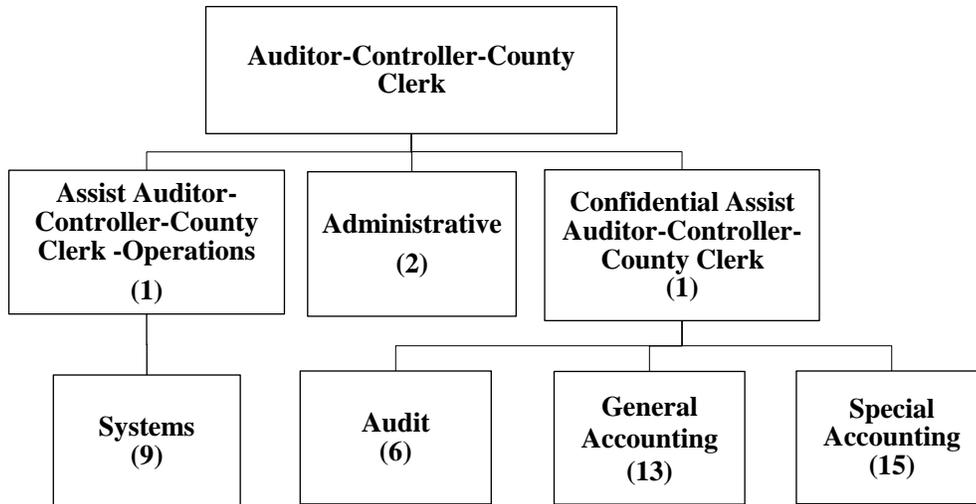
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Mission Statement

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

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- Automated numerous processes such as: apportionment, daily Property Tax revenue reconciliation, bond payment, tax reconciliation, the Roll Correction Refund Program, and Countywide year-end processes.
- Assisted additional special districts to automate their own claims process.
- Implemented e-payables program, which reduces issuance of paper warrants and generates rebates.
- Improved IT service levels for countywide applications and servers, and reduced upgrade downtime in partnership with the Information Technology Services department.
- Issued approximately 130,000 accounts payable claim and voucher payments annually for County departments and special districts.
- Added approximately 1,070,000 special assessments to tax bills annually.
- Earned the Government Finance Officer’s award for the County’s Comprehensive Annual Financial Statement and reporting award on the State Controller’s Report submission.



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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,665,317	\$5,588,139	\$5,323,758	\$5,456,048	\$5,456,048	\$5,453,909
Services and Supplies	471,578	503,560	570,925	450,038	450,038	452,177
Capital Assets	16,597	0	0	0	0	0
Other Financing Uses	0	849,602	0	0	0	996,127
TOTAL EXPENDITURES	\$6,153,492	\$6,941,301	\$5,898,626	\$5,906,086	\$5,906,086	\$6,902,213
Expend. Reimb.	(\$560,808)	(\$547,000)	(\$590,846)	(\$616,000)	(\$616,000)	(\$616,000)
TOTAL NET EXPENDITURES	\$5,592,684	\$6,394,301	\$5,307,780	\$5,290,086	\$5,290,086	\$6,286,213
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$1	\$1	\$0
Charges for Services	831,694	938,813	1,228,692	819,702	819,702	819,704
Miscellaneous	2,478	20,000	41,131	45,002	45,002	45,002
Non-Revenue Receipts	0	1	0	1	1	0
TOTAL REVENUE	\$834,172	\$958,814	\$1,269,823	\$864,706	\$864,706	\$864,706
Less Available BSI *	\$0	(\$849,602)	\$0	\$0	\$0	(\$996,127)
NET GENERAL FUND COST	\$4,758,512	\$4,585,885	\$4,037,957	\$4,425,380	\$4,425,380	\$4,425,380
BSI Ending Balance *	\$808,813	N/A	\$849,602	N/A	N/A	N/A

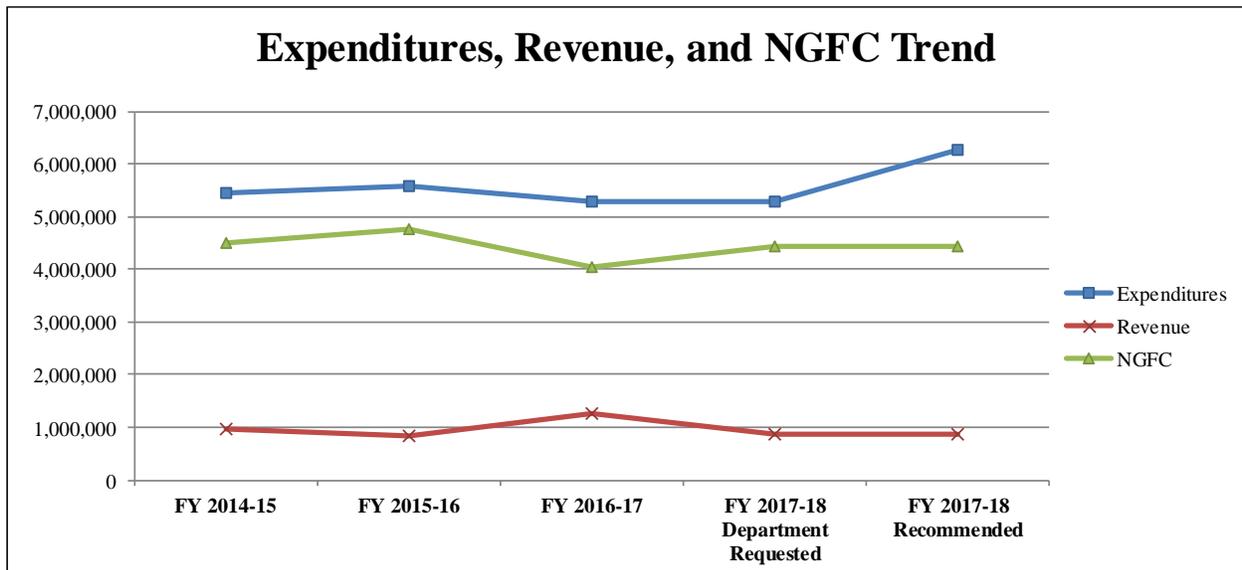
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 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 (NGFC).

Budget Changes and Operational Impacts

The recommended budget includes a decrease in Charges for Services revenue due to Kern Medical’s transition to its own payroll system as a hospital authority. In addition, the department is able to absorb the 3.5% NGFC reduction by holding three (3) positions vacant and unfunded and with the use of \$209,133 in Budget Incentive Savings (BSI) credits for one-time costs.

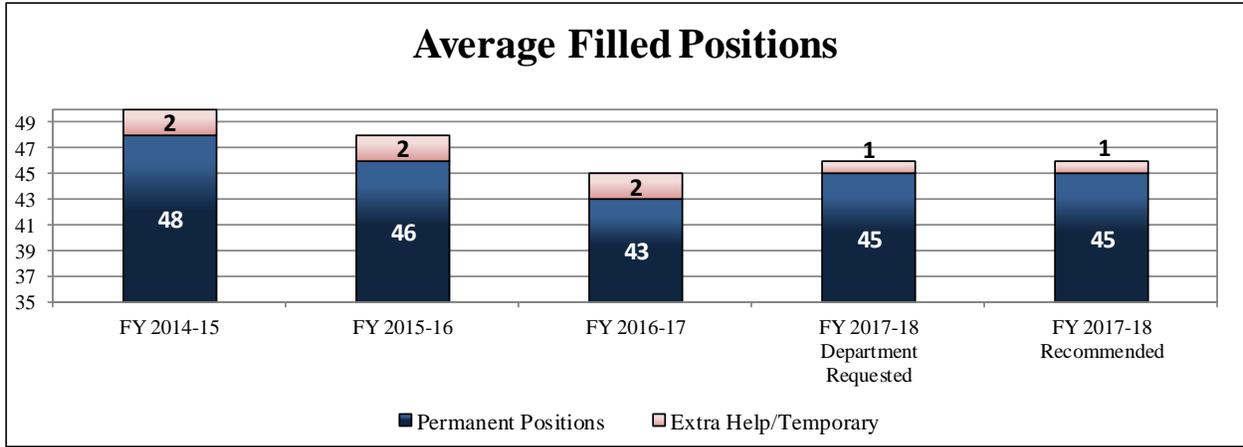


Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Accountant I/II/III position, one (1) Administrative Coordinator position, and one (1) Senior Systems Analyst position. The addition of one (1) Technology Services Supervisor position is requested to retain experienced staff within this division. One (1) Information Systems Specialist position will be transferred from Elections to the Auditor-Controller in an effort to properly align the position’s duties with the Department’s responsibilities.

The recommended budget includes holding vacant and unfunded the following positions: one (1) Accountant I/II/III, one (1) Senior Accountant, and one (1) Fiscal Support Technician.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	48	46	43	45	45
Extra Help/Temporary	2	2	2	1	1
Total Positions	50	48	45	46	46
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	47	46	42	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
Total Positions	48	47	44	N/A	N/A
SALARIES & BENEFITS	\$5,396,544	\$5,665,317	\$5,323,758	\$5,456,048	\$5,453,909

Summary of Authorized Positions

The recommended budget includes 48 authorized permanent positions, of which 45 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Audit	8	0	(2)	6	5	1	6
Special Accounting	15	0	0	15	14	1	15
General Accounting	13	0	0	13	12	1	13
Systems	8	2	(1)	9	9	0	9
Total	49	2	(3)	48	45	3	48



Administration	Audit	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	2 Senior Accountant
1 Asst. Auditor - Operations	5 Accountant I/II/III	3 Accountant I/II/III
1 Fiscal Support Technician	7 Current Total	2 Fiscal Support Specialist
1 Confidential Admin. Assistant	<u> </u> <u>Additions/Deletions</u>	5 Fiscal Support Technician
5 Requested Total	(1) Accountant I/II/III	1 Administrative Coordinator
	6 Requested Total	2 Fiscal Support Supervisor
		16 Current Total
		<u> </u> <u>Additions/Deletions</u>
		(1) Administrative Coordinator
		15 Requested Total
 General Accounting	 Systems	
<u>Classification</u>	<u>Classification</u>	
1 Auditor-Controller Division Chief	1 Senior Systems Analyst	
3 Senior Accountant	4 Programmer I/II-System Analyst I/II	
5 Accountant I/II/III	1 Technology Services Manager	
3 Fiscal Support Specialist	1 LAN Systems Administrator	
1 Fiscal Support Technician	1 Fiscal Support Specialist	
13 Requested Total	8 Current Total	
	<u> </u> <u>Additions/Deletions</u>	
	(1) Senior Systems Analyst	
	1 Technology Services Supervisor	
	1 Information Systems Specialist	
	9 Requested Total	



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Payments to vendors mailed within seven working days of receipt of an approved claim	98% in 7 days	98% in 7 days	95% in 7 days	99% in 7 days	95% in 7 days
Calculate and deliver to the Treasurer-Tax Collector the unsecured bills by July 31 st	July 3 rd	July 2 nd	July 31 st	July 7 th	July 31 st
Calculate and deliver to the Tax Collector the secured bills by Oct 3 rd	Sept 15 th	Sept 14 th	Oct 3 rd	Sept 12 th	Oct 3 rd
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/14	Received GFOA award for FYE 6/30/15	To receive GFOA award	Received GFOA award for FYE 6/30/16	To receive GFOA award
Analyze and automate functions in accounts payable and payroll	Complete analysis and programming	Partial implementation, to complete in FY 16/17	Complete Project	No longer a goal, system RFP in progress	No longer a goal, system RFP in progress

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. 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.

Goal 2: Promote integrity and fiscal responsibility in operations.

Objective: Utilize resources more efficiently and effectively.

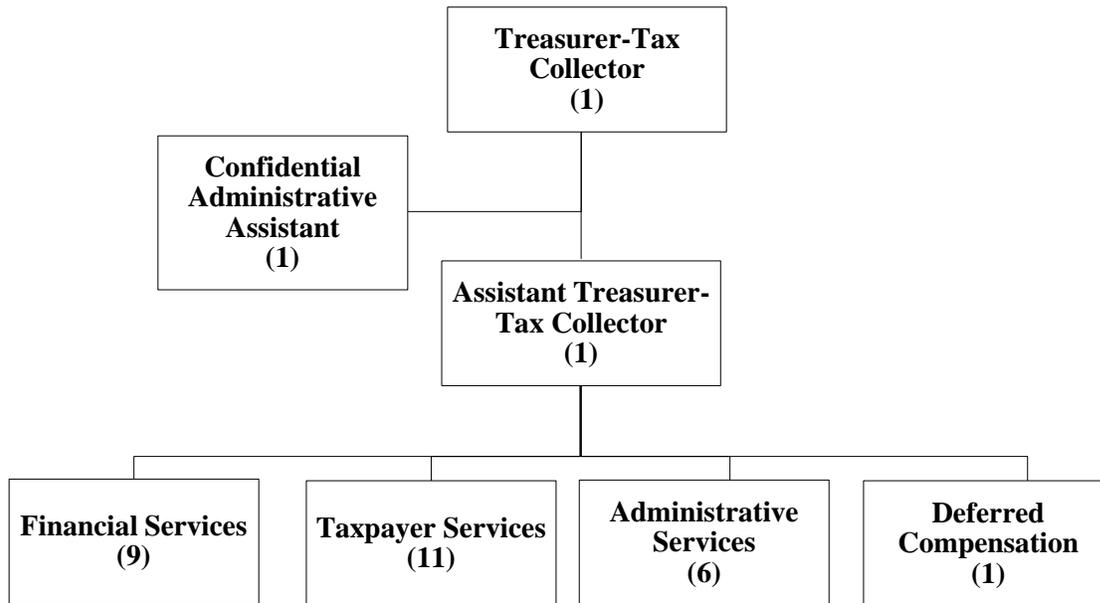
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Complete County departmental audits on a biennial basis Beginning FY 2016-17, complete audits as prioritized in audit plan	Field work completed by July 19 th	All field work completed by June 30 th	Comply with biennial audit requirement	75% of field work completed by June 30 th	Complete audits per audit plan by June 30 th

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. During FY 2016-17, the County moved to change from yellow book standards to red book standards. The change in measurement above is due to the change in audit standards.

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 2015-16 and 2016-17 Accomplishments

- Collected nearly \$1.1 billion in secured property taxes at a collection rate of 98% and collected over \$90 million in unsecured property taxes at a collection rate of 98% in FY 2016-17.
- Increased the number of on-line payments from 55,366 to 59,740 in FY 2015-16, and projecting to increase another 8% in FY 2016-17. On-line payments now account for approximately 20% of all bills paid.
- Completed two public auctions of tax defaulted property that included a total of 1,392 parcels.
- Answered 40,000 taxpayer phone calls in FY 2015-16.
- Managed Treasury Investment Pool with assets of over \$2.65 billion at the end of FY 2015-16, and provided liquidity for over 200 public agency pool participants.
- Earned over \$18.7 million in net interest earnings revenue in FY 2015-16 for all Treasury Pool participants through safe and prudent investing.



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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,347,507	\$3,284,281	\$3,328,349	\$3,338,599	\$3,338,599	\$3,338,600
Services and Supplies	2,313,326	2,610,404	2,812,696	2,900,558	2,900,558	2,900,558
Other Charges	0	23,000	0	0	0	0
Capital Assets	102,934	47,000	23,000	18,000	18,000	18,000
Other Financing Uses	0	498,302	0	0	0	500,296
TOTAL EXPENDITURES	\$5,763,767	\$6,462,987	\$6,164,045	\$6,257,157	\$6,257,157	\$6,757,454
REVENUE:						
Fines and Forfeitures	\$98,256	\$105,000	\$209,213	\$105,000	\$105,000	\$105,000
Charges for Services	3,608,823	3,719,857	4,233,738	3,834,891	3,834,891	3,834,891
Miscellaneous	467,521	441,270	555,597	501,000	501,000	501,000
Other Financing Sources:						
Redemption Trust Fund	626,659	876,222	365,000	1,022,712	1,022,712	1,022,712
TOTAL REVENUE	\$4,801,259	\$5,142,349	\$5,363,548	\$5,463,603	\$5,463,603	\$5,463,603
Less Available BSI *	\$0	(\$498,302)	\$0	\$0	\$0	(\$500,296)
NET GENERAL FUND COST	\$962,508	\$822,336	\$800,497	\$793,554	\$793,554	\$793,555
BSI Ending Balance *	\$498,302	N/A	\$476,302	N/A	N/A	N/A

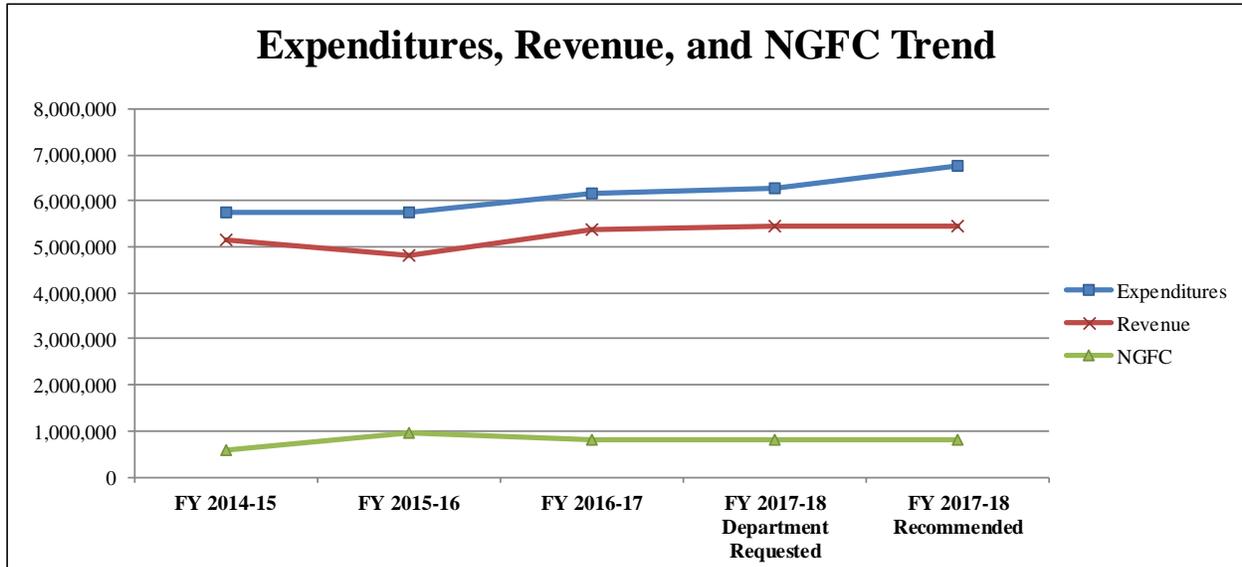
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 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, and equipment upgrades. 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.

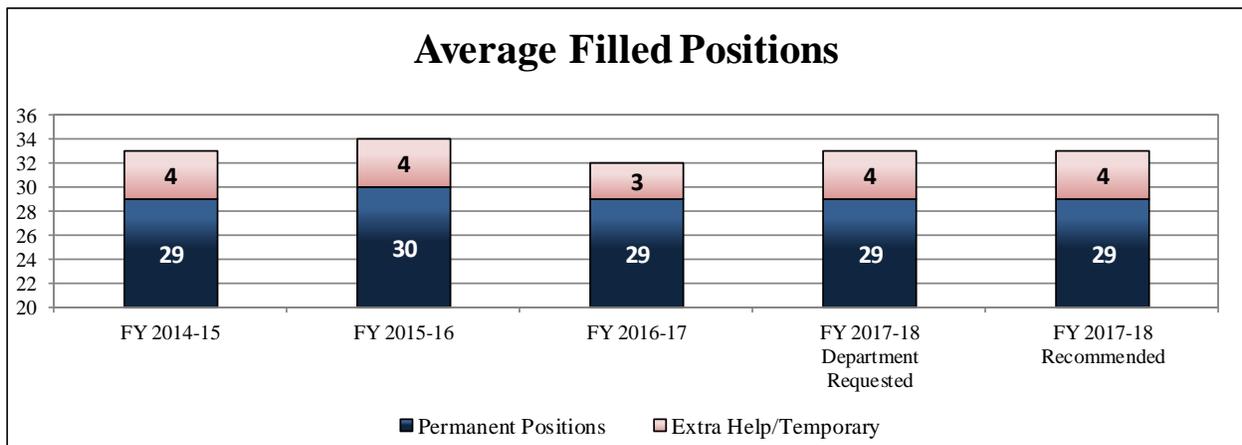
Budget Changes and Operational Impacts

The recommended budget maintains current levels of service and includes \$18,000 for the purchase of two (2) network servers. The department has budgeted the use of \$1,022,712 from the Redemption Trust Fund-Budget Unit 1121 to offset the cost of collecting and processing redemption payments. Reduction in redemption activity expenses or additional tax sale revenue, generated from the sale of delinquent properties, can reduce the amount of funds needed to be transferred. The recommended budget includes the use of \$120,666 of Budget Savings Incentive (BSI) credits to offset one-time costs.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 29 permanent, full-time positions, leaving one (1) Fiscal Support Technician position vacant and unfunded.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	29	30	29	29	29
Extra Help/Temporary	4	4	3	4	4
Total Positions	33	34	32	33	33
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	29	30	29	N/A	N/A
Extra Help/Temporary (FTE)	4	4	3	N/A	N/A
Total Positions	33	34	32	N/A	N/A
SALARIES & BENEFITS	\$3,355,679	\$3,347,507	\$3,328,349	\$3,338,599	\$3,338,600

Summary of Authorized Positions

The department has 30 authorized permanent positions, of which 29 positions have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	9	0	9
Taxpayer Services	11	0	0	11	10	1	11
Financial Services	9	0	0	9	9	0	9
Deferred Compensation	1	0	0	1	1	0	1
Total	30	0	0	30	29	1	30

Administration	Taxpayer Services	Financial Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Treasurer-Tax Collector	1 Fiscal Support Supervisor	2 Fiscal Support Specialist
1 Asst. Treasurer-Tax Collector	1 Fiscal Support Specialist	1 Principal Treasury Investment Off.
2 Accountant I/II/III	8 Fiscal Support Technician	6 Fiscal Support Technician
1 Confidential Administrative Asst.	1 Tax Collection Investigator II	9 Requested Total
1 Technology Services Manager	11 Requested Total	
1 Local Area Network Administrator		
2 Programmer I/II-Systems Analyst I/II		
9 Requested Total		
Deferred Compensation		
<u>Classification</u>		
1 Fiscal Support Technician		
1 Requested Total		



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of Secured taxes collected	98.15%	98.20%	100%	97.98%	100%
Percentage of Unsecured taxes collected	99.01%	99.10%	100%	98.63%	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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average wait time for incoming taxpayer telephone calls	41 sec.	32 sec.	Under 30 sec.	36 sec.	Under 35 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. For budgetary purposes, the department held vacant one Fiscal Support Technician position in FY 2016-17 and had several additional vacancies throughout the year, which negatively impacted the department's ability to answer phones quickly. The goal for FY 2017-18 reflects leaving one full-time position vacant.

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

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Deferred compensation transactions processed per FTE in the Deferred Compensation Division	5,235	5,962	5,500	6,606	6,000

This indicator measures the number of deferred compensation transactions processed per full-time equivalent 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 department continues to try to increase its efficiency through the automation of different types of transactions and the implementation of Voya Financial as the department's record-keeper.

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of new employees taking advantage of the deferred compensation employer match	47.4%	52.2%	100%	58.6%	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 orientations and started getting information online. The one-page Quick Enrollment Form that was introduced last year continues to increase enrollments. There was also a multiple award-winning marketing campaign designed to educate employees about the match. The average match percentage amount remains at 5.1%. It is important to note that this metric was affected by Kern Medical employees' transition to its own payroll system.



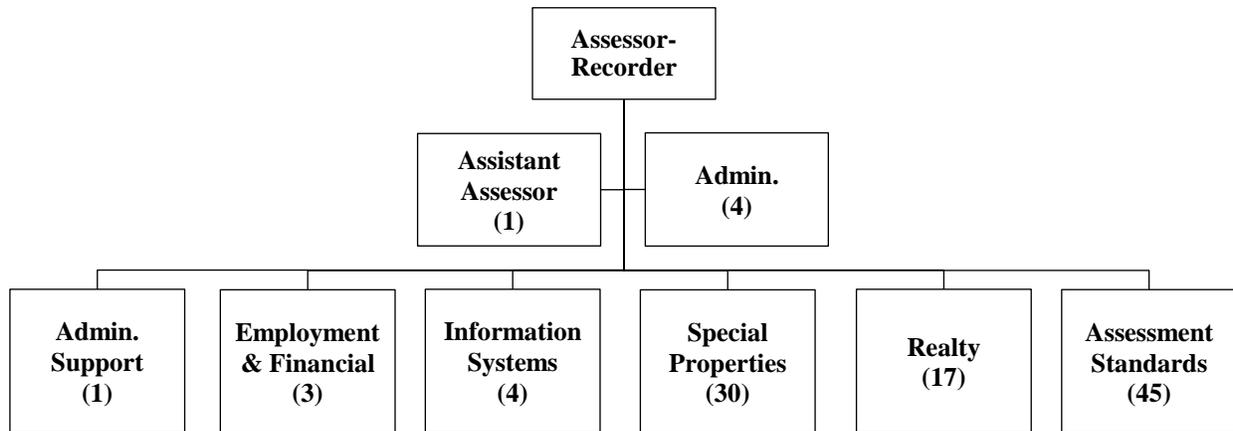
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Mission Statement

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 2015-16 and 2016-17 Accomplishments

- Initiated the replacement of the Oil and Gas Program.
- Revalued property destroyed by the Erskine Creek Fire, applied disaster relief under Revenue and Taxation Code Section 170.
- Completed the move of servers to the new ITS building, improving future security of Assessor's data.
- Completed the 2016 assessment roll by the end of June 2017.
- Completed the required audits for 2015 and reduced the backlog of pending audits.
- Reviewed approximately 40,000 residential values in Revenue and Taxation Code Section 51 status and made necessary adjustments due to changes in the real estate market.
- Completed annual review of employee owned property as required by the State Board of Equalization.
- Resolved numerous assessment appeals and had approximately 1,500 assessment appeals filed to date for the 2016 assessment year. The appeals backlog will be further reduced given the decrease filing volume.



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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$10,394,318	\$10,649,941	\$10,540,408	\$10,459,460	\$10,682,751	\$10,682,752
Services and Supplies	483,844	590,445	481,557	681,112	681,112	681,112
Capital Assets	0	127,000	0	110,000	110,000	110,000
Other Financing Uses	0	1,036,700	0	0	0	1,543,891
TOTAL NET EXPENDITURES	\$10,878,162	\$12,404,086	\$11,021,965	\$11,250,572	\$11,473,863	\$13,017,755
REVENUE:						
Use of Money/Property	\$15,133	\$16,000	\$18,315	\$16,000	\$16,000	\$16,000
Charges for Services	3,229,697	3,217,675	3,946,227	3,385,540	3,608,831	3,608,831
Miscellaneous	7,884	32	486	32	32	32
TOTAL REVENUE	\$3,252,714	\$3,233,707	\$3,965,028	\$3,401,572	\$3,624,863	\$3,624,863
Less Available BSI *	\$0	(\$1,036,700)	\$0	\$0	\$0	(\$1,543,891)
NET GENERAL FUND COST	\$7,625,448	\$8,133,679	\$7,056,937	\$7,849,000	\$7,849,000	\$7,849,001
BSI Ending Balance *	\$722,237	N/A	\$1,036,700	N/A	N/A	N/A

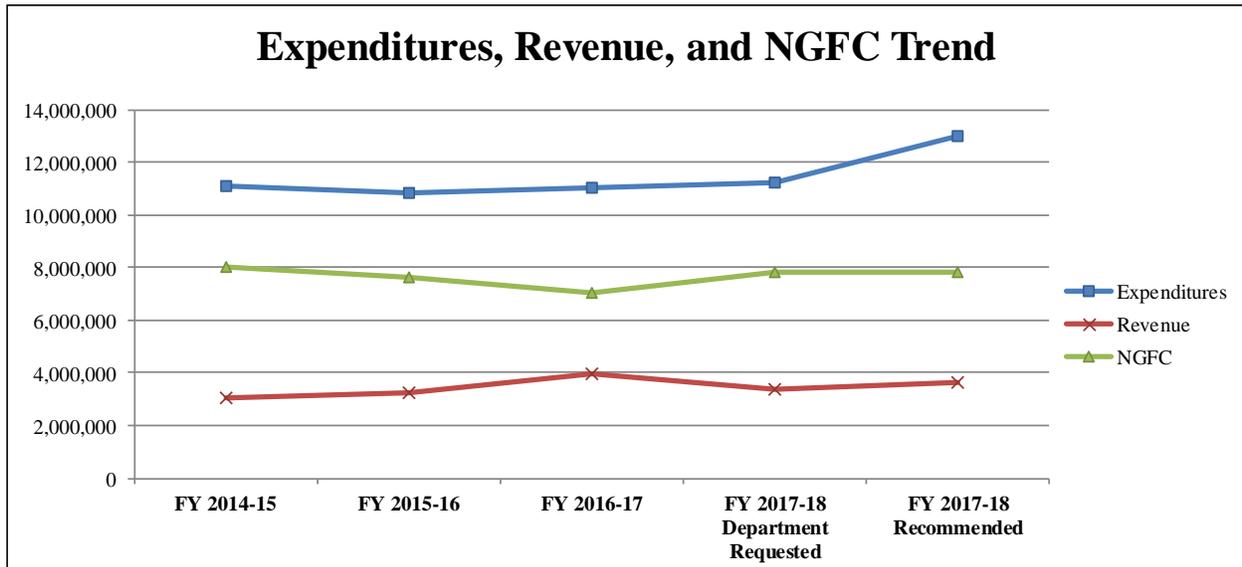
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the Assessor's office. The department 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 supplemental property taxes as statutorily allowed.

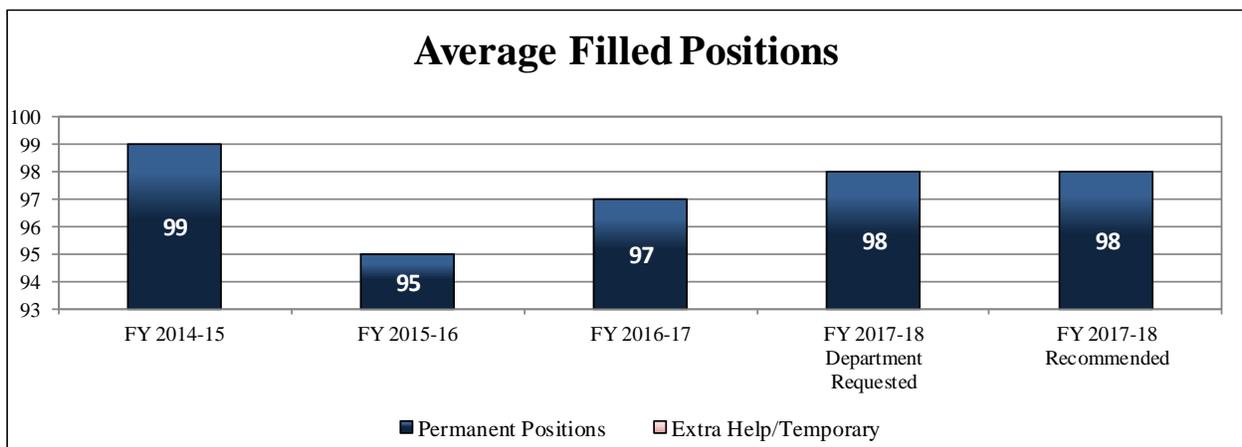
Budget Changes and Operational Impacts

The recommended budget includes the department using \$190,000 of its accumulated Budget Savings Incentive (BSI) credits to offset the one-time purchase of cashflow software and consulting services. The department expects Supplemental Assessment Fee revenues to increase allowing the department to absorb the 3.5% NGFC reduction without any service level impacts.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 98 out of 99 authorized permanent positions. The department will hold one (1) Fiscal Support Technician position vacant and unfunded for FY 2017-18.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	99	95	97	98	98
Extra Help/Temporary	0	0	0	0	0
Total Positions	99	95	97	98	98
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	98	94	95	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	98	94	95	N/A	N/A
SALARIES & BENEFITS	\$10,458,310	\$10,394,318	\$10,540,408	\$10,459,460	\$10,682,752

Summary of Authorized Positions

The department has 99 authorized permanent positions, of which 98 have been budgeted to be filled during FY 2017-18 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	4	0	0	4	4	0	4
Special Properties	29	0	0	29	29	0	29
Assessment Standards	16	0	0	16	15	1	16
Realty	40	0	0	40	40	0	40
Administration Support	1	0	0	1	1	0	1
Total	99	0	0	99	98	1	99

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> <p>3 Chief Appraiser</p> <hr/> <p>6 Requested Total</p>	<p><u>Classification</u></p> <p>1 Administrative Coordinator</p> <p>2 Fiscal Support Specialist</p> <hr/> <p>3 Requested Total</p>	<p><u>Classification</u></p> <p>1 LAN Systems Administrator</p> <p>2 Programmer I/II-Sys Analyst I/II</p> <p>1 Information Systems Specialist I</p> <hr/> <p>4 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>8 Auditor Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>3 Senior Appraiser</p> <p>3 Senior Auditor-Appraiser</p> <p>1 Supervising Auditor-Appraiser</p> <p>1 Supervising Appraiser</p> <hr/> <p>29 Requested Total</p>	<p style="text-align: center;">Assessment Standards</p> <p><u>Classification</u></p> <p>7 Appraisal Assistant</p> <p>4 Draft Tech./Eng. Tech. I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>3 Fiscal Support Technician</p> <hr/> <p>16 Requested Total</p>	<p style="text-align: center;">Real Property</p> <p><u>Classification</u></p> <p>7 Appraisal Assistant</p> <p>19 Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>3 Fiscal Support Technician</p> <p>6 Senior Appraiser</p> <p>3 Supervising Appraiser</p> <hr/> <p>40 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 Requested Total</p>		



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of appraisable events completed prior to roll close	99.5%	99.52%	99.9%	99.9%	99.9%

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.

Objective 2: Process paperwork timely to optimize revenue.

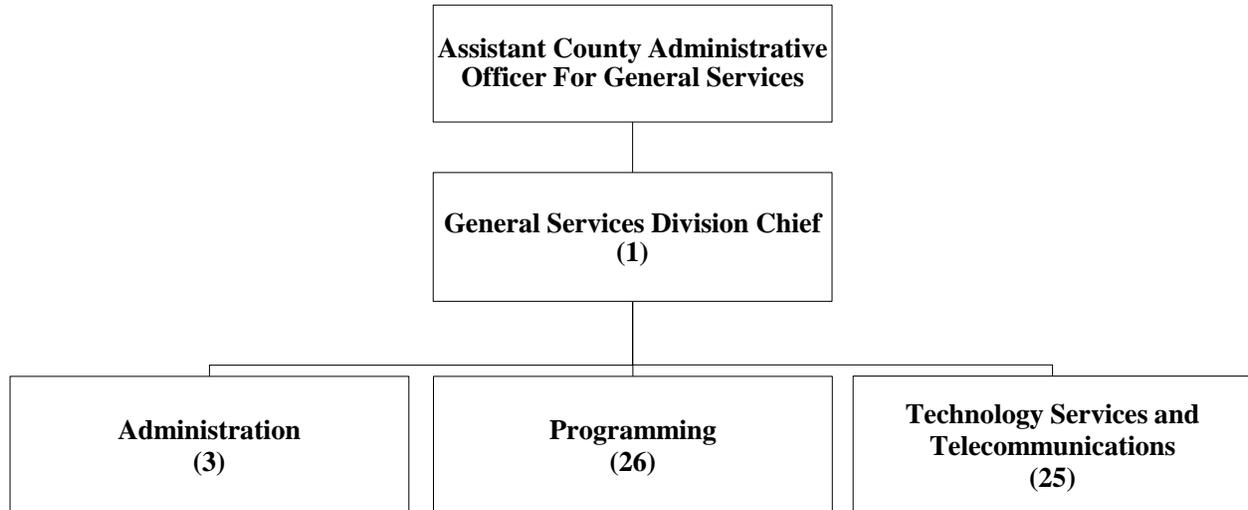
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of 571L Business Property Statements filed by the annual deadline.	100%	100%	100%	100%	100%

This performance 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 2015-16 and 2016-17 Accomplishments

- The telecommunications section implemented a new billing system, installed new equipment at various locations, and established emergency call centers for victims of Erskine Fire.
- The fiscal section assisted with the departure of Kern Medical from the County and the preparation for the departure of the local courts from the County payroll system.
- The division created a master address database for multiple County departments including the Sheriff, Fire, Planning and Elections.
- The technology services section completed or assisted in the completion of the following efforts: upgrading the network monitoring server; installation of new licenses for the surveillance systems at the County facilities in downtown Bakersfield; upgrading the Treasurer-Tax Collector’s switching infrastructure to the County backbone; and migrated various sessions from the old virtual private network appliance to the new appliance.
- The application development section completed or assisted in the completion of the following efforts: enhancements to the health benefits eligibility system; produced and filed federal tax forms related to satisfy the requirements of the Affordable Care Act; and updated various County reporting tools to meet new California reporting requirements.
- The division continues to implement the new Tyler Odyssey criminal justice system that will support the activities of the courts and public safety agencies.



Information Technology Services

Department Head: Ryan Alsop

Function: General Government

Fund: General

Activity: Other General

Budget Unit: 1160

Description of Major Services

Information Technology Services, a subdivision of the General 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 (CJIS), County's Payroll System, Financial Management System, and Database Administration.

Summary of Expenditures and Revenue

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,418,752	\$6,659,404	\$6,374,146	\$6,719,455	\$6,717,519	\$6,717,519
Services and Supplies	4,525,355	4,328,054	3,938,374	5,030,526	5,408,535	5,433,506
Other Charges	0	0	0	135,025	56,278	31,307
Capital Assets	3,129,156	26,500	422,805	0	0	529,749
Other Financing Uses	0	797,420	0	0	0	752,363
TOTAL EXPENDITURES	\$14,073,263	\$11,811,378	\$10,735,325	\$11,885,006	\$12,182,332	\$13,464,444
Expend. Reimb.	(\$1,864,168)	(\$1,799,816)	(\$1,720,193)	(\$2,127,001)	(\$2,118,494)	(\$2,118,494)
TOTAL NET EXPENDITURES	\$12,209,095	\$10,011,562	\$9,015,132	\$9,758,005	\$10,063,838	\$11,345,950
REVENUE:						
Charges for Services	\$5,208,553	\$4,715,401	\$4,744,858	\$5,353,041	\$5,326,654	\$5,326,654
Miscellaneous	40	1	29	1	1	1
Other Financing Sources:						
Automated County Warrant System	44,000	40,000	0	31,000	31,000	31,000
TOTAL REVENUE	\$5,252,593	\$4,755,402	\$4,744,887	\$5,384,042	\$5,357,655	\$5,357,655
Less Available BSI *	\$0	(\$797,420)	\$0	\$0	\$0	(\$752,363)
NET GENERAL FUND COST	\$6,956,502	\$4,458,740	\$4,270,245	\$4,373,963	\$4,706,183	\$5,235,932
BSI Ending Balance *	\$767,774	N/A	\$686,520	N/A	N/A	N/A

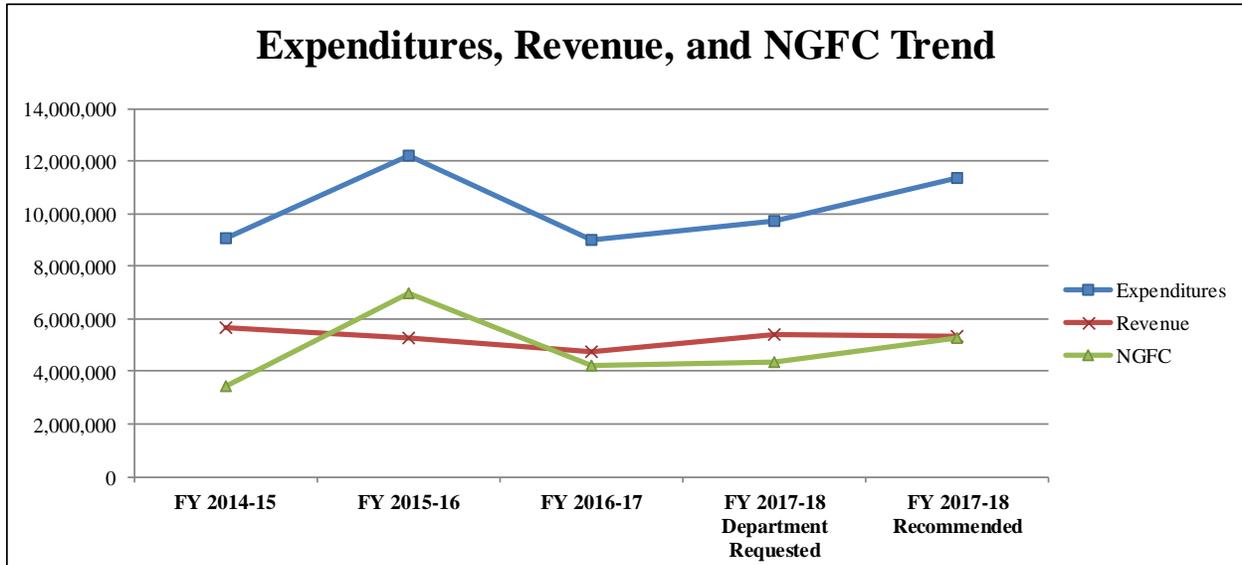
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures for this budget unit are associated with supplies and 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

Other charges expenditures are budgeted to cover the anticipated lease payments for new network security equipment. Expenditure reimbursements, services and supplies expenditures, and charges for services revenue are budgeted to increase to reflect the implementation of new e-mail and network security software. Planned capital assets expenditures include \$529,749 for additional costs related to the implementation of the new Tyler Odyssey criminal justice system. The recommended budget will allow the division to maintain current levels of service.

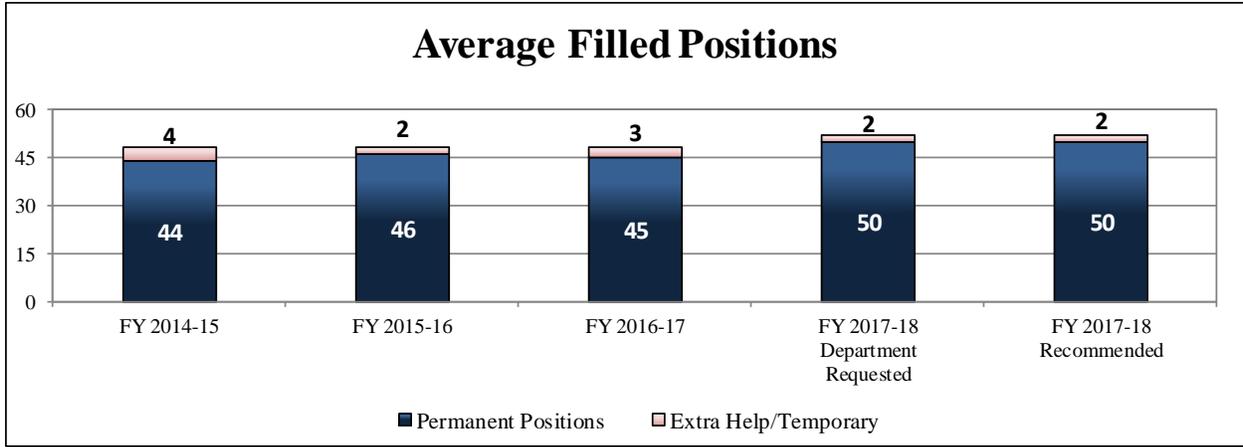


Staffing Changes and Operational Impacts

The recommended budget does not include any position additions or deletions.

The recommended budget holds two (2) Senior Systems Analyst positions, one (1) Database Analyst I/II position, one (1) Programmer I/II-Systems Analyst I/II position, and one (1) Information Systems Specialist I/II/III/Sr. position vacant and unfunded, at an annual savings of approximately \$798,000.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	44	46	45	50	50
Extra Help/Temporary	4	2	3	2	2
Total Positions	48	48	48	52	52
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	45	47	45	N/A	N/A
Extra Help/Temporary (FTE)	3	2	2	N/A	N/A
Total Positions	48	49	47	N/A	N/A
SALARIES & BENEFITS	\$6,020,253	\$6,418,752	\$6,374,146	\$6,719,455	\$6,717,519

Summary of Authorized Positions

The division currently has 55 authorized permanent positions, of which 50 are budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	4	0	4
Programming	26	0	0	26	22	4	26
Technology Services & Telecommunications	25	0	0	25	24	1	25
Total	55	0	0	55	50	5	55



Programming	Technology Services and Telecommunications	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
4 Technology Services Supervisor	2 Telecom Network Administrator	1 Tech Services Division Chief
2 Technology Services Manager	2 Technology Services Supervisor	1 Administrative Coordinator
4 Senior Systems Analyst	1 Technology Services Manager	1 Office Services Technician
1 GIS Manager	2 LAN Systems Administrator	1 Fiscal Support Specialist
1 System Programmer I/II	1 System Programmer I/II	<u>4</u> Requested Total
12 Programmer I/II-Sys Analyst I/II	2 Network System Administrator	
2 Database Analyst I/II	6 Info Systems Specialist I/II/III/Sr	
<u>26</u> Requested Total	1 Help Desk Supervisor	
	7 Help Desk Technician I/II/III	
	1 Telecom PBX Support Tech I/II	
	<u>25</u> Requested Total	

General Government



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: To promote and improve the efficiency and responsibility of Kern County government.

Objective 1: Make the County government accessible to citizens.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average number of hits on County website per resident	10.5	12.16	10.5	10.5	10.5

This measures public use of the County’s website and demonstrates public acceptance of our internet offering as an alternative method of obtaining information and conducting business with the County government. The increased usage of the County’s website indicates the public is becoming more aware of the County’s efforts to share information on its website. The department continues to work with customer departments to enhance the offerings of the County’s website.

Objective 2: Deliver Quality Service to our customers

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of time that the County’s IT servers are fully operational	99.97%	99.97%	99.97%	99.97%	99.97%
Average number of staff training hours per full time equivalent	15	22	15	15	15

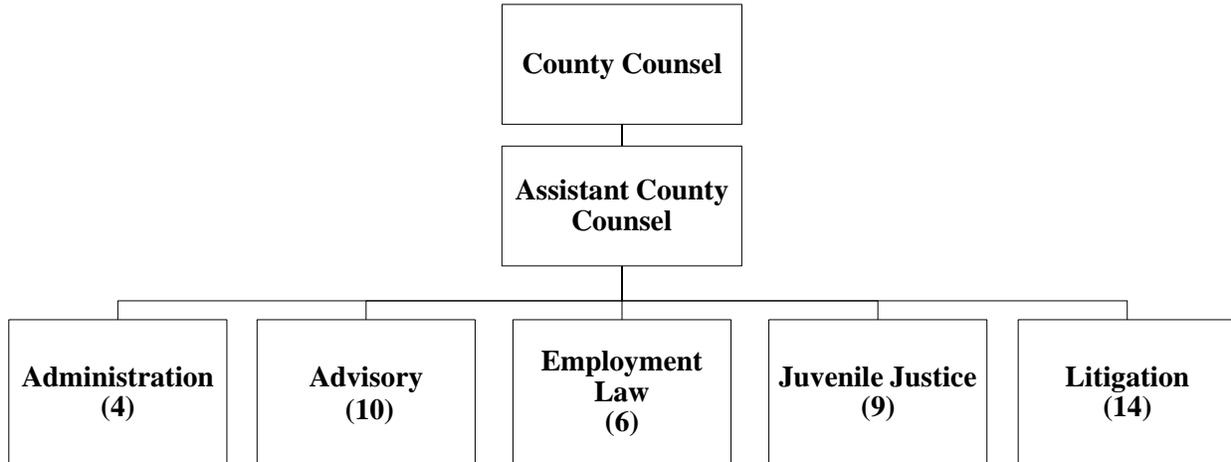
This measure demonstrates the department’s ability to provide timely and effective service to customers. The department continues to search for innovative ways to provide effective support to the customer departments within the budget constraints.



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 2015-16 and 2016-17 Accomplishments

- Assisted County staff to form Kern County Foundation, a County non-profit organization, and obtain federal and state non-profit status.
- Assisted clients in legal aspects of providing emergency housing in the aftermath of the Erskine fire.
- Formed the Indian Wells Valley Joint Powers Agreement and created a Groundwater Sustainability Act and bylaws for the Indian Wells Valley Ground Water Authority.
- The Health Law team, with outside counsel, Kern Medical staff and the County Administrative Office, drafted, researched, and negotiated agreements to transfer ownership of the county hospital to the Kern County Hospital Authority on July 1, 2016.
- Attended 767 litigation hearings. Prevailed in 11 cases involving claims for hundreds of thousands of dollars in damages. Closed three non-complying medical marijuana dispensaries and filed numerous complaints for injunctions to enforce the County’s medical marijuana moratorium.
- Became a leader in California for litigation under the Lanterman-Petris-Short Act and consulted regularly by other counties on LPS matters. Also instituted County policies and procedures for mental health hearings, creating greater efficiency and predictability.



County Council

Department Head: Mark Nations, Interim

Function: General Government

Fund: General

Activity: Counsel

Budget Unit: 1210

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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$8,552,896	\$8,699,348	\$8,643,605	\$7,833,716	\$8,200,771	\$8,241,556
Services and Supplies	828,504	895,872	623,171	1,078,679	711,624	1,061,165
Other Charges	4,648,759	1,152,010	1,679,345	1,148,591	1,148,591	1,148,591
Capital Assets	22,785	0	0	0	0	0
Other Financing Uses	0	1,332,040	0	0	0	1,323,084
TOTAL EXPENDITURES	\$14,052,944	\$12,079,270	\$10,946,121	\$10,060,986	\$10,060,986	\$11,774,396
Expend. Reimb.	(\$197,348)	(\$204,000)	(\$172,583)	(\$161,410)	(\$161,410)	(\$161,410)
TOTAL NET EXPENDITURES	\$13,855,596	\$11,875,270	\$10,773,538	\$9,899,576	\$9,899,576	\$11,612,986
REVENUE:						
Charges for Services	\$6,742,703	\$6,828,780	\$7,244,685	\$6,274,708	\$6,274,708	\$6,274,708
Miscellaneous	84,788	15,000	123,005	15,000	15,000	15,000
TOTAL REVENUE	\$6,827,491	\$6,843,780	\$7,367,690	\$6,289,708	\$6,289,708	\$6,289,708
Less Available BSI *	\$0	(\$1,332,040)	\$0	\$0	\$0	(\$1,323,084)
NET GENERAL FUND COST	\$7,028,105	\$3,699,450	\$3,405,848	\$3,609,868	\$3,609,868	\$4,000,194
BSI Ending Balance *	\$1,230,018	N/A	\$1,332,040	N/A	N/A	NA

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

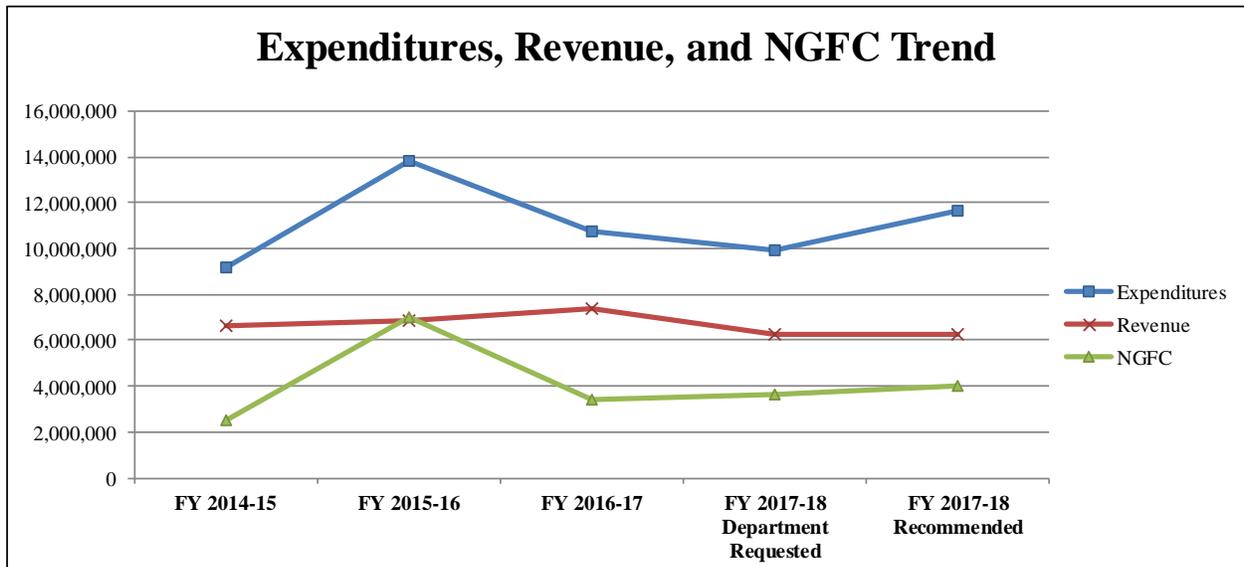
The budget unit is primarily funded through charges for services to other departments and an allocation of Net General Fund Cost (NGFC). The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the legal functions of the County. The expenses 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. This amount is exclusive of in-house staff costs. The costs associated with uninsured litigation in FY 2016-17

was \$1.7 million, a decrease of approximately \$3 million from FY 2015-16 which had a greater amount of costs associated with Measure “E” litigation.

The department has accrued Budget Savings Incentive (BSI) credits in the amount of \$1,713,409 and has budgeted to use \$390,325 towards a court mandated Environmental Impact Report related to Measure “E”, which leaves a BSI balance of \$1,323,084.

Budget Changes and Operational Impacts

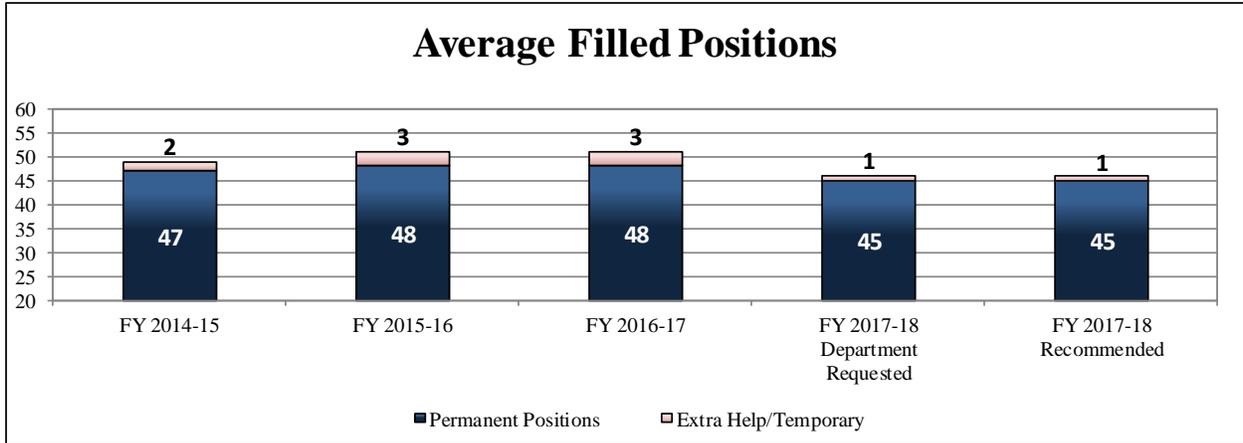
Salaries and benefits have decreased to reflect four positions that will be held vacant in FY 2017-18 in order to meet NGFC. A decrease in other charges is due to the reduction in uninsured litigation costs. Charges for Services is decreasing due to holding positions vacant which results in less billable hours as well as a decrease in revenue from Kern Medical due to the department no longer providing legal services to the Kern Hospital Authority.



Staffing Changes and Operational Impacts

The recommended budget does not include any additions or deletions of positions.





4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	47	48	48	45	45
Extra Help/Temporary	2	3	3	1	1
Total Positions	49	51	51	46	46
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	46	46	48	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
Total Positions	47	47	50	N/A	N/A
SALARIES & BENEFITS	\$7,886,787	\$8,552,896	\$8,643,605	\$7,833,716	\$8,241,556

Summary of Authorized Positions

The department has 49 authorized positions. One (1) Chief Deputy County Counsel position, two (2) Deputy County Counsel I/II/III/IV/V positions, and one (1) Office Services Technician position will be held vacant during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	6	0	6
Advisory	10	0	0	10	10	0	10
Employment Law	6	0	0	6	6	0	6
Health Law	2	0	0	2	0	2	2
Juvenile Justice	10	0	0	10	9	1	10
Litigation	15	0	0	15	14	1	15
Total	49	0	0	49	45	4	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/II/III/IV/V	3 Deputy County Counsel I/II/III/IV/V
1 Administrative Coordinator	2 Paralegal I/Sr.	1 Paralegal I/Sr.
1 Info Systems Specialist I/II/III/Sr	1 Legal Secretary	1 Office Services Technician
1 Senior Office Services Specialist	<u>10</u> Requested Total	<u>6</u> Requested Total
1 Office Services Specialist		
<u>6</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/II/III/IV/V	1 Chief Deputy County Counsel
<u>1</u> Deputy County Counsel I/II/III/IV/V	2 Paralegal I/Sr.	8 Deputy County Counsel I/II/III/IV/V
<u>2</u> Requested Total	1 Office Services Technician	3 Paralegal I/Sr.
	<u>1</u> Office Services Assistant	<u>3</u> Legal Secretary
	<u>10</u> Requested Total	<u>15</u> Requested Total



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Total cost of legal services as a percentage of total County expenditures.	.54%	.89%	< .8%	.56%	< .53%
Percent of lawsuits resolved with a payout to plaintiffs of \$10,000 or less.	35 of 40 66%	32 of 41 or 78%	30 of 40 or 75%	27 of 43 or 63%	27 of 40 or 68%

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. 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.

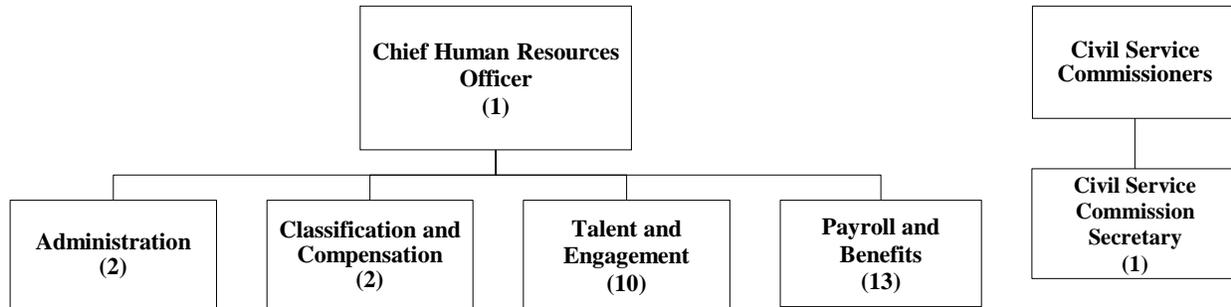
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
The percentage of clients rating legal services as effective.	100%	89%	95%	92%	97%
The percentage of contracts reviewed within ten business days.	98%	98%	95%	97%	100%

The first indicator measures how clients (County departments) assess the effectiveness of the legal services provided by the attorneys based on the completion of standardized legal service evaluations. The evaluations provide a measurement of how timely and competently the County attorneys are addressing the legal needs of the departments. The second indicator measures how timely the Advisory Team of attorneys reviews contracts. The goal for the department is that contracts be reviewed within ten business days. Timely turnaround of contracts ensures the pace of County business is maintained. A reduction in County Counsel's costs means a reduced net general fund contribution.

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 2015-16 and 2016-17 Accomplishments

- The Human Resources Division has worked steadfastly to reduce the health care costs the County pays for its employees. Through a change in network on the Point of Service plan, increased membership in lower-cost plans, and more favorable provider rates on the Kern Legacy plan, the County has reduced its medical claims expenses by \$7.9 million since FY 2014-2015.
- The division is also leading the county-wide effort to place former General Fund positions in non-General Fund departments to reduce the impact to the discretionary resources of the General Fund. The division has an ongoing partnership with the Human Services Department to have one Senior Human Resources Analyst and one Human Resources specialist perform the recruitment work for our largest employing department. This arrangement allows the Human Resources Division to reduce the allocation of General Fund resources needed for operations.
- The division has piloted a fully-integrated online testing platform for written examinations. Kern County is the first County in California to fully utilize online testing for most examinations.



Human Resources Division

Department Head: Ryan Alsop

Fund: General

Budget Unit: 1310

Function: General Government

Activity: Human Resources

Description of Major Services

The Human Resources Division of the County Administrative Office is responsible for the test and measurement process for potential and existing County employees, 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 and retiree health benefits, voluntary benefits, unemployment insurance, 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.

The voters of Kern County adopted a Civil Service Ordinance in 1956 under the authority of Civil Service Enabling Law as set forth in the Government Code of the State of California. The Civil Service System provides for employment on a merit basis and equitable and uniform procedures for dealing with personnel matters through a Civil Service Commission.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,649,489	\$3,845,792	\$3,652,810	\$3,574,391	\$3,580,196	\$3,578,996
Services and Supplies	237,954	292,609	217,484	480,059	474,254	475,454
Other Financing Uses	0	64,456	0	0	0	258,572
TOTAL EXPENDITURES	\$3,887,443	\$4,202,857	\$3,870,294	\$4,054,450	\$4,054,450	\$4,313,022
Expend. Reimb.	(\$28,095)	(\$26,440)	(\$16,790)	(\$26,538)	(\$26,538)	(\$26,538)
TOTAL NET EXPENDITURES	\$3,859,348	\$4,176,417	\$3,853,504	\$4,027,912	\$4,027,912	\$4,286,484
REVENUE:						
Charges for Services	\$1,549,772	\$1,342,870	\$1,652,514	\$1,477,371	\$1,477,371	\$1,477,371
Miscellaneous	1,011	520	535	520	520	520
Other Financing Sources:						
AB 109 Realignment	80,837	0	0	0	0	0
TOTAL REVENUE	\$1,631,620	\$1,343,390	\$1,653,049	\$1,477,891	\$1,477,891	\$1,477,891
Less Available BSI *	\$0	(\$64,456)	\$0	\$0	\$0	(\$258,572)
NET GENERAL FUND COST	\$2,227,728	\$2,768,571	\$2,200,455	\$2,550,021	\$2,550,021	\$2,550,021
BSI Ending Balance *	\$51,637	N/A	\$64,456	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

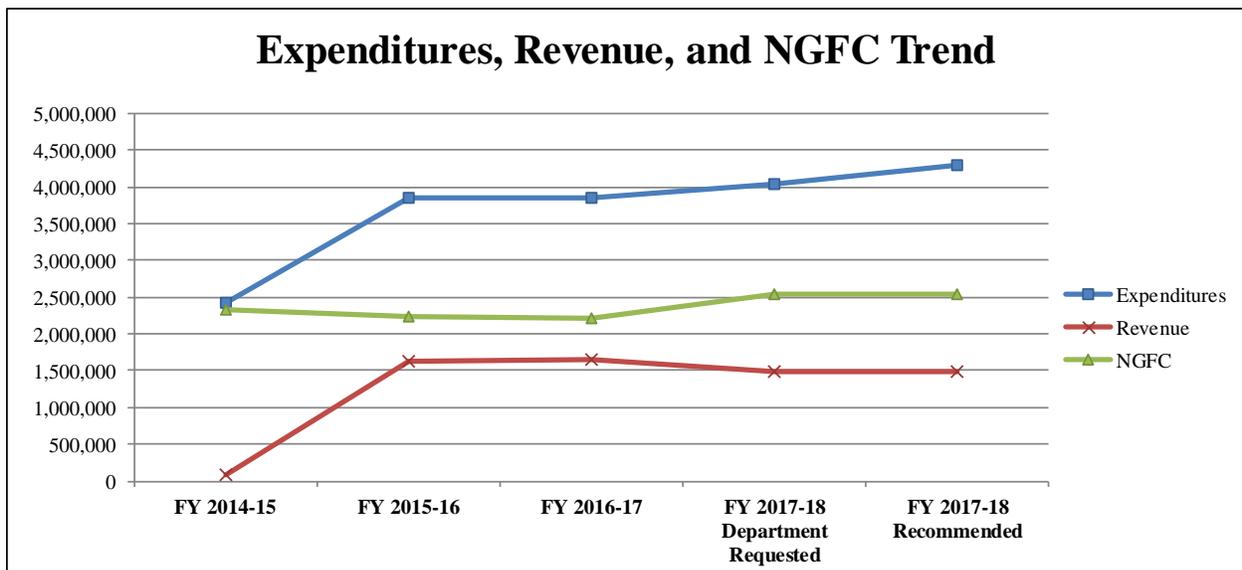
The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the division. The division is primarily funded by an allocation of Net General Fund Cost. However, the department also receives reimbursement of

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.

The Civil Service Commission portion of this budget provides resources for Commission meeting expenses in the amount of \$27,000, hearing officer service fees in the amount of \$20,000, travel expenses in the amount of \$3,000, supplies in the amount of \$3,000, and salaries and benefits for the Civil Service Commission Secretary in the amount of \$75,000. The Civil Service Commission approved this budget in accordance with County ordinance 3.04.040.

Budget Changes and Operational Impacts

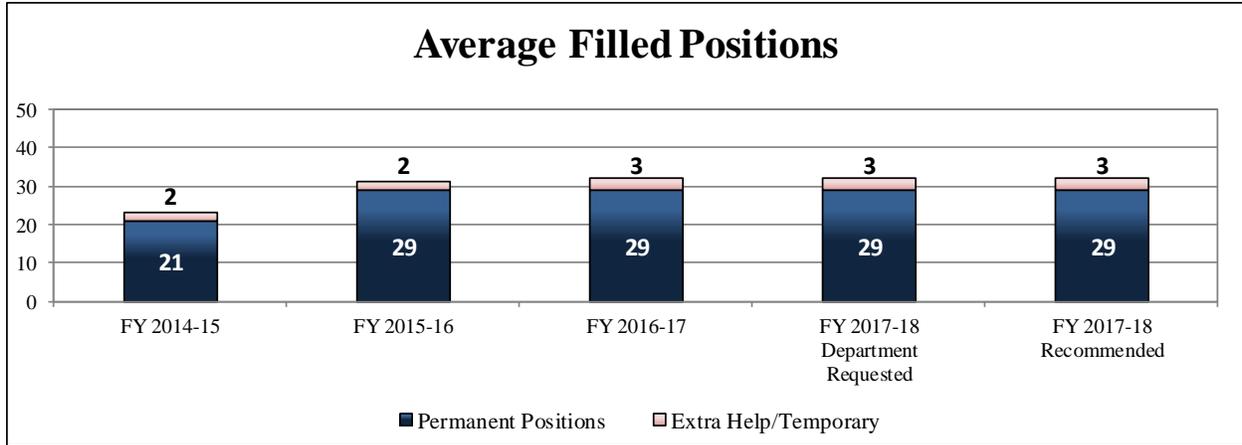
The former Personnel Department and the Health Benefits Division of the County Administrative Office underwent a reorganization in FY 2015-16. The additional staffing and resources from the Health Benefit functions are the primary cause of increased expenditures. The change in revenue in FY 2015-16 forward reflects the reimbursement for staff costs associated with the transferred Health Benefits employees. Services and supplies are budgeted to increase primarily due to the inclusion of \$120,000 for the acquisition of a LinkedIn recruitment services platform. The recommended budget will allow the division to maintain current levels of service.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Deputy Human Resources Officer position and the deletion of one (1) Human Resources Division Manager position, at a net cost of approximately \$36,000.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	21	29	29	29	29
Extra Help/Temporary	2	2	3	3	3
Total Positions	23	31	32	32	32
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	20	28	29	N/A	N/A
Extra Help/Temporary (FTE)	2	2	3	N/A	N/A
Total Positions	22	30	32	N/A	N/A
SALARIES & BENEFITS	\$2,245,570	\$3,649,489	\$3,652,810	\$3,574,391	\$3,578,996

Summary of Authorized Positions

The division has 29 authorized permanent positions, all of which have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	4	0	0	4	4	0	4
Classification and Compensation	2	0	0	2	2	0	2
Talent and Engagement	10	1	(1)	10	10	0	10
Payroll and Benefits	13	0	0	13	13	0	13
Total	29	1	(1)	29	29	0	29

Payroll and Benefits	Talent and Engagement	Classification and Compensation
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy HR Officer	3 Human Resources Specialist I/II	1 Deputy HR Officer
1 Principal HR Analyst	5 Human Resources Analyst I/Sr.	1 Principal HR Analyst
4 Human Resources Specialist I/II	1 Human Resources Div Manager	<u>2</u> Requested Total
2 Sr. Human Resources Specialist	1 Fiscal and Policy Analyst I/II/III	
1 Health Plan Admin Coordinator	<u>10</u> Current Total	
2 Health Plan Services Rep I/II	<u>Additions/Deletions</u>	
2 Health Plan Utilization Spec I/II	1 Deputy HR Officer	
<u>13</u> Requested Total	<u>(1)</u> Human Resources Div Manager	
	<u>10</u> Requested Total	
 Administration		
1 Chief Human Resources Officer		
1 Human Resources Assistant		
1 Human Resources Specialist I/II		
1 Civil Service Comm Secretary		
<u>4</u> Requested Total		



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

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

Objective 1 Monitor recruitment and promotion processes to ensure optimal responsiveness

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of certifications made within two days of the availability of an eligible list and valid requisition.	92%	100%	100%	99%	100%
Average number of days for completion of eligible lists from date of the receipt of a requisition	48	44	45	40	35
Percentage of classification actions completed within three months of receipt of request	80%	100%	100%	100%	100%

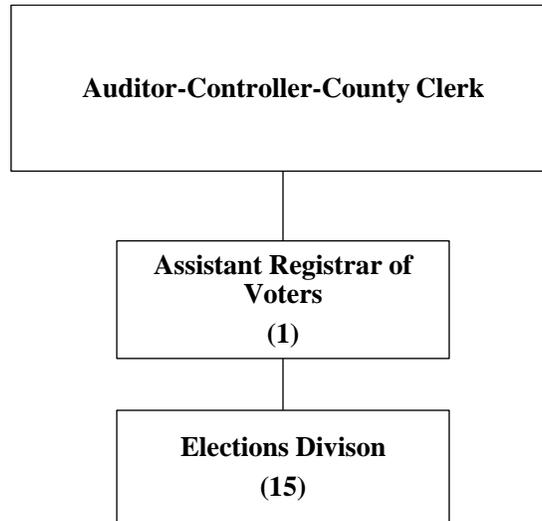
The recruitment process is the most basic department function. This measure allows the department to track progress in this fundamental area, which determines the time frame for advertising, accepting and receiving applications, and identifying and certifying eligible candidates to departments in order to fill vacancies. 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 levels of service, including prompt examinations, certifications and requests for reclassification studies continue to increase while staffing the Human Resources Division remains static.



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 2015-16 and 2016-17 Accomplishments

- Leading the State by implementing portions of the certified Dominion Democracy Suite Voting System during the 2015 Uniform District Elections. This was enabled after receiving approval by the California Secretary of State for a blended voting system and proved a success during the 2016 Presidential Primary and General Elections.
- Obtained approval from the California Secretary of State for modification of procedures to permit ballot adjudication during the vote by mail processing period, and working to permit write-in ballot processing during vote by mail processing period. These changes facilitate the canvassing process and provides unofficial election night results that are nearly complete.
- Continuing voting systems upgrades by currently seeking Help American Vote Act (HAVA) funds to replace outdated voting touchscreens without impact to the General Fund.
- The Assistant Registrar of Voters represented Kern County by co-chairing the California Association of Clerks and Elections Officials Legislative Committee through March 2016 when she stepped down to focus on the voting system implementation.

Elections

Department Head: Mary B. Bedard, Elected

Function: General Government

Fund: General

Activity: Elections

Budget Unit: 1420

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

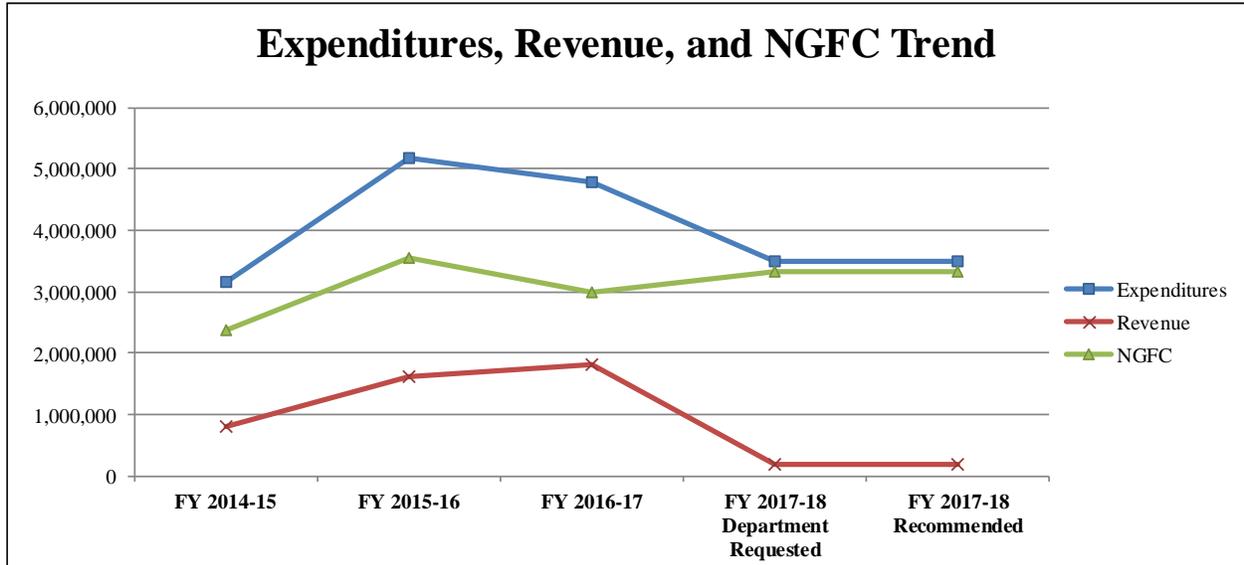
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,601,443	\$1,749,373	\$1,629,006	\$1,712,048	\$1,712,048	\$1,711,671
Services and Supplies	2,358,113	2,437,352	3,149,064	1,815,280	1,815,280	1,815,658
Other Charges	0	1	0	0	0	0
Capital Assets	1,267,670	0	94,661	0	0	0
TOTAL EXPENDITURES	\$5,227,226	\$4,186,726	\$4,872,731	\$3,527,328	\$3,527,328	\$3,527,329
Expend. Reimb.	(\$56,825)	(\$56,000)	(\$72,450)	(\$20,000)	(\$20,000)	(\$20,000)
TOTAL NET EXPENDITURES	\$5,170,401	\$4,130,726	\$4,800,281	\$3,507,328	\$3,507,328	\$3,507,329
REVENUE:						
Intergovernmental	\$1,297,255	\$85,000	\$386,719	\$0	\$0	\$0
Charges for Services	315,430	595,300	1,417,428	185,300	185,300	185,300
Miscellaneous	5,027	10,500	6,214	2,500	2,500	2,500
TOTAL REVENUE	\$1,617,712	\$690,800	\$1,810,361	\$187,800	\$187,800	\$187,800
NET GENERAL FUND COST	\$3,552,689	\$3,439,926	\$2,989,920	\$3,319,528	\$3,319,528	\$3,319,529

Major Expenditures and Revenue in FY 2017-18 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 (NGFC).

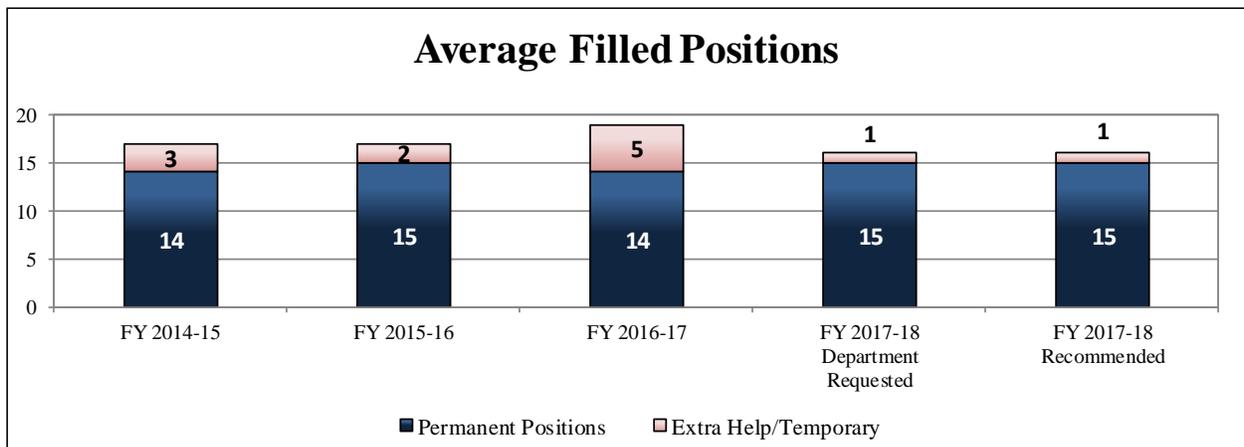
Budget Changes and Operational Impacts

The recommended budget provides funding for a Uniform District Election in November 2017. The Division’s budget shows a considerable decline in both revenue and expenditures due to the lack of a General Election in FY 2017-18. The department is able to absorb the 3.5% NGFC reduction with no service level impacts.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 15 positions, and holds one (1) Elections Process Supervisor position vacant and unfunded. The division will transfer one (1) Information Systems Specialist I/II/III/Senior position to the Auditor-Controller in an effort to align duties with the division’s responsibilities. Consequently, the Elections division will add one (1) Elections Process Clerk I/II/III position. The number of requested temporary positions has decreased since a General Election will not occur in FY 2017-18.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
4-Year Staffing Trend					
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	14	15	14	15	15
Extra Help/Temporary	3	2	5	1	1
Total Positions	17	17	19	16	16
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	14	16	16	N/A	N/A
Extra Help/Temporary (FTE)	2	2	3	N/A	N/A
Total Positions	16	18	19	N/A	N/A
SALARIES & BENEFITS	\$1,271,890	\$1,601,443	\$1,629,006	\$1,712,048	\$1,711,671

Summary of Authorized Positions

The division has 16 authorized permanent positions; 15 positions have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Elections	16	1	(1)	16	15	1	16
Total	16	1	(1)	16	15	1	16

Elections

Classification

- 1 Division Chief, County Clerk-Elections
- 1 Elections Program Coordinator
- 1 Elections Process Coordinator
- 2 Elections Process Supervisor
- 7 Election Process Clerk I/II/III
- 1 Elections Warehouse Supervisor
- 2 Programmer I/II
- 1 Information Systems Specialist I/II/III/Senior
- 1 Office Services Technician

16 **Current Total**

Additions/Deletions

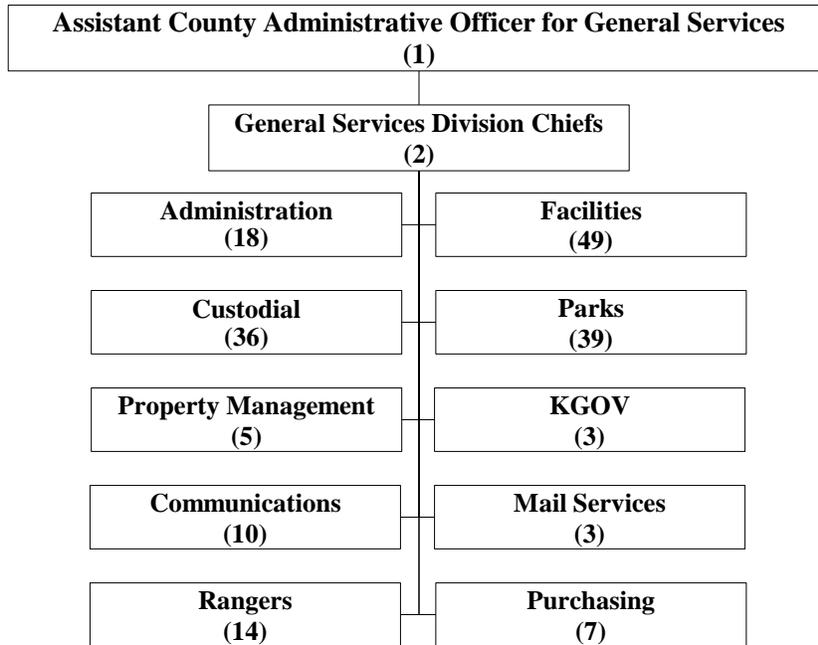
- (1) Information Systems Specialist I/II/III/Senior
- 1 Election Process Clerk I/II/III

16 **Requested Total**

Mission Statement

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

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- The Purchasing Division was nationally recognized and awarded the “Achievement of Excellence in Procurement” for the sixth consecutive year.
- The Property Management Division negotiated and completed 56 new, amended, and/or assigned lease agreements, six property transfers, 10 license agreements, 40 license and concession agreements for parks, and six new or renewed franchise agreements. Division staff successfully renegotiated several existing lease agreements to reduce current and future rental rates, resulting in approximately \$400,000 in savings.
- The Maintenance Division maintains approximately 1.5 million square feet of County occupied facilities from Frazier Park to Ridgecrest. The division has completed phase two of the LED lighting upgrade project, which will save the County thousands of dollars in energy and maintenance costs.
- The Mail Services Division has implemented a certified mail tracking program to effectively track the delivery of certified mail to departments.
- The KGOV division has produced several public broadcasts including the Kern Council of Governments award ceremony, the Kern Economic Development Corporations economic summit, the State of the County event, and several others.



General Services

Department Head: Ryan Alsop
Fund: General
Budget Unit: 1610

Function: General Government
Activity: Property Management

Description of Major Services

The General Services Division of the County Administrative Office 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; payment and allocation of utility costs; and operations and maintenance of County park and senior center facilities.

Summary of Expenditures and Revenue

	FY 2015-16		FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$9,900,867	\$9,383,525	\$16,992,043	\$16,223,385	\$16,233,433	\$16,225,781	
Services and Supplies	2,572,725	2,469,370	4,651,226	4,783,827	4,773,779	4,781,431	
Other Charges	0	0	12,435	10,500	10,500	10,500	
Capital Assets	111,503	227,000	46,549	335,000	335,000	335,000	
Other Financing Uses	0	921,774	29	100	100	1,644,804	
TOTAL EXPENDITURES	\$12,585,095	\$13,001,669	\$21,702,282	\$21,352,812	\$21,352,812	\$22,997,516	
Expend. Reimb.	(\$1,517,030)	(\$1,547,884)	(\$1,547,073)	(\$1,411,699)	(\$1,411,699)	(\$1,411,699)	
TOTAL NET EXPENDITURES	\$11,068,065	\$11,453,785	\$20,155,209	\$19,941,113	\$19,941,113	\$21,585,817	
REVENUE:							
Fines and Forfeitures	\$110,874	\$54,000	\$78,642	\$84,500	\$84,500	\$84,500	
Use of Money/Property	0	0	235,834	294,000	294,000	294,000	
Charges for Services	2,370,099	1,907,192	4,135,671	4,088,001	4,088,001	4,088,001	
Miscellaneous	13,291	11,000	67,839	48,123	49,123	49,123	
Other Financing Sources:							
DIVCA	176,636	324,000	118,055	310,000	310,000	310,000	
CD-Home Investment Trust	0	0	2,561	1,000	0	0	
Off Highway Vehicle License Fee	0	0	45,213	4,400	4,400	4,400	
TOTAL REVENUE	\$2,670,900	\$2,296,192	\$4,683,814	\$4,830,024	\$4,830,024	\$4,830,024	
Less Available BSI *	\$0	(\$921,774)	\$0	\$0	\$0	(\$1,644,704)	
NET GENERAL FUND COST	\$8,397,165	\$8,235,819	\$15,471,395	\$15,111,089	\$15,111,089	\$15,111,089	
BSI Ending Balance *	\$878,142	N/A	\$1,388,143	N/A	N/A	N/A	

* BSI = Budget Savings Incentives

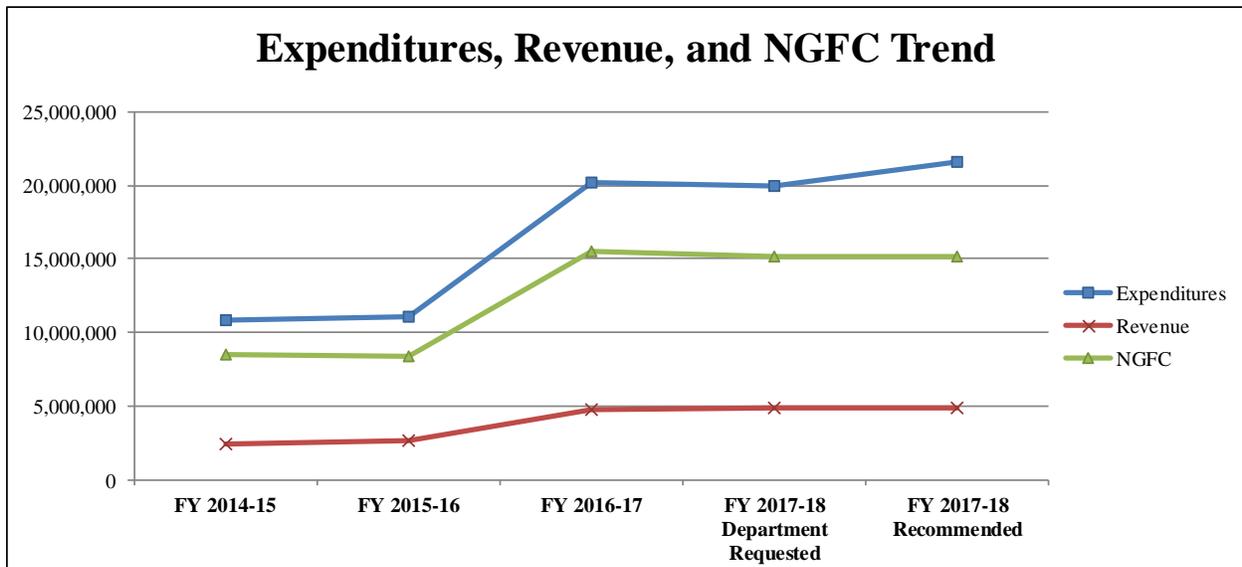
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 Parks and Recreation Department was merged with the General Services Division mid-year in FY 2016-17. The budgeted increases over FY 2016-17 adopted in salaries and benefits and services and supplies expenditures, and charges for services revenue are primarily due to this merger. Charges for services revenue is also anticipated to increase due to the scheduled increase of select park service fees in January 2018.

The recommended budget provides the division with funding for 164 permanent positions, which requires the use of \$802,067 of \$1,644,704 in accumulated BSI credits. Total recommended staffing for FY 2017-18 is in line with combined Parks and General Service prior year actuals, which will allow the division to maintain similar service levels. The division is able to meet the 3.5% Net General Fund Cost reduction with no service level impacts.

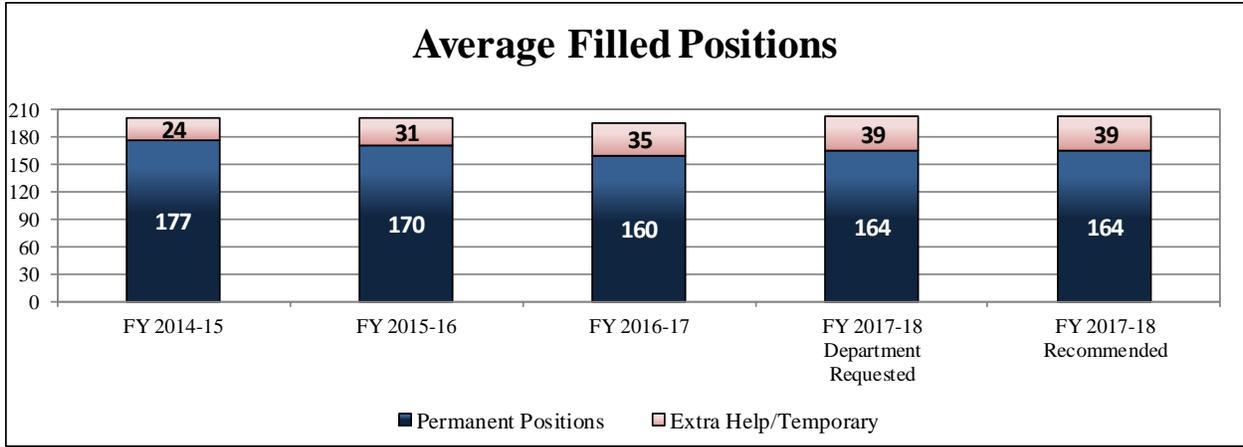


Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. Prior year average filled and full-time equivalent position figures have been modified to include historical Parks data for consistent annual comparisons.

The recommended budget holds the following positions vacant and unfunded: two (2) Administrative Coordinator, five (5) Maintenance Worker I/II/III/IV, one (1) Mail Clerk I/II, eight (8) Building Services Worker I/II/III, three (3) Park Ranger Trainee/I/II, one (1) Area Park Supervisor, and three (3) Groundskeeper III.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	177	170	160	164	164
Extra Help/Temporary	24	31	35	39	39
Total Positions	201	201	195	203	203
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	179	169	162	N/A	N/A
Extra Help/Temporary (FTE)	20	26	31	N/A	N/A
Total Positions	199	195	193	N/A	N/A
SALARIES & BENEFITS	\$9,968,989	\$9,900,867	\$16,992,043	\$16,223,385	\$16,225,781

Summary of Authorized Positions

The recommended budget includes 187 authorized permanent positions, of which 164 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Administration	21	0	0	21	19	2	21
Communications	10	0	0	10	10	0	10
Facilities	49	0	0	49	44	5	49
KGOV	3	0	0	3	3	0	3
Mail Services	3	0	0	3	2	1	3
Property Management	5	0	0	5	5	0	5
Custodial	36	0	0	36	27	9	36
Purchasing	7	0	0	7	7	0	7
Parks	39	0	0	39	36	3	39
Rangers	14	0	0	14	11	3	14
Total	187	0	0	187	164	23	187



Administration	Facilities	Parks
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 General Services Manager	1 General Services Manager
2 General Services Division Chief	6 Air Conditioning Mechanic	3 Equipment Operator
1 Accountant I/II/III	5 Maintenance Carpenter	1 Sr. Mower Repair Mechanic
3 Administrative Coordinator	5 Maintenance Electrician	3 Area Park Supervisor
1 Administrative Services Officer	1 Maintenance Plumber	6 Park Supervisor
1 Business Manager	2 Maintenance Supervisor	2 Park Caretaker
2 Fiscal Support Supervisor	26 Maintenance Worker I/II/III/IV	3 Tree Trimmer I/II
5 Fiscal Support Specialist	1 Stock Clerk	1 Tree Trimmer III
2 Fiscal Support Technician	1 Utility Worker	5 Groundskeeper I/II
1 Office Services Coordinator	1 Warehouse Supervisor	14 Groundskeeper III
1 Office Services Specialist	<u>49</u> Requested Total	<u>39</u> Requested Total
1 Special Projects Manager		
<u>21</u> Requested Total		
	Property Management	KGOV
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 General Services Manager	1 General Services Manager	2 Video Services Producer
29 Building Service Worker I/II/III	1 Energy Coordinator	1 Broadcast Engineer
1 Supervising Bldg Service Worker	<u>3</u> Real Property Agent I/II/III	<u>3</u> Requested Total
3 Senior Building Service Worker	<u>5</u> Requested Total	
2 Bldg Service Worker I/II/III-KRV		
<u>36</u> Requested Total		
	Mail Services	Rangers
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 General Services Manager	2 Mail Clerk I/II	4 Security Attendant I/II
7 Comm Technician I/II/III	1 Supervising Mail Clerk	1 Park Ranger Manager
1 Supervising Comm Technician	<u>3</u> Requested Total	2 Supervising Park Ranger
1 Telecommunications Engineer		<u>7</u> Park Ranger Trainee I/II
<u>10</u> Requested Total		<u>14</u> Requested Total
Purchasing		
<u>Classification</u>		
1 General Services Manager		
3 Buyer I/II/III		
1 Contract Administrator		
1 Fiscal Support Specialist		
1 Supervising Buyer		
<u>7</u> Requested Total		



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Hold County department and employees accountable to do their jobs well.

Objective 1: County facilities are well maintained and fully operational enabling the effective delivery of County services.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	13	18	14	17	19
Average number of days to complete a request for communication services within County facilities	2	3	3	3	3
Average number of inspections of County owned and leased facilities performed by Property Management	90	91	90	90	90
Average number of annual energy audits of County owned and leased facilities performed by Property Management	30	30	30	30	45

Staff anticipate needs, provide effective solutions, maintain communication and strive to perform work in a timely manner for over 200 facilities County-wide. Maintenance staff spent a material amount of time on Major Maintenance projects, which caused a temporary increase in the average number of days to respond to a maintenance or repair request.

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 1: Increase fiscal savings achieved through the open and fair competitive process

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of fiscal savings from competitive process	20%	13.74%	20%	20.67%	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 bid price and the bid price obtained. The division recently implemented a third-party bidding platform which has increased the number of bids received. Additional aggressive bids have lowered the average, decreasing cost avoidance, but increasing County options.

Goal 3: Promote beautification in parks and increase accessibility to recreational resources and opportunities

Objective 1: Increase tree planting and remove hazardous trees

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Ratio of trees planted to trees removed across the County by Parks Department	160/80	13/211	50/160	32/124	50/160

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.

Objective 2: To track utilization of website to make reservations and to purchase boat permits

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Total transactions processed in reservations system.	3,084	4,074	4100	4,699	4,852

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 anticipated that the department will continue to increase its performance.

Goal 4: 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of DUI and boating under the influence reports	20	11	30	5	N/A
Number of alcohol and tobacco ordinance enforcement	100	106	100	20	N/A
Number of vandalism reports outside of graffiti reports	30	10	10	0	N/A
Number of graffiti reports	40	8	15	0	N/A

As part of the merger, the General Services Division is consolidated performance measures. This objective will no longer be reported on.

Objective 2: Relocate the homeless from county parks and other facilities.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Contacts with homeless individuals	100	457	200	200	N/A
Referrals to homeless facilities and programs	100	129	100	50	N/A

As part of the merger, the General Services Division is consolidated performance measures. This objective will no longer be reported on.



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Utility Payments

Department Head: Ryan Alsop
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 Fire and Roads are not included in this budget unit.

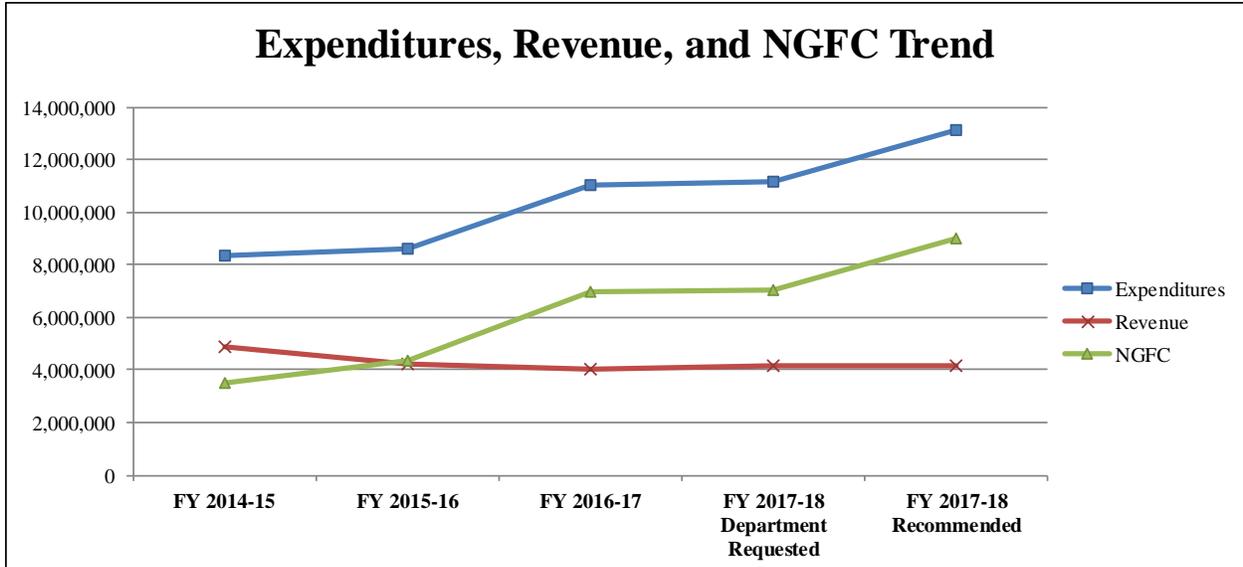
Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$8,372,418	\$9,163,017	\$11,102,971	\$11,307,725	\$13,272,725	\$13,272,725
Other Charges	755,971	462,833	462,833	451,871	451,871	451,871
TOTAL EXPENDITURES	\$9,128,389	\$9,625,850	\$11,565,804	\$11,759,596	\$13,724,596	\$13,724,596
Expend. Reimb.	(\$512,917)	(\$603,000)	(\$504,875)	(\$573,000)	(\$573,000)	(\$573,000)
TOTAL NET EXPENDITURES	\$8,615,472	\$9,022,850	\$11,060,929	\$11,186,596	\$13,151,596	\$13,151,596
REVENUE:						
Intergovernmental	\$113,425	\$110,970	\$107,049	\$100,008	\$100,008	\$100,008
Charges for Services	1,367,388	1,269,138	1,373,171	1,366,500	1,366,500	1,366,500
Miscellaneous	552,646	266,000	341,895	6,000	6,000	6,000
Other Financing Sources:						
Criminal Justice Facilities	2,201,925	2,600,000	2,228,835	2,700,000	2,700,000	2,700,000
TOTAL REVENUE	\$4,235,384	\$4,246,108	\$4,050,950	\$4,172,508	\$4,172,508	\$4,172,508
NET GENERAL FUND COST	\$4,380,088	\$4,776,742	\$7,009,979	\$7,014,088	\$8,979,088	\$8,979,088

Major Expenditures and Revenue in FY 2017-18 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

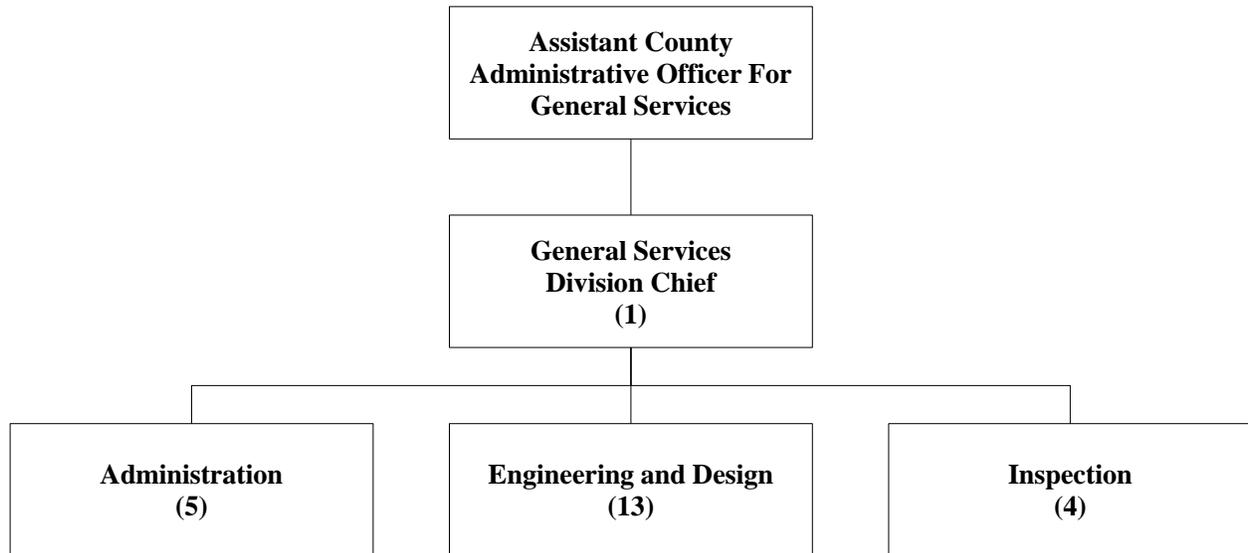
In an effort to standardize budgeting and accounting procedures, some utilities expenditures not historically accounted for in this budget unit have been transferred in. These changes account for a significant portion of the increases in FY 2016-17 actual and FY 2017-18 budgeted services and supplies expenditures. A portion of increased expenditures are offset by increased revenue collected from service recipients. Services and supplies also includes \$34,613 in appropriations to cover general liability insurance costs for certain claims that are not attributable to any specific department.



Mission Statement

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

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- The Construction Services Division completed the following projects: various reroofs, Xeriscaping of the Information Technology Services building, exterior roof waterproofing of the Public Health Services building, various upgrades of the Mary K. Shell facility, painting of the downtown court facilities, remodel of the Jamison Center restrooms, and security upgrades at the 1115 Truxtun Administration facility.
- Projects in construction include: Kern River Valley Library reroof, Public Health autoclave replacement, Mary K. Shell center air controls, Kern Medical Center lot resurface, Ridgecrest County Complex parking lot resurface, Lake Ming automatic pump controls, Kern Medical Center sewage lift station upgrades, and various Americans with Disabilities Act upgrades.
- Projects in design include: General Services maintenance shop structural repair, juvenile hall reroof, Kern Medical Center maintenance shop reroof, Hall of Records interior improvements, Lerdo security camera upgrades, Hart Park master plan design, Camp Condor water system replacement, and various paving maintenance projects.



Construction Services

Department Head: Ryan Alsop

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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,788,230	\$2,848,159	\$2,796,119	\$3,108,935	\$3,108,935	\$3,108,935
Services and Supplies	190,652	269,809	145,478	202,396	202,396	202,396
TOTAL EXPENDITURES	\$2,978,882	\$3,117,968	\$2,941,597	\$3,311,331	\$3,311,331	\$3,311,331
Expend. Reimb.	(\$2,441,013)	(\$2,211,000)	(\$2,532,960)	(\$2,570,000)	(\$2,570,000)	(\$2,570,000)
TOTAL NET EXPENDITURES	\$537,869	\$906,968	\$408,637	\$741,331	\$741,331	\$741,331
REVENUE:						
Charges for Services	\$424,336	\$610,200	\$130,080	\$202,200	\$202,200	\$202,200
Other Financing Sources:						
Community Dev. Program Trust	179,130	50,000	70,912	25,000	25,000	25,000
TOTAL REVENUE	\$603,466	\$660,200	\$200,992	\$227,200	\$227,200	\$227,200
NET GENERAL FUND COST	(\$65,597)	\$246,768	\$207,645	\$514,131	\$514,131	\$514,131

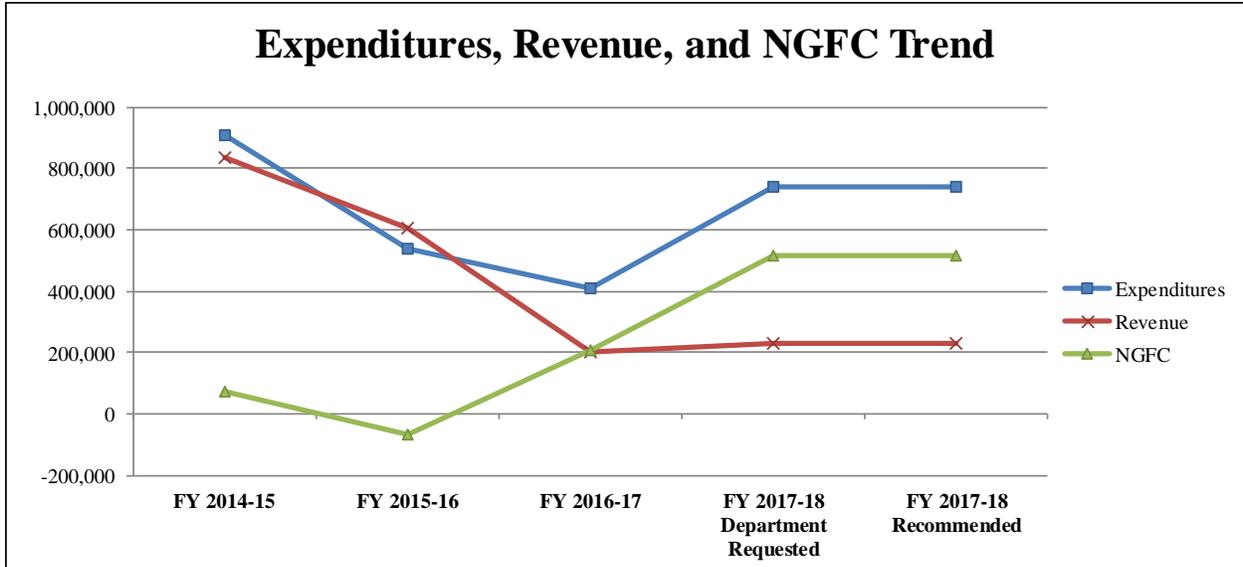
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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

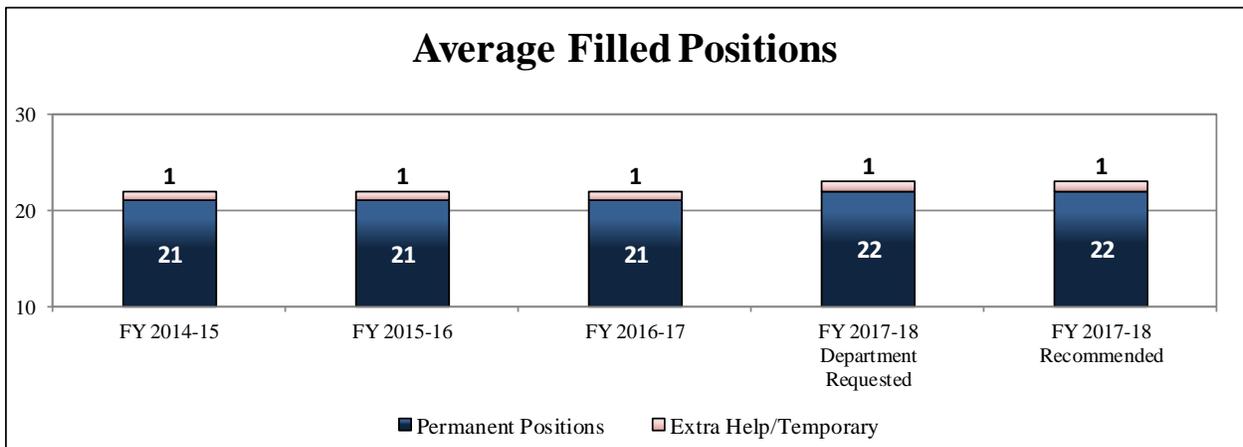
The recommended budget includes an increase in salaries and benefits compared to prior year actual primarily due to the recent absorption of two Planner I/II/III positions from the former Parks and Recreation Department. Charges for services, other financing sources and expenditure reimbursements are adjusted to reflect anticipated staffing costs and project workloads. The division is able to meet the Net General Fund Cost reduction with no material service level impacts.





Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The budget holds one (1) Engineer I/II/III position vacant and unfunded for an annual savings of approximately \$192,000.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	21	21	21	22	22
Extra Help/Temporary	1	1	1	1	1
Total Positions	22	22	22	23	23
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	21	21	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	22	22	22	N/A	N/A
SALARIES & BENEFITS	\$2,586,491	\$2,788,230	\$2,796,119	\$3,108,935	\$3,108,935

Summary of Authorized Positions

The budget unit has 23 authorized positions, of which 22 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	6	0	0	6		6	0	6
Engineering and Design	13	0	0	13		12	1	13
Inspection	4	0	0	4		4	0	4
Total	23	0	0	23		22	1	23

Administration	Engineering and Design	Inspection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 General Services Division Chief	2 Supervising Engineer	1 Supervising Project Inspector
1 Contract Specialist	3 Engineer I/II/III	3 Construct Project Inspector I/II/III
1 Administrative Coordinator	6 Engineering/Draft Tech I/II/III	4 Requested Total
1 Fiscal Support Specialist	2 Planner III	
1 Fiscal Support Technician	13 Requested Total	
1 Office Services Specialist		
6 Requested Total		



Fiscal Year 2017-18 Goals, Objectives, and Performances Measures

Goal 1: Provide efficient construction administration by minimizing non-construction costs.

Objective 1: Decrease the percentage of indirect cost to total cost for all projects.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of administrative cost to total construction cost	1.4%	1.5%	1.5%	.9%	6%
Percentage of design and engineering costs to total construction cost	15.0%	14.4%	11%	15.2%	15%
Percentage of project management and inspection costs to total construction cost	5.1%	3.7%	5.5%	4.6%	2%

This measure reports indirect cost for all projects. 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 and added projects as well as the complexity of the projects the division incurred additional design and engineering costs; therefore the prior year goal was not achieved.



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Major Maintenance Projects

Department Head: Ryan Alsop

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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$4,821,762	\$6,433,108	\$3,326,241	\$0	\$0	\$16,247,287
TOTAL EXPENDITURES	\$4,821,762	\$6,433,108	\$3,326,241	\$0	\$0	\$16,247,287
REVENUE:						
Intergovernmental	(\$38,616)	\$239,266	\$1,553,157	\$0	\$0	\$1,073,781
Miscellaneous	105,074	748,000	1,116,507	0	0	1,410,236
Other Financing Sources:						
Parcel Map Fees Trust	25,225	0	0	0	0	0
Structural Fire Fund	81,518	0	0	0	0	0
Recorders Modernization Fund	1,195,958	268,797	205,982	0	0	1,429,581
Kern Medical Center	286,000	0	0	0	0	0
Mental Health Fund	115,793	708,138	286,880	0	0	873,823
ACO-General Fund	0	4,190,908	0	0	0	4,354,895
TOTAL REVENUE	\$1,770,952	\$6,155,109	\$3,162,526	\$0	\$0	\$9,142,316
NET GENERAL FUND COST	\$3,050,810	\$277,999	\$163,715	\$0	\$0	\$7,104,971

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

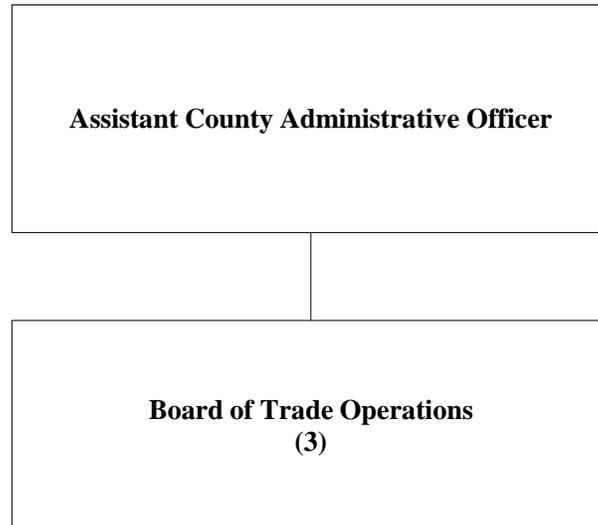
The following table contains a list of the recommended projects for FY 2017-18. For each project, the project cost, any offsetting revenue or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table below include 49 projects with a combined NGFC of \$7.1 million. Revenue for this budget unit includes \$7.0 million 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
7112	Hall of Records Structural Improvements	1,329,781	1,329,781	-
7070	Juvenile Hall Reroof Buildings 100, 200, 300	1,826,050		1,826,050
7243	Metro Recreation Area Electric Meter Installations	390,000		390,000
7081	Camp Condor Water System Replacement	241,756		241,756
7288	Courts Projects Basement Remodel and Exiting	750,000	750,000	-
7063	Pre-Trial PLC Replacement Pods	518,700		518,700
7073	1215 Truxtun UPS Replacement	150,000		150,000
7074	Lake Isabella Boat Dock Ramp Repair	102,000		102,000
7076	ADA Improvements-Variou County Facilities	150,000		150,000
7241	HVAC-Variou County Facilities	100,000		100,000
7242	1215 Truxtun Parking Lot	56,000	28,000	28,000
7246	Pioneer Park Soccer Light Panel	203,000		203,000
7247	Pioneer Park Baseball Field Lights	96,000		96,000
7248	Buena Vista Lake Toe Drains Design	100,000		100,000
7249	Buena Vista Domestic Waterline	100,000		100,000
7250	Camp Okihi Water System Upgrade	100,000		100,000
7251	Tehachapi Mountain Park Group Restroom Remodel	571,000		571,000
7254	Parks Lots Improvements and Repairs	250,000		250,000
7255	Sam Lynn Ballpark A/C Replacement	110,000		110,000
7256	Buttonwillow Library Parking Lot	18,000		18,000
7257	Buttonwillow Sheriff Substation Parking Lot	19,000		19,000
7258	Lake Isabella Senior-Veterans Center Parking Lot	54,000		54,000
7259	Kern River Campground Paving	57,000		57,000
7260	LeRoy Jackson Park Parking Lot	45,000		45,000
7261	Panorama Park Parking Lot	11,000		11,000
7262	Petroglyph Parking Lot	33,000		33,000
7263	Probation Ridge Road Parking Lot	27,000		27,000
7267	Ridgecrest Library Parking Lot	26,000		26,000
7268	Rosamond Library Parking Lot	41,000		41,000
7269	South Lot 14th Street Repaving	26,000		26,000
7270	South Lot Fleet Repaving	34,000		34,000
7272	South Lot -Parking Repaving	32,000		32,000
7273	Heritage Park Parking Lot	278,000		278,000
7274	Yenis Hante Roof Replacement	140,600		140,600
7275	Buena Vista Lake Reroof	751,100		751,100
7276	Wilson Library Reroof	423,800		423,800
7277	Wilson Veterans Center Reroof	471,800		471,800
7278	Jamison Center Reroof	876,600		876,600
7279	Ben Austin Center Reroof	163,600		163,600
7280	Sheriff Headquarters Building Reroof	1,186,600		1,186,600
7281	Probation Services Roof Covering	277,400		277,400
7282	1415 Truxtun CRF Plant Reroof	842,200		842,200
7283	Kern River Valley Senior Center Reroof	705,400		705,400
7284	Lamont Human Services Facility Reroof	372,400		372,400
7285	Communications Building Reroof	974,000		974,000
7287	1401 L Street Reroof	466,500		466,500
7289	Taft Library Improvements	250,000		250,000
7291	Delano Soccer Park Lights	250,000		250,000
7292	GFP Improvements	250,000		250,000
	Prior Year Project Revenue	-	7,034,535	(7,034,535)
	Grand Total	\$ 16,247,287	\$ 9,142,316	\$ 7,104,971

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 2015-16 and 2016-17 Accomplishments

- Created the new County Seal using input from community outreach efforts that resulted in nearly 1,300 responses.
- Produced the State of the County dinner, which was attended by over 530 people.
- Administered the Tourism Promotion Grant program and awarded grants to 13 different regional organizations.
- Updated the County tourism and film production websites with modern interfaces and cleaner designs.
- Developed an interactive, online Wildflower Map that utilizes geographic mapping technology.
- Increased the social media presence consistent with the integrated marketing strategy.
- Promoted tourism through participation in the LA Travel Show, IPW Tourism Convention, and by placement of a County display in State Capitol building.
- Promoted Kern County as a location for film production to location managers across the country resulting in 189 film permits in FY 2015-16.

Board of Trade

Department Head: Ryan Alsop
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 division 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 division functions as the County's Film Commission and is the designated film-permitting authority in the County. As the Film Commission, the division is responsible for advertising, publicizing, and promoting film production resources and locations within the County.

The division is also responsible for the design and implementation of enhanced content for Kern Government Television (KGOV). The division 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$382,525	\$250,870	\$264,474	\$387,031	\$394,701	\$394,701
Services and Supplies	251,318	1,060,005	557,289	574,974	574,974	574,974
Other Charges	0	100,000	0	0	0	0
Other Financing Uses	0	15,750	0	0	0	17,048
TOTAL EXPENDITURES	\$633,843	\$1,426,625	\$821,763	\$962,005	\$969,675	\$986,723
Expend. Reimb.	(\$2,122)	(\$5,000)	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$631,721	\$1,421,625	\$821,763	\$962,005	\$969,675	\$986,723
REVENUE:						
Intergovernmental	\$0	\$355,962	\$0	\$0	\$0	\$0
Charges for Services	0	1,000	0	500	500	500
Miscellaneous	12,353	14,000	5,836	50	50	50
Other Financing Sources:						
Board of Trade Advertising Fund	10,000	84,225	0	38,000	38,000	38,000
TOTAL REVENUE	\$22,353	\$455,187	\$5,836	\$38,550	\$38,550	\$38,550
Less Available BSI *	\$0	(\$15,750)	\$0	\$0	\$0	(\$17,048)
NET GENERAL FUND COST	\$609,368	\$950,688	\$815,927	\$923,455	\$931,125	\$931,125
BSI Ending Balance *	\$47,261	N/A	\$15,750	N/A	N/A	N/A

* BSI = Budget Savings Incentives

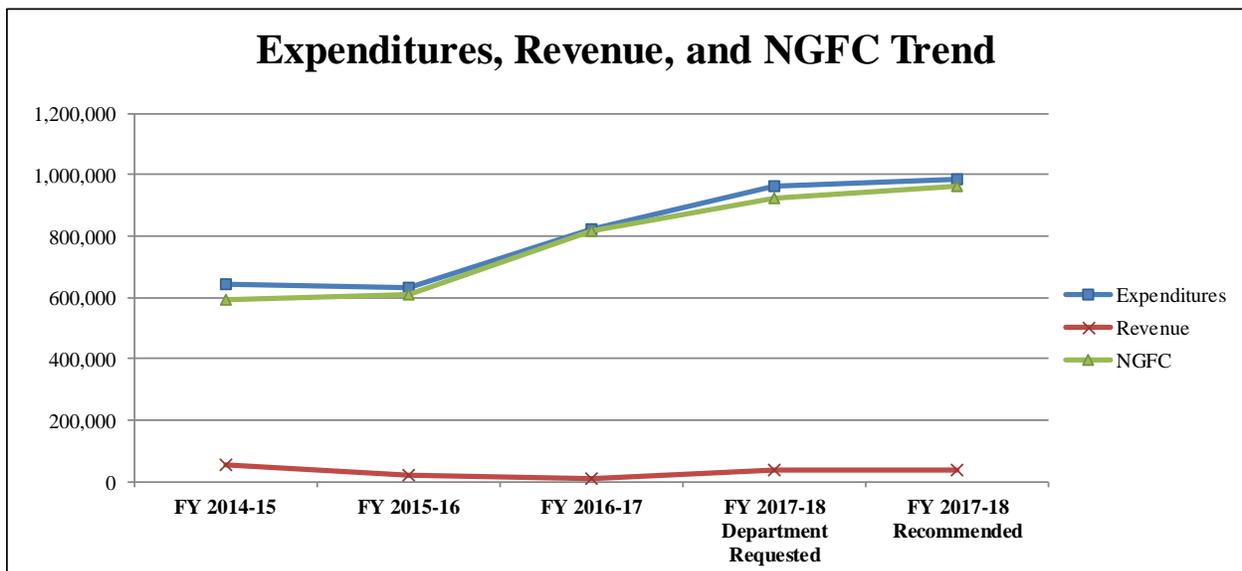
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures for the division are associated with economic development activities and staffing costs for positions required to perform the functions assigned. The change in salaries and benefits is due to the temporary transfer of certain administrative and managerial duties to the County Administrative Office. The recommended budget restores these functions to the Board of Trade Division.

The decreases in services and supplies expenditures and intergovernmental revenue are primarily due to the removal of a one-time grant-funded program. The division 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

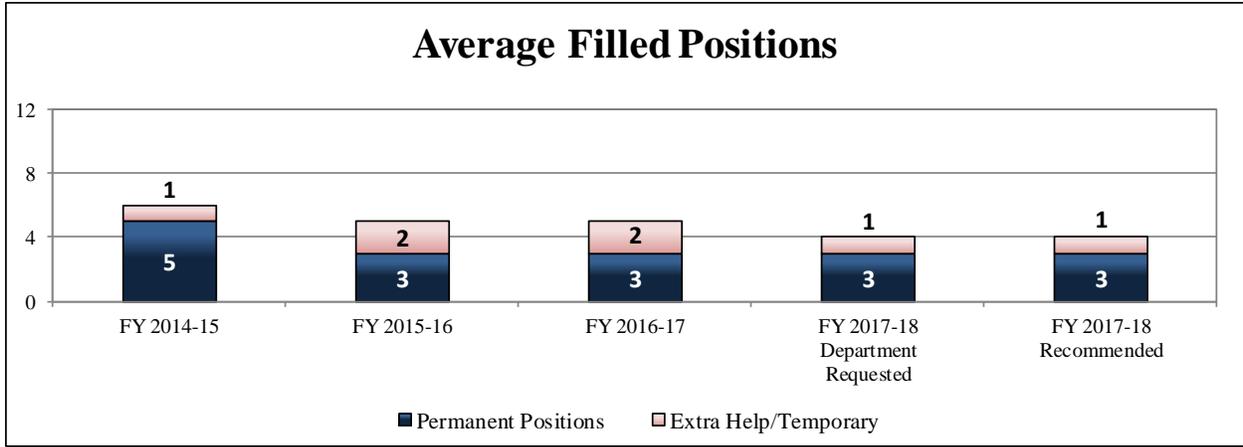
Services and supplies costs cover the procurement of specialized services for video production as well as the reimbursement of administrative costs of the Assistant County Administrative Officer to Employers' Training Resource. The recommended budget was developed with the clear purpose of using limited resources toward community engagement efforts through digital communication and social media. At an estimated cost to the General Fund of \$50,000 per year to operate, closure of the Visitor's Center/Gift Shop will re-direct limited resources that will help to drive digital communications and other public information methods. This change is directly aligned with the County's strategic goals that include becoming contemporary, smart, change-oriented, intuitive, connected and available.



Staffing Changes and Operational Impacts

The recommended budget does not include any position additions or deletions.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	5	3	3	3	3
Extra Help/Temporary	1	2	2	1	1
Total Positions	6	5	5	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	3	3	N/A	N/A
Extra Help/Temporary (FTE)	1	2	2	N/A	N/A
Total Positions	6	5	5	N/A	N/A
SALARIES & BENEFITS	\$413,883	\$382,525	\$264,474	\$387,031	\$394,701

Summary of Authorized Positions

The division has three authorized permanent positions, all of which have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Board of Trade	3	0	0	3	3	0	3
Total	3	0	0	3	3	0	3

Board of Trade	
Classification	
1	Chief Communications Officer
2	Marketing & Prom Associate I/II
3	Requested Total



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of visitor guides distributed	40,000	50,000	60,000	50,000	50,000
Number of tour companies presented with information about Kern County	70	120	100	83	80
Number of ad impressions distributed from tourism print and web advertising	1,610,000	1,625,000	1,250,000	1,250,000	1,250,000
Number of unique visitors to visitkern.com	17,515	18,790	20,000	19,880	20,000
Number of unique visitors to filmkern.com	9,700	9,456	10,000	9,855	10,000
Number of tourism related social media interactions	80,167	80,874	100,000	93,286	100,000
Number of location scouts contacted through trade shows	50	15	10	28	25

The division's primary mission is to promote and increase tourism and filming in the County. Performance measures are aimed at tracking specific actions the division is taking to promote the County with measurable outcomes that can be used to evaluate the division's effectiveness in promoting the County.

Objective 2: Encourage visitors and film makers to stay longer.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of visitors assisted in the tourism center.	2,600	2,650	2,700	2,650	N/A
Number of film locations located by film commission staff	150	120	150	142	150

Tourists and filmmakers are often unaware of the unique locations available throughout Kern County. Board of Trade staff encourage additional time spent in the County by pointing out additional points of interest. Performance measures track how effective the division's efforts are in continuing outreach and providing services to visitors and film makers. 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 division does not have a way to track the specific reasons for those fluctuations. Due to operational strategies, tracking visitor activity in the tourism center will no longer occur.

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of positive media interactions	60	55	60	63	60
Number of hours spent on print projects completed for departments	1,000	1,250	1,000	1,100	1,000
Number of hours spent on video production projects	750	750	500	950	750
Number of hours spent on other marketing projects	1,300	1,750	1,500	1,750	1,500
Number of hours spent on coordinating events	320	380	320	340	320
Number of KGOV shows produced	2	2	2	2	3

These are measures for the division that are reflective of 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 division 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.

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Engineering, Surveying and Permit Services

Department Head: Craig Pope
Fund: General
Budget Unit: 1900

Function: General Government
Activity: Other General

Description of Major Services

The Engineering, Surveying and Permit Services is a division of the Public Works Department that 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 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$3,145,512	\$2,860,539	\$2,858,360	\$2,604,314	\$2,604,314	\$0
Other Charges	151	60	0	0	0	0
Other Financing Uses	71,378	239,183	75,225	75,225	75,225	0
TOTAL EXPENDITURES	\$3,217,041	\$3,099,782	\$2,933,585	\$2,679,539	\$2,679,539	\$0
Expend. Reimb.	(\$30,620)	(\$5,000)	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$3,186,421	\$3,094,782	\$2,933,585	\$2,679,539	\$2,679,539	\$0
REVENUE:						
Charges for Services	\$1,313,078	\$1,244,750	\$1,233,282	\$1,053,361	\$1,053,361	\$0
Miscellaneous	17,293	1,186	0	0	0	0
Other Financing Sources:						
Community Development Program	0	6,205	6,205	6,731	6,731	0
General Plan Surcharge	10,150	0	0	0	0	0
TOTAL REVENUE	\$1,340,521	\$1,252,141	\$1,239,487	\$1,060,092	\$1,060,092	\$0
Less Available BSI *	\$0	(\$163,958)	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$1,845,900	\$1,678,683	\$1,694,098	\$1,619,447	\$1,619,447	\$0
BSI Ending Balance *	\$311,239	N/A	\$148,037	N/A	N/A	N/A

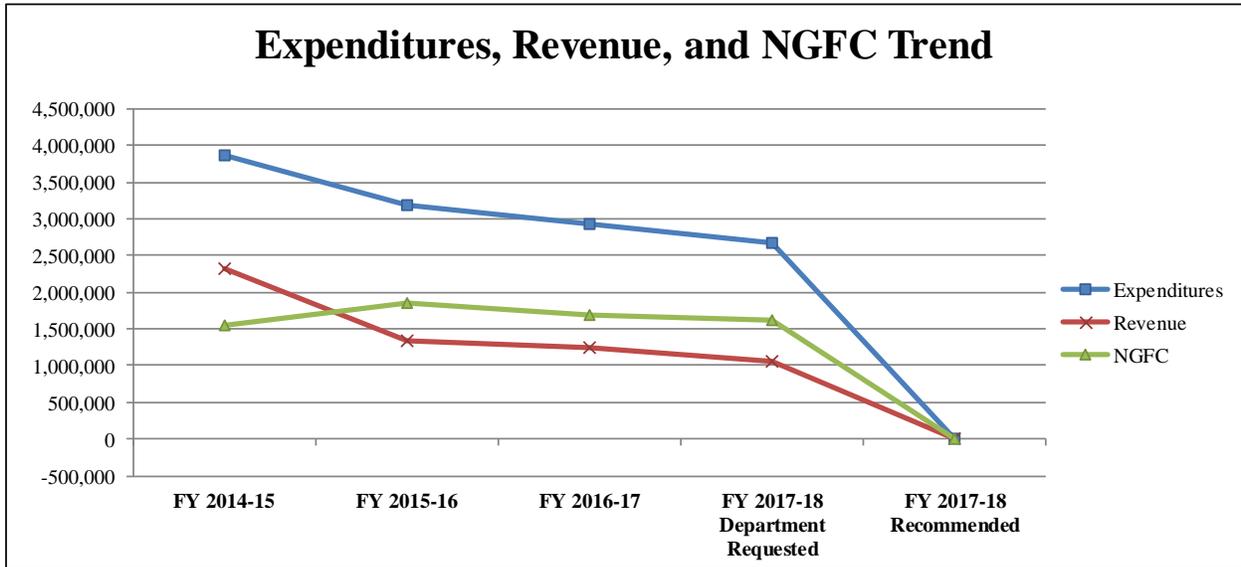
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

As part of the Public Works department's restructuring for greater operational efficiency, Engineering, Surveying and Permit Services has been transferred to Development Services (budget unit 1905) in order to better manage funds, staff, and resources. As a result, all Engineering, Surveying and Permit Services expenditures and revenues will be transferred to its new budget unit, 1905 – Development Services.

Budget Changes and Operational Impacts

See budget unit 1905 – Development Services for further discussion.



Staffing Changes and Operational Impacts

All staff formerly employed within the department were transferred to the Public Works Internal Service Fund effective July 2015.

Development Services

Department Head: Craig Pope
Fund: Development Services
Budget Unit: 1905

Function: General Government
Activity: Other General

Description of Major Services

Beginning with FY 2017-18 the operations of Engineering, Surveying, and Permit Services are being accounted for in the Development Services budget unit and fund. Development Services is a division of the Public Works Department that reviews and processes tract and parcel maps, and oversees drainage, floodplain and geologic activities related to land-development permits. The division also reviews construction and grading plans for code and regulation compliance. Other functions include assessment and monitoring surface mining activity.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$2,602,094
Other Charges	0	0	0	0	0	401,823
Other Financing Uses	0	0	0	0	0	77,445
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$3,081,362
REVENUE:						
Charges for Services	\$0	\$0	\$0	\$0	\$0	\$1,053,361
Other Financing Sources:						
Community Development Program	0	0	0	0	0	6,731
General Fund Contribution	0	0	0	0	0	2,021,270
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$3,081,362
NET FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

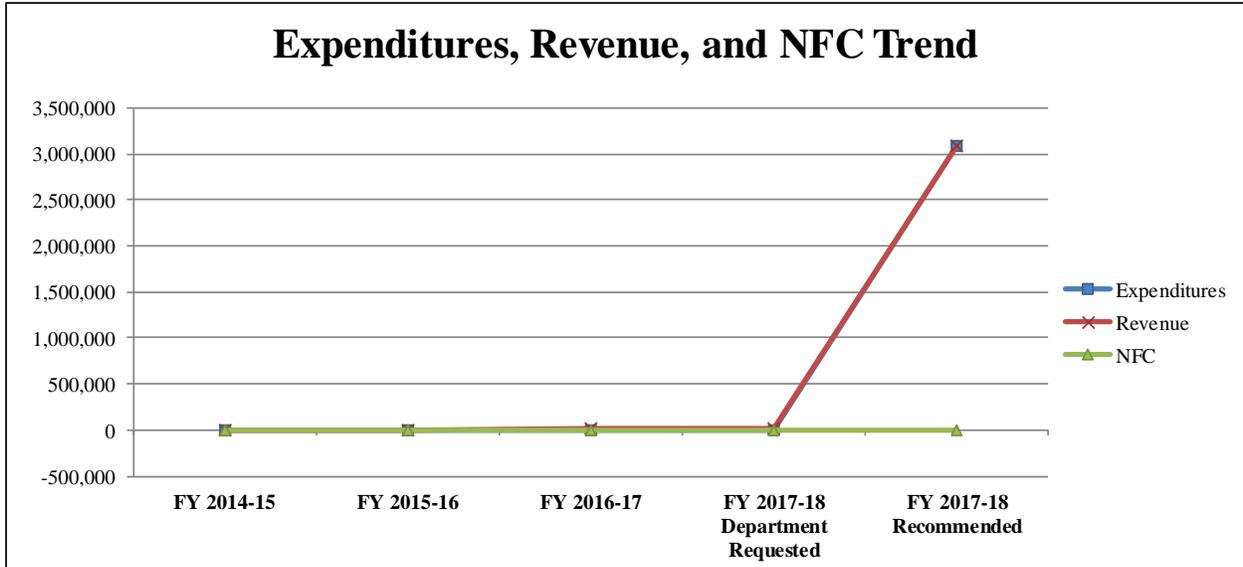
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Development Services has budgeted \$2.3 million within services and supplies to reimburse the Public Works Department to fully staff the operations of the division. Major revenue sources include services provided to other County departments and the public. The remainder of funding is fulfilled through a General Fund contribution of \$2 million.

Budget Changes and Operational Impacts

Budget Unit 1900 related to Engineering, Surveying and Permit Services was transferred to the Development Services budget unit 1905 as part of Public Works' restructuring efforts for greater efficiency of funds, staff and resources. The 3.5% Net General Fund Cost reduction for Development Services is factored into the division's recommended budget with no service level impacts.





Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Facilitate development by performing timely reviews

Objective 1: Increase the speed of map reviews

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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%	95%	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%	90%	100%	95%	100%

The review of tract and parcel maps is a critical function of the division and it is important to customers to receive timely reviews. These time limits were established by an independent review from an outside consultant and the division works to consistently complete reviews within this time frame. Due to staff changes and the Public Works reorganization, the division did not meet the goal for all parcel and tract map reviews. The division is working to improve and as staff receives training, it is expected that the goals will be met in FY 2017-18

Objective 2: Increase the speed of flood hazard evaluations

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of flood hazard evaluations completed within 1 day	95%	95%	95%	95%	95%
Percentage of flood hazard evaluations completed within 1 week	100%	100%	100%	100%	100%

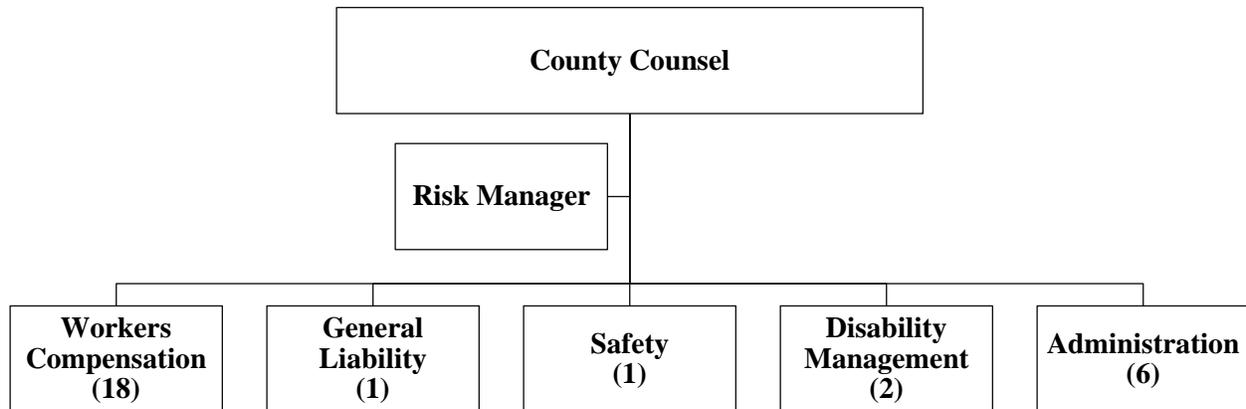
Regulating development in the floodplain is a critical function of this division. The flood hazard evaluation is necessary to determine mitigation requirements in accordance with the department's Floodplain Management Ordinance and other applicable federal regulations and provide that information to customers so it can be incorporated into project drawings and specifications, without delays.



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 2015-16 and 2016-17 Accomplishments

- Enhanced data capture to target injury trends and apply risk control measures with the objective of lowering claim filings and preventing injuries.
- Received the State’s approval to renew the Medical Provider Network, the most effective cost containment tool.
- Worked directly with General Services’ Facilities to help design the security upgrades to the County Administrative Center.
- Designed a data collection method for use in determining the root causes of auto accidents in all departments.
- Received a 95% satisfaction rate from departments regarding safety and loss control services.
- Achieved a 100% success rate in small claims court.
- Enhanced Disability Management’s role with Workers’ Compensation to optimize the County’s Return to Work program and help injured employees remain part of the workforce.



Risk Management

Department Head: Mark Nations, Interim

Function: General Government

Fund: General

Activity: Other General

Budget Unit: 1910

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

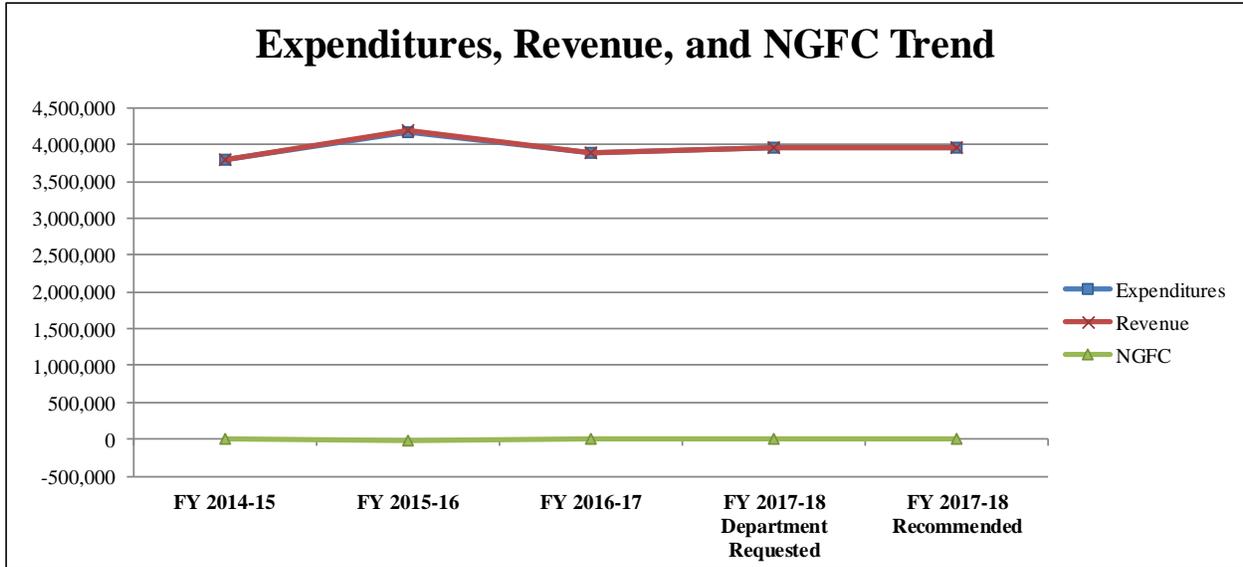
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,090,404	\$3,344,060	\$3,061,880	\$3,180,610	\$3,180,610	\$3,177,324
Services and Supplies	1,719,998	1,711,417	1,416,236	1,500,907	1,500,907	1,504,193
Other Charges	12,010	15,510	12,456	15,510	15,510	15,510
Capital Assets	8,927	0	0	0	0	0
TOTAL EXPENDITURES	\$4,831,339	\$5,070,987	\$4,490,572	\$4,697,027	\$4,697,027	\$4,697,027
Expend. Reimb.	(\$656,061)	(\$819,639)	(\$602,169)	(\$745,308)	(\$745,308)	(\$745,308)
TOTAL NET EXPENDITURES	\$4,175,278	\$4,251,348	\$3,888,403	\$3,951,719	\$3,951,719	\$3,951,719
REVENUE:						
Charges for Services	\$4,191,569	\$4,251,348	\$3,882,379	\$3,951,719	\$3,951,719	\$3,951,719
TOTAL REVENUE	\$4,191,569	\$4,251,348	\$3,882,379	\$3,951,719	\$3,951,719	\$3,951,719
NET GENERAL FUND COST	\$16,291	\$0	(\$6,024)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide services and perform functions of the division. Expenditures in services and supplies 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 are recognized as expenditure reimbursements and charges for services.

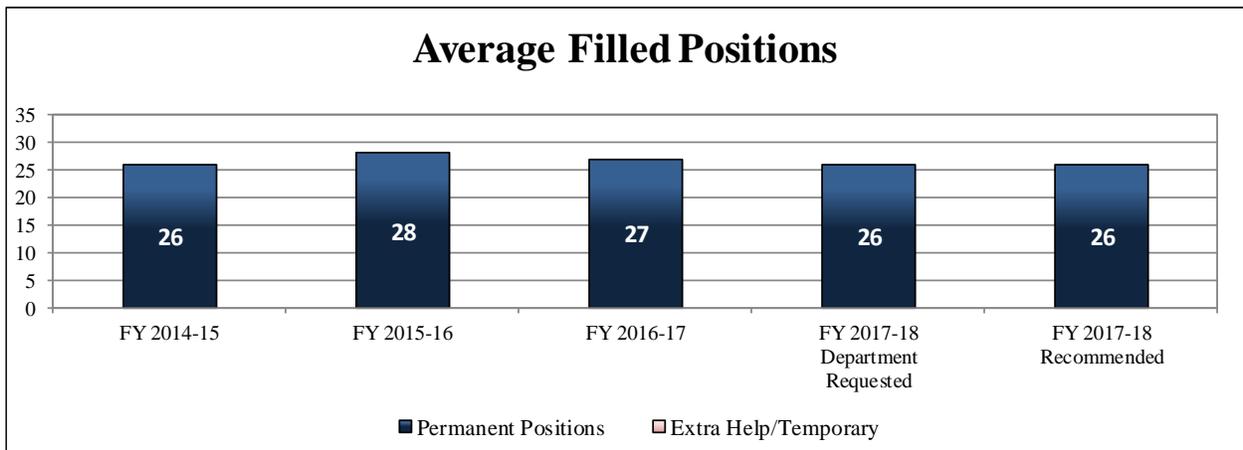
Budget Changes and Operational Impacts

The recommended budget provides the department with funding for all but two authorized positions, resulting in an additional salary cost of \$115,444 over FY 2016-17 actual expenditures. A slight increase in services and supplies is anticipated primarily due to expenditures related to insurance coverage. Charges for services and expenditure reimbursements will fully fund the cost of this budget unit.



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
4-Year Staffing Trend					
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	26	28	27	26	26
Extra Help/Temporary	0	0	0	0	0
Total Positions	26	28	27	26	26
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	26	28	27	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	26	28	27	N/A	N/A
SALARIES & BENEFITS	\$2,761,622	\$3,090,404	\$3,061,880	\$3,180,610	\$3,177,324

Summary of Authorized Positions

The division has 28 authorized positions, and will hold one (1) Workers Comp Claim Adjuster I/II/III and one (1) Information Systems Specialist I/II/III/Sr vacant during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	6	0	0	6		5	1	6
Disability Management	2	0	0	2		2	0	2
Safety	1	0	0	1		1	0	1
General Liability	1	0	0	1		1	0	1
Workers' Comp.	18	0	0	18		17	1	18
Total	28	0	0	28		26	2	28

Administration	Disability Management	Workers' Compensation
Classification	Classification	Classification
1 Risk Manager	1 Disability Mgmt Coordinator	1 Workers Comp Claims Manager
1 Business Manager	1 Office Services Technician	1 Supervising Workers Comp Adj.
1 Administrative Coordinator	2 Requested Total	12 Workers Comp Claim Adj. I/II/III
2 Info Systems Specialist I/II/III/Sr		1 Risk Management Investigator
1 Fiscal Support Specialist		2 Office Services Technician
6 Requested Total		1 Office Services Assistant
		18 Requested Total
Safety	General Liability	
Classification	Classification	
1 Loss Prevention Specialist	1 Liability Claims Adjuster	
1 Requested Total	1 Requested Total	



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	54	47	60	44	42
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	55	45	55	38	36
Percentage of departments rating loss prevention and safety as effective.	100%	100%	90%	97.7%	100%
Number of accidents and incidents per man hours worked County-wide	N/A	5.8	3.7	0.0	2.1
The percentage of lien-to-value settlements	N/A	93%	90%	98.9%	95%

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 department 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 department surveys. The fourth indicator measures the effect of safety awareness preventative programs on the number of accident incidents. The fifth indicator measures the lien amounts reduced through negotiation with health care providers. A staff adjuster has been assigned to negotiate a reduction in medical liens with service providers or request a reduction at a lien conference before Workers' Compensation Appeals Board.

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Total actual cost of risk of County operations.	\$47,402,545	\$47,109,965	\$50,181,648	\$39,441,863	\$44,506,996
General liability cost as a percentage of County expenditures.	.71%	.56%	.77%	.58%	.61%
The total payout to resolve lawsuits.	\$12,509,158	\$5,595,149	\$9,750,000	\$6,710,428	\$9,440,000
Workers' Compensation costs as a percentage of County expenditures.	.82%	.86%	1.10%	.82%	.78%

The first indicator measures the total cost of risk to the County and is based on FY 2017-18 budget estimates. 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.



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Capital Projects

Department Head: Ryan Alsop
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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Capital Assets	\$2,472,558	\$19,128	\$1,547,660	\$0	\$0	\$1,083,514
Other Financing Uses	0	4,190,908	0	0	0	4,354,895
TOTAL EXPENDITURES	\$2,472,558	\$4,210,036	\$1,547,660	\$0	\$0	\$5,438,409
REVENUE:						
Intergovernmental	\$1,079,765	\$186,015	\$288,251	\$0	\$0	\$0
Miscellaneous	4,426,115	0	1,396,691	0	0	0
Other Financing Sources:						
AB900 Construction Fund	2,035,742	0	0	0	0	0
Local Revenue Fund 2011	0	0	22,031	0	0	327,968
State Fire Fund	547,594	814,054	195,645	0	0	697,544
Mental Health Services Act	1,020,499	125,938	0	0	0	0
Mental Health Fund	1,885,001	3,064,900	4,410,325	0	0	3,329,383
Parcel Map In-Lieu Fund	0	0	35,000	0	0	0
TOTAL REVENUE	\$10,994,716	\$4,190,907	\$6,347,942	\$0	\$0	\$4,354,895
NET GENERAL FUND COST	(\$8,522,158)	\$19,129	(\$4,800,282)	\$0	\$0	\$1,083,514

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Due to significant declines in discretionary revenue sources, primarily property taxes from oil and gas properties, only a limited number of capital projects are included in the recommended budget. All other outstanding project requests have been deferred and will be addressed as resources become available. The recommended budget includes one new project for the installation of security cameras at the main Probation facility at an NGFC of \$730,000, one rebudget for the Buena Vista recreation area improvement project at an NGFC of \$214,514, and one rebudget for Lerdo water plant upgrades at an NGFC of \$139,000. Revenue for this budget unit includes \$4,354,895 for projects started in prior fiscal years. This prior year revenue is being utilized to meet County Major Maintenance needs. In order to fund those needs, an operating transfer out of \$4,354,895 has been budgeted in other financing uses.

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Trial Court Funding

Department Head: Ryan Alsop

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

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$16,720,046	\$17,165,381	\$16,556,892	\$17,165,381	\$17,165,381	\$17,165,381
TOTAL EXPENDITURES	\$16,720,046	\$17,165,381	\$16,556,892	\$17,165,381	\$17,165,381	\$17,165,381
REVENUE:						
Fines and Forfeitures	\$4,700,010	\$5,130,164	\$4,580,218	\$4,683,035	\$4,683,035	\$4,683,035
Intergovernmental	0	157,341	0	140,395	140,395	140,395
Charges for Services	4,764,844	4,959,785	4,467,697	4,421,478	4,421,478	4,421,478
Miscellaneous	891,631	384,437	531,643	386,820	386,820	386,820
TOTAL REVENUE	\$10,356,485	\$10,631,727	\$9,579,558	\$9,631,728	\$9,631,728	\$9,631,728
NET GENERAL FUND COST	\$6,363,561	\$6,533,654	\$6,977,334	\$7,533,653	\$7,533,653	\$7,533,653

Major Expenditures and Revenue in FY 2017-18 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 to the County in this budget unit and are used to offset the costs. The court collections are not sufficient to cover the costs incurred; and, therefore an allocation of Net General Fund Cost is required.

Budget Changes and Operational Impacts

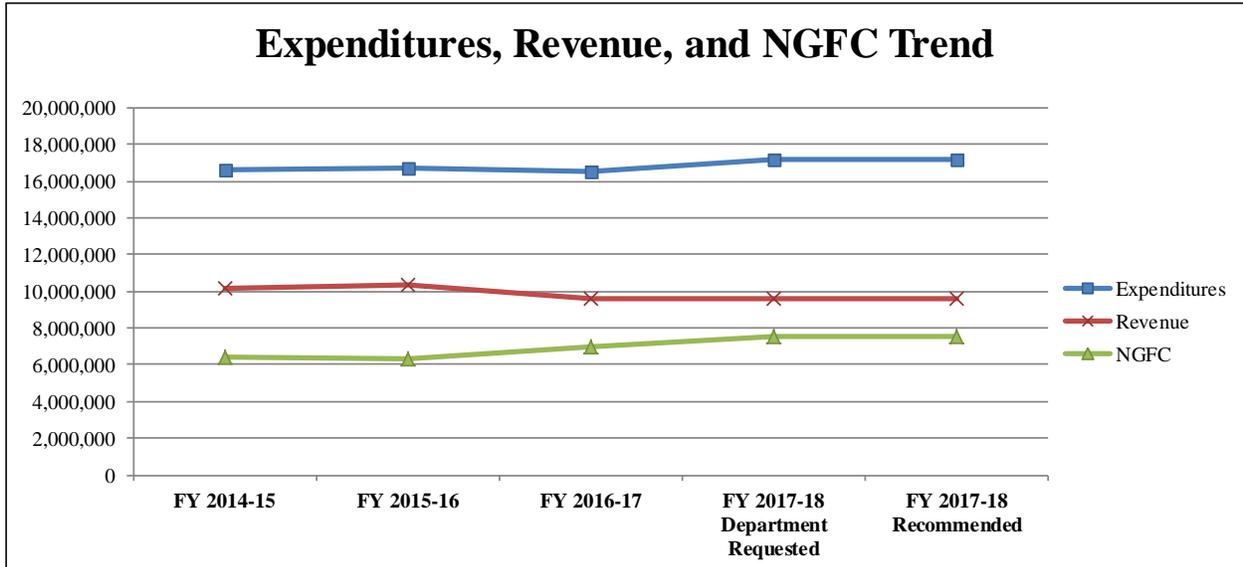
The recommended budget, compared to FY 2016-17, is anticipated to change as revenue receipts have decreased since FY 2015-16. Services and supplies are expected to increase slightly from prior fiscal years due to the increase in the court facilities transfer payments as a result of amendments approved to share the cost of utilities at the Superior Court Complex and the Bakersfield Justice Building. Revenue in this budget unit are for fines and forfeitures collected by the courts throughout the County, which fluctuate annually. Collections are anticipated to



decrease as the State faces litigation that may hamper the Court’s ability to collect fines and fees. Revenue estimates have been adjusted to account for this, thereby increasing the County’s General Fund responsibility by nearly \$600,000 over the FY 2016-17 actual costs.

The budget includes funding to meet the County’s statutory fiscal responsibilities to the State and the courts.

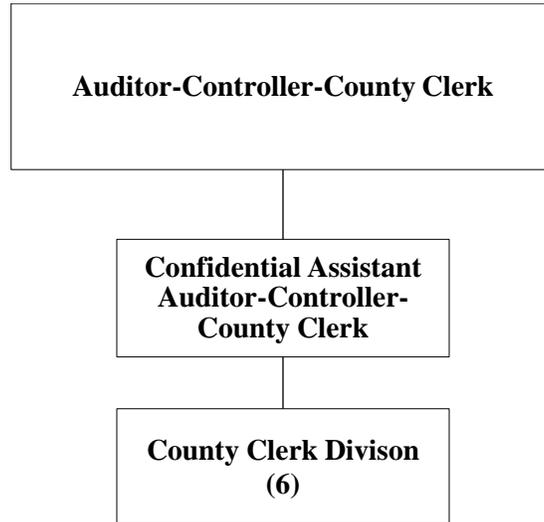
Public Protection



Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2015-16 and 2016-17 Accomplishments

- Issued approximately 4,470 marriage licenses.
- Received approximately 5,770 Fictitious Business Name filings.
- Received approximately 1,370 CEQA filings.
- Processed approximately 880 Clerk Certificates and 520 Notary Public Registrations.
- Implemented newly required credit card processing hardware to keep technology current and to limit the County’s liability.
- Implemented new hardware and software to make the issuance of professional badges more efficient and professional.
- With Auditor-Controller programming staff, collaborated with the Recorder’s Office to provide shared access for documents that created improved processes for both offices.



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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$399,938	\$411,545	\$371,082	\$437,336	\$437,836	\$437,574
Services and Supplies	182,139	155,755	165,755	227,964	227,964	228,226
Other Financing Uses	0	53,391	0	0	0	144,220
TOTAL EXPENDITURES	\$582,077	\$620,691	\$536,837	\$665,300	\$665,800	\$810,020
Expend. Reimb.	(\$6,594)	\$0	(\$30,434)	(\$12,000)	(\$12,000)	(\$12,000)
TOTAL NET EXPENDITURES	\$575,483	\$620,691	\$506,403	\$653,300	\$653,800	\$798,020
REVENUE:						
Licenses and Permits	\$199,945	\$240,000	\$199,471	\$200,000	\$200,000	\$200,000
Charges for Services	354,089	324,300	530,409	450,300	450,300	450,300
Miscellaneous	42	0	58	0	0	0
Other Financing Sources:						
Vital Statistics Fund	2,500	3,000	3,000	3,000	3,500	3,500
TOTAL REVENUE	\$556,576	\$567,300	\$732,938	\$653,300	\$653,800	\$653,800
Less Available BSI *	\$0	(\$53,391)	\$0	\$0	\$0	(\$144,220)
NET GENERAL FUND COST	\$18,907	\$0	(\$226,535)	\$0	\$0	\$0
BSI Ending Balance *	\$32,505	N/A	\$53,391	N/A	N/A	N/A

* BSI = Budget Savings Incentives

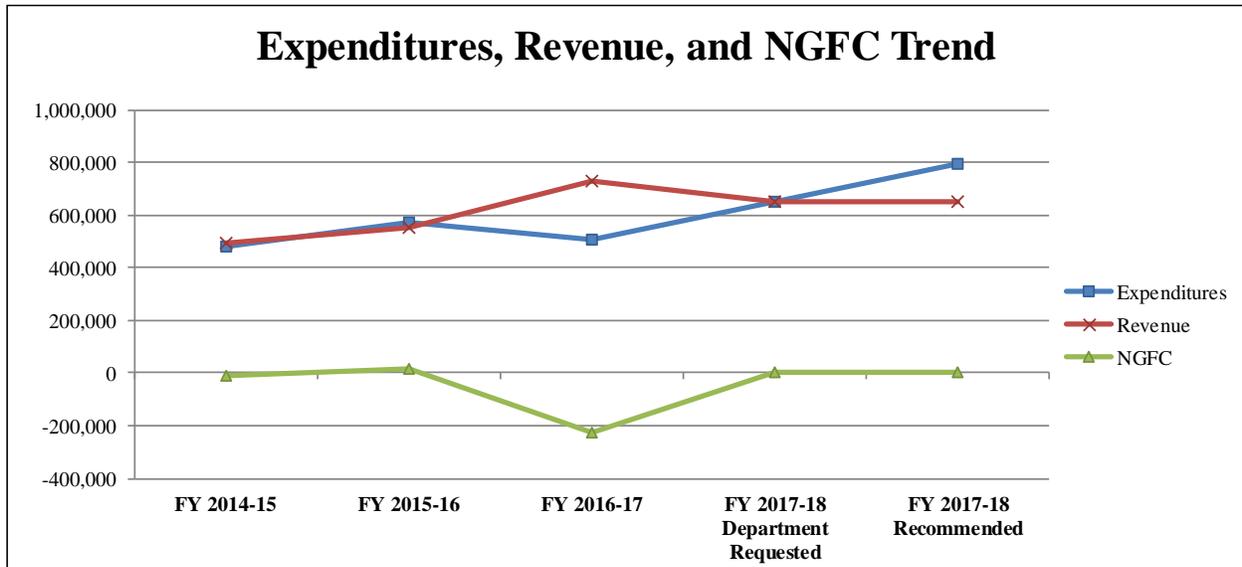
Major Expenditures and Revenue in 2017-18 Recommended Budget

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.

Budget Changes and Operational Impacts

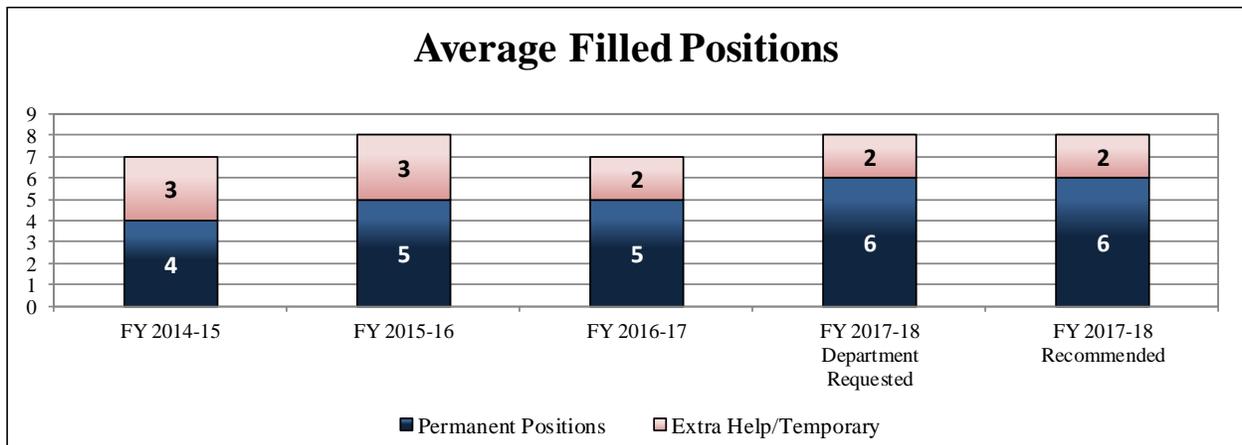
The recommended budget provides a level of funding to permit the County Clerk to continue serving the public without any impacts to service levels. The department expects to fill the vacant Office Services Assistant position which reflects the increase in salaries and benefits from FY 2016-17. Charges for Services is expected to continue to increase as California Environmental Quality Act (CEQA) filling growth has increased Copy and Process fee revenue for the department.

Public Protection



Staffing Changes and Operational Impacts

The recommended budget will fund six (6) permanent full time positions. One (1) Office Services Assistant position remains as an authorized part-time position servicing the Ridgecrest area, which remained vacant during FY 2016-17 due to hiring difficulties. In addition, two (2) extra-help Office Services Assistant positions will be used to maintain levels of service. The department has budgeted \$21,566 of Budget Saving Incentive (BSI) credits to offset the temporary staffing costs.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	4	5	5	6	6
Extra Help/Temporary	3	3	2	2	2
Total Positions	7	8	7	8	8
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	\$344,182	\$399,938	\$371,082	\$437,336	\$437,574

Summary of Authorized Positions

The division has 6 authorized permanent positions, all of which have been budgeted to be filled during FY 2017-18 as indicated below.

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

County Clerk	
Classification	
1	Fiscal Support Supervisor
1	Office Services Specialist
1	Office Services Assistant
3	Office Services Technician
6	Requested Total



Local Emergency Relief

Department Head: Ryan Alsop
 Fund: General
 Budget Unit: 2120

Function: Public Protection
 Activity: Other Protection

Description of Major Services

This budget unit is used to reimburse County departments for eligible costs incurred performing extraordinary response services during locally declared emergencies. Costs are reimbursed per County policy. The County Administrative Office administers this budget unit.

Public Protection

Summary of Expenditures and Revenue						
APPROPRIATIONS:	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
Services and Supplies	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000
TOTAL EXPENDITURES	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000
NET GENERAL FUND COST	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

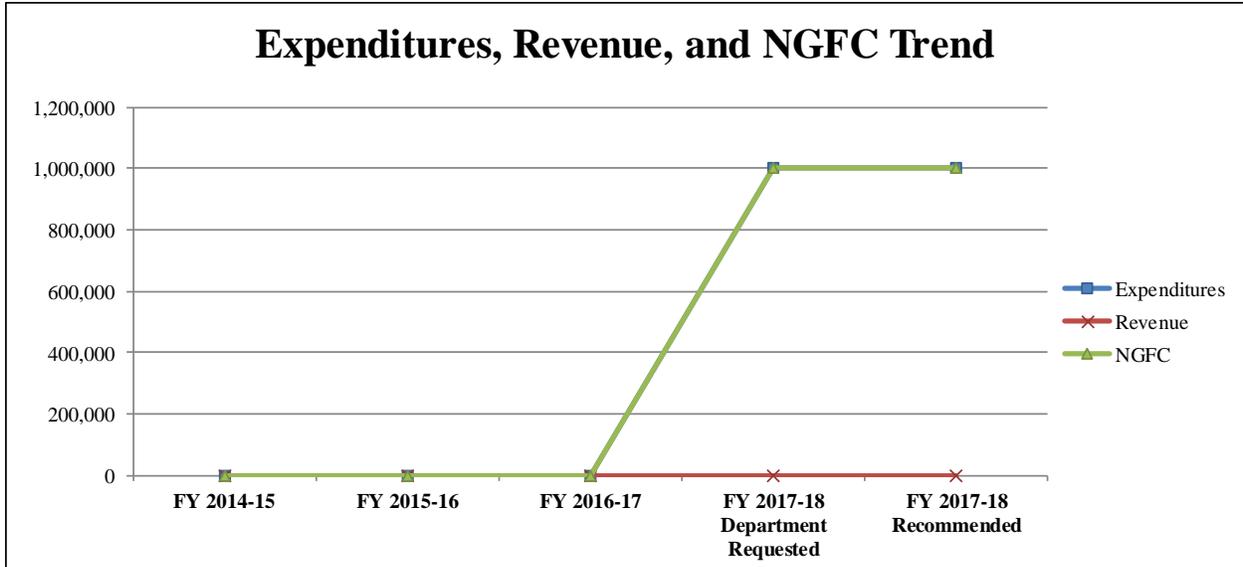
Services and supplies are budgeted to cover a portion of eligible costs for extraordinary emergency response services that are not reimbursable by any other sources. This budget unit is entirely funded by the General Fund through an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The Board of Supervisors established this budget unit in FY 2015-16 in anticipation of future extraordinary costs resulting from response efforts for locally declared emergencies. No reimbursements to departments were processed during FY 2016-17. Funding for FY 2017-18 is established to cover eligible unanticipated costs for locally declared emergencies.



Public Protection

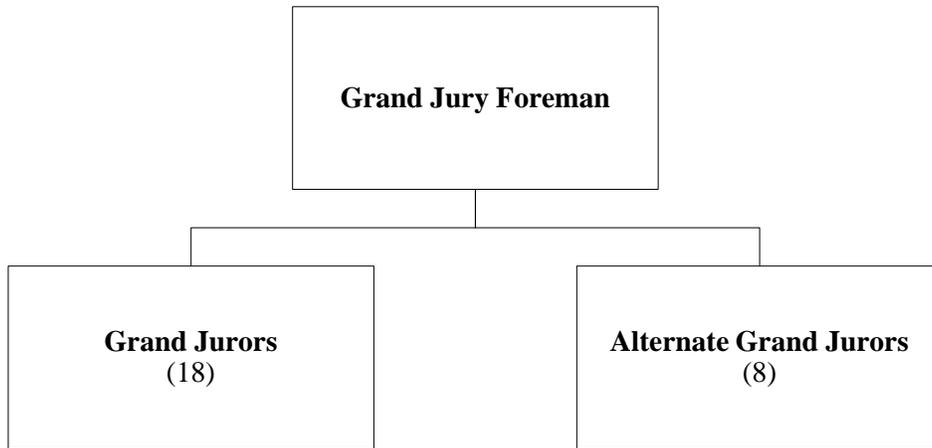


Mission Statement

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 2015-16 and 2016-17 Accomplishments

- In FY 2015-16, the Grand Jury received 47 complaints and issued 29 reports.
- In FY 2016-17, the Grand Jury received 42 complaints, issued 30 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

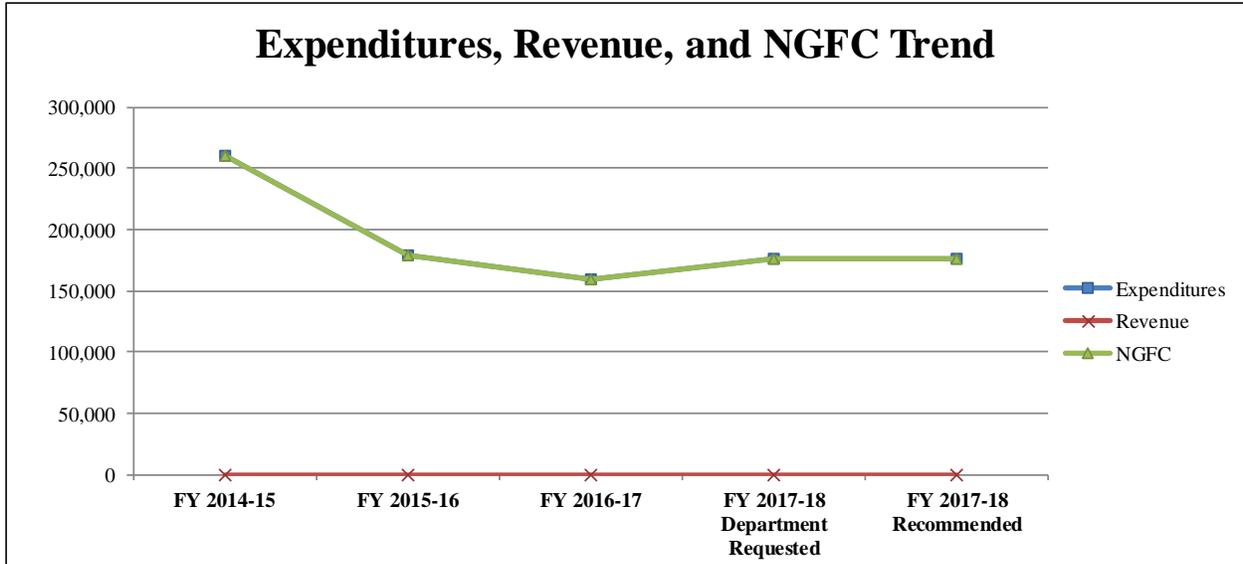
	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	179,077	183,259	158,739	176,845	176,845	176,845
TOTAL EXPENDITURES	\$179,077	\$183,259	\$158,739	\$176,845	\$176,845	\$176,845
NET GENERAL FUND COST	\$179,077	\$183,259	\$158,739	\$176,845	\$176,845	\$176,845

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Services and supplies provide for anticipated expert witness expenses, jurors' stipends, office supplies, travel reimbursement and other support costs. 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.

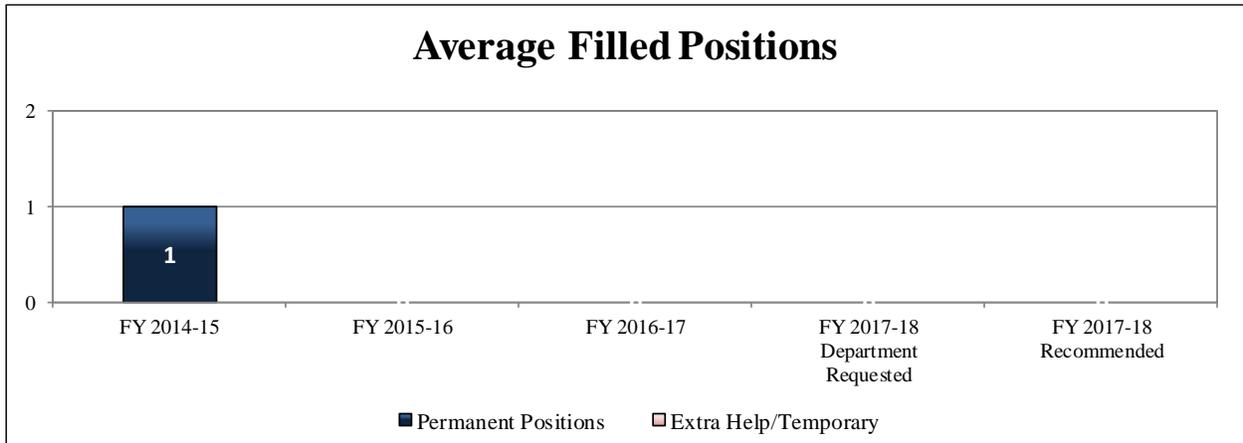
Budget Changes and Operational Impacts

In FY 2015-16, the department transferred one Senior Office Services Specialist position from the Grand Jury to the Office of County Counsel to better provide supervision of the Senior Office Services Specialist position and offer continuity of support to the Grand Jury. 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 two major expenditures in services and supplies include juror fees in the amount of \$84,599 and \$65,177 for anticipated expert witness expenses. The 3.5% reduction in Net General Fund Cost allocation from FY 2016-17 will be absorbed by a reduction in services and supplies with no significant impact to service levels.



Staffing Changes and Operational Impacts

No positions are associated with this department in FY 2017-18.



4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	1	0	0	N/A	N/A
Extra Help/Temporary	0	0	0	N/A	N/A
Total Positions	1	0	0	N/A	N/A
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1	0	0	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	1	0	0	N/A	N/A
SALARIES & BENEFITS	\$88,836	\$0	\$0	\$0	\$0

Public Protection

Summary of Authorized Positions

No positions are associated with this department in FY 2017-18.

Indigent Defense Program

Department Head: Ryan Alsop

Fund: General

Budget Unit: 2170

Function: Public Protection

Activity: Judicial

Description of Major Services

Indigent 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$6,206,706	\$7,557,000	\$7,165,076	\$7,030,000	\$7,030,000	\$7,030,000
TOTAL EXPENDITURES	\$6,206,706	\$7,557,000	\$7,165,076	\$7,030,000	\$7,030,000	\$7,030,000
REVENUE:						
Intergovernmental	\$1,770,472	\$1,225,000	\$1,689,301	\$1,600,000	\$1,600,000	\$1,600,000
Charges for Services	116,618	112,000	196,076	210,000	210,000	210,000
TOTAL REVENUE	\$1,887,090	\$1,337,000	\$1,885,377	\$1,810,000	\$1,810,000	\$1,810,000
NET GENERAL FUND COST	\$4,319,616	\$6,190,800	\$5,279,699	\$5,220,000	\$5,220,000	\$5,220,000

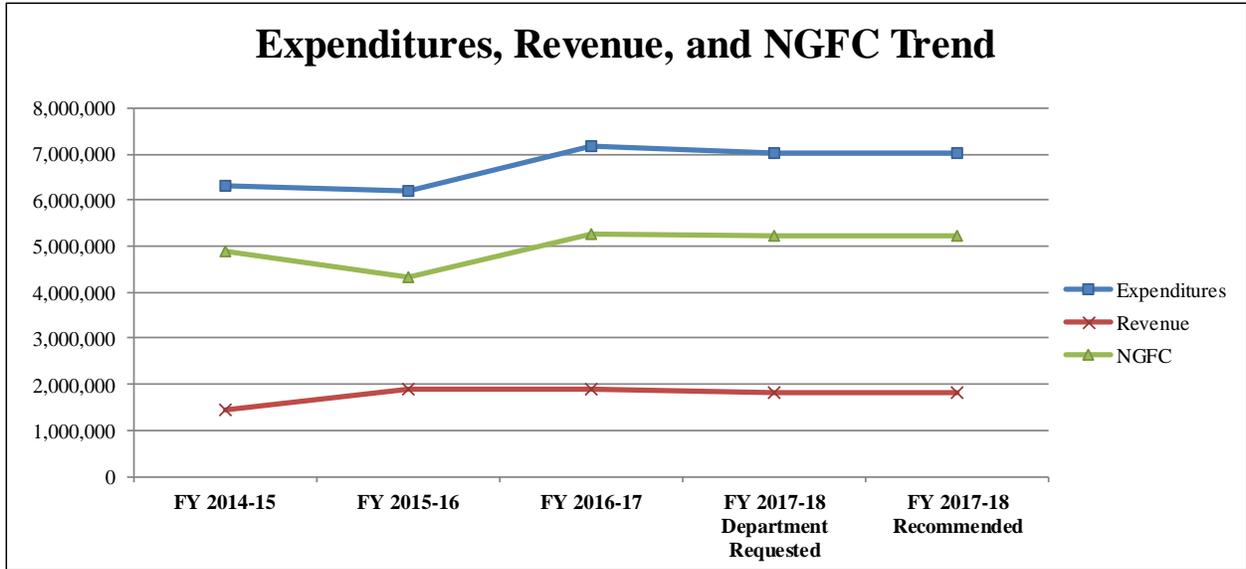
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures for this program are allocated to the Kern County Bar Association that is paid to administer the program and provides representation to the indigent clients in the metro area and outlying areas of the County. 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. Effective October 1, 2017, the Kern County Bar Association will expand the administration of the Indigent Defense Program to include the outlying courts. The expansion of the Indigent Defense Program will provide uniform representation of accused individuals in the metro and outlying areas, uniform evaluation of attorney qualifications, uniform billing practices and continuity of representation of clients when cases are transferred from an outlying area to the metro court.

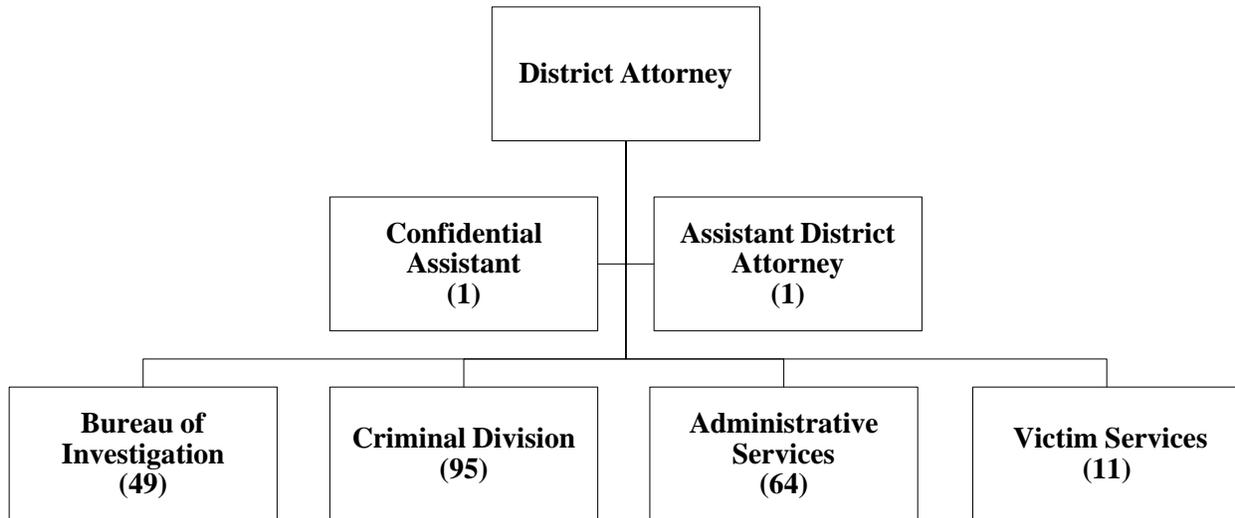
Public Protection



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 2015-16 and 2016-17 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 2015-16 and FY 2016-17 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.

Summary of Expenditures and Revenue

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$33,234,411	\$32,840,872	\$33,351,188	\$32,667,490	\$32,846,358	\$33,182,243
Services and Supplies	2,232,690	2,663,398	2,078,057	2,740,760	2,740,760	2,739,960
Capital Assets	272,882	0	0	0	0	0
Other Financing Uses	0	1,059,446	0	0	0	1,359,509
TOTAL EXPENDITURES	\$35,739,983	\$36,563,716	\$35,429,245	\$35,408,250	\$35,587,118	\$37,281,712
Expend. Reimb.	\$174,003	(\$147,000)	(\$116,775)	(\$147,000)	(\$147,000)	(\$147,000)
TOTAL NET EXPENDITURES	\$35,913,986	\$36,416,716	\$35,312,470	\$35,261,250	\$35,440,118	\$37,134,712
REVENUE:						
Fines and Forfeitures	\$0	\$30,000	\$0	\$25,000	\$25,000	\$25,000
Intergovernmental	6,016,924	5,777,578	6,665,061	5,878,586	5,878,586	5,878,586
Charges for Services	2,726,204	3,047,000	2,900,454	2,947,000	2,827,000	3,007,000
Miscellaneous	65,951	50,000	76,840	30,000	30,000	30,000
Other Financing Sources:						
2011 Realignment	2,177,343	2,386,782	2,516,782	2,860,584	2,860,584	2,860,584
Local Public Safety	6,051,752	5,723,935	5,723,935	5,723,935	5,533,970	5,689,055
Real Estate Fraud	794,943	553,800	628,800	600,000	600,000	600,000
D.A. Local Forfeiture Trust	30,000	50,000	0	30,000	30,000	30,000
D.A. Equipment/Automation	73,000	73,000	0	73,000	73,000	73,000
D.A. Court Ordered Penalties	500,000	750,000	500,000	770,000	770,000	770,000
TOTAL REVENUE	\$18,436,117	\$18,442,095	\$19,011,872	\$18,938,105	\$18,628,140	\$18,963,225
Less Available BSI *	\$0	(\$1,059,446)	\$0	\$0	\$0	(\$1,359,509)
NET GENERAL FUND COST	\$17,477,869	\$16,915,175	\$16,300,598	\$16,323,145	\$16,811,978	\$16,811,978
BSI Ending Balance *	\$1,000,427	N/A	\$1,059,446	N/A	N/A	N/A

* BSI = Budget Savings Incentives



Major Expenditures and Revenue in 2017-18 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 \$2.8 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

Budget Changes and Operational Impacts

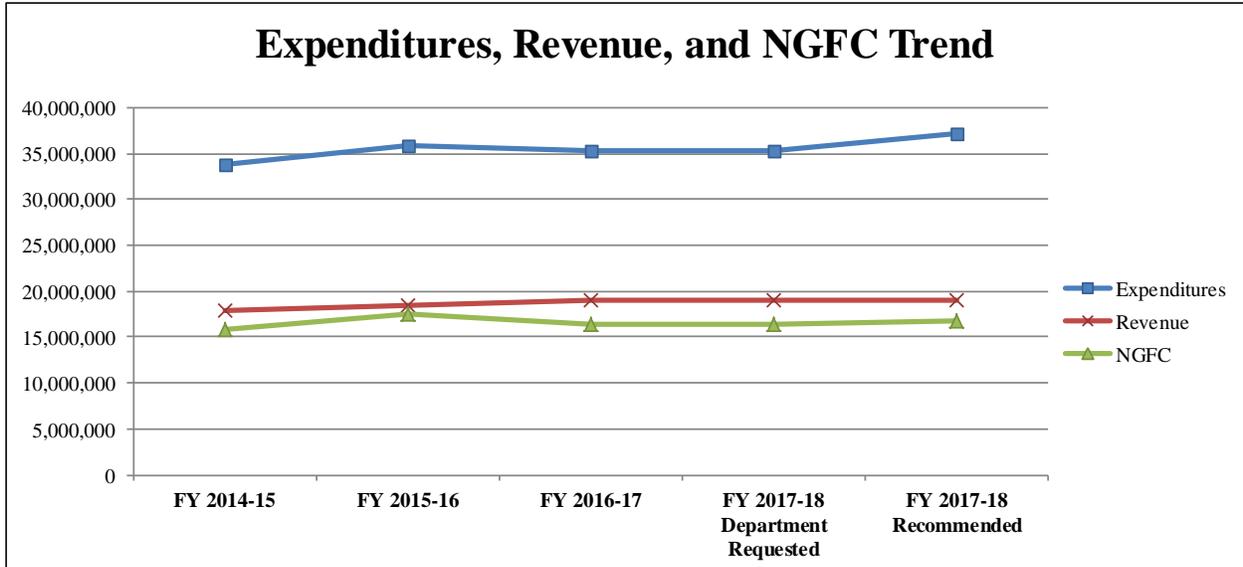
The department submitted a requested budget at the adopted NGFC but required the use of \$1.46 million in Budget Savings Incentive (BSI) credits. Due to the unsustainable nature of utilizing one-time BSI credits for ongoing costs, the recommended budget includes a multi-year approach for meeting the constraints of the General Fund resources and striving to maintain services through utilizing equal parts of the department's BSI, unfunding positions, and increasing the department's NGFC.

The structural deficit of the District Attorney's budget was \$1,466,500 at the time of budget submission and was proposed to be mitigated by: committing \$488,834 in BSI credits; unfunding positions totaling \$488,833, or approximately three (3) Deputy District Attorney positions (four total unfunded); and increasing the NGFC contribution by \$488,833.

Following the close of FY 2016-17 additional Proposition 172 funds in the amount of \$155,085 and funds from In-Home Supportive Services fraud investigations in the amount of \$180,000 have become available to mitigate some of the department's deficit. The revised recommended budget still requires the commitment of BSI and increase to NGFC as previously recommended. The department must continue to evaluate the necessity of each position particularly as vacancies occur in non-attorney positions to meet likely future reductions.

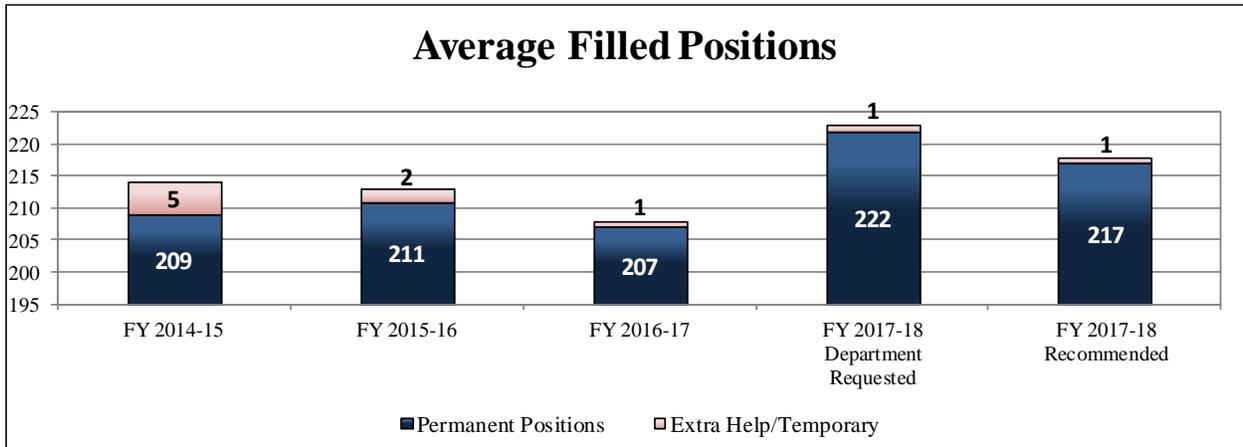
Appropriations for salaries and benefits will decrease slightly over the prior year due to the department's planned use of BSI credits, and will require the unfunding of five (5) positions resulting in no layoffs. While the department has 222 authorized positions, the average staffing level during the past three fiscal years has been no higher than 211 positions. Unfunding positions will help the department achieve the savings necessary to meet their recommended NGFC.

Revenue in the recommended budget is anticipated to decrease minimally overall as Local Public Safety funds, a function of sales tax, is expected to decline in FY 2017-18. Services and supplies will increase over FY 2016-17, primarily attributed to the uncertainty of Professional and Specialty Services.



Staffing Changes and Operational Impacts

The FY 2017-18 recommended budget includes funding for 217 of the department’s 222 authorized positions. The department’s submitted budget requested to fund all of the authorized positions and relied on nearly \$1.5 million in one-time BSI credits. Due to the unsustainable nature of utilizing one-time funding in this manner, the recommended budget only includes funding for 217 positions, which exceeds the average filled positions during the past three years.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	209	211	207	222	217
Extra Help/Temporary	5	2	1	1	1
Total Positions	214	213	208	223	218
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	211	210	209	N/A	N/A
Extra Help/Temporary (FTE)	4	1	1	N/A	N/A
Total Positions	215	211	210	N/A	N/A
SALARIES & BENEFITS	\$31,469,383	\$33,234,411	\$33,351,188	\$32,667,490	\$33,182,243

Public Protection

Summary of Authorized Positions

The FY 2017-18 recommended budget includes funding for 217 of the department’s currently authorized 222 positions. The department will unfund one (1) Office Service Technician position; one (1) Legal Process Technician position; one (1) District Attorney’s Investigator position; one (1) Investigative Aide position; and one (1) Deputy District Attorney position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Bureau of Investigation	49	0	0	49	47	2	49
Criminal	98	0	0	98	97	1	98
Victim Services	11	0	0	11	11	0	11
Administration	64	0	0	64	62	2	64
Total	222	0	0	222	217	5	222



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
3 District Attorney's Lieutenant	1 Asst. District Attorney	9 Victim Witness Spec. I/II
23 District Attorney's Investigator	1 Confidential Assistant	1 Office Services Technician
2 Supervising Investigative Aide	1 Chief Deputy District Attorney	11 Requested Total
18 Investigative Aide	94 Deputy District Attorney	
2 Evidence Technician	98 Requested Total	
49 Requested Total		
Administrative Services		
<u>Classification</u>		
1 Administrative Services Officer		
1 Program Support Supervisor		
1 Accountant		
2 Fiscal Support Specialist		
2 Fiscal Support Technician		
5 Paralegal		
6 Senior Legal Secretary		
20 Legal Secretary		
8 Legal Process Technician		
15 Office Services Technician		
1 LAN Systems Administrator		
2 Sr. Information Systems Spec.		
64 Requested Total		

Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of Felony Trials	205	189	175	204	175
Percentage of Felony Complaint Requests Filed as Felony	53.5%	53.6%	50%	40.8%	50%
Felony Trial Conviction Percentage	80.2%	70.4%	100%	71.1%	100%
Number of Misdemeanor Filings	27,690	27,148	27,000	25,095	27,000
Total State Prison Admissions per 100,000 Population	181	128	160	130	160
Number of Gang Defendants and Juvenile Gang Defendants Charged as an Adult with a Gang-Related Offense.	676	335	600	351	N/A
Felony Conviction Rate of Adult Gang Defendants	89%	82.6%	100%	84.2%	N/A

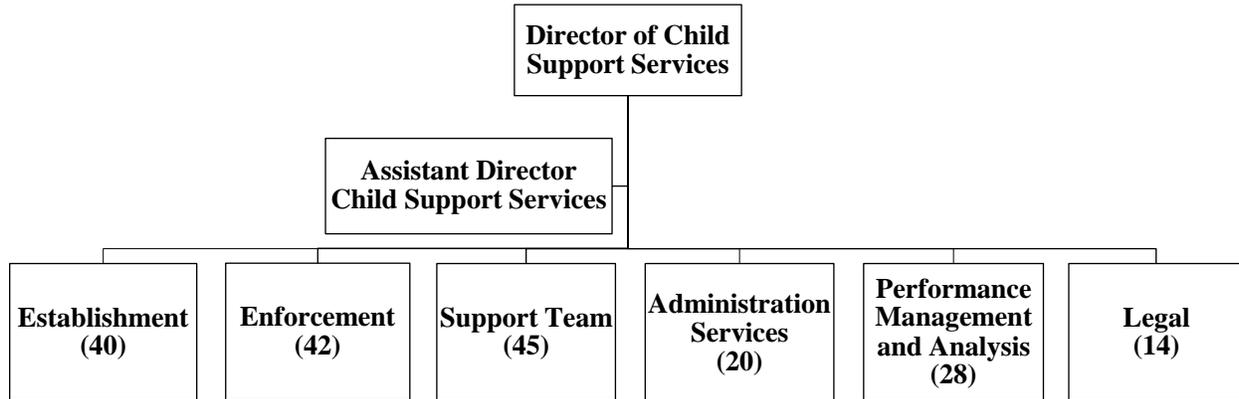
These measurements reflect the caseload and success of various prosecution efforts throughout the office in our efforts to reduce crime and provide for an effective system of justice. The department has discontinued the tracking of several gang specific efforts and is focusing on broader categories that 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.



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 2015-16 and 2016-17 Accomplishments

- Served approximately 55,521 children in the County, and distributed \$78,996,313 in child support payments in Federal Fiscal Year 2016.
- Received the Program Awareness Award, the Positive Collaboration Award, and the Innovation in the Child Support Program Award from the Child Support Directors Association in May 2016.
- Awarded the Western Interstate Child Support Enforcement Conference’s (WICSEC) Program Awareness Award for a partnership with the Kern County Sheriff’s Office for serving incarcerated parents through the first child support detention’s kiosk.
- Hosted the 7th Annual Health and Wellness Fair in August 2016 in collaboration with the Kern County Bar Association-Charitable Foundation, one of its many community events and partnerships.
- Recognized as one of the Top 8 most cost-effective child support programs operating in California by Director of the California Department of Child Support Services. For every dollar expended in Federal Fiscal Year 2016, the Department collected \$3.89 in child support.



Child Support Services

Department Head: Marcus Mitchell

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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$16,643,551	\$17,719,487	\$17,015,272	\$17,937,719	\$17,937,719	\$17,924,068
Services and Supplies	3,713,520	3,755,959	3,967,179	3,816,810	3,816,810	3,830,461
Other Charges	509,755	804,881	601,479	888,458	888,458	888,458
TOTAL EXPENDITURES	\$20,866,826	\$22,280,327	\$21,583,930	\$22,642,987	\$22,642,987	\$22,642,987
REVENUE:						
Use of Money/Property	\$28,124	\$20,156	\$28,298	\$22,165	\$22,165	\$22,165
Intergovernmental	20,764,190	22,259,171	21,549,212	22,619,722	22,619,722	22,619,722
Miscellaneous	11,797	1,000	1,920	1,100	1,100	1,100
TOTAL REVENUE	\$20,804,111	\$22,280,327	\$21,579,430	\$22,642,987	\$22,642,987	\$22,642,987
NET FUND COST	\$62,715	\$0	\$4,500	\$0	\$0	\$0

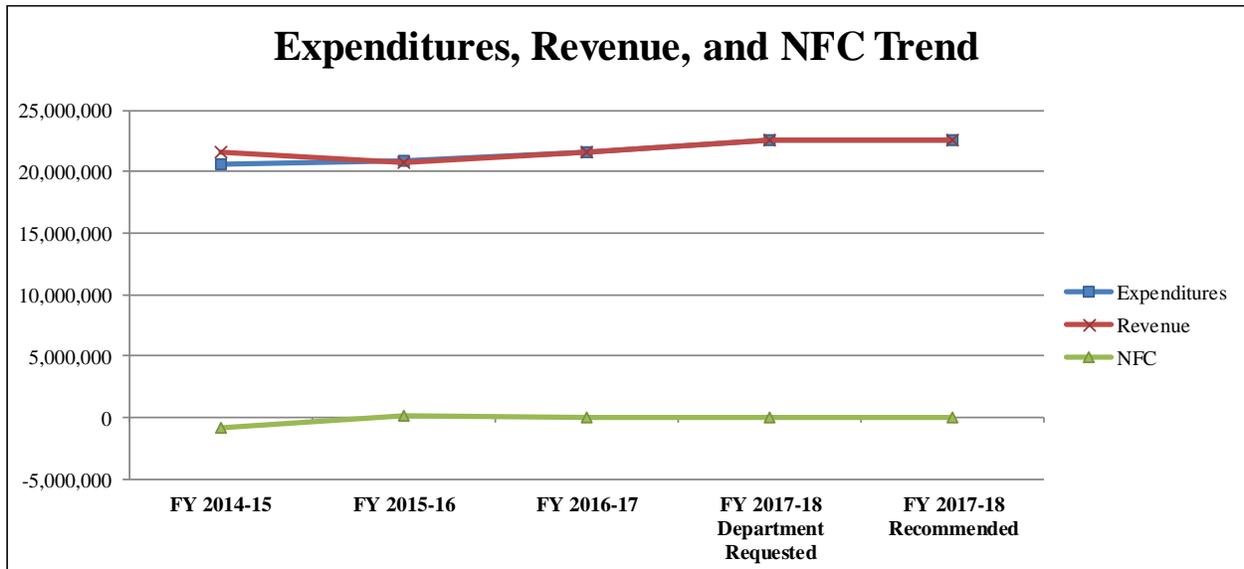
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 \$3.8 million include rents and leases, utilities, and office expenses.

Budget Changes and Operational Impacts

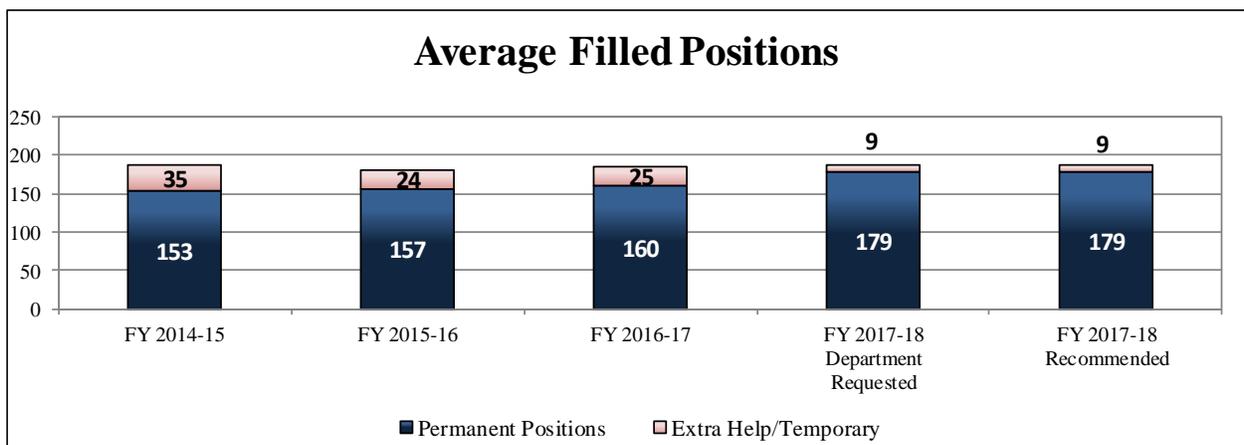
The recommended budget includes sufficient revenue for the department to continue to provide its current level of services and meet State program goals and objectives. While there are no major expenditure and revenue changes, costs are anticipated to increase slightly due to an increase in contract service 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 funding 179 of the 191 authorized positions with no additions or deletions. The department will hold the following positions vacant and unfunded: nine (9) Child Support Officer I/II/III positions, one (1) Child Support Officer IV position, one (1) Program Specialist I/II position, and one (1) Fiscal Support Specialist position.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	153	157	160	179	179
Extra Help/Temporary	35	24	25	9	9
Total Positions	188	181	185	188	188
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	156	157	160	N/A	N/A
Extra Help/Temporary (FTE)	23	16	19	N/A	N/A
Total Positions	179	173	179	N/A	N/A
SALARIES & BENEFITS	\$16,476,277	\$16,643,551	\$17,015,272	\$17,937,719	\$17,924,068

Summary of Authorized Positions

The recommended budget includes 191 authorized positions, of which 179 positions have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	12	0	0	12	11	1	12
Establishment	40	0	0	40	33	7	40
Enforcement	42	0	0	42	40	2	42
Support Team	45	0	0	45	44	1	45
Administrative Services	10	0	0	10	10	0	10
Performance Management and Analysis	28	0	0	28	27	1	28
Legal	14	0	0	14	14	0	14
Total	191	0	0	191	179	12	191

Administration	Performance Management and Analysis	Administrative Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Program Manager	1 Administrative Services Officer
1 Assistant Director	1 Supervising Child Support Officer	1 Administrative Coordinator
1 Marketing and Promotions Associate	4 Child Support Officer IV	1 Accountant I/II/III
1 Technical Services Supervisor	1 Supervising Departmental Analyst	1 Storekeeper
1 Systems Analyst I/II	3 Departmental Analyst I/II	1 Fiscal Support Supervisor
2 Information Services Specialist I/II/III/Senior	15 Child Support Officer I/II/III	4 Fiscal Support Technician
1 Office Services Coordinator	1 Supervising Development Specialist	1 Utility Worker
1 Office Services Specialist	2 Child Support Staff Development Specialist	10 Requested Total
3 Program Specialist I/II	28 Requested Total	
12 Requested Total		
Support Team	Establishment	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Program Manager	1 Program Manager	1 Program Manager
2 Supervising Child Support Officer	3 Supervising Child Support Officer	5 Supervising Child Support Officer
1 Child Support Officer I/II/III	3 Child Support Officer IV	6 Child Support Officer IV
1 Senior Office Services Specialistr	31 Child Support Officer I/II/III	30 Child Support Officer I/II/III
13 Customer Service Representative	2 Investigative Aide	42 Requested Total
2 Senior Customer Service Representative	40 Requested Total	
1 Fiscal Support Supervisor		
5 Fiscal Support Specialist		
1 Supervising Child Support Customer Service Officer		
6 Office Services Specialist		
12 Office Services Assistant		
45 Requested Total		
Legal		
<u>Classification</u>		
1 Chief Child Support Attorney		
7 Child Support Attorney I/II/III/IV/V		
2 Senior Paralegal/Paralegal		
4 Legal Secretary		
14 Requested Total		

Public Protection



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Public Protection

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of current support collected	62.07%	61.22%	66.50%	60.83%	62.00%
Percentage of cases with arrearage collections	58.66%	58.84%	66.30 %	58.75%	61.46%
Total distributed child support collections	\$79,879,461	\$78,996,313	\$89,121,022	\$80,695,758	\$80,000,000

The above figures 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 support owed and arrears. Collections on current support and past due balances are essential to improving the financial wellbeing of children. Consistent support allows a family to meet basic needs and reduces the reliance on public assistance. Increased percentages indicate more money reaching families as regular monthly support.

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	102.15%	101.92%	105.00%	103.80%	103.00%
Percentage of open cases with support orders	85.95%	88.40%	95.00%	89.80%	91.00%

Establishing a paternity provides legal rights to a child of unmarried parents and sets the framework to legally document biological parents, establishes a support order if necessary, and facilitates access to a variety of benefits, such as medical support, that would be unavailable if paternity was not established. Increased percentages indicated are due to all valid paternity declarations that were signed in Kern County even if they were not part of the department’s current caseload.

Goal 2: Promote fiscal responsibility in operations

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Amount of child support collected for every dollar expended	\$3.76	\$3.80	\$3.50	\$3.72	\$3.76

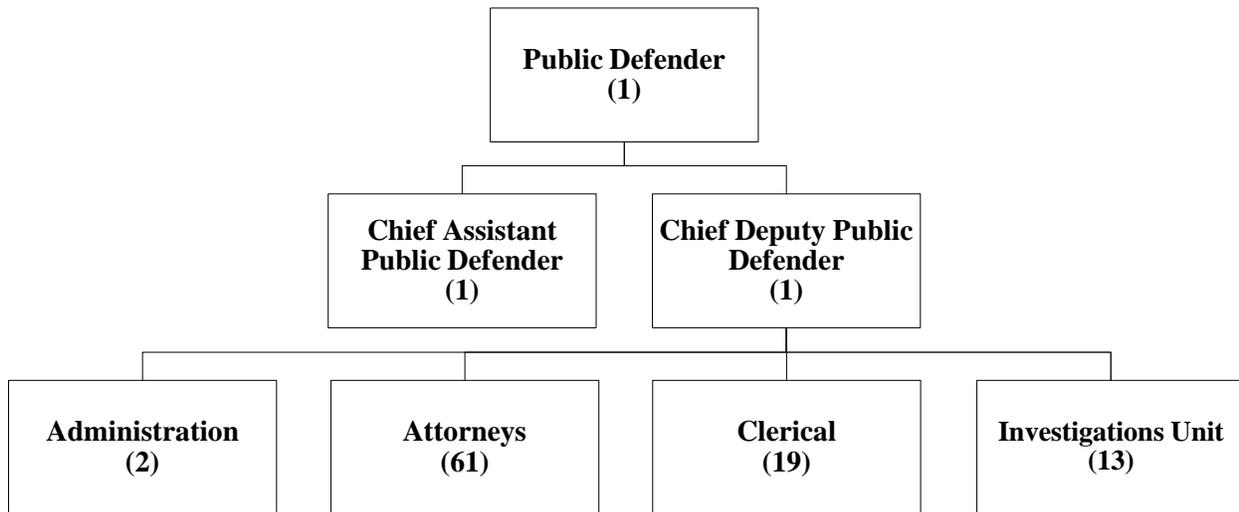
Cost effectiveness is a comparison of total child support dollars collected to total dollars expended, which demonstrates the department’s efficient use of federal and State funding. Actual performance exceeded.



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 2015-16 and 2016-17 Accomplishments

- Department lawyers and staff performed at high levels and have managed 39,479 cases in FY 2016-17. This includes, among others, metro area felony and misdemeanor filings, juvenile dependency, casework associated with five outlying courts, and prison filings.
- In FYs 2015-16 and 2016-17, over fifty percent of the department’s clients who went to trial were either fully acquitted or convicted of fewer (or lesser) offenses than charged. This was true for both misdemeanor and felony trials.
- In FY 2016-17 the department represented 2,666 children in dependency cases.
- In October 2016 the department created a dedicated Prison Unit. The work of this unit is reimbursable by the state pursuant to Penal Code Section 4750.



Public Defender

Department Head: Pam Singh
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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$14,643,222	\$14,710,313	\$14,442,086	\$15,907,106	\$15,907,106	\$15,782,636
Services and Supplies	946,100	1,327,090	863,025	1,246,936	1,246,936	1,283,225
Other Financing Uses	0	1,123,845	0	0	0	1,980,243
TOTAL EXPENDITURES	\$15,589,322	\$17,161,248	\$15,305,111	\$17,154,042	\$17,154,042	\$19,046,104
REVENUE:						
Intergovernmental	\$615,387	\$778,491	\$737,244	\$627,954	\$627,954	\$627,954
Charges for Services	960,173	745,000	1,942,150	2,293,520	2,293,520	2,075,000
Other Financing Sources:						
Local Public Safety	4,859,217	4,810,625	4,810,627	4,650,971	4,650,971	4,781,310
2011 Realignment	1,044,615	1,198,443	1,302,479	1,374,424	1,374,424	1,374,424
TOTAL REVENUE	\$7,479,392	\$7,532,559	\$8,792,515	\$8,946,869	\$8,946,869	\$8,858,688
Less Available BSI *	\$0	(\$1,123,845)	\$0	\$0	\$0	(\$1,980,243)
NET GENERAL FUND COST	\$8,109,930	\$8,504,844	\$6,512,596	\$8,207,173	\$8,207,173	\$8,207,173
BSI Ending Balance *	\$1,011,641	N/A	\$1,123,845	N/A	N/A	N/A

* BSI = Budget Savings Incentives

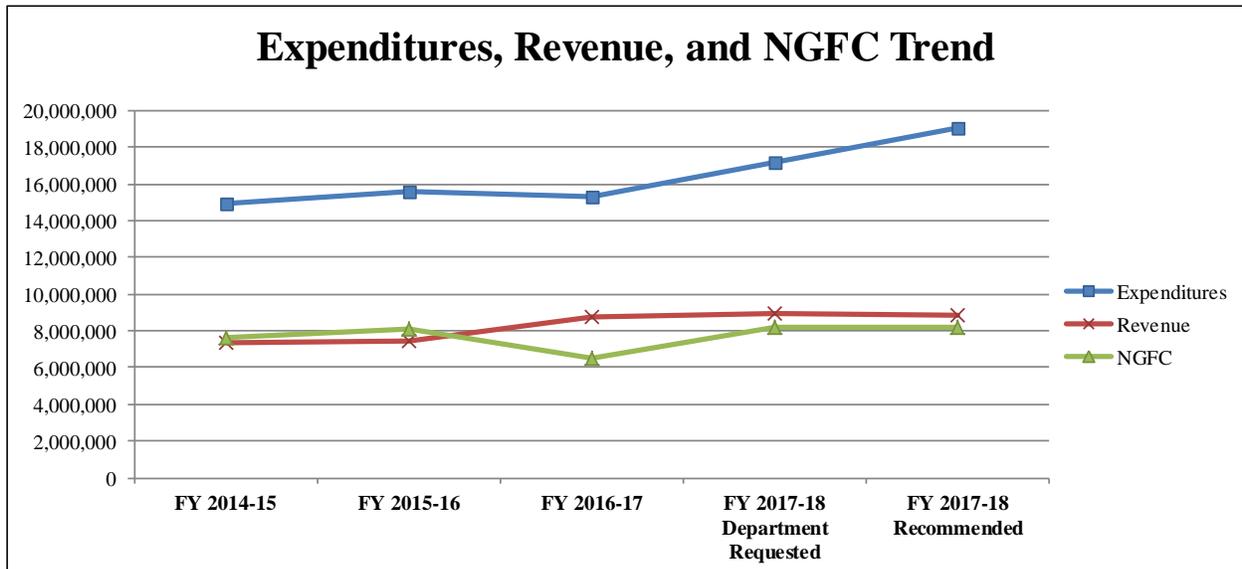
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 (NGFC). Other sources of revenue include \$4.7 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment to mitigate the impacts of the State prison realignment under Assembly Bill 109. The department has a balance of \$1,980,243 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. For the first time in five years the department is anticipated to finish the year slightly below the prior year in terms of caseload. The decline in cases from FY 2014-15 and FY 2015-16 when compared to FY 2016-17 reflects the department’s effective and prompt efforts to secure relief for all qualifying individuals within the first two years since the passage of Proposition 47.

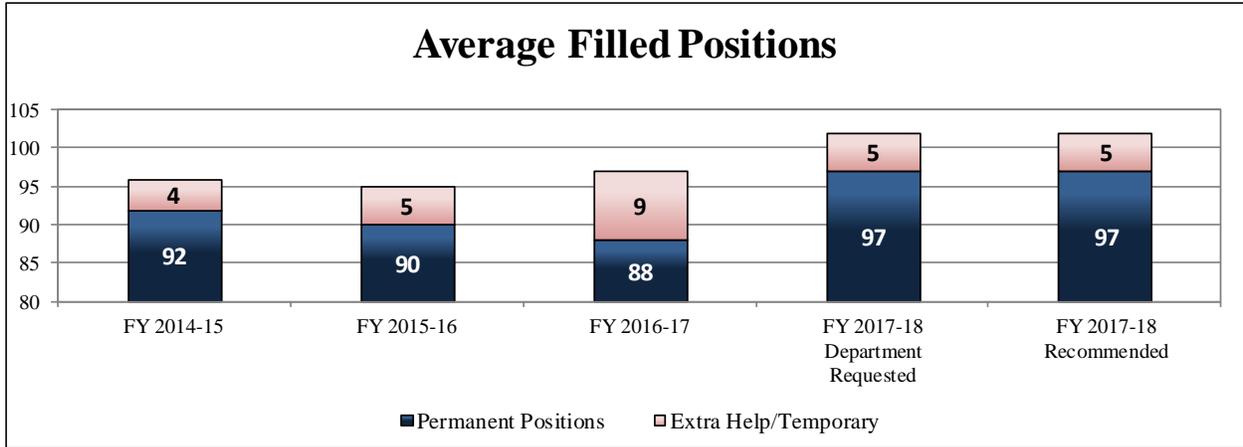
Services and supplies are expected to increase due to the uncertain costs associated with defending high-profile cases, often requiring expert services. The department is able to meet the constraints imposed by the decreased NGFC through increased revenue, primarily related to reimbursement from the state for prison case appointments and prudent budget practices.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 97 of the department’s 98 authorized positions. The recommended budget includes the addition of one (1) Legal Secretary position and the deletion of one (1) Office Services Specialist position. The department will unfund one (1) Public Defender Investigator position. The recommended budget includes funding for five extra help Deputy Public Defender positions in lieu of hiring permanent positions during the first half of the year. The increase in salaries and benefits is primarily due to the department’s intention to fill positions that have been vacant for more than one year.





4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	92	90	88	97	97
Extra Help/Temporary	4	5	9	5	5
Total Positions	96	95	97	102	102
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	90	89	88	N/A	N/A
Extra Help/Temporary (FTE)	4	4	8	N/A	N/A
Total Positions	94	93	96	N/A	N/A
SALARIES & BENEFITS	\$14,087,431	\$14,643,222	\$14,442,086	\$15,907,106	\$15,782,636

Summary of Authorized Positions

The department has 98 authorized positions, of which 97 positions have been budgeted to be filled during FY 2017-18 as indicated below. The department will also add one position and delete another.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Misdemeanor and Felony Trials	80	1	(1)	80	80	0	80
Investigations	13	0	0	13	12	1	13
Total	98	1	(1)	98	97	1	98



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	11 Investigator I - Senior
1 Chief Deputy Public Defender	2 Office Services Specialist	1 Public Defender Inv. Aide
1 Business Manager	10 Office Services Technician	13 Requested Total
1 Sr. Office Services Specialist	3 Office Services Assistant	
<u>5 Requested Total</u>	<u>80 Current Total</u>	
	<u>Additions/Deletions</u>	
	(1) Office Services Specialist	
	1 Legal Secretary	
	<u>80 Requested Total</u>	

Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Provide for the Vigorous Defense of Indigent Persons Accused of a Crime by the Government as Mandated by the Sixth Amendment to the United States Constitution, and Represent Children Adjudged Dependents of the Court 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:	2014-15 Actual	2015-16 Actual	2016-17 Goal	2016-17 Actual	2017-18 Goal
Percentage of Felony and Misdemeanor Trials Not Guilty as Charged	50.9%	53.4%	60%	52.9%	60%
Total Number of Cases Appointed to the Public Defender's Office by the Judicial System, plus accepted indigent requests	46,166	46,853	45,000	39,479	38,000
Total Number of Dependency Case Appointments	2,695	3,042	2,235	2,666	2,500
Average Cost per Case	\$311	\$330	\$381*	\$388	Discontinued
Number of Felony Trials	New Performance Measure				145

Statistical data indicates the department lawyers and staff are performing at high levels both in the volume of cases handled and the outcomes achieved for their clients. Over the past three years, the total number of cases has ranged from 39,000 to over 46,000. The case increase from 2014 to 2016 reflects the voluminous Proposition 47 petitions filed on behalf of clients to reduce non-violent felony convictions to misdemeanors. By FY 2016-17, the number of individuals qualified for relief had decreased given the department's vigorous efforts the previous two years.

During FY 2017-18, the department intends to report the number of felony trials each year and the percentage of felony trial clients found not guilty as charged. Given that the bulk of resources are expended in the area of felony trials, it is a more precise measure of the goals and effectiveness of its lawyers, and a measure of the vigorous defense of their clients. The department's goal of 145 felony jury trials for FY 2017-18 is based on the 146 felony trials completed in FY 2016-17. This is representative of the high performance and zealous representation consistent with the department's constitutional mandate.

*Indicates Corrected Value



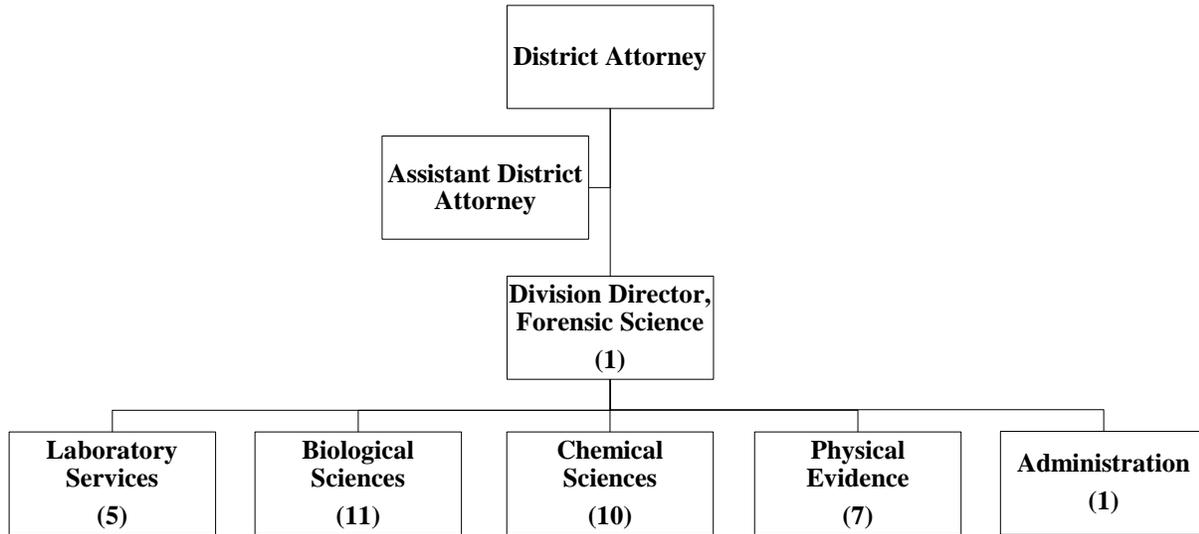
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Mission Statement

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 2015-16 and 2016-17 Accomplishments

- The lab was one of the first laboratories to be certified by the International Laboratory Accreditation Cooperation under the International Organization for Standardization and the International Electrotechnical Commission under 17020:2012 standards and has maintained this certification for the past three years.
- Continues to maintain full accreditation under International Organization for Standardization requirements 17025:2005 for both testing and calibration services.
- 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

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 International Organization for Standardization and the International Electrotechnical Commission under standards 17020:2012 and 17025:2005. These accreditation standards dictate an enhanced level of service and separation of duties.

Summary of Expenditures and Revenue

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,616,047	\$4,436,765	\$4,529,127	\$4,799,194	\$4,799,194	\$4,804,953
Services and Supplies	1,602,086	2,140,535	1,755,917	2,073,173	2,073,173	2,073,173
Capital Assets	19,350	0	64,725	300,000	300,000	300,000
Other Financing Uses	0	851,496	0	0	0	995,617
TOTAL EXPENDITURES	\$6,237,483	\$7,428,796	\$6,349,769	\$7,172,367	\$7,172,367	\$8,173,743
REVENUE:						
Fines and Forfeitures	\$128,877	\$120,000	\$0	\$120,000	\$120,000	\$120,000
Intergovernmental	197,898	313,021	549,179	656,788	656,788	656,788
Miscellaneous	5,851	4,836	4,866	254,836	254,836	254,836
Other Financing Sources:						
2011 Realignment	163,484	181,720	181,720	177,975	177,975	177,975
DNA Identification	150,000	150,000	150,000	100,000	100,000	100,000
Local Public Safety	214,727	212,581	212,581	205,526	205,526	211,285
Criminalist Laboratories	0	100,000	0	354,429	354,429	354,429
TOTAL REVENUE	\$860,837	\$1,082,158	\$1,098,346	\$1,869,554	\$1,869,554	\$1,875,313
Less Available BSI *	\$0	(\$851,496)	\$0	\$0	\$0	(\$995,617)
NET GENERAL FUND COST	\$5,376,646	\$5,495,142	\$5,251,423	\$5,302,813	\$5,302,813	\$5,302,813
BSI Ending Balance *	\$718,828	N/A	\$851,496	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 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 \$211,285 in Local Public Safety Funds (Proposition 172), \$300,000 from the state primarily for the elimination of the DNA backlog, 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.

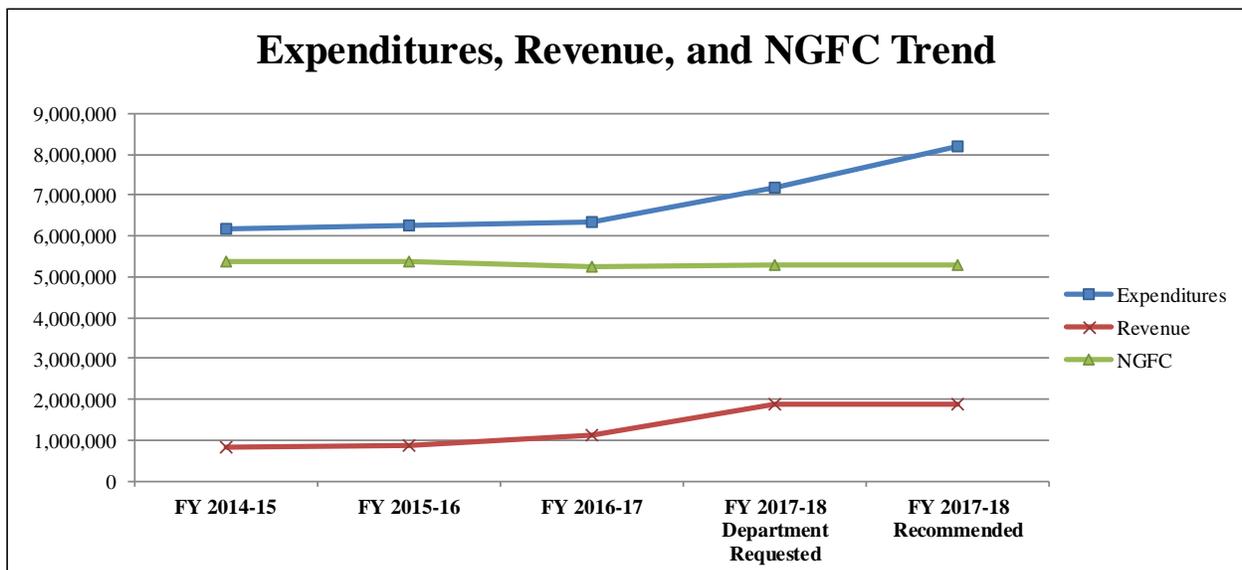
During FY 2017-18, the department anticipates recovering the costs of laboratory testing for driving under the influence (DUI) convictions. Additionally, the department will increase revenue from their Criminalist Laboratories special revenue fund to facilitate the procurement of a capital asset for firearms examination and comparison.

Budget Changes and Operational Impacts

The recommended budget includes unfunding one (1) vacant Fiscal Support Technician position the department requested in their submitted budget to be funded using Budget Savings Incentive (BSI) credits. After unfunding the position, the department will need to commit \$120,404 of the estimated \$995,617 in BSI to mitigate the 3.5% reduction in NGFC without significant service level impacts.

Salaries and benefits will be slightly higher than FY 2016-17 as the department had a number of vacancies during the year. 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 decrease slightly while new revenue associated with DUI testing will contribute to the increased revenue estimates.

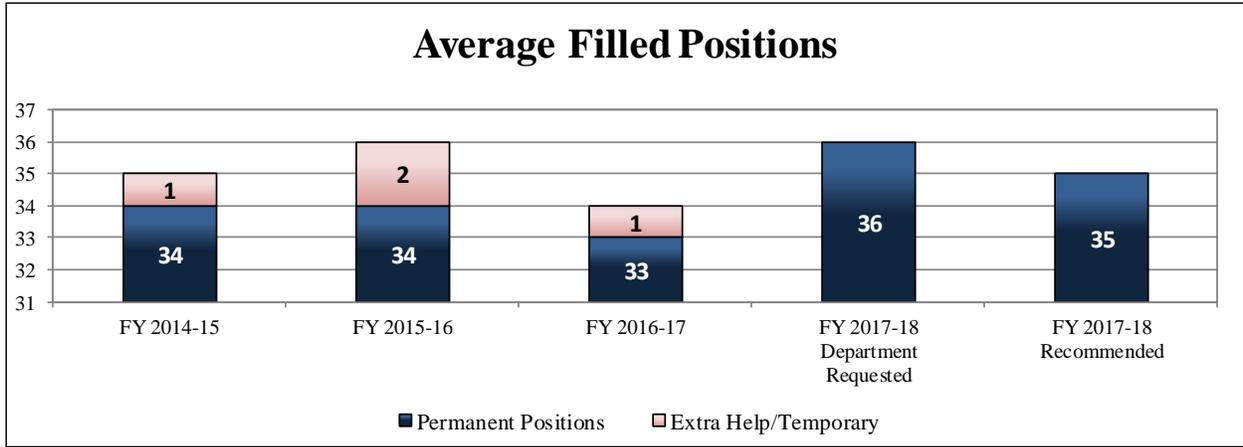
Public Protection



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 35 of the department’s 36 authorized positions. It is recommended that one (1) vacant Fiscal Support Technician position be held vacant and unfunded during the fiscal year to reduce the department’s reliance on one-time BSI credits. Unfunding this position is not anticipated to have significant impacts on the department’s mission or operation in accordance with ISO/IEC standards.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
	FY 2017-18				
AVERAGE FILLED POSITIONS					
Permanent Positions	34	34	33	36	35
Extra Help/Temporary	1	2	1	0	0
Total Positions	35	36	34	36	35
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	33	34	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	34	34	35	N/A	N/A
SALARIES & BENEFITS	\$4,411,369	\$4,616,047	\$4,529,127	\$4,799,194	\$4,804,953

Summary of Authorized Positions

The department has 36 authorized permanent positions, of which 35 are budgeted to be filled during FY 2017-18 as indicated below:

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Forensic Sciences	36	0	0	36	35	1	36
Total	36	0	0	36	35	1	36



Forensic Sciences	
Classification	
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
18	Criminalist
11	Forensic Lab Technician
1	Administrative Coordinator
1	Fiscal Support Technician
36	Requested Total

Public Protection

Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
The average number of days between the submission of a DNA request and the delivery of a report of examination	120	174	60	189	60
The number of backlogged DNA cases (requests >60 days without a report)	244	358	0	353	0
The average number of days between the submission of a request for toxicological service and the delivery of a report of examination	44	23	20	19	20
The number of backlogged toxicological cases (requests >40 days without a report)	503	127	0	267	0
<p>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 of the performance measures.</p>					



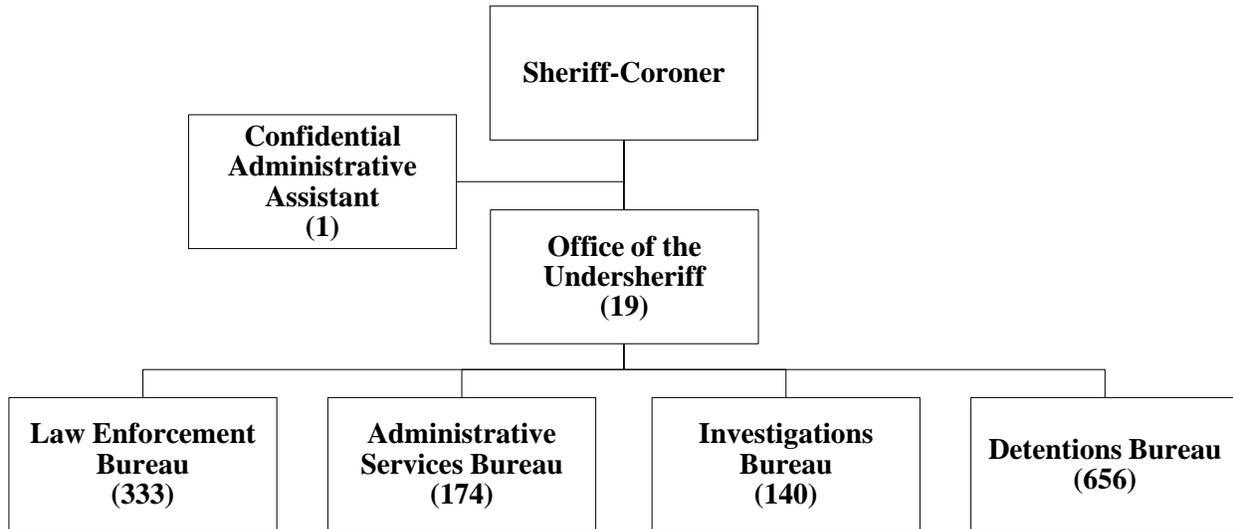
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Mission Statement

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 2015-16 and 2016-17 Accomplishments

- Secured 93,767 hours of volunteer services during 2015 and 93,995 hours during 2016 valued at \$2.2 million based on the state volunteer rate.
- During FY 2016-17 deputies deployed automated external defibrillators 10 times and Narcan three times. All three Narcan deployments were successful, resulting in the subject regaining respiration prior to emergency medical services arriving.
- The Sheriff's Parole and Electronic Monitoring programs saved \$17.4 million versus incarceration in FY 2016-17.
- Due to enforcement programs targeting litter clean up and tarp-your-trash, the Sheriff's Office received a National Keep America Beautiful award and a local Kern Council of Governments award.
- Work Release participants generated a total of \$459,870 in revenue for work performed in FY 2016-17.
- Secured \$1.2 million in grant funding during fiscal years 2015-16 and 2016-17.
- Over 6,000 pounds of illegal narcotics, \$184,852 in currency, and 116 firearms were seized during FY 2016-17.
- Obtained Federal Excess Property valued in excess of \$1.2 million in FY 2015-16 and \$1.3 million during FY 2016-17.



Sheriff-Coroner

Department Head: Donny Youngblood, Elected

Fund: General

Budget Unit: 2210

Function: Public Protection

Activity: Police Protection

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 (serving lawsuit papers). In addition, the department maintains active involvement in the community by participating in functions and committees that serve those within the County.

The Coroner is mandated by law to investigate and determine the cause and manner of death for people who pass away in 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 2015-16		FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$178,883,978	\$174,089,507	\$175,249,829	\$171,432,679	\$172,666,885	\$173,120,932	
Services and Supplies	31,833,514	34,617,878	31,840,671	35,196,115	34,350,133	34,559,808	
Other Charges	4,062,588	5,198,001	4,325,710	4,693,810	4,693,810	4,693,810	
Capital Assets	319,158	431,500	384,878	188,109	188,109	209,006	
Other Financing Uses	0	0	0	0	0	68,326	
TOTAL EXPENDITURES	\$215,099,238	\$214,336,886	\$211,801,088	\$211,510,713	\$211,898,937	\$212,651,882	
Expend. Reimb.	(\$19,884)	\$0	(\$270)	\$0	\$0	\$0	
TOTAL NET EXPENDITURES	\$215,079,354	\$214,336,886	\$211,800,818	\$211,510,713	\$211,898,937	\$212,651,882	
REVENUE:							
Licenses and Permits	\$576,459	\$531,600	\$572,900	\$602,100	\$602,100	\$602,100	
Fines and Forfeitures	9,864	11,300	6,892	11,300	11,300	11,300	
Intergovernmental	1,311,359	1,438,989	1,225,633	1,246,181	1,246,181	1,246,181	
Charges for Services	11,325,902	10,715,256	9,115,067	12,851,083	12,851,083	11,828,568	
Miscellaneous	251,976	852,300	249,197	832,300	832,300	832,300	
Non-Revenue Receipts	6533	0	300	0	0	0	
Other Financing Sources:							
2011 Realignment	27,934,013	28,143,108	28,972,492	28,322,801	28,711,026	29,033,521	
Real Estate Fraud	289,000	400,000	325,000	400,000	400,000	400,000	
Off Hwy MV Lic.	28,700	25,000	23,000	25,000	25,000	25,000	
DNA Identification	150,000	150,000	150,000	150,000	150,000	150,000	
Local Public Safety	47,763,811	47,279,543	47,279,543	45,710,440	45,710,440	46,991,437	
Sheriff Facility Training Fund	230,270	240,000	231,053	211,000	211,000	211,000	
Automated Fingerprint Fund	0	280,000	0	400,000	400,000	400,000	
Sheriff's Cal-ID	1,474,133	1,990,000	1,437,016	2,914,000	2,914,000	2,914,000	
Sheriff's Training	75,000	105,000	105,000	100,000	100,000	100,000	
Sheriff Work Release	440,000	400,000	400,000	400,000	400,000	400,000	
Sheriff's Civil Automated	201,819	26,500	17,001	36,500	36,500	36,500	
Sheriff's Firearms	4,943	5,000	5,000	5,000	5,000	5,000	
Sheriff Judgement Debtors Fee	179,082	390,050	387,420	397,550	397,550	397,550	
Sheriff's Community Resources	10,153	11,000	9,982	5,000	5,000	5,000	
Sheriff's Volunteer Services	10,049	15,000	10,386	15,000	15,000	15,000	
Sheriff Controlled Substance	437,707	535,968	535,968	0	0	0	
Sheriff's State Forfeiture	117,685	458,279	406,215	3,000	3,000	3,000	
Fireworks Violations	0	0	310	500	500	500	
Inmate Welfare Fund	4,180,238	4,407,500	3,900,000	4,273,600	4,273,600	4,273,600	
KNET Forfeiture	0	0	0	50,000	50,000	50,000	
Rural Crimes Impact Fee	0	132,738	622,081	550,000	550,000	653,642	
Cal-MMET State Asset Forfeiture	0	50,000	0	0	0	0	
Community Development Prg.	0	0	545,149	629,349	629,349	629,349	
CCP Recidivism Fund	0	0	18,750	0	0	0	
Civil Subpoena	0	0	0	15,000	15,000	15,000	
TOTAL REVENUE	\$97,008,696	\$98,594,131	\$96,551,355	\$100,156,704	\$100,544,929	\$101,229,548	
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	(\$68,326)	
NET GENERAL FUND COST	\$118,070,658	\$115,742,755	\$115,249,463	\$111,354,009	\$111,354,008	\$111,354,008	
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 2017-18 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 \$46.99 million in Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment of \$29 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

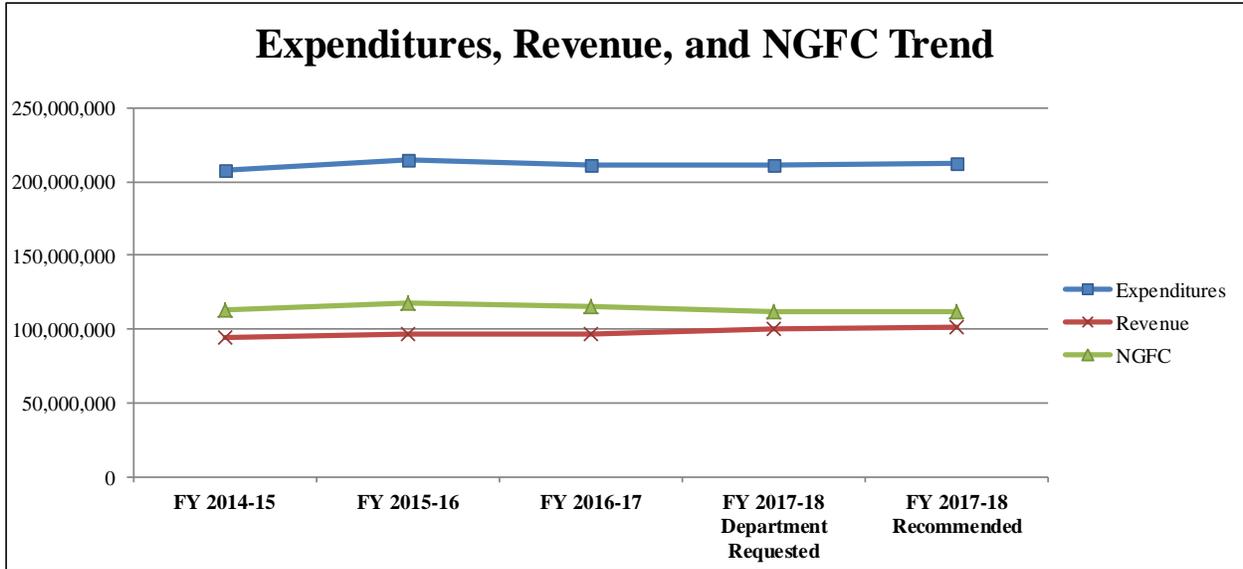
The recommended budget seeks to provide vital resources necessary to maintain status quo operations while ensuring applicable mandates associated with public safety are achieved. This budget does not propose any significant service level impacts but still requires the department to maintain decreased service levels established in FY 2016-17. The NGFC guideline compliant budget includes funding to maintain gang unit staffing and flight hours for the air support division as approved by the Board last fiscal year.

Additionally, \$1.325 million in appropriations for contingencies for recruiting, staffing, and equipping a Deputy trainee program is again recommended for consideration in budget unit 1970, similar to FY 2016-17. The trainee program funding is intended to assist the department in training as many as 53 Deputy Sheriffs to help with the historic turnover.

Expenditures related to salaries and benefits will decrease slightly as the department seeks to transition some positions historically held by sworn personnel to non-sworn classifications. Services and supplies will increase for expenses offset by 2011 realignment (AB 109) and inmate welfare funding. Additionally, the transfer out of some utility expenses historically accounted for in this budget unit will provide savings and contribute towards an effort to standardize budgeting and accounting procedures.

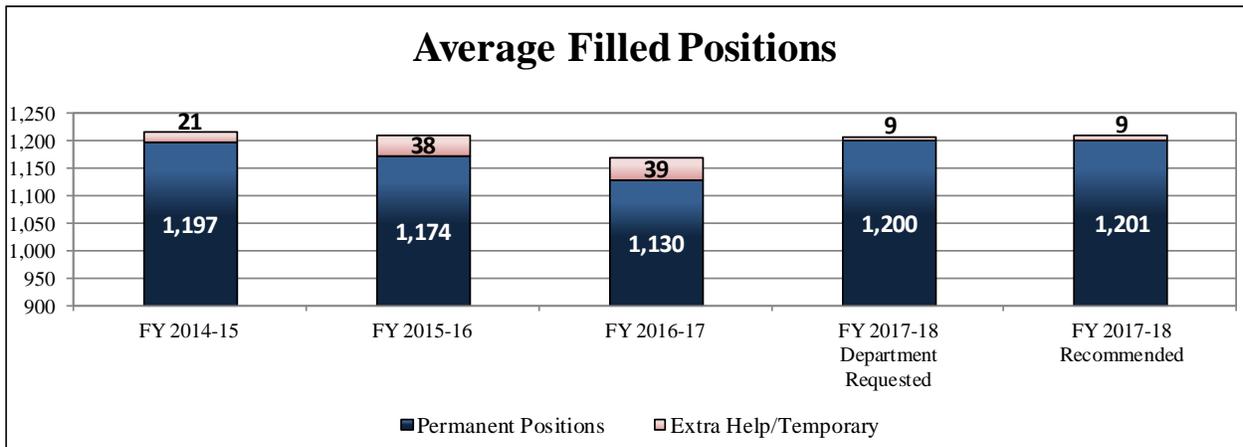
Revenue is anticipated to increase slightly over FY 2016-17 due to increases in special revenue fund transfers-in and the inclusion of over \$1 million in new revenue associated with a state prison program designed to quickly admit, evaluate, and stabilize inmates who are incompetent to stand trial. Local Public Safety (Proposition 172) funding will decrease slightly while AB 109 funding is expected to increase slightly.





Staffing Changes and Operational Impacts

The department currently has 1,321 authorized positions. The recommended budget includes the addition of two (2) Sheriff’s Dispatch Assistant positions; one (1) Maintenance Supervisor position; one (1) Groundskeeper position; one (1) Sheriff’s Senior Support Specialist position funded primarily by federal grant funds; and one (1) Sheriff’s Program Technician funded by AB 109 funds. The recommended budget also includes the deletion of two (2) Maintenance Worker positions and one (1) Sheriff’s Support Technician position. The recommended funding level will require the department to hold 123 currently vacant positions unfunded during FY 2017-18.



4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	1197	1174	1,130	1,200	1,201
Extra Help/Temporary	21	38	39	9	9
Total Positions	1218	1212	1169	1209	1210
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1380	1392	1,363	N/A	N/A
Extra Help/Temporary (FTE)	14	27	28	N/A	N/A
Total Positions	1394	1419	1391	N/A	N/A
SALARIES & BENEFITS	\$167,672,164	\$178,883,978	\$175,249,829	\$171,432,679	\$173,120,932

Public Protection

Summary of Authorized Positions

The department currently has 1,321 authorized permanent positions. Through the addition of six positions and deletion of three positions, the recommended budget includes 1,324 authorized positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Office of the Sheriff	2	0	0	2	2	0	2
Office of the Undersheriff	19	0	0	19	17	2	19
Administrative Services	174	0	0	174	122	52	174
Investigations	140	1	(1)	140	112	28	140
Law Enforcement	331	2	0	333	320	13	333
Detentions	655	3	(2)	656	628	28	656
Total	1,321	6	(3)	1,324	1,201	123	1,324

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.	1 Sheriff's Senior Support Spec.
<hr/> 2 Requested Total	1 Administrative Services Officer	2 Sheriff's Commander
	4 Administrative Coordinator	3 Sheriff's Lieutenant
	2 Accountant	2 Office Services Assistant
	3 Fiscal Support Supervisor	12 Sheriff's Sergeant
	5 Fiscal Support Specialist	22 Sheriff's Senior Deputy
	2 Fiscal Support Technician	2 Sheriff's Support Specialist
	<hr/> 19 Requested Total	44 Sheriff's Deputy
		5 Administrative Coordinator
		17 Sheriff's Support Technician
		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.
		1 Accountant
		2 Fiscal Support Technician
		1 Fiscal Support Specialist
		1 Supv. Legal Process Tech
		6 Legal Process Technician
		1 Sr. Legal Process Tech
		2 Automotive Mechanic
		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
		8 Sheriff's Aide
		2 Property Control Officer
		1 Detentions Senior Deputy
		1 Detentions Sergeant
		<hr/> 174 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
2 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	22 Sheriff's Sergeant	9 Sheriff's Sergeant
16 Sheriff's Sergeant	26 Sheriff's Senior Deputy	10 Sheriff's Senior Deputy
37 Sheriff's Senior Deputy	196 Sheriff's Deputy	164 Sheriff's Deputy
17 Sheriff's Deputy	4 Detentions Deputy	26 Sheriff's Aide
1 Public Information Officer	1 Detentions Senior Deputy	285 Detentions Deputy
2 Sheriff's Aide	7 Sheriff's Dispatch Assistant	8 Detentions Lieutenant
1 Aircraft Maintenance Supv.	6 Sheriff's Dispatch Supervisor	32 Detentions Senior Deputy
2 Aircraft Mechanic	22 Sheriff's Dispatcher	23 Detentions Sergeant
1 Aircraft Pilot	6 Sheriff's Report Technician	4 Light Vehicle Driver
1 Crime Prevention Coordinator	7 Sheriff's Senior Dispatcher	2 Maintenance - A/C Mechanic
1 Crime Prevention Specialist	1 Sheriff's Senior Support Spec.	1 Maintenance Carpenter
2 Administrative Coordinator	1 Sheriff's Supv. Report Tech.	2 Maintenance Electrician
1 Sheriff's Records Administrator	1 Sheriff's Support Specialist	1 Maintenance Plumber
5 Sheriff's Support Specialist	18 Sheriff's Support Technician	8 Maintenance Worker
7 Evidence Technician	<u>331</u> Current Total	9 Sheriff's Program Specialist
1 Computer Forensic Specialist		1 Sheriff's Program Technician
6 Identification Technician	<u> </u> Additions/Deletions	2 Sheriff's Sr. Support Specialist
2 Latent Print Examiner	<u>2</u> Sheriff's Dispatch Assistant	8 Sheriff's Support Specialist
1 Office Services Assistant	<u>333</u> Requested Total	52 Sheriff's Support Technician
<u>27</u> Sheriff's Support Technician		1 Structural Maint. Superintendent
<u>140</u> Current Total		1 Detentions Senior Officer
		<u>1</u> Warehouse Supervisor
<u> </u> Additions/Deletions		<u>655</u> Current Total
1 Sheriff's Senior Support Spec.		
<u>(1)</u> Sheriff's Support Technician		<u> </u> Additions/Deletions
<u>140</u> Requested Total		1 Maintenance Supervisor
		1 Groundskeeper
		1 Sheriff's Program Technician
		<u>(2)</u> Maintenance Worker
		<u>656</u> Requested Total



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Provide professional public safety services through community partnerships

Objective 1: Provide service level to meet safety and security needs of the community

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average response time to priority 1 emergency calls	7 min 53 sec	10 min 25 seconds	8 min 25 seconds	12 min 38 seconds	12 min 30 seconds
Percentage of violent crimes investigations cleared	58%	41%	55%	43%	43%
Percentage of stolen property recovered from rural crimes	22%	40%	40%	27%	27%
Percentage of gang related incidents cleared	68%	68%	72%	66.5%	66.5%

It is the Sheriff's Office goal to improve the quality of life and ensure safety for the residents and visitors of Kern, by ensuring that offenders are arrested and held accountable for crimes committed. Average response times can vary widely due to location and nature of calls received and staff available.

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of inmates passing the GED test	42%	14.74%	35%	25.32%	26%
Increase the number of community contacts through community policing programs	155	176	180	215	220
Increase youth crime prevention and education activities	145	135	130	109	110
Percentage of inmates completing vocational programs	66%	87.46%	70%	80.94%	81%
Percentage of inmates completing education based drug/cognitive behavior therapy	75%	18.90%	25%	21.72%	22%
Percentage of inmates completing evidenced based drug/cognitive behavior therapy	N/A	96%	90%	78.62%	79%

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 local 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 by delivering a number of evidence based programs focusing on cognitive behavioral therapy which addresses the criminogenic needs of the in-custody population. In addition, the partnerships that have been and continue to be created with local community providers help to remove the barriers to a successful reintegration into society. AB 109 Realignment continues to impact both the community and jail facilities. Moving forward, the Sheriff's Office will continue to look for and utilize best practices and proven methods to improve and increase in-custody rehabilitation programs and post-release transitional services.

Public Protection



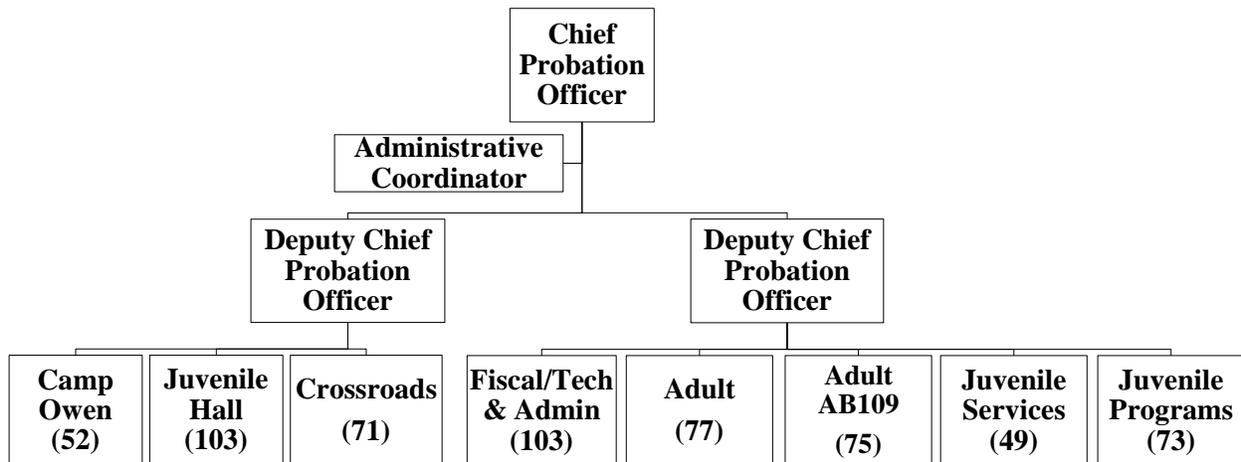
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Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2015-16 and 2016-17 Accomplishments

- During this period, the department’s Gang Intervention and Suppression Team seized 27 firearms, completed 2,405 home/field contacts, and provided 60 hours of courtroom testimony on gang-related cases.
- Bridges Academy hosted its annual mid-year graduation, where 15 students were recognized as having met the requirements for high school graduation, three of whom earned scholarship awards.
- During FY 2016-17 through March, the misdemeanor arraignment court handled 47,644 cases.
- Utilized 59 GPS units to supervise high-risk offenders 24 hours per day.
- The Day Reporting Center and Drug Day Reporting Center conducted four graduations during this period, resulting in 173 graduates who successfully completed an intensive six-month program.
- Implemented the use of Targeted Case Management in FY 2016-17 to help increase referrals to evidence based programs to further reduce recidivism.



Probation

Department Head: TR 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 for 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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$72,571,946	\$76,515,839	\$73,707,069	\$73,163,930	\$73,992,454	\$74,529,871
Services and Supplies	9,301,305	10,459,258	9,575,665	10,047,276	9,718,752	10,588,593
Other Charges	889,083	1,036,291	1,036,292	1,505,492	1,505,492	1,505,492
Capital Assets	360,886	89,100	68,712	202,400	202,400	356,170
Other Financing Uses	0	1,442,505	0	0	0	1,339,779
TOTAL EXPENDITURES	\$83,123,220	\$89,542,993	\$84,387,738	\$84,919,098	\$85,419,098	\$88,319,905
Expend. Reimb.	(\$1,894)	(\$2,500)	(\$1,794)	(\$1,500)	(\$1,500)	(\$1,500)
TOTAL NET EXPENDITURES	\$83,121,326	\$89,540,493	\$84,385,944	\$84,917,598	\$85,417,598	\$88,318,405
REVENUE:						
Fines and Forfeitures	\$2,970	\$930	\$2,120	\$950	\$950	\$950
Use of Money/Property	9,225	6,792	14,530	12,552	12,552	12,552
Intergovernmental	7,998,358	10,281,218	8,884,902	11,150,615	11,150,615	11,041,415
Charges for Services	1,748,465	1,572,931	2,487,520	1,414,804	1,414,804	1,424,149
Miscellaneous	30,077	23,500	53,479	20,200	20,200	20,200
Other Financing Sources:						
2011 Realignment	24,432,965	24,576,579	24,527,521	24,889,167	25,389,167	26,694,230
Probation DJJ Realignment Fund	4,698,107	4,756,032	4,440,641	3,731,448	3,731,448	3,731,448
Probation Training Fund	259,461	252,720	249,645	249,645	249,645	249,645
Local Public Safety	13,265,423	13,132,769	13,132,769	12,696,922	12,696,922	13,052,742
Domestic Violence Program	150,000	150,000	150,000	150,000	150,000	150,000
DNA Identification	150,000	150,000	150,000	125,000	125,000	125,000
Juvenile Inmate Welfare	19,000	30,000	30,000	49,000	49,000	49,000
Probation Asset Forfeiture - DEA	20,000	20,000	0	0	0	0
Probation Asset Forfeiture - 15%	0	5,000	0	5,000	5,000	5,000
Probation Asset Forfeiture	0	10,000	10,000	10,000	10,000	10,000
TOTAL REVENUE	\$52,784,051	\$54,968,471	\$54,133,127	\$54,505,303	\$55,005,303	\$56,566,331
Less Available BSI *	\$0	(\$1,442,505)	\$0	\$0	\$0	(\$1,339,779)
NET GENERAL FUND COST	\$30,337,275	\$33,129,517	\$30,252,817	\$30,412,295	\$30,412,295	\$30,412,295
BSI Ending Balance *	\$1,084,139	N/A	\$1,442,505	N/A	N/A	N/A

* BSI = Budget Savings Incentives



Major Expenditures and Revenue in FY 2017-18 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 \$11 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 million of Local Public Safety Funds (Proposition 172), approximately \$26.7 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109, and \$3.7 million in juvenile realignment funds.

Budget Changes and Operational Impacts

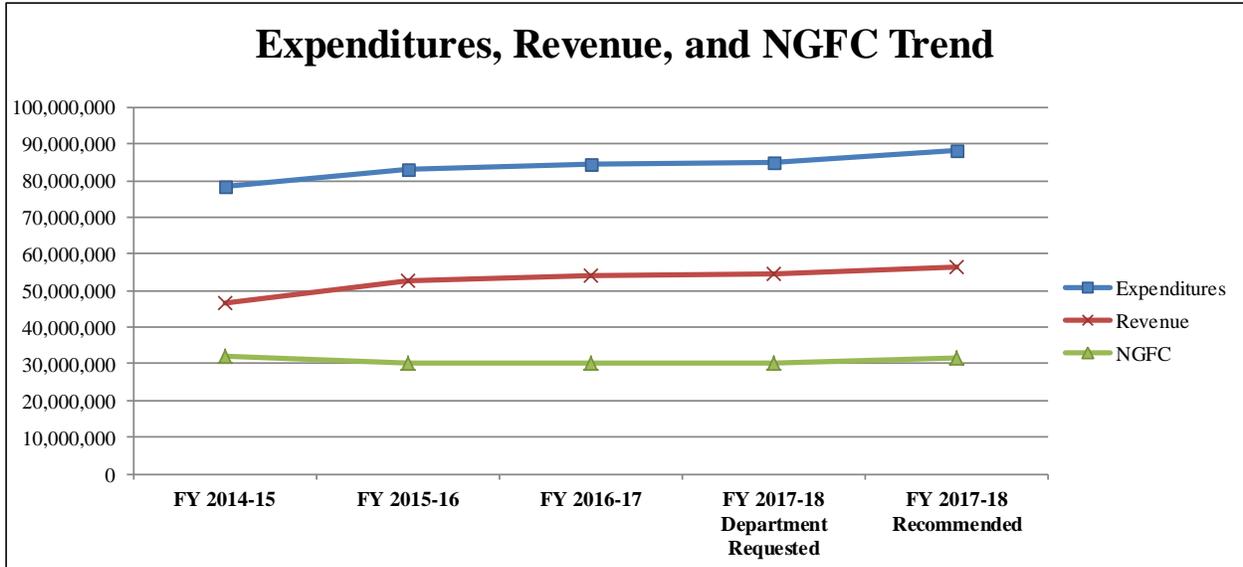
The department submitted a budget with the proposed layoff of five (5) Deputy Probation Officers to achieve savings of \$550,000 to meet the NGFC guideline. Through conversations between this office and the department, two vacant positions were unfunded and reductions to services and supplies made it possible to re-fund the filled Deputy Probation Officer positions, eliminating the need for layoffs. Following the end of the fiscal year, Proposition 172 estimates were revised which allowed the department further operational flexibility through the addition of \$355,000 in revenue.

Due to decreased funding levels proposed, the department originally planned to reduce staffing at the Kern Crossroads facility to reduce capacity from 80 to 60. This would result in the release of as many as 20 high-risk juveniles. However, available one-time 2011 Realignment resources of an additional \$500,000 were added during the preliminary recommended budget to ensure capacity at Kern Crossroads can continue during FY 2017-18 at the current capacity of 80.

Salaries and benefits are expected to remain flat in FY 2017-18 but will require the department to commit \$750,000 of their \$1.33 million in Budget Savings Incentive (BSI) credits, a one-time funding source, to support ongoing operations. In addition, the budget funds all but 23 positions while the department historically averages 75 vacancies over the past three years. The department anticipates using extra help to mitigate the workload associated with vacant positions, primarily in the institutions, which have mandated staffing ratios. Services and supplies are expected to increase due to the department's use of one-time funds to purchase equipment and fund professional and specialty services.

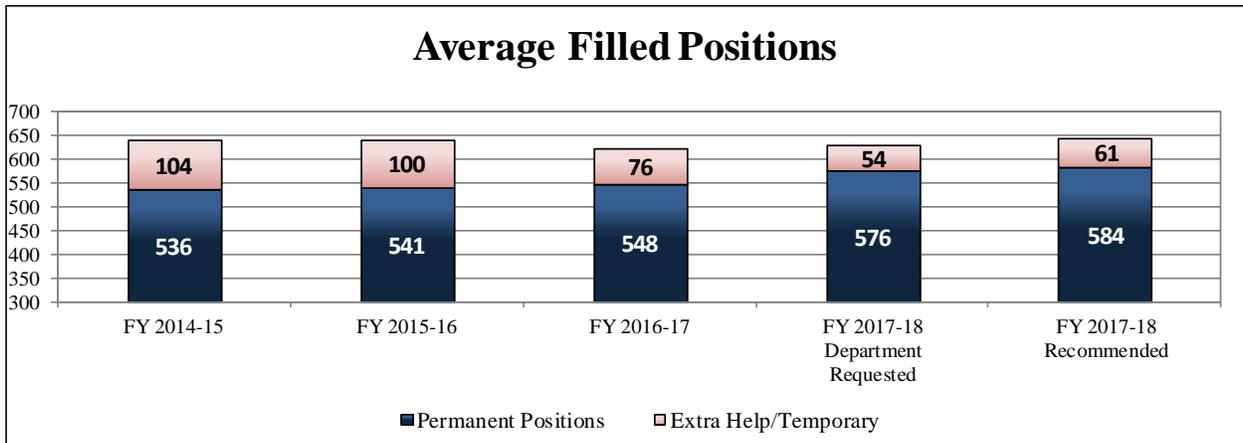
This office will continue to evaluate all of the department's funded vacancies to determine if all or some can be unfunded to further reduce or eliminate the department's reliance on BSI credits for staffing.

Local Public Safety Funds, a function of sales tax, are anticipated to decrease slightly over the prior year and Probation DJJ Realignment will decrease by approximately \$700,000. All other revenue sources, including funding for Targeted Case Management services will increase as the department focuses on seeking reimbursement for services provided to Medicaid eligible probationers, in conjunction with a 2011 Realignment increase due to carryover from the prior year will result in a net increase in revenue of \$2.4 million.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 584 of 607 positions and 61 extra help positions. The department will reduce the number of authorized positions by one through the addition of four positions and the deletion of five positions.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	536	541	548	576	584
Extra Help/Temporary	104	100	76	54	61
Total Positions	640	641	624	630	645
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	542	542	552	N/A	N/A
Extra Help/Temporary (FTE)	100	92	74	N/A	N/A
Total Positions	642	634	626	N/A	N/A
SALARIES & BENEFITS	\$68,213,007	\$72,571,946	\$73,707,069	\$73,163,930	\$74,529,871

Public Protection

Summary of Authorized Positions

The department currently has 608 authorized positions; three (3) Human Resources Specialist I/II positions and one (1) Help Desk Technician I/II position will be added while two (2) Human Resource Specialist I positions, one (1) Help Desk Technician I position, one (1) Office Services Assistant position, and one (1) Fiscal Support Technician position will be deleted. 584 authorized positions have been budgeted to be filled in FY 2017-18, consistent with past staffing practices.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive	4	0	0	4	4	0	4
Administrative Services	67	3	(4)	66	62	4	66
Fiscal & Technology	37	1	(1)	37	36	1	37
Adult - Felony Probation	77	0	0	77	72	5	77
Adult - AB 109	75	0	0	75	74	1	75
Juvenile Services	49	0	0	49	47	2	49
Juvenile Programs	73	0	0	73	73	0	73
Juvenile Hall	103	0	0	103	97	6	103
Crossroads	71	0	0	71	69	2	71
Camp Erwin Owen	52	0	0	52	50	2	52
Total	608	4	(5)	607	584	23	607



Executive	Administrative	Fiscal & Technology
<p><u>Classification</u></p> <p>1 Chief Probation Officer</p> <p>2 Deputy Chief Probation Officer</p> <p>1 Administrative Coordinator</p> <hr/> <p>4 Requested Total</p>	<p><u>Classification</u></p> <p>1 Probation Division Director</p> <p>1 Assistant Probation Div. Dir.</p> <p>3 Probation Supervisor</p> <p>3 Deputy Probation Officer III</p> <p>1 Deputy Probation Officer I/II</p> <p>2 Sr. Office Services Specialist</p> <p>1 Sr. Human Resources Specialist</p> <p>2 Human Resources Specialist</p> <p>7 Office Services Specialist</p> <p>41 Office Services Technician</p> <p>1 Office Services Assistant</p> <p>1 Fiscal Support Technician</p> <p>2 Mail Clerk</p> <p>1 Probation Volunteer Svcs. Coord.</p> <hr/> <p>67 Current Total</p> <p><u>Additions/Deletions</u></p> <p>3 Human Resources Spec. I/II</p> <p>(2) Human Resources Spec. I</p> <p>(1) Office Services Assistant</p> <p>(1) Fiscal Support Technician</p> <hr/> <p>66 Requested Total</p>	<p><u>Classification</u></p> <p>1 Division Director-FR&P</p> <p>2 Accountant I/II/III</p> <p>1 Technology Services Manager</p> <p>1 Network Systems Admin.</p> <p>1 LAN Systems Administrator</p> <p>1 Sr. Systems Analyst</p> <p>2 Systems Analyst/Programmer I/II</p> <p>1 Help Desk Technician I</p> <p>4 Info. Systems Spec. I/II/III/Sr.</p> <p>1 Database Analyst</p> <p>1 Supervising Dept. Analyst</p> <p>3 Departmental Analyst</p> <p>3 Fiscal Support Supervisor</p> <p>2 Fiscal Support Specialist</p> <p>9 Fiscal Support Technician</p> <p>1 Office Services Specialist</p> <p>3 Office Services Technician</p> <hr/> <p>37 Current Total</p> <p><u>Additions/Deletions</u></p> <p>(1) Help Desk Technician I</p> <p>1 Help Desk Technician I/II</p> <hr/> <p>37 Requested Total</p>
<p style="text-align: center;">Adult Division - Felony Probation</p> <p><u>Classification</u></p> <p>1 Probation Division Director</p> <p>6 Probation Supervisor</p> <p>16 Deputy Probation Officer III</p> <p>54 Deputy Probation Officer I/II</p> <hr/> <p>77 Requested Total</p>	<p style="text-align: center;">Adult Division - AB 109</p> <p><u>Classification</u></p> <p>1 Probation Division Director</p> <p>5 Probation Supervisor</p> <p>10 Deputy Probation Officer III</p> <p>48 Deputy Probation Officer I/II</p> <p>1 Probation Program Supv.</p> <p>9 Probation Program Spec.</p> <p>1 Office Services Technician</p> <hr/> <p>75 Requested Total</p>	<p style="text-align: center;">Juvenile Services</p> <p><u>Classification</u></p> <p>1 Probation Division Director</p> <p>5 Probation Supervisor</p> <p>11 Deputy Probation Officer III</p> <p>27 Deputy Probation Officer I/II</p> <p>1 Juvenile Correction Officer III</p> <p>4 Juvenile Correction Officer I/II</p> <hr/> <p>49 Requested Total</p>



Juvenile Programs	Crossroads	Juvenile Hall
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
5 Probation Supervisor	1 Assistant Probation Div. Dir.	1 Assistant Probation Div. Dir.
8 Deputy Probation Officer III	4 Deputy Probation Officer III	6 Deputy Probation Officer III
43 Deputy Probation Officer I/II	11 Juvenile Correction Officer III	5 Deputy Probation Officer I/II
3 Juvenile Correction Officer I/II	41 Juvenile Correction Officer I/II	18 Juvenile Correction Officer III
4 Office Services Technician	1 Juv. Corr. Food Svcs. Supv.	63 Juvenile Correction Officer I/II
1 Probation Program Supv.	2 Juvenile Corrections Sr. Cook	1 Juv. Corr. Warehouse Supv.
8 Probation Program Spec.	3 Juvenile Corrections Cook	1 Juvenile Corrections Cook
<hr/>	1 Juv. Corr. Maint. Worker	3 Juvenile Corrections Custodian
73 Requested Total	1 Juvenile Corrections Custodian	1 Juv. Corr. Support Services
	1 Juv. Corr. Support Services	1 Office Services Specialist
	1 Office Services Specialist	1 Office Services Technician
	2 Office Services Technician	<hr/>
	1 Fiscal Support Technician	103 Requested Total
	<hr/>	
	71 Requested Total	
Camp Erwin Owen		
<u>Classification</u>		
1 Probation Division Director		
1 Assistant Probation Div. Dir.		
4 Deputy Probation Officer III		
14 Juvenile Correction Officer III		
24 Juvenile Correction Officer I/II		
1 Juvenile Corrections Sr. Cook		
2 Juvenile Corrections Cook		
1 Juv. Corr. Facilities Maint. Worker		
1 Juv. Corr. Maint. Worker		
1 Juv. Corr. Support Services		
1 Office Services Specialist		
1 Office Services Technician		
<hr/>		
52 Requested Total		

Public Protection



FY 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of adult offenders successfully completing probation	16%	12%	13%	12%	14%
Percentage of adult probationers who have new violations (Recidivism Rate)	12%	10%	10%	12%	10%
Number of offenders on felony probation	7,199	7,060	6,800	7,144	7,000
Number of offenders on post release community supervision	1,502	1,524	1,500	1,565	1,500
Number of offenders on mandatory supervision	633	621	600	620	600
Number of pre-sentence investigation reports submitted to Superior Court	3,995	3,814	4,000	4,034	4,000
Number of home calls/field contacts	12,601	16,608	16,000	18,751	18,000
Number of arrests	1,501	1,527	1,300	2,078	1,750
Number of adult probationers receiving program services (DRC, KCMH,CBOs, Take Away Tattoo, Substance Abuse, ETR)	4,332	4,224	4,750	4,161	N/A

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. Through AB 109 funding the Probation Department has effectively met the goal of an appropriate ratio of probationers to officers (50:1) in AB 109 supervision units; however, the ratio of probationers to officers remains extremely high (246:1) in Felony supervision units. The Probation Department is still committed to reducing this ratio when funding is available. Should the department experience budget cuts and/or loss of other revenue, caseload sizes will increase and a number of offenders will not be supervised, thus the possibility of an increase in crime in our county. The department believes that with ongoing evidence-based treatment programs, collaboration with community-based organizations, our relationship with staff operating our day reporting center, and the addition of the Adult Programming Center, they will be able to reduce the recidivism rate and increase the successful completion rate in FY 17-18. The department continues to research improvements in data collection; therefore, future data collection and data definitions may be different than how they are currently defined.

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of juvenile offenders successfully completing probation	17%	15%	18%	16%	18%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	21%	23%	20%	25%	23%
Number of juveniles on supervised probation	2,127	2,176	2,000	2,069	2,000
Number of probation violation petitions filed	318	281	275	309	275
Number of referrals to the Probation Department	3,831	3,184	4,500	2,986	2,800
Number of investigations for Juvenile Court	1,198	1,389	1,000	1,305	1,200
Number of new law violation petitions filed	1,100	1,255	1,000	1,252	1,100
Number of home call/field contacts	15,029	14,065	14,500	12,340	14,000
Number of arrests	818	765	700	565	600

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 has seen a decrease in referrals over the last three years. This allows field officers to spend more time in the community, where they are working with youth and their families to redirect negative attitudes and behaviors that would normally result with youth reoffending. 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. The department believes with ongoing evidence-based treatment programs, collaboration with community-based organizations, and the addition of the Juvenile Programming Unit, they will be able to reduce the recidivism rate and increase the successful completion rate in FY 17-18. The department continues to research improvements in data collection; therefore, future data collection and data definitions may be different than how they are currently defined.

GOAL 2: Reduce criminal activity through evidence-based treatment programs

Objective 1: Operating evidence-based services that redirect the behavior of offenders (adults and juveniles) that provide for public protection and the prevention of crime

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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%	N/A
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)	32%	34%	31%	35%	N/A
Percentage of adult probationers (AB 109) receiving evidence-based services	New Performance Measure				50%
Percentage of juvenile commitments in Kern Crossroads Facility, Camp Erwin Owen and Pathways Academy who participated in an evidence-based treatment behavioral program.	New Performance Measure				50%
Percentage of juvenile probationers receiving evidence-based treatment services.	New Performance Measure				50%

The department is pleased with the success of the programming provided to adult probationers through the DRC. The department conducted a study and found that the felony recidivism rate for DRC graduates is 14% compared with non-participants at 37%. Even those that participated had a lower recidivism rate (28%) than non-participants. Most notably, the study found that non-participants had a ratio of 1.07 new convictions (misdemeanor and felony) to 1 individual, compared to 0.79:1 for the participant group, and 0.43:1 for the graduate group. This equates to a 60% reduction in new convictions when comparing the graduate and the non-participant groups. The recidivism rate is proof that evidence-based treatment programs and services are more effective in providing public protections while changing the lives. The data from County juvenile institutions reflects the same as in County adult correctional programs.

In addition to the programs currently offered, the department has created the Adult and Juvenile Programming Units. These units will offer evidence-based treatment programs to adult and juvenile probationers in the community. The department has made a commitment to implementing evidence-based practices as numerous studies have shown they reduce recidivism to a significant extent. This captures the essence of the department’s mission of reducing the incidence and impact of criminal behavior in County probationers. As a result, the department wants to track the percentage of probationers exposed to evidence-based treatment (EBT). Moving forward department goals will relate to increased EBT provided to those in the department’s charge. Examples of evidence-based practices include criminogenic assessments, individualized case plans with referrals to services, and evidence-based treatment in juvenile detention programs. Other examples of programming provided through Probation: Bridges Pre-screen and the Positive Achievement Change Tool (PACT). The department continues to research improvements in data collection; therefore, future data collection and data definitions may be different than how they are currently defined.

Public Protection



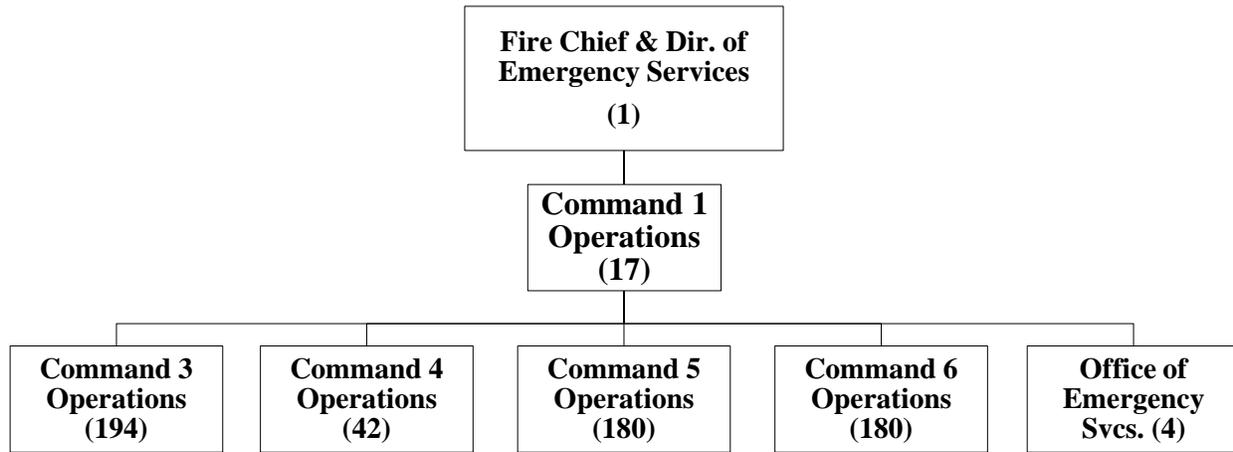
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Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2015-16 and 2016-17 Accomplishments

- Battled two significant wildland fires within Kern County during last fire season.
- Received Federal Emergency Management Agency funding for 18 firefighter positions over the next two years and will reduce constant staffing overtime.
- Completed five grant funded fuel break projects in the Kern Valley, Alta Sierra, Tehachapi, Tejon, Frazier Park, and Pine Mountain areas to enhance public safety.
- Secured Federal Emergency Management Agency funding for the purchase of self-contained breathing apparatus.



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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$132,768,678	\$121,091,047	\$133,556,922	\$122,918,671	\$122,918,671	\$122,662,783
Services and Supplies	10,037,237	10,499,920	10,825,667	11,328,062	11,328,062	11,328,062
Other Charges	9,514,719	8,830,638	8,569,154	7,887,396	7,887,396	7,911,734
Capital Assets	1,477,917	0	845,733	12,500	12,500	12,500
Other Financing Uses	131,269	0	0	0	0	0
TOTAL EXPENDITURES	\$153,929,820	\$140,421,605	\$153,797,476	\$142,146,629	\$142,146,629	\$141,915,079
REVENUE:						
Taxes	\$96,615,119	\$86,036,799	\$90,403,200	\$92,301,346	\$92,301,346	\$93,174,395
Licenses and Permits	711,653	650,000	835,483	650,000	650,000	650,000
Fines and Forfeitures	45,386	130,000	63,677	130,000	130,000	130,000
Use of Money/Property	(124,960)	(88,447)	(315,278)	(75,000)	(75,000)	(75,000)
Intergovernmental	3,880,312	1,775,321	4,725,118	4,075,000	4,075,000	4,075,000
Charges for Services	35,428,663	28,554,507	40,324,477	30,761,896	30,761,896	30,761,896
Miscellaneous	45,439	405,700	17,575	432,300	432,300	432,300
Other Financing Sources:						
General Fund Contribution	0	7,842,978	5,027,257	3,988,933	3,988,933	3,988,933
Local Public Safety	7,639,180	7,574,175	7,574,175	7,322,805	7,322,805	7,528,020
Sales-Fixed Assets	5,298	0	0	0	0	0
Vehicle/Apparatus Trust	0	0	326,000	0	0	0
Fireworks Violations	40,565	25,000	64,689	25,000	25,000	25,000
Fire Dept. Donations	15,000	15,000	28,650	15,000	15,000	15,000
Fire-Hazard Reduction	405,000	450,000	225,000	450,000	450,000	450,000
Fire-Helicopter Operations	850,000	850,000	1,125,000	850,000	850,000	850,000
County Service Area #40.1 EMS	124,693	219,350	117,005	219,350	219,350	219,350
TOTAL REVENUE	\$145,681,348	\$134,440,383	\$150,542,028	\$141,146,630	\$141,146,630	\$142,224,894
NET FUND COST	\$8,248,472	\$5,981,222	\$3,255,448	\$999,999	\$999,999	(\$309,815)

Major Expenditures and Revenue in FY 2017-18 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 \$93.2 million, an increase of approximately \$2.7 million from actual collection in FY 2016-17. In FY 2014-15 a transfer of property tax base revenue, in the amount of \$18.4 million, 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. This resulted in no direct NGFC during FY 2014-15 and FY 2015-16 while the department continues to receive \$18.4 million through the allocation of property taxes each year. However, due to a reduction in property tax revenue related to oil and gas properties and sustained expenditures despite the lost revenue associated with a previous SAFER grant, a General Fund contribution is recommended to maintain status quo operations.

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 \$27.73 million and a \$7.53 million allocation of Local Public Safety Funds (Proposition 172).

Budget Changes and Operational Impacts

The recommended budget proposes a General Fund contribution of \$3,988,933 in accordance with the second year of a five-year mitigation plan through FY 2020-21 to mitigate pension cost increases. It is anticipated, barring any major retirement plan cost increases, the department will realize the same amount in savings when the 1995 pension obligation bonds are paid off, at which time the department will no longer need this portion of the General Fund contribution. Some savings associated with eliminating overtime overpayments have been assumed in this budget and must be achieved. The department finished FY 2016-17 with a fund balance available of \$1,959,258 and will be able to put the entire amount plus \$309,815 into designations for future needs, such as apparatus replacement and the continued personnel expenses once the SAFER grant funding expires.

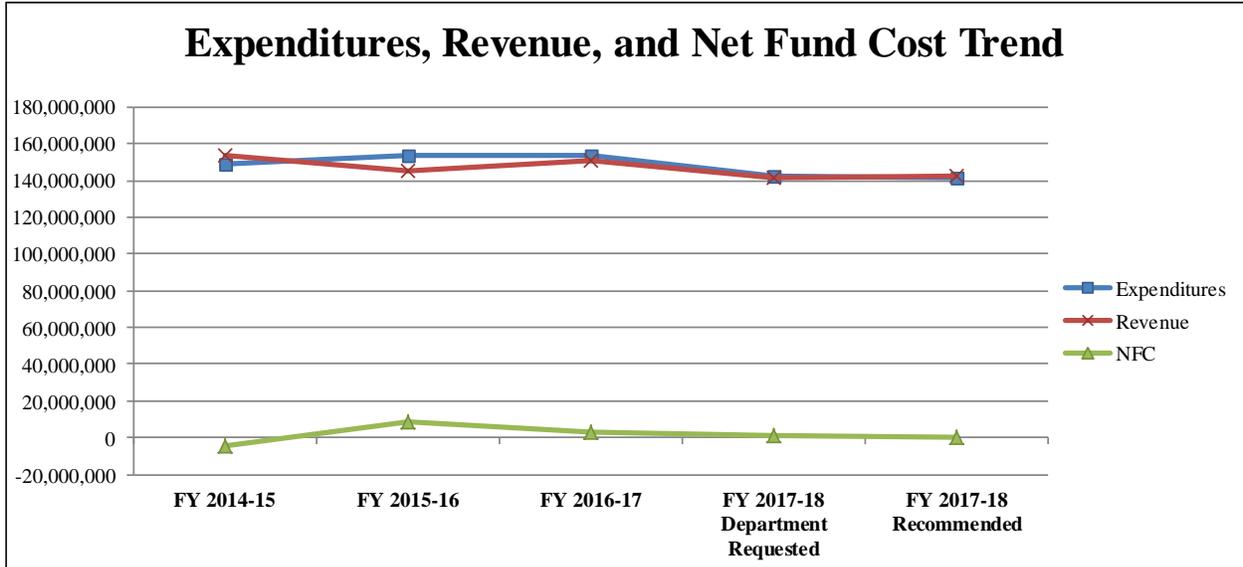
The department's deficit is approximately \$8.5 million and will be mitigated through the General Fund contribution, one-time revenue of approximately \$1.6 million related to drought augmentation, and anticipated savings of \$1.9 million from ongoing labor negotiations. In addition, the deficit is expected to increase over the next two years as employee costs are anticipated to grow. Further expenditure reductions or new revenue sources will be vital in the coming years to achieve a sustainable budget.

Charges for services associated with reimbursement revenue from other agencies for fire suppression costs is budgeted at \$3 million. Historically, reimbursements fluctuate dramatically depending on the severity and number of wild land fires during any given year, and the department may receive additional revenue throughout the fiscal year. Additional funds would be recognized and appropriated mid-year to cover overtime and other costs associated with fire response on behalf of other agencies. Other charges for services also include agreements with several cities and neighboring counties to facilitate reimbursement of costs of services provided.



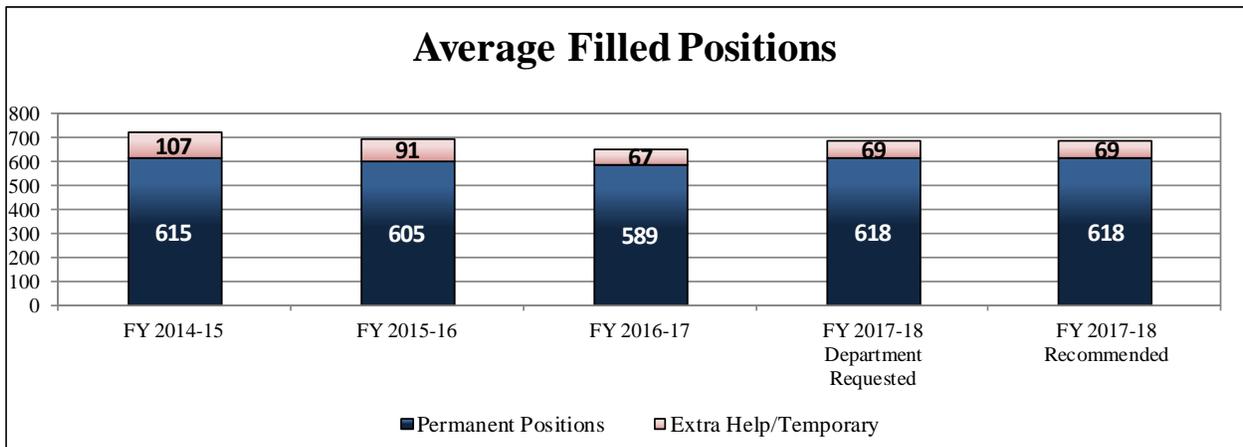
The department will soon be entering the performance phase of their current SAFER grant and must fill all firefighter vacancies, requiring at least one academy during FY 2017-18.

Public Protection



Staffing Changes and Operational Impacts

The recommended budget provides funding that will allow the department to fill all 618 currently authorized positions.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	615	605	589	618	618
Extra Help/Temporary	107	91	67	69	69
Total Positions	722	696	656	687	687
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	233	229	224	N/A	N/A
Extra Help/Temporary (FTE)	105	93	83	N/A	N/A
Total Positions	338	322	307	N/A	N/A
SALARIES & BENEFITS	\$127,717,347	\$132,768,678	\$133,556,922	\$122,918,671	\$122,662,783

Summary of Authorized Positions

The department currently has 618 authorized positions all of which will be funded during FY 2017-18. No position additions or deletions are recommended.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	9	0	9
PIO/PEO	2	0	0	2	2	0	2
Office of Emergency Services	4	0	0	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	20	0	0	20	20	0	20
Facilities	5	0	0	5	5	0	5
Logistics	10	0	0	10	10	0	10
Arson	7	0	0	7	7	0	7
Training	9	0	0	9	9	0	9
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	477	0	0	477	477	0	477
Total	618	0	0	618	618	0	618

Administration	Corporate Communications	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
4 Deputy Fire Chief	1 Fire Engineer CA - PEO	1 Administrative Coordinator
1 Office Services Coordinator	2 Requested Total	1 Program Specialist
1 Senior Office Services Specialist		1 Fiscal Support Technician
1 Office Services Specialist		4 Requested Total
1 Office Services Assistant		
9 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
6 Fire Dispatcher 2	2 Fiscal Support Supervisor	1 Info. Systems Specialist I/II/III
9 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	Fire Prevention
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Equipment Maint. Superintendent	1 Structural Maint. Superintendent	1 Fire Battalion Chief CA
3 Supv. Heavy Equip. Mechanic	2 Maintenance Worker I/II/III	3 Fire Captain CA
11 Fire Equipment Mechanic	1 Groundskeeper I/II/III	1 Fire Captain A
3 Fire Equipment Service Worker	1 Building Services Worker	3 Fire Engineer CA
1 Automotive Parts Storekeeper I/II	5 Requested Total	2 Fire Prevention Inspector
1 Fiscal Support Technician		1 Building Plans Technician
20 Requested Total		1 Office Services Specialist
		12 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 Marketing and Promotions Coordinator	2 Fire Heavy Equip. Spec. I
1 Office Services Specialist	2 Office Services Technician	7 Requested Total
7 Requested Total	9 Requested Total	

Fire Plan/Air Operations	Logistics	Operations
Classification	Classification	Classification
1 Fire Battalion Chief CA	1 Warehouse Supervisor	21 Fire Battalion Chief C
3 Fire Captain CA	1 Federal Excess Property Coordinator	150 Fire Captain C
1 Supv. Helicopter Pilot	1 Storekeeper I	156 Fire Engineer C
2 Fire Aircraft Pilot	2 Light Vehicle Driver	1 Firefighter CA
3 Firefighter A	1 Fiscal Support Specialist	4 Firefighter A
1 Supv. Aircraft Mechanic	1 Fiscal Support Technician	92 Firefighter C
1 Aircraft Mechanic	3 Fire Equipment Technician	44 Firefighter
1 Wildland Defense Planner	10 Requested Total	9 Firefighter Recruit
1 Office Services Technician		477 Requested Total
14 Requested Total		

Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average response time (in minutes) for suburban areas	6:01	6:09	4:00	6:21	4:00
Average response time (in minutes) for rural areas	7:15	7:26	8:00	7:27	8:00

These indicators measure the department’s ability to provide reasonable response times to all-risk incidents. Rapid deployment and concentration of resources at the decisive time and place is essential to successful performance of fire and lifesaving operations. Incident related life and property loss can be reduced through timely incident response. The adopted goals are based upon nationally recognized standards.

Objective 2: Adequately staff fire stations for emergency response.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Protected population per on-duty firefighters	3,232	3,232	3,232	3,276	3,276

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. The nationally recognized standard is to provide one on-duty firefighter per 2,500 population protected.

Goal 2: Enhance fire protection services through public education, fire prevention activities, and hazard abatement

Objective 1: Enhance public safety through public education programs and disaster preparedness activities

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of contacts made through public education programs	150,000	150,000	150,000	150,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	10,000	17,958	10,000	9,352	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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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	97.0%	94.2%	95%	93.6%	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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$0	\$7,842,978	\$5,027,257	\$3,988,933	\$3,988,933	\$3,988,933
TOTAL EXPENDITURES	\$0	\$7,842,978	\$5,027,257	\$3,988,933	\$3,988,933	\$3,988,933
NET GENERAL FUND COST	\$0	\$7,842,978	\$5,027,257	\$3,988,933	\$3,988,933	\$3,988,933

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

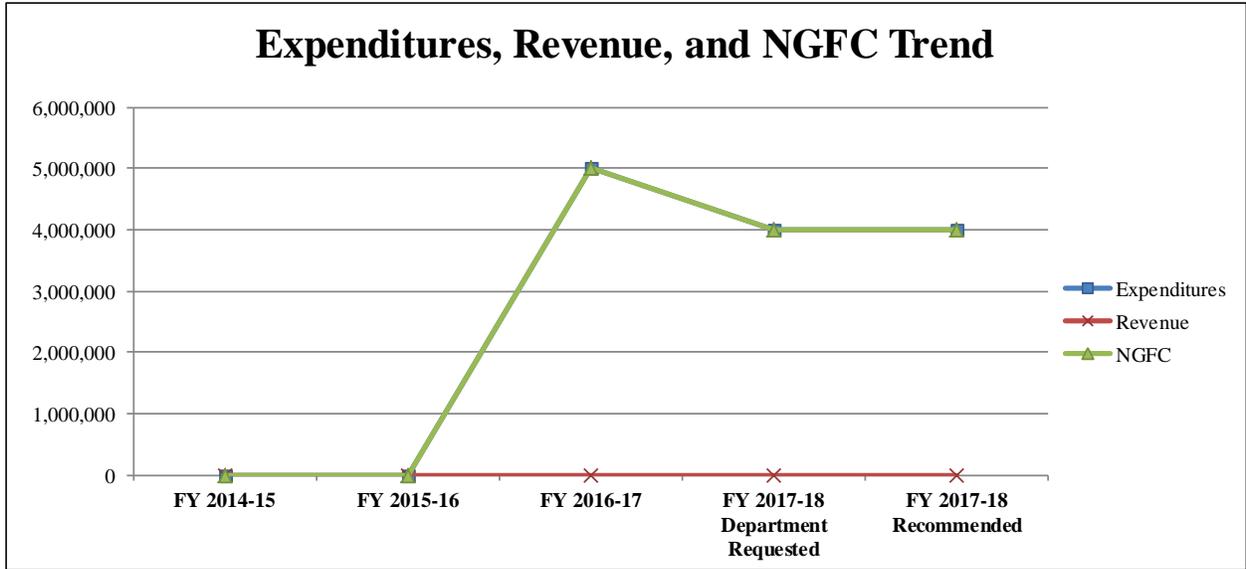
The County Contribution – Fire budget unit appropriates supplemental funding from the General Fund to the Fire Fund to support general operating expenses. Appropriations within this budget unit will be transferred to the Fire Department’s operating budget 2415 and is included in that budget unit under the revenue category of other financing sources.

Budget Changes and Operational Impacts

In FY 2014-15 a transfer of property tax base revenue, in the amount of \$18.4 million, 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 FY 2014-15 and FY 2015-16 while the department continues to receive \$18.4 million through the allocation of property taxes each year. However, due to a reduction in other property tax revenue related to oil and gas properties and sustained expenditures in light of lost revenue, the General Fund contribution was once again necessitated to maintain status quo operations. The recommended budget proposes an NGFC of \$3,988,933 in accordance with the second year of a five-year mitigation plan through FY 2020-21 to mitigate pension cost increases. A corresponding reduction of General Fund reserves will be initiated to accommodate this additional cost to the General Fund.



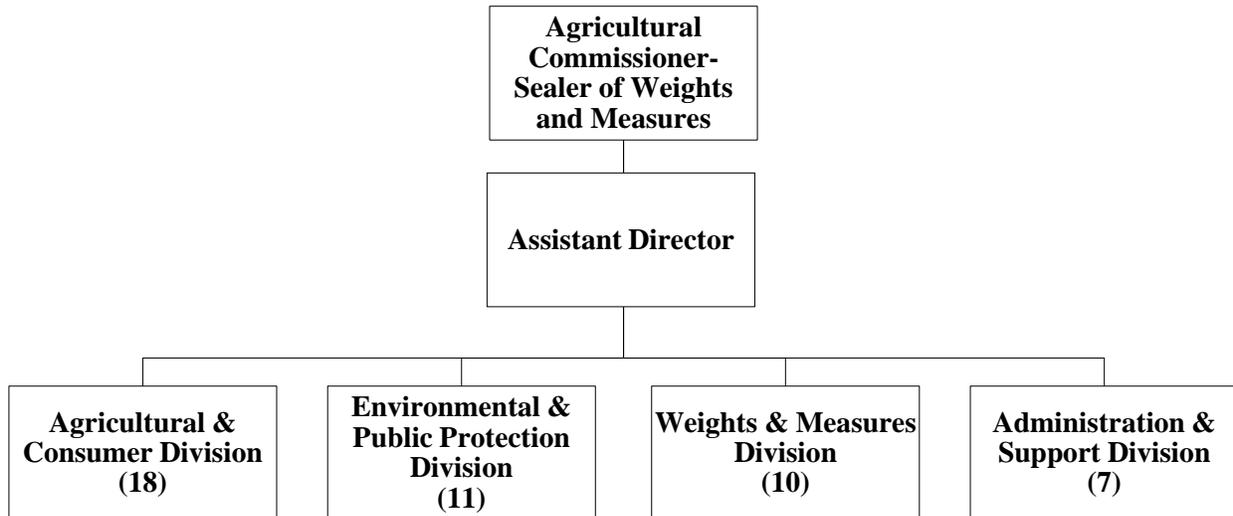
Public Protection



Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2015-16 and 2016-17 Accomplishments

- Continued diligence in conducting commodity inspections has helped facilitate the sale and shipment of the County’s produce and contributed to the County’s ranking as the number two county in the state in total crop value for the fourth year in a row.
- In FY 2015-16, the department conducted 686 pesticide inspections and issued 97 violations, a violation rate of 14.1%.
- In FY 2016-17, the department conducted 1,241 pesticide inspections and issued 97 violations, a violation rate of 7.8%.
- The department issued 21% more Phytosanitary certificates in FY 2016-17 (30,061 certificates) than in the previous fiscal year (24,816 certificates issued).



Agriculture and Measurement Standards

Department Head: Glenn Fankhauser

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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,688,486	\$5,986,226	\$5,713,783	\$5,883,810	\$5,883,810	\$5,879,846
Services and Supplies	953,746	954,344	946,642	975,369	975,369	979,333
Other Charges	0	0	0	55,000	55,000	55,000
Other Financing Uses	0	404,566	0	0	0	608,744
TOTAL EXPENDITURES	\$6,642,232	\$7,345,136	\$6,660,425	\$6,914,179	\$6,914,179	\$7,522,923
REVENUE:						
Licenses and Permits	\$25,850	\$23,670	\$26,580	\$24,890	\$24,890	\$24,890
Fines and Forfeitures	32,186	19,600	50,443	18,100	18,100	18,100
Intergovernmental	2,598,782	3,394,885	3,374,354	3,150,769	3,150,769	3,150,769
Charges for Services	2,439,544	2,029,343	2,406,611	2,298,907	2,298,907	2,298,907
Miscellaneous	7,812	20	8,646	20	20	20
TOTAL REVENUE	\$5,104,174	\$5,467,518	\$5,866,634	\$5,492,686	\$5,492,686	\$5,492,686
Less Available BSI *	\$0	(\$404,566)	\$0	\$0	\$0	(\$608,744)
NET GENERAL FUND COST	\$1,538,058	\$1,473,052	\$793,791	\$1,421,493	\$1,421,493	\$1,421,493
BSI Ending Balance *	\$404,556	N/A	\$404,566	N/A	N/A	N/A

* BSI = Budget Savings Incentives



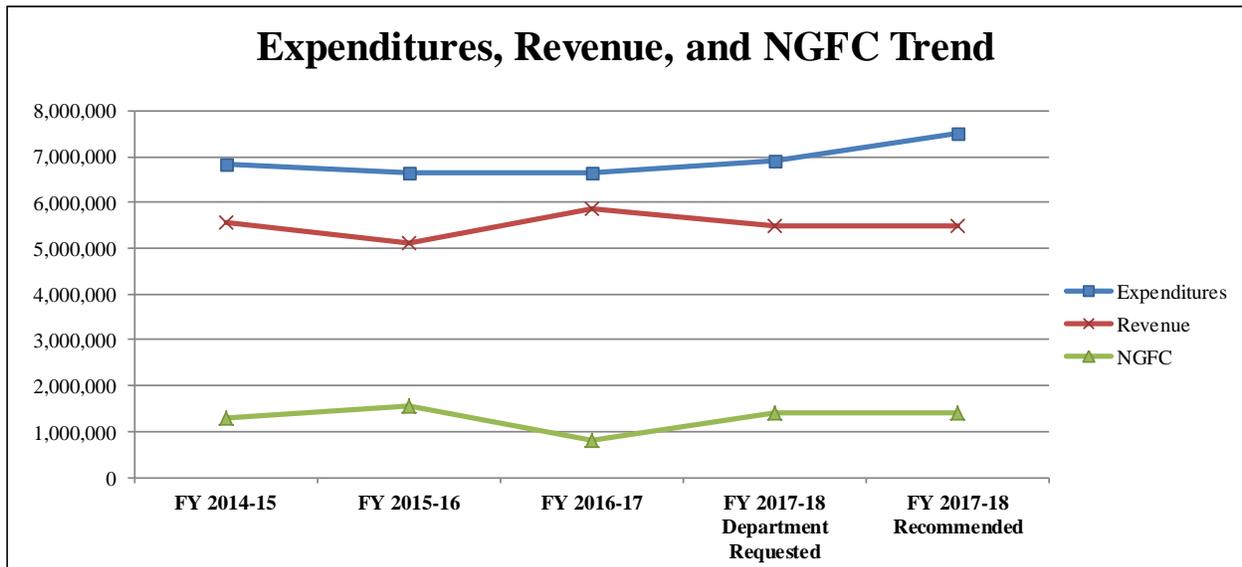
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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

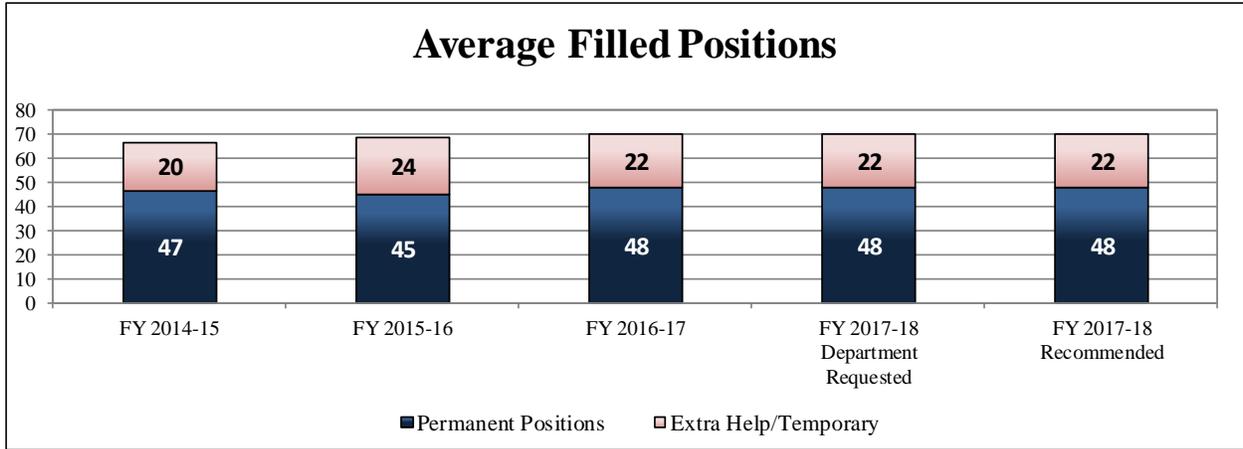
The recommended budget allows the department to operate at current service levels without the use of Budget Savings Incentive (BSI) credits. Expenditures are expected to remain similar to FY 2016-17. Revenue, particularly associated with intergovernmental revenue, has increased slightly. Additional State 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. The department will meet their proposed 3.5% reduction through holding positions vacant during the first half the fiscal year to achieve savings.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all 48 of their currently authorized positions. The department will continue to utilize a significant number of extra help staff to assist with seasonal workloads related to State contracts.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	47	45	48	48	48
Extra Help/Temporary	20	24	22	22	22
Total Positions	67	69	70	70	70
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	51	49	45	N/A	N/A
Extra Help/Temporary (FTE)	18	21	24	N/A	N/A
Total Positions	69	70	69	N/A	N/A
SALARIES & BENEFITS	\$5,889,686	\$5,688,486	\$5,713,783	\$5,883,810	\$5,879,846

Summary of Authorized Positions

The department has 48 authorized positions, all of which have been budgeted to be filled during FY 2017-18 as indicated below. The department will hold two (2) Ag/Biologist positions and the Assistant Director position vacant for a portion of the year to achieve some savings.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administrative Services	9	0	0	9	9	9	0	9
Ag. & Consumer Protection	18	0	0	18	18	18	0	18
Environment & Public Protection	11	0	0	11	11	11	0	11
Weights & Measures	10	0	0	10	10	10	0	10
Total	48	0	0	48	48	48	0	48



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
1 Ag. Bio./Wts. & Meas. Insp. IV	2 Ag. Bio./Wts. & Meas. Insp. IV	1 Ag. Bio./Wts. & Meas. Insp. IV
7 Ag. Bio./Wts. & Meas. Insp. I-III	15 Ag. Bio./Wts. & Meas. Insp. I-III	9 Ag. Bio./Wts. & Meas. Insp. I-III
1 Ag. Bio./Wts. & Meas. Insp. Tech	18 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 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of individuals reached through Department presentations	1,529	1,908	1,300	2,064	1,300
English speaking attendees to continuing education presentations	410	264	300	251	350
Spanish speaking attendees to continuing education presentations	129	74	120	111	130

Increased awareness of pesticide regulations is gained through the department’s public outreach and continuing education (CE) presentations. Over the years, the department has gradually increased the number of individuals who attend CA session 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 2017-18 the department anticipates reaching even more people in this manner.

Objective 2: Improve compliance with pesticide laws and regulations.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of pesticide inspections performed	1,088	686	1,100	1,214	1,000
Number of pesticide inspections with violations	102	97	100	97	100
Percentage of pesticide users complying with governmental standards	91%	86%	100%	92%	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. Over the last couple of years, the department has been able to increase trained staff in this division, thereby increasing the total 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "outstanding"	86%	86%	96%	80%	86%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "good"	14%	6%	4%	10%	4%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "average" or below	0%	8%	0%	10%	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 address fairness in the marketplace by addressing specific device accuracy which may not be addressed by routine inspections. From FY 2014-15 to FY 2015-16 the department's ratings were essentially stagnant. However, the FY 2016-17 actual good and average or below ratings have dramatically increased. The department will continue to focus on increasing satisfaction by focusing on customer service.

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of commodity shipments of agricultural products inspected	29,783	24,891	27,000	30,061	30,000
Number of commodity shipments of agricultural products rejected	27	19	19	33	18

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 primarily because of the department's ability not only to inspect commodities thoroughly, but the department's ability to keep up with the rising workload associated with increasing foreign shipments. As a percentage, the number of rejected shipments should be kept at a miniscule level. The department's goal is to minimize the number of rejected shipments. In order to achieve this goal, the department increase presence as well as increase training opportunities for employees so that they are more readily able to identify pests and diseases in commodity shipments so that they are not certified for export.

The County exports decreased dramatically between FY 2014-15 and FY 2015-16 due to a large nut exporters changing their shipping methods to consolidate many shipments thus requiring only one inspection and document. Although this has occurred, the department has recently experienced an increase in export programs to certain countries which has increased the inspection requests. As a result, the number of shipments increased in FY 2016-17.

Code Compliance

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

Function: Public Safety
Activity: Protective Inspection

Description of Major Services

Code Compliance is a division of the Public Works Department that 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 of this division is to provide enforcement preventing litter and illegal dumping.

Public Protection

Summary of Expenditures and Revenue

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$2,099,049	\$1,794,552	\$1,801,110	\$1,750,039	\$1,750,039	\$0
Other Charges	43	46	0	0	0	0
Other Financing Uses	0	81,664	0	0	0	0
TOTAL EXPENDITURES	\$2,099,092	\$1,876,262	\$1,801,110	\$1,750,039	\$1,750,039	\$0
REVENUE:						
Charges for Services	\$361,626	\$465,240	\$348,073	\$435,050	\$435,050	\$0
Miscellaneous	5,581	3,395	6,124	3,335	3,335	0
Other Financing Sources:						
Abatement Cost	90,000	60,000	60,000	90,000	90,000	
TOTAL REVENUE	\$457,207	\$528,635	\$414,197	\$528,385	\$528,385	\$0
Less Available BSI *	\$0	(\$81,664)	\$0			\$0
NET GENERAL FUND COST	\$1,641,885	\$1,265,963	\$1,386,913	\$1,221,654	\$1,221,654	\$0
BSI Ending Balance *	\$81,025	N/A	\$81,664	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

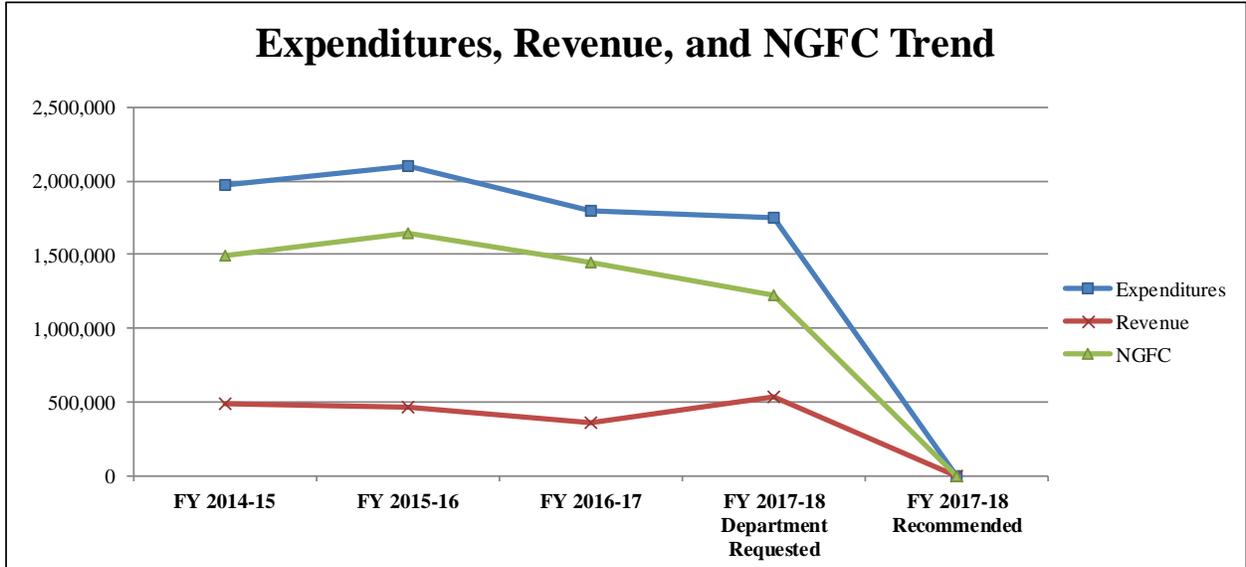
As part of the Public Works department's restructuring for greater operational efficiency, Code Compliance has been transferred to the Abatement Fund in order to better manage funds, staff, and resources. As a result, all Code Compliance expenditures and revenues will be transferred to its new budget unit, 2623 – Code Compliance.



Budget Changes and Operational Impacts

See budget unit 2623- Code Compliance for further discussion.

Public Protection



Code Compliance: Abatement

Department Head: Craig Pope

Fund: Abatement Cost

Budget Unit: 2623

Function: Public Safety

Activity: Protective Inspection

Description of Major Services

Code Compliance: Abatement is a division of the Public Works Department that 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 of this division is to provide enforcement preventing litter and illegal dumping. Beginning with FY 2017-18 the operations of the division are being accounted for in the Abatement Cost Fund.

Public Protection

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$0	\$0	\$0	\$0	\$1,750,039
Other Charges	0	0	0	0	0	86,885
Other Financing Uses	90,000	60,000	60,000	90,000	90,000	0
TOTAL EXPENDITURES	\$90,000	\$60,000	\$60,000	\$90,000	\$90,000	\$1,836,924
REVENUE:						
Taxes	\$56,847	\$30,000	\$121,072	\$30,000	\$30,000	\$30,000
Fines and Forfeitures	14,743	0	25,030	0	0	0
Use of Money/Property	1	0	7	0	0	0
Charges for Services	(\$8)	\$0	(\$4)	\$0	\$0	\$435,050
Miscellaneous	0	0	0	0	0	3,335
Other Financing Sources:						
General Fund Contribution	0	0	0	0	0	1,561,867
TOTAL REVENUE	\$71,583	\$30,000	\$146,105	\$30,000	\$30,000	\$2,030,252
NET FUND COST	\$18,417	\$30,000	(\$86,105)	\$60,000	\$60,000	(\$193,328)

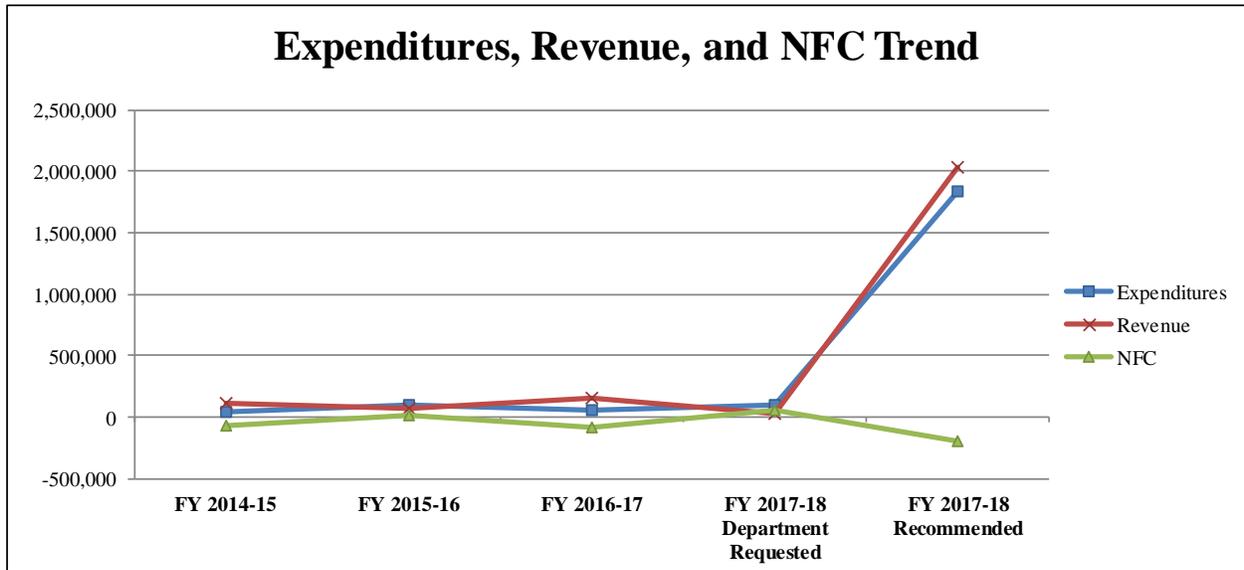
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of the expenditures for this budget unit are associated with labor costs from the Public Works Internal Service Fund. The division has budgeted nearly \$1.45 million within services and supplies to reimburse Public Works to fully staff the operations of the Code Compliance division. The division receives reimbursement for cleaning areas subject to illegal dumping and revenue from code enforcement violation fines. The division is primarily funded by a contribution from the General Fund.

Budget unit 2620 – Code Compliance was transferred to the Abatement Cost Fund as a part of Public Works' restructuring efforts for greater efficiency of funds, staff, and resources. The 3.5% Net General Fund Cost reduction for Code Compliance is factored into the division's recommended budget with no service level impacts.

Budget Changes and Operational Impacts

Included in the General Fund contribution is \$490,000 for Blight Remediation previously designated in the General Fund. The division’s FY 2017-18 budget does not include appropriations from the Blight Remediation designation; the division will seek approval for this funding from the Board of Supervisors throughout the year as projects arise. The division’s budgeted revenue will increase slightly due to increased reimbursement for illegal dumping clean up paid out of the Solid Waste Enterprise Fund.



Staffing Changes and Operational Impacts

All staff formerly employed within the department were transferred to the Public Works Internal Service Fund effective July 2015.

Summary of Authorized Positions

This division currently has no authorized positions.



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Reduce nuisances through efficient abatement procedures

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

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	76%	76%	75%	72%	75%
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	2,370	2,527	2,300	2,636	2,550
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	51%	45%	50%	42%	45%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	1,162	1,208	1,150	1,098	1,150
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	73%	70%	75%	71%	70%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1,730	1,871	1,725	1,853	1,825

The mission of the division is to work in partnership with the people of Kern County to promote health and welfare, and maintain community standards. The department's key objective is to abate as many nuisances as possible, as quickly as possible. In FY 2016-17 performance (as a percentage) decreased slightly from the previous fiscal year. Over the course of the year, one Code Compliance Officer retired, and the department hired a new officer that is still in training. The division anticipates reductions for funding for abatement and demolition. Despite funding challenges, the department expects to make the goals set for FY 2017-18.

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Building Inspection

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

Function: Public Protection
 Activity: Protective Inspection

Description of Major Services

Building Inspection is a division of the Public Works Department. The division enforces building regulations in order to ensure the health and safety of the public throughout the permit and building process. The division administers parcel map and zoning requirements for land use by issuing building permits, and inspects all new construction in the County unincorporated area.

Public Protection

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$550,000	\$0	\$550,000	\$550,000	\$550,000
Services and Supplies	5,647,482	7,209,532	6,054,208	7,357,571	7,357,571	7,357,571
Other Charges	392,657	559,933	339,158	150,394	150,394	194,941
Capital Assets	95,086	128,900	101,044	132,900	132,900	132,900
TOTAL EXPENDITURES	\$6,135,225	\$8,448,365	\$6,494,410	\$8,190,865	\$8,190,865	\$8,235,412
REVENUE:						
Licenses and Permits	\$8,599,335	\$5,404,000	\$4,934,734	\$4,802,000	\$4,802,000	\$4,802,000
Use of Money/Property	130,801	100,000	205,156	100,000	100,000	100,000
Charges for Services	13,233	3,000	48,130	46,300	46,300	46,300
Miscellaneous	(1,997)	6,300	(2,441)	(1,760)	(1,760)	(1,760)
Other Financing Sources:						
Community Development Program	0	0	164	0	0	0
TOTAL REVENUE	\$8,741,372	\$5,513,300	\$5,185,743	\$4,946,540	\$4,946,540	\$4,946,540
NET FUND COST	(\$2,606,147)	\$2,905,865	\$1,308,667	\$3,244,325	\$3,244,325	\$3,288,872

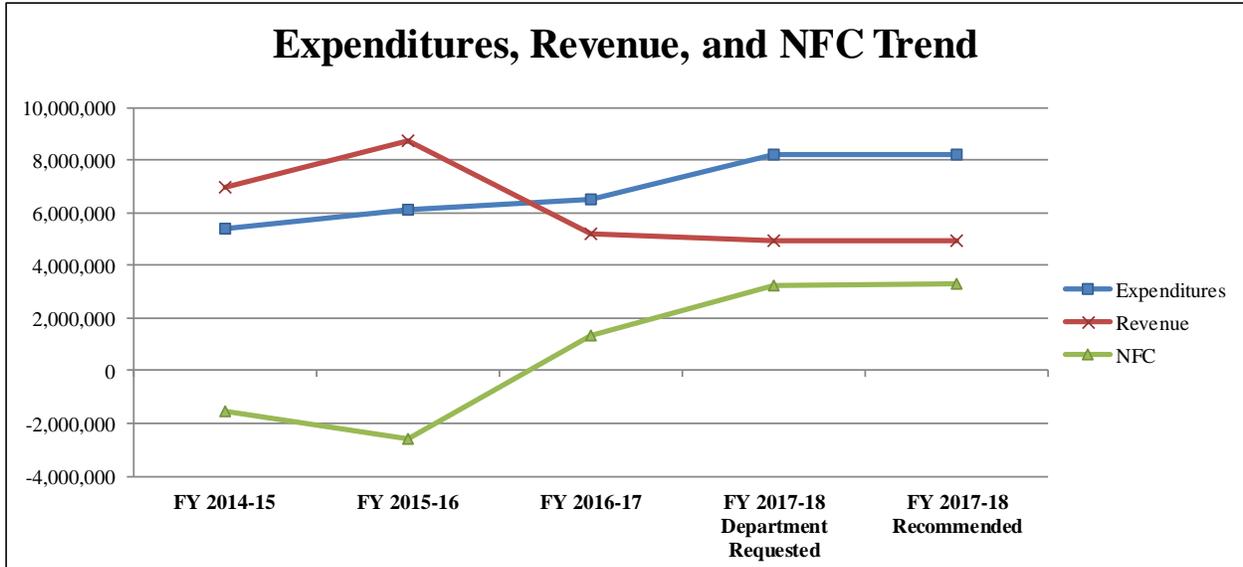
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of the expenditures of the division are associated with labor reimbursement costs and engineering consultant services. The division has budgeted \$6 million within services and supplies to reimburse the Public Works Department to staff the operations of the Building Inspection division. The primary source of revenue for the division is building permit fees.

Budget Changes and Operational Impacts

In addition to salary reimbursement to Public Works, \$1.3 million is being budgeted in services and supplies for general office expenses, consulting services, solar and wind energy surveying and zoning services. Capital assets of \$132,900 has been included to replace four vehicles, one scanner and purchase a server. The recommended budget also includes appropriation for contingencies in Budget Unit 2624 in the amount of \$550,000 to mitigate uncertainties.

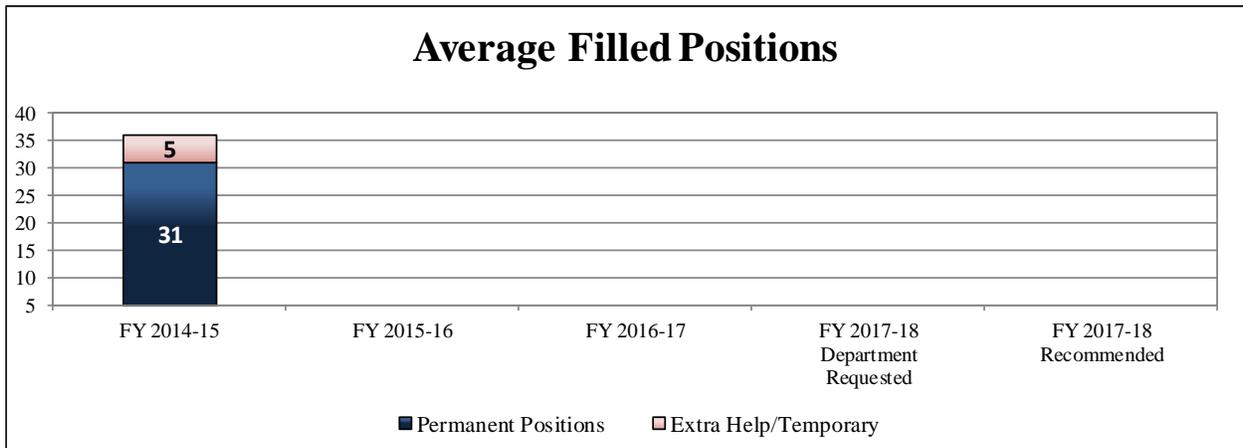




The fund balance as of June 30, 2017 is \$1.4 million, all of which will be used in FY 2017-18. In addition, \$1.8 million of the \$15.9 million available in the general designation will be used to maintain or exceed the current level of service. The remaining funds in the general designation will be utilized in future years.

Staffing Changes and Operational Impacts

All staff formerly employed within this division were transferred to the Public Works Internal Service Fund effective July 2015.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	31	0	0	0	0
Extra Help/Temporary	5	0	0	0	0
Total Positions	36	0	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	29	0	0	N/A	N/A
Extra Help/Temporary (FTE)	4	0	0	N/A	N/A
Total Positions	33	0	0	N/A	N/A
SALARIES & BENEFITS	\$3,357,098	\$0	\$0	\$0	\$0

Summary of Authorized Positions

This division does not have any authorized positions.

Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Facilitate construction by performing timely processing of building permits.					
<i>Objective 1: Increase the speed of plan reviews</i>					
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of first plan reviews performed within 30 days	95%	90%	95%	91%	90%
<p>Processing building permits is a critical function of Building Inspection and it is important to the permit applicant to obtain approval in a timely manner. During FY 2016-17, the division processed several large projects that required internal reviews, as well as external reviews by consultants. Due to employee attrition, the department was unable to review all of the permits within the adopted goal in FY 2016-17. The division has hired a new plan check engineer and has been utilizing consultants more frequently, so it is anticipated that review times will remain consistent with FY 2016-17.</p>					



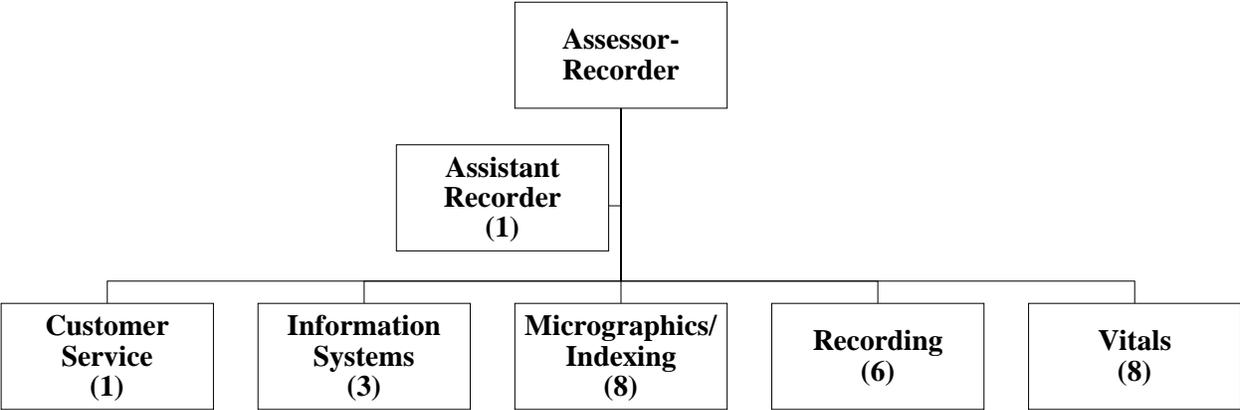
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Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2015-16 and 2016-17 Accomplishments

- Increased the number of recordings processed in Kern County via electronic submission by 7%, increasing from 52% in FY 2015-16 to 59% in FY 2016-17.
- Upgraded the Recorder's Information Technology with imaging software to restore the department's operating system.



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 2015-16		FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Contingencies	\$0	\$0	\$0	\$932,894	\$932,894	\$907,364	
Salaries and Benefits	2,124,895	2,226,612	2,142,949	2,328,949	2,328,949	2,327,780	
Services and Supplies	461,948	804,506	418,134	799,586	799,586	799,956	
Other Charges	694,847	851,881	790,999	752,216	752,216	753,017	
Capital Assets	0	31,000	22,536	30,000	30,000	30,000	
TOTAL EXPENDITURES	\$3,281,690	\$3,913,999	\$3,374,618	\$4,843,645	\$4,843,645	\$4,818,117	
REVENUE:							
Licenses and Permits	\$4,260	\$4,000	\$4,475	\$4,000	\$4,000	\$4,000	
Use of Money/Property	5,441	4,500	10,169	8,000	8,000	8,000	
Charges for Services	2,385,081	2,314,800	2,374,887	2,338,000	2,338,000	2,338,000	
Miscellaneous	3,045	1,398	1,605	1,448	1,448	1,448	
Other Financing Sources:							
Recorder's SSN Truncation Fund	8,748	9,700	7,705	9,700	9,700	9,700	
Recorder's Modernization Fund	325,650	753,837	246,593	730,783	730,783	730,783	
Micrographics-Recorder	54,720	53,943	52,704	6,077	6,077	2,291	
Recorder's Electronic Recording	152,162	159,400	142,500	159,400	159,400	159,400	
Vital & Health Statistics Fund	18,666	82,200	56,846	90,545	90,545	90,545	
Contribution to Recorder	497,000	530,021	550,026	562,600	562,600	562,600	
Community & Economic Dev.	196	200	268	200	200	200	
TOTAL REVENUE	\$3,454,969	\$3,913,999	\$3,447,778	\$3,910,753	\$3,910,753	\$3,906,967	
NET FUND COST	(\$173,279)	\$0	(\$73,160)	\$932,892	\$932,892	\$911,150	

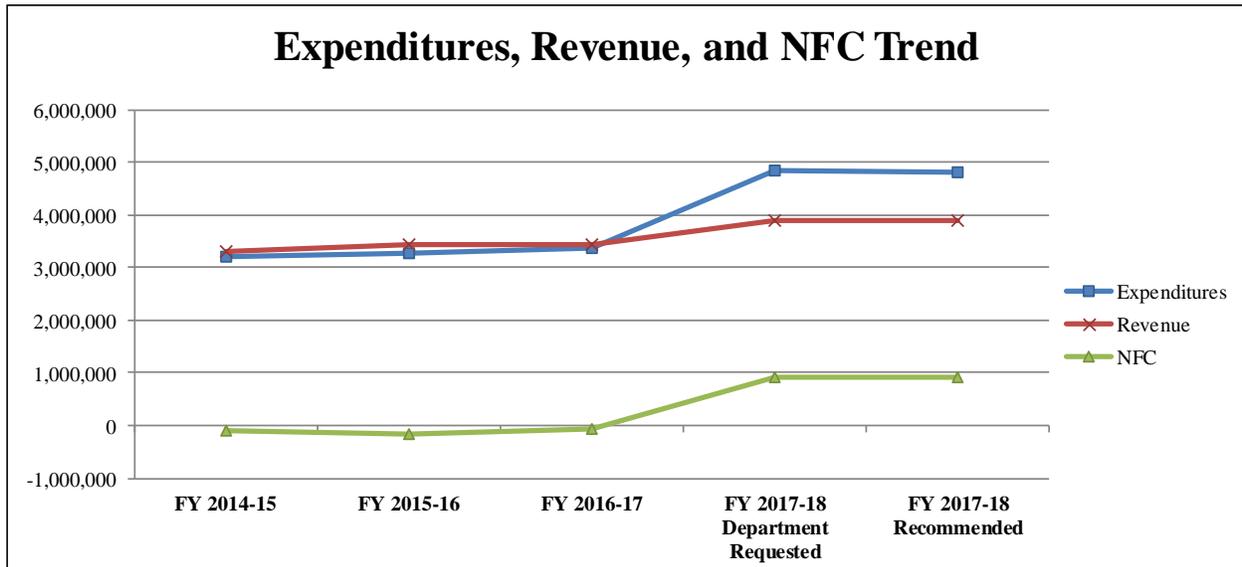
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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. The revenue for the department are primarily derived from customers for recording and providing copies of documents. In addition, operating transfers in are received from other special revenue funds and contribute to the functions of the department. The department receives a contribution from budget unit 2705, which is pass-through revenue comprised of a \$1 fee per recording transaction.

Budget Changes and Operational Impacts

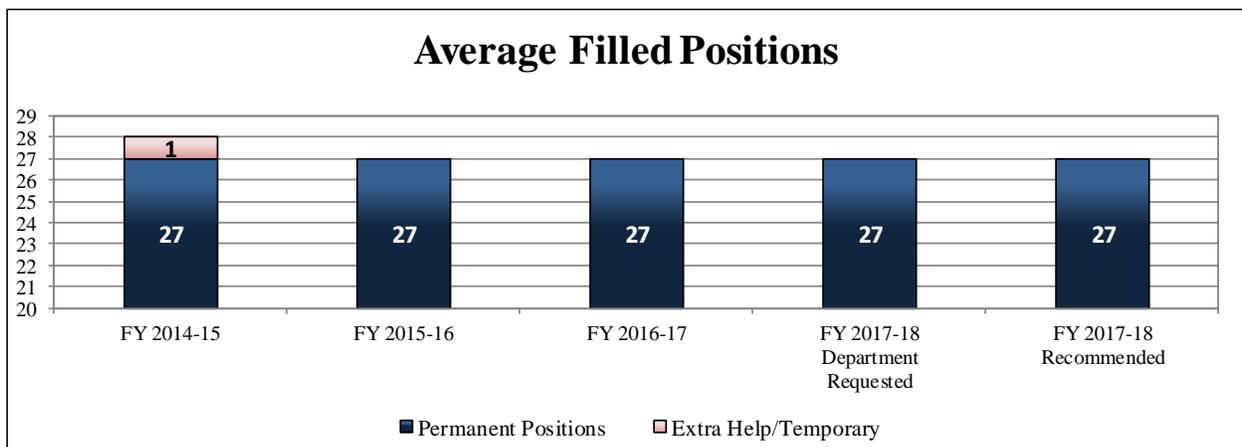
The \$911,150 of ending fund balance at June 30, 2017 has been included in appropriation for contingencies to fund unanticipated operational costs in FY 2017-18. Capital assets in the amount of \$30,000 are included for the purchase of two (2) Kodak scanners to improve the department's recording capabilities. The department does not receive a NGFC contribution for operations.

Public Protection



Staffing Changes and Operational Impacts

No staffing changes are included in the recommended budget.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
4-Year Staffing Trend					
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	27	27	27	27	27
Extra Help/Temporary	1	0	0	0	0
Total Positions	28	27	27	27	27
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	27	27	27	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	28	27	27	N/A	N/A
SALARIES & BENEFITS	\$2,037,803	\$2,124,895	\$2,142,949	\$2,328,949	\$2,327,780

Summary of Authorized Positions

The department has 27 authorized positions, of which all have been budgeted during FY 2017-18 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	Recording	Vitals
<u>Division</u>	<u>Classification</u>	<u>Classification</u>
<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 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of official records processed for recording	191,660	184,802	198,427	190,612	193,471
Number of marriage certificates filed	4,086	4,119	4,091	4,121	4,200
Number of birth certificates filed	14,491	14,039	14,536	14,031	14,100
Number of death certificates filed	6,591	6,819	6,940	6,629	6,700
Number of days to mail original Official Records after processing	22	20	14	14	10
Number of days to review and return rejected documents	5	2	2	2	2

The department improved efficiency in recording services by relocating our local network to the ITS facility, increasing security, improving troubleshooting, and management of required upgrade. Due to retirements and promotions, several legal positions experienced turnover and provided the opportunity to improve the training process. The new staff are now trained more comprehensively through rotated duties to increase workflow. Bilingual speaking services have been increased to accommodate the needs of County residents.

Objective 2: Efficiently service public requests and duplication needs of the records that are available through the Department.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of Vital records sold	55,755	41,999	42,319	36,740	36,200
Number of plain and certified non-vital duplicates sold*	79	56	61	13,904	13,700
Average number of duplication services provided per day	160	183	160	203	200
Average number of minutes to provide duplication services to visitors	7	5	4	5	4

Customer service at arrival has improved with streamlining signage and flow to customer service and resources. Wait time has improved with staff working in a culture to serve quicker and not wait for engagement. Reporting process has been expanded to better evaluate performance to actual service provided. *Effective 2016-17 a new, more advanced methodology was used for calculating 'Number of plain and certified non-vital duplicates sold', therefore, this created a vast difference in the actual figures for 2016-17, and will do so for subsequent years. The drop in 'Number of vital records sold' is solely based on consumer demand. With modernization funds collected a re-vamp of the lobby area is in process and an increased internet access and reception area is expected complete in 2018.

Objective 3: Expand electronic document managing process and improve access to all Recorder records converted to digitized image and also preserved in original form for historical value and use well into the future.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Total number of official record document images filed	10,726,086	10,910,888	11,116,483	11,101,500	11,212,500
Percentage of documents available in imaged format	98.89%	99%	98%	98%	98%

Current records management system is nearing end of life cycle. Collected modernization funds will fund an efficient web-based system expected to be implemented in 2018. Statutory microfilm preservation is expected to be performed by a vendor adding efficiency to a labor intensive process. Stewardship through preservation continues with additional modernization funds expected to be invested in preserving historic records for future generations.

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County Contribution-Recorder

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

Function: Public Protection
 Activity: Other Protection

Description of Major Services

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

Public Protection

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$497,000	\$530,021	\$550,026	\$562,600	\$562,600	\$562,600
TOTAL EXPENDITURES	\$497,000	\$530,021	\$550,026	\$562,600	\$562,600	\$562,600
REVENUE:						
Charges for Services	\$515,521	\$530,021	\$549,811	\$562,600	\$562,600	\$562,600
TOTAL REVENUE	\$515,521	\$530,021	\$549,811	\$562,600	\$562,600	\$562,600
NET GENERAL FUND COST	(\$18,521)	(\$29,200)	\$215	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

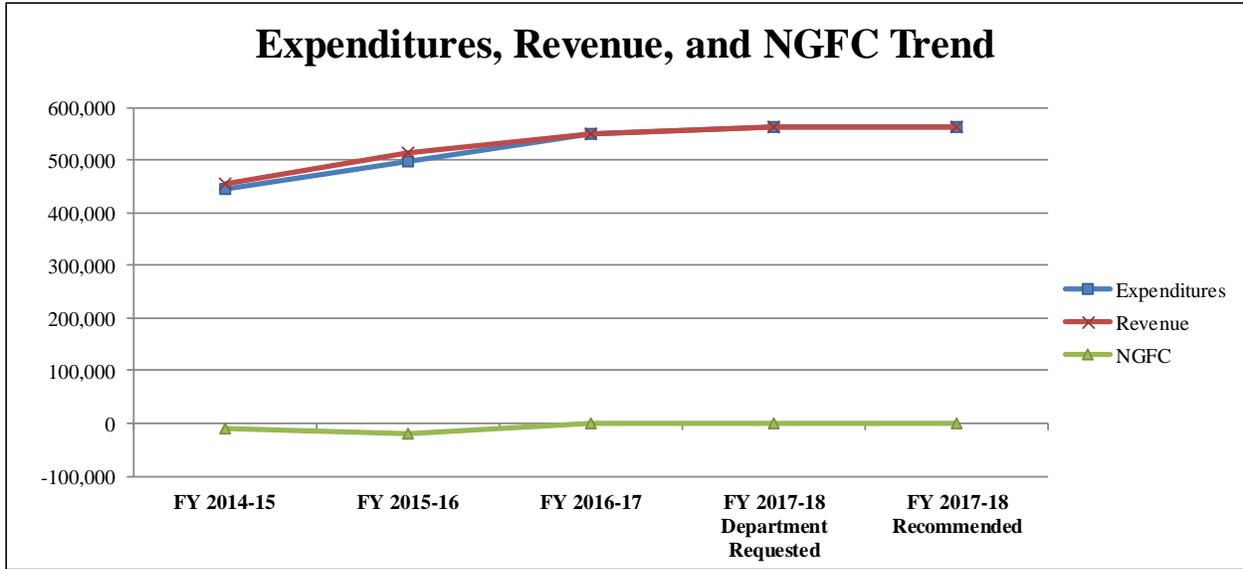
The contribution is funded by revenue generated from a \$1 fee charged on subsequent pages of certain document transactions. The \$1 fee is passed through the General Fund to the Recorder in order to achieve compliance with Government Code section 27361(b). The fee collected can only be used for the Recorder’s functions. The recommended budget includes an anticipated increase in charges for services based on prior year activity.

Budget Changes and Operational Impacts

The recommended budget includes revenue similar to the FY 2016-17 actual. Appropriations include the amount to be transferred to the Recorder’s operating budget unit 2700 to offset costs associated to the Department’s recording responsibilities.



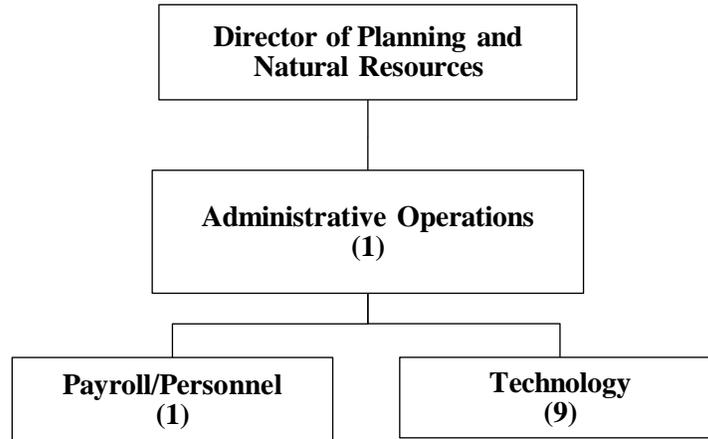
Public Protection



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

FY 2015-16 AND 2016-17 Accomplishments

- Continued replacement of VPN routers at remote sites including road yards and outlying building inspection offices to help improve performance and stability.
- Continued development of the Accela system for Building Inspection and Code Compliance, which provides building permit and code case management, live in-field inspection/investigation resulting, electronic permit review, and online permit and case tracking for the public.
- Completed implementation of Planning’s Oil & Gas, Land Division and Planning Operations and Advance Planning functions into the Accela system.
- Assisted in migrating the County’s GIS systems to Information Technology Services.
- Installed new WAN mesh link from the Public Services Building to the Information Technology new building.
- Established network connectivity for the new Public Works traffic and materials lab locations.
- Completed development of the second Android phone App for Public Works to allow staff to complete digital field surveys while in the field.
- Deployed updated credit card readers to support latest transactions security and card at active landfills.



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 is a division of the Planning and Natural Resources Department. The division provides information technology to support the operations of the East Kern Air Pollution Control District, Public Works, Planning and Natural Resources, Environmental Health and Kern Sanitation Authority – approximately 450 users. In addition the division provides payroll, personnel, and fiscal functions to Planning and Natural Resources.

Summary of Expenditures and Revenue

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,224,027	\$1,434,491	\$1,251,607	\$1,382,388	\$1,382,388	\$1,382,237
Services and Supplies	100,314	127,416	67,013	112,906	112,906	127,202
Capital Assets	29,913	81,000	51,890	0	0	25,000
Other Financing Uses	0	146,932	0	0	0	127,679
TOTAL EXPENDITURES	\$1,354,254	\$1,789,839	\$1,370,510	\$1,495,294	\$1,495,294	\$1,662,118
Expend. Reimb.	(\$130,435)	(\$287,136)	(\$204,373)	(\$230,532)	(\$232,279)	(\$232,279)
TOTAL NET EXPENDITURES	\$1,223,819	\$1,502,703	\$1,166,137	\$1,264,762	\$1,263,015	\$1,429,839
REVENUE:						
Charges for Services	\$919,133	\$947,625	\$951,554	\$869,154	\$869,154	\$882,968
Miscellaneous	453	0	128	0	0	0
TOTAL REVENUE	\$919,586	\$947,625	\$951,682	\$869,154	\$869,154	\$882,968
Less Available BSI *	\$0	(\$146,932)	\$0	\$0	\$0	(\$127,679)
NET GENERAL FUND COST	\$304,233	\$408,146	\$214,455	\$395,608	\$393,861	\$419,192
BSI Ending Balance *	\$138,175	N/A	\$146,932	N/A	N/A	N/A

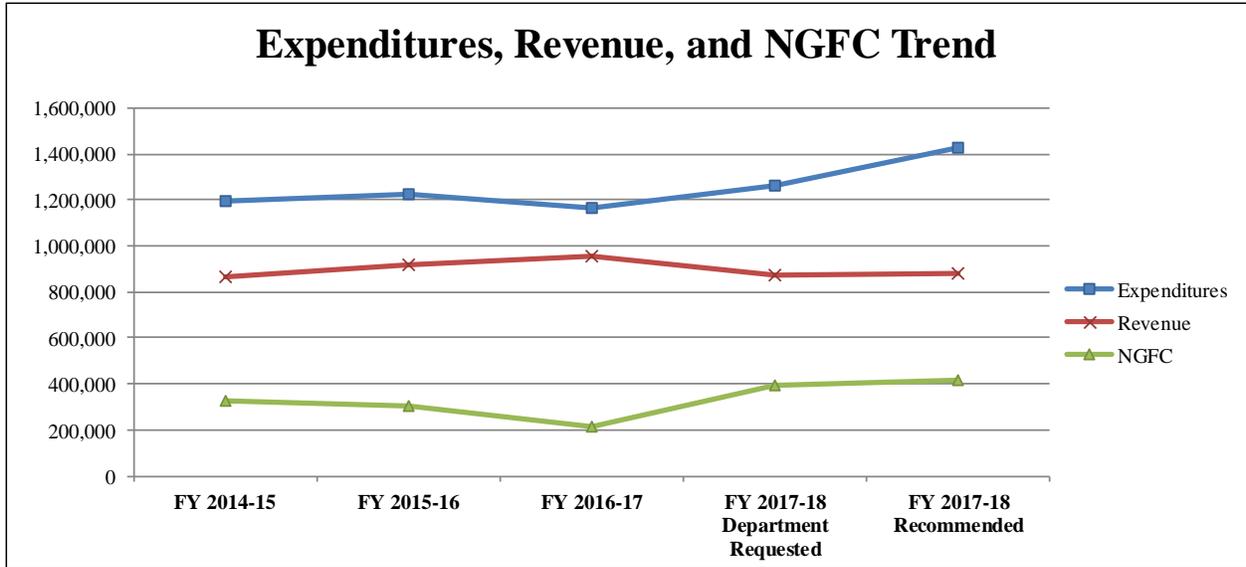
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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

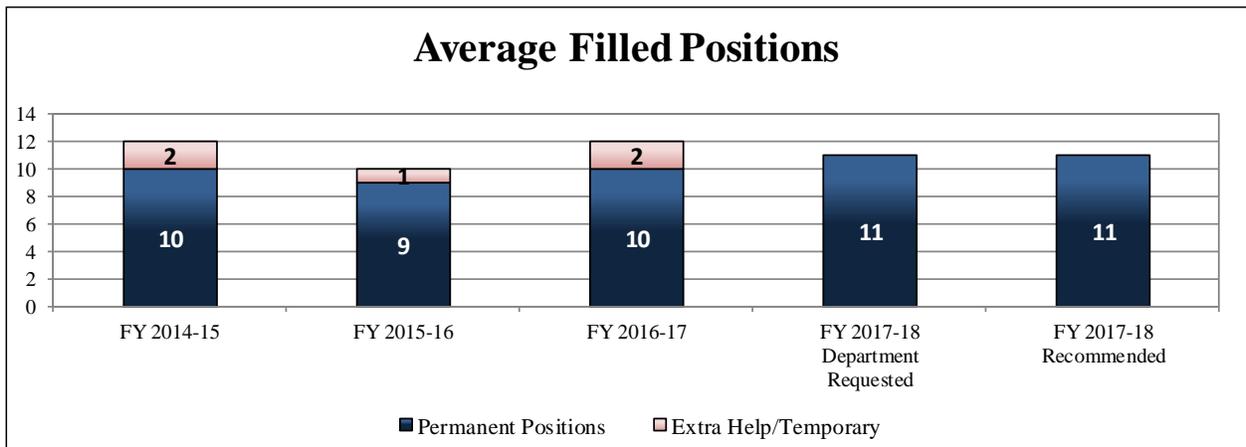
Budget Changes and Operational Impacts

The recommended budget provides funding to maintain current levels of service and meet the FY 2017-18 Net General Fund Cost guideline. The division will be utilizing \$25,000 of available BSI to replace workstations.



Staffing Changes and Operational Impacts

The recommended budget provides the division with funding for all 11 authorized positions. The division proposed the addition of one (1) Technology Services Manager position and the deletion of one (1) Technology Services Supervisor position. While the division has indicated that the position addition is necessary to align duties with the correct classification, the position changes are not recommended at this time to allow for the evaluation of technology services needs and to determine the most efficient method of providing services to customer departments.



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	10	9	10	11	11
Extra Help/Temporary	2	1	2	0	0
Total Positions	12	10	12	11	11
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	10	10	9	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
Total Positions	12	11	10	N/A	N/A
SALARIES & BENEFITS	\$1,202,426	\$1,224,027	\$1,251,607	\$1,382,388	\$1,382,237

Summary of Authorized Positions

The department currently has 11 authorized positions, all of which have been budgeted to be filled in FY 2017-18.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	1	0	1
Technology	9	0	0	9	9	0	9
Payroll/Personnel	1	0	0	1	1	0	1
Total	11	0	0	11	11	0	11

Technology	Payroll/Personnel	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Technology Services Supervisor	1 Fiscal Support Specialist	1 Planning Division Chief
1 LAN Administrator	1 Requested Total	1 Requested Total
2 Syst. Analyst I/II or Programmer I/II		
4 Info Systems Specialist I/II/III/Sr.		
1 Help Desk Technician		
9 Requested Total		



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

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

Objective 1: Ensure proper fiscal accountability.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Quantity of technology equipment tracked and maintained for supported departments by technology work unit.	596	737	600	652	650
Percent of tracked and maintained equipment that is verified during departmental audits.	100%	100%	100%	100%	100%

This measures how well the work unit performed in maintaining the computer and related equipment greater than \$500 in value such as computers, monitors, servers, and network switches for the Public Works and Planning and Community Development Departments, and East Kern Air Pollution Control District. The figures noted above represent computers, notebooks, and tablets, which are auditable through the network and by physical audit. The standard is 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 Unit’s commitment to meet the needs of supported departments reliably, consistently, and accurately.

Objective 2: Provide responsible and efficient customer service

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2015-16 Actual	2016-17 Goal
Percent of time the Public Services Building network is available to users of the supported departments.	99.99%	99.99%	99.99%	99.96%	100%
Average rating, using a 4-point scale, received from user who contacted the Unit’s information technology help desk for support services.	4.00	3.96	4.00	3.95	4.00

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 network servers, 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.

The second measurement is based on user feedback to the support they receive from technology staff. Whether a user request is submitted to remedy a problem or to request new equipment, software, or a new project, the division believes customer-departments are entitled to courteous, timely, and capable support. This indicator is a measurement of those factors.

Public Protection



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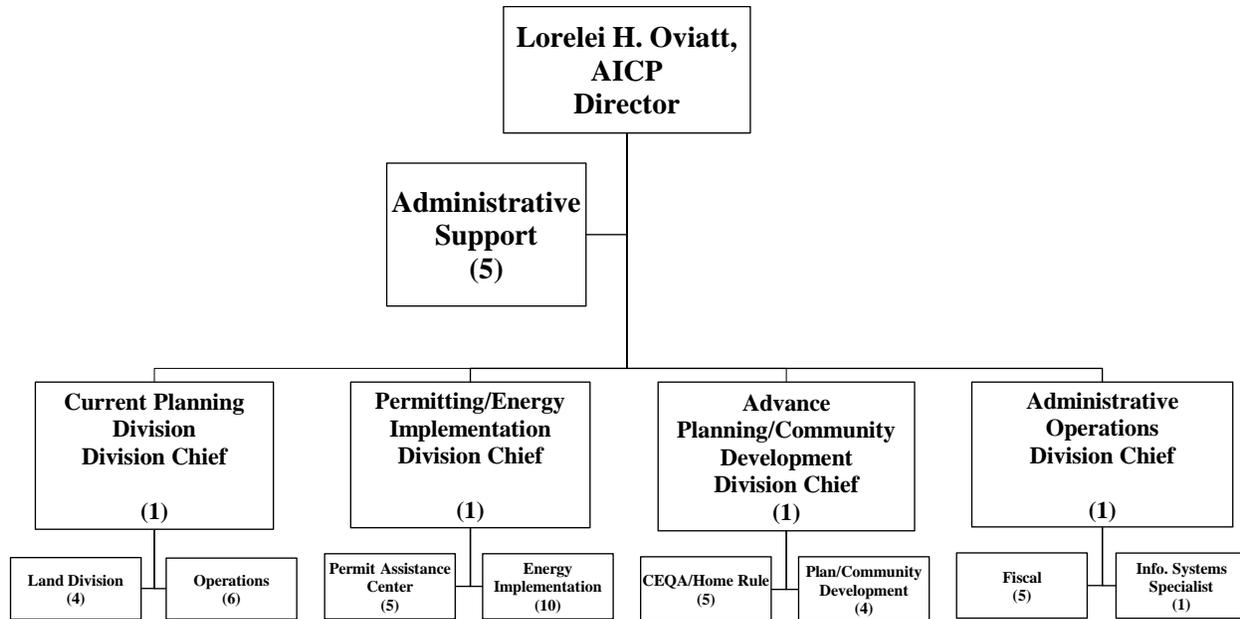


Mission Statement

The Planning and Natural Resources Department provides consolidated land use planning and community development programs for the County's residents. The department 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 2015-16 and 2016-17 Accomplishments

- Completed the processing to approval at the Board of Supervisor for the Grapevine Specific and Community Plan by Tejon Ranch. The largest project in Kern County history. Processing of the project with an environmental impact report was completed in 24 months.
- Created a reorganization plan to enhance the department’s focus on Natural Resources, including implementation of a new Energy and Permitting Division.
- Facilitated permitting and construction of wind and commercial scale solar projects for a nine-year total of \$32 billion in private investment, 8,000 construction jobs and 1,500 permanent renewable energy jobs. All renewable energy permitting countywide now totals 12,500 MW, which exceeds the County’s goal of permitting 10,000 MW by the end of 2015.
- Managed the outreach effort with RENEWBIZ Community Design Team in Boron, Mojave, Rosamond and Tehachapi to encourage and promote the economic reinvestment and revitalization in these eastern Kern County communities. This resulted in 46 grants awarded for a total amount of \$298,223 and included implementation of the first RENEWBIZ project for the reconstruction of K Street in Mojave.



Planning

Department Head: Lorelei H. Oviatt
 Fund: General
 Budget Unit: 2750

Function: Public Protection
 Activity: Other Protection

Description of Major Services

The Planning and Natural Resources Department is responsible for delivering land use programs that streamline permitting and facilitate job creation while protecting and conserving natural resources for future generations. The department 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.

On November 9, 2015, the Board of Supervisors approved revisions to the Kern County Zoning Ordinance and certified an Environmental Impact Report focused on Oil and Gas Local Permitting. Beginning in December 9, 2015, oil and gas companies began submitting for permits. The department manages the program through its Energy/Permitting Division. In addition, in March 2016, the Board of Supervisors approved a departmental reorganization of the Planning and Community Development Department to the Planning and Natural Resources Department. The department will continue to participate on the County Water team working towards implementation of Groundwater Sustainability Plans for both the Tulare Basin and the Indian Wells Valley. The department also provides proposed amendments to the ordinance for the Dairy Animals Facilities program, and in coordination with the City of Bakersfield will continue work on a new regional Habitat Conservation Plan. A major effort of the department in FY 2017-18 is the update to the Kern County General Plan.



Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,325,956	\$5,818,805	\$4,366,214	\$5,367,936	\$5,451,541	\$5,573,232
Services and Supplies	4,980,465	5,932,902	3,036,196	5,869,710	5,869,710	5,869,710
Other Charges	283,367	305,624	304,847	5,255	5,255	5,255
Capital Assets	0	0	0	0	50,000	80,000
Other Financing Uses	69,669	598,608	340,000	0	0	1,527,726
TOTAL EXPENDITURES	\$9,659,457	\$12,655,939	\$8,047,257	\$11,242,901	\$11,376,506	\$13,055,923
Expend. Reimb.	(\$25,615)	\$0	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$9,633,842	\$12,655,939	\$8,047,257	\$11,242,901	\$11,376,506	\$13,055,923
REVENUE:						
Licenses and Permits	\$473,878	\$1,722,900	\$2,126,389	\$1,611,700	\$1,745,305	\$816,200
Fines and Forfeitures	8,787	10,000	8,018	10,000	10,000	10,000
Intergovernmental	0	350,000	0	300,000	300,000	300,000
Charges for Services	5,657,331	4,948,280	3,057,109	4,880,800	4,880,800	4,880,800
Miscellaneous	22,487	20,500	33,980	25,000	25,000	25,000
Other Financing Sources:						
General Plan Admin. Surcharge	164,541	1,796,159	559,697	1,636,861	1,636,861	1,636,861
Oil and Gas Program	0	0	0	0	0	1,080,796
TOTAL REVENUE	\$6,327,024	\$8,847,839	\$5,785,193	\$8,464,361	\$8,597,966	\$8,749,657
Less Available BSI *	\$0	(\$258,608)	\$0	\$0	\$0	(\$403,739)
NET GENERAL FUND COST	\$3,306,818	\$3,549,492	\$2,262,064	\$2,778,540	\$2,778,540	\$3,902,527
BSI Ending Balance *	\$281,477	N/A	\$428,608	N/A	N/A	N/A

* BSI = Budget Savings Incentives

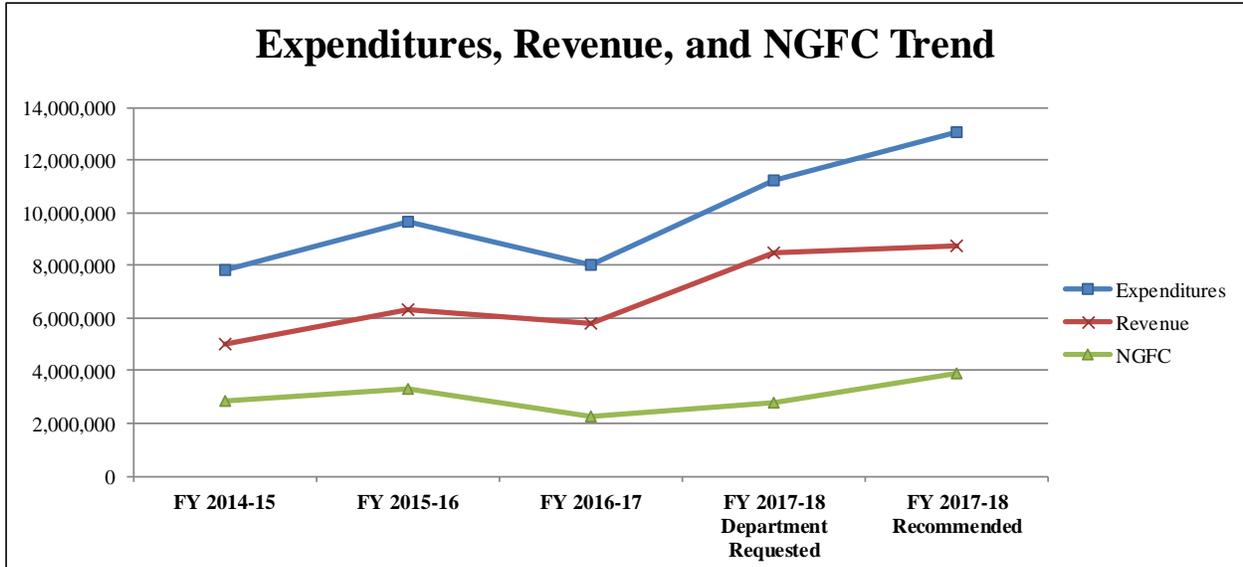
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 department receives significant revenue from applicant fees, oil and gas permitting and reimbursements for costs related to contracts.

Budget Changes and Operational Impacts

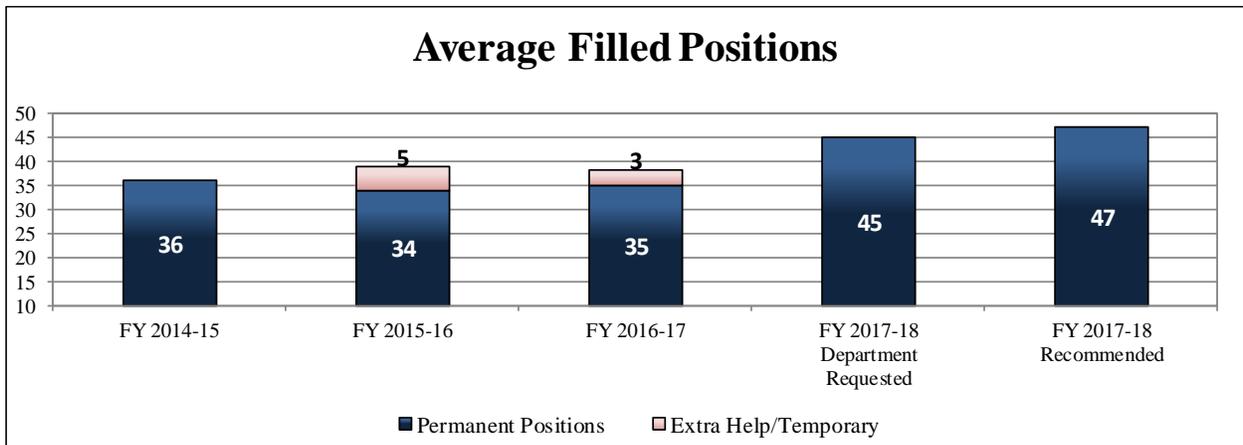
The recommended budget provides the department funding for 47 of 49 authorized positions, leaving two (2) Engineer Aide I/II positions vacant and unfunded. The recommended budget includes approximately \$1.6 million in revenue and associated costs related to oil and gas permitting. Beginning with FY 2017-18, revenue associated with certain oil and gas-permitting fees has moved to the Oil and Gas Program Special Revenue fund. Approximately \$1.1 million of prior year oil and gas revenue is included in Other Financing Uses in order to transfer funds to the new special revenue fund. The department will continue to evaluate the program in order to determine the appropriate staffing and fee structure.





Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but two (2) vacant and unfunded Engineer Aide I/II positions in order to absorb reductions to the net General Fund cost. The department will delete one (1) Information Systems Specialist position, and two (2) Planner I/II/III positions. The department will add one (1) Fiscal Support Technician position and two (2) Office Services Technician positions to assist with the Oil and Gas permitting process and one (1) Senior Office Services Specialist position to provide support to the Planning Commission and Board of Supervisor’s hearings. A Geographic Information Systems Technician is added to centralize mapping support for the land use permitting units.



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	36	34	35	45	47
Extra Help/Temporary	0	5	3	0	0
Total Positions	36	39	38	45	47
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	35	34	34	N/A	N/A
Extra Help/Temporary (FTE)	0	5	4	N/A	N/A
Total Positions	35	39	38	N/A	N/A
SALARIES & BENEFITS	\$4,070,000	\$4,325,956	\$4,366,214	\$5,367,936	\$5,573,232

Summary of Authorized Positions

The department currently has 47 authorized permanent positions. The recommended budget includes 49 permanent positions, of which 47 have been budgeted to be filled in FY 2017-18 as indicated below. The department will hold two (2) Engineer Aide I/II positions vacant and unfunded.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Management/Admin	11	4	(2)	13	13	0	13
Current Planning	11	0	0	11	11	0	11
Permitting/Energy	15	1	(1)	15	13	2	15
Advance Planning/CD	10	0	0	10	10	0	10
Total	47	5	(3)	49	47	2	49

Management/Admin	Current Planning	Permitting/Energy
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Division Chief	1 Division Chief
1 Office Services Coordinator	2 Supervising Planner	1 Supervising Planner
3 Office Services Specialist	8 Planner I/II/III	5 Planner I/II/III
1 Office Services Technician	11 Requested Total	1 GIS Specialist
1 Office Services Assistant		2 Planning Technician
2 Accountant I/II/III		2 Permit Specialist I/II
1 Fiscal Support Specialist		2 Engineer Aide I/II
1 Information Systems Specialist		1 Office Service Technician
11 Current Total		15 Current Total
<u>Additions/Deletions</u>	<u>Advance Planning/CD</u>	<u>Additions/Deletions</u>
1 Fiscal Support Technician	<u>Classification</u>	1 GIS Technician
1 Sr. Office Services Specialist	1 Division Chief	2 Office Services Technician
(1) Information Systems Specialist	2 Supervising Planner	(2) Planner I/II/II
12 Requested Total	7 Planner I/II/III	16 Requested Total
	10 Requested Total	



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Public Protection

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Estimated	2017-18 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.	6	6.4	< 12	< 12	< 12
Average number of days for a ministerial land use permit to be reviewed and acted upon.	8.4	8.5	< 15	< 15	< 15

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 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average number of days to provide a written response to preliminary reviews of all land use/land division applications.	10	13.4	<30	<30	< 30
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.	10.9	11.9	15	<12	< 15
Average wait time of customers who seek service at the public counter.	3 min.	4 min.	<10 min.	4 min.	< 6 min.
Average number of days to pay invoices the department receives from a vendor.	<39	< 34	< 30	< 34	≤ 30
Average number of days to process billings to customers who are charged on a time and materials basis.	>60	<60	<30	60	≤ 45

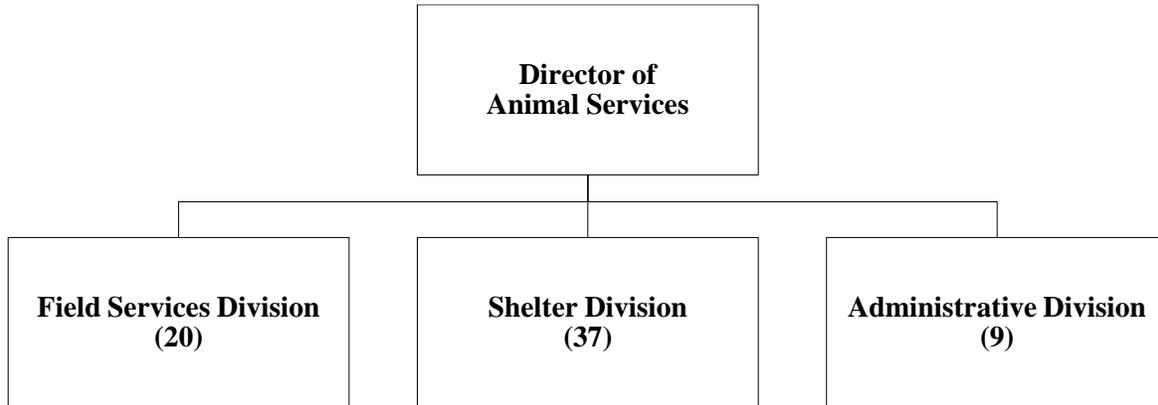
These are core functions for several of the departments work units and, with the exception of the last measure, are indicators of customer service and how well the department is meeting the needs of customers. The last measure describes the level of effort undertaken by the department to recover costs 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.



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 2015-16 and 2016-17 Accomplishments

- Performed 362 spay/neuter surgeries in Lamont through a grant from the Petco Foundation.
- Increased the live release rate by nearly 50% from 2015 through April 30, 2017.
- Volunteers donated 41,076 hours to the shelter in FY 2015-16, equivalent to 19.75 full time employees. Through April 30, 2017, in FY 2016-17, volunteers have donated 28,239 hours, equivalent to 16 full time employees.
- More than 10,838 spay/neuter surgeries were completed this year largely through the department’s Low Income Voucher Program, collaborations with non-profit entities, the Trap/Neuter/Release program, spay/neuter clinic services in the underserved outlying communities, and \$250,000 in departmental funding designated for spay/neuter programs.
- In coordination with multiple rescue organizations; 2,244 animals were rescued in 2015 and 2,287 were rescued in 2016, including 445 cats rescued through the continued partnership with Petco.
- The department has administered 9,821 vaccines and issued 3,859 licenses for County residents at their Wednesday evening clinic at the Fruitvale facility. Clinics decrease the likelihood of diseases and disease spread and increase the chance of successfully reuniting a lost animal with its owner.
- On April 23, 2017 the department hosted the First Annual Mega Adoption Event in coordination with municipal shelters and animal rescue non-profit organizations resulting in 73 pet adoptions, 27 of which were from Animal Services.



Animal Services

Department Head: Nicholas Cullen

Fund: General

Budget Unit: 2760

Function: Public Protection

Activity: Other Protection

Description of Major Services

The Animal Services Department provides for the care and protection of unwanted and abandoned animals within the community. The County operates shelters in Bakersfield and Mojave, and contracts for shelter services within Lake Isabella and Ridgecrest. The County provides enforcement and shelter activities for the City of Tehachapi and shelter services to the City of Arvin.

The department also provides local rabies control in accordance with California Health and Safety Code. The rabies control program includes animal licensing, rabies vaccinations, bite reporting, quarantine, and stray animal control. In addition the department provides low-cost vaccination clinics, investigates animal cruelty and abuse complaints, conducts public education programs, and promotes spaying and neutering.

Summary of Expenditures and Revenue

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,165,912	\$5,151,532	\$5,034,234	\$5,150,873	\$5,440,873	\$5,440,873
Services and Supplies	2,373,066	1,902,327	2,381,619	1,864,149	2,047,558	2,047,558
Other Charges	0	0	5,794	0	11,590	11,590
Capital Assets	0	0	14,459	0	0	0
Other Financing Uses	0	26,729	0	0	0	44,902
TOTAL EXPENDITURES	\$7,538,978	\$7,080,588	\$7,436,106	\$7,015,022	\$7,500,021	\$7,544,923
Expend. Reimb.	\$0	\$0	\$0	(\$1)	\$0	\$0
TOTAL NET EXPENDITURES	\$7,538,978	\$7,080,588	\$7,436,106	\$7,015,021	\$7,500,021	\$7,544,923
REVENUE:						
Licenses and Permits	\$294,267	\$300,000	\$330,018	\$310,000	\$310,000	\$310,000
Fines and Forfeitures	1,259	300	754	800	800	800
Use of Money/Property	0	0	83	0	0	0
Intergovernmental	1,059,601	1,059,601	1,059,601	1,059,601	1,509,601	1,509,601
Charges for Services	372,651	357,700	510,785	479,005	479,005	479,005
Miscellaneous	102,017	49,296	121,890	69,296	104,296	104,296
Non-Revenue Receipts	(13)	0	319	0	0	0
Other Financing Sources:						
Sterilization Fund	48,000	40,000	40,000	33,000	33,000	33,000
TOTAL REVENUE	\$1,877,782	\$1,806,897	\$2,063,450	\$1,951,702	\$2,436,702	\$2,436,702
Less Available BSI *	\$0	(\$26,729)	\$0	\$0	\$0	(\$44,902)
NET GENERAL FUND COST	\$5,661,196	\$5,246,962	\$5,372,656	\$5,063,319	\$5,063,319	\$5,063,319
BSI Ending Balance *	\$26,729	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives



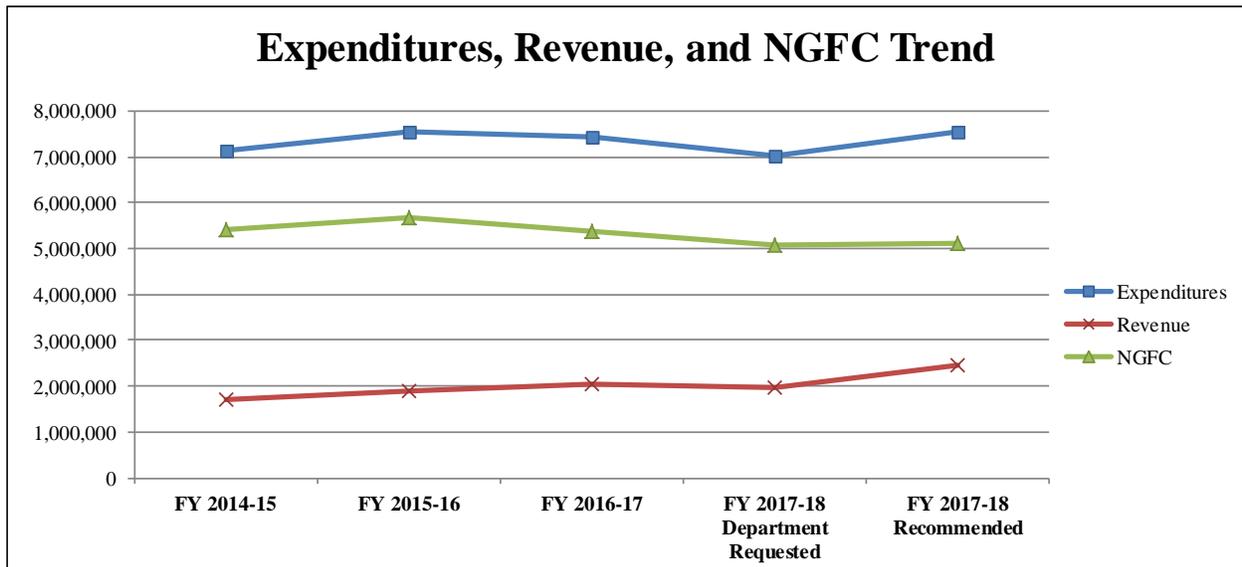
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 will allow the department to maintain services and will continue to provide resources necessary to maintain a high level of care for County animals without the use of Budget Savings Incentive (BSI) credits. However, as budget constraints continue, the department will have significant difficulty keeping up with the demand for higher levels of service while maintaining budget cuts.

Funding of \$250,000 to maintain spay and neuter services has been included in the recommended budget.



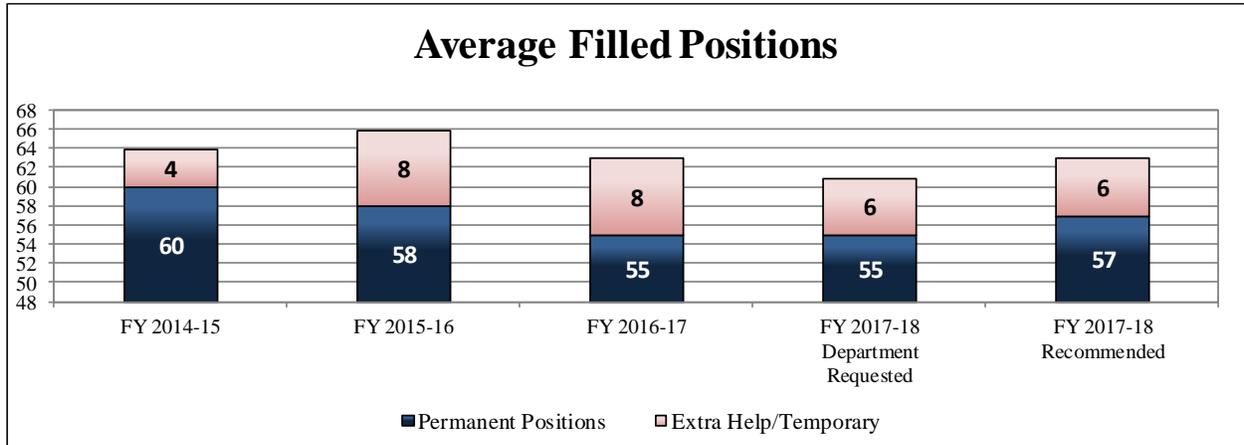
Staffing Changes and Operational Impacts

The addition of one (1) Deputy Director position to the Administrative division and one (1) Registered Veterinary Technician position to the Shelter division are recommended. The department will unfund seven (7) vacant Animal Care Worker positions, one (1) vacant Marketing and Promotions Associate position, and one (1) vacant Animal Control Officer position. These positions represent a vital role in ensuring the department meets its goal of becoming a no-kill shelter by 2020; however, budget constrains make holding these positions



vacant necessary. Extra-help positions are budgeted to be used as-needed to maintain shelter operations throughout the year.

Public Protection



4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	60	60	55	55	57
Extra Help/Temporary	4	7	8	6	6
Total Positions	64	67	63	61	63
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	63	58	57	N/A	N/A
Extra Help/Temporary (FTE)	4	8	7	N/A	N/A
Total Positions	67	66	64	N/A	N/A
SALARIES & BENEFITS	\$4,938,435	\$5,165,912	\$5,034,234	\$5,150,873	\$5,440,873

Summary of Authorized Positions

The department currently has 63 authorized positions. The recommended budget includes the addition of one (1) Deputy Director position and one (1) Registered Veterinary Technician position, bringing the new total to 65, of which 57 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	8	1	0	9	8	1	9
Shelter	36	1	0	37	31	6	37
Enforcement	19	0	0	19	18	1	19
Total	63	2	0	65	57	8	65



Administration	Shelter	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Veterinarian	2 Senior Animal Control Officer
1 Business Manager	3 Registered Veterinary Technician	15 Animal Control Officer
1 Fiscal Support Supervisor	1 Shelter Supervisor	2 Animal Control Dispatcher
1 Fiscal Support Specialist	2 Senior Animal Care Worker	19 Requested Total
2 Fiscal Support Technician	1 Volunteer Coordinator	
1 Program Specialist	26 Animal Care Worker	
1 Marketing and Promo. Assoc.	2 Office Services Technician	
8 Current Total	36 Current Total	
<u>Additions/Deletions</u>	<u>Additions/Deletions</u>	
1 Deputy Director	1 Registered Veterinary Technician	
9 RequestedTotal	37 RequestedTotal	

Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Improve Animal Services and Promote Responsible Pet Ownership

<i>Objective 1: Reduce Animal Intakes Through Public Education and Spay/Neuter Programs</i>					
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percent Change in the Number of Animals Received at the Shelter	15%	15%	10%	0%	5%
	Decrease	Decrease	Decrease	Decrease	Decrease
Percent Change in the Number of Impounded Animals Euthanized	15%	18%	15%	17%	15%
	Decrease	Decrease	Decrease	Decrease	Decrease
Percent Change in the Number of Impounded Animals that are Returned to owner, Adopted, Rescued, Trap/Neuter/Released, or Transferred	5%	20%	5%	1%	5%
	Decrease	Increase	Increase	Increase	Increase
Licenses Sold Due to Public Education and Enforcement Team (PEET)	2,500	5,067	5,500	5,207	N/A
Number of Animals Spayed or Neutered	15%	29%	0%	13%	15%
	Increase	Increase	Increase	Increase	Increase
Number of Animals Entered into The Animal Foster Program	New Performance Measure				1,800
Licenses issued by the department	New Performance Measure				13,000

A primary goal of Kern County 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/Return (TNR), and spay/neuter efforts. The department did not achieve the desired intake reduction goal of 5% and will continue to work to implement programs designed to reduce intakes. The spay/neuter efforts supported by the Board of Supervisors will continue to have an increased impact on intake reduction in the coming years. The department exceeded the euthanasia reduction goal by two percentage points, largely due to the success of the foster program and the increase in the number of animals adopted during the year. The department believes that the success of the foster program is critical to the success of achieving the No Kill goal by the year 2020 and would therefore, benefit from monitoring that success as a performance measure. The TNR program for cats experienced a 25% decrease due to the end of the grant from PetSmart in FY 2015-16 that has helped to fund some of this effort in the past. The department is seeking more grant funding to help increase the availability of TNR in the County. The department has made many changes to the operations that affect the total number of licenses issued by the department. The PEET program continues to be successful, showing an increase over FY 2015-16 in the number of licenses purchased in response to officer visits to the home. The total number of licenses increased by 13% between FYs 2014-15 and 2015-16 with another 3% increase for FY 2016-17. It is believed that measuring total licensing from year to year is a more accurate reflection of not only PEET but also the entire department. The department projects that due to improvements in the operations of PEET and the enforcement side of the department, the department will be able to increase the total number of licenses issued by 3%. Due to the availability of Spay/Neuter funding during FY 2016-17 the department was able to increase the number of animals altered by 13%. With increasing efficacy of all of the divisions within the department an increased goal of 15% should be achievable in the coming year.



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Roads Division

Department Head: Craig Pope
Fund: Road
Budget Unit 3000

Function: Public Ways & Facilities
Activity: Public Ways

Description of Major Services

Roads is a division of the Public Works 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 studies to determine project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$32,725,677	\$54,508,916	\$40,172,530	\$65,543,436	\$65,543,436	\$65,543,436
Other Charges	1,047,066	1,118,610	871,178	484,557	484,557	756,843
Capital Assets	529,220	216,000	119,104	150,000	150,000	150,000
TOTAL EXPENDITURES	\$34,301,963	\$55,843,526	\$41,162,812	\$66,177,993	\$66,177,993	\$66,450,279
REVENUE:						
Taxes	\$3,767,543	\$2,459,880	\$2,702,322	\$2,459,880	\$2,459,880	\$2,459,880
Use of Money/Property	183,576	55,500	160,984	121,000	121,000	121,000
Intergovernmental	24,314,751	36,250,656	33,119,688	41,782,058	41,782,058	41,782,058
Charges for Services	3,657,667	3,525,804	1,316,277	1,952,163	1,952,163	1,952,163
Miscellaneous	222,915	10,000	55,110	10,000	10,000	10,000
Other Financing Sources:						
Sale of Capital Assets	5,343	0	15,079	0	0	0
Non-Core Impact Fee	(68,236)	0	0	6,000,000	6,000,000	6,000,000
Community Development	31,165	0	696,974	0	0	0
Mitigation Fund	426,500	0	0	0	0	0
Planning - RENEWBIZ	0	340,000	179,300	193,000	193,000	0
General Fund Contribution	0	4,000,000	4,000,000	4,768,399	4,768,399	6,421,215
Oil & Gas Road Maintenance	0	349,130	0	0	0	0
TOTAL REVENUE	\$32,541,224	\$46,990,970	\$42,245,734	\$57,286,500	\$57,286,500	\$58,746,316
NET FUND COST	\$1,760,739	\$8,852,556	(\$1,082,922)	\$8,891,493	\$8,891,493	\$7,703,963

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

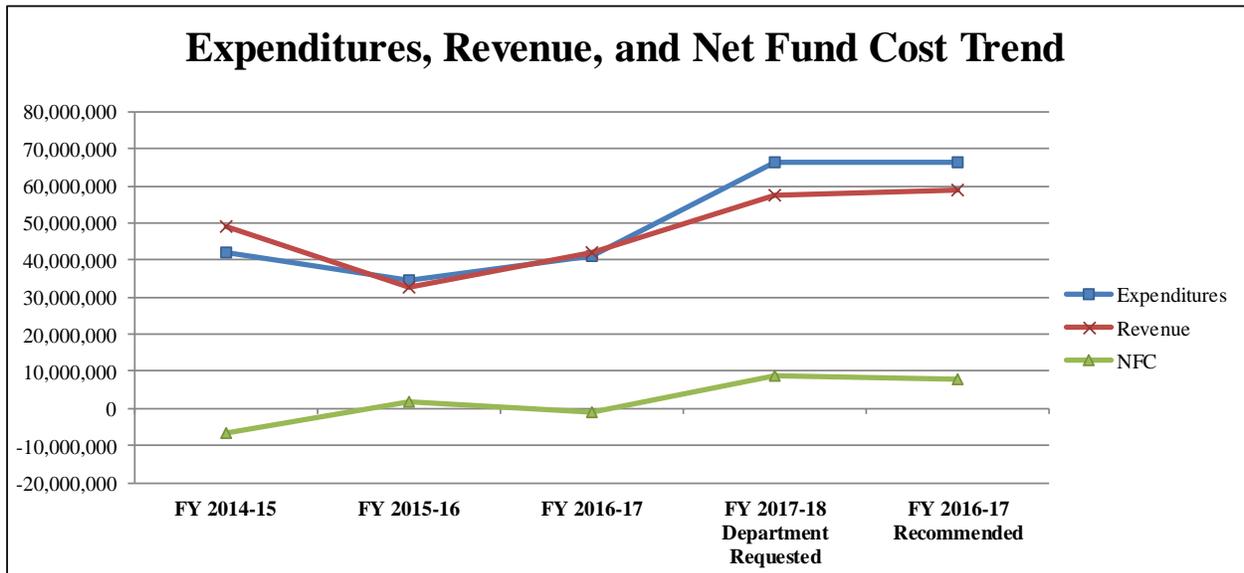
Road Fund activities are funded primarily from highway-users sources. Funding consists of State and Federal fuel taxes (Gas Tax), local sales taxes, and development fees. Reimbursement of labor costs to the Public Works Department accounts for \$24 million, or 37% of total expenditures. The majority of remaining expenditures for this budget unit are associated with equipment, supplies and materials required to construct, service, and maintain public ways. Consistent with the requirements of the Road Repair and Accountability Act of 2017 Local Streets and Roads Funding, the division receives an allocation of \$6.4 million in Net General Fund Cost.

Budget Changes and Operational Impacts

Intergovernmental Revenue includes \$41 million from other gas tax revenue and Federal Aid for project reimbursements. Beginning in FY 2017-18, Senate Bill 1 (Beall) increases several taxes and fees to raise the equivalent of roughly \$52.4 billion statewide over ten years in new transportation revenue to be used toward deferred maintenance on state highways and local streets and roads. The recommended budget was prepared without the additional revenue resulting from Senate Bill 1, as the tax increases will take effect November 1, 2017. The division will recognize revenue and specify the projects funded with this source through a budget amendment. It is estimated that SB 1 will result in approximately \$6.6 million in intergovernmental revenue.

The Road Fund has a fund balance at June 30, 2017 of \$10.7 million. The department anticipates using approximately \$7.7 million in FY 2017-18; the remaining \$3 million will be designated in order to mitigate future revenue fluctuations.

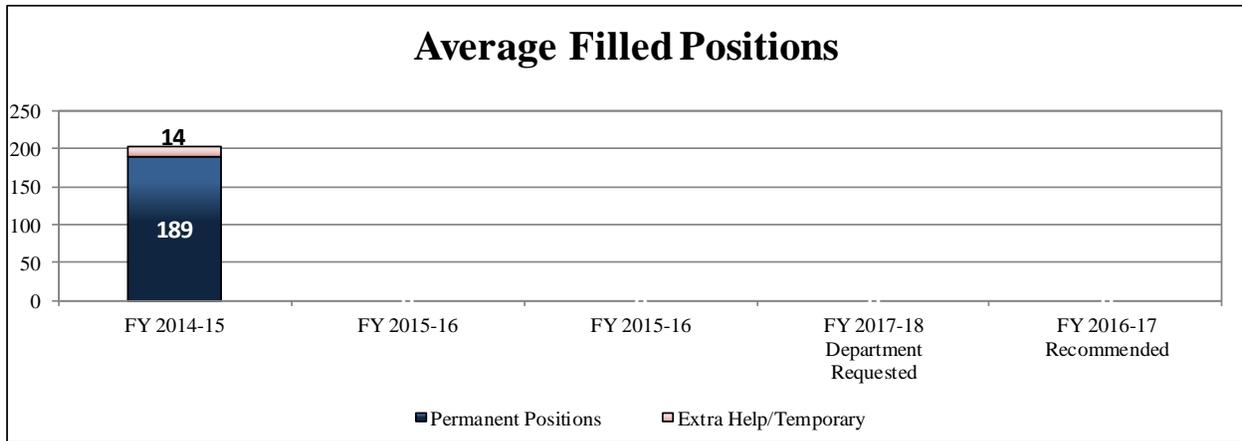
Public Ways



Staffing Changes and Operational Impacts

All staff formerly employed within the department were transferred to the Public Works Internal Service Fund effective July 2015.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	189	0	0	0	0
Extra Help/Temporary	14	0	0	0	0
Total Positions	203	0	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	186	0	0	N/A	N/A
Extra Help/Temporary (FTE)	15	0	0	N/A	N/A
Total Positions	201	0	0	N/A	N/A
SALARIES & BENEFITS	\$19,451,539	\$0	\$0	\$0	\$0

Public Ways

Summary of Authorized Positions

This budget unit does not have any authorized positions.



FY 2017-18 Goals, Objectives, and Performance Measures

GOAL 1: Provide a safe road system that reduces traffic congestion

Objective: Increase the safety of the County road system

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of vehicle-involved accidents on County roadways	1,479	1,443	1,450	1,590	1,605
Number of pedestrian-involved accidents on County roadways	88	52	55	68	70
Number of bicycle-involved accidents on County roadways	50	46	45	43	45

Additional funds and labor will be directed in FY 2017-18 to safety enhancements, signage and pavement markings.

Objective: Reduce traffic congestion on County roadways

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	100%	100%	100%	93.3%	100%

The intersection at Olive Drive and Knudsen did not meet the level of service rating in the 2016-17 year. The department will be developing a course of action to mitigate the traffic flows at this location in order to meet the 100% goal in FY 2017-18.

Public Ways



County Contribution – Public Works

Department Head: Craig Pope
 Fund: General
 Budget unit: 3016

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 Public Works Internal Service Fund (budget unit 8954), and to two divisions of Public Works: Code Compliance: Abatement Cost (budget unit 2623) and Development Services (budget unit 1905).

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted	Actual	Department	Preliminary	
		Budget		Requested	Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$6,264,238	\$4,997,910	\$4,997,910	\$4,822,983	\$4,822,983	\$10,004,352
TOTAL EXPENDITURES	\$6,264,238	\$4,997,910	\$4,997,910	\$4,822,983	\$4,822,983	\$10,004,352
NET GENERAL FUND COST	\$6,264,238	\$4,997,910	\$4,997,910	\$4,822,983	\$4,822,983	\$10,004,352

Public Ways

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The County Contribution – Public Works budget unit will appropriate supplemental funding from the General Fund to the Public Works Internal Service Fund for transfer to the Road Fund to support countywide street and road projects. Beginning in FY 2017-18, the General Fund Contribution for Code Compliance and Engineering and Surveying Services is appropriations within this budget unit and will be reflected in their respective new budget units under the revenue category other financing sources.

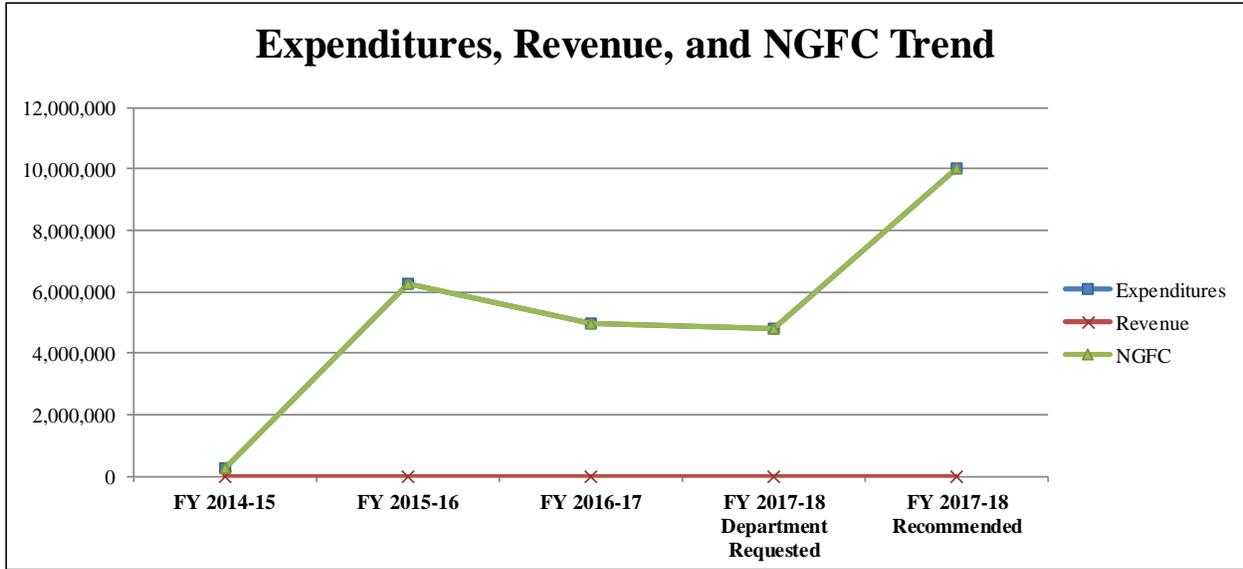
Budget Changes and Operational Impacts

In January 2015, the Board of Supervisors approved the formation of a Public Works Department. The General Fund Contribution previously allocated to Roads is now distributed to the Public Works Department to be spent on local street and road projects including equipment acquisitions. The FY 2017-18 contribution includes \$6.4 million for Roads. Consistent with the requirements of the Road Repair and Accountability Act of 2017 Local Streets and Roads Funding, the contribution for Roads is no less than the annual average of the County’s General Fund expenditures for street, road and highway purposes during FY 2009-10, 2010-11 and 2011-12. In addition, the Net General Fund Cost for Code Compliance and Engineering and Surveying Services is now provided to the divisions through a contribution since both divisions have moved out of the General Fund to special revenue funds. \$1,071,867 is included for Code Compliance and \$2,021,270 for Development Services.

Finally, the Designation for Blight Remediation in the General Fund is being provided to Code Compliance through an increase in General Fund Contribution in the amount of \$490,000.



Public Ways



County Contribution - Airports

Department Head: Richard Strickland
 Fund: General
 Budget Unit: 3201

Function: Public Ways and Facilities
 Activity: Transportation Terminals

Description of Major Services

The purpose of this budget unit is to provide the Airports Enterprise with funding made available through the Airport Economic Opportunity Area (AEOA), which was established by the County Board of Supervisors on September 15, 2009. The AEOA allocates the incremental increase of property taxes collected for the General Fund on a defined area in and around Meadows Field Airport to be used towards the Airport's capital facilities, including debt service associated with capital projects.

Public Ways

Summary of Expenditures and Revenue						
	<u>FY 2015-16</u>	<u>FY 2016-17</u>		<u>FY 2017-18</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$278,753	\$328,473	\$328,473	\$305,138	\$305,138	\$305,138
TOTAL EXPENDITURES	\$278,753	\$328,473	\$328,473	\$305,138	\$305,138	\$305,138
NET GENERAL FUND COST	\$278,753	\$328,473	\$328,473	\$305,138	\$305,138	\$305,138

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

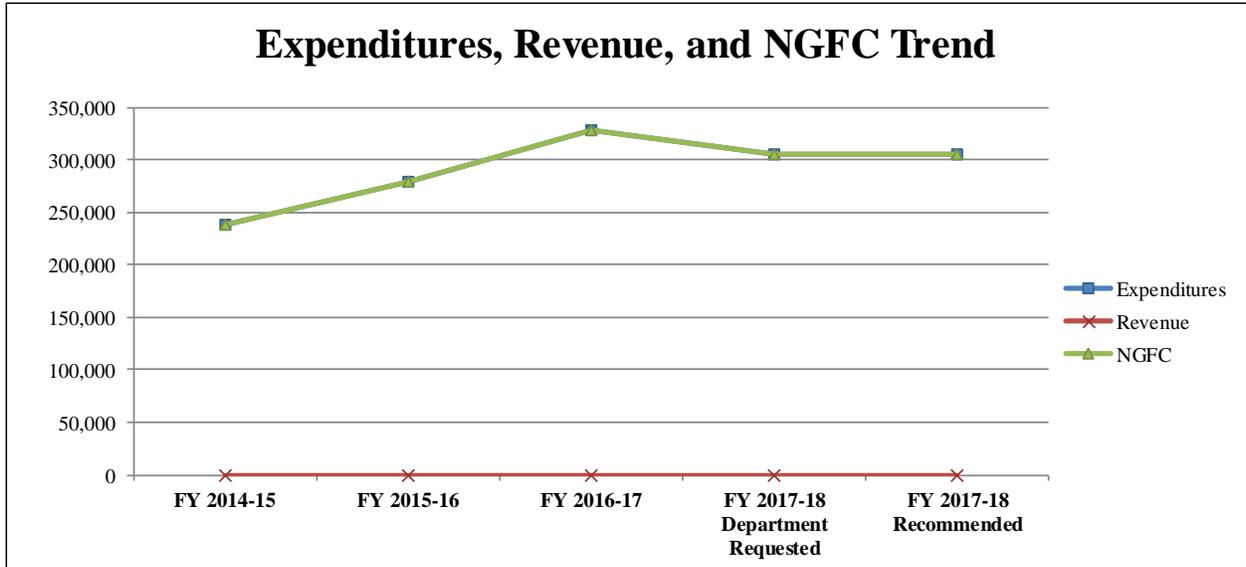
Other Financing Uses of \$305,138 are available for transfer to the Airports Enterprise Fund to fund the cost associated with capital facilities, including debt service. This budget unit contains no revenue as the AEOA revenue is collected within Budget Unit 1112 discretionary revenue as property taxes for the General Fund.

Budget Changes and Operational Impacts

The recommended budget reflects a decrease of \$23,335, which is a 7% decrease in General Fund contribution under FY 2016-17 actual as a result of reduction in property tax allocations within the defined area of the AEOA.



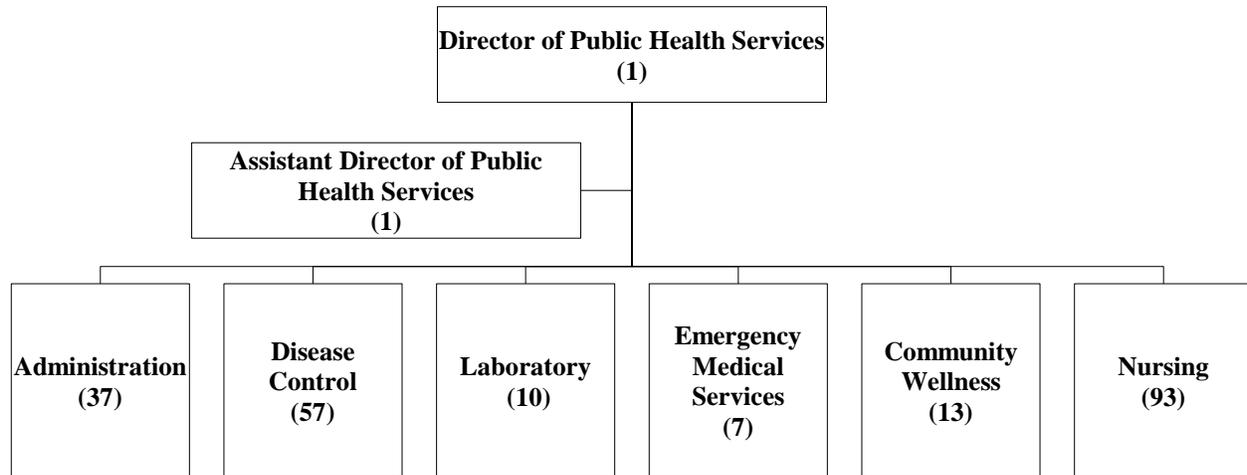
Public Ways



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 2015-16 and 2016-17 Accomplishments

- The department launched an aggressive effort to combat sexually transmitted diseases (STD). The department has strengthened community partnerships and developed non-traditional community partners in an attempt to lower local STD rates. Several congenital syphilis cases were prevented in calendar year 2016 due to the enhanced community outreach and surveillance activities of the department. In order to further reduce negative community health outcomes the department has taken the initiative to provide medication not only to patients who test positive for gonorrhea or chlamydia, but to partners of patients as well.
- The Public Health Laboratory implemented a recreational water testing program in March 2016. The lab is now able to perform bacteriological testing services for recreational bodies of water to ensure they are safe for swimming.
- The department significantly reduced the average response time of high-risk home visitation referrals from 10 days to three days, and has provided 101 cribs to families who could not afford a separate safe sleeping environment for their babies.
- The department launched a diabetes pilot project, which includes education and intensive case management of patients struggling with diabetes. Kern County currently has the highest incidence rate for deaths due to diabetes in California, and this effort should help reduce negative outcomes associated with the condition.

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 healthy lifestyles, and studying disease and injury prevention.

Summary of Expenditures and Revenue

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$20,744,400	\$23,061,780	\$21,367,103	\$23,865,876	\$23,665,876	\$23,652,097
Services and Supplies	3,489,666	5,609,311	4,537,262	5,066,330	5,066,330	5,061,074
Other Charges	1,618,419	2,000,834	1,856,013	1,471,971	1,471,971	1,471,971
Capital Assets	93,130	15,000	132,121	50,000	50,000	50,000
Other Financing Uses	0	794,527	0	0	0	1,544,847
TOTAL EXPENDITURES	\$25,945,615	\$31,481,452	\$27,892,499	\$30,454,177	\$30,254,177	\$31,779,989
Expend. Reimb.	(\$826,171)	(\$948,962)	(\$920,685)	\$537,096	(\$962,904)	(\$962,904)
TOTAL NET EXPENDITURES	\$25,119,444	\$30,532,490	\$26,971,814	\$30,991,273	\$29,291,273	\$30,817,085
REVENUE:						
Licenses and Permits	\$0	\$0	\$348,745	\$158,880	\$158,880	\$158,880
Intergovernmental	16,573,003	19,798,798	17,551,230	19,334,376	19,134,376	19,134,376
Charges for Services	4,903,886	3,569,415	4,010,863	5,068,520	3,568,520	3,568,520
Miscellaneous	35,640	90,076	101,207	169,435	169,435	169,435
Other Financing Sources:						
Public Health Miscellaneous	11,364	9,755	7,400	6,646	6,646	6,646
Health MAA/TCM	0	13,580	31,883	140,500	140,500	121,465
Child Restraint Loaner Program	72,701	81,039	44,969	63,750	63,750	63,750
Health Bio-Terrorism Grant	11,022	0	0	0	0	0
Tobacco Education Control	103,057	150,702	157,995	138,870	138,870	138,870
Vital and Health Statistics	57,200	73,013	72,051	77,125	77,125	77,125
Hospital Preparedness Program	1,184	0	0	0	0	0
Emergency Medical Services Fund	0	0	492,980	450,340	450,340	450,340
County Service Area #40.1 EMS	0	0	1,332	1,400	1,400	1,400
TOTAL REVENUE	\$21,769,057	\$23,786,378	\$22,820,655	\$25,609,842	\$23,909,842	\$23,890,807
Less Available BSI *	\$0	(\$794,527)	\$0	\$0	\$0	(\$1,544,847)
NET GENERAL FUND COST	\$3,350,387	\$5,951,585	\$4,151,159	\$5,381,431	\$5,381,431	\$5,381,431
BSI Ending Balance *	\$260,720	N/A	\$873,360	N/A	N/A	N/A

* BSI = Budget Savings Incentives

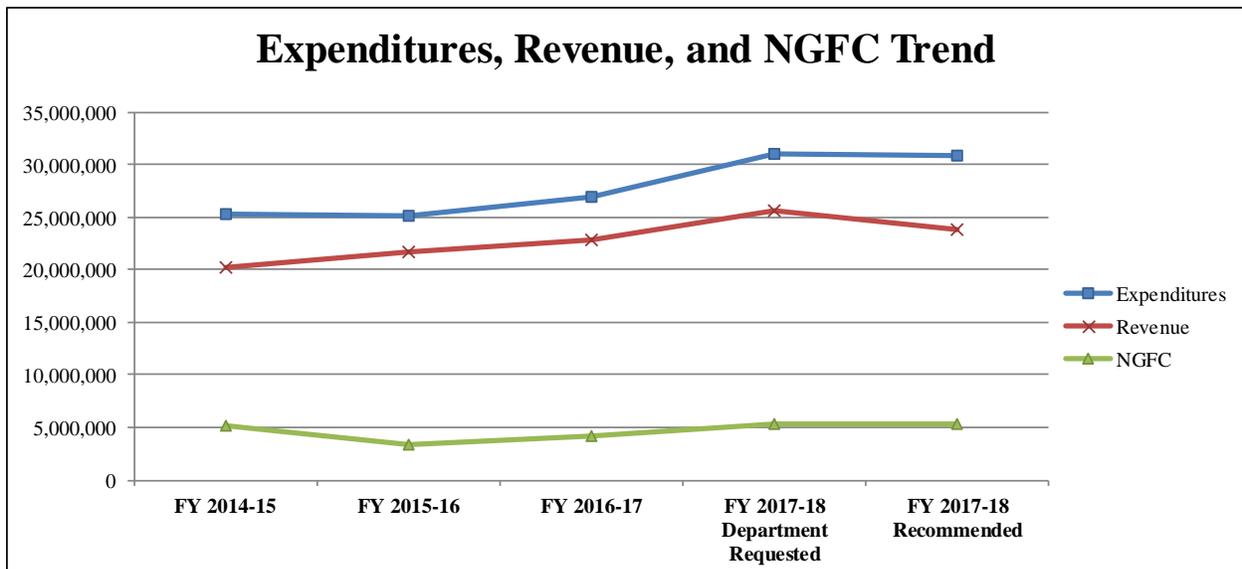
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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 recommended budget includes the absorption of the Emergency Medical Services Division into Public Health Services. This merger accounts for a significant portion of the increases in salaries and benefits and services and supplies expenditures, and licenses and permits and intergovernmental revenue. The remaining increase in salaries and benefits when compared to FY 2016-17 actual is primarily due to an anticipated increase in filled positions. Intergovernmental revenue is also anticipated to increase in comparison to FY 2016-17 actual due to the shift of select nursing functions to programs that receive greater federal and State reimbursement. The department is able to meet the Net General Fund Cost reduction with no material service level impacts.



Health and Sanitation

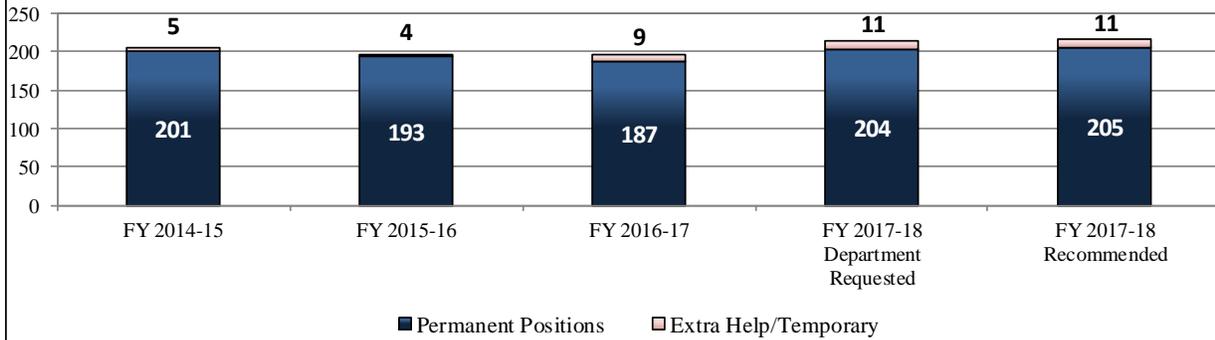
Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Medical Investigator position, one (1) GIS Specialist position, one (1) Accountant I/II/III position and two (2) Public Health Aide I/II positions, and the deletion of one (1) Contracts Administrative Assistant position. The increase in FY 2017-18 funded permanent positions on the following graphs and tables is partially due to the absorption of the former Emergency Medical Services Division.

The recommended budget holds the following authorized positions vacant and unfunded: two (2) Senior Officer Services Specialist, one (1) Public Health Epidemiologist, one (1) Office Services Specialist, one (1) Director of Health Promotions, one (1) Health Educator, one (1) Public Health Laboratory Director, one (1) Clinical Lab Assistant, four (4) Public Health Nurse Junior/I/II and two (2) Fiscal Support Specialist, at an annual savings of approximately \$1.9 million.



Average Filled Positions



4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	201	193	187	204	205
Extra Help/Temporary	5	4	9	11	11
Total Positions	206	197	196	215	216
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	196	189	184	N/A	N/A
Extra Help/Temporary (FTE)	4	3	7	N/A	N/A
Total Positions	200	192	191	N/A	N/A
SALARIES & BENEFITS	\$20,837,289	\$20,744,400	\$21,367,103	\$23,865,876	\$23,652,097

Health and Sanitation

Summary of Authorized Positions

The department currently has 215 authorized positions. The recommended budget includes 219 authorized positions, of which 205 are budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	38	2	(1)	39	36	3	39
Disease Control	56	1	0	57	55	2	57
Laboratory	10	0	0	10	8	2	10
Community Wellness	13	0	0	13	10	3	13
Emergency Medical Services	7	0	0	7	7	0	7
Nursing	91	2	0	93	89	4	93
Total	215	5	(1)	219	205	14	219



Administration	Disease Control	Nursing
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Public Health Services	1 Public Health Officer	1 Director of Public Health Nursing
1 Asst. Director of Public Health	1 Health Asses. & Epid. Manager	1 Health Education Assistant I/II
1 Administrative Services Officer	2 Public Health Project Specialist	2 Office Services Specialist
3 Administrative Coordinator	2 Physician Assist/Nurse Pract.	10 Office Services Technician
1 Contracts Administrative Assistant	1 Clinical Lab Assistant I	1 Perinatal Investigator
1 Marketing and Promotions Associate	1 Public Health Program Specialist	22 Public Health Aide I/II
1 Program Technician	1 Director of Disease Control	6 Public Health Nurse III
1 Public Health Program Specialist	2 Public Health Nurse III	43 Public Health Nurse Jr./I/II
2 Public Health Project Specialist	5 Public Health Nurse Jr./I/II	2 Public Health Project Specialist
1 Sr. Emergency Med Serv Coordinator	1 Staff Nurse Jr./I	1 Social Services Worker
3 Accountant I/II/III	7 Vocational Nurse I/II	1 Sr. Office Services Specialist
1 Billing Office Specialist III	1 Sr. Public Health Epidemiologist	1 Staff Nurse Jr./I
3 Billing Office Specialist I/II	2 Public Health Epidemiologist	<u>91</u> Current Total
1 Technology Services Manager	2 Senior Office Services Specialist	<u>Additions/Deletions</u>
3 Info Systems Specialist I/II/III/Sr.	1 Office Services Specialist	<u>2</u> Public Health Aide I/II
1 Graphic Artist	12 Office Services Technician	<u>93</u> Requested Total
5 Fiscal Support Specialist	1 Health Educator	
1 Fiscal Support Supervisor	1 Health Education Assistant I/II	
2 Fiscal Support Technician	7 Medical Investigator	
1 Office Services Coordinator	<u>5</u> Public Health Aide I/II	
1 Sr. Office Services Specialist	<u>56</u> Current Total	
3 Office Services Technician	<u>Additions/Deletions</u>	
<u>38</u> Current Total	<u>1</u> Medical Investigator	
<u>Additions/Deletions</u>	<u>57</u> Requested Total	
1 GIS Specialist		
1 Accountant I/II/III		
(1) Contracts Administrative Assistant		
<u>39</u> Requested Total		
Laboratory	Community Wellness	Emergency Medical Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Health Lab Director	1 Departmental Analyst I/II	1 Sr. EMS Coordinator
1 Billing Office Specialist I/II	1 Public Health Project Specialist	5 Emergency Med Serv Coordinator
3 Microbiologist	1 Office Services Specialist	<u>1</u> Office Services Technician
1 Laboratory Assistant	1 Fiscal Support Specialist	<u>7</u> Requested Total
2 Clinical Laboratory Assistant	1 Office Services Assistant	
1 Laboratory Helper	1 Director of Health Promotions	
1 Supervising Microbiologist	1 Senior Health Educator	
<u>10</u> Requested Total	2 Health Educator	
	<u>4</u> Health Education Assistant I/II	
	<u>13</u> Requested Total	

Health and Sanitation



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Health and Sanitation

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Age-adjusted mortality rate attributable to heart disease, per 100,000 population	134.2	136.9	103.4	133.3	103.4
Age-adjusted mortality rate attributable to diabetes, per 100,000 population	34.7	34.4	30.4	34.2	30.4
Age-adjusted mortality rate attributable to stroke, per 100,000 population	37.7	38.9	34.8	35.7	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. Efforts towards promoting healthier living will not show immediate drastic results, but will likely steadily decrease rates over the next five years.

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Proportion of adults who are overweight or obese	70.0%	77.6%	59.0%	77.6%	65.0%
Proportion of 7 th graders who are not physically fit	41.9%	42.0%	32.3%	42.0%	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. Efforts towards promoting healthier living will not show immediate drastic results, but will likely steadily decrease rates over the next five years.

Goal 2: Promote healthy lifestyles and prevent spread of diseases.

Objective 1: Reduce the incidence of sexually transmitted infections.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Incidence rate of chlamydia, per 100,000 population.	705.2	718.4	560.5	718.4	560.5
Incidence rate of gonorrhea, per 100,000 population.	176.8	176.8	88.9	190.0	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. Due to high and rapidly increasing rates of sexually transmitted infections in the County, the department is taking a new, bold approach to educating the community on the risks of these infections. The department is in the process of launching a marketing campaign and has recently developed a STD task force, bringing together other traditional and non-traditional partners to assist in lower these rates.



Objective 2: Reduce teen birth rates.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Rate of births to mothers aged 15-19 years, per 1,000.	49.0	45.1	43.0	45.1	43.0

While births to adolescent mothers have decreased to the lowest rates in history, the County still ranks second to 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



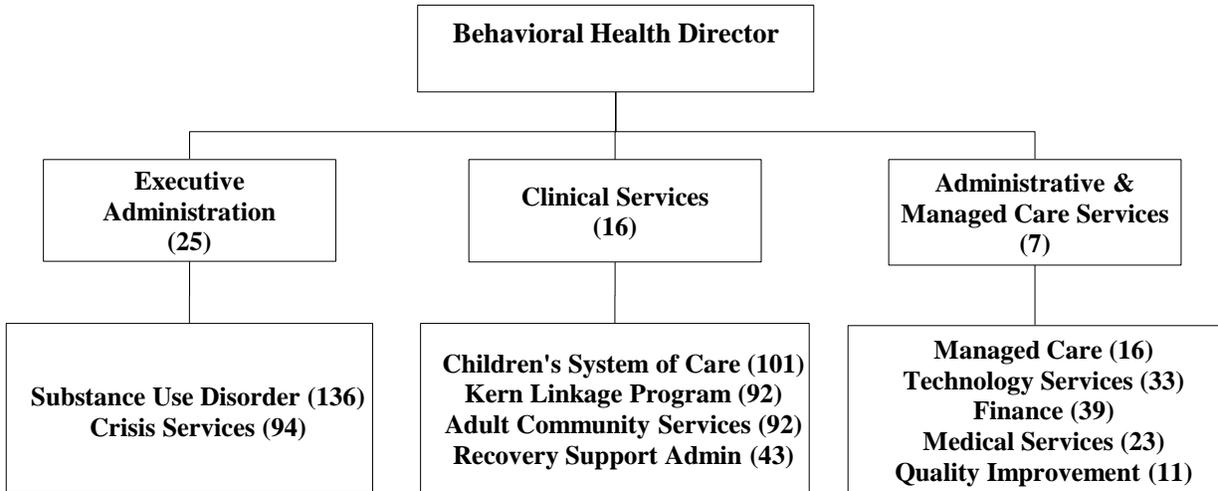
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Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Health and Sanitation

Fiscal Year 2015-16 and 2016-17 Accomplishments

- Provided services to approximately 30,000 clients systemwide as of June 30, 2017.
- Implemented a Laura’s Law / Assisted Outpatient Treatment system.
- Implemented programs and services for our consumers at the Consumer Family Learning Center seven days a week.
- Received two California Health Facilities Financing Authority grants. The first grant funds construction of the Crisis Stabilization Unit in Eastern Kern County (Ridgecrest). The second grant funds the development of a virtual mobile evaluation crisis system to work with law enforcement in remote areas of the county.
- Developed a Lean Six Sigma quality and efficiency team to set a culture and expectation of excellence.
- In partnership with the Department of Human Services, developing an annual trauma-informed assessment for all foster youth. Continue to work on maintaining a higher foster care penetration rate by mental health contractors and teams.
- Received accreditation by the American Association of Suicide Prevention for the Department’s suicide hotline.



Behavioral Health and Recovery Services

Department Head: Bill Walker

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4120 and 4121

Description of Major Services

The Behavioral Health and Recovery Services 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. The department is also the Mental Health Managed Care system for the County. Implementation of the Mental Health Services Act (MHSA) has had a significant and positive impact on these efforts. MHSA funded programs are augmenting the role of the department by providing consumer-driven services to previously underserved populations. In addition, the department provides substance use services through a plethora of treatment and prevention programs to meet the needs of the community.

Summary of Expenditures and Revenue

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$14,895,000	\$0	\$9,433,388	\$9,433,388	\$9,433,388
Salaries and Benefits	53,904,508	79,736,012	64,834,920	82,197,311	82,197,311	82,972,020
Services and Supplies	52,476,557	61,873,844	61,036,463	81,804,814	81,804,814	85,136,868
Other Charges	15,006,418	14,650,738	13,454,718	16,578,540	16,578,540	16,578,540
Capital Assets	109,075	993,001	289,115	533,500	533,500	1,263,100
Other Financing Uses	2,000,795	3,773,038	4,206,367	5,782,639	5,782,639	4,203,206
TOTAL EXPENDITURES	\$123,497,353	\$175,921,633	\$143,821,583	\$196,330,192	\$196,330,192	\$199,587,122
REVENUE:						
Use of Money/Property	\$347,920	\$150,000	\$593,218	\$381,840	\$381,840	\$381,840
Intergovernmental	7,673,632	9,106,980	5,858,486	9,184,035	9,184,035	9,380,589
Charges for Services	49,952,469	63,343,873	61,077,929	69,226,533	69,226,533	69,925,383
Miscellaneous	767,487	380,480	676,807	238,262	238,262	508,647
Other Financing Sources:						
General Fund Contribution	1,481,437	1,609,068	980,649	3,644,297	980,649	980,649
2011 Realignment	21,600,599	21,008,354	28,980,327	33,010,003	33,010,003	33,010,004
2011 Program Realignment	28,157,692	31,549,445	23,286,317	22,657,898	25,724,168	25,724,168
Mental Health Services Act	12,397,125	32,203,031	30,990,357	36,249,824	36,249,824	39,677,025
Alcoholism Program	72,587	130,251	130,251	112,654	59,923	59,923
Alcohol Abuse Education/Prev.	61,748	157,198	157,198	120,067	120,067	120,067
Drug Program Fund	25,251	71,090	71,090	38,823	15,994	15,994
TOTAL REVENUE	\$122,537,947	\$159,709,770	\$152,802,629	\$174,864,236	\$175,191,298	\$179,784,289
NET FUND COST	\$959,406	\$16,211,863	(\$8,981,046)	\$21,465,956	\$21,138,894	\$19,802,833

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Services and supplies is the largest expenditure of this budget unit, which totals \$85.1 million and is comprised mostly of contracted and specialized professional services, which make up the majority of the department's expenditures within the services and supplies category. Salaries and benefits costs of \$82.9 million covers employee costs for the administration and operation of various programs and clinics that provide behavioral and substance use services to County residents.

Funding for the programs operated within this budget unit are provided by sources outside the General Fund. The department's primary sources of revenue in FY 2017-18 are Medi-Cal fees, Realignment and MHSA funding. In order to qualify for some of the funding from the State, a County General Fund contribution in the amount of \$882,486 is required and is appropriated in the Behavioral Health - County Contribution budget unit 4127. In addition to the General Fund contribution, \$98,163 in assistance for gang suppression activities are included.

Budget Changes and Operational Impacts

In FY 2016-17, the department changed its name from Kern County Mental Health to Kern Behavioral Health and Recovery Services (Kern BHRS). In addition, the Substance Use Division budget unit 4123 was combined with the department's main operating budget unit 4120. These actions will assist the department with tracking accounting transactions for reporting purposes.

The recommended budget includes a \$18 million increase in salaries and benefits expenditures over FY 2016-17 actual. The department added 21 new, permanent positions at the end of FY 2016-17 as part of a restructuring effort that adequately addresses caseload growth. Despite its efforts, the department continues to have difficulty filling its 728 authorized positions. The department will continue to work with Human Resources and the County Administrative Office to adopt a recruitment plan to address its vacancy rate. Despite having 118 vacant positions, the recommended budget provides funding for all authorized positions.

The budget includes a \$24 million increase in services and supplies expenditures over FY 2016-17 actual. The department expects an increase in contract costs associated with the state mandated changes through the Continuum of Care Reform (CCR). The increase in expenditures is offset by the increase in Medi-Cal reimbursement revenue, which allows the department to increase services throughout the County using contracted providers and Kern BHRS employees.

The department has included an appropriation for contingencies in the amount of \$9.4 million for expected repayment to the State for cost report settlements, unanticipated contracting cost and MHSA innovation projects that include the Healing Project, the SMART 911 Special Needs Registry program and the Peer Assisted Transportation programs.

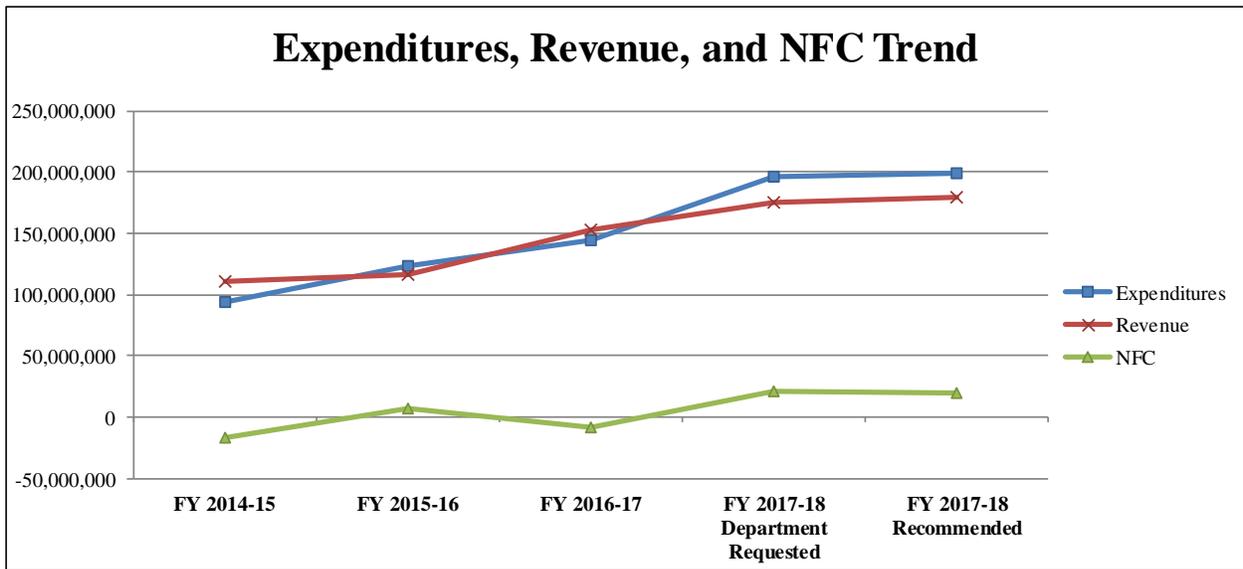
Overall, the department's revenue is increasing compared to FY 2016-17 due to the increased staffing level and corresponding increase in reimbursement from Medi-Cal and MHSA revenue. The recommended budget includes \$25.7 million in 1991 Mental Health Program Realignment. The programs realigned in 1991 were originally completely funded through a dedicated revenue source of sales tax and vehicle license fees. \$22.7 million is now supported by a guaranteed revenue source within the 2011 Realignment structure and the remainder continues to be funded under the 1991 structure.

The department also budgeted 2011 Realignment revenue in the amount of \$33 million, an increase of \$11.4 million from FY 2016-17. The majority of this revenue is 2011 Behavioral Health Services Realignment for costs associated with the Regular and Perinatal Drug Medi-Cal and Non-Drug Medi-Cal, Drug Courts, Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and Mental Health Managed Care programs. In addition to the 2011 Behavioral Health Services Realignment, the recommended budget includes \$5 million in 2011 Public Safety Realignment for Community Corrections (AB 109) to provide services for mental health and substance use programs for the AB109 population.

MHSA funding is budgeted at \$39.7 million in FY 2017-18 and will be used to provide community and support services as well as prevention and early intervention services to County residents.

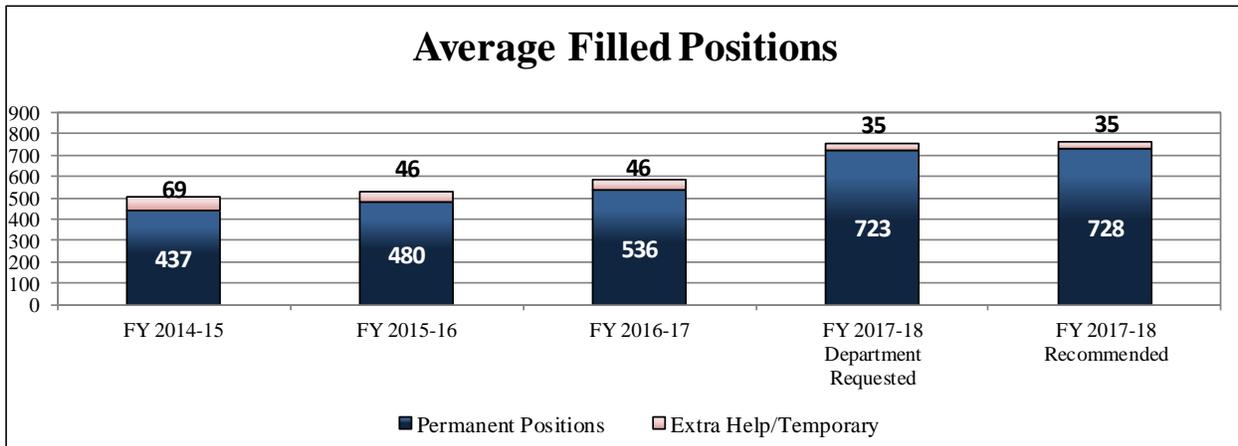
The department budgeted \$19.8 million of its \$30 million in available fund balance in FY 2017-2018. The department intends to use \$10.3 million to offset the department's remaining operating fund costs and the remaining \$9.4 million, as mentioned above, is included as appropriations for contingencies.

Health and Sanitation



Staffing Changes and Operational Impacts

The recommended budget includes the deletion of two (2) Psychiatrist-Contract positions, one (1) Psychiatrist III-Behavioral Health position, one (1) Social Service Worker I/II/III position, one (1) Supervising Patient Rights Advocate position, and one (1) Program Coordinator position and the addition of one (1) Program Specialist I/II position, two (2) Nurse Practitioner positions, one (1) Senior Patient Rights Advocate position, one (1) Family Rights Advocate position, and two (2) Behavioral Health Program Supervisor positions.



Health and Sanitation

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	437	480	536	723	728
Extra Help/Temporary	69	46	46	35	35
Total Positions	506	526	582	758	763
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	425	469	529	N/A	N/A
Extra Help/Temporary (FTE)	58	35	33	N/A	N/A
Total Positions	483	504	562	N/A	N/A
SALARIES & BENEFITS	\$45,906,384	\$53,904,508	\$64,834,920	\$82,197,311	\$82,972,020

Summary of Authorized Positions

The department currently has 727 authorized permanent positions. The recommended budget includes the deletion of the six (6) positions, and the addition of seven (7) positions for a total of 728 requested positions. The recommended budget includes funding for all 728 positions for FY 2017-18 as indicated in the following schedule.



Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive Administration	26	3	(4)	25	25	0	25
Substance Use Disorders	135	2	(1)	136	136	0	136
Crisis Services Administration	92	2	0	94	94	0	94
Clinical Services	16	0	0	16	16	0	16
Children's System of Care	101	0	0	101	101	0	101
Kern Linkage Program	92	0	0	92	92	0	92
Adult System of Care	92	0	0	92	92	0	92
Recovery Supports Administration	43	0	0	43	43	0	43
Administrative Services	6	0	0	6	6	0	6
Managed Care	17	0	0	17	17	0	17
Technology Services	33	0	0	33	33	0	33
Finance Administration	39	0	0	39	39	0	39
Medical Services	24	0	(1)	23	23	0	23
Quality Improvement Division	11	0	0	11	11	0	11
Total	727	7	(6)	728	728	0	728

Children's System of Care	Finance Administration	Technology Services
<p><u>Classification</u></p> <p>1 BH & Recovery System Admin. 1 Administrative Coordinator 2 Program Specialist I/II 1 Clinical Psychologist I/II 1 Psychology Intern-Contract 5 Substance Abuse Specialist I/II 1 BH Nurse I/II 1 Staff Nurse 1 Office Services Specialist 11 Office Services Technician 3 Office Services Assistant 7 BH Unit Supervisor I/II 31 BH Therapist I/II 33 BH Recovery Specialist I/II/III 2 BH Recovery Specialist Aide</p> <hr/> <p>101 Requested Total</p>	<p><u>Classification</u></p> <p>1 Senior Admin and Fiscal Svcs. Office 1 Business Manager 1 Departmental Analyst I/II 1 Program Specialist I/II 1 Contract System Supervisor 6 Accountant I/II/III 4 Billing Office Specialist III 2 Mail Clerk I/II 1 Fiscal Support Supervisor 6 Fiscal Support Specialist 14 Fiscal Support Technician 1 Office Services Technician</p> <hr/> <p>39 Requested Total</p>	<p><u>Classification</u></p> <p>2 Technology Services Supervisor 1 Technology Services Manager 1 Computer Lab Instructor 2 LAN Systems Administrator 1 Senior Systems Analyst 7 Programmer I/II-Sys Analyst I/II 8 Info System Specialist I/II/III/Sr. 4 Help Desk Technician I/II/III 1 Sr. Office Services Specialist 1 Office Services Specialist 2 Office Services Technician 1 Special Projects Manager 1 Program Specialist I/II 1 BH Unit Supervisor I/II</p> <hr/> <p>33 Requested Total</p>
<p style="text-align: center;">Adult System of Care</p> <p><u>Classification</u></p> <p>1 BH & Recovery System Admin. 1 Administrative Coordinator 6 Substance Abuse Specialist I/II 4 BH Nurse I/II 2 Staff Nurse 1 Sr. Office Services Specialist 11 Office Services Technician 3 Office Services Assistant 9 BH Unit Supervisor I/II 18 BH Therapist I/II 33 BH Recovery Specialist I/II/III 3 BH Recovery Specialist Aide</p> <hr/> <p>92 Requested Total</p>	<p style="text-align: center;">Kern Linkage Program</p> <p><u>Classification</u></p> <p>1 BH & Recovery System Admin. 1 Program Support Supervisor 1 Program Technician 1 Clinical Psychologist I/II 8 Psychology Intern-Contract 1 Substance Abuse Specialist I/II 4 BH Nurse I/II 8 Vocational Nurse I/II 2 Office Services Specialist 13 Office Services Technician 6 BH Unit Supervisor I/II 15 BH Therapist I/II 1 BH Planning Analyst 29 BH Recovery Specialist I/II/III 1 BH Recovery Specialist Aide</p> <hr/> <p>92 Requested Total</p>	<p style="text-align: center;">Medical Services</p> <p><u>Classification</u></p> <p>1 BH Medical Director 1 Psychiatrist - Contract 1 BH & Recovery System Admin. 4 Psychiatrist III, Behavioral Health 1 Substance Abuse Specialist I/II 1 Senior Office Services Specialist 2 Office Services Technician 6 Medical Assistant I/II 1 BH Unit Supervisor I/II 2 BH Therapist I/II 3 BH Recovery Specialist I/II/III 1 Administrative Coordinator</p> <hr/> <p>24 Current Total</p> <p><u>Additions/(Deletions)</u></p> <p>(1) Psychiatrist III, Behavioral Health</p> <hr/> <p>23 Requested Total</p>

Health and Sanitation



Executive Administration	Crisis Services Administration	Substance Use
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Behavioral Health Svcs.	1 BH & Recovery System Admin.	1 BH & Recovery System Admin.
1 Deputy Director of BH Services	1 Administrative Coordinator	2 Special Projects Manager
1 Administrative Coordinator	1 Program Support Supervisor	5 Administrative Coordinator
1 Program Specialist I/II	1 Nurse Practitioner	2 Program Coordinator
3 Sr. Human Resources Specialist	3 Substance Abuse Specialist I/II	1 Program Specialist I/II
2 Human Resources Specialist I/II	8 BH Nurse I/II	25 Substance Abuse Specialist I/II
1 Office Services Coordinator	1 Clinical Supervisor	4 Youth Prevention Specialist I/II
2 Office Services Specialist	6 Staff Nurse	1 Contract System Supervisor
1 Office Services Technician	6 Vocational Nurse I/II	1 Systems Analyst I/II
1 Office Services Assistant	1 Office Services Specialist	2 Fiscal Support Technician
1 BH Unit Supervisor I/II	10 Office Services Technician	1 Sr. Office Services Specialist
1 BH Planning Analyst	1 Office Services Assistant	23 Office Services Technician
2 BH Recovery Specialist I/II/III	5 BH Unit Supervisor I/II	8 BH Unit Supervisor I/II
1 Recovery Specialist Aide	12 BH Therapist I/II	23 BH Therapist I/II
1 Supervising Patient Rights Advocate	34 BH Recovery Specialist I/II/III	7 BH Planning Analyst
3 Patient Rights Advocate	1 BH Recovery Specialist Aide	18 BH Recovery Specialist I/II/III
2 Psychiatrist-Contract	92 Current Total	5 BH Recovery Specialist Aide
1 Social Service Worker I/II/III	<u>Additions/(Deletions)</u>	1 Departmental Analyst
26 Current Total	2 Nurse Practitioner	1 Program Support Supervisor
<u>Additions/(Deletions)</u>	94 Requested Total	2 Sr. Office Services Specialist
(2) Psychiatrist-Contract		1 Office Services Specialist
(1) Supervising Patient Rights Advocate		1 Staff Nurse
1 Senior Patient Rights Advocate		135 Current Total
1 Family Advocate		<u>Additions/(Deletions)</u>
1 Program Specialist I/II		(1) Program Coordinator
(1) Social Service Worker I/II/III		2 BH Program Supervisor
25 Requested Total		136 Requested Total



Recovery Support Administration	Quality Improvement	Clinical Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 BH & Recovery System Admin.	1 BH & Recovery System Admin.	1 Deputy Director of BH Services
1 Administrative Coordinator	1 Office Services Specialist	1 BH System Administrator
1 Program Support Supervisor	1 Office Services Technician	2 Coord.of Admin. & Legis. Analysis
1 Program Specialist I/II	3 BH Unit Supervisor I/II	1 Administrative Coordinator
1 Substance Abuse Specialist I/II	1 BH Therapist I/II	1 Departmental Analyst I/II
1 BH Nurse I/II	4 BH Recovery Specialist I/II/III	1 Marketing & Promotions Coord.
1 Vocational Nurse I/II	11 Requested Total	1 Program Specialist I/II
6 Office Services Technician		1 Program Support Supervisor
1 Office Services Assistant		1 Accountant III
4 BH Unit Supervisor I/II		2 BH Recovery Specialist I/II/III
7 BH Therapist I/II		1 Sr. Office Services Specialist
15 BH Recovery Specialist I/II/III		1 Office Services Specialist
3 BH Recovery Specialist Aide		2 Office Services Technician
43 Requested Total		16 Requested Total
Administrative and Managed Care Services		
<u>Classification</u>		
1 Deputy Director of BH Services		
1 BH & Recovery System Admin.		
1 Special Projects Manager		
1 Coord. of Admin. and Legis. Analysis		
1 Program Support Supervisor		
5 Office Services Technician		
1 BH Recovery Specialist I/II/III		
1 Maintenance Worker I/II		
1 Marketing and Promotions Assoc.		
1 BH Unit Supervisor I/II		
4 BH Therapist I/II		
2 BH Planning Analyst		
1 BH Nurse I/II		
1 Office Services Specialist		
1 Administrative Coordinator		
23 Requested Total		

Health and Sanitation



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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	67% reduction	52% reduction	75% reduction	55% reduction	65% 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	70% reduction	61% reduction	80% reduction	69% reduction	75% 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.	66% reduction	58% reduction	80% reduction	64% reduction	70% reduction

The department’s primary mission is to reduce life impairments that consumers experience due to their mental illness. The above measurements reflect changes in the most severe consequences of psychiatric illness including hospitalization, incarceration and homelessness. Significant reductions in these areas also reduce the costs to the County and the community in general. Currently, Kern Behavioral Health and Recovery Services is working toward meeting the strategic plan goals in these areas and hopes to improve over the coming year.

Objective 2: Increase client self-reporting of progress in their treatment goals and overall satisfaction since beginning treatment.

Percentage of clients self-reporting progress of their recovery from serious mental illness while still in treatment	75%	75%	70%	75%	80%
Percentage of adults receiving mental health services who are satisfied or very satisfied with the Department’s services	88%	88%	90%	90%	95%
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the Department’s services	89%	89%	90%	89%	90%

Client satisfaction is essential in assessing the clinical outcomes from the department’s services and is required by the California Department of Health Care Services. During the past year, the department has maintained overall client satisfaction averages that meet or are above the State averages for other County mental health programs in California. Since collecting client self-progress reports while in treatment, the overall percentage of clients who reported treatment progress has increased. The department expects to maintain these numbers and expand measurements across the department’s system of care (including contract providers).

Goal 2: Provide and improve access to mental health services

Objective 1: Increase outreach to children in foster care.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average percentage of children in foster care who receive mental health services	44%	44%	47%	44%	50%

This measurement was initiated several years ago when the department’s outreach to foster care children was significantly below the statewide average of mental health departments. Several of the department’s State audit groups have focused on this area for improvement and the department developed a number of strategies and programs to improve foster care outreach. There has been significant improvement in this area and 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 and reach a greater number of children.



Objective 2: Decrease recidivism with inpatient services for AB109 Individuals.

Measurement	2014-5 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
As measured by reduction in the number of inpatient admissions.	N/A	N/A	25%	25%	30%

This measurement is initiated with the development of the AB109 co-response program that is being provided by Kern County Sheriff’s Office, Bakersfield Police Department, and Kern Behavioral Health and Recovery Services. 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. The department is in the process of developing standards for this objective.

Goal 3: 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average attendance at each quarterly meeting of the task force	33	35	40	24	30
Average number of community events each month sponsored by the task force	33	2	2	2	2
Number of participants attending community events	130	468	500	20	500
Average number of social media participants each month	800	21,784	20,000	31,975	30,000
Average viewing audience for each public service announcement	384,000	172,100	175,000	78,429	80,000
Average number of parents exposed to prevention messages	150	116	150	48	150
Average number of hours per month in support meetings	644	3	25	5	5
Number of participants attending substance abuse training	600	1,267	1,000	749	800
Number of outreach events attended by the task force members	5	28	24	29	24

Methamphetamine use and abuse is affecting every private and public sector in the County. Local data demonstrates the prevalence of the problem in the everyday activities of every major county department. The causal antecedent conditions include risk factors associated with families, employment, public safety, and early onset of use among youth. The mission of the task force is to strengthen collaboration among communities working to prevent and reduce substance use. The task force meets quarterly, is organized into four sub-committees, participates in the development of geo-political specific coalitions, sponsors mass and social media to disseminate information and conducts a plethora of outreach, training and technical assistance activities to build awareness and mobilization. The short-term goal is to continue to recruit communities to mobilize their prevention efforts; the long-term goal is to reduce the incidence of abuse. Challenges include despair and hopelessness, positive attitudes toward use, and insufficient evidence-based practices. The opportunities include strengthening families, youth, business, faith communities and criminal justice to create a perception that drug use is socially unacceptable.

Health and Sanitation



Goal 4: 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of individuals referred to treatment by criminal justice or child welfare each month.	N/A	281	320	220	260
Number of residential beds available each month	28	37	45	34	30
Number of outpatient treatment slots available each month	1,137	1,245	1,205	451	500
Number of methadone slots available each month	1,150	1,425	1,425	128	150
Average monthly enrollment in residential programs	45	28	48	38	48
Average monthly enrollment in outpatient programs	696	709	515	831	515
Average monthly enrollment in methadone programs	700	1,136	1,300	1329	1300
Percent reduction of jail days measured at discharge from programs	88.9%	65 %	65%	60%	65%

The substance abuse system of care is organized into five levels of care; all outlying areas in the County have at 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 2,300 individuals are enrolled in programs throughout the County.

Objective 2: Increase the number of individuals successfully completing treatment in Kern County.

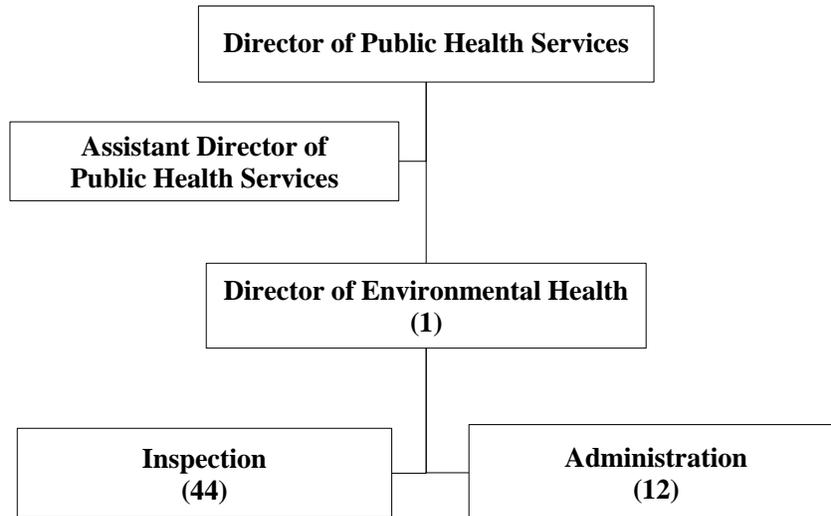
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average length of stay in residential programs	45	29	45	45	45
Average length of stay in outpatient programs	89	68	90	100	100
Average length of stay in methadone programs	49	92	365	65	65
Completion rates for outpatient programs	33	24%	25%	41%	25%
Completion rates for residential programs	75%	51%	55%	71%	55%
Percentage of adults participating in substance abuse treatment who report being satisfied with services	85%	86%	85%	86%	85%

A "Successful Completion" incorporates a client's overall performance in treatment including attendance, negative drug screens, and having a credible plan for employment/education, social support and relapse triggers related to physical or mental health issues. Clients discharged as having satisfactory progress in treatment are considered a successful completion for the purposes of this report. Until FY 2016-2017, the system of care managed an average 45-day length of stay in residential programs, 90 days for intensive outpatient and 180 days for outpatient programs. With the advent of the Drug Medi-Cal Organized Delivery System Waiver however, treatment length will no longer be prescribed, and completion rates may be impacted as individuals remain in treatment for extended periods.

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 2015-16 and 2016-17 Accomplishments

- Partnered with CalOES to provide debris and ash removal and clean up of over 300 properties effected by the Erskine fire.
- Implemented a risk-based tobacco retailer’s permit program, providing the greatest level of service to those facilities that have demonstrated a willingness to sell tobacco products to children under the age of 21. Part of this program includes an interactive corrective action activity for violators to participate in. Fifteen facilities participated and successfully completed the program.
- Implemented a mandatory food safety education course for facilities who have demonstrated a lack of appropriate food safety competency or who have demonstrated poor decision-making skills. More than 25 food safety trainings have been conducted for food facility staff members found to be non-compliant with food safety regulations.
- Assisted in providing expedited emergency water relief to 71 homeowners with dry water wells due to the drought this past year.
- Implemented a psychoactive bath salts and incense (spice) ordinance where division staff conduct complaint investigations to determine if spice is being sold at retail locations. Non-compliant facilities will have County issued permits suspended or revoked.



Environmental Health Services

Department Head: Matt Constantine
Fund: Environmental Health Services
Budget Unit: 4122

Function: Health and Sanitation
Activity: Health

Description of Major Services

Environmental Health Services, a division of the Public Health Services 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,593,436	\$6,374,267	\$6,163,604	\$6,529,609	\$6,529,609	\$6,528,504
Services and Supplies	1,275,803	1,430,938	1,478,830	1,767,253	1,767,253	1,769,181
Other Charges	0	408,597	408,597	442,430	442,430	442,430
Capital Assets	63,575	0	55,902	125,850	125,850	125,850
TOTAL EXPENDITURES	\$6,932,814	\$8,213,802	\$8,106,933	\$8,865,142	\$8,865,142	\$8,865,965
REVENUE:						
Licenses and Permits	\$3,506,986	\$3,639,433	\$3,842,092	\$3,849,200	\$3,849,200	\$3,849,200
Fines and Forfeitures	25,980	40,000	106,077	65,000	65,000	65,000
Use of Money/Property	0	0	28,137	32,000	32,000	32,000
Intergovernmental	338,651	243,802	216,444	195,737	195,737	195,737
Charges for Services	3,577,155	4,065,203	3,923,285	4,184,708	4,184,708	4,184,708
Miscellaneous	30,612	20,500	132,280	10,350	10,942	10,942
Other Financing Sources:						
Hazardous Waste Settlements	31,840	250,000	305,904	343,690	343,690	343,690
Contribution to Environ. Health	0	209,174	209,174	98,000	97,408	97,408
TOTAL REVENUE	\$7,511,224	\$8,468,112	\$8,763,393	\$8,778,685	\$8,778,685	\$8,778,685
NET FUND COST	(\$578,410)	(\$254,310)	(\$656,460)	\$86,457	\$86,457	\$87,280

Major Expenditures and Revenue in FY 2017-18 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.

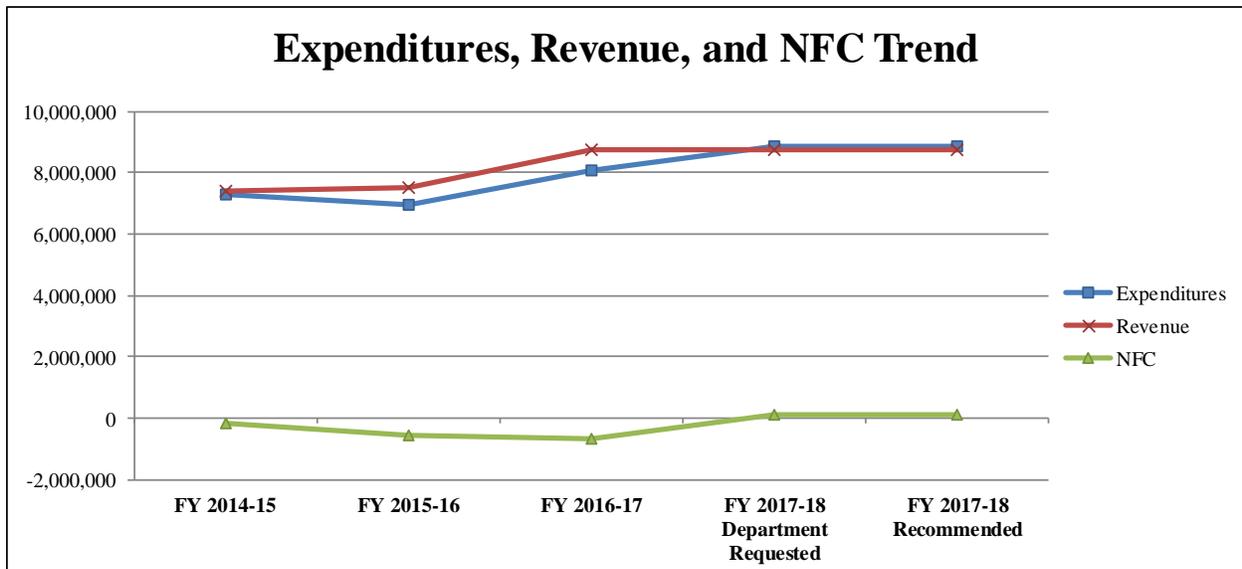
Budget Changes and Operational Impacts

In May 2016 the Environmental Health Services Division was transferred from the General Fund to a separate special revenue fund. In recent fiscal years the division has worked to fully evaluate and adjust the fee schedule. These fee adjustments are intended to support the operations and

mission of the division, and are conducive to the division being outside of the General Fund. The division will still be responsible for routinely reviewing all fees charged for appropriateness.

Revenue collected for permitting and services is budgeted to increase to reflect the anticipated composition of service recipients. Salaries and benefits are anticipated to increase primarily due to the planned filling of currently vacant positions. Capital assets appropriations reflect the planned acquisition of an awning for the hazardous materials response vehicle.

The fund balance as of June 30, 2017 was \$428,194. The budgeted operational cost for FY 2017-18 will be offset with a portion of the ending fund balance, with the remainder of the ending fund balance going to General Designations. The estimated general designation balance as of June 30, 2018 is \$628,319. This funding will be available for the division to use in the event of unplanned future expenditures or revenue fluctuations.



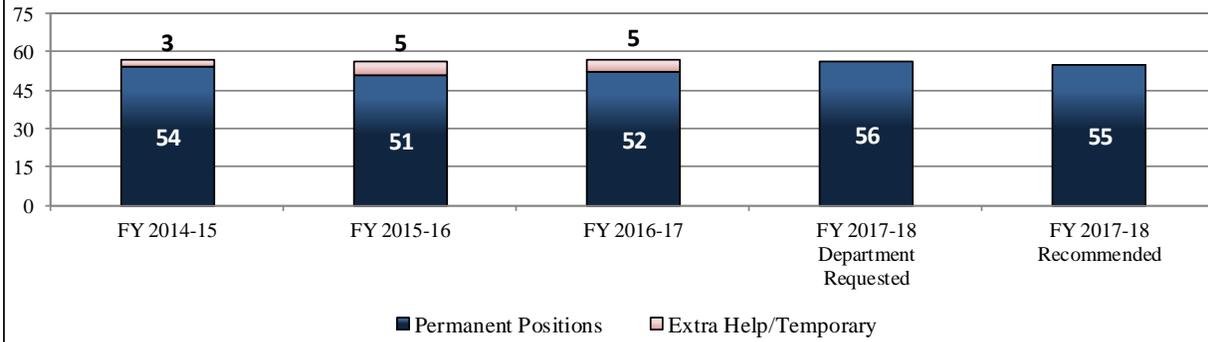
Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Programmer I/II-Systems Analyst I/II position and one (1) GIS Specialist position, at an estimated annual savings of \$269,000. The division will hold vacant and unfunded one (1) Environmental Health Specialist IV position and one (1) Environmental Health Specialist Trainee/I/II/III position, for an estimated annual savings of \$271,000.



Average Filled Positions



4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	54	51	52	56	55
Extra Help/Temporary	3	5	5	0	0
Total Positions	57	56	57	56	55
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	55	52	54	N/A	N/A
Extra Help/Temporary (FTE)	2	5	4	N/A	N/A
Total Positions	57	57	58	N/A	N/A
SALARIES & BENEFITS	\$0	\$5,593,436	\$6,163,604	\$6,529,609	\$6,528,504

Health and Sanitation

Summary of Authorized Positions

The division currently has 59 authorized positions. The recommended budget includes 57 authorized positions, of which 55 are budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	15	0	(2)	13	13	0	13
Inspection	44	0	0	44	42	2	44
Total	59	0	(2)	57	55	2	57



Administration		Inspection	
<u>Classification</u>		<u>Classification</u>	
4	Fiscal Support Specialist	6	Waste Management Tech I/II
1	Director of Environmental Health	1	Engineering Technician I/II/III
2	Office Services Specialist	6	Environmental Health Spec IV
2	Chief Environmental Health Spec	1	Hazardous Materials Spec IV
1	Senior Systems Analyst	2	Hazardous Materials Spec I/II/III
1	Office Services Technician	23	Environ Health Spec Training/I/II/III
1	Senior Office Services Specialist	5	Environmental Health Technician I/II/III
1	Fiscal Support Supervisor	44	Requested Total
1	GIS Specialist		
1	Programmer I/II-Sys Analyst I/II		
15	Current Total		
<u>Additions/Deletions</u>			
(1)	Programmer I/II-Sys Analyst I/II		
(1)	GIS Specialist		
13	Requested Total		

Health and Sanitation



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.41	0.40	.20	0.37	.20
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.	1.23	1.64	1.00	1.14	1.00
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.	1.09	1.47	1.00	1.57	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.	1.84	2.06	2.00	.74	2.00

The Environmental Health Division of the Public Health Services Department provides State-mandated regulatory oversight and enforcement actions for community businesses and activities to ensure the appropriate application of the California Health and Safety Code. The division has a fully implemented risk-based inspection program focused on inspection services and designed to direct resources to areas with the greatest risk to the community. Directing resources to those facilities with the greatest risk will increase the division's presence in these facilities and financially incentivize these businesses to comply with regulations.

Objective: Enhance protection of the community through industry training and education.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of people trained on food safety.	287	108	200	150	200
Number of people trained on handling of hazardous waste and materials.	1,053	1,190	1,200	1,347	1,200

Providing training and education to local businesses assists in the 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.

County Contribution – Behavioral Health and Recovery 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 Kern Behavioral Health and Recovery Services Department. Appropriations within this budget unit will be transferred to the Kern Behavioral Health and Recovery Services operating budget unit 4120.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,481,437	\$1,609,068	\$1,609,068	\$1,383,273	\$4,046,919	\$4,046,919
TOTAL EXPENDITURES	\$1,481,437	\$1,609,068	\$1,609,068	\$1,383,273	\$4,046,919	\$4,046,919
REVENUE:						
Intergovernmental	\$402,624	\$628,419	\$628,419	\$402,624	\$3,066,270	\$3,066,270
TOTAL REVENUE	\$402,624	\$628,419	\$628,419	\$402,624	\$3,066,270	\$3,066,270
NET GENERAL FUND COST	\$1,078,813	\$980,649	\$980,649	\$980,649	\$980,649	\$980,649

Health and Sanitation

Major Expenditures and Revenue in FY 2017-18 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 \$98,163 for assistance with gang suppression activities.

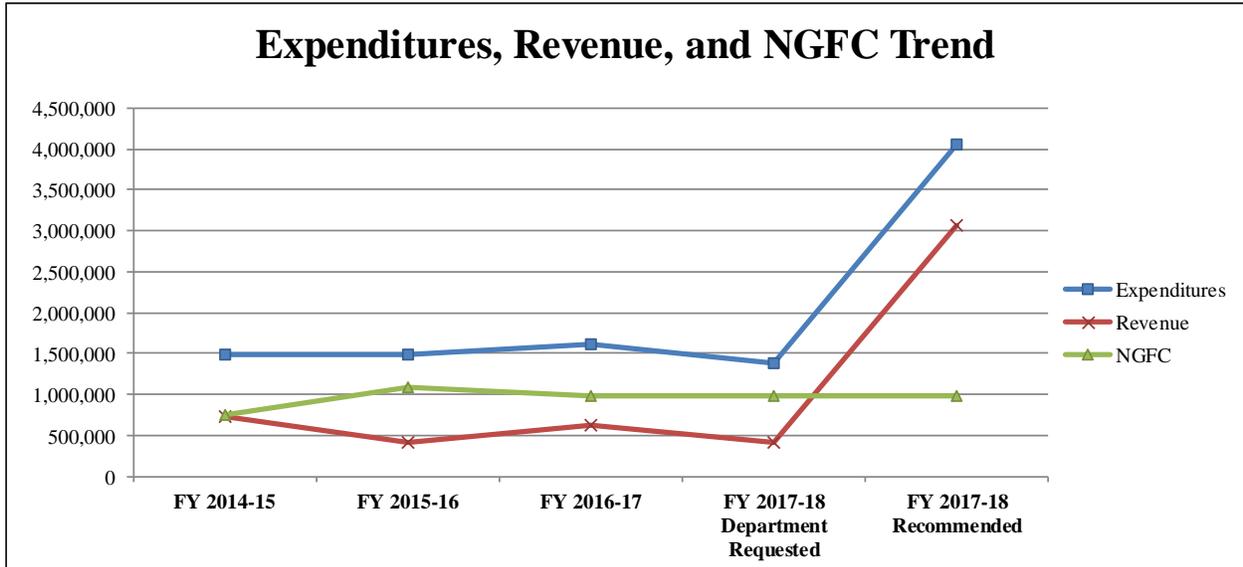
In addition to the MOE and General Fund contribution, the Kern Behavioral Health and Recovery Services operating budget unit 4120 will receive \$402,624 in 1991 Realignment Vehicle License Fees (VLF) revenue and \$2,663,646 in one-time prior year 1991 Realignment growth funds.



Budget Changes and Operational Impacts

The recommended budget represents the mandated funding in accordance with MOE requirements and shows an increase in revenue due to 1991 Realignment growth funds. Gang suppression funding was reduced in FY 2016-17; however, the department has indicated there has been no significant service level impacts as other funding sources were utilized to backfill the reduction.

Health and Sanitation



County Contribution – Environmental Health

Department Head: Matt Constantine
 Fund: General
 Budget Unit: 4134

Function: Health and Sanitation
 Activity: Health

Description of Major Services

This budget unit facilitates the appropriation of the County contribution for Environmental Health Services, which is administered by the Public Health Department. In FY 2015-16, Environmental Health Services was moved from a General Fund budget unit to the Environmental Health Services special revenue fund. State Law mandates that the County provide regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$0	\$209,174	\$209,174	\$97,408	\$97,408	\$97,408
TOTAL EXPENDITURES	\$0	\$209,174	\$209,174	\$97,408	\$97,408	\$97,408
REVENUE:						
Intergovernmental	\$0	\$97,771	\$97,771	\$97,408	\$97,408	\$97,408
TOTAL REVENUE	\$0	\$97,771	\$97,771	\$97,408	\$97,408	\$97,408
NET GENERAL FUND COST	\$0	\$111,403	\$111,403	\$0	\$0	\$0

Health and Sanitation

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

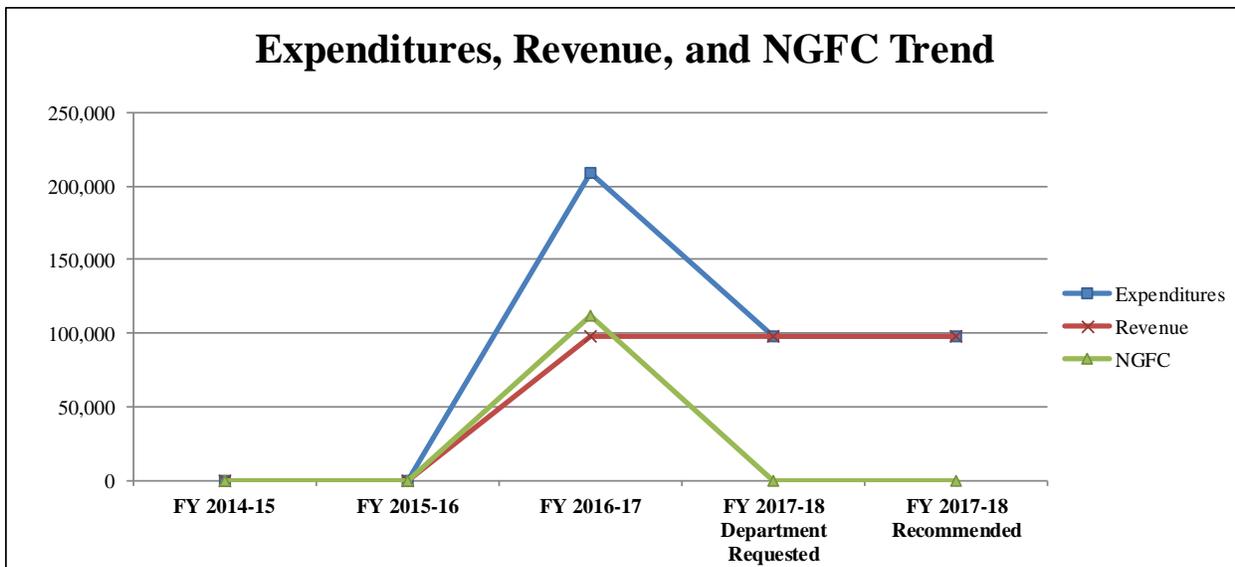
The recommended budget includes a contribution of \$97,408 which is fully offset by 1991 Health program realignment revenue budgeted to meet the County's responsibility of providing environmental health services.

Budget Changes and Operational Impacts

The recommended budget provides for the mandated County responsibility of providing environmental health services; there are no significant changes or operational impacts. The decrease in other financing uses expenditures is due to a one-time cost in FY 2016-17 associated with the transfer of Environmental Health Services out of the General Fund.



Expenditures, Revenue, and NGFC Trend



Health and Sanitation



County Contribution – Kern Medical Center

Department Head: Ryan Alsop
 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 County Hospital Authority for providing medical services to indigent patients, jail inmates, and juveniles in County detention facilities.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$0	\$30,499,376	\$31,476,028	\$33,237,537	\$27,378,528	\$31,878,528
Other Financing Uses	33,155,702	0	0	0	0	0
TOTAL EXPENDITURES	\$33,155,702	\$30,499,376	\$31,476,028	\$33,237,537	\$27,378,528	\$31,878,528
REVENUE:						
Intergovernmental	\$2,310,768	\$1,108,963	\$2,085,616	\$0	\$0	\$0
Charges for Services	0	600,000	480,658	500,000	500,000	500,000
TOTAL REVENUE	\$2,310,768	\$1,708,963	\$2,566,274	\$500,000	\$500,000	\$500,000
NET GENERAL FUND COST	\$30,844,934	\$28,790,413	\$28,909,754	\$32,737,537	\$26,878,528	\$31,378,528

Health and Sanitation

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

This budget unit accounts for \$31.8 million in anticipated payments to the Kern County Hospital Authority (Hospital Authority) for providing medical care to indigent residents, and inmates housed in the County’s adult and juvenile detention facilities. In total, the County has budgeted \$28.2 million for medical services to adults and juveniles (\$24.3 million for adult inmate care and \$3.9 million for juvenile inmate care). The cost of providing medical services for the adult inmates is offset by \$500,000 received for care of Federal inmates. The remaining County contribution is comprised of \$3.6 million to cover the cost of medically indigent residents and to reimburse the Hospital Authority for the cost of performing forensic examinations.

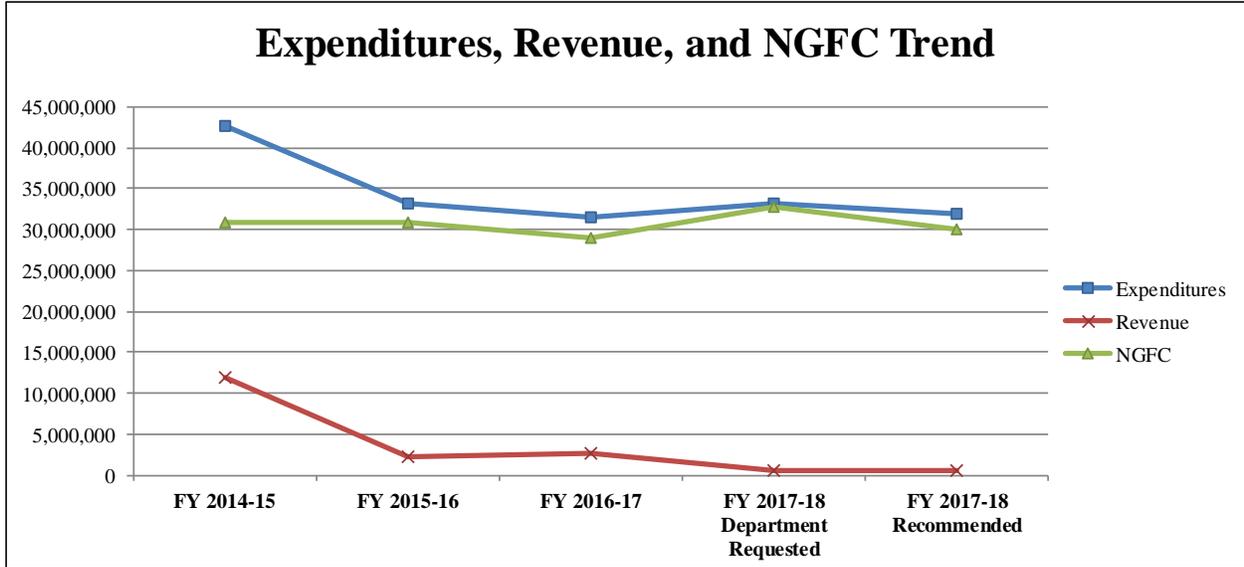
Budget Changes and Operational Impacts

As a result of the hospital enhanced Medi-Cal reimbursement for previously uninsured, the allocation of 1991 Health Realignment budgeted in intergovernmental revenue is projected to not be available to offset some of the costs of providing care for the medically indigent. The recommended budget does not include a contribution for capital as in previous fiscal years. \$4.5 million is included as part of the payments to the Hospital Authority for the care of adult inmates to be housed in the new jail anticipated being operational in October 2017. The staffing plan for the new jail is currently being finalized, as a result, it is anticipated that amendments to the recommended budget will need to be approved later in the fiscal year.



Since Kern Medical Center is a Hospital Authority owned and operated facility, beginning in FY 2016-17, the recommended budget provides for payments to the Hospital Authority under services and supplies, instead of providing for a transfer of the funds to the County’s Kern Medical Center Enterprise Fund.

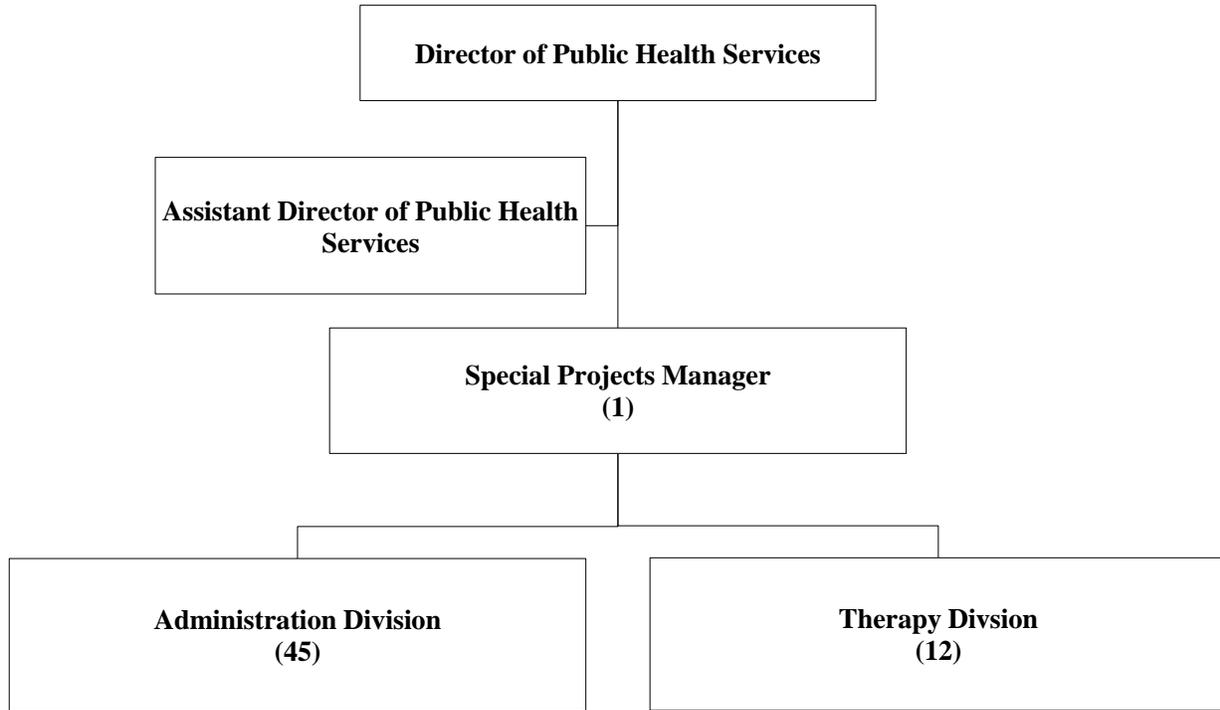
Health and Sanitation



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 2015-16 and 2016-17 Accomplishments

- Secured a two-year research grant from the Lucille Packard Foundation for Children’s Health to measure readiness of California Children Services’ adolescents for the transition to adult medical services.
- Provided intensive case management for 6,158 children under the age of 21 during FY 2015-16 to ensure they realize maximum physical and social potential.
- Provided medical therapy services to 447 local children suffering from extremely disabling medical conditions during FY 2015-16.
- Launched a diabetes class to provide children and families suffering from diabetes with education related to improving disease management for adolescents, proper cooking and eating skills, working with specialty doctors, and the use of a care notebook.



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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,633,975	\$7,153,573	\$5,686,329	\$6,428,033	\$6,461,327	\$6,459,401
Services and Supplies	1,456,915	1,893,841	617,550	1,860,327	1,860,327	1,862,254
TOTAL EXPENDITURES	\$7,090,890	\$9,047,414	\$6,303,879	\$8,288,360	\$8,321,654	\$8,321,655
Expend. Reimb.	(\$22,660)	(\$42,125)	(\$50,993)	(\$450,139)	(\$450,139)	(\$450,139)
TOTAL NET EXPENDITURES	\$7,068,230	\$9,005,289	\$6,252,886	\$7,838,221	\$7,871,515	\$7,871,516
REVENUE:						
Intergovernmental	\$9,658,309	\$8,462,844	\$6,360,970	\$7,287,871	\$7,287,871	\$7,287,871
Charges for Services	98,184	92,002	105,835	133,602	133,602	133,602
Miscellaneous	3,898	9,900	21,364	9,500	9,500	9,500
TOTAL REVENUE	\$9,760,391	\$8,564,746	\$6,488,169	\$7,430,973	\$7,430,973	\$7,430,973
NET GENERAL FUND COST	(\$2,692,161)	\$440,543	(\$235,283)	\$407,248	\$440,542	\$440,543

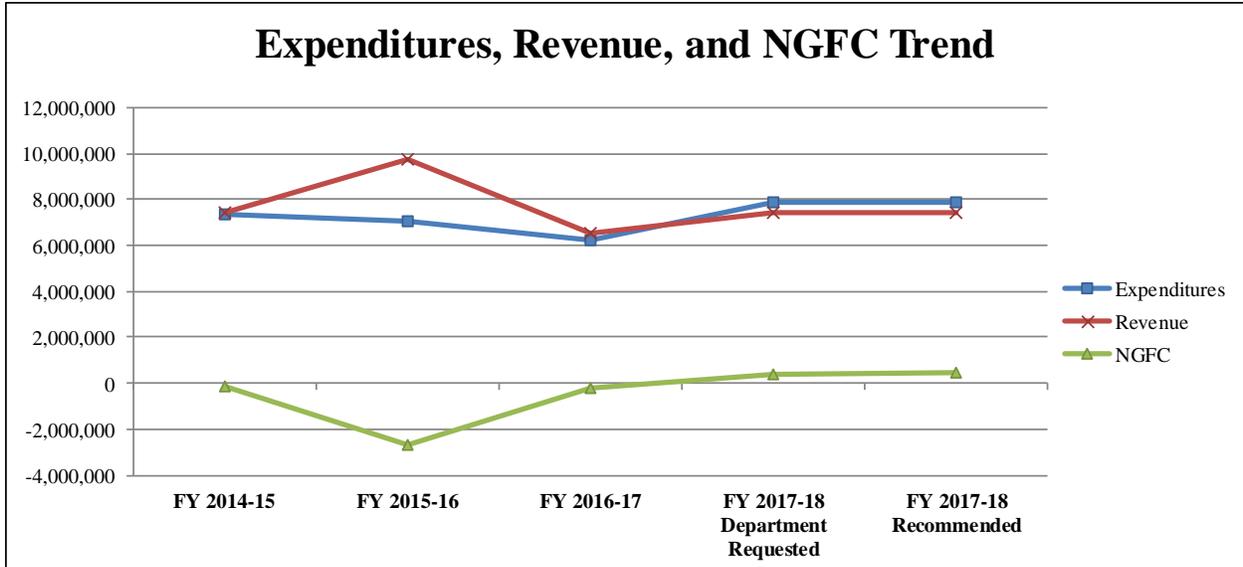
Health and Sanitation

Major Expenditures and Revenue in FY 2017-18 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 from the previous year. Medical therapy services are reimbursed 50% by the State. Services and supplies expenditures include costs related to diagnostic and treatment services provided.

Budget Changes and Operational Impacts

The budgeted increase to salaries and benefits over FY 2016-17 actual is primarily due to the planned filling of currently vacant positions. Services and supplies is budgeted to increase primarily due to the full appropriation of the County's maintenance of effort costs.

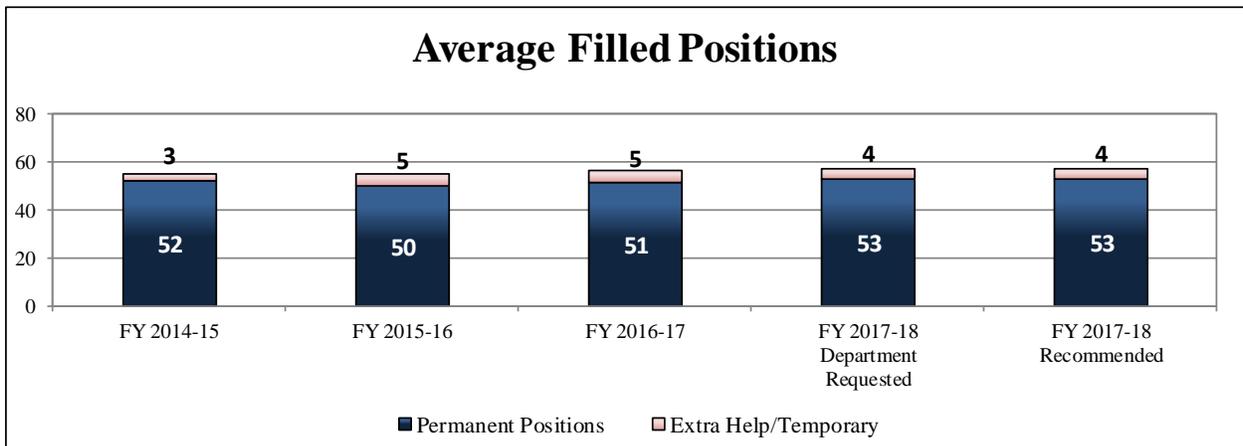


Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Public Health Nutritionist position, one (1) Administrative Coordinator position, and the deletion of one (1) Public Health Nurse Junior/I/II position and one (1) Fiscal Support Technician position at a net annual savings of approximately \$34,000.

The recommended budget includes holding vacant and unfunded one (1) Program Support Supervisor position, two (2) Therapy Supervisor positions, one (1) Assistant Program Director position, and one (1) Fiscal Support Specialist position, at an annual savings of approximately \$775,000.

Health and Sanitation



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	52	50	51	53	53
Extra Help/Temporary	3	5	5	4	4
Total Positions	55	55	56	57	57
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	48	46	48	N/A	N/A
Extra Help/Temporary (FTE)	2	4	4	N/A	N/A
Total Positions	50	50	52	N/A	N/A
SALARIES & BENEFITS	\$5,493,885	\$5,633,975	\$5,686,329	\$6,428,033	\$6,459,401

Summary of Authorized Positions

The division currently has 58 authorized permanent positions, of which 53 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	46	2	(2)	46	43	3	46
Therapy	12	0	0	12	10	2	12
Total	58	2	(2)	58	53	5	58

Health and Sanitation

Administration	Therapy
<u>Classification</u>	<u>Classification</u>
1 Special Projects Manager	1 Supervising Therapist
1 Human Services Aide	5 Occupational/Physical Therapist
2 Program Support Supervisor	2 Therapy Supervisor
3 Program Specialist I/II	2 Therapy Aide
11 Program Technician	2 Office Services Technician
2 Public Health Nurse III	12 Requested Total
14 Public Health Nurse Jr./I/II	
2 Fiscal Support Technician	
2 Fiscal Support Specialist	
1 Office Services Specialist	
1 Billing Office Specialist I/II	
5 Office Services Technician	
1 Assistant Program Director	
46 Current Total	
<u>Additions/Deletions</u>	
1 Public Health Nutritionist	
1 Administrative Coordinator	
(1) Public Health Nurse Jr./I/II	
(1) Fiscal Support Technician	
46 Requested Total	



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Ensure patients receive optimal, high-quality and timely medical care.

Objective 1: Minimize the amount of time it takes to link a referred patient to services.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average number of days to determine medical eligibility of referrals	3.7 days	3.2 days	≤ 5 days	1.4 days	≤ 5 days

The department 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.

Health and Sanitation



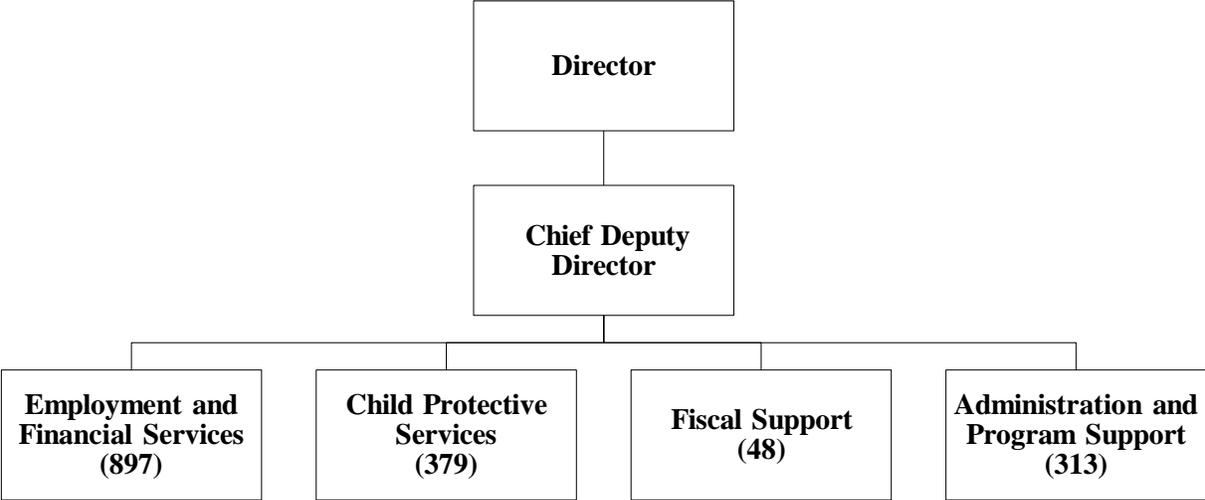
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Mission Statement

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 2015-16 and 2016-17 Accomplishments

- Collaborated with the Bakersfield Homeless Center to provide case management services for families receiving assistance through the Housing Support Program. Amount awarded \$809,365.
- Facilitated the Safely Surrendered Baby Coalition with a total of 57 babies safely surrendered since 2006.
- Installed lobby kiosks in district offices as a technology solution to streamline efficiencies and improve customer service.
- Established an Immediate Assessment Process and Expedited Assessment Process for placing children with appropriate relatives soon after they are taken into protective custody.
- Collaborated with Boys and Girls Club of Kern County to secure non-operational hours to conduct mass family visitations. In addition, piloted Friday night movies to accommodate additional increase visitation hours ordered by the court.
- As of January 1, 2017 Resource Family Approval Process has been implemented to strengthen foster care placement options to better meet the needs of vulnerable children in home based care.
- Phase III of the Investment in Excellence Training has begun with training being offered to supervisors and line staff.

Public Assistance



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, CalFresh, referral services, and Resource Family Approval.

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 Linkages, Differential Response, and Heart Gallery for adopted children.

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 of 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 outreach and enrollment of newly eligible Medi-cal recipients under the Affordable Care Act.

Summary of Expenditures and Revenue

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$146,427,167	\$148,483,057	\$146,983,250	\$145,328,004	\$150,709,680	\$150,680,939
Services and Supplies	35,473,347	39,611,787	36,137,913	39,742,599	39,742,599	39,742,599
Other Charges	18,137,543	17,939,559	17,745,382	17,621,532	17,621,532	17,773,673
Capital Assets	0	335,700	155,704	130,000	130,000	130,000
TOTAL EXPENDITURES	\$200,038,057	\$206,370,103	\$201,022,249	\$202,822,135	\$208,203,811	\$208,327,211
REVENUE:						
Use of Money/Property	\$45,573	\$36,275	\$94,377	\$36,418	\$36,418	\$36,418
Intergovernmental	158,229,003	160,487,954	160,318,432	157,065,805	161,347,199	161,347,199
Charges for Services	149,183	183,135	239,526	436,015	436,015	436,015
Miscellaneous	127,619	26,265	14,980	26,265	26,265	26,265
Other Financing Sources:						
2011 Realignment	23,127,128	25,262,752	25,446,929	25,414,493	26,514,775	26,514,775
County Contribution	28,791,766	16,667,409	12,234,396	16,205,640	16,205,640	16,329,040
Social Services Realignment	1,602,679	1,469,386	5,775,568	1,445,702	1,445,702	1,445,702
Wraparound Services	244,883	2,236,927	832,872	2,191,797	2,191,797	2,191,797
TOTAL REVENUE	\$212,317,834	\$206,370,103	\$204,957,080	\$202,822,135	\$208,203,811	\$208,327,211
NET FUND COST	(\$12,279,777)	\$0	(\$3,934,831)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling \$150.7 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 \$39.7 million and includes the cost associated with community providers for services required under several programs. Other charges are budgeted at \$17.6 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 \$161.3 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 \$26.5 million in 2011 Realignment revenue, \$1.4 million in 1991 Realignment revenue, and \$16.2 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

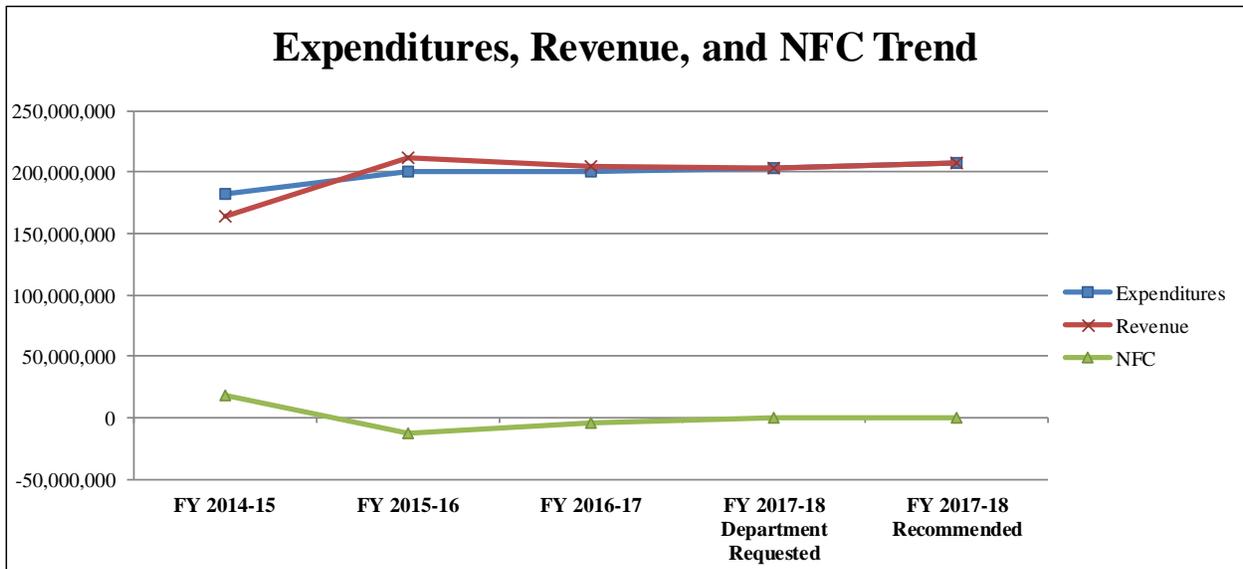
The recommended budget includes a \$7.1 million increase in expenditures over FY 2016-17 actual primarily due the department's continued efforts to implement Continuum of Care Reform (CCR) as mandated by the California Department of Social Services through AB 403 and increases in Child Welfare Services (CWS). CCR provides the statutory and policy framework to decrease reliance on group home care and meet youth's needs in community settings to include

relative/non-relative foster care placements. The increases in expenditures will be offset with increases in federal and State reimbursements and increases in 2011 Realignment.

Intergovernmental revenue is increasing by approximately \$1 million primarily due to State reimbursements to implement CCR. Other financing sources are increasing by approximately \$2.1 million overall primarily due to an increase in 2011 Realignment for Child Welfare Services of \$1 million, and in Wraparound revenue of approximately \$1.3 million. At June 30, 2017, the fund balance in the Human Services Administration fund was \$3,935,704 all of which, as prescribed by County policy, will be placed in a general designation until such time a reconciliation of accrued revenue and the final County Expense Claim has occurred.

The department is absorbing the 3.5% reduction in General Fund contribution of \$461,769 with increased revenue sources and the strategic redistribution of CWS positions to accommodate the reduction. The redistribution of positions will continue to impact service levels in Child Protective Services. Social workers will continue to be challenged to meet State regulations which require monthly face to face contact with children in their placements and parents as well as required monthly contact with caregivers. Additional reductions could significantly impact services due to workload increases which could impact parent's ability to reunify with their children timely, create court continuances and possible court fines which would result in increases in the required County share of cost. If social workers are unable to provide services in an effort to stabilize placement of children, or reunite them with their families, the court could make a "no reasonable services finding" which would shift the placement cost of a child to 100% County responsibility for up to 6 months.

Public Assistance

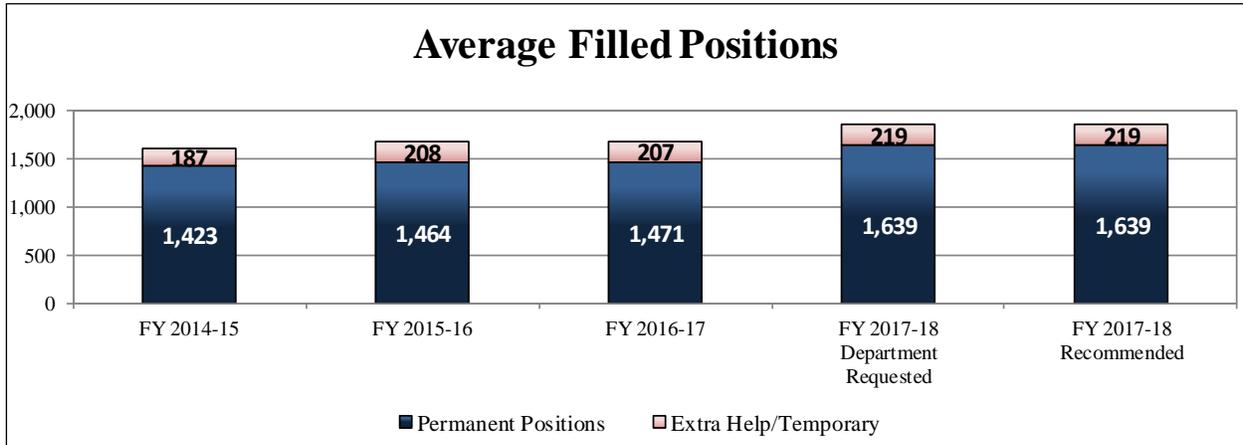


Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Office Services Technician position, one (1) Administrative Services Officer position and the deletion of one (1) Office Services Assistant position. The department funds all of its authorized permanent positions; however, an



adjustment of \$6.4 million is included in total salaries to account for the savings related to staff turnover.



4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	1423	1464	1,471	1,639	1,639
Extra Help/Temporary	187	208	207	219	219
Total Positions	1610	1672	1678	1858	1858
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1433	1487	1,489	N/A	N/A
Extra Help/Temporary (FTE)	171	190	193	N/A	N/A
Total Positions	1604	1677	1682	N/A	N/A
SALARIES & BENEFITS	\$134,360,892	\$146,427,167	\$146,983,250	\$145,328,004	\$150,709,680

Public Assistance

Position Summary

The department currently has 1,638 authorized permanent positions. The recommended budget includes 1,639 positions, of which all are funded. Due to a high level of turnover, the department does not normally budget to hold any specific positions vacant; instead the department includes projected salary savings of \$6.4 million to reflect the anticipated attrition rate.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin and Program Support	315	0	0	315	315	0	315
Fiscal Support	47	1	0	48	48	0	48
Child Protective Services	379	0	0	379	379	0	379
Employment and Financial Svcs	897	1	(1)	897	897	0	897
Total	1,638	2	(1)	1,639	1,639	0	1,639



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	8 Accountant I/II/III	6 Office Services Specialist
3 Program Director	13 Fiscal Support Specialist	4 Program Director
11 Assistant Program Director	4 Fiscal Support Supervisor	2 Administrative Coordinator
1 Accountant I/II/III	14 Fiscal Support Technician	39 Social Services Supervisor I/II
12 Office Service Specialist	1 Office Services Specialist	225 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	17 Office Services Technician
1 Marketing and Promo Associate	47 Current Total	2 Office Services Assistant
51 Human Services Technician I/II/III	<u>Additions/(Deletions)</u>	9 Legal Processing Technician I/II
1 Human Resource Manager	1 Administrative Services Officer	6 Group Counselor III
1 Special Projects Manager	48 Requested Total	23 Group Counselor I/II
3 Human Service Program Specialist		1 Cook III
6 Administrative Coordinator		1 Cook I/II
1 Human Services Family Specialist	Employment and Financial Services	1 Food Services Worker I/II
15 Human Services Supervisor	<u>Classification</u>	2 Housekeeper
12 Fiscal Support Specialist	1 Assistant Director	6 Senior Paralegal
6 Fiscal Support Technician	1 Sr Office Services Specialist	379 Requested Total
1 Senior HR Analyst	1 Administrative Coordinator	
1 Human Resources Specialist I/II	14 Office Services Specialist	
14 Social Service Supervisor I/II	5 Program Director	
60 Social Service Worker I/II/III/IV/V	15 Assistant Program Director	
40 Office Services Technician	529 Human Services Technician I/II/III	
4 Stock Clerk	2 Human Services Technician IV	
1 Human Services Facilities Mgr	4 Fiscal Support Technician	
9 Building Services Worker	1 Disability Advocate	
5 Mail Clerk I/II	85 Human Services Supervisor	
1 Maintenance Supervisor	66 Office Services Technician	
6 Maintenance Worker I/II/III/IV	27 Office Services Assistant	
1 Sup Building Services Worker	17 Job Developers	
1 Supervising Mail Clerk	19 Social Services Supervisor I/II	
1 Utility Worker	108 Social Service Worker I/II/III/IV/V	
1 Warehouse Supervisor	2 Program Support Supervisor	
1 GIS Technician I/II	897 Current Total	
2 Help Desk Technician I/II/III	<u>Additions/(Deletions)</u>	
1 Database Analyst I/II	1 Office Services Technician	
2 Fiscal Support Supervisor	<u>(1) Office Services Assistant</u>	
1 Graphic Artist	897 Requested Total	
2 LAN Systems Analyst		
1 Technology Services Manager		
4 Technology Services Supervisor		
1 Senior System Analyst		
3 Office Services Assistant		
5 Systems Analyst I/II		
1 Programmer I/II		
7 Sr Information Sys Specialist		
3 Information System Specialist		
1 Network Systems Administrator		
1 Systems Programmer I/II		
2 Repro Production Tech I/II/III		
315 Requested Total		



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Estimate*	2017-18 Goal
Children who did not experience recurring of maltreatment while in the care of parent/guardians within six months of initial incident.	91%	N/A	N/A	N/A	N/A
Children who were not victims of substantiated maltreatment by foster parent or facility staff while in out-of-home care.	100%	N/A	N/A	N/A	N/A
Children reentering foster care within 12 months of being discharged for reunification with their families.	12%	N/A	N/A	N/A	N/A
Children who have less than 3 placement changes in foster homes.	76.7%	N/A	N/A	N/A	N/A
Children who are reunited with their families within 12 months of their removal.	63.6%	N/A	N/A	N/A	N/A
Children that are adopted within 24 months of removal from their families.	57%	N/A	N/A	N/A	N/A
Percent of all children with a substantiated allegation during the 12-month period, whom had another substantiated allegation within 12 months.	10.2%	9.1%	9.1%	10.5%	9.1%
Rate of victimization per day of all children in care during the 12-month period.	6.92 days	3.46 days	8.5 days	4.8 days	8.5days
Percent of all children whom entered care in the 12-month period; discharged within 12 months to reunification or guardianship; and re-entered foster care.	N/A	N/A	8.3%	12.1%	8.3%
Rate of placement moves per day of all children whom entered care in the 12-month period.	5.98 moves	5.74 moves	4.12 days	6.2 moves	4.12 moves
Percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months.	42.3%	N/A	40.5%	40.4%	40.5%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	94.1%	93.6%	95%	93.8%	95%
Timely Response Compliance – Immediate	96.5%	97.5%	90%	95.5%	90%
Timely Response Compliance – 10-day	95.4%	95.5%	90%	94%	90%

The first six measures were determined obsolete by the Federal Office of Administration for Children and Families in October 2015 with the adoption of replacement measures, Children’s and Family Services Review (CFSR), and are no longer applicable. Child welfare staff continues to make progress ensuring there are safe, protected and permanent homes for children. Three of the eight outcome measures noted above have reached the Adopted 2016-17 Goal, including the rate of victimization per day of children in care and timely response compliance for both Immediate and 10-day coded referrals. The percentage of children discharged to permanency within 12 months is .1% from meeting the Adopted 2016-17 Goal and is attainable in the upcoming fiscal year. While performance in regards to re-entry to foster care and face-to-face contacts with children by social workers have not met the Adopted 2016-17 Goal, the department has shown improvement in reducing this outcome compared to the prior respective fiscal year. The rate of placement moves has not met the Adopted 2016-17 Goal, and the rate increased by .46 moves compared to county’s performance for FY 2015-16. The county’s performance in recurrence of maltreatment has not met the 2016-17 adopted goal. Child welfare staff has conducted analysis of the three outcome measures the department have not yet met. Through research conducted for the County Self-Assessment 2017, it was found that Differential Response services have a positive impact on families and that improvements have been made in recurrence of maltreatment for the most vulnerable children ages 0-3. An analysis was also conducted on children re-entering foster care within 12 months and it was determined that children were returned to a parent by the Court against the recommendations of child welfare staff, children re-entered for a different type of child abuse/neglect allegation than their first entry, while other families relapsed. The department has developed five strategies in their System Improvement Plan to improve permanency and stability for youth. Strategies include Child and Family Teams, Resource Family Approval Process, Family Engagement in Step-Down Plans for Youth in Congregate Care, Using Court Date to Identify Trends and Improved Concurrent Planning, which are all being implemented as strategies to reduce re-entry in foster care and promote permanency for youth in care.

*Estimates are based on the most recent State reporting available.

Public Assistance



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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Estimate*	2017-18 Goal
All Families participating in work-related activities.	19.7%	24.3%	19%	18.8%	19%
Two-Parent families participating in work-related activities.	23.2%	26.7%	19%	22.7%	19%
Adults who are working in paid employment that receives CalWORKs.	28.3%	28.3%	27%	27%	27%
Adults who are still working three months after their CalWORKs is discontinued.	77.9%	77.6%	82%	78.5%	82%
CalFresh benefits accurately administered.	99.2%	98.9%	95%	98.4%	95%
Medi-Cal intake cases that are processed within the State mandated timeframes.	N/A	N/A	90%	90%	90%

Kern continues to implement innovative strategies to expand the department’s capacity in the effective provision of mental health, substance abuse, domestic abuse, and housing assistance services to support our participants in overcoming employment barriers. The department will also continue to focus job development in industries that offer entry level employment as a means of improving Federal Work Participation Rate and promoting full-time employment/self-sufficiency. The department’s robust subsidized employment program assists clients in obtaining paid work experience to enhance their employability. The department continues to sustain a low CalFresh error rate resulting in fiscal sanction avoidance. Counties are currently held harmless by the Department of Health Care Services for Medi-Cal performance standards until further notice. During FFY 2017-18, the department anticipate regulatory changes that the department will need to implement stemming from TANF Reauthorization at the Federal level.

*Estimates are based on the most recent State reporting available.

Public Assistance



County Contribution - Human Services Administration

Department Head: Dena Murphy

Function: Public Assistance

Fund: General

Activity: Administration

Budget Unit: 5121

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Administration budget unit 5120. These funds provide the County's share of financial responsibility for the department's operations in providing direct social services programs to eligible recipients in the community.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$115,092,151	\$18,136,795	\$18,035,748	\$17,651,342	\$17,651,342	\$17,651,342
TOTAL EXPENDITURES	\$115,092,151	\$18,136,795	\$18,035,748	\$17,651,342	\$17,651,342	\$17,651,342
REVENUE:						
Intergovernmental	\$76,605,741	\$1,469,386	\$1,372,082	\$1,445,702	\$1,445,702	\$1,445,702
TOTAL REVENUE	\$76,605,741	\$1,469,386	\$1,372,082	\$1,445,702	\$1,445,702	\$1,445,702
NET GENERAL FUND COST	\$38,486,410	\$16,638,209	\$16,663,666	\$16,205,640	\$16,205,640	\$16,205,640

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

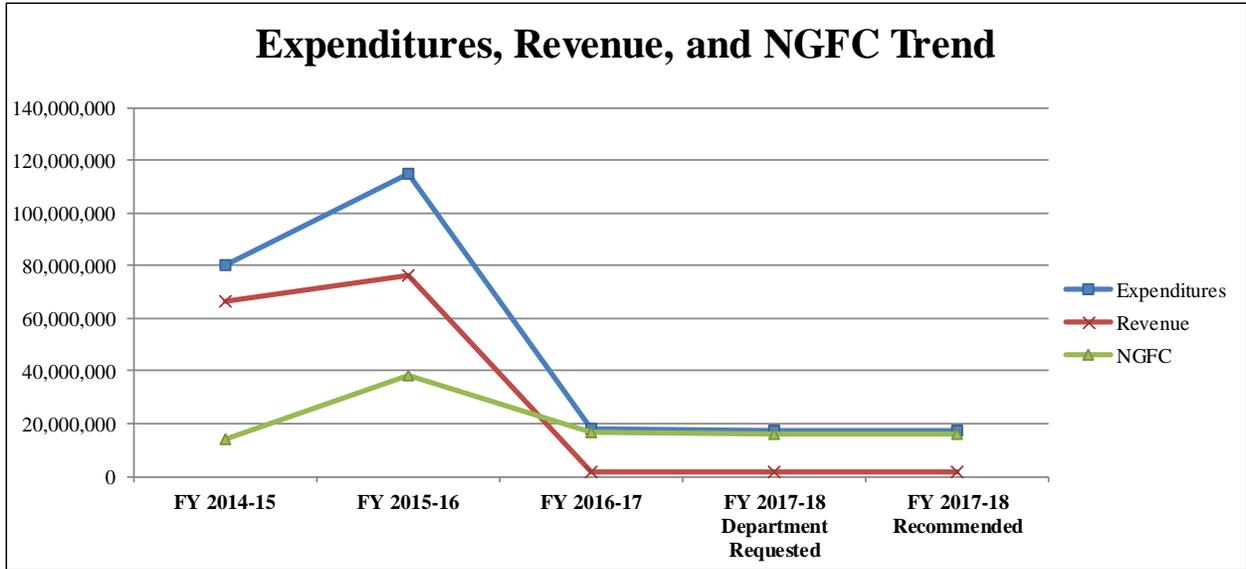
The recommended budget provides \$17.6 million to budget unit 5120, Human Services Administration. This contribution is funded by Social Services Program Realignment revenues of \$1.4 million and a General Fund contribution of \$16.2 million. In prior fiscal years, the contribution for budget unit 5220, Human Services Direct Aid was also included in this budget unit. Beginning in FY 2016-17, the contribution to budget unit 5220 is provided out of budget unit 5125, County Contribution - Human Services Direct Financial Aid.

Budget Changes and Operational Impacts

The recommended budget includes a 3.5% decrease in Net General Fund Cost from FY 2016-17 in the amount of \$461,768. The contribution from this budget unit will provide sufficient resources to the Department of Human Services – Administration budget unit 5120 to administer social service and financial assistance programs to eligible recipients in the community at the current service level.

Public Assistance





Public Assistance



County Contribution - Human Services Direct Financial Aid

Department Head: Dena Murphy
 Fund: General
 Budget Unit: 5125

Function: Public Assistance
 Activity: Administration

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Direct Financial Aid budget unit 5220. Prior to FY 2016-17, this contribution was included in the Human Services County Contribution budget unit 5121. To assist with transparency of Direct Aid versus Administration funding, the contributions to the Human Services budget units were separated. This budget unit funds the County's share of financial responsibility for the department's operations in providing financial assistance to eligible recipients in the community. The largest of the financial assistance programs are CalWORKs, Foster Care, Adoptions, and General Assistance.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$0	\$74,224,639	\$70,512,537	\$76,729,665	\$75,840,200	\$75,840,200
TOTAL EXPENDITURES	\$0	\$74,224,639	\$70,512,537	\$76,729,665	\$75,840,200	\$75,840,200
REVENUE:						
Intergovernmental	\$0	\$67,770,633	\$64,109,882	\$70,275,659	\$69,386,194	\$69,386,194
TOTAL REVENUE	\$0	\$67,770,633	\$64,109,882	\$70,275,659	\$69,386,194	\$69,386,194
NET GENERAL FUND COST	\$0	\$6,424,806	\$6,402,655	\$6,454,006	\$6,454,006	\$6,454,006

Public Assistance

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The recommended budget provides \$75.8 million to budget unit 5220, Human Services Direct Financial Aid. Prior to FY 2016-17, this contribution was included in budget unit 5121.

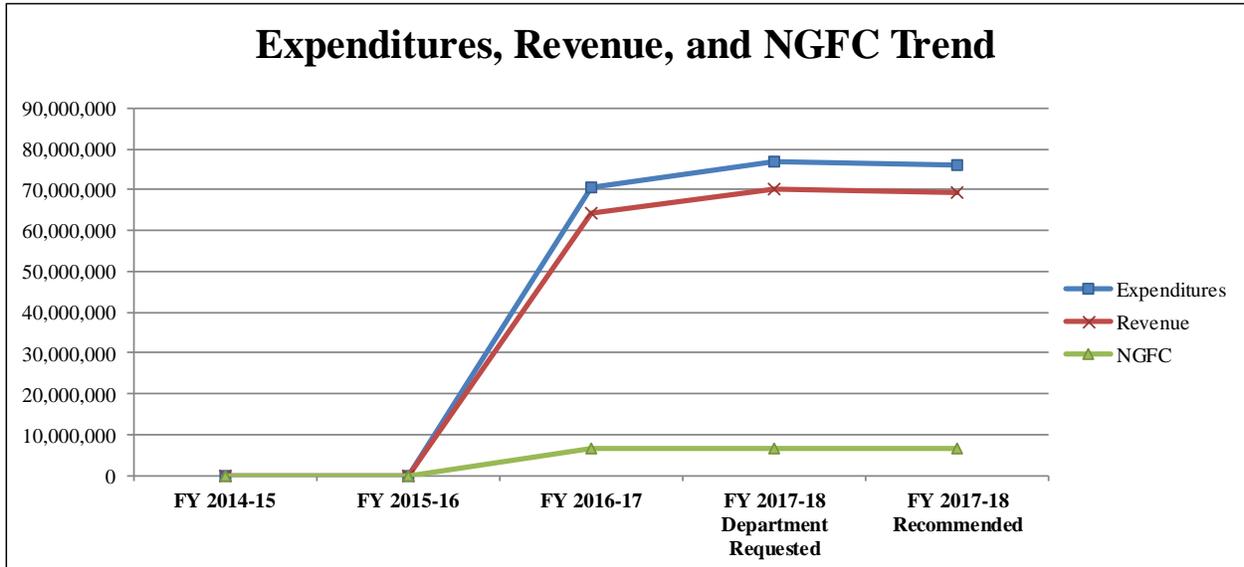
This contribution is funded by Social Services Program Realignment revenue of \$21.3 million, redirected 1991 Health Services Program Realignment for Child Poverty and Family Support revenue of \$34.9 million, \$14 million of CalWORKs Maintenance of Effort Vehicle License Fees, and a General Fund contribution of \$6.5 million.

Budget Changes and Operational Impacts

The recommended budget includes an increase in costs over FY 2016-17 actual of approximately \$5.3 million. The increase in expenditures is a result of an anticipated increase in Adoptions and Foster Care Assistance payments. The State has provided a California Needs Index rate increase of 3.84% for payments under these programs. In addition, foster care caseloads are expected to increase based on the upward trend experienced during FY 2016-17. The additional cost are



funded by an increase in Child Poverty Realignment revenue. The FY 2017-18 recommended General Fund contribution is budgeted to remain the same as FY 2016-17.



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 budget unit 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.

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$213,869,845	\$223,774,619	\$219,770,648	\$227,429,216	\$232,215,739	\$232,215,739
TOTAL EXPENDITURES	\$213,869,845	\$223,774,619	\$219,770,648	\$227,429,216	\$232,215,739	\$232,215,739
REVENUE:						
Intergovernmental	\$94,465,603	\$107,936,377	\$111,294,532	\$112,864,231	\$114,273,369	\$114,273,369
Miscellaneous	2,289,427	2,543,989	2,191,449	2,080,110	2,080,110	2,080,110
Non-Revenue Receipts	25	0	0	0	0	0
Other Financing Sources:						
2011 Realignment	41,736,170	39,143,303	39,013,316	37,275,320	39,132,595	39,132,595
County Contribution	9,639,551	6,454,006	10,887,019	6,454,006	6,454,006	6,454,006
Social Services Realignment	21,777,661	23,446,163	18,162,423	19,844,976	21,365,086	21,365,086
Family Support - Realignment	29,045,814	26,110,870	17,425,278	26,110,870	26,110,870	26,110,870
Child Poverty Realignment	9,678,382	4,257,577	10,718,954	8,847,234	8,847,234	8,847,234
CalWORKs VLF Realignment	14,556,299	13,956,023	12,111,990	13,952,469	13,952,469	13,952,469
TOTAL REVENUE	\$223,188,932	\$223,848,308	\$221,804,961	\$227,429,216	\$232,215,739	\$232,215,739
NET FUND COST	(\$9,319,087)	(\$73,689)	(\$2,034,313)	\$0	\$0	\$0

Public Assistance

Major Expenditures and Revenue in FY 2017-18 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 \$126 million. Adoptions Assistance and Foster Care Assistance are budgeted at \$39.7 million and \$53.6 million, respectively. In addition, \$2.7 million is included for General Assistance.

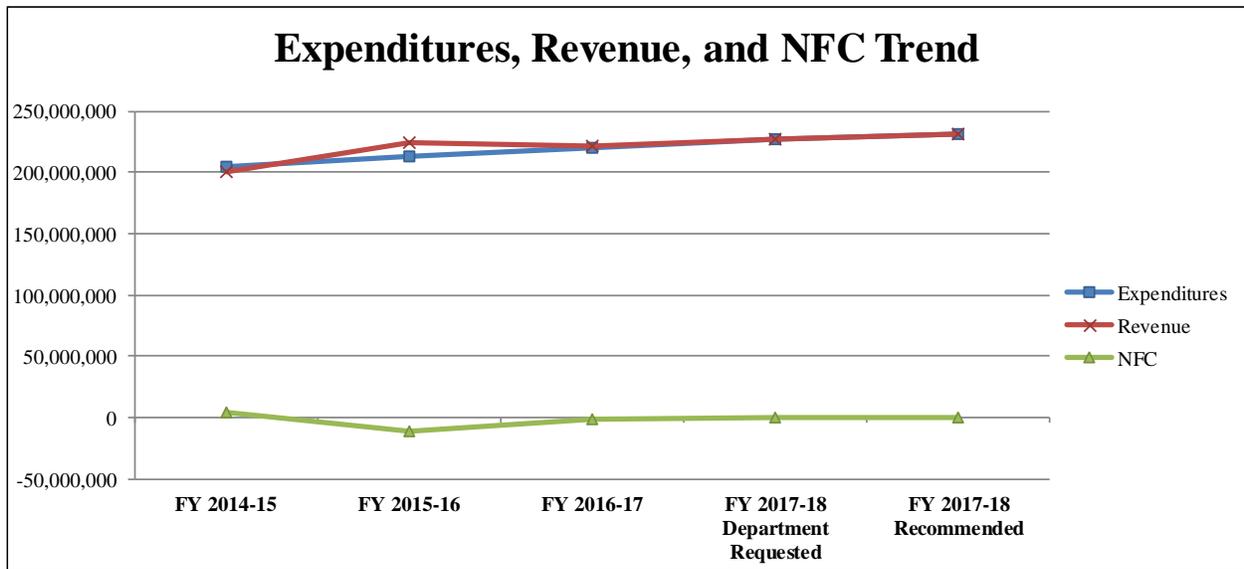
Major revenue sources of the department include \$66.5 million in federal funds and \$135.3 million in 1991 Realignment and 2011 Realignment funding.

Budget Changes and Operational Impacts

The recommended budget includes a \$12.4 million increase in expenditures over FY 2016-17 as a result of anticipated increases in Adoptions and Foster Care Assistance payments resulting from increasing caseloads, aid payments, and impacts of the federal discount rate. The State has provided a California Needs Index rate increase of 3.84% for payments under these programs.

Intergovernmental revenue is anticipated to increase \$3 million over FY 2016-17 primarily as a result of higher reimbursements to cover increases in Adoptions and Foster Care costs. The recommended budget also includes a \$6.5 million contribution from the General Fund. The General Fund contribution is anticipated to be sufficient to cover the County's financial responsibility of providing financial assistance to eligible recipients in the community. At June 30, 2017, the fund balance in the Human Services Direct Financial Aid fund was \$2,514,183 all of which, as prescribed by County policy, will be placed in a general designation until such time a reconciliation of accrued revenue and the final County Expense Claim has occurred.

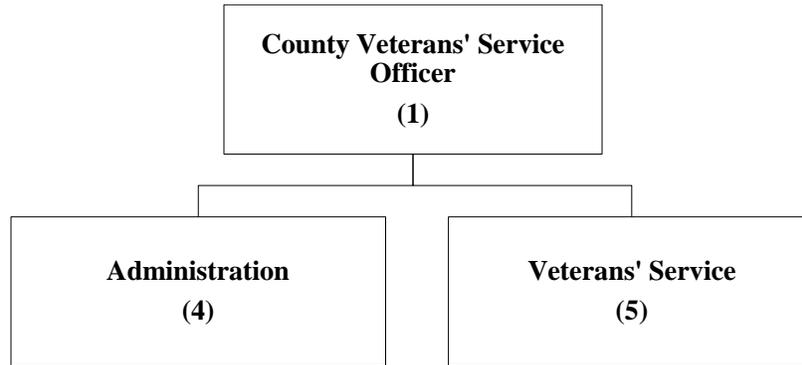
Public Assistance



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 2015-16 and 2016-17 Accomplishments

- Collected \$735,218 in monthly cash benefits to local veterans from the U.S. Department of Veterans Affairs in FY 2015-16, which amounts to \$8,882,616 on an annualized basis.
- Collected \$6,104,162 in one-time payments in FY 2015-16 for veterans consisting of single and retroactive payments.
- Saved over \$1 million for veterans and their families with College Tuition Fee Waiver applications.
- Collaborated with the Department of Human Services by verifying entitlement to United States Department of Veterans Affairs (USDVA) benefits following public assistance referrals.
- Awarded a third grant in 2017 of \$155,000 from Chevron for veteran employment services provided by the Kern Patriot Partnership. The program has 68 committed employers and 142 veterans have been hired since the launch of the program in September 2015.
- Produced and disbursed 80,000 newspaper inserts countywide in collaboration with news and review publications. Inserts contained 8 pages of available services and numerous first-time clients have been served following its distribution.
- Completed the remodel of the waiting room to comply with the Americans with Disabilities Act (ADA) requirements and benefit our veteran clients.
- Continued a public/private partnership with Rio Tinto Minerals, Inc. to produce and issue Kern County Veterans Identification Cards. The cards allow for verification of military discharge records and provides an incentive for veterans to visit the department.

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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,080,782	\$1,169,521	\$962,657	\$1,149,971	\$1,149,971	\$1,169,576
Services and Supplies	146,178	87,901	70,413	83,195	83,236	184,572
Other Charges	0	50	0	0	0	0
Other Financing Uses	0	575,601	403,365	0	0	182,758
TOTAL EXPENDITURES	\$1,226,960	\$1,833,073	\$1,436,435	\$1,233,166	\$1,233,207	\$1,536,906
REVENUE:						
Intergovernmental	\$175,516	\$212,000	\$238,717	\$212,000	\$212,000	\$212,000
Miscellaneous	250,000	0	0	0	0	0
Other Financing Sources:						
Veterans Grant & Donation Fund	0	129,431	0	137,227	137,227	137,227
2011 Realignment	0	0	0	0	0	120,941
TOTAL REVENUE	\$425,516	\$341,431	\$238,717	\$349,227	\$349,227	\$470,168
Less Available BSI *	\$0	(\$172,236)	\$0	\$0	\$0	(\$182,758)
NET GENERAL FUND COST	\$801,444	\$1,319,406	\$1,197,718	\$883,939	\$883,980	\$883,980
BSI Ending Balance *	\$108,394	N/A	\$172,236	N/A	N/A	N/A

* BSI = Budget Savings Incentives

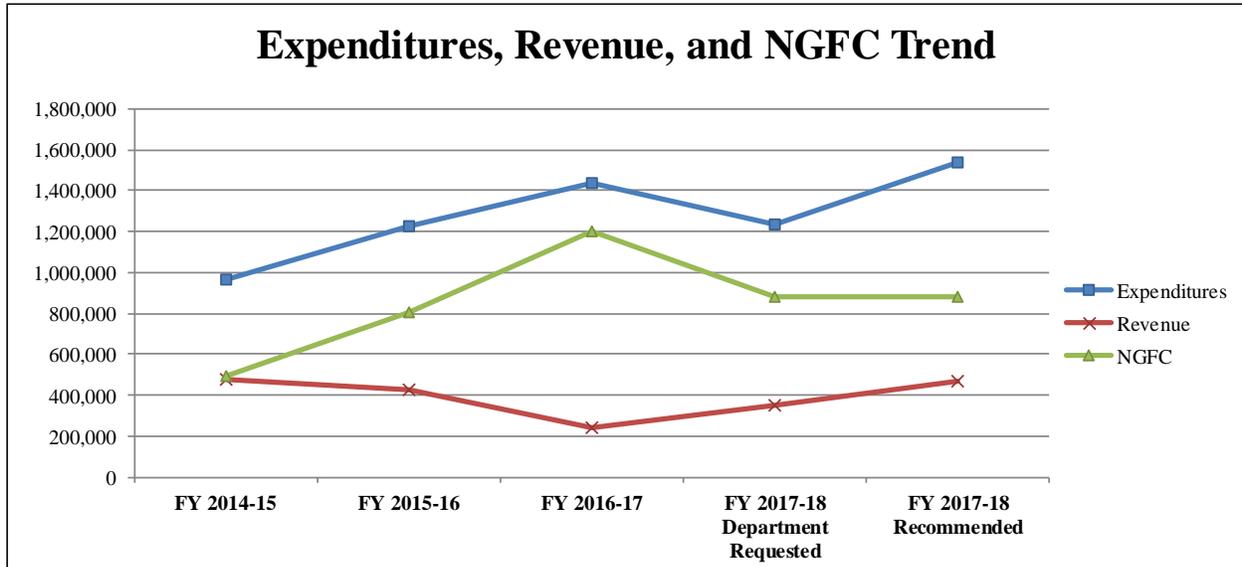
Public Assistance

Major Expenditures and Revenue in FY 2017-18 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 include state funding and grants and donations.

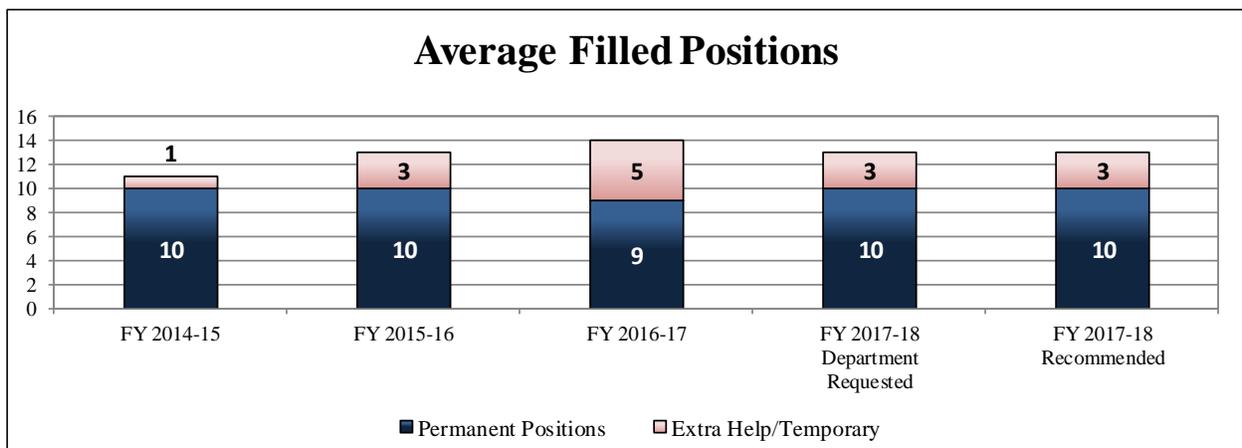
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits as the department expects to fill one (1) Office Services Technician position held vacant in FY 2016-17. The department anticipates using \$137,227 from its Veterans Grant & Donation Fund, Budget Unit 5511, to offset staffing and supply costs related to the Kern Patriot Partnership Program. In addition, \$120,941 in one-time 2011 Realignment will be used offset the cost of one (1) Veterans Service Representative position to help incarcerated veterans transition into the community. The department does not anticipate service level impacts as a result of the 3.5% reduction in NGFC.



Staffing Changes and Operational Impacts

The recommended budget does not include any position additions or deletions.



Public Assistance



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	10	10	9	10	10
Extra Help/Temporary	1	3	5	3	3
Total Positions	11	13	14	13	13
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	11	13	9	N/A	N/A
Extra Help/Temporary (FTE)	1	3	3	N/A	N/A
Total Positions	12	16	12	N/A	N/A
SALARIES & BENEFITS	\$890,207	\$1,080,782	\$962,657	\$1,149,971	\$1,169,576

Summary of Authorized Summary

The recommended budget includes 10 authorized positions, which are all budgeted to be filled in FY 2017-18.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	10	0	0	10		10	0	10
Total	10	0	0	10		10	0	10

Public Assistance

Administration	
<u>Classification</u>	
1	County Veterans Service Officer
1	Veterans Service Manager
1	Administrative Coordinator
1	Office Service Specialist
1	Office Service Technician
5	Veterans Service Representative I/II
10	Requested Total



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of client contacts	15,532	16,467	15,500	19,602	18,500
Number of veteran dependents who applied for and were granted the California Department of Veterans Affairs College Fee Waiver	437	402	350	460	425
Number of outreach events	23	27	35	40	35

This indicator measures the department's total number of contacts with clients at the Veteran's office; additionally, department staff perform outreach activities to provide detailed information and to urge veterans to visit the office in order to assist them to obtain the benefits they have earned. The department is successfully generating veteran visits to its office and are providing high quality advocacy and claims processing. Moreover, tuition fees are waived by the State for children of veterans who either have a service-connected disability or were killed while on active duty while they attend a California State college or university. Students are encouraged to apply and are granted this benefit if entitled. The department is continuing the awareness outreach program to ensure all eligible dependents are informed of this program.

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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.	100%	100%	100%	100%	100%

A key element in providing top-quality customer service is the technical proficiency of staff. In addition to seeing clients on a continuous basis, the department has weekly training in the office as well as training sanctioned by the California Department of Veterans Affairs and conducted by the California Association of County Veterans Service Officers. By meeting these continuing education requirements, staff not only maintain their accreditation with the California Department of Veterans Affairs, but they also continue to be educated on new federal and state benefits. The department is leveraging resources to be able to send additional staff members to more comprehensive training.

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 2015-16 and 2016-17 Accomplishments

- Held annual elder abuse conference with community partners, law enforcement and seniors.
- Continued multi-disciplinary team's dependent elder abuse review, elder death review team and geriatric task force to focus efforts of services on underserved populations.
- Collaborated with Behavioral Health Services 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.
- Distributed 30,000 farmers market produce coupons to seniors, with a redemption rate of 72%.
- Created an intake 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.
- Partnered with Emergency Services to identify at-risk seniors and disabled adults during flooding and disaster events.
- Added In-Home Supportive Services orientations to recruit providers in outlying areas of the county.
- Emergency cooling centers were provided at twelve locations throughout the County in FY 2016-17.
- Held SCAMS training events at senior centers to educate on current scams targeting seniors.

Public Assistance

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 (IHSS) 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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$11,096,840	\$11,731,556	\$11,559,529	\$10,685,873	\$10,685,873	\$11,112,812
Services and Supplies	3,465,340	3,424,122	3,405,578	3,229,414	3,229,414	3,319,051
Other Charges	1,117,332	1,114,738	1,022,547	1,078,439	1,078,439	1,387,797
Capital Assets	53,330	46,500	40,917	0	0	24,000
TOTAL EXPENDITURES	\$15,732,842	\$16,316,916	\$16,028,571	\$14,993,726	\$14,993,726	\$15,843,660
REVENUE:						
Use of Money/Property	\$32,607	\$22,113	\$46,067	\$37,734	\$37,734	\$37,734
Intergovernmental	10,615,964	10,395,353	10,802,958	8,787,215	8,787,215	9,595,836
Charges for Services	1,715,811	1,781,456	1,933,074	1,766,949	1,766,949	1,912,049
Miscellaneous	283,241	269,200	277,325	266,700	266,700	266,700
Other Financing Sources:						
General Fund Contribution	799,050	759,098	759,098	732,531	732,531	732,531
Social Services Realignment	708,249	745,372	734,158	733,358	733,358	733,358
2011 Realignment	1,588,942	1,474,474	1,559,265	1,563,967	1,563,967	1,563,967
TOTAL REVENUE	\$15,743,864	\$15,447,066	\$16,111,945	\$13,888,454	\$13,888,454	\$14,842,175
NET FUND COST	(\$11,022)	\$869,850	(\$83,374)	\$1,105,272	\$1,105,272	\$1,001,485

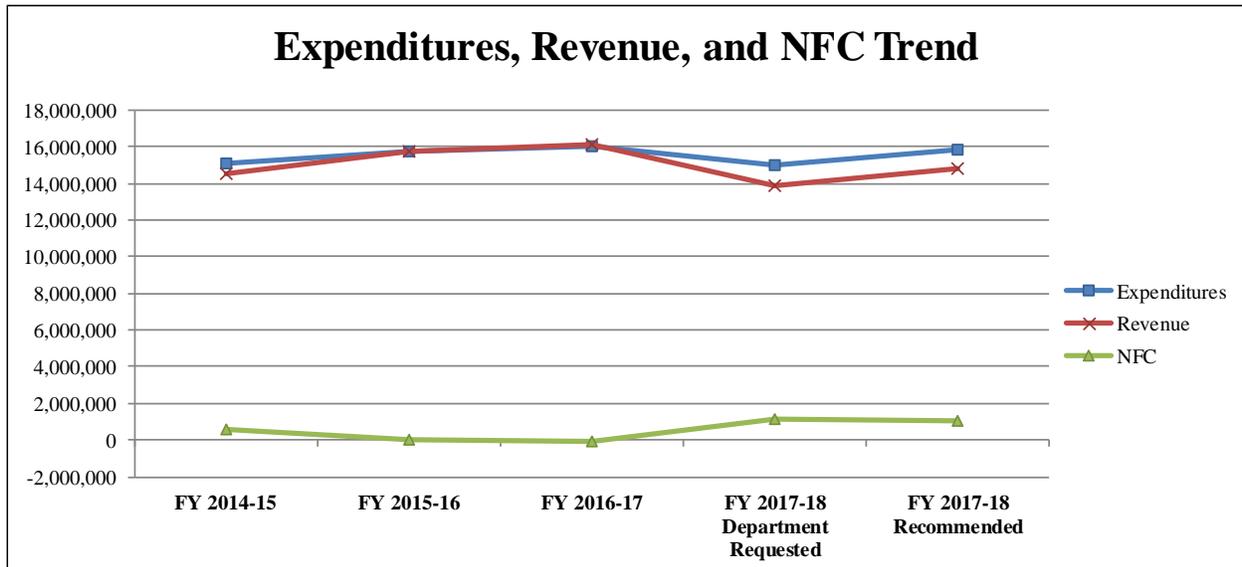
Public Assistance

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Staffing expenses of \$11.7 million fund 163 budgeted positions, of which 117 are permanent positions and 52 are extra-help/temporary positions. Services and supplies expenditures of \$3.3 million consist of cost for contracted services for adult protective services, supportive services, senior nutrition programs and California Department of Aging programs. The department is primarily funded through federal and State sources of \$9.5 million that include revenue for senior nutrition, protective services, and supportive services. Additionally, the department receives approximately \$1.6 million in 2011 Realignment revenue, \$733,358 in 1991 Social Services Realignment, and \$732,531 in General Fund contribution.

Budget Changes and Operational Impacts

The recommended budget includes expenses similar to FY 2016-17, decreasing slightly due to a reduction in the IHSS program. Intergovernmental revenue is anticipated to decrease by \$1.3 million from FY 2016-17 actual primarily as a result of a decrease in reimbursable activities for the IHSS program. The Aging and Adult fund balance at June 30, 2017 is \$878,527, all of which will be budgeted in FY 2017-18. In addition, the use \$122,769 of general designation is included in the recommended budget. The remaining balance of \$1,007,660 will remain in the general designation in order to mitigate future downturns in realignment revenue and to help minimize service level impacts resulting from increases in the minimum wage and the administration of the IHSS program.



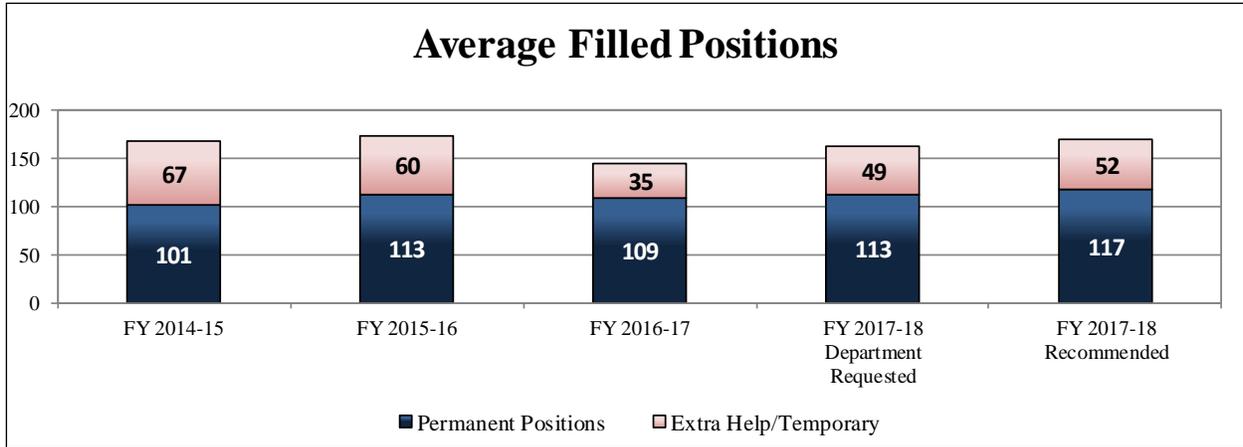
Public Assistance

Staffing Changes and Operational Impacts

The recommended budget includes funding for 117 permanent authorized positions and 52 extra-help/temporary positions.

The department has requested to delete two (2) Senior Home Delivery Driver positions, one (1) Cook III position, one (1) Human Services Aide position, one (1) Program Technician position and one (1) Senior Information Systems Specialist position at an estimated annual savings of approximately \$418,000. In addition, the department will hold the following six positions vacant and unfunded: one (1) Social Services Supervisor I, two (2) Social Service Worker I/II, two (2) Office Services Technician and one (1) Program Support Supervisor.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	101	113	109	113	117
Extra Help/Temporary	67	60	35	49	52
Total Positions	168	173	144	162	169
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	97	103	117	N/A	N/A
Extra Help/Temporary (FTE)	36	35	56	N/A	N/A
Total Positions	133	138	173	N/A	N/A
SALARIES & BENEFITS	\$10,214,983	\$11,096,840	\$11,559,529	\$10,685,873	\$11,112,812

Public Assistance

Summary of Authorized Positions

The department currently has 130 authorized positions. The recommended budget includes 124 authorized positions, of which 117 are budgeted during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	11	0	(1)	10	10	10	0	10
Care & Social Programing	61	0	(2)	59	53	53	6	59
Adult Protective Services	24	0	0	24	24	24	0	24
Senior Nutrition	34	0	(3)	31	30	30	1	31
Total	130	0	(6)	124	117	117	7	124



Administration	Care & Social Programing	Adult Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Aging & Adult Services	1 Program Director	1 Program Director
1 Business Manager	6 Social Services Supervisor I	3 Social Services Supervisor I
2 Accountant I/II/III	30 Social Service Worker I/II/III	18 Social Service Worker I/II/III
2 Sr. Information Systems Specialist	1 Assistant Program Director	1 Mental Health Recovery Specialist
1 Administration Coordinator	1 Fiscal Support Assitant	1 Legal Secretary
1 Fiscal Support Specialist	1 Administration Coordinator	<u>1</u>
2 Fiscal Support Technician	9 Office Services Technician	24 Requested Total
1 Senior Office Services Specialist	2 Office Services Specialist	
<u>11</u> Current Total	1 Program Support Supervisor	
<u>Additions/(Deletions)</u>	1 Program Technician (Part time)	
(1) Sr. Information Systems Specialist	7 Program Technician	
<u>10</u> Requested Total	1 Human Services Aide	
	<u>61</u> Current Total	
Senior Nutrition	<u>Additions/(Deletions)</u>	
<u>Classification</u>	(1) Human Services Aide	
2 Sr. Nutrition Prgm Coordinator	(1) Program Technician (Part time)	
3 Cook III	<u>59</u> Requested Total	
10 Cook I/II		
10 Senior Nutrition Site Coordinator		
1 Food Service Worker II		
1 Food Service Worker I		
7 Senior Home Delivery Driver		
<u>34</u> Current Total		
<u>Additions/(Deletions)</u>		
(2) Senior Home Delivery Driver		
(1) Cook III		
<u>31</u> Requested Total		

Public Assistance

Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Keep our senior and disabled adult community safe.

Objective 1: Reduce exploitation and abuse through prevention and education.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of community education presentations	178	172	170	165	170

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 the department public website.



Objective 2: Investigate reported abuse and exploitation effectively.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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	2,986	3,953	4,000	4,349	4,300
Total number of adult protective services referrals	3,741	4,529	4,400	4,730	4,500

State guidelines mandate that referrals to Adult Protective Services be resolved within ten days of receipt. Also, there must be a response to urgent referrals. The department has been able to continue to meet both of these requirements, even with increasingly complex cases, particularly those dealing with financial abuse.

Goal 2: Support the dignity and independence of our senior and disabled adult population.*Objective 1: Provide outreach, information, and education about services available to seniors and disabled adults.*

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of information and assistance contacts	32,740	36,416	37,250	27,941	37,800
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	\$1,279,686	\$2,002,624	\$1,365,000	\$2,143,913	\$1,890,000
Number of HICAP contacts	10,615	29,088	30,000	20,689	31,500

The department operates an information and assistance call center where seniors are linked to services offered in the community. In addition, hands on assistance is offered in the completion of applications for services in the community, selection of health plans, and referrals are made for other services such as but not limited to legal aid. The Affordable Care Act and recent changes to Medicare was expected to result in a reduced number of HICAP cases in FY 2016-17, but cases remained similar to FY 2015-16 actual. Demand shifted to the more immediate need for coverage, and more Medicare share-of-cost cases than normal. HICAP goals are now set by the state annually. Outreach and community education presentations are provided throughout Kern County. However, limited staff resources prevented the department from attending various outreach events which reduced our ability to reach our contact goals.

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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,507,298	\$1,504,471	\$1,504,471	\$1,465,889	\$1,465,889	\$1,465,889
TOTAL EXPENDITURES	\$1,507,298	\$1,504,471	\$1,504,471	\$1,465,889	\$1,465,889	\$1,465,889
REVENUE:						
Intergovernmental	\$706,825	\$745,372	\$746,795	\$733,358	\$733,358	\$733,358
TOTAL REVENUE	\$706,825	\$745,372	\$746,795	\$733,358	\$733,358	\$733,358
NET GENERAL FUND COST	\$800,473	\$759,099	\$757,676	\$732,531	\$732,531	\$732,531

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

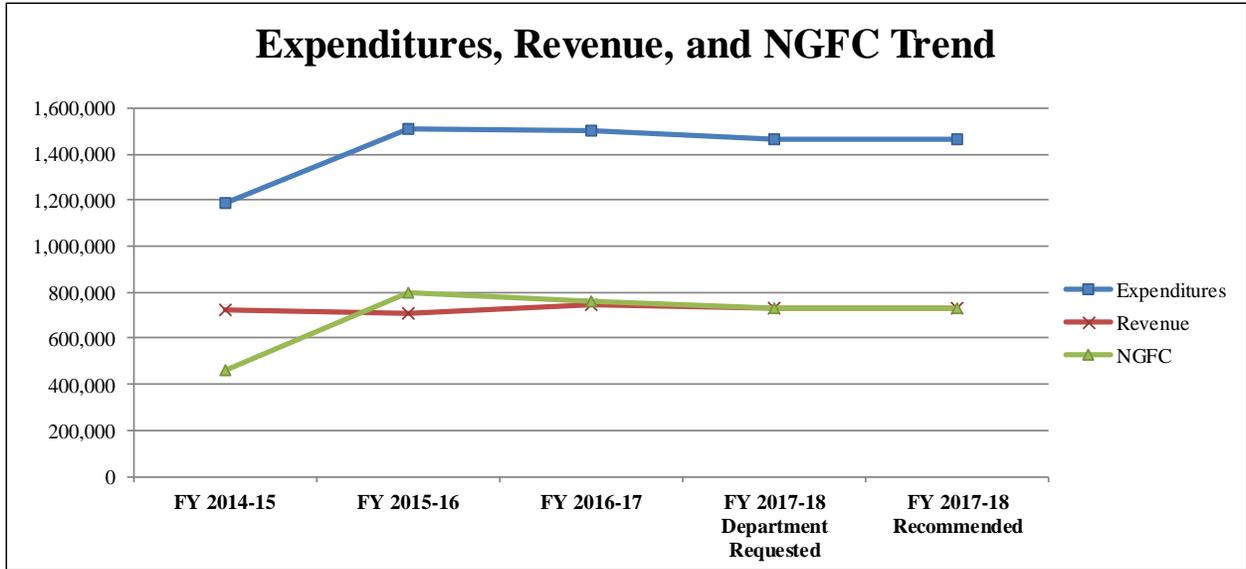
The recommended budget includes an allocation to Aging and Adult Services Department, budget unit 5610, in the amount of approximately \$1.5 million to meet County match requirements in specific programs as required by State and federal regulations. Social services program realignment revenue provides funding in the amount of \$733,358, with the remainder being funded by a General Fund contribution.

Budget Changes and Operational Impacts

The recommended budget includes a 3.5% decrease in Net General Fund Cost from FY 2016-17. The department is able to absorb any service level impacts of the reduction through use of fund balance carry forward from the previous year in the Aging and Adult Services fund.

Public Assistance





Public Assistance



County Contribution – In-Home Supportive Services

Department Head: Lito Morillo

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5810

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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$7,841,343	\$8,335,805	\$8,335,805	\$11,557,235	\$11,557,235	\$11,557,235
TOTAL EXPENDITURES	\$7,841,343	\$8,335,805	\$8,335,805	\$11,557,235	\$11,557,235	\$11,557,235
REVENUE:						
Intergovernmental	\$7,824,460	\$8,335,805	\$8,352,688	\$11,557,235	\$11,557,235	\$11,557,235
TOTAL REVENUE	\$7,824,460	\$8,335,805	\$8,352,688	\$11,557,235	\$11,557,235	\$11,557,235
NET GENERAL FUND COST	\$16,883	\$0	(\$16,883)	\$0	\$0	\$0

Public Assistance

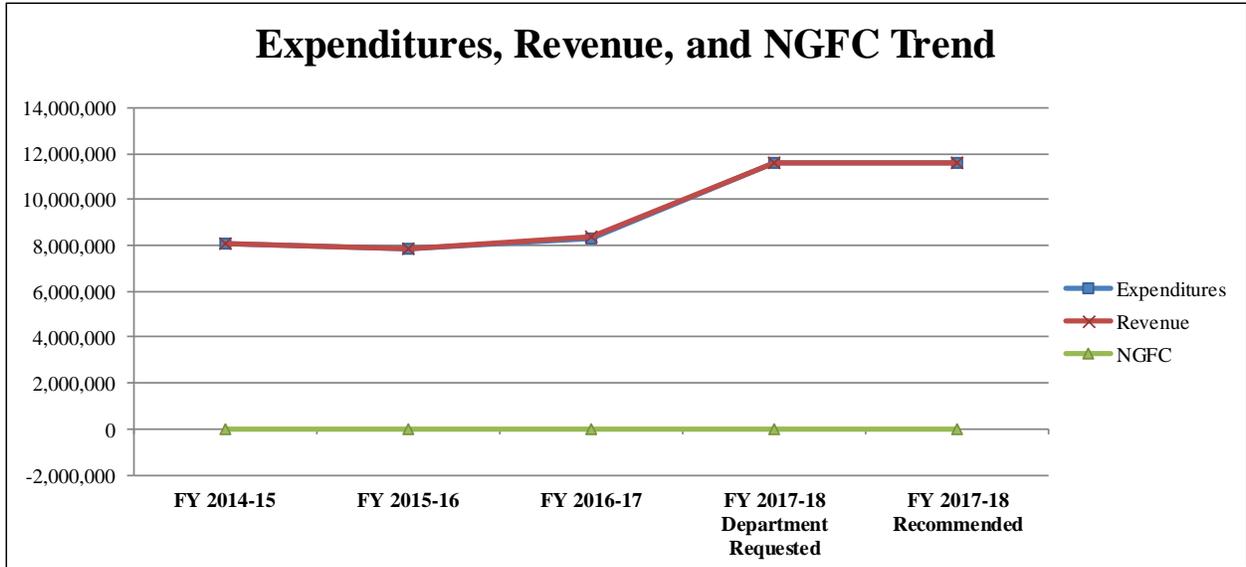
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The recommended budget includes a contribution of \$11.6 million to cover IHSS service providers’ salaries and the County’s share of administrative costs of IHSS Public Authority, which is administered by Aging and Adult Services Departments. Social services program realignment revenue in the amount of \$11.6 million offsets the County’s local match requirement.

Budget Changes and Operational Impacts

The recommended budget includes an increase over FY 2016-17 actual expenditures of approximately \$3.2 million due to the State establishing a new MOE with an increased IHSS cost baseline (\$592 million) to counties for FY 2017-18. While the new MOE shifts significant costs to counties, the State is committing \$400 million in State General Fund contributions in FY 2017-18 and additional realignment revenue to partially offset this increase. The additional increase in IHSS cost is funded by an increase in Social Services program realignment. See Exhibit F – 1991 Realignment Revenue for more discussion on IHSS funding.





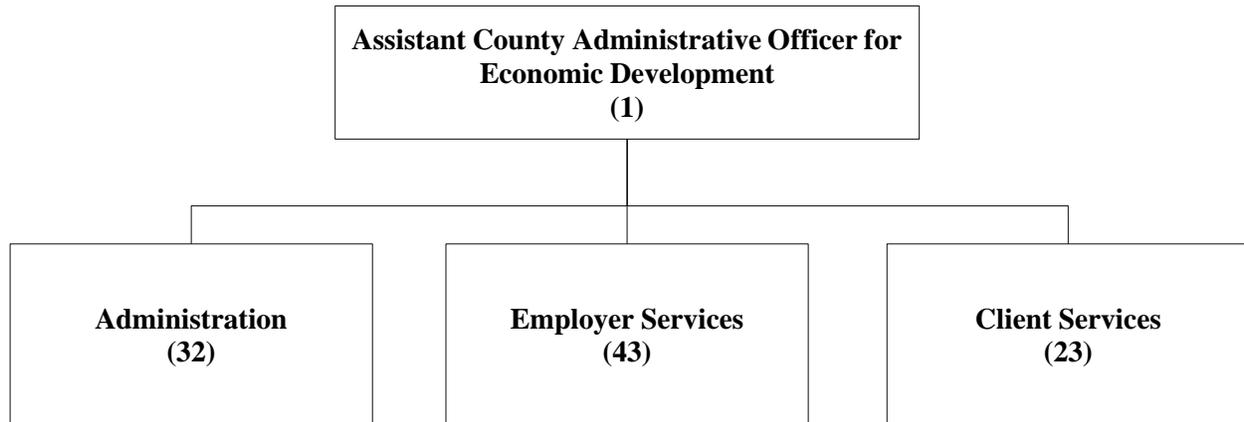
Public Assistance



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 2015-16 and 2016-17 Accomplishments

- Served over 34,000 customers by providing over 400,000 units of service through America's Job Center of California (AJCC).
- Nearly 350 employer recruitment fairs were coordinated with AJCC staff.
- Worked with local employers on nearly 150 On-the-Job Training contracts totaling nearly \$350,000 in value.
- Partnered with the Human Services Department to place 587 CalWorks recipients in paid work experience and to provide job placement services that placed 1,434 CalWorks recipients in unsubsidized employment in FY 2015-16.
- Collaborated with the Kern County Sheriff's Department to create a Career Center in Lerdo Jail to provide work readiness services for inmates prior to release.
- Awarded funding from the Workforce Accelerator Fund 4.0 to implement cutting edge communication technology to improve services to job seekers and employers.
- Partnered with Bakersfield Adult School's Culinary Arts training program to create Café 1600.
- Awarded National Farmworker Jobs Program funding for 4 more years of just over \$2M annually.
- Opened the Back-to-Work center to provide better access for employers and dislocated workers.

Public Assistance



Employers' Training Resource

Department Head: Ryan Alsop

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5923

Description of Major Services

Employers' Training Resource (ETR) administers Workforce Innovation and Opportunity Act (WIOA) funding from the U.S. 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,007,835	\$10,650,880	\$9,812,179	\$10,422,552	\$10,382,552	\$11,296,586
Services and Supplies	1,614,215	2,404,700	1,929,447	2,455,716	2,455,716	2,556,374
Other Charges	0	181	0	181	181	181
Capital Assets	0	0	0	18,000	18,000	68,000
Other Financing Uses	0	37,844	0	10,000	10,000	10,000
TOTAL EXPENDITURES	\$10,622,050	\$13,093,605	\$11,741,626	\$12,906,449	\$12,866,449	\$13,931,141
Expend. Reimb.	(\$99,816)	(\$179,845)	(\$62,612)	(\$80,000)	(\$40,000)	(\$40,000)
TOTAL NET EXPENDITURES	\$10,522,234	\$12,913,760	\$11,679,014	\$12,826,449	\$12,826,449	\$13,891,141
REVENUE:						
Miscellaneous	\$19	\$1,000	\$32	\$1,000	\$1,000	\$1,000
Other Financing Sources:						
ETR - WIOA	10,522,216	12,892,760	11,651,421	12,795,449	12,795,449	13,810,141
ETR - Non-WIOA	0	20,000	11,399	30,000	30,000	80,000
TOTAL REVENUE	\$10,522,235	\$12,913,760	\$11,662,852	\$12,826,449	\$12,826,449	\$13,891,141
NET GENERAL FUND COST	(\$1)	\$0	\$16,162	\$0	\$0	\$0

Public Assistance

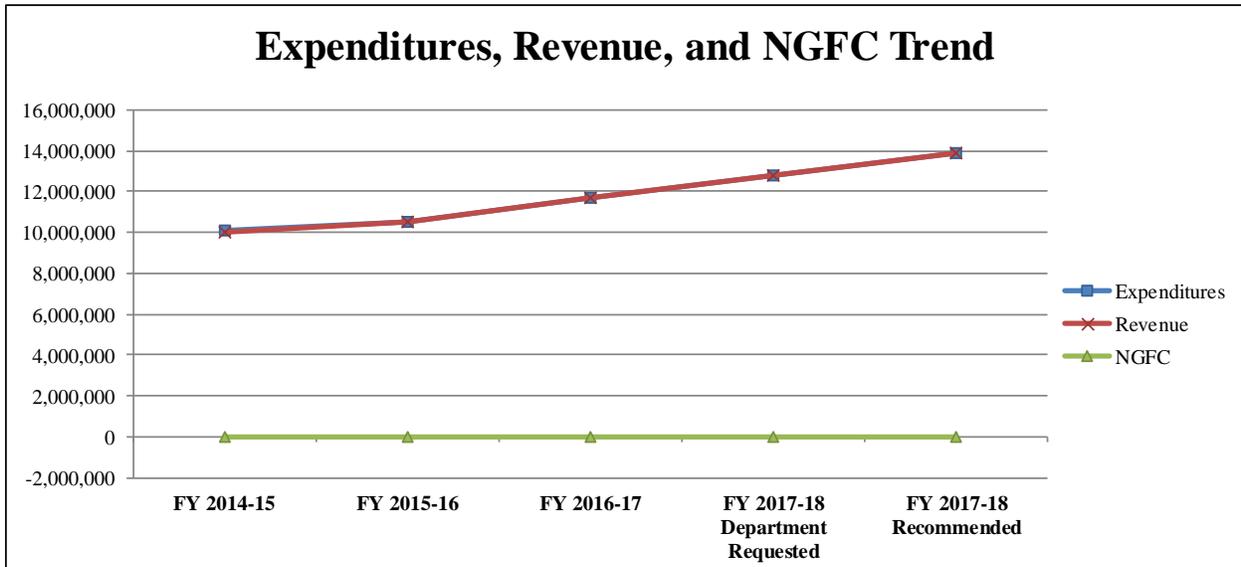
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Major expenditures for FY 2017-18 include salaries and benefits of \$11.3 million to fund 98 budgeted permanent 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

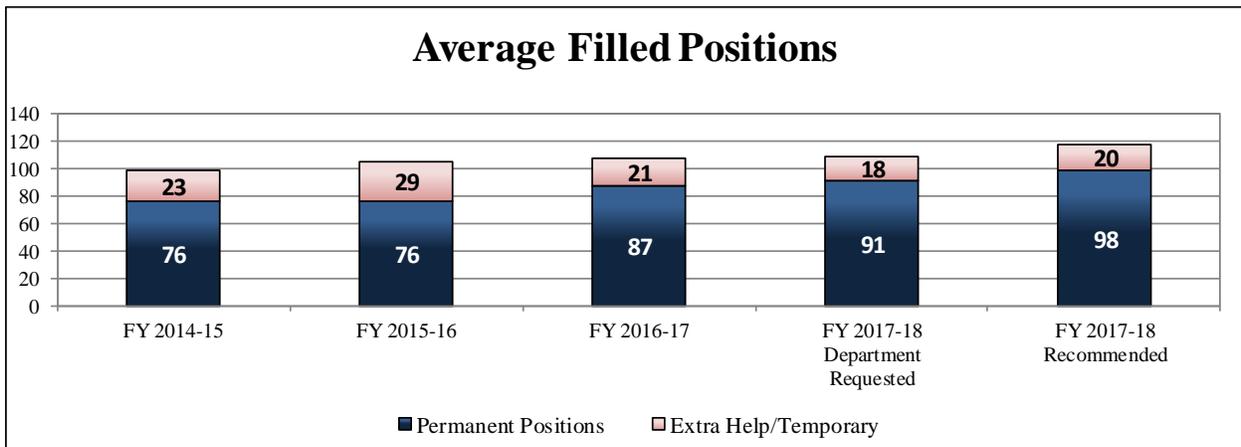
The recommended budget provides adequate funding to allow the department to maintain its current level of service to the community. The WIOA funds received by the department cover

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

The recommended budget includes the addition of one (1) Departmental Analyst I/II position at an estimated annual cost of \$105,000. The recommended budget will hold vacant and unfunded one (1) Program Coordinator position.



Public Assistance



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	76	76	87	91	98
Extra Help/Temporary	23	29	21	18	20
Total Positions	99	105	108	109	118
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	76	74	86	N/A	N/A
Extra Help/Temporary (FTE)	20	25	18	N/A	N/A
Total Positions	96	99	104	N/A	N/A
SALARIES & BENEFITS	\$8,426,732	\$9,007,835	\$9,812,179	\$10,422,552	\$11,296,586

Summary of Authorized Positions

The department currently has 98 authorized permanent positions. The recommended budget includes 99 authorized permanent positions of which 98 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	32	1	0	33	32	1	33
Employer's Services	43	0	0	43	43	0	43
Client Services	23	0	0	23	23	0	23
Total	98	1	0	99	98	1	99

Public Assistance



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	12 Job Developer I/II	1 Syst. Analyst I/II-Programmer I/II
1 Business Manager	19 Program Specialist I/II	1 Sr Office Services Specialist
3 Accountant I/II/III	1 Office Services Assistant	4 Office Services Technician
1 Administrative Coordinator	3 Program Support Supervisor	1 Program Coordinator
1 Fiscal Support Specialist	2 Program Coordinator	1 Program Support Supervisor
2 Fiscal Support Technician	5 Office Services Technician	14 Program Specialist I/II
2 Supervising Dept Analyst	43 Requested Total	23 Requested Total
9 Departmental Analyst I/II		
1 LAN Systems Administrator		
2 Info Systems Specialist I/II/III/Sr		
1 Office Services Specialist		
1 Sr. Office Services Specialist		
1 Marketing & Promo Asso./Asst.		
1 Marketing & Promo Coord.		
1 Program Coordinator		
1 Contracts Administration Asst		
1 Graphic Artist		
1 Office Services Technician		
32 Current Total		
<u>Additions/(Deletions)</u>		
1 Departmental Analyst I/II		
33 Requested Total		

Public Assistance



Fiscal Year 2017-18 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. ETR is currently transitioning to new regulations.

Objective 1: Work with employers to meet their employment needs for business prosperity and economic growth.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percent of surveyed employers who would use American's Job Center of California (AJCC) again for potential hires	92%	95%	90-95%	94%	90-95%
Number of employers who utilize AJCC for recruitments and job fairs	50	50	55-60	57	58-62
Number of employers who utilize On the Job Training (OJT)	25	27	35	19	20-25
Number of OJTs written	54	61	65	84	65-70
Amount employers saved by using OJTs	\$194,660	\$165,511	\$200,000	\$228,198	\$250,000
Number of employers who actively contribute time to the Workforce Development Board and forums	21	541	50-60	45-65	50-60
Number of employers with job openings	773	621	600	713	750
Number of job openings	9,757	1,786	4,000	9,757	7,000
Number of job orders	1,964	1,519	2,500	1,964	2,000
Participant wages upon entering the workforce	\$9-60/hr	\$9-25hr	\$10-30/hr	\$10-30/hr	\$12-30/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.

Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Workforce Investment Act (WIOA) Adult enrolled clients employed first quarter after exit from program	72	68%	70%	70%	73%
CalWORKs recipients employed upon program completion	20%	22%	25%	25%	25%
Average annual income of WIOA clients at employment	\$26000	\$26,000	\$26,500	\$26,500	\$27,000
WIOA program participants who are satisfied or highly satisfied with services received	95%	92.5%	90%	92.5%	95%
Number of jobseekers attending WIOA orientations in English	4,895	4,756	4,800	3,676	3,700
Number of job seekers attending WIOA orientations in Spanish	311	186	250	141	135

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. With a focus from ISY to OSY.

Objective 1: Provide youth with vocational training, career exploration, and job searching techniques as well as support to increase graduation rates.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
WIOA Youth in employment or post-secondary education at exit	64.5%	67.0%	67.0%	N/A	N/A
WIOA Youth attainment of degree or certificate upon exit	64.1%	65.0%	66.0%	N/A	N/A
WIOA out-of-school youth literacy/numeracy gain rate	36.7%	42.0%	42.5%	N/A	N/A
WIOA Youth in unsubsidized employment or education during 2 nd quarter after Exit	N/A	N/A	N/A	62.4%	65.4%
WIOA Youth participants in unsubsidized employment or education during 4 th quarter after Exit	N/A	N/A	N/A	64.2%	67.2%
Credential Attainment within 4 quarters after Exit	N/A	N/A	N/A	54.7%	57.7%

The old measures were previously provided to Employers' Training Resource to track collaborations 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. The tools the department utilized to gather this information was provided by the federal government and is no longer available. The new measurements correspond to the replacement tools now provided by the federal government.

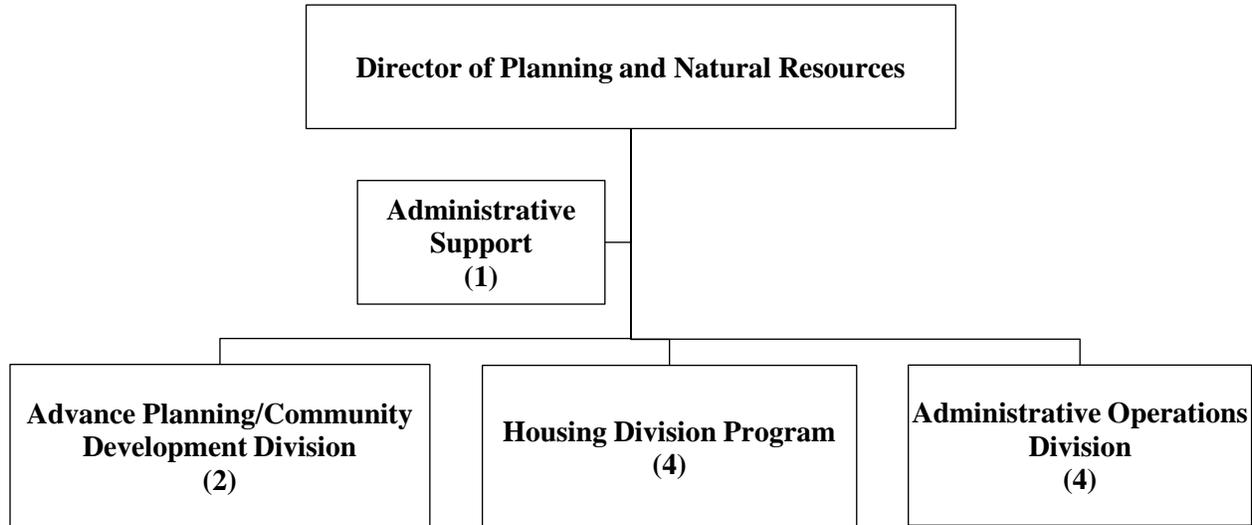
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Mission Statement

The Community Development Division of the Planning and Natural Resources 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 2015-16 and 2016-17 Accomplishments

- Expended \$4,537,299 of Community Development Block Grant (CDBG) funds for projects and programs located in unincorporated County communities in addition to the cities of Arvin, California City, McFarland, Ridgecrest, Shafter, and Tehachapi. Funded CDBG projects include Kern River Valley/Mountain Mesa Park Restroom Improvements, City of Tehachapi Freedom Park Improvements, City of Arvin Smothermon Spray park, City of Arvin Action Sports Park, City of McFarland Street Lighting Improvements, City of Shafter Veterans Park Lighting Improvements, Pioneer Park Improvements, East Niles Senior Center Improvements, Claude W. Richardson Child Development Center Playground Improvements, Rosamond Senior Center Parking Lot Improvements and architectural barrier removal projects for Bakersfield veteran center and Mojave veteran and senior center.
- Completed two Home Investment Partnership Act (HOME) multi-family agreements to assist with the financing of 129 rental units using \$2,798,000 in HOME funds.



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 Natural Resources 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,213,788	\$1,258,431	\$1,190,526	\$1,217,356	\$1,217,356	\$1,217,175
Services and Supplies	219,129	177,032	164,394	189,468	189,468	256,915
Capital Assets	0	10,000	0	0	10,000	10,000
TOTAL EXPENDITURES	\$1,432,917	\$1,445,463	\$1,354,920	\$1,406,824	\$1,416,824	\$1,484,090
Expend. Reimb.	(\$9,675)	\$0	(\$44,370)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$1,423,242	\$1,445,463	\$1,310,550	\$1,406,824	\$1,416,824	\$1,484,090
REVENUE:						
Miscellaneous	\$122	\$0	\$0	\$0	\$0	\$0
Other Financing Sources:						
Community Development Program	1,224,621	1,243,924	1,133,958	1,223,968	1,193,099	1,247,474
Emergency Shelter Grant	20,309	74,364	26,810	51,283	82,152	73,566
Home Investment Trust	178,190	127,175	144,473	127,175	127,175	148,652
CD-NSP Grant	0	0	5,309	0	0	0
Emergency Solution Grant	0	0	0	14,398	14,398	14,398
TOTAL REVENUE	\$1,423,242	\$1,445,463	\$1,310,550	\$1,416,824	\$1,416,824	\$1,484,090
NET GENERAL FUND COST	\$0	\$0	\$0	(\$10,000)	\$0	\$0

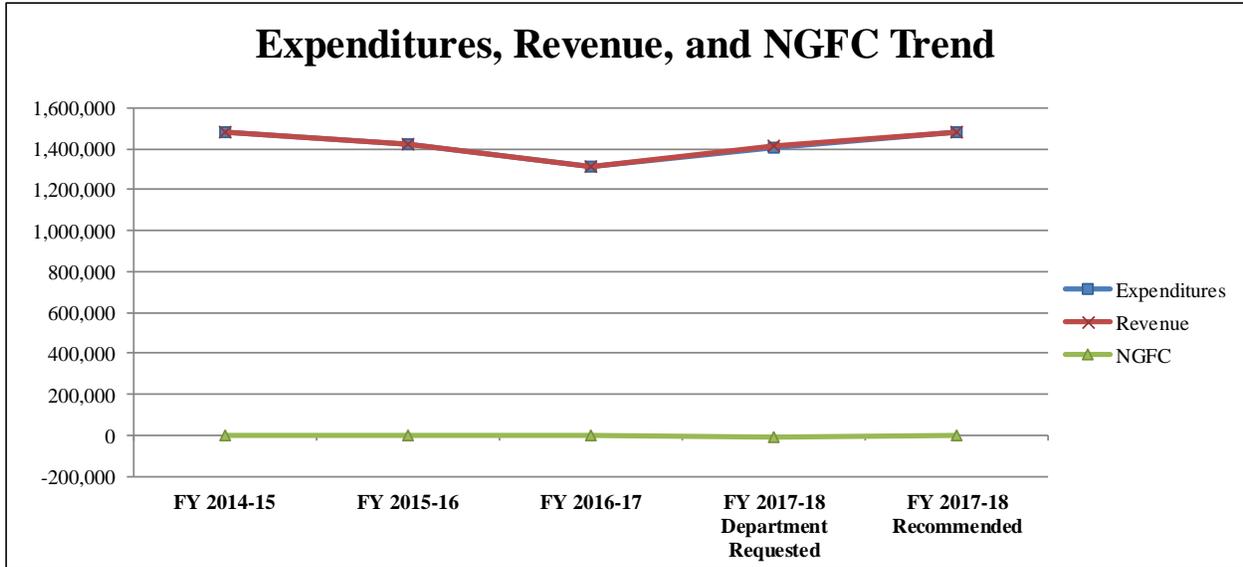
Public Assistance

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The major expenditures for the division include staffing 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.

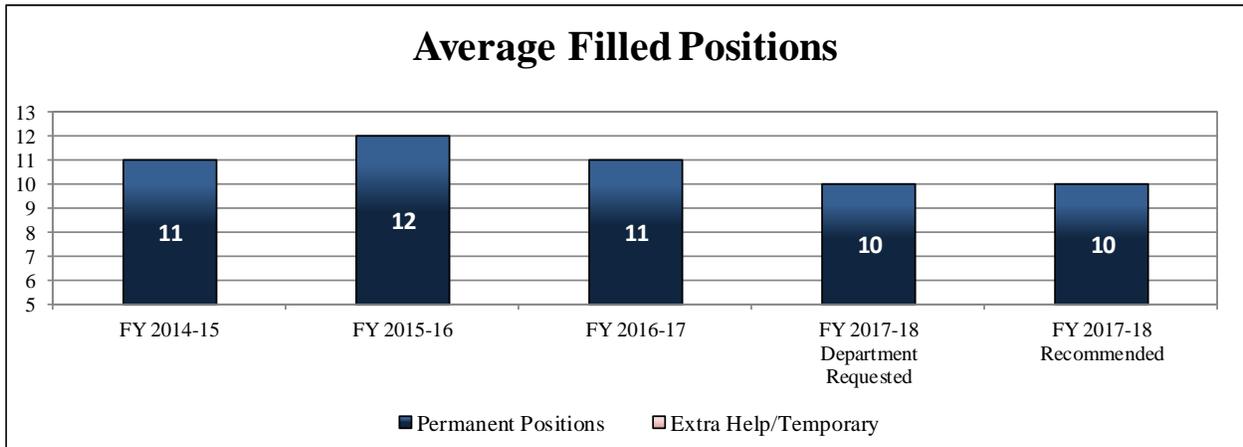
Budget Changes and Operational Impacts

The recommended budget includes funding similar to FY 2016-17, allowing the division to continue operations without any impacts to service levels.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 10 permanent positions, and holds vacant and unfunded one (1) Planner I/II/III position.



Public Assistance



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	11	12	11	10	10
Extra Help/Temporary	0	0	0	0	0
Total Positions	11	12	11	10	10
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	12	11	10	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	12	11	10	N/A	N/A
SALARIES & BENEFITS	\$1,212,730	\$1,213,788	\$1,190,526	\$1,217,356	\$1,217,175

Summary of Authorized Positions

The department has 11 authorized permanent positions, of which 10 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Planning/Community Development	2	0	0	2	1	1	2
Housing	4	0	0	4	4	0	4
Administrative/Fiscal	5	0	0	5	5	0	5
Total	11	0	0	11	10	1	11

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 Office Services Specialist	2 Requested Total
1 Housing Rehabilitation Technician	2 Accountant I/II/III	
1 Fair Housing Coordinator	1 Fiscal Support Specialist	
4 Requested Total	5 Requested Total	



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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.	≥99.42%	91.79%	≥70%	88.88%	≥70%
Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.	\$3,037,396	\$2,537,842	≥\$2,214,041	\$4,644,948	≥\$2,850,171

The Community Development division of the Planning and Natural Resources department administers the Federal Housing and Urban Development (HUD) grants for the County. The primary objective of the Community Development Block Grant (CDBG) 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 FY 2017-18.

Goal 2: Improve fiscal efficiency/responsibility of County.

Objective 1: Improve and increase affordable housing for the community.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation grant funds.	0	3	5	0	2
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	67	44	60	36	40
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.	1.48	1.98	≤1.5	1.48	≤1.5

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 FY 2017-18.

The third performance measure quantifies the County's ability and capacity to expend CDBG funds in a timely manner. Doing this 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 are 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. Due to several factors, the progress and expenditures on outstanding projects was not sufficient to meet this annual target. Staff are developing a work out plan for submittal to HUD that will highlight specific actions that could bring the County into compliance.

Public Assistance



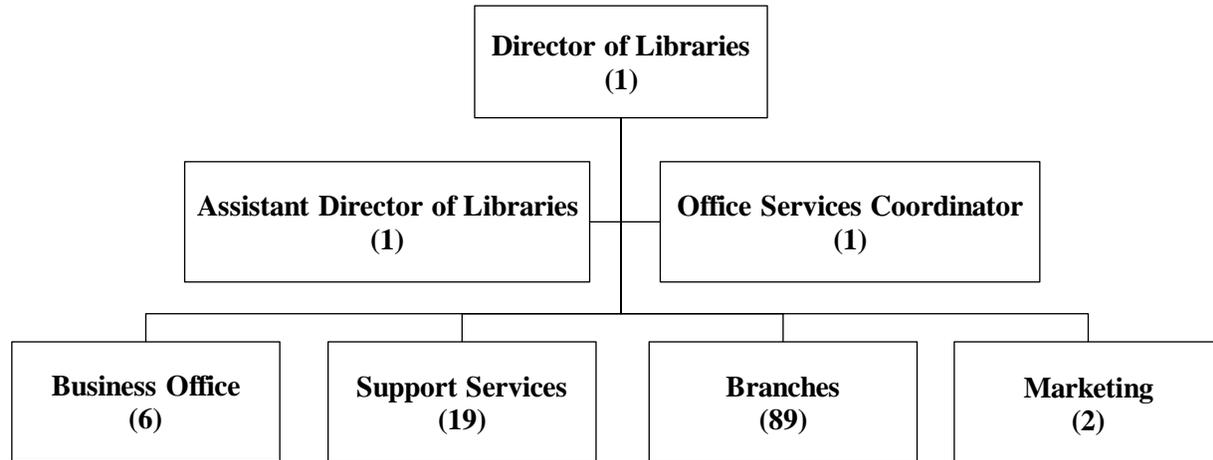
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Mission Statement

Kern County Library provides access to resources that enrich lives.

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- Efficiently used funding approved by the Board of Supervisors to open all branches one extra day a week.
- Implemented six grants totaling \$214,000 in funding.
- Extended the "One Book, One Bakersfield, One Kern" program. In 2016, over 3,592 people attended 67 events.
- Expanded the summer lunch program to now include: Arvin, Frazier Park and the Beale Library. The program served meals to 9,625 children/teens and 697 adults. In 2016, 16,477 people attended 278 educational activities and programs.
- Developed a partnership with Employer's Training Resource for two projects: Youth Center and the GED Test Prep Lab at the Beale Library.
- Continue to upgrade Wi-Fi technologies at all branches and bookmobiles.

Library

Department Head: Andrea Apple, Interim

Function: Education

Fund: General

Activity: Education

Budget Unit: 6210

Description of Major Services

The Library Department operates 26 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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,579,002	\$5,590,793	\$5,428,485	\$5,370,430	\$5,370,430	\$5,357,287
Services and Supplies	2,000,986	1,896,298	2,315,005	1,974,833	1,974,833	1,987,976
Other Charges	0	418	0	0	0	0
Capital Assets	10,883	35,000	38,283	0	0	0
Other Financing Uses	0	192,626	0	0	0	215,259
TOTAL EXPENDITURES	\$7,590,871	\$7,715,135	\$7,781,773	\$7,345,263	\$7,345,263	\$7,560,522
REVENUE:						
Use of Money/Property	\$68,586	\$67,500	\$60,177	\$101,200	\$101,200	\$101,200
Intergovernmental	89,000	0	77,000	0	0	0
Charges for Services	284,165	300,000	253,598	250,000	250,000	250,000
Miscellaneous	74,095	75,000	112,382	75,000	75,000	75,000
Other Financing Sources:						
Kern County Library Donations	108,224	53,000	175,350	138,000	138,000	138,000
TOTAL REVENUE	\$624,070	\$495,500	\$678,507	\$564,200	\$564,200	\$564,200
Less Available BSI *	\$0	(\$192,626)	\$0	\$0	\$0	(\$215,259)
NET GENERAL FUND COST	\$6,966,801	\$7,027,009	\$7,103,266	\$6,781,063	\$6,781,063	\$6,781,063
BSI Ending Balance *	\$161,585	N/A	\$192,626	N/A	N/A	N/A

* BSI = Budget Savings Incentives

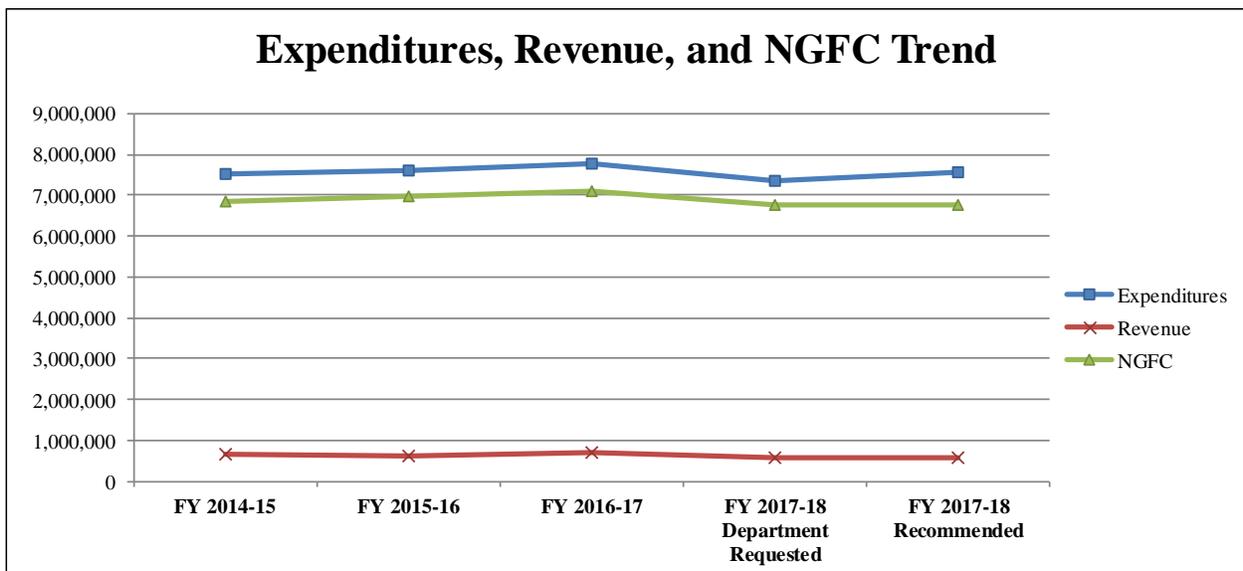
Education

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Staffing expenses are the largest portion of the department's expenditures for FY 2017-18, which includes staffing for all the library facilities and the mobile units at the FY 2016-17 levels. Services and supplies expenditures of \$1.9 million include operating expenses for branch locations, memberships, library books and materials. Funding for books is established in the recommended budget at \$439,205. Included in services and supplies is funding for participation in the 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.

Budget Changes and Operational Impacts

The recommended budget allows the department to maintain current levels of service and continue to meet its mission with no change in hours of operation. The recommended budget also provides funding that will support 36,833 combined hours of opening at all 26 library facilities, which is the same as the hours of opening in FY 2016-17. The decrease in intergovernmental revenue is associated with one-time grant funding received in FY 2016-17 to help teens and adults in the growing need for digital literacy in Kern County and, in particular, the rural communities, to become more aware of and to utilize the many services the Library provides. In order to meet the 3.5% reduction in NGFC in FY 2017-18, the department will need to hold four positions vacant and unfunded and use approximately \$192,626 of its accumulated Budget Savings Incentive (BSI) credits.

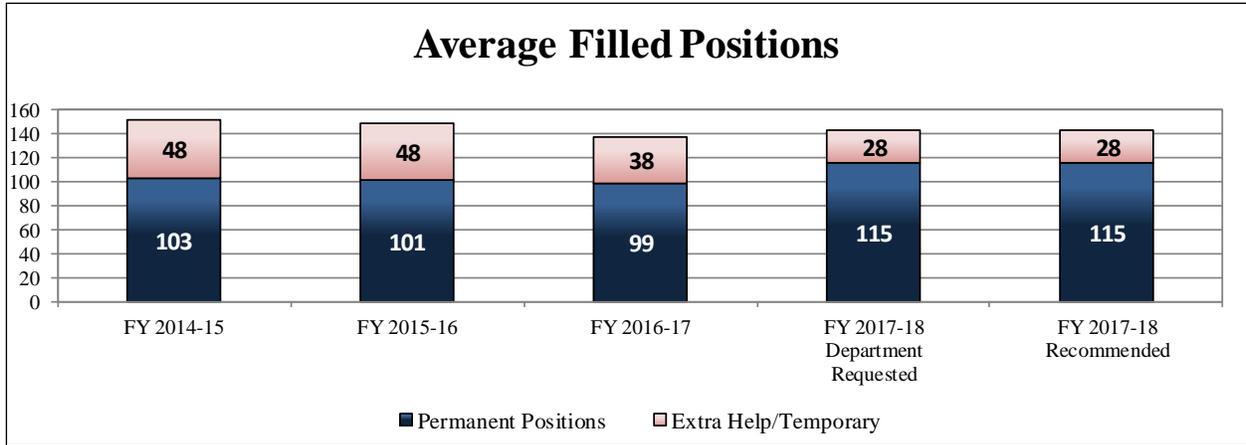


Staffing Changes and Operational Impacts

The recommended budget includes funding for 115 authorized permanent positions and 28 extra help positions. The department will hold four positions vacant and unfunded: two (2) Librarian II positions, one (1) Fiscal Support Assistant position and one (1) Library Associate position.

Education





4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	103	101	99	115	115
Extra Help/Temporary	48	48	38	28	28
Total Positions	151	149	137	143	143
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	78	75	5	N/A	N/A
Extra Help/Temporary (FTE)	22	24	5	N/A	N/A
Total Positions	100	99	10	N/A	N/A
SALARIES & BENEFITS	\$5,732,757	\$5,579,002	\$5,428,485	\$5,370,430	\$5,357,287

Education

Summary of Authorized Positions

The recommended budget includes 119 authorized positions, of which 115 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	8	1	9
Support Services	19	0	0	19	19	0	19
Branch Staff	89	0	0	89	86	3	89
Marketing	2	0	0	2	2	0	2
Total	119	0	0	119	115	4	119



Administration	Support Services	Branch Staff
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Libraries	2 Librarian II	3 Librarian III
1 Assistant Director of Libraries	2 Library Associate	2 Librarian II
1 Business Manager	2 Senior Office Services Specialist	5 Librarian I
1 Office Services Coordinator	1 Office Services Technician	10 Library Associate
1 Fiscal Support Supervisor	2 Office Services Assistant	1 Library Associate PT
1 Fiscal Support Specialist	1 Office Services Assistant PT	2 Office Services Specialist
1 Fiscal Support Technician	1 Senior Information Systems Specialist	7 Office Services Technician
1 Fiscal Support Assistant	1 Information Systems Specialist II	5 Office Services Technician PT
1 Departmental Aide	2 Light Vehicle Driver	5 Office Services Assistant
<u>9</u> Requested Total	<u>5</u> Departmental Aide	6 Office Services Assistant PT
	19 Requested Total	<u>43</u> Departmental Aide
		89 Requested Total
 Marketing		
<u>Classification</u>		
1 Marketing/Promotional Assistant		
<u>1</u> Graphic Artist PT		
2 Requested Total		

Education



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average attendance per hour of operation	29	29	30	30	30
Number of registered users	151,710	148,509	150,000	141,204	140,000
Number of items checked out annually	1,258,740	1,078,403	1,100,000	852,855	850,000
Percentage of registered users as portion of County Population	17%	17%	17%	16%	16%
Number of programs offered	3,123	3,543	3,300	5,058	5,000
Number of participants in programs	58,479	64,428	60,000	107,740	110,000
Number of hours computers used	N/A	136,712	140,000	119,865	120,000

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. Due to budgetary constraints and increase cost of materials, the department's library collection has been and continues to decrease each year. Without a sufficient collection to meet the public demand 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Total operating hours of library facilities	36,547	36,510	36,510	36,833	36,500
Total number of materials available to the public	924,927	880,564	900,000	842,906	825,000
Average population served per staff full-time equivalent (FTE)	9,692	9,780	9,800	10,823	11,000
Total public computer users	225,926	190,337	200,000	171,010	170,000
Total E-books and E-audio offered	N/A	15,165	17,000	18,242	19,000
Total number of website views	N/A	1,212,383	1,400,000	1,230,219	1,250,000

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

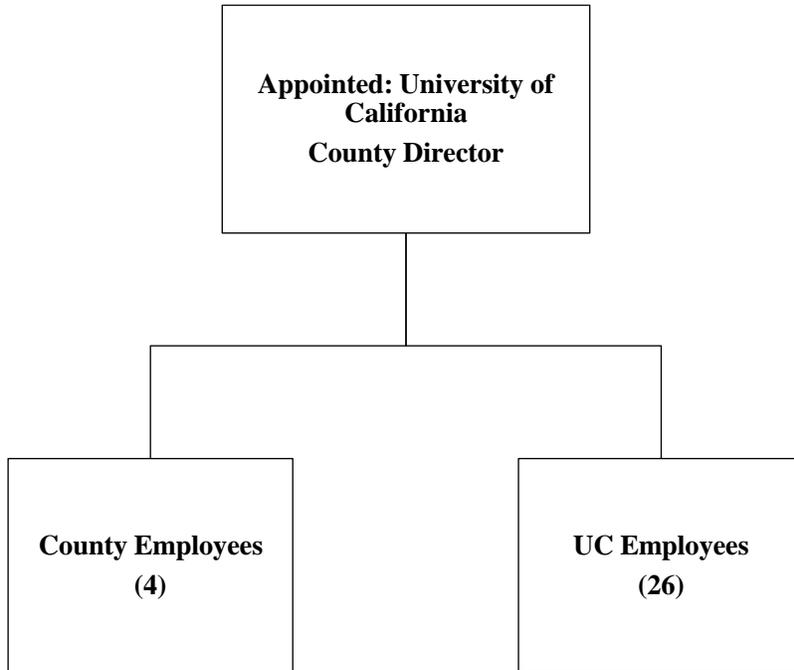
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Services/Programs provided in coordination with other agencies	N/A	708	600	1,419	1,400
Grants received	N/A	1/\$95,000	\$4/\$125,000	5/\$166,898	\$1/\$5,000

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. The department's actual performance exceeded its adopted goal to provide services in coordination with other agencies and it is expected that the department will maintain the same level of performance in FY 2017-18. Grants received in FY 2016-17 exceeded the adopted goal, however, due to limited staff resources results similar to FY 2016-17 will be difficult to attain.

Mission Statement

To serve California through the creation, development and application of knowledge in agricultural, natural and human resources.

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- Planted two new pistachio cultivars on about 7,000 acres, which will be brought into production.
- Hosted the 38th International Carrot Conference, bringing together over one hundred agricultural scientists, growers, and industry leaders. The conference publicized Kern County’s worldwide role in agricultural production.
- Awarded a \$26,000 grant, with the University, to fund Expanded Food and Nutrition Education Program (EFNEP) and UC CalFresh nutrition education programs in Kern County.
- Reached over 1,150 adults through education classes and resource fairs. Reached more than 6,000 students through instruction on food production and healthy eating.
- Increased outreach within the 4-H Youth Development division and established five new sites and additional partnerships with after-school programs.

Education



Farm and Home Advisor

Farm Advisor: Brian Marsh

Function: Education

Fund: General

Activity: Education

Budget Unit: 6310

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 (MOU) 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$332,325	\$344,145	\$343,288	\$352,821	\$352,821	\$352,571
Services and Supplies	100,007	106,703	96,193	98,045	104,642	105,011
TOTAL EXPENDITURES	\$432,332	\$450,848	\$439,481	\$450,866	\$457,463	\$457,582
REVENUE:						
Miscellaneous	\$256	\$252	\$270	\$270	\$270	\$270
Non-Revenue Receipts	0	20	0	20	20	20
TOTAL REVENUE	\$256	\$272	\$270	\$290	\$290	\$290
NET GENERAL FUND COST	\$432,076	\$450,576	\$439,211	\$450,576	\$457,173	\$457,292
BSI Ending Balance *	\$40,583	N/A	N/A	N/A	N/A	N/A

* BSI = Budget Savings Incentives

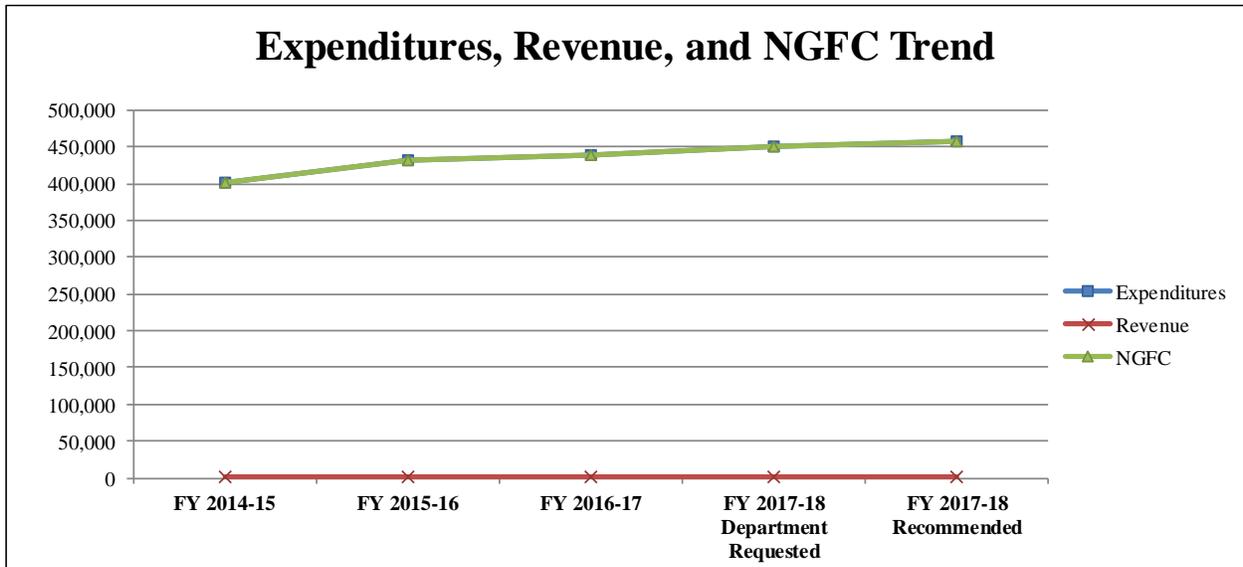
Education

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

A majority of the expenditures for this budget unit are associated with staffing costs to perform the office functions of the Farm and Home Advisor. Revenue for the department is minimal and the department is primarily funded by an allocation of Net General Fund Cost to cover the requirements stated in the MOU.

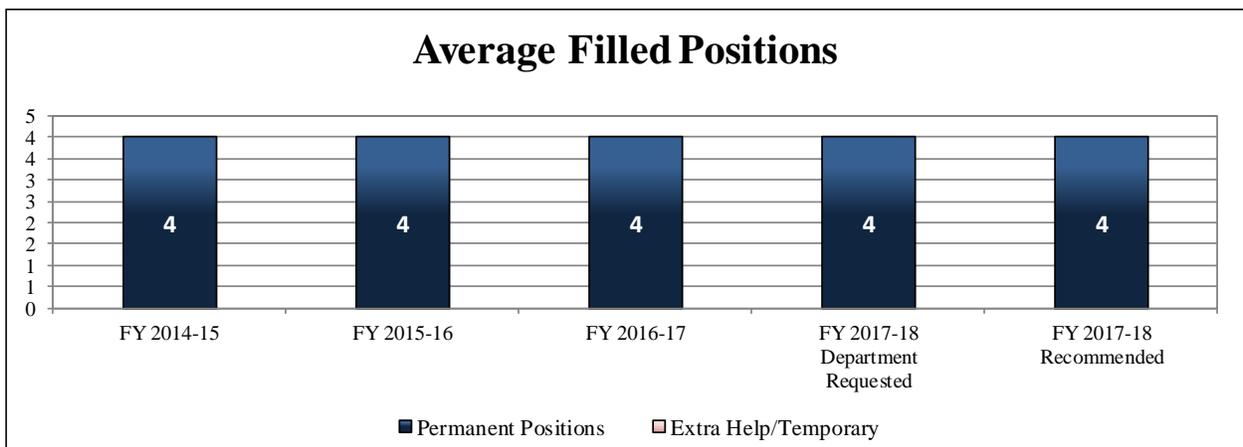
Budget Changes and Operational Impacts

The recommended budget provides the department with funding for staff and services and supplies as required by the MOU. Beginning in FY 2016-17, the department received an allocation of the Net General Fund Cost that meets the requirements stated in the MOU and is no longer eligible to accrue Budget Savings Incentive (BSI) Credits. The FY 17-18 recommended budget includes increases attributed to salaries and benefit costs and an increase to the UC vehicle contribution in accordance with the vehicle MOU.



Staffing Changes and Operational Impacts

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



Education



	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
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	\$310,618	\$332,325	\$343,288	\$352,821	\$352,571

Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2017-18 as indicated below.

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	
Classification	
1	Office Service Coordinator
1	Fiscal Support Technician
1	Office Service Technician
1	Ag. Field Equipment Specialist
4	Requested Total

Education



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	99.6%	100%	100%	99.7%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards.	98.1%	100%	100%	98.6%	100%

Healthy eating reduces the risk of chronic diseases and improves quality of life. 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 CO2 uptake, as well as providing aesthetic benefits and food. Participants in classes gain useful knowledge that enables them to maintain and enhance landscapes, as well as make informed choices that affect energy consumption, water conservation, and contribute to air quality. Both programs continue to flourish; participants indicate that they are gaining beneficial information and are incorporating that information and newly learned behaviors into their daily practices.

Objective 2: Provide targeted youth programs that focus on developing healthy lifestyles, acquisition of essential skills and the ability to thrive and succeed.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of first year 4-H Youth members that re-enroll.	68%	71%	75%	74%	80%
Percentage of first year 4-H Adult volunteers that re-enroll.	71%	92%	75%	87%	80%
Number of children reached through participation in the Expanded Food & Nutrition Education Program (EFNEP) for youth.	7,219	6,823	6,000	6,521	6,500

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 staff, provide six hours of education to children using our Youth EFNEP nutrition curriculum. The curriculum is age-based for children from pre-school to Junior High.

Goal 2: Ensure economic vitality by supporting local commerce through the extension of research and the application of improved operational methods and procedures.

Objective 1: Disseminate the results of research addressing pest management, crop production, water conservation, soil management, and livestock issues, as well as the benefits of new plant varieties for Kern County.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of participants that report a gain in useful knowledge from Agriculture trainings.	99%	99%	100%	98.2%	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.	243	267	250	291	275

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 farm advisors continue to refine and expand their educational outreach efforts, as measured by the number of publications issued and seminars conducted for commercial and consumer residents of Kern and surrounding Counties.

Education



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Debt Service

Department Head: Ryan Alsop
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.

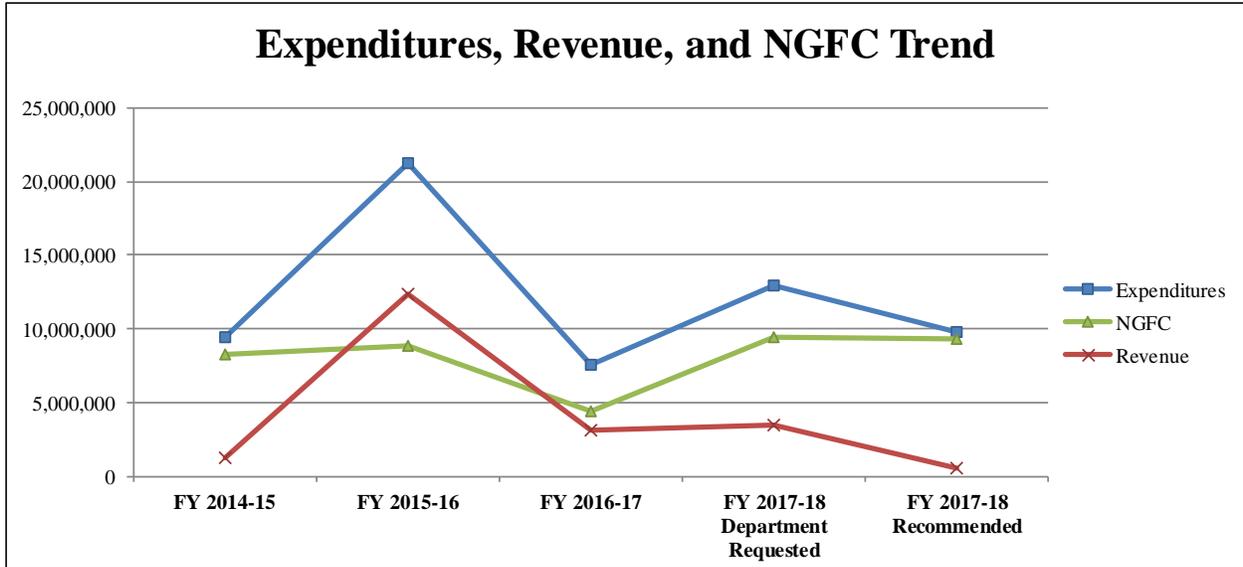
Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$728,551	\$1,347,810	\$515,020	\$1,191,026	\$1,191,026	\$1,192,685
Other Charges	20,470,004	12,882,107	6,976,295	11,699,812	8,553,679	8,553,679
TOTAL EXPENDITURES	\$21,198,555	\$14,229,917	\$7,491,315	\$12,890,838	\$9,744,705	\$9,746,364
REVENUE:						
Use of Money/Property	\$11,810,000	\$2,989,533	\$2,611,249	\$2,989,533	\$0	\$0
Miscellaneous	2,444	0	3,567	0	0	0
Other Financing Sources:						
Community Development Program	494,509	494,386	493,324	491,708	492,108	492,108
TOTAL REVENUE	\$12,306,953	\$3,483,919	\$3,108,140	\$3,481,241	\$492,108	\$492,108
NET GENERAL FUND COST	\$8,891,602	\$10,745,998	\$4,383,175	\$9,409,597	\$9,252,597	\$9,254,256

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The recommended budget includes sufficient appropriations to cover debt service payments for the 2016 Refunding Certificates of Participation, the 2011 Refunding Certificates of Participation, and the 2007 California Infrastructure and Economic Development Bank Loan (I-Bank). Appropriations are included for the estimated costs for vacant space in the Southeast Bakersfield Community Services Center. Revenue for this budget unit includes reimbursement from Community Development for the I-Bank debt service payment. 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 a decrease in other charges as well as a decrease in Use of Money/Property revenue as the County will not issue a Tax Revenue Anticipation Note (TRAN) for short term cash flow needs in FY 2017-18 and will therefore have neither the associated interest cost, nor the interest revenue.



Debt Service



**COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As of June 30, 2017**

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	FY 2017-2018 Payment Obligation
Certificates of Participation				
2016 Refunding Certificates of Participation (Capital Improvement Projects)	General Fund	\$80,350,000	November 1, 2034	\$6,251,575
2011 Refunding Certificates of Participation (Capital Improvement Projects)	General / Kern Hospital Authority	4,488,125	November 1, 2019	1,673,750
Subtotal Certificates of Participation		\$84,838,125		\$7,925,325
Privately Placed and Other Obligations				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	\$2,863,990	January 12, 2026	\$457,382
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	4,205,068	August 1, 2026	479,491
Equipment Capital Leases	Various Funds ¹	10,203,427	Various	3,380,821
Kern Public Services Financing Authority Lease Revenue Refunding Bonds, 2010 Series	Various Funds ²	9,100,000	March 1, 2032	904,071
Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	5,110,000	August 1, 2022	936,305
Subtotal Private Placement and Other Obligations		\$31,482,484		\$6,158,070
Pension Obligation Bonds³				
Taxable Pension Obligation Bonds Series 1995 ⁴	Various Funds	\$34,271,199	August 15, 2021	\$38,260,000
Taxable Pension Obligation Refunding Bonds Series 2003A	Various Funds	169,917,067	August 15, 2027	21,478,521
Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
Subtotal Pension Obligation Bonds		\$254,188,266		\$61,831,021
Total Long-Term Debt		\$370,508,875		\$75,914,416

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.

⁴ The FY 2017-2018 Payment Obligation includes principal of \$7,573,950 and capital appreciation bonds in the amount of \$30,686,050.

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Appropriations for Contingencies

Department Head: Ryan Alsop
 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 Expenditures and Revenue					
	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>		
	Adopted Budget	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:					
Contingencies	\$7,770,110	\$12,200,804	\$4,500,000	\$5,825,000	\$6,858,928
TOTAL EXPENDITURES	\$7,770,110	\$12,200,804	\$4,500,000	\$5,825,000	\$6,858,928
NET GENERAL FUND COST	\$7,770,110	\$12,200,804	\$4,500,000	\$5,825,000	\$6,858,928

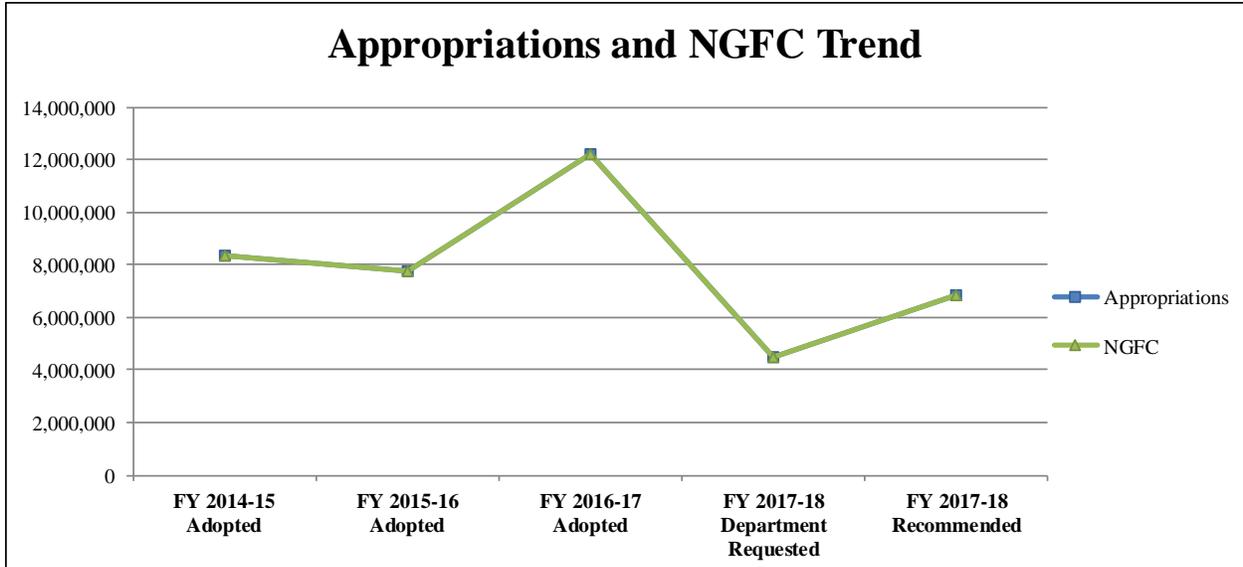
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

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

The recommended budget includes \$1.3 million in appropriations for potential costs associated with a training academy for the Sheriff’s Department to be held during FY 2017-18, and \$1 million in costs incurred, but not yet paid, for a training academy held in FY 2016-17.





Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
Governmental Funds				
00001 General Fund				
Reserve-General	\$40,000,000	\$0	\$0	\$40,000,000
Reserve-Tax Litigation	5,624,760	0	3,230,467	8,855,227
Designation-DHS Working Capital	26,452,848	0	0	26,452,848
Designation-RenewBiz	743,196	0	0	743,196
Designation-Blight Remediation	490,000	490,000	0	0
Designation- Retirement	12,757,876	3,988,000	21,071,659	29,841,535
Designation-Infrastructure Replacement	9,182,931	0	0	9,182,931
Designation-Fire Station 64 Replacement	355,000	0	0	355,000
Designation-Road Improvements	800,000	0	400,000	1,200,000
Designation-Lost Hills	125,000	0	0	125,000
Designation-KMC Working Capital	38,823,070	0	0	38,823,070
Designation-Information Technology Projects	76,057	0	192,938	268,995
Designation-Sheriff's Aircraft	1,353,163	0	0	1,353,163
Designation-WESTARZ	147,705	0	0	147,705
Designation-Jail Operations	4,674,803	0	0	4,674,803
Designation-Capital Projects	0	0	2,000,000	2,000,000
General Fund Subtotal	\$141,606,409	\$4,478,000	\$26,895,064	\$164,023,473
Special Revenue Funds				
Operating Special Revenue Funds				
00007 Road				
Designation-General	\$4,491,468	\$0	\$3,076,931	\$7,568,399
00011 Structural Fire				
Designation-General	\$0	\$0	\$2,269,073	\$2,269,073
00120 Building Inspection				
Designation-General	\$15,943,476	\$1,852,719	\$0	\$14,090,757
00130 Department of Human Services-Administration				
Designation-General	\$1,054,532	\$0	\$3,935,704	\$4,990,236
00140 Department of Human Services-Direct Aid				
Designation-General	\$0	\$0	\$2,514,183	\$2,514,183
00141 Mental Health Fund				
Designation-General	\$17,208,396	\$0	\$9,225,937	\$26,434,333
00145 Aging And Adult Services				
Designation-General	\$1,130,429	\$122,769	\$0	\$1,007,660
00183 Kern County Department of Child Support				
Designation-General	\$770,743	\$25,294	\$0	\$745,449
00192 Recorder				
Designation-General	\$0	\$0	\$30,000	\$30,000
00270 Abatement Cost				
Designation-General	\$61,632	\$0	\$309,435	\$371,067
22066 Environmental Health Services				
Designation-Displaced Tenants	\$0	\$0	\$45,000	\$45,000
Designation-General	332,405	0	295,914	628,319
Environmental Health Services Subtotal	\$332,405	\$0	\$340,914	\$673,319
Operating Special Revenue Funds Subtotal	\$40,993,081	\$2,000,782	\$21,702,177	\$60,694,476



Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
Non-Operating Special Revenue Funds				
00160 Wildlife Resources				
Designation-General	\$2,289	\$0	\$1,268	\$3,557
00161 Timber Harvest Fund				
Designation-General	\$37,352	\$0	\$133	\$37,485
00163 Probation Juvenile Justice Realignment Fund				
Designation-General	\$1,101,193	\$132,759	\$0	\$968,434
00164 Real Estate Fraud				
Designation-General	\$498,558	\$0	\$0	\$498,558
00170 Off Hwy Motor Vehicle Licenses				
Designation-General	\$542,831	\$0	\$98,487	\$641,318
00171 Planned Local Drainage-Shalimar				
Designation-Infrastructure Replacement	\$10,640	\$0	\$154	\$10,794
00172 Planned Local Drainage-Brundage				
Designation-Infrastructure Replacement	\$132,021	\$0	\$1,840	\$133,861
00173 Planned Local Drainage-Orangewood				
Designation-Infrastructure Replacement	\$851,227	\$0	\$15,070	\$866,297
00174 Planned Local Drainage-Breckenridge				
Designation-Infrastructure Replacement	\$35,728	\$0	\$504	\$36,232
00175 Range Improvement Section 15				
Designation-General	\$63,034	\$0	\$3,380	\$66,414
00176 Planned Local Drainage-Oildale				
Designation-Infrastructure Replacement	\$188,956	\$0	\$2,631	\$191,587
00177 Range Improvement Section 3				
Designation-General	\$29,883	\$787	\$0	\$29,096
00179 Probation Training Fund				
Designation-General	\$80,788	\$0	\$4,368	\$85,156
00180 DNA Identification				
Designation-General	\$100,414	\$0	\$24,930	\$125,344
00181 Local Public Safety				
Designation-General	\$9,807,052	\$4,903,524	\$0	\$4,903,528
00182 Sheriff Facility Training				
Designation-General	\$85,642	\$0	\$2,191	\$87,833
00184 Automated Fingerprint				
Designation-General	\$337,375	\$0	\$90,308	\$427,683
00186 Juvenile Justice Facility Temp Construction				
Designation-General	\$9,200	\$0	\$217	\$9,417
00187 Emergency Medical Services				
Designation-General	\$2,052,642	\$0	\$140,859	\$2,193,501
00188 Automated County Warrant System				
Designation-General	\$33,289	\$0	\$28,462	\$61,751
00190 Domestic Violence Program				
Designation-General	\$115,843	\$0	\$20,843	\$136,686
00191 Criminal Justice Facilities Construction				
Designation-General	\$1,699,098	\$0	\$101,717	\$1,800,815
00193 Courthouse Construction Fund				
Designation-General	\$50	\$50	\$0	\$0
00194 Recorder's Social Security Number Truncation				
Designation-General	\$325,678	\$7,706	\$0	\$317,972
00195 Alcoholism Program				
Designation-General	\$52,270	\$0	\$20,589	\$72,859
00196 Alcohol Abuse Education Prevention				
Designation-General	\$48,315	\$42,164	\$0	\$6,151

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
00197 Drug Program				
Designation-General	\$13,681	\$0	\$1,886	\$15,567
00198 Recorders Modernization				
Designation-General	\$2,058,234	\$879,877	\$0	\$1,178,357
00199 Micrographic-Recorder				
Designation-General	\$1,052	\$1,052	\$0	\$0
00264 Tax Loss Reserve				
Reserve-1% Teeter Plan	\$10,028,972	\$428,617	\$0	\$9,600,355
Designation-General	50,005,107	1,004,170	0	49,000,937
Tax Loss Reserve Subtotal	\$60,034,079	\$1,432,787	\$0	\$58,601,292
00266 Redemption Systems				
Designation-General	\$1,634,848	\$994,186	\$0	\$640,662
22010 County Local Revenue Fund 2011				
Designation-AB 109	\$4,101,249	\$443,436	\$49,224	\$3,707,037
Designation-General	9,321,409	4,676,949	13,788,571	18,433,031
County Local Revenue Fund 2011 Subtotal	\$13,422,658	\$5,120,385	\$13,837,795	\$22,140,068
22021 Animal Care Donations				
Designation-General	\$115	\$115	\$0	\$0
22023 Animal Care				
Designation-General	\$76	\$76	\$0	\$0
22027 Sterilization Fund				
Designation-General	\$18,906	\$0	\$3,499	\$22,405
22036 Board Of Trade-Advertising				
Designation-General	\$287,115	\$0	\$36,279	\$323,394
22042 General Plan Administration Surcharge				
Designation-General	\$857,738	\$0	\$939,754	\$1,797,492
22045 County-wide Crime Prevention				
Designation-General	\$10,156	\$0	\$800	\$10,956
22046 Sheriff Electronic Monitoring				
Designation-General	\$95,740	\$0	\$37,566	\$133,306
22064 District Attorney Local Forfeiture				
Designation-General	\$157,157	\$135,275	\$0	\$21,882
22069 Public Health Miscellaneous				
Designation-General	\$22,915	\$7,474	\$0	\$15,441
22073 Health-MAA/TCM				
Designation-General	\$131,829	\$131,829	\$0	\$0
22075 MMP State Fee				
Designation-General	\$0	\$0	\$924	\$924
22076 Child Restraint Loaner Program				
Designation-General	\$44,575	\$41,088	\$0	\$3,487
22079 District Attorney Equipment/Automation				
Designation-General	\$362,415	\$0	\$4,365	\$366,780
22085 Mental Health Services Act				
Designation-General	\$58,703,329	\$2,781,651	\$0	\$55,921,678
22086 MHSA Prudent Reserve				
Designation-General	\$16,696,664	\$642,195	\$4,080,000	\$20,134,469
22087 Criminalistics Laboratories				
Designation-General	\$337,694	\$0	\$134	\$337,828
22097 Asset Forfeiture 15 Percent				
Designation-General	\$5,329	\$0	\$171	\$5,500
22098 Probation Asset Forfeiture				
Designation-General	\$63,372	\$6,997	\$0	\$56,375
22107 Asset Forfeiture Federal				
Designation-General	\$58,628	\$0	\$15,623	\$74,251

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
22121 Truck 21 Replacement				
Designation-General	\$3,587	\$0	\$35	\$3,622
22122 Fixed Wing Aircraft				
Designation-General	\$521	\$0	\$5	\$526
22123 Vehicle/Apparatus				
Designation-General	\$120,128	\$0	\$213,079	\$333,207
22124 Oil And Gas Program				
Designation-General	\$0	\$0	\$972,296	\$972,296
22125 Hazardous Waste Settlements				
Designation-General	\$641,492	\$217,048	\$0	\$424,444
22126 Sheriff's-Rural Crime				
Designation-General	\$24,136	\$8,293	\$0	\$15,843
22127 Sheriff's California Identification				
Designation-General	\$1,223,298	\$870,380	\$0	\$352,918
22128 Sheriff's Civil Subpoenas				
Designation-General	\$20,325	\$6,650	\$0	\$13,675
22129 KNET-Special Asset Forfeiture				
Designation-General	\$290,866	\$18,524	\$0	\$272,342
22131 Sheriff's Drug Abuse Gang Diversion				
Designation-General	\$201,723	\$3,650	\$0	\$198,073
22132 Sheriff's Training				
Designation-General	\$16,351	\$0	\$9,987	\$26,338
22133 Sheriff-Work Release				
Designation-General	\$40,420	\$0	\$60,562	\$100,982
22137 Sheriff-State Forfeiture				
Designation-General	\$51,692	\$44,721	\$0	\$6,971
22138 Sheriff's Civil Automated				
Designation-General	\$1,032,313	\$0	\$196,983	\$1,229,296
22140 Sheriffs Firearms				
Designation-General	\$43,582	\$761	\$0	\$42,821
22141 Sheriff-Judgement Debtors Fee				
Designation-General	\$520,205	\$130,172	\$0	\$390,033
22142 Sheriff's Community Resources				
Designation-General	\$6,604	\$4,279	\$0	\$2,325
22143 Sheriff's Volunteer Servcies Group				
Designation-General	\$104,811	\$1,215	\$0	\$103,596
22144 Sheriff-Controlled Substance				
Designation-General	\$204,385	\$123,033	\$0	\$81,352
22153 Bakersfied Planned Sewer #1				
Designation-Infrastructure Replacement	\$2,579,621	\$83,163	\$0	\$2,496,458
Designation-General	(123,749)	0	123,749	0
Bakersfield Planned Sewer #1 Subtotal	\$2,455,872	\$83,163	\$123,749	\$2,496,458
22156 DIVCA Local Franchise Fee				
Designation-General	\$396,202	\$0	\$194,849	\$591,051
22158 Bakersfied Planned Sewer #2				
Designation-Infrastructure Replacement	\$317,713	\$0	\$7,817	\$325,530
22160 Sheriff'S Cal-MMET				
Designation-General	\$13,286	\$0	\$154	\$13,440
22161 HIDTA-State Asset Forfeiture				
Designation-General	\$47,161	\$0	\$486	\$47,647
22162 Cal-MMET-State Asset Forfeiture				
Designation-General	\$726,344	\$0	\$91,426	\$817,770

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
22163 High Tech Equipment				
Designation-General	\$4,023	\$0	\$44	\$4,067
22164 Bakersfield Planned Sewer #3				
Designation-Infrastructure Replacement	\$4,062	\$0	\$63	\$4,125
22166 Bakersfield Planned Sewer #4				
Designation-General	\$88,701	\$8,204	\$0	\$80,497
22167 Bakersfield Planned Sewer #5				
Designation-Infrastructure Replacement	\$79,235	\$0	\$20,139	\$99,374
22173 County Planned Sewer Area A				
Designation-Infrastructure Replacement	\$1,262	\$0	\$45,336	\$46,598
22177 County Planned Sewer Area B				
Designation-General	\$947	\$0	\$20	\$967
22184 County Service Area #71 Septic Abandonment				
Designation-Infrastructure Replacement	\$1,076,947	\$0	\$39,884	\$1,116,831
22185 Wraparound Savings				
Designation-General	\$4,079,302	\$0	\$1,914,427	\$5,993,729
22187 Recorders Electronic Recordings				
Designation-General	\$5,594	\$0	\$44,857	\$50,451
22188 Fireworks Violations				
Designation-General	\$107,518	\$0	\$33,349	\$140,867
22190 Community Corrections Performance Incentive				
Designation-General	\$423,032	\$0	\$5,601	\$428,633
22194 Veterans Grant				
Designation-General	\$428,934	\$7,671	\$0	\$421,263
22195 Parks Donations				
Designation-General	\$33,584	\$0	\$3,993	\$37,577
22196 Rural Crimes Environmental Impact Fee				
Designation-General	\$0	\$0	\$357,599	\$357,599
22197 Industrial Firefighter Vehicle				
Designation-General	\$53,898	\$0	\$316,960	\$370,858
22198 Oil & Gas Road Maintenance				
Designation-General	\$0	\$0	\$1,054,106	\$1,054,106
24026 Victim Services				
Designation-General	\$27,680	\$0	\$48,669	\$76,349
24028 District Attorney-Federal Forfeiture				
Designation-General	\$225,766	\$0	\$2,185	\$227,951
24038 District Attorney-Court Ordered Penalties				
Designation-General	\$1,576,313	\$0	\$1,008,560	\$2,584,873
24042 Fire Department Donations				
Designation-General	\$14,534	\$0	\$7,089	\$21,623
24043 State Fire				
Designation-General	\$1,192,590	\$54,157	\$0	\$1,138,433
24044 Fire-Hazard Reduction				
Designation-General	\$286,509	\$134,511	\$0	\$151,998
24047 Fire-Helicopter Operations				
Designation-General	\$1,327,290	\$0	\$1,106,149	\$2,433,439
24050 Mobile Fire Kitchen				
Designation-General	\$2,977	\$0	\$29	\$3,006
24057 Inmate Welfare-Sherrif Correctional Facility				
Designation-General	\$690,234	\$403,156	\$0	\$287,078
24060 Juvenile Inmate Welfare				
Designation-General	\$221,942	\$29,345	\$0	\$192,597

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
24063 CCP Community Recidivism				
Designation-General	\$237,500	\$0	\$525,000	\$762,500
24066 Kern County Children				
Designation-General	\$707,305	\$72,874	\$0	\$634,431
24067 Kern County Library Donations				
Designation-General	\$392,299	\$0	\$106,843	\$499,142
24086 Peace Officers' Training				
Designation-General	\$557	\$0	\$0	\$557
24088 Core Area Metro Bakersfield Impact Fee				
Designation-General	\$1,964,659	\$829,236	\$0	\$1,135,423
24089 Metro Bakersfield Transport Impact Fee				
Designation-General	\$10,398,106	\$2,410,571	\$0	\$7,987,535
24091 Rosamond Transport Impact Fee				
Designation-General	\$768,331	\$0	\$89,960	\$858,291
24095 Bakersfield Mitigation				
Designation-General	\$1,601,378	\$0	\$50,987	\$1,652,365
24096 Tehachapi Transportation Impact Fee Core				
Designation-General	\$17,207	\$0	\$167	\$17,374
24097 Tehachapi Transportation Impact Fee Non-Core				
Designation-General	\$2,058,954	\$0	\$269,159	\$2,328,113
24098 Project Impact Mitigation				
Designation-General	\$14,467,159	\$0	\$161,114	\$14,628,273
24105 Jamison Center				
Designation-General	\$90,927	\$7,011	\$0	\$83,916
24125 Strong Motion Instrumentation				
Designation-General	\$56,846	\$6,131	\$0	\$50,715
24126 Tobacco Education Control Program				
Designation-General	\$31,216	\$19,733	\$0	\$11,483
24137 Vital & Health Statistics-Health Department				
Designation-General	\$89,917	\$2,144	\$0	\$87,773
24138 Vital & Health Statistics-Recorder				
Designation-General	\$500,837	\$0	\$3,339	\$504,176
24139 Vital & Health Statistics-County Clerk				
Designation-General	\$1,462	\$0	\$678	\$2,140
24300 Oildale Revitalization				
Designation-General	\$0	\$0	\$8,420	\$8,420
25120 Parcel Map In-Lieu Fees				
Designation-General	\$97,481	\$25,722	\$0	\$71,759
26006 ARRA Energy Stimulus Grant				
Designation-General	\$0	\$0	\$13	\$13
Non-Operating Special Revenue Funds Subtotal	\$227,197,705	\$22,784,332	\$28,612,914	\$233,026,287
Special Revenue Funds Subtotal	\$268,190,786	\$24,785,114	\$50,315,091	\$293,720,763
Capital Project Funds				
00004 ACO-General				
Designation-Infrastructure Replacement	\$2,294,745	\$0	\$41,337	\$2,336,082
00012 ACO-Structural Fire				
Designation-General	\$277,092	\$0	\$4,500	\$281,592

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
00235 Tobacco Securitization Proceeds-Cap Projects				
Designation-Cash with Trustee	\$35,144,914	\$0	\$0	\$35,144,914
Designation-General	22,244	0	1,959	24,203
Tobacco Securitization Proceeds-Cap Projects Subtotal	\$35,167,158	\$0	\$1,959	\$35,169,117
Capital Project Funds Subtotal	\$37,738,995	\$0	\$47,796	\$37,786,791
Total Governmental Funds	\$447,536,190	\$29,263,114	\$77,257,951	\$495,531,027
Other Funds				
Other Agencies				
Public Employment Grant Program				
29055 Employers Training Resource-Non-WIOA				
Designation-General	\$266,613	\$0	\$194,567	\$461,180
29060 Employers Training Resource-WIOA				
Designation-General	\$1,661,616	\$991,501	\$0	\$670,115
Public Employment Grant Program Subtotal	\$1,928,229	\$991,501	\$194,567	\$1,131,295
Community Development Grant Funds				
29080 Community Development Program				
Designation-General	\$0	\$0	\$259,213	\$259,213
29089 Community Development-Other Funding Source				
Designation-General	\$80,149	\$0	\$0	\$80,149
Community Development Grant Funds Subtotal	\$80,149	\$0	\$259,213	\$339,362
Internal Service Funds				
30010 Group Health Self Insurance Program-ISF				
Reserve-Deposits With Others	\$1,519,325	\$0	\$0	\$1,519,325
30012 General Services-Garage-ISF				
Designation-Vehicle Replacement	\$3,372,208	\$0	\$2,300,000	\$5,672,208
Internal Service Funds Subtotal	\$4,891,533	\$0	\$2,300,000	\$7,191,533
Enterprise Funds				
35005 Airport Enterprise Fund				
Reserve-Imprest Cash	\$1,350	\$0	\$0	\$1,350
35050 Solid Waste Management Enterprise Fund				
Reserve-Imprest Cash	\$13,235	\$0	\$0	\$13,235
Designation-Article 5 Financial Assurance	2,000,000	0	0	2,000,000
Designation-HCP Mitigation Offsets	608,000	0	0	608,000
Designation-Bena SLF Phase 2A Closure/Postclosure	3,784,113	0	0	3,784,113
Designation-Boron SLF Closure/Postclosure	1,095,239	0	0	1,095,239
Designation-Mojave/Rosamond SLF Phase I	2,830,105	0	0	2,830,105
Designation-Ridgecrest/Inyokern SLF Closure/Postclosure	5,410,662	0	0	5,410,662
Designation-Shafter SCO/SLF Closure/Postclosure	6,482,855	0	0	6,482,855
Designation-Taft SLF Closure/Postclosure	1,659,791	0	0	1,659,791
Designation-Tehachapi SLF Closure/Postclosure	3,034,771	0	0	3,034,771
Designation-Capital Projects	11,718,544	0	0	11,718,544
Solid Waste Management Enterprise Fund Subtotal	\$38,637,315	\$0	\$0	\$38,637,315
Enterprise Funds Subtotal	\$38,638,665	\$0	\$0	\$38,638,665

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
Special Districts				
County Service Areas				
40515 County Service Area #3				
Designation-General	\$2,211	\$174	\$0	\$2,037
40520 County Service Area #4				
Designation-General	\$6,926	\$2,449	\$0	\$4,477
40525 County Service Area #5				
Designation-General	\$7,977	\$0	\$94	\$8,071
40530 County Service Area #6				
Designation-General	\$20,441	\$0	\$1,637	\$22,078
40535 County Service Area #7				
Designation-General	\$1,013	\$239	\$0	\$774
40540 County Service Area #8				
Designation-General	\$31,334	\$375	\$0	\$30,959
40545 County Service Area #9				
Designation-Infrastructure Replacement	\$4,848	\$0	\$0	\$4,848
Designation-General	37,193	8,781	0	28,412
County Service Area #9 Subtotal	\$42,041	\$8,781	\$0	\$33,260
40548 County Service Area #10 Zone 6				
Designation-Infrastructure Replacement	\$76,659	\$109	\$0	\$76,550
40550 County Service Area #10				
Designation-General	\$25,755	\$4,758	\$0	\$20,997
40555 County Service Area #11				
Designation-General	\$51,339	\$0	\$3,900	\$55,239
40556 County Service Area #11 Zone 4				
Designation-General	\$21,480	\$21,480	\$0	\$0
40557 County Service Area #11 Zone 5				
Designation-Infrastructure Replacement	\$15,755	\$0	\$0	\$15,755
Designation-General	14,207	0	142	14,349
County Service Area #11 Zone 5 Subtotal	\$29,962	\$0	\$142	\$30,104
40595 County Service Area #13				
Designation-General	\$1,483	\$0	\$144	\$1,627
40600 County Service Area #14				
Designation-Infrastructure Replacement	\$19,375	\$0	\$0	\$19,375
Designation-General	14,732	12,996	0	1,736
County Service Area #14 Subtotal	\$34,107	\$12,996	\$0	\$21,111
40605 County Service Area #15				
Designation-General	\$46,753	\$7,899	\$0	\$38,854
40607 County Service Area #15 Zone 5				
Designation-Infrastructure Replacement	\$683	\$0	\$43	\$726
Designation-General	17	0	17	34
County Service Area #15 Zone 5 Subtotal	\$700	\$0	\$60	\$760
40609 County Service Area #15 Zone 4				
Designation-General	\$5,628	\$0	\$827	\$6,455
40610 County Service Area #16				
Designation-General	\$27,449	\$0	\$3,758	\$31,207
40615 County Service Area #17				
Designation-General	\$31,846	\$0	\$504	\$32,350
40616 County Service Area #17 Zone 1				
Designation-Infrastructure Replacement	\$6,630	\$0	\$33,538	\$40,168
40617 County Service Area #17 Zone 2				
Designation-General	\$147,141	\$14,630	\$0	\$132,511

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
40618 County Service Area #17 Zone 3				
Designation-General	\$10,313	\$1,928	\$0	\$8,385
40620 County Service Area #18				
Designation-General	\$40,848	\$0	\$3,174	\$44,022
40626 County Service Area #18 Zone 5				
Designation-General	\$6,869	\$0	\$633	\$7,502
40627 County Service Area #18 Zone 6				
Designation-Infrastructure Replacement	\$7,647	\$3,403	\$0	\$4,244
40628 County Service Area #18 Zone 7				
Designation-Infrastructure Replacement	\$17,901	\$0	\$4,672	\$22,573
40630 County Service Area #20				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	35,337	10,179		25,158
Total County Service Area #20	\$75,337	\$10,179	\$0	\$65,158
40635 County Service Area #21				
Designation-Infrastructure Replacement	\$2,750	\$0	\$0	\$2,750
Designation-General	3,428	242	0	3,186
Total County Service Area #21	\$6,178	\$242	\$0	\$5,936
40640 County Service Area #22				
Designation-Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation-General	19,185	0	4,042	23,227
Total County Service Area #22	\$59,185	\$0	\$4,042	\$63,227
40645 County Service Area #23				
Designation-Infrastructure Replacement	\$47,026	\$0	\$4,284	\$51,310
40648 County Service Area #23 Zone 1				
Designation-Infrastructure Replacement	\$2,500	\$0	\$0	\$2,500
Designation-General	930	0	133	1,063
Total County Service Area #23 Zone 1	\$3,430	\$0	\$133	\$3,563
40650 County Service Area #24				
Designation-General	\$3,508	\$725	\$0	\$2,783
40660 County Service Area #26				
Designation-General	\$27,244	\$0	\$854	\$28,098
40665 County Service Area #27				
Designation-Infrastructure Replacement	\$4,432	\$0	\$0	\$4,432
Designation-General	84,010	3,624	0	80,386
Total County Service Area #27	\$88,442	\$3,624	\$0	\$84,818
40666 County Service Area 27 Zone 2				
Designation-Infrastructure Replacement	\$45,291	\$1,288	\$0	\$44,003
40675 County Service Area #29				
Designation-General	\$993	\$0	\$11	\$1,004
40676 County Service Area #30 Zone 6				
Designation-Infrastructure Replacement	\$84,231	\$0	\$0	\$84,231
Designation-General	450	0	487	937
Total County Service Area #30 Zone 6	\$84,681	\$0	\$487	\$85,168
40680 County Service Area #30				
Designation-General	\$65,934	\$11,254	\$0	\$54,680
40682 County Service Area #30 Zone 2				
Designation-Infrastructure Replacement	\$4,599	\$160	\$0	\$4,439
40685 County Service Area #31				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	1,919	0	1,137	3,056
Total County Service Area #31	\$3,919	\$0	\$1,137	\$5,056
40690 County Service Area #32				
Designation-General	\$692	\$249	\$0	\$443

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
40700 County Service Area #34				
Designation-General	\$38,203	\$1,723	\$0	\$36,480
40710 County Service Area #36				
Designation-General	\$90,203	\$1,197	\$0	\$89,006
40711 County Service Area #36 Zone 1				
Designation-Infrastructure Replacement	\$1,273	\$0	\$0	\$1,273
Designation-General	6,914	0	399	7,313
Total County Service Area #36 Zone 1	\$8,187	\$0	\$399	\$8,586
40712 County Service Area #36 Zone 2				
Designation-General	\$4,930	\$0	\$545	\$5,475
40713 County Service Area #36 Zone 3				
Designation-Infrastructure Replacement	\$3,946	\$0	\$0	\$3,946
Designation-General	975	0	83	1,058
County Service Area #36 Zone 3 Subtotal	\$4,921	\$0	\$83	\$5,004
40715 County Service Area #37				
Designation-General	\$44,174	\$6,512	\$0	\$37,662
40720 County Service Area #38				
Designation-General	\$2,249	\$1,313	\$0	\$936
40722 County Service Area #39 Zone 4				
Designation-Infrastructure Replacement	\$22,761	\$981	\$0	\$21,780
40723 County Service Area #39 Zone 5				
Designation-Infrastructure Replacement	\$1,692	\$0	\$0	\$1,692
Designation-General	542	0	256	798
County Service Area #39 Zone 5 Subtotal	\$2,234	\$0	\$256	\$2,490
40724 County Service Area #40.1 EMS				
Designation-General	\$244,162	\$0	\$39,569	\$283,731
40725 County Service Area #39				
Designation-Infrastructure Replacement	\$4,268	\$12	\$0	\$4,256
40726 Co Service Area #39 Zone 1				
Designation-Infrastructure Replacement	\$9,191	\$0	\$0	\$9,191
Designation-General	20,167	1,040	0	19,127
County Service Areas #39 Zone 1 Subtotal	\$29,358	\$1,040	\$0	\$28,318
40727 Co Service Area #39.2 Z Of B2				
Designation-Infrastructure Replacement	\$13,945	\$2,423	\$0	\$11,522
40730 County Service Area #40				
Designation-General	\$0	\$0	\$40,804	\$40,804
40733 County Service Area #39 Zone 8				
Designation-General	\$76,951	\$63,011	\$0	\$13,940
40737 County Service Area #38 Zn 2				
Designation-Infrastructure Replacement	\$6,120	\$2,711	\$0	\$3,409
40740 County Service Area #42				
Designation-Infrastructure Replacement	\$16,926	\$0	\$652	\$17,578
Designation-General	92	0	0	92
Total County Service Area #42	\$17,018	\$0	\$652	\$17,670
40745 County Service Area #43				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	44,547	0	7,533	52,080
Total County Service Area #43	\$49,547	\$0	\$7,533	\$57,080
40750 County Service Area #44				
Designation-General	\$28,527	\$599	\$0	\$27,928
40755 County Service Area #45				
Designation-General	\$3,813	\$589	\$0	\$3,224
40765 County Service Area #47				
Designation-General	\$12,337	\$0	\$907	\$13,244

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
40785 County Service Area #51				
Designation-Infrastructure Replacement	\$3,654	\$1,740	\$0	\$1,914
40790 County Service Area #52				
Designation-Infrastructure Replacement	\$2,609	\$2,609	\$0	\$0
Designation-General	40,964	3,192	0	37,772
Total County Service Area #52	\$43,573	\$5,801	\$0	\$37,772
40796 County Service Area #53 Zone 1				
Designation-Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation-General	4,114	583	0	3,531
County Service Area #53 Zone 1 Subtotal	\$9,114	\$583	\$0	\$8,531
40800 County Service Area #54				
Designation-General	\$18,188	\$164	\$0	\$18,024
40805 County Service Area #55				
Designation-General	\$4,934	\$124	\$0	\$4,810
40810 County Service Area #56				
Designation-General	\$3,884	\$1,255	\$0	\$2,629
40820 County Service Area #58				
Designation-Infrastructure Replacement	\$15,000	\$1,297	\$0	\$13,703
Designation-General	8,314	353	0	7,961
County Service Area #58 Subtotal	\$23,314	\$1,650	\$0	\$21,664
40830 County Service Area #60				
Designation-Infrastructure Replacement	\$100,000	\$0	\$0	\$100,000
Designation-General	70,902	0	30,189	101,091
County Service Area #60 Subtotal	\$170,902	\$0	\$30,189	\$201,091
40831 County Service Area #60 Zone 1				
Designation-General	\$24,206	\$3,224	\$0	\$20,982
40832 County Service Area #60 Zone 2				
Designation-Infrastructure Replacement	\$138,212	\$0	\$135,741	\$273,953
40836 County Service Area #61 Zone 1				
Designation-General	\$18,178	\$4,604	\$0	\$13,574
40837 County Service Area #61 Zone 2				
Designation-General	\$2,352	\$0	\$101	\$2,453
40838 County Service Area #61 Zone 3				
Designation-General	\$13,320	\$0	\$1,888	\$15,208
40839 County Service Area #61 Zone 4				
Designation-General	\$5,021	\$0	\$460	\$5,481
40840 County Service Area #62				
Designation-Infrastructure Replacement	\$380	\$380	\$0	\$0
Designation-General	8,106	0	2,460	10,566
County Service Area #62 Subtotal	\$8,486	\$380	\$2,460	\$10,566
40845 County Service Area #63				
Designation-General	\$41,226	\$0	\$6,840	\$48,066
40846 County Service Area #63 Zone 1				
Designation-General	\$40,173	\$9,220	\$0	\$30,953
40847 County Service Area #63 Zone 2				
Designation-Infrastructure Replacement	\$22,626	\$35	\$466	\$23,057
Designation-General	153	153	0	0
County Service Area #63 Zone 2 Subtotal	\$22,779	\$188	\$466	\$23,057
40848 County Service Area #63 Zone 3				
Designation-Infrastructure Replacement	\$17,231	\$0	\$0	\$17,231
Designation-General	8,937	5,555	0	3,382
County Service Area #63 Zone 3 Subtotal	\$26,168	\$5,555	\$0	\$20,613

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
40849 County Service Area #63 Zone 4				
Designation-Infrastructure Replacement	\$12,600	\$0	\$0	\$12,600
Designation-General	182,264	0	5,099	187,363
County Service Area #63 Zone 4 Subtotal	\$194,864	\$0	\$5,099	\$199,963
40851 County Service Area #63 Zone 5				
Designation-General	\$9,830	\$0	\$9,830	\$19,660
40852 County Service Area #63 Zone 6				
Designation-General	\$30,543	\$786	\$0	\$29,757
40855 County Service Area #65				
Designation-Infrastructure Replacement	\$8,396	\$0	\$0	\$8,396
Designation-General	89,543	55,304	0	34,239
County Service Area #65 Subtotal	\$97,939	\$55,304	\$0	\$42,635
40856 County Service Area #65.1				
Designation-Infrastructure Replacement	\$7,311	\$0	\$705	\$8,016
40860 County Service Area #66				
Designation-Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation-General	6,801	1,189	0	5,612
County Service Area #66 Subtotal	\$8,801	\$1,189	\$0	\$7,612
40862 County Service Area #66 Zone 2				
Designation-General	\$3,044	\$0	\$277	\$3,321
40863 County Service Area #66 Zone 3				
Designation-Infrastructure Replacement	\$564	\$564	\$0	\$0
Designation-General	1	1	0	0
County Service Area #66 Zone 3 Subtotal	\$565	\$565	\$0	\$0
40864 County Service Area #66 Zone 4				
Designation-Infrastructure Replacement	\$613	\$0	\$0	\$613
Designation-General	5,603	4,413	0	1,190
County Service Area #66 Zone 4 Subtotal	\$6,216	\$4,413	\$0	\$1,803
40865 County Service Area #67				
Designation-General	\$4,529	\$0	\$119	\$4,648
40866 County Service Area #67 Zn 1				
Designation-General	\$0	\$0	\$426	\$426
40875 County Service Area #69				
Designation-Infrastructure Replacement	\$22,625	\$0	\$0	\$22,625
Designation-General	25	0	309	334
County Service Area #69 Subtotal	\$22,650	\$0	\$309	\$22,959
40885 County Service Area #71				
Designation-General	\$51,140	\$0	\$47,593	\$98,733
40886 County Service Area #71 Zone 1				
Designation-General	\$45,311	\$3,117	\$0	\$42,194
40887 County Service Area #71 Zone 2				
Designation-General	\$76,844	\$9,424	\$0	\$67,420
40888 County Service Area #71 Zone 3				
Designation-General	\$208,753	\$0	\$123,400	\$332,153
40890 County Service Area #72				
Designation-General	\$800	\$211	\$0	\$589
40893 County Service Area #71 Zone 5				
Designation-General	\$156,159	\$0	\$4,327	\$160,486
40894 County Service Area #71 Zone 6				
Designation-Infrastructure Replacement	\$1,804	\$28	\$0	\$1,776
40895 County Service Area #71 Zone 7				
Designation-Infrastructure Replacement	\$46,733	\$46,733	\$0	\$0
40896 County Service Area #71 Zone 8				
Designation-General	\$296,726	\$0	\$75,217	\$371,943

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
40901 County Service Area #71 Zone 9				
Designation-Infrastructure Replacement	\$18,631	\$833	\$0	\$17,798
40904 County Service Area #81				
Designation-General	\$15,299	\$1,815	\$0	\$13,484
40906 County Service Area #85				
Designation-Infrastructure Replacement	\$27,834	\$12,560	\$0	\$15,274
40908 County Service Area 71 Zone 10				
Designation-Infrastructure Replacement	\$60,154	\$0	\$9,439	\$69,593
40910 County Service Area #87.2				
Designation-General	\$4,633	\$0	\$1,168	\$5,801
40911 County Service Area #87				
Designation-General	\$9,204	\$0	\$4,661	\$13,865
40913 County Service Area #89				
Designation-Infrastructure Replacement	\$2,149	\$0	\$0	\$2,149
Designation-General	3,397	0	867	4,264
Total County Service Area #89	\$5,546	\$0	\$867	\$6,413
40914 County Service Area #91				
Designation-Infrastructure Replacement	\$2,974	\$0	\$0	\$2,974
Designation-General	295	0	50	345
Total County Service Area #91	\$3,269	\$0	\$50	\$3,319
40915 County Service Area #92				
Designation-Infrastructure Replacement	\$1,039	\$349	\$0	\$690
40916 County Service Area #92 Zone 1				
Designation-General	\$19,859	\$0	\$4,631	\$24,490
40917 County Service Area #92 Zone 2				
Designation-Infrastructure Replacement	\$11,726	\$33	\$0	\$11,693
Designation-General	(45)	0	45	
Total County Service Area #92 Zone 2	\$11,681	\$33	\$45	\$11,693
40918 County Service Area #95 - Construction				
Designation-Infrastructure Replacement	\$49,023	\$0	\$0	\$49,023
Designation-General	8,074	0	307	8,381
Total County Service Area #95 - Construction	\$57,097	\$0	\$307	\$57,404
40920 County Service Area #94				
Designation-Infrastructure Replacement	\$3,314	\$0	\$0	\$3,314
Designation-General	735	0	466	1,201
Total County Service Area #94	\$4,049	\$0	\$466	\$4,515
40921 County Service Area #94 Zone 1				
Designation-Infrastructure Replacement	\$9,064	\$0	\$167	\$9,231
40922 County Service Area #97 Zone 1				
Designation-Infrastructure Replacement	\$5,000	\$0	\$147	\$5,147
Designation-General	114	114		
Total County Service Area #97 Zone 1	\$5,114	\$114	\$147	\$5,147
40923 County Service Area #97 Zone 2				
Designation-Infrastructure Replacement	\$26,839	\$0	\$241	\$27,080
Designation-General	88	0		88
Total County Service Area #97 Zone 2	\$26,927	\$0	\$241	\$27,168
40925 County Service Area #97				
Designation-Infrastructure Replacement	\$14,464	\$0	\$144	\$14,608
Designation-General	76	0		76
Total County Service Area #97	\$14,540	\$0	\$144	\$14,684
40943 County Service Area #89.1				
Designation-General	\$0	\$0	\$144	\$144
County Service Areas Subtotal	\$4,105,006	\$361,015	\$622,703	\$4,366,694

Summary of Provisions for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2017	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2017-18	Total Reserves/ Designations for FY 2017-18
Sanitation Districts				
40313 Ford City-Taft Heights Sanitation Maintenance & Operations				
Designation-Capital Projects	\$2,009,748	\$1,264,966	\$0	\$744,782
40332 Kern Sanitation Authority				
Designation-Capital Projects	\$1,437,555	\$0	\$1,337,768	\$2,775,323
40491 IHSS Public Authority				
Designation-General	\$869,227	\$101,877	\$0	\$767,350
Sanitation Districts Subtotal	\$4,316,530	\$1,366,843	\$1,337,768	\$4,287,455
Special Districts Subtotal	\$8,421,536	\$1,727,858	\$1,960,471	\$8,654,149
Other Funds Subtotal	\$53,960,112	\$2,719,359	\$4,714,251	\$55,955,004
Total County Reserves/Designations	\$501,496,302	\$31,982,473	\$81,972,202	\$551,486,031

Employers' Training Resource - WIOA

Department Head: Ryan Alsop

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), other U.S. 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, supportive services, 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

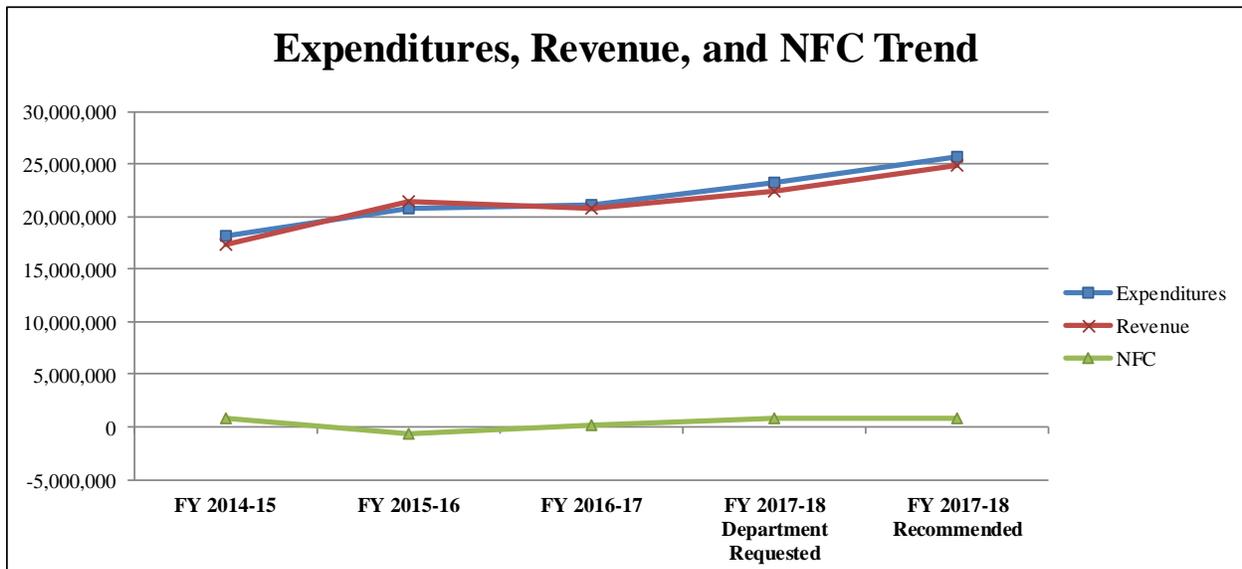
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$233	\$50,000	\$2,169	\$10,000	\$10,000	\$10,000
Other Charges	10,235,575	11,324,022	10,137,104	10,427,839	10,367,538	11,877,807
Other Financing Uses	10,522,217	12,892,760	10,915,203	12,795,449	12,795,449	13,810,141
TOTAL EXPENDITURES	\$20,758,025	\$24,266,782	\$21,054,476	\$23,233,288	\$23,172,987	\$25,697,948
REVENUE:						
Use of Money/Property	\$7,057	\$10,000	\$17,410	\$16,000	\$16,000	\$16,000
Intergovernmental	15,125,932	16,527,010	13,414,789	15,579,013	15,579,013	17,969,884
Charges for Services	5,518,779	6,490,465	6,542,282	6,255,984	6,255,984	6,255,984
Miscellaneous	340	100	6,613	100	100	100
Non-Revenue Receipts	0	0	0	200	200	200
Other Financing Sources:						
2011 Realignment	843,238	533,560	858,047	532,866	522,565	522,565
ETR - Non-WIOA	0	10,000	0	10,000	10,000	185,000
TOTAL REVENUE	\$21,495,346	\$23,571,135	\$20,839,141	\$22,394,163	\$22,383,862	\$24,949,733
NET FUND COST	(\$737,321)	\$695,647	\$215,335	\$839,125	\$789,125	\$748,215

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The recommended budget includes \$11.9 million to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. Another \$13.8 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 \$24.9 million, primarily U.S. Department of Labor WIOA funding, support federal programs administered by ETR. The fund has sufficient reserves and designations to cover the budgeted fund cost for FY 2017-18. The estimated designation balance as of June 30, 2018 is \$670,115.

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 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: Ryan Alsop

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 provides funding for expenditures within the normal course of business that do not qualify for reimbursement under special grants or federal funding provided by the U.S. Department of Labor.

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$397	\$190,000	\$79,218	\$163,400	\$163,400	\$163,400
Other Charges	7,360	50,000	0	50,000	50,000	100,000
Other Financing Uses	0	30,000	11,399	40,000	40,000	265,000
TOTAL EXPENDITURES	\$7,757	\$270,000	\$90,617	\$253,400	\$253,400	\$528,400
REVENUE:						
Use of Money/Property	\$2,265	\$2,200	\$3,443	\$3,400	\$3,400	\$3,400
Charges for Services	0	120,000	61,909	125,000	125,000	125,000
Miscellaneous	0	51,000	341,333	122,000	122,000	182,000
Other Financing Sources:						
Sales of Assets	0	3,000	0	3,000	3,000	3,000
TOTAL REVENUE	\$2,265	\$176,200	\$406,685	\$253,400	\$253,400	\$313,400
NET FUND COST	\$5,492	\$93,800	(\$316,068)	\$0	\$0	\$215,000

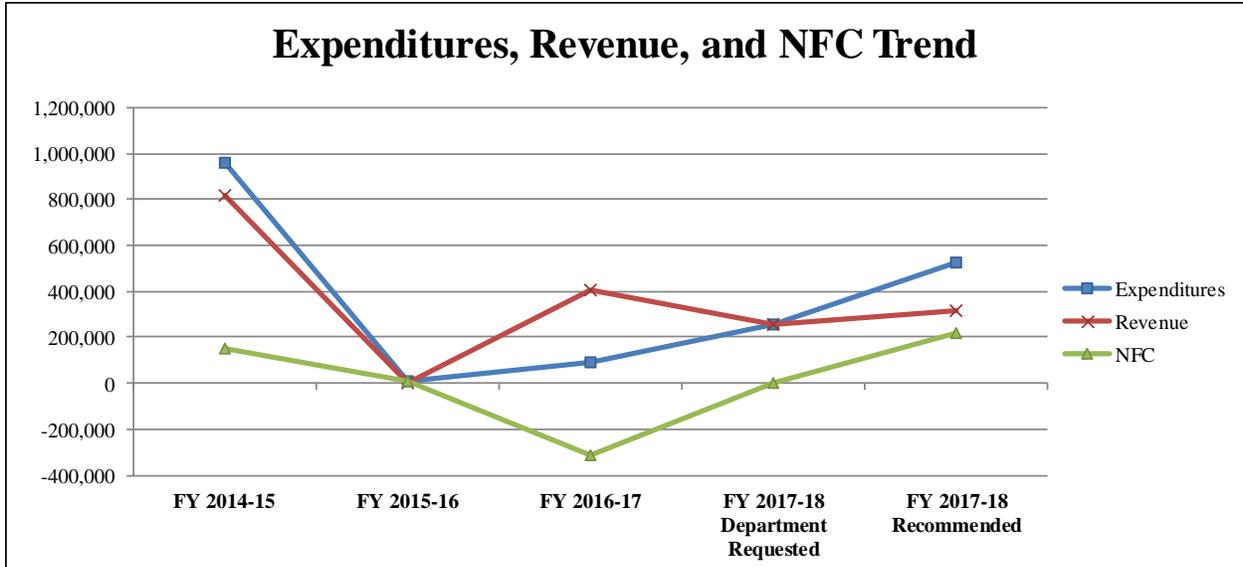
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Services and supplies of \$163,400 and other charges of \$100,000 are estimated to be adequate to cover expenditures that may arise through the normal course of business during FY 2017-18 that will not qualify for reimbursement under special grants or federal funding provided by the U.S. Department of Labor.

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 \$265,000 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. Increases to charges for services revenue and corresponding services and supplies expenditures are primarily from the food service training program that is anticipated to generate increased cafeteria sales. The fund balance as of June 30, 2017 was \$409,567. The budgeted net fund cost will be offset by the available fund balance, with the remainder of the fund balance going to General Designations. The estimated General Designation balance as of June 30, 2018 is \$461,180.

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, a division of the Planning and Natural Resources Department, provides CDBG funds to local programs or projects that ensure decent affordable housing, and certain local economic development activities. Projects and programs must assist people with low to moderate incomes, eliminate physical blight, or meet other qualifying criteria. The Community Development Division of the Planning and Natural Resources department administers the program.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,992,826	\$0	\$1,468,390	\$1,504,297	\$1,107,472
Services and Supplies	1,698,590	5,591,227	2,790,998	5,471,012	4,790,692	5,666,583
Other Charges	0	1,604,271	119,000	122,037	122,037	122,037
Other Financing Uses	2,103,252	1,789,065	3,291,588	1,702,089	2,346,502	2,400,862
TOTAL EXPENDITURES	\$3,801,842	\$10,977,389	\$6,201,586	\$8,763,528	\$8,763,528	\$9,296,954
REVENUE:						
Intergovernmental	\$3,555,756	\$10,812,389	\$6,337,366	\$8,658,528	\$8,658,528	\$9,201,954
Miscellaneous	147,900	142,581	91,457	100,000	100,000	90,000
Other Financing Sources:						
CD - Home Investment Trust	0	5,000	9,165	5,000	5,000	5,000
TOTAL REVENUE	\$3,703,656	\$10,959,970	\$6,437,989	\$8,763,528	\$8,763,528	\$9,296,954
NET FUND COST	\$98,186	\$17,419	(\$236,403)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

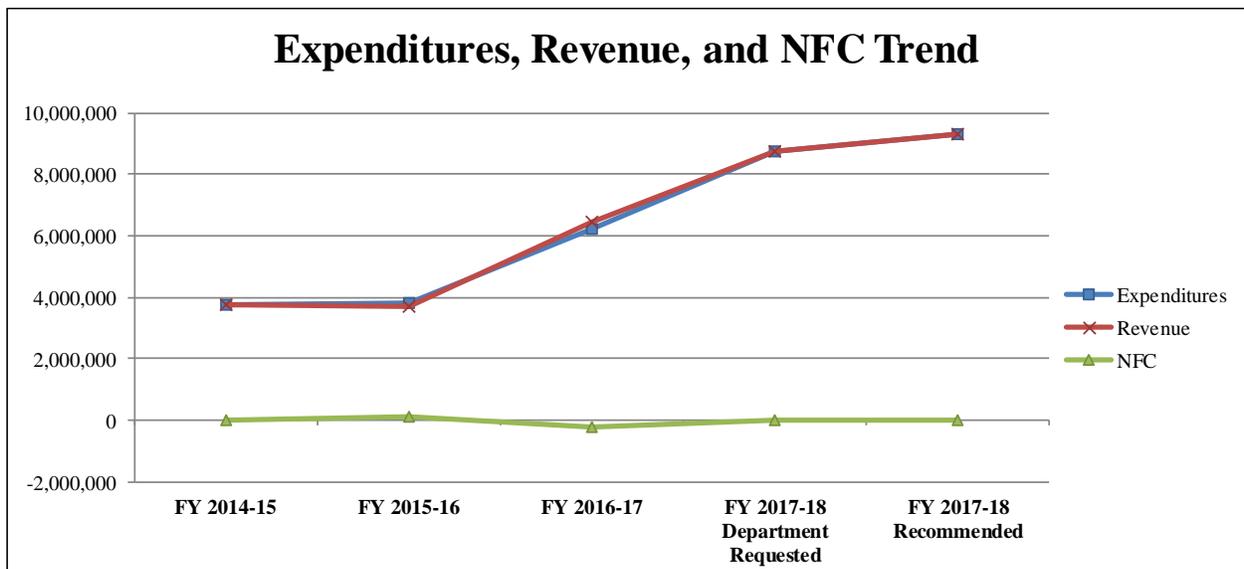
The recommended budget is a reflection of available federal allocation to the County. The majority of the expenditures are associated with projects. Other financing uses include reimbursement to Community Development for the administration of the program. There is no cost to the General Fund. Funding to assist in meeting public safety needs in three specifically qualified County areas is included in the recommended budget.

Budget Changes and Operational Impacts

The recommended budget establishes funding to support the Community Development Block Grant Program pursuant to the Housing and Community Development Act. Some of the projects proposed for approval by both the Board of Supervisors and HUD for FY 2017-18 are:

CD Grant Programs

- *California City Balsitis Park Improvements:* Design and construction of Americans with Disabilities Act compliance park improvements including improvements to restrooms, pathways, playground area and parking lot stalls.
- *City of Ridgecrest:* Projects include rehabilitation of the senior center parking lot and handicapped access improvements at several locations.
- *Rexland Acres Community Sidewalk Improvements:* Design and construction of sidewalk improvements.
- *Virginia Avenue Pedestrian and Sidewalk Improvements:* Design and construction of sidewalk improvements.
- *East Bakersfield Bicycle and Pedestrian Safety Street Improvements:* Design and construction of improvements to increase pedestrian safety.
- *South Taft Community Pedestrian Safety Improvements:* Design and construction of improvements to increase pedestrian safety.
- *Mojave Community Streetscape Improvements:* Design and construction of streetscape improvements.
- *California Infrastructure Bank Loan Payment:* Loan payment for the construction of street drainage improvements in unincorporated East Bakersfield.



Economic Development – Revolving Loan Program

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: CD-ED Revolving Loan

Activity: Other Assistance

Budget Unit: 8921

Description of Major Services

The U.S. Economic Development Administration provided funds to establish the Economic Development Revolving Loan Program. The loans provide qualified applicants 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 Natural Resources department administers the program.

CD Grant Programs

	Summary of Expenditures and Revenue					
	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$422,348	\$0	\$422,349	\$422,349	\$422,349
TOTAL EXPENDITURES	\$0	\$422,348	\$0	\$422,349	\$422,349	\$422,349
NET FUND COST	\$0	\$422,348	\$0	\$422,349	\$422,349	\$422,349

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

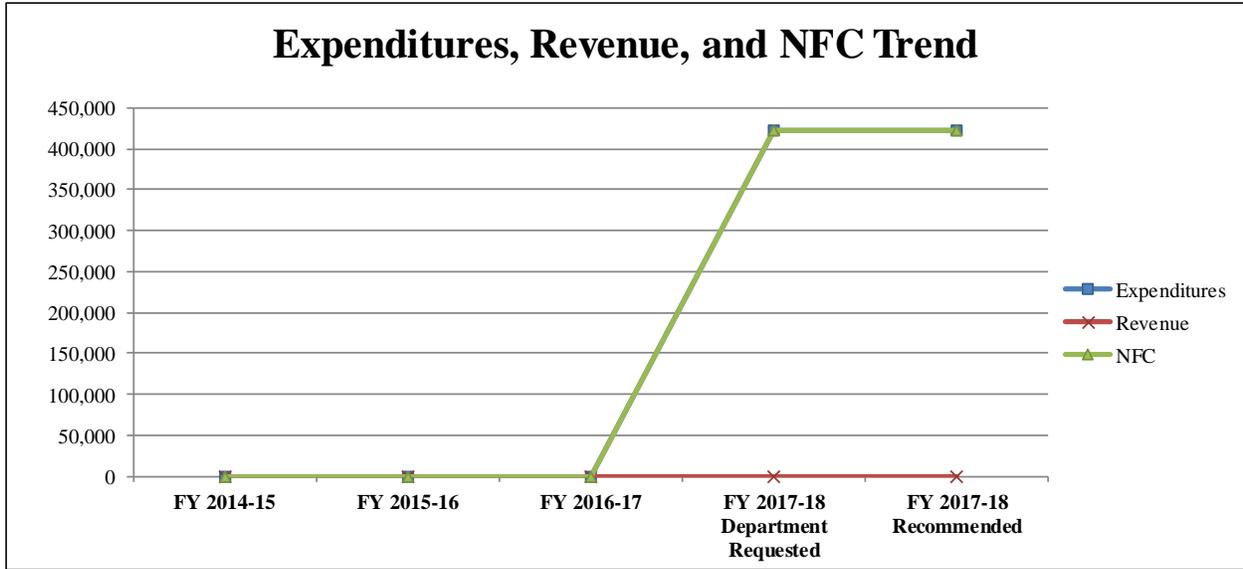
All budgeted appropriations are established to ensure funding is available for qualifying applicants. The fund balance available at June 30, 2017 is \$422,349, all of which will be utilized to establish spending authority in order to provide funding to eligible businesses. This program has no cost to 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



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 to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The Community Development Division of Planning and Natural Resources department administers the program.

CD Grant Programs

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$360,172	\$853,180	\$363,915	\$725,388	\$725,388	\$751,955
Other Financing Uses	25,375	73,682	21,168	82,153	82,152	73,566
TOTAL EXPENDITURES	\$385,547	\$926,862	\$385,083	\$807,541	\$807,540	\$825,521
REVENUE:						
Intergovernmental	\$385,548	\$926,862	\$375,052	\$807,540	\$807,540	\$830,521
TOTAL REVENUE	\$385,548	\$926,862	\$375,052	\$807,540	\$807,540	\$830,521
NET FUND COST	(\$1)	\$0	\$10,031	\$1	\$0	(\$5,000)

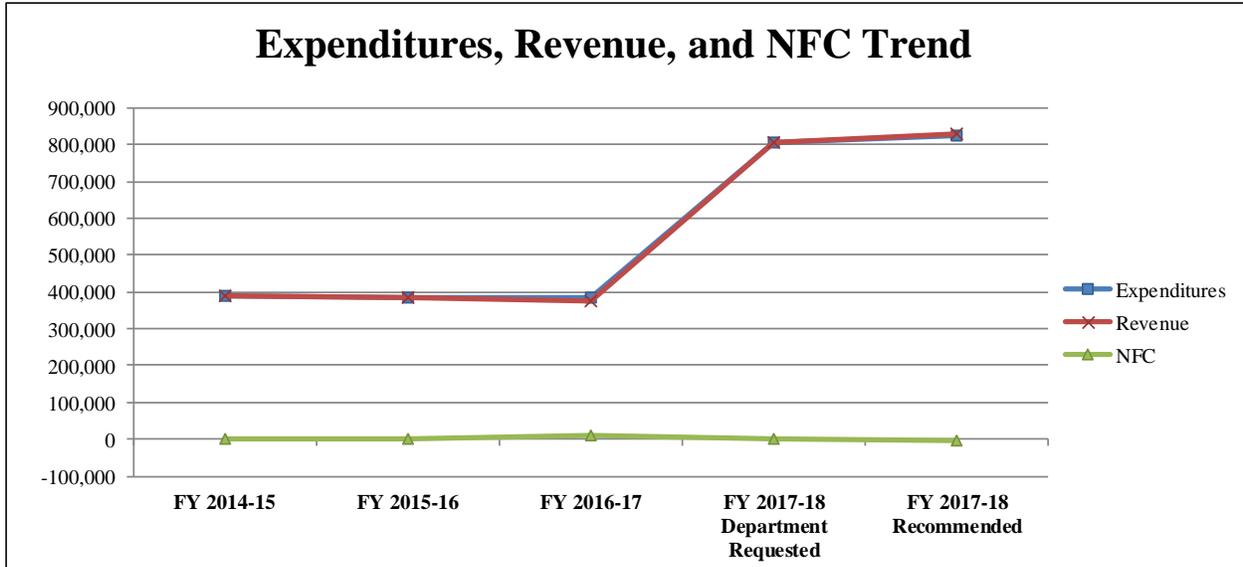
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures are associated with projects and administrative costs. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

The recommended budget reflects an increase of \$440,438 in funding as compared to FY 2016-17 actual expenditures, which is offset by an increase in revenue in the same amount. Projects for FY 2017-18 include homeless prevention and street outreach. The fund balance at June 30, 2017 was a deficit of \$5,000; additional revenue anticipated in FY 2017-18 will offset the deficit.

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 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 Natural Resources department administers the program.

CD Grant Programs

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$56,215	\$0	\$56,215	\$59,577	\$0
Other Financing Uses	5,373	6,246	5,309	6,246	6,246	57,152
TOTAL EXPENDITURES	\$5,373	\$62,461	\$5,309	\$62,461	\$65,823	\$57,152
REVENUE:						
Intergovernmental	\$5,373	\$0	\$0	\$62,461	\$0	\$0
Miscellaneous	8,735	0	0	0	0	0
TOTAL REVENUE	\$14,108	\$0	\$0	\$62,461	\$0	\$0
NET FUND COST	(\$8,735)	\$62,461	\$5,309	\$0	\$65,823	\$57,152

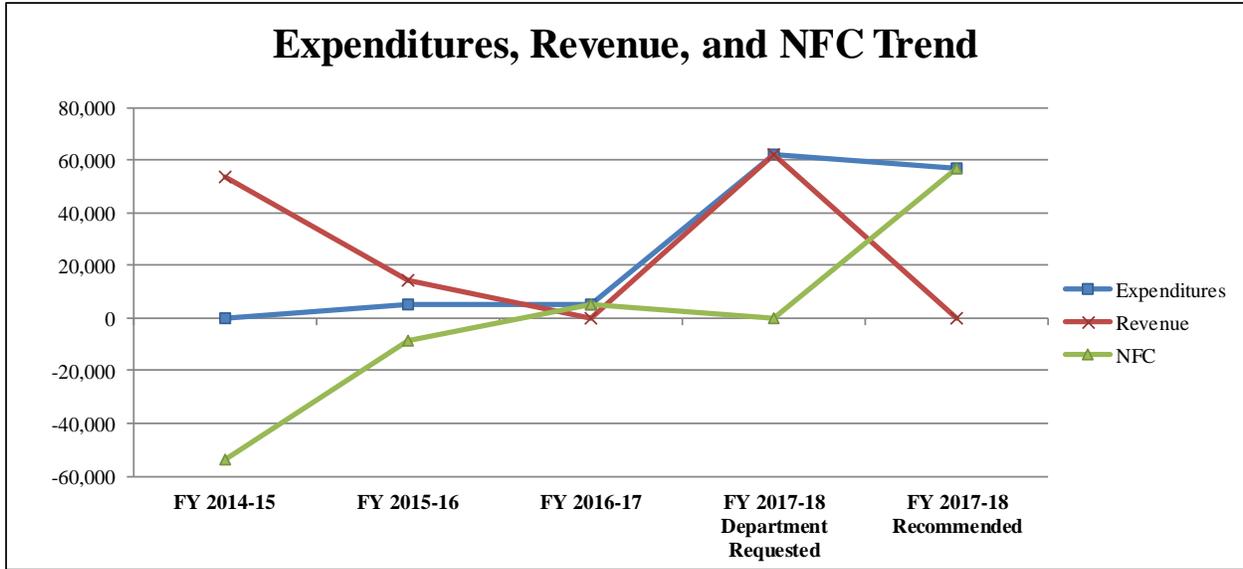
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

This program will utilize the fund balance at June 30, 2017 of \$57,152 for operations in FY 2017-18.

Budget Changes and Operational Impacts

The fund balance available at June 30, 2017 will be used toward the budget in FY 2017-18. Funds will be transferred to the Community and Development Department to be used to monitor Neighborhood Stabilization Program loans in order to stabilize communities that have suffered from foreclosure and abandonment.





Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: CD-Home Investment Trust

Activity: Other Assistance

Budget Unit: 8936

Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Home Investment Partnership Program through grants that must be used for eligible activities and projects, such as expanding the supply of decent, safe, sanitary and affordable housing; strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing; and extending and strengthening partnerships between all levels of government and the private sector. The Community Development Division of the Planning and Natural Resources department administers the program.

Summary of Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,077,239	\$0	\$591,856	\$591,856	\$1,490,857
Services and Supplies	2,851,732	4,962,122	829,471	6,752,242	6,752,242	6,095,275
Other Financing Uses	161,919	132,857	144,472	132,175	132,175	153,652
TOTAL EXPENDITURES	\$3,013,651	\$6,172,218	\$973,943	\$7,476,273	\$7,476,273	\$7,739,784
REVENUE:						
Intergovernmental	\$2,755,662	\$5,736,369	\$961,704	\$7,126,272	\$7,126,273	\$6,412,399
Miscellaneous	275,781	350,000	903,777	350,000	350,000	350,000
TOTAL REVENUE	\$3,031,443	\$6,086,369	\$1,865,481	\$7,476,272	\$7,476,273	\$6,762,399
NET FUND COST	(\$17,792)	\$56,649	(\$891,538)	\$1	\$0	\$977,385

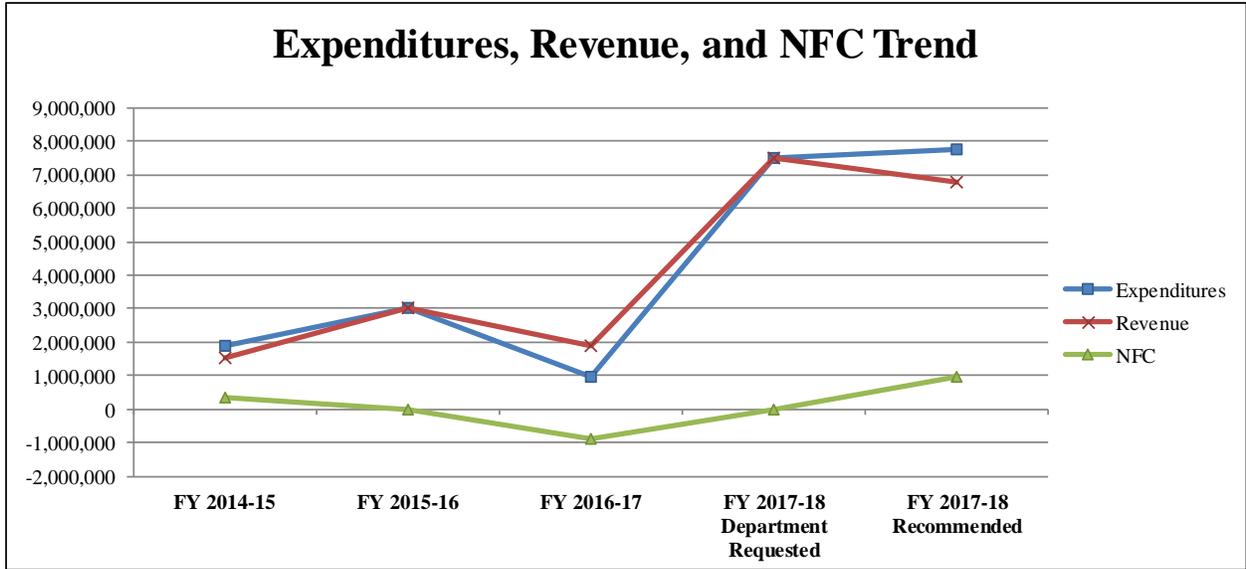
Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures are associated with projects and administrative costs funded through the federal program. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

The recommended budget includes approximately \$6 million for projects consistent with the HOME Investment Partnerships Program and includes rehabilitation projects and projects associated with community housing development organizations. In addition, \$1.4 million is being set in appropriations for contingencies. Intergovernmental revenue of \$6.4 million along with \$977,385 of fund balance and \$350,000 of miscellaneous revenue provide funding for FY 2017-18 that exceeds FY 2016-17 actual by \$4.9 million in anticipation of the completion of multiple projects.

CD Grant Programs



Emergency Solutions Program

Department Head: Lorelei H. Oviatt
 Fund: CD-Emergency Solutions
 Budget Unit 8937

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The State of California Department of Housing and Community Development administers the Emergency Solutions Program with funding received from the U.S. Department of Housing and Urban Development. Funding is provided to local agencies to engage homeless individuals and families living on the streets; improve the number and quality of emergency shelters for homeless help operate these shelters; provide essential services to shelter residents; rapidly re-house homeless individuals and families and prevent families and individuals from becoming homeless.

CD Grant Programs

	Summary of Expenditures and Revenue					
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$0	\$0	\$508,707	\$508,707	\$508,707
Other Financing Uses	0	0	0	14,398	14,398	14,398
TOTAL EXPENDITURES	\$0	\$0	\$0	\$523,105	\$523,105	\$523,105
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$523,105	\$523,105	\$523,105
TOTAL REVENUE	\$0	\$0	\$0	\$523,105	\$523,105	\$523,105
NET FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

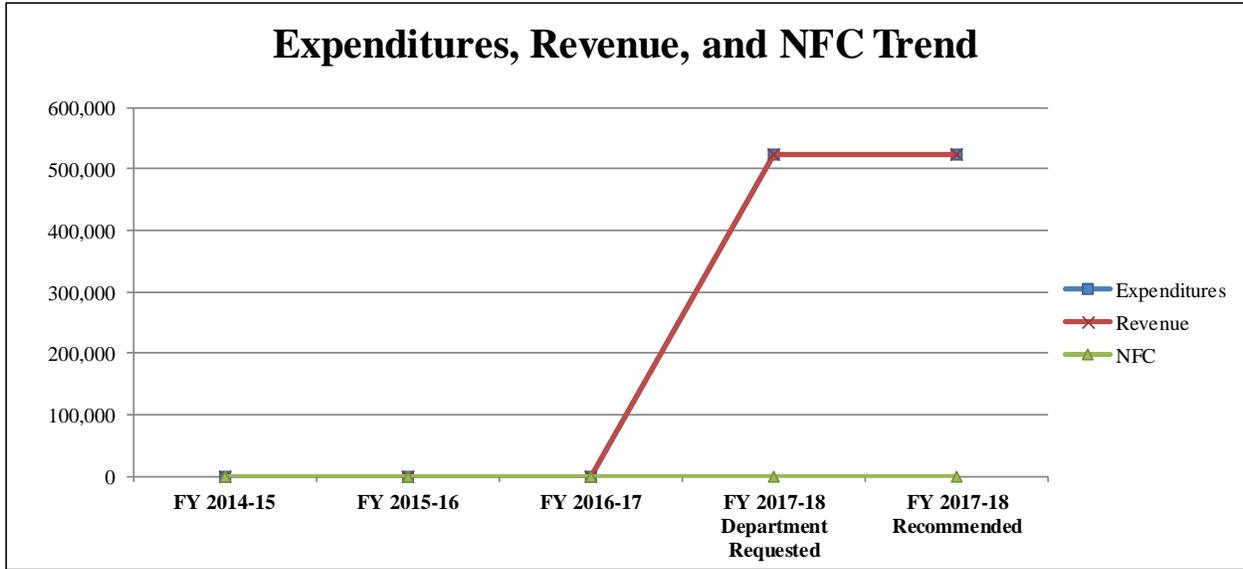
This program will begin implementation in FY 2017-18. It is anticipated that the majority of the revenue received will be distributed for operations during the fiscal year with a small portion being used for administrative cost.

Budget Changes and Operational Impacts

Available federal revenue is estimated at \$523,105, all of which will be appropriated in FY 2017-18 to be used to provide services to homeless individuals and families.



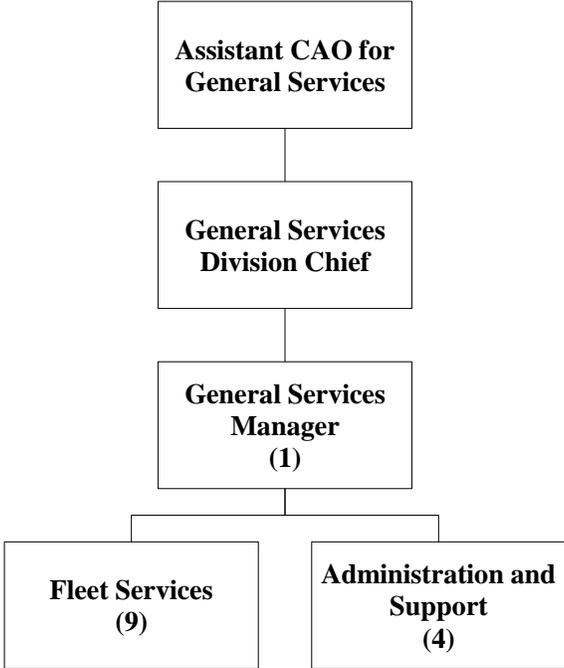
CD Grant Programs



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 2015-16 and 2016-17 Accomplishments

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence.
- Fleet Services had a ratio of 138:1 vehicles per mechanic compared to the industry average ratio of 75:1.
- Fleet Services tracked vehicle warranties, saving approximately \$48,240 per year in repairs to County Vehicles.



Garage

Department Head: Ryan Alsop
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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,756,683	\$1,292,981	\$958,792	\$1,248,099	\$1,248,099	\$1,246,911
Services and Supplies	1,205,350	1,176,922	1,058,133	1,314,848	1,295,805	1,295,805
Other Charges	1,101,108	1,184,012	1,084,975	1,037,124	1,037,124	1,037,124
Capital Assets	682,365	1,522,310	1,141,292	171,662	171,662	242,211
TOTAL EXPENSES	\$4,745,506	\$5,176,225	\$4,243,192	\$3,771,733	\$3,752,690	\$3,822,051
REVENUE:						
Use of Money/Property	\$33,793	\$15,000	\$56,767	\$30,000	\$30,000	\$30,000
Charges for Services	4,042,512	3,812,796	3,662,317	3,955,185	3,955,185	3,955,185
Miscellaneous	292,184	119,310	348,342	171,273	171,273	171,273
Non-Revenue Receipts	888,817	1,000,001	900,963	1,000,001	1,000,001	1,000,000
Other Financing Sources:						
Sales of Assets	43,568	102,459	55,841	39,830	39,830	39,830
TOTAL REVENUE	\$5,300,874	\$5,049,566	\$5,024,230	\$5,196,289	\$5,196,289	\$5,196,288
INCR./(DECR.) IN RETAINED EARNINGS	\$555,368	(\$126,659)	\$781,038	\$1,424,556	\$1,443,599	\$1,374,237

Major Expenses and Revenue in FY 2017-18 Recommended Budget

Major expenses for the division include new vehicle purchases for customer departments and the supplies needed to service the vehicles. Remaining expenses cover the staffing needed to service

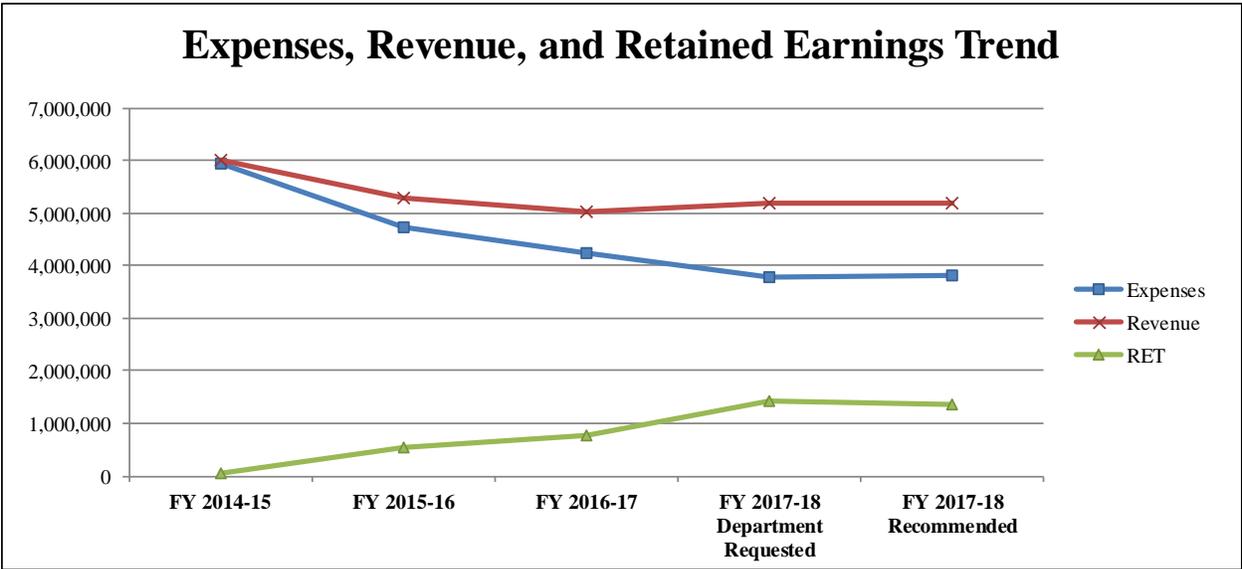
customer vehicles and respond to service requests. Revenue for the department is primarily derived from charges to departments for vehicle purchases and services provided.

Budget Changes and Operational Impacts

The recommended budget includes the purchase of 10 vehicles at a cost of \$242,211. During FY 2016-17 the division purchased comparatively more vehicles, which accounts for the variance in capital assets expenses.

While the Garage Internal Service Fund has sufficient short-term unrestricted cash that can be used to support the operations of the division, the retained earnings at June 30, 2017 was a deficit of \$2.4 million due to the inclusion of approximately \$4.6 million of long-term liabilities primarily associated with pension obligations. The entirety of these liabilities do not come due within the near future and represent future costs that will be funded with future revenue. After adjusting for long-term debt, the budgetary retained earnings balance as of June 30, 2017 was \$2.2 million. A retained earnings balance of \$1.3 million is anticipated for June 30, 2018. The estimated balance in the vehicle replacement designation as of June 30, 2018 is \$5.7 million. The division is working to increase the balance of the vehicle replacement designation closer to the total market replacement value of the fleet.

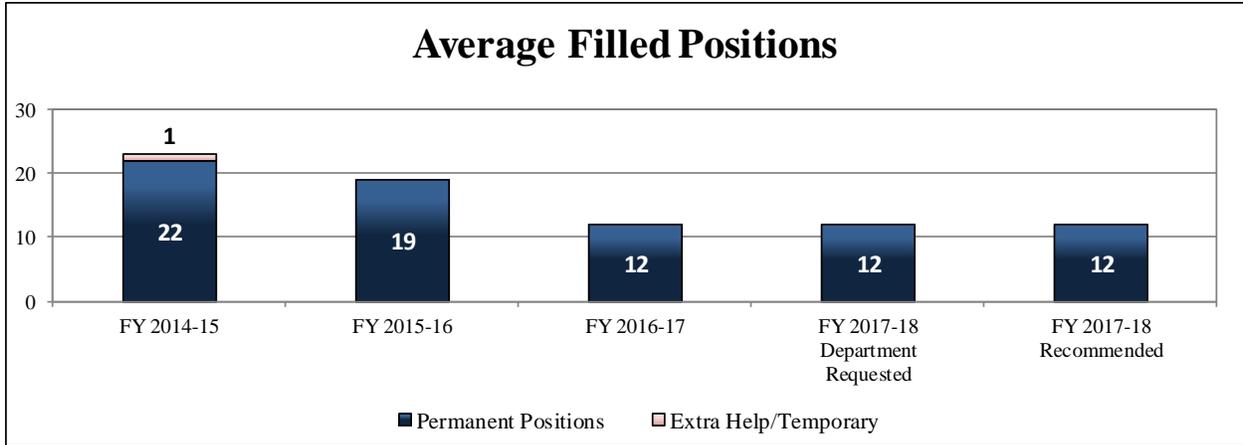
Internal Service Fund



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The division intends to hold vacant and unfunded one (1) Automotive Mechanic I/II/Sr. position and one (1) Fleet Services Supervisor position, at an annual savings of approximately \$249,000.





Internal Service Fund

4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	22	19	12	12	12
Extra Help/Temporary	1	0	0	0	0
Total Positions	23	19	12	12	12
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	19	11	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	22	19	11	N/A	N/A
SALARIES & BENEFITS	\$1,923,374	\$1,756,683	\$958,792	\$1,248,099	\$1,246,911

Summary of Authorized Positions

The division has 14 authorized permanent positions, of which 12 have been budgeted to be filled during FY 2017-18 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration and Support	5	0	0	5	4	1	5
Fleet Services	9	0	0	9	8	1	9
Total	14	0	0	14	12	2	14



Administration and Support	Fleet Services
<u>Classification</u>	<u>Classification</u>
1 General Services Manager	7 Automotive Mechanic I/II/Sr.
2 Fleet Services Supervisor	<u>2 Automotive Service Worker I/II</u>
1 Auto Parts Storekeeper I/II	9 Requested Total
1 Light Vehicle Driver	
<u>5 Requested Total</u>	

Internal Service Fund



Fiscal Year 2017-18 Goals, Objectives, and Performance Measures

Goal 1: Increase work performance and accountability for County Garage employees.

Objective: Maintain, service, and repair County fleet to ensure that 95% of vehicles are available and in a safe working condition.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Average percentage of fleet available on a daily basis	98%	96%	95%	91%	95%

With a ratio of vehicles to technicians at an above average level of 138:1, the division was unable to meet its goal for fleet availability in FY 2016-17.

Objective: Automotive technicians are at a productivity level of 90% or greater.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Percentage of productive hours of total paid hours	90%	90%	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 division technicians have exceeded the industry standard of 75% to 80%.

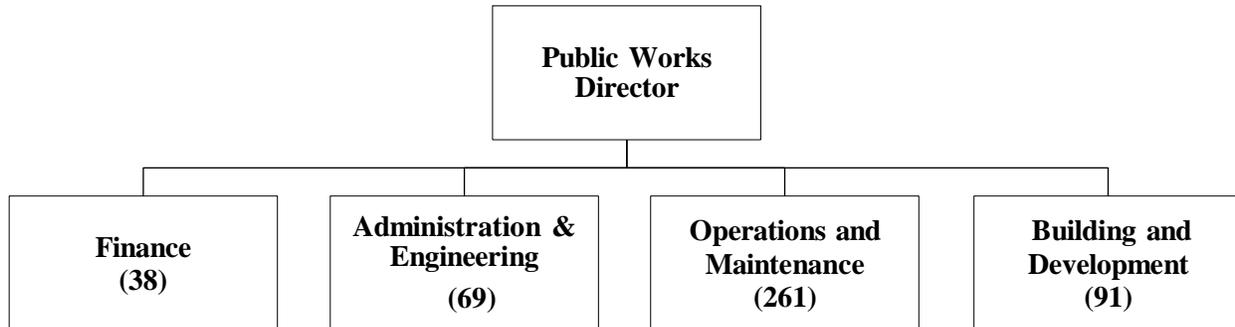
Internal Service Fund



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



Fiscal Year 2015-16 and 2016-17 Accomplishments

- Successfully merged Roads, Waste Management, and Engineering, Surveying, and Permit Services Departments into the Public Works Department.
- Completed various federally funded road projects of more than \$23 million and locally funded road projects of more than \$2 million.
- Implemented paperless plans and specifications for all construction projects.
- Kern Regional Transit has contracted with National Express for the operation of the regional bus service.
- Conducted public workshops and hearings to adopt the 2016 California Building Standards Code and conducted public training to the building industry on the new code requirements.
- Reviewed, issued and inspected several large projects, such as the new County Jail Facility, utility-scale solar projects, commercial greenhouses and commercial egg-laying facilities.
- Performed damage assessments on over 300 parcels and provided recovery information and support in response to the Erskine Fire, facilitated the acquisition and installation of 27 manufactured housing units for the Erskine Fire victims.
- Monitored rainfall and watersheds and advised various agencies of flooding during the January/February storm events.
- Facilitated completion of the consultant's feasibility study and Environmental Impact Report for the Golden Hills Waste Water Treatment Plant.
- Disposed of 28,850 tons of fire debris from the Erskine Fire in coordination with Cal OES, which required special safety and handling precautions.
- Prepared and submitted grant application for Organics Infrastructure funding requesting \$2.4 million for the Shafter-Wasco Composting Project.
- Received waiver from the Regional Water Board for acceptance of Erskine Fire waste at the Bena Landfill and obtained a report of waste discharge.
- Installed a pedestrian activated rectangular rapid flashing beacon at the existing crosswalk on State Route 184 at Eucalyptus Drive near Foothill High School.

Internal Service Fund

Public Works

Department Head: Craig Pope
 Fund: Public Works
 Budget Unit: 8954

Function: Internal Service Fund
 Activity: Public Ways

Description of Major Services

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 efficient 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: Finance, Administration and Engineering, Operations and Maintenance and Building and Development.

Internal Service Fund

	Summary of Expenses and Revenue					
	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$41,722,467	\$50,296,752	\$42,835,676	\$52,135,617	\$52,135,617	\$52,255,231
Services and Supplies	9,280,974	7,791,651	7,939,617	8,581,948	8,581,948	8,527,365
Other Charges	27,863	0	0	1,635,840	1,635,840	820,095
Capital Assets	39,200	27,000	26,989	44,445	44,445	44,445
Other Financing Uses	0	4,000,000	4,000,000	4,768,399	4,768,399	6,421,215
TOTAL EXPENSES	\$51,070,504	\$62,115,403	\$54,802,282	\$67,166,249	\$67,166,249	\$68,068,351
REVENUE:						
Use of Money/Property	\$16,745	\$10,000	\$38,138	\$10,000	\$10,000	\$10,000
Charges for Services	47,641,859	57,107,493	49,704,572	62,333,266	62,333,267	61,635,136
Miscellaneous	1,095	0	1,859	0	0	0
Other Financing Sources:						
Sales of Capital Assets	265	0	0	0	0	0
Non-Revenue Receipts	0	0	0	0	0	2,000
Community Development Program	152,664	0	266,420	0	0	0
General Fund Contribution	6,264,238	4,997,910	4,997,910	4,822,983	4,822,983	6,421,215
TOTAL REVENUE	\$54,076,866	\$62,115,403	\$55,008,899	\$67,166,249	\$67,166,250	\$68,068,351
INCR./(DECR.) IN RETAINED EARNINGS	\$3,006,362	\$0	\$206,617	\$0	\$1	\$0

Major Expenses and Revenue in FY 2017-18 Recommended Budget

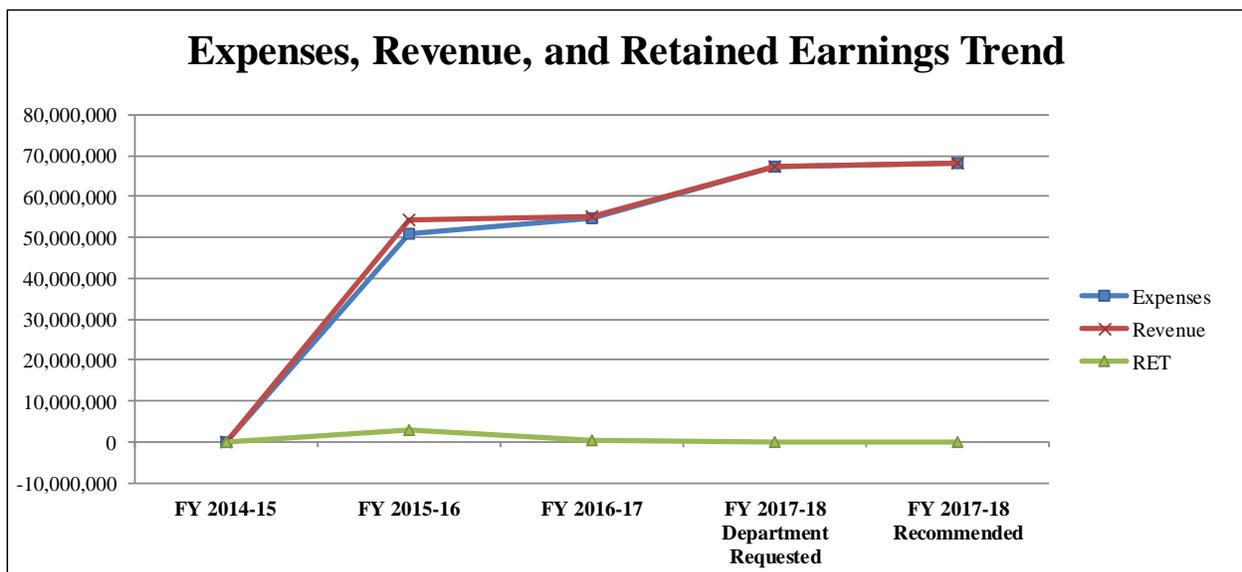
A majority of appropriations in this fund will be used for salaries and benefits that will be reimbursed from the appropriate budget units. The department operates a maintenance facility for department vehicles and heavy equipment. The labor and materials for this function are budgeted

within the Internal Service Fund in the amount of \$5.7 million and reimbursed from the user budget units similar to salaries and benefits.

Budget Changes and Operational Impacts

The \$6.4 million General Fund contribution is budgeted as revenue within this fund, all of which will be passed through to the Road Fund for countywide road projects. The department has budgeted to receive \$55 million in labor reimbursements and \$5 million in reimbursements for fuel and equipment maintenance from the various Public Works budget units, these amounts include departmental indirect costs and overhead.

The department retained earnings balance as of June 30, 2017 is \$3 million; this balance is related to the remaining General Fund contribution to Public Works used for roads and general public works projects. It is anticipated that the retained earnings balance will be used to fund projects in the future.

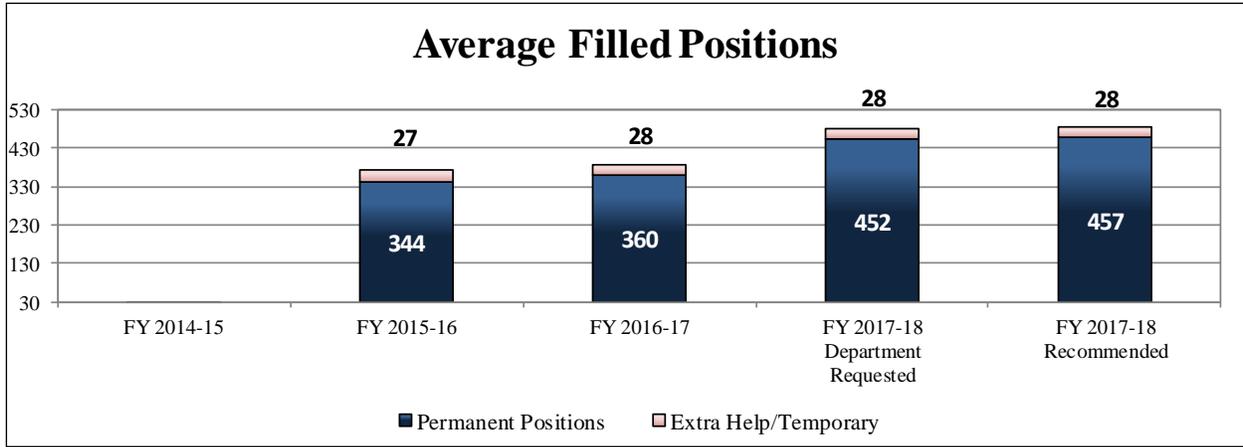


Internal Service Fund

Staffing Changes and Operational Impacts

The recommended budget includes 459 authorized positions after the deletion of one (1) Planner I/II/III position, one (1) Engineer I/II/III position, and the additions of one (1) Contract Administrator Assistant position, one (1) GIS Technician I/II position, two (2) Engineering Aide I/II/III positions, three (3) Waste Management Technician I/II positions, one (1) Accountant I/II/III position, one (1) Building Services Worker I/II position and one (1) Real Property Agency I/II/III position. The estimated annual cost of these changes is \$759,000.





Internal Service Fund

4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	0	344	360	452	457
Extra Help/Temporary	0	27	28	28	28
Total Positions	0	371	388	480	485
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	0	351	360	N/A	N/A
Extra Help/Temporary (FTE)	0	24	28	N/A	N/A
Total Positions	0	375	388	N/A	N/A
SALARIES & BENEFITS	\$0	\$41,722,467	\$42,835,676	\$52,135,617	\$52,255,231

Summary of Authorized Positions

The department currently has 451 authorized permanent positions. The recommended budget includes 459 permanent positions of which 457 have been budgeted to be filled during FY 2017-18 as indicated below. The department will hold two (2) Code Compliance Officer positions vacant and unfunded.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Finance	37	1	0		38	38	0	38
Administration & Engineering	65	5	(1)		69	69	0	69
Operations & Maintenance	258	4	(1)		261	261	0	261
Building & Development	91	0	0		91	89	2	91
Total	451	10	(2)		459	457	2	459



Operations & Maintenance	Building & Development	Finance
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Director	1 Director of ESPS	1 Director of Public Works
2 Public Works Manager	3 Engineering Manager	1 Engineering Manager
3 Engineering Manager	1 Administrative Coordinator	1 Sr. Fiscal & Admin Services Ofcr.
1 Administrative Coordinator	1 Housing Rehab Program Supervisor	1 Special Projects Manager
4 Supervising Engineer	4 Supervising Engineer	1 Administrative Services Officer
6 Engineer I/II/III/III-C	8 Engineer I/II/III/III-C	1 Business Manager
6 Engineering Technician I/II/III/III-C	1 GIS Specialist	2 Administrative Coordinator
2 Engineering Aide I/II/III	13 Engineering Technician I/II/III/III-C	2 Engineering Technician I/II/III
1 Building Plans Technician	1 Code Compliance Supervisor	1 Engineering Support Supervisor
24 Waste Management Tech I/II	8 Code Compliance Officer	4 Engineering Aide I/II/II
3 Waste Management Supervisor	1 Engineering Support Supervisor	5 Accountant I/II/III
14 Waste Management Specialist I/II/III	9 Engineering Aide I/II/III	2 Fiscal Support Supervisor
6 Waste Management Support Supv.	1 Principal Building Inspector	8 Fiscal Support Specialist
20 Waste Management Aide I/II/III	3 Supervisor Building Inspector	7 Fiscal Support Technician
1 Warehouse Supervisor	17 Building Inspector/ C	37 Current Total
2 Auto Parts Storekeeper I/II	2 Building Inspector Spec.-C	<u>Additions/Deletions</u>
1 Senior Office Services Specialist	6 Building Plans Technician	1 Accountant I/II/III
2 Office Services Specialist	1 Fiscal Support Technician	38 Requested Total
1 Office Services Technician	1 Senior Office Services Specialist	
1 Senior Traffic Signal Technician	7 Office Services Technician	
3 Traffic Signal Technician I/II	2 Office Services Assistant	
1 Hwy Paint Equipment Superintendent	91 Requested Total	
12 Maintenance Painter		
2 Supervising Disposal Site Gate Attendant		
24 Disposal Site Gate Attendant I/II		
2 Road Superintendent		
11 Supervising Road Maintenance Worker II		
1 Supervising Road Maintenance Worker II		
29 Road Maintenance Worker III/III-C		
52 Road Maintenance Worker I/II		
1 Equipment Maintenance Superintendent		
15 Heavy Equipment Mechanic		
1 Supervising Heavy Equipment Mechanic		
1 Automotive Mechanic I/II		
2 Auto Service Worker I/II		
258 Current Total		
<u>Additions/Deletions</u>		
3 Waste Management Tech I/II		
(1) Engineer I/II/III/III-C		
260 Requested Total		

Internal Service Fund



Administration and Engineering**Classification**

- 1 Assistant Director
- 1 Public Works Manager
- 2 Senior Engineering Manager
- 3 Engineering Manager
- 1 Special Projects Manager
- 5 Administrative Coordinator
- 2 Planner I/II/III
- 3 Supervising Engineer
- 21 Engineer I/II/III/III-C
- 9 Engineering Technician I/II/III/III-C
- 1 Engineering Support Supervisor
- 4 Engineering Aide I/II/II
- 1 Waste Management Specialist I/II/III
- 1 Contract Administrator
- 1 Office Services Coordinator
- 2 Senior Office Services Specialist
- 1 Human Resources Manager
- 1 Human Resources Specialist
- 3 Office Services Technician
- 2 Real Property Agent I/II/III

65 **Current Total**

Additions/Deletions

- 1 GIS Technician I/II
- 2 Engineering Aide I/II/III
- 1 Contract Administrator Assistant
- 1 Real Property Agent I/II/III
- 1 Building Services Worker I/II

(1) Planner I/II/III

70 **Requested Total**

Group Health and Dental Self-Insurance Program

Department Head: Ryan Alsop
 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.

Summary of Expenses and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Services and Supplies	8,220,678	9,354,176	7,378,192	9,226,000	9,226,000	9,226,000
Other Charges	129,568,687	131,225,269	121,353,431	132,905,402	132,905,402	132,905,402
TOTAL EXPENSES	\$137,789,365	\$140,579,445	\$128,731,623	\$143,131,402	\$143,131,402	\$143,131,402
REVENUE:						
Use of Money/Property	\$100,291	\$95,000	\$265,946	\$95,000	\$95,000	\$95,000
Intergovernmental	30,416	25,000	49,930	25,000	25,000	25,000
Charges for Services	139,882,954	144,450,000	147,594,482	145,300,000	145,300,000	145,300,000
Miscellaneous	(2,646)	2	3,391,877	2	2	2
TOTAL REVENUE	\$140,011,015	\$144,570,002	\$151,302,235	\$145,420,002	\$145,420,002	\$145,420,002
INCR./(DECR.) IN RETAINED EARNINGS	\$2,221,650	\$3,990,557	\$22,570,612	\$2,288,600	\$2,288,600	\$2,288,600

Internal Service Fund

Major Expenses and Revenue in FY 2017-18 Recommended Budget

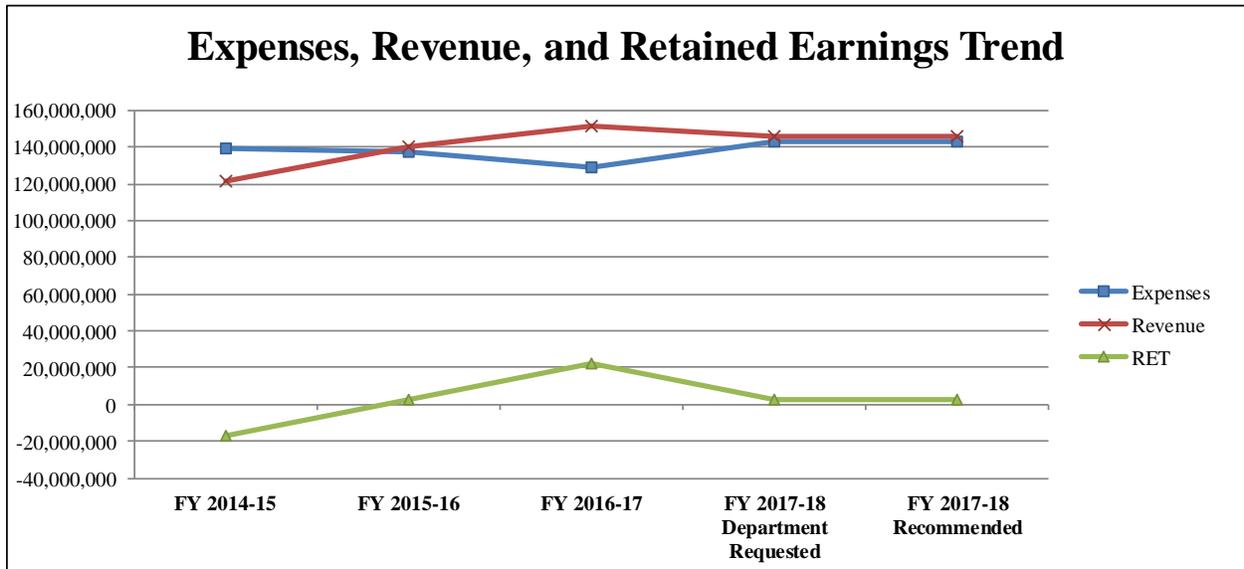
This budget unit funds all expenses related to active employee health care benefits with utilization and actual claims being the primary drivers of costs. Expenses also include \$1 million allocated for Patient-Centered Outcome (PCORI) fees and reinsurance fees now payable to the federal government under the Affordable Care Act. The Human Resources Division continues to explore 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 consists of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees.

The retained earnings balance as of June 30, 2017 was \$23.6 million. An increase of \$2.3 million is included to stabilize rates in future years, resulting in an estimated retained earnings balance of \$25.9 million for June 30, 2018.

Budget Changes and Operational Impacts

Other charges expenses is budgeted to increase from FY 2016-17 actual, primarily due to an anticipated increase in prescription costs. Changes in charges for services revenue is primarily due to changes in the employer contribution rates. Expenses are budgeted to remain relatively flat in the next fiscal year, but there is always a potential for increased expenses due to general medical inflation and unexpected claims.

Internal Service Fund



Retiree Group Health – Internal Service Fund

Department Head: Ryan Alsop

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.

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$500,000	\$0	\$500,000	\$500,000	\$500,000
Salaries and Benefits	8,639,135	9,000,000	8,874,519	8,600,000	8,600,000	8,600,000
Services and Supplies	195,863	334,300	196,354	199,300	199,300	200,012
Other Charges	24,983	(63,113)	(63,113)	(58,757)	(58,757)	(58,757)
TOTAL EXPENSES	\$8,859,981	\$9,771,187	\$9,007,760	\$9,240,543	\$9,240,543	\$9,241,255
REVENUE:						
Use of Money/Property	\$16,599	\$17,000	\$31,521	\$25,000	\$25,000	\$25,000
Charges for Services	8,745,712	9,150,000	9,092,262	9,040,000	9,040,000	9,040,000
TOTAL REVENUE	\$8,762,311	\$9,167,000	\$9,123,783	\$9,065,000	\$9,065,000	\$9,065,000
INCR./(DECR.) IN RETAINED EARNINGS	(\$97,670)	(\$604,187)	\$116,023	(\$175,543)	(\$175,543)	(\$176,255)

Internal Service Fund

Major Expenses and Revenue in FY 2017-18 Recommended Budget

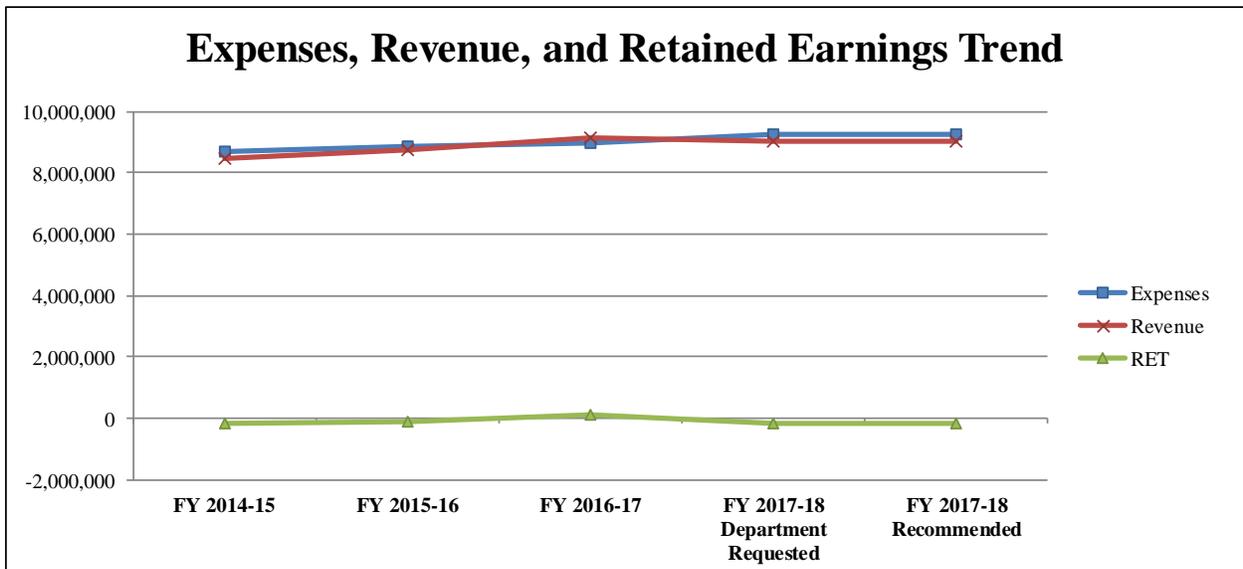
This budget unit incurs costs for the retiree health benefits programs and receives monthly reimbursement from the Other Post-Employment Benefits (OPEB) irrevocable trust fund for actual expenses. Both the Stipend and RHPSP assist in paying monthly health benefits costs for qualified County or special district retirees and their dependents or beneficiaries. Based on current beneficiaries receiving benefits, total annual expenses are estimated at \$9.2 million. Administration of these programs is funded through a small fee charged to retirees as part of their monthly health benefits costs. 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 FY 2015-16 eligible employees were given the option to opt-out of the RHPSP and Stipend programs. This change altered the revenue stream to the OPEB trust, but is not anticipated to have a material negative impact on the stability of the fund or programs. 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 retained earnings balance as of June 30, 2017 was \$3.3 million. The recommended budget includes the use of \$176,255 in fund resources, for an anticipated retained earnings balance of \$3.1 million for June 30, 2018.

Internal Service Fund



General Liability Self-Insurance Program

Department Head: Mark Nations, Interim
 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$6,274,206	\$7,258,763	\$5,904,859	\$6,079,894	\$6,079,894	\$6,079,894
Other Charges	5,293,750	14,120,247	6,354,303	10,750,762	10,750,762	10,750,762
TOTAL EXPENSES	\$11,567,956	\$21,379,010	\$12,259,162	\$16,830,656	\$16,830,656	\$16,830,656
REVENUE:						
Use of Money/Property	\$118,985	\$41,000	\$209,847	\$41,000	\$41,000	\$41,000
Charges for Services	13,190,060	12,976,219	12,976,220	10,331,169	10,331,169	10,331,169
Miscellaneous	3,092,100	0	11,070	0	0	0
TOTAL REVENUE	\$16,401,145	\$13,017,219	\$13,197,137	\$10,372,169	\$10,372,169	\$10,372,169
INCR./(DECR.) IN RETAINED EARNINGS	\$4,833,189	(\$8,361,791)	\$937,975	(\$6,458,487)	(\$6,458,487)	(\$6,458,487)

Internal Service Fund

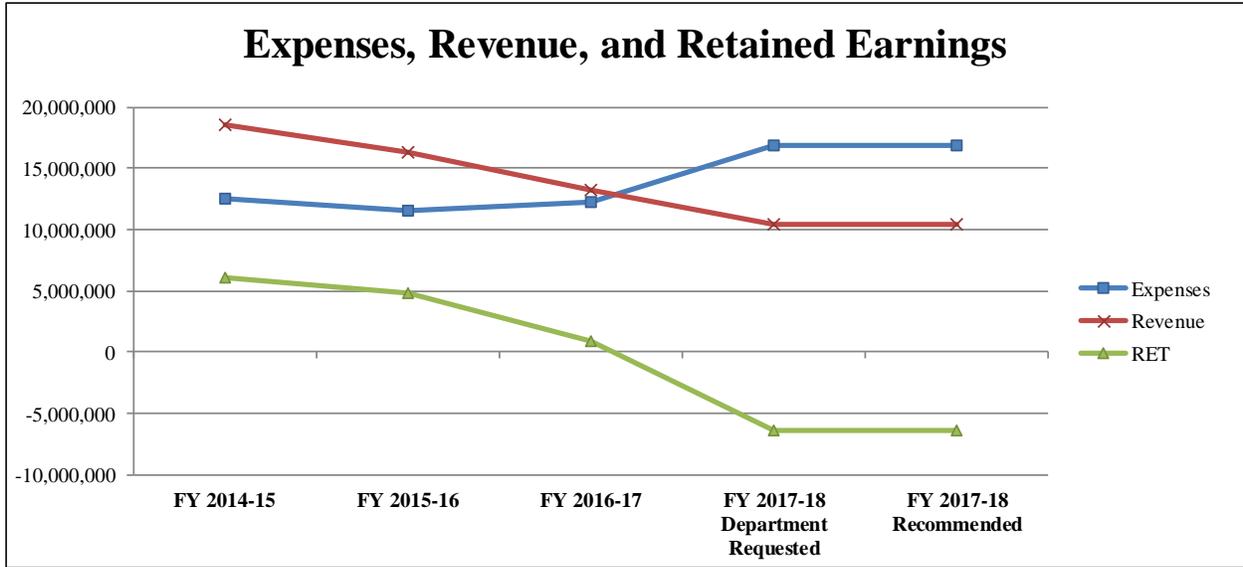
Major Expenses and Revenue in FY 2017-18 Recommended Budget

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 funding for the County’s General Liability Program. Other charges are budgeted at \$10.8 million, a decrease of \$3.4 million from the FY 2016-17 Adopted Budget. Several settlements were budgeted in FY 2016-17 but did not settle and have been included in the recommended budget for FY 2017-18. The department experienced a slight increase of \$937,975 in retained earnings at June 30, 2017 due to actual revenue exceeding expenses. The retained earnings balance as of June 30, 2017 is \$18.9 million. The department anticipates decreasing retained earnings by nearly \$6.5 million to offset expenses. A retained earnings balance of \$12.5 million is anticipated for June 30, 2018.





Internal Service Fund



Unemployment Compensation Insurance Program

Department Head: Ryan Alsop
 Fund: Unemployment Compensation
 Budget Unit: 8980

Function: Internal Service Fund
 Activity: Unemployment Self-Insurance

Description of Major Services

This budget unit is used to pay the cost of administering and operating the County’s unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The Human Resources Division of the County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$13,803	\$23,000	\$14,213	\$26,000	\$26,000	\$26,000
Other Charges	2,734,437	2,904,017	2,640,303	2,501,376	2,501,376	2,501,376
TOTAL EXPENSES	\$2,748,240	\$2,927,017	\$2,654,516	\$2,527,376	\$2,527,376	\$2,527,376
REVENUE:						
Use of Money/Property	\$15,767	\$16,000	\$24,820	\$20,000	\$20,000	\$20,000
Charges for Services	2,848,404	2,920,438	3,004,234	2,560,354	2,560,354	2,560,354
TOTAL REVENUE	\$2,864,171	\$2,936,438	\$3,029,054	\$2,580,354	\$2,580,354	\$2,580,354
INCR./(DECR.) IN RETAINED EARNINGS	\$115,931	\$9,421	\$374,538	\$52,978	\$52,978	\$52,978

Internal Service Fund

Major Expenses and Revenue in FY 2017-18 Recommended Budget

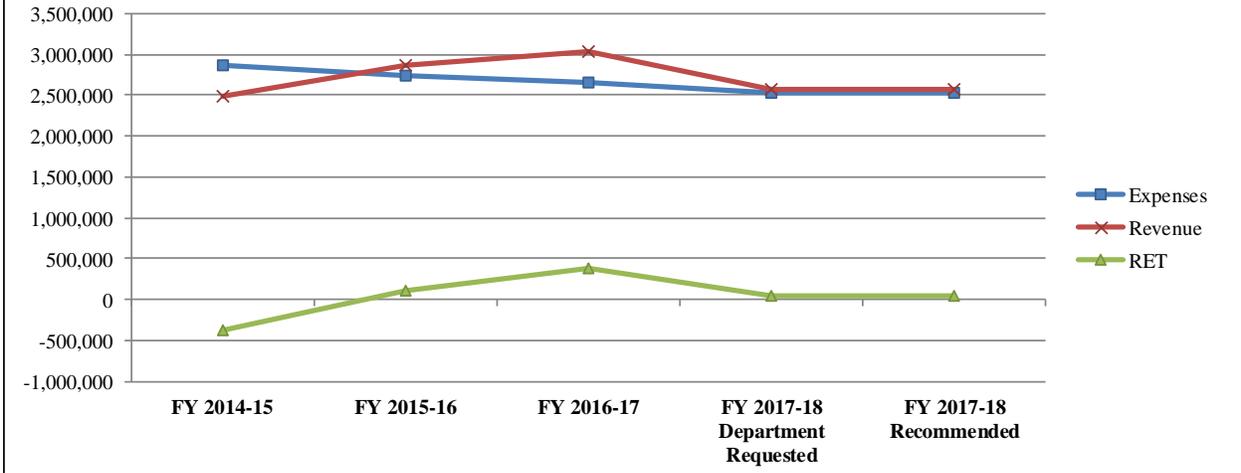
The majority of expenses in this budget unit are payment of actual unemployment benefit claims. Future unemployment costs are not easily estimated, as unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim. The availability of other employment in the community also has an effect on the County’s claims. 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

Charges to departments are budgeted at a level sufficient to cover anticipated costs and maintain adequate reserves. The retained earnings balance as of June 30, 2017 was \$948,934. A retained earnings balance of \$1,001,912 is anticipated for June 30, 2018.



Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund



Workers' Compensation Self-Insurance Program

Department Head: Mark Nations, Interim
 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 Expenditures and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,162,675	\$5,834,501	\$4,704,443	\$5,112,319	\$5,112,319	\$5,112,319
Other Charges	12,483,548	14,799,391	12,400,493	12,650,089	12,650,089	12,650,089
TOTAL EXPENSES	\$17,646,223	\$20,633,892	\$17,104,936	\$17,762,408	\$17,762,408	\$17,762,408
REVENUE:						
Use of Money/Property	\$97,561	\$42,000	\$149,919	\$42,000	\$42,000	\$42,000
Intergovernmental	62,254	0	0	0	0	0
Charges for Services	17,159,878	16,231,369	16,231,368	16,766,402	16,766,402	16,766,402
Miscellaneous	453,296	300,000	585,227	300,000	300,000	300,000
TOTAL REVENUE	\$17,772,989	\$16,573,369	\$16,966,514	\$17,108,402	\$17,108,402	\$17,108,402
INCR./(DECR.) IN RETAINED EARNINGS	\$126,766	(\$4,060,523)	(\$138,422)	(\$654,006)	(\$654,006)	(\$654,006)

Internal Service Fund

Major Expenses and Revenue in FY 2017-18 Recommended Budget

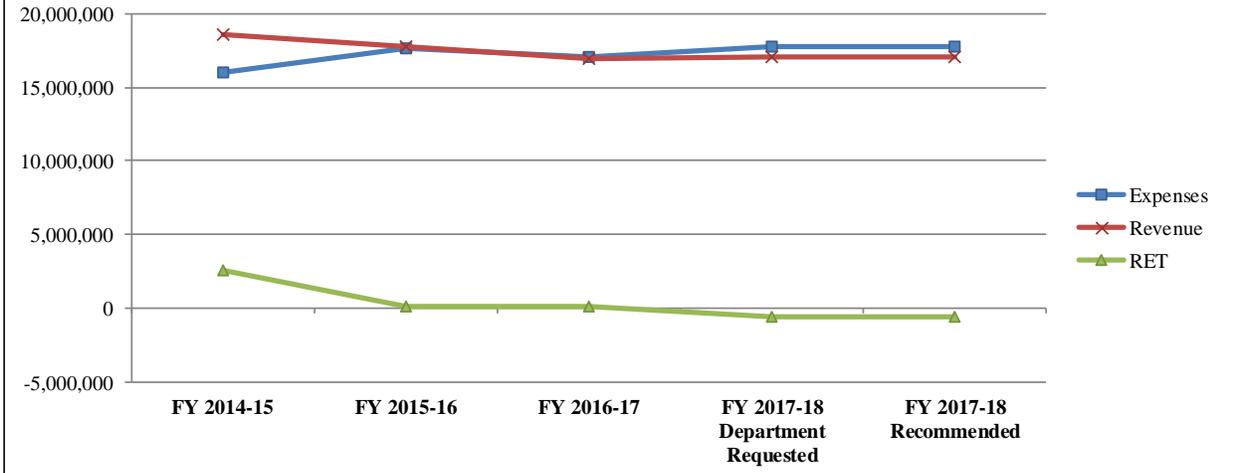
The Workers' Compensation Self-Insurance Program is financed through direct charges to County departments largely based on each department's claims history. The primary expense for the program is the cost of claims paid to injured workers.

Budget Changes and Operational Impacts

The recommended budget includes decreased expenses compared to the FY 2016-17 Adopted Budget due to a projected decrease in claims costs as well as a \$1.1 million decrease in charges for the Countywide Cost Allocation Plan. Charges for services have increased slightly for FY 2017-18. 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, 2017 is \$11.3 million. The department anticipates decreasing retained earnings by \$654,006 to offset expenses. A retained earnings balance of \$10.7 million is anticipated for June 30, 2018, that will be used for future fiscal years.



Expenses, Revenue, and Retained Earnings Trend



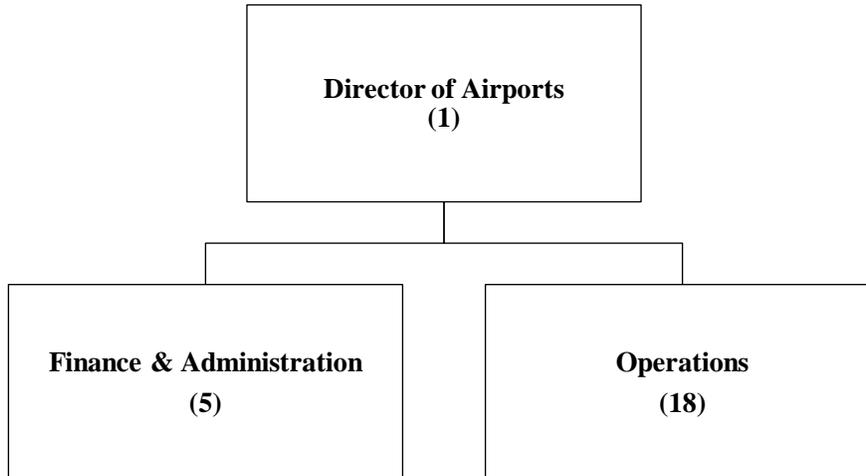
Internal Service Fund



Mission Statement

The Department of Airports mission is to build a world class quality commercial air service airport and general aviation airports that focus on the customer, compliments the Kern County economy, promotes efficient operations and provides safe airfield facilities.

Organizational Chart



Fiscal Year 2015-16 and 2016-17 Accomplishments

- Provided safe flight environments for over 200,000 aviation operations at Meadows Field, and outlying general aviation airports.
- Administered approximately \$18 million in Federal Aviation Administration (FAA) and California Department of Transportation grants for airport improvements to Meadows Field, Kern Valley, Lost Hills, Poso, Taft, and Wasco airports.
- Offered exceptional customer service to over 270,000 total passengers with daily flights to San Francisco, Phoenix, and Denver.
- Completed a significant runway rehabilitation at Meadows Field Airport providing increased flight safety.
- Completed the 2016 FAA Part 139 inspection for Meadows Field Airport.
- Completed the recruitment of a new flight training academy tenant for Meadows Field Airport and entered into an agreement with California Aeronautical University to provide these services.
- Completed Phase I of the Runway 30R/12L Rehabilitation Project. The ground breaking ceremony was held on March 2016 to kick-off the project.
- Began Phase II of the Runway 30R/12L Rehabilitation Project.

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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,352,937	\$2,465,870	\$2,314,971	\$2,419,239	\$2,419,239	\$2,418,228
Services and Supplies	1,593,037	2,144,901	1,598,389	1,935,584	1,935,584	1,935,584
Other Charges	4,086,855	4,546,721	4,918,380	4,137,990	4,539,295	3,919,355
Capital Assets	3,687,558	15,301,065	8,926,077	6,517,209	517,209	14,567,209
TOTAL EXPENSES	\$11,720,387	\$24,458,557	\$17,757,817	\$15,010,022	\$9,411,327	\$22,840,376
REVENUE:						
Taxes	\$664,464	\$741,000	\$601,592	\$705,000	\$705,000	\$705,000
Licenses and Permits	8,500	8,500	8,500	8,500	8,500	8,500
Fines and Forfeitures	225	240	637	420	420	420
Use of Money/Property	3,076,643	3,490,391	3,269,632	3,417,727	3,417,727	3,417,727
Intergovernmental	6,090,286	25,424,818	18,518,605	14,640,407	9,200,807	21,938,537
Charges for Services	231,054	298,078	241,414	318,810	318,810	318,810
Miscellaneous	357,618	193,856	160,245	223,856	223,856	223,856
Non-Revenue Receipts	3,062,671	3,500,000	3,119,238	3,500,000	3,500,000	3,500,000
Other Financing Sources:						
General Fund	278,753	328,473	328,473	400,000	305,138	305,138
TOTAL REVENUE	\$13,770,214	\$33,985,356	\$26,248,336	\$23,214,720	\$17,680,258	\$30,417,988
INC./(DECR.) IN RETAINED EARNINGS	\$2,049,827	\$9,526,799	\$8,490,519	\$8,204,698	\$8,268,931	\$7,577,612

Enterprise Funds

Major Expenses and Revenue in FY 2017-18 Recommended Budget

The Department of Airports recommended budget includes staffing expenses of \$2.4 million to fund 21 positions that provide support for seven County-operated airports. Expenses for services and supplies of \$1.9 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's recommended budget also includes debt service payments totaling \$316,365 and capital expenses of \$14 million for Phase III of the Runway 30R Rehabilitation project at Meadows Field Airport, which will be primarily funded with federal reimbursements. The department worked with the County Administrative Office for

refunding of the 2011 Refunding Private Placement Loan to extend the maturity from 2023 to 2027 to allow for cash flow for capital projects and to align with Passenger Facility Charges. In FY 2017-18 an additional \$619,939 is available to be used toward capital expenses.

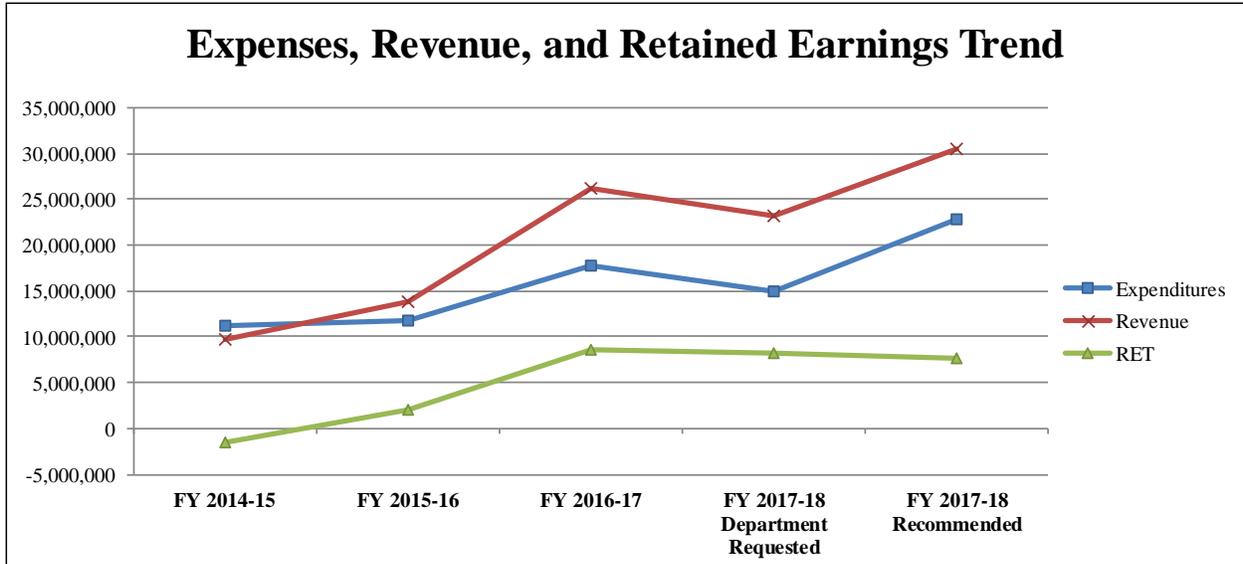
The County's airports generate enough revenue to sustain operations and maintenance of the airport system. The recommended budget includes \$3.4 million in revenue associated to airline rates and charges, concessions and user fees. Additionally, the Meadows Field Airport receives a County contribution from the General Fund incremental 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 21 permanent authorized positions. Appropriations of \$14.5 million are included in capital assets, of which \$14 million is estimated for the Meadows Field Runway 30R rehabilitation project. This is the third phase in a series of improvements to enhance the runway and improve the competitiveness, efficiency and bring the airfield to Federal Aviation Administration pavement standards. The estimated project costs are offset by a similar increase in revenue from State and federal reimbursements. The increase in intergovernmental revenue is reimbursement for costs associated with Phase II and Phase III of the Runway 30R rehabilitation project. Approximately \$8 million will cover prior year encumbrances for Phase II of the rehabilitation project. Other revenue sources are increasing slightly as a result of landing fees, airline operating agreements and concessions.

The Airports Enterprise fund retained earnings at June 30, 2017 was a deficit of \$13.9 million. The deficit is due to the inclusion of approximately \$5.3 million of long-term liabilities primarily associated with pension obligations and a long-term private placement loan. The long-term liabilities do not come due within the current budget and represent future costs that will be funded with future revenue. In addition, construction contracts for Phase II of the Runway 30R rehabilitation project in the amount of \$9.7 million were encumbered during FY 2016-17 and reduced retained earnings at June 30, 2017. Reimbursement from the Federal Aviation Administration is included in the FY 2017-18 recommended budget.

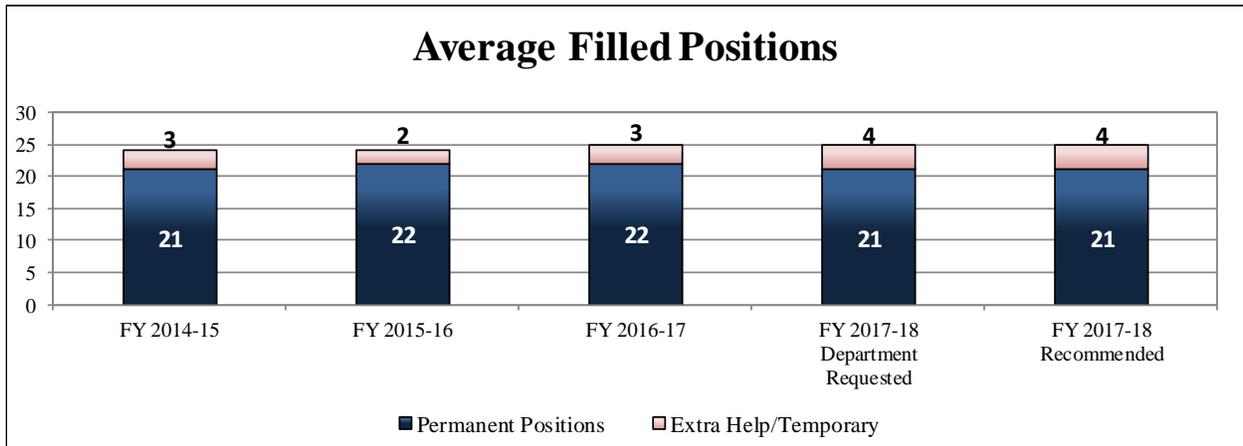
After adjusting for long-term debt and the project encumbrances, the estimated budgetary retained earnings balance at of June 30, 2017, is approximately \$1.1 million. The department is anticipating utilizing all of its retained earnings to cover the 10% local match of the project costs.



Staffing Changes and Operational Impacts

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

Enterprise Funds



4-Year Staffing Trend	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
				FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	21	22	22	21	21
Extra Help/Temporary	3	2	3	4	4
Total Positions	24	24	25	25	25
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	23	22	N/A	N/A
Extra Help/Temporary (FTE)	2	2	2	N/A	N/A
Total Positions	23	25	24	N/A	N/A
SALARIES & BENEFITS	\$2,111,870	\$2,352,937	\$2,314,971	\$2,419,239	\$2,418,228

Summary of Authorized Positions

The department has 24 permanent positions, of which 21 have been budgeted to be filled during FY 2017-18 as indicated below. The department will hold three positions vacant and unfunded: two (2) Airport Police Officer I/II positions and one (1) Airports Maintenance Worker position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Finance and Administration	6	0	0	6	6	0	6
Operations	18	0	0	18	15	3	18
Total	24	0	0	24	21	3	24

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	2 Accountant I/II/III
1 Airport Op & Security Manager	1 Fiscal Support Specialist
5 Airport Police Officer I/II	1 Office Services Technician
1 Security Attendant	6 Requested Total
1 Airport Facilities Manager	
4 Maintenance Worker I/II/III/IV	
3 Building Services Worker I/II/III	
18 Requested Total	

Enterprise Funds



Fiscal Year 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of available seats offered by airlines	181,489	159,400	165,514	145,670	172,000
Number of enplaned passengers	133,906	145,000	151,000	103,850	135,000
Number of destinations offered by airlines	4	4	5	3	4
Number of aircraft operations	50,471	50,535	56,000	56,075	57,000
Number of community air service presentations	4	6	7	7	7
Number of airline service meetings	N/A	7	8	9	10

A continued effort is being made by the department to recruit new air service with new airlines and expansion of current services with United Airlines and American Airlines to bring increased connectivity and economic benefits to the County. Reductions in available seats and enplaned passengers in FY 2016-17 are a direct result of lower oil prices. Future goals of available seats and enplaned passengers are tied to the efforts by the department to engage with airlines and present Air Service Case Studies for new and expanded service, and to offer incentives to serve Meadows Field Airport

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of safety violations from the Federal Aviation Administration	2	0	0	0	0
Number of safety violations from the California Department of Transportation Division of Aeronautics	0	0	0	0	0
Number of security violations from Transportation Security Administration	0	0	0	0	0
Job related injuries	0	1	0	0	0
Completed airport construction projects	4	1	3	2	2

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 2017-18 remains the same, however the magnitude of the projects are much more extensive than any project completed at Meadows Field Airport in the past several years. The Runway 30R/12L Rehabilitation Project - Phase 2 is underway and should be completed by late fall of 2017.

Golf Course Enterprise Fund

Department Head: Ryan Alsop
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 General Services Division provides administrative support to the Golf Course Enterprise Fund.

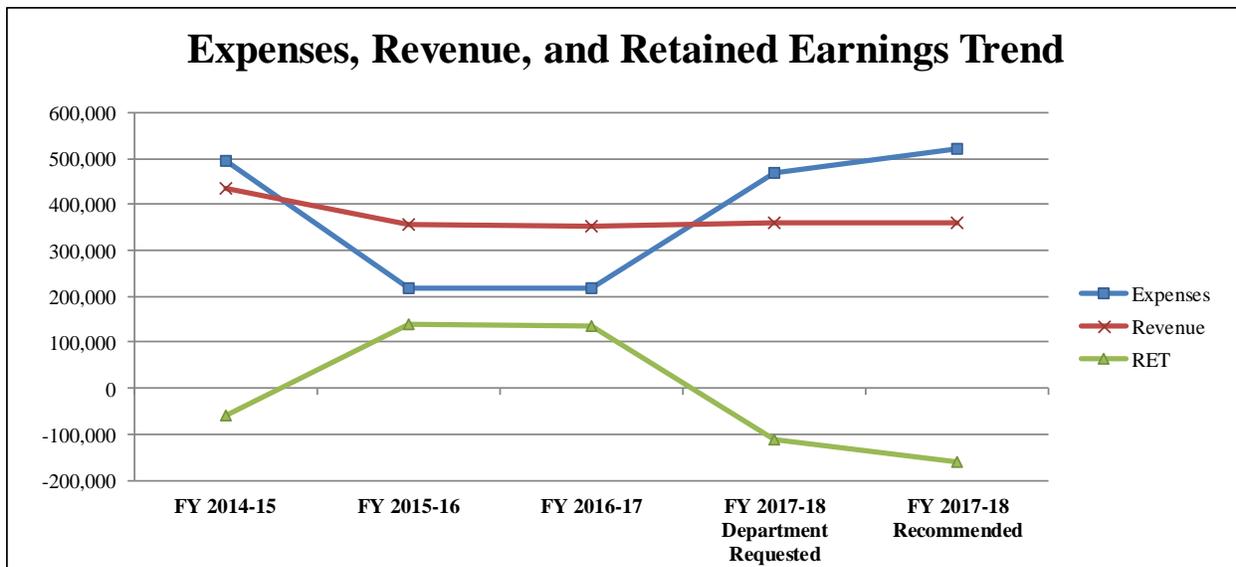
Summary of Expenses and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$138,015	\$275,530	\$120,636	\$295,530	\$295,530	\$345,530
Other Charges	78,465	97,119	97,119	174,209	174,209	174,209
TOTAL EXPENSES	\$216,480	\$372,649	\$217,755	\$469,739	\$469,739	\$519,739
REVENUE:						
Use of Money/Property	\$8,089	\$7,694	\$13,732	\$10,000	\$10,000	\$10,000
Charges for Services	198,948	208,000	191,132	200,000	200,000	200,000
Non-Revenue Receipts	148,206	148,206	148,206	148,206	148,206	148,206
TOTAL REVENUE	\$355,243	\$363,900	\$353,070	\$358,206	\$358,206	\$358,206
INCR./(DECR.) IN RETAINED EARNINGS	\$138,763	(\$8,749)	\$135,315	(\$111,533)	(\$111,533)	(\$161,533)

Major Expenses and Revenue in FY 2017-18 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 General Services Division for administrative support.

Budget Changes and Operational Impacts

The recommended budget includes appropriations of \$75,000 for the Kern River course, \$200,000 for the North Kern course, and \$20,000 for the Buena Vista course. Increases in other charges for FY 2017-18 is primarily due to changes in countywide cost allocation plan charges, which cover the cost of some services provided by General Fund departments. The retained earnings balance as of June 30, 2017 was \$1,328,449, of which the department anticipates using \$161,533 in FY 2017-18. The estimated retained earnings balance as of June 30, 2018 is \$1,166,916.



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 Expenses and Revenue						
	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$13,112,829	\$13,422,880	\$13,265,235	\$13,542,096	\$13,542,096	\$13,542,096
Other Charges	17,188	17,912	17,912	19,625	19,625	19,625
TOTAL EXPENSES	\$13,130,017	\$13,440,792	\$13,283,147	\$13,561,721	\$13,561,721	\$13,561,721
REVENUE:						
Taxes	\$13,092,933	\$13,071,170	\$13,144,820	\$13,154,430	\$13,154,430	\$13,154,430
Fines and Forfeitures	213,786	207,140	212,882	210,760	210,760	210,760
Use of Money/Property	5,008	3,300	12,669	5,200	5,200	5,200
Charges for Services	(9,679)	(9,675)	-9,975	(9,730)	(9,730)	(9,730)
TOTAL REVENUE	\$13,302,048	\$13,271,935	\$13,360,396	\$13,360,660	\$13,360,660	\$13,360,660
INCR/(DECRS) IN RETAINED EARNINGS	\$172,031	(\$168,857)	\$77,249	(\$201,061)	(\$201,061)	(\$201,061)

Enterprise Funds

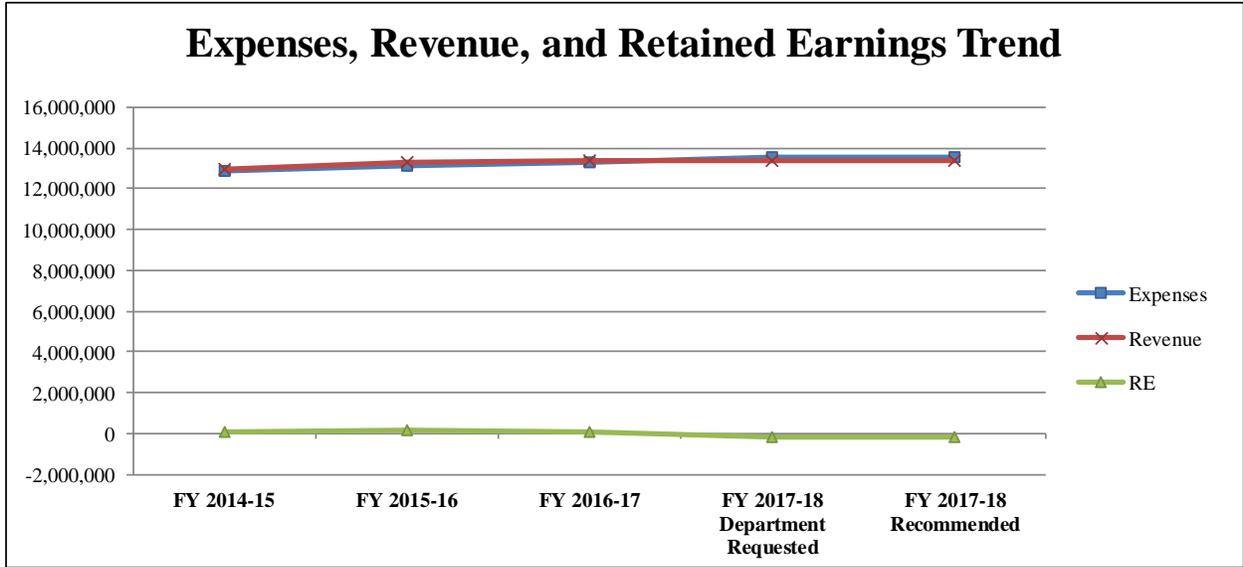
Major Expenses and Revenue in FY 2017-18 Recommended Budget

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 appropriations and revenue similar to FY 2016-17, increasing slightly due to general inflation. The retained earnings balance as of June 30, 2017 is \$2.4 million. The department is budgeting to utilize approximately \$201,000 of retained earnings toward expenses in FY 2017-18.





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

Kern Regional Transit is a division of the Public Works 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$8,400,252	\$8,947,708	\$9,096,936	\$9,635,211	\$9,635,211	\$9,634,887
Other Charges	1,484,824	1,522,000	1,305,545	1,312,584	1,312,584	1,312,908
Capital Assets	92,306	3,636,490	2,188,569	1,817,820	1,817,820	1,817,820
TOTAL EXPENSES	\$9,977,382	\$14,106,198	\$12,591,050	\$12,765,615	\$12,765,615	\$12,765,615
REVENUE:						
Taxes	\$5,126,087	\$6,268,233	\$6,268,234	\$6,543,086	\$6,543,086	\$6,543,086
Use of Money/Property	64,986	62,748	88,768	59,852	59,852	59,852
Intergovernmental	(1,985,286)	4,530,063	(20,056)	3,229,835	3,229,835	3,229,835
Charges for Services	987,639	1,363,895	1,056,193	1,139,420	1,139,420	1,139,420
Miscellaneous	22,795	361,983	184,355	474,584	474,584	474,584
Other Financing Sources:						
Capital Asset Sales	10,013	6,000		6,000	6,000	6,000
Non-Revenue Receipts	1,472,565	1,513,276	1,296,821	1,312,838	1,312,838	1,312,838
TOTAL REVENUE	\$5,698,799	\$14,106,198	\$8,874,315	\$12,765,615	\$12,765,615	\$12,765,615
INCR./(DECR.) IN RETAINED EARNINGS	(\$4,278,583)	\$0	(\$3,716,735)	\$0	\$0	\$0

Enterprise Funds

Major Expenses and Revenue in FY 2017-18 Recommended Budget

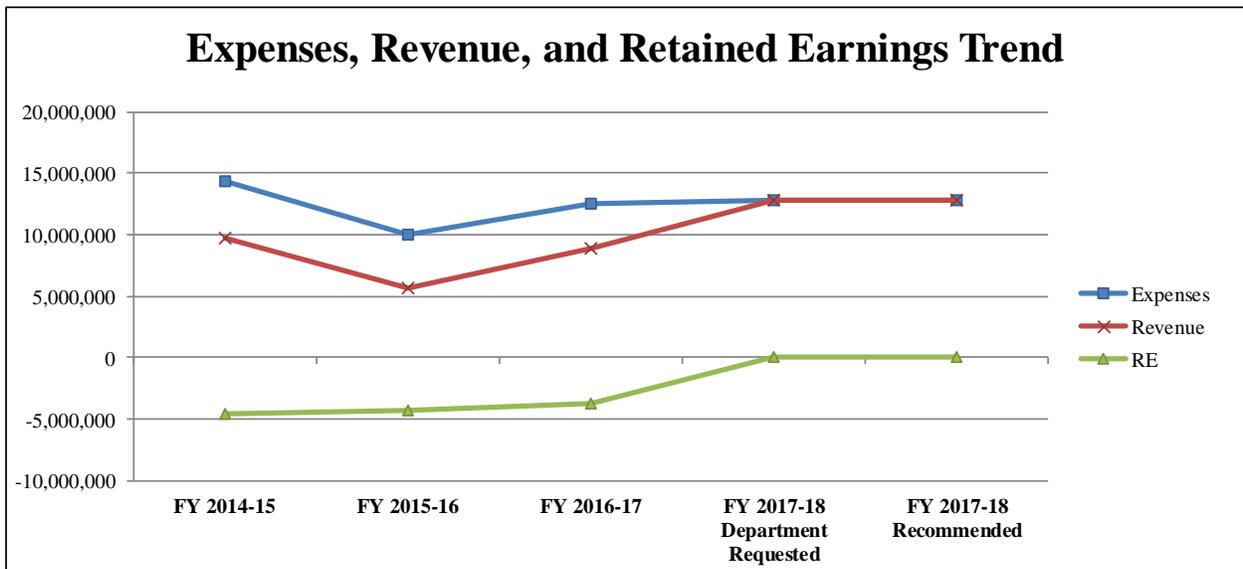
The activities of Kern Regional Transit are funded primarily from Sales and Use Tax for local transportation, State Public Transportation Modernization, Improvement, and Service Enhancement Account Program and funding from the State Department of Transportation Section 5311 that provides funding for public transit in non-urbanized areas. The primary expenses for the division include contracts for transportation services and labor and vehicle reimbursement for Public Works.

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 were transferred beginning in FY 2014-15 to services and supplies to reimburse the ISF for labor and vehicle maintenance for which the division has budgeted \$2 million. The division plans to purchase fare boxes and continue with the Mojave Transit Center and other bus stop enhancements. The capital assets will be funded with a combination of revenue including State aid and Office of Emergency Services grants.

The retained earnings balance as of June 30, 2017 is a deficit of \$3,953,292 due to the inclusion of long-term liabilities associated with Pension Obligations that do not come due within the budget cycle and represent future cost that will be funded with future revenue. The division has not budgeted to use any retained earnings for operations in FY 2017-18.

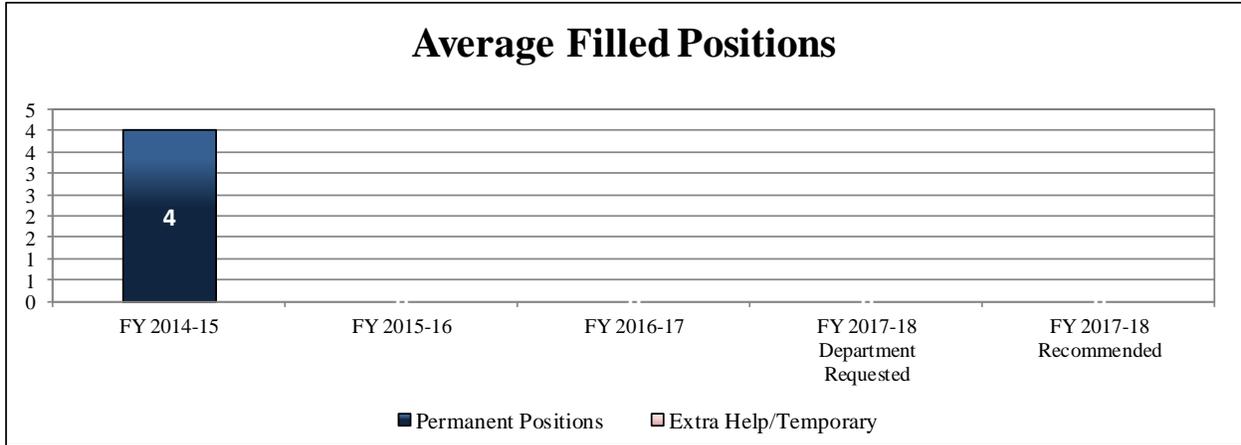
Enterprise Funds



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 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	4	0	0	0	0
Extra Help/Temporary	0	0	0	0	0
Total Positions	4	0	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	0	0	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	4	0	0	N/A	N/A
SALARIES & BENEFITS	\$294,222	\$0	\$0	\$0	\$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.

Enterprise Funds



FY 2017-18 Organizational Goals and Performance Measures

GOAL 1: Promote public transportation to improve access to services and improve air quality

Objective: Encourage Kern County citizens to use public transit

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Total number of passengers annually who board a Kern Regional Transit bus	581,000	617,000	630,000	688,620	650,000
Annual requests for additional services	20	15	18	16	18
Average cost per passenger per mile	\$1.08	\$1.17	\$1.20	\$1.18	\$1.20

Requests for additional services have decreased in the long-term due to better time performance, route alignment, additional trips on popular routes and new technology. The County's ridership continues to push the division to continue with improved performance. The division will continue to meet the needs and expectations of passengers.

GOAL 2: Ensure customer service as a priority

Objective: Provide a safe and reliable form of transportation for Kern County residents

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
On-time performance	N/A	N/A	N/A	N/A	90%
Preventable accidents per 1,000 miles	N/A	N/A	N/A	N/A	5
Passenger complaints per 100 passengers	N/A	N/A	N/A	N/A	2
Service interruptions per 100 miles	N/A	N/A	N/A	N/A	1.5

The department has added these performance measures for FY 2017-18 in order to report performance and quality of customer service provided by Kern Regional Transit System.

Waste Management Division

Department Head: Craig Pope
Fund: Solid Waste Management Enterprise
Budget Unit: 8999 and 8993

Function: Health and Sanitation
Activity: Sanitation

Description of Major Services

Waste Management is a division of the Public Works Department. The division is responsible for the operation and management of the County's solid waste disposal system, which consists 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's 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 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$30,502,810	\$37,535,164	\$34,561,522	\$40,846,366	\$41,346,366	\$41,346,366
Other Charges	6,324,594	6,845,530	5,797,395	5,148,723	5,148,723	5,423,590
Capital Assets	894,913	8,753,285	2,059,073	17,162,779	27,162,779	27,162,779
TOTAL EXPENSES	\$37,722,317	\$53,133,979	\$42,417,990	\$63,157,868	\$73,657,868	\$73,932,735
REVENUE:						
Taxes	\$22,735,710	\$23,215,440	\$22,883,084	\$23,420,600	\$23,420,600	\$23,420,600
Fines and Forfeitures	282,651	279,500	272,420	249,660	249,660	249,660
Use of Money/Property	630,114	492,039	1,019,084	746,071	746,071	746,071
Intergovernmental	236,202	208,000	313,512	283,870	283,870	283,870
Charges for Services	16,617,673	16,672,629	19,848,131	18,151,009	18,151,009	18,151,009
Miscellaneous	482,466	300,000	702,973	402,000	402,000	402,000
Other Financing Sources:						
Non-Revenue Receipts	3,005,826	4,000,000	3,113,698	4,000,000	4,000,000	4,000,000
TOTAL REVENUE	\$43,990,642	\$45,167,608	\$48,152,902	\$47,253,210	\$47,253,210	\$47,253,210
INCR./(DECR.) IN RETAINED EARNINGS	\$6,268,325	(\$7,966,371)	\$5,734,912	(\$15,904,658)	(\$26,404,658)	(\$26,679,525)

Enterprise Funds

Major Expenses and Revenue in FY 2017-18 Recommended Budget

A major expense for the division's recommended budget is labor reimbursement to the Public Works Department within services and supplies of nearly \$17 million. Additional appropriations within 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.

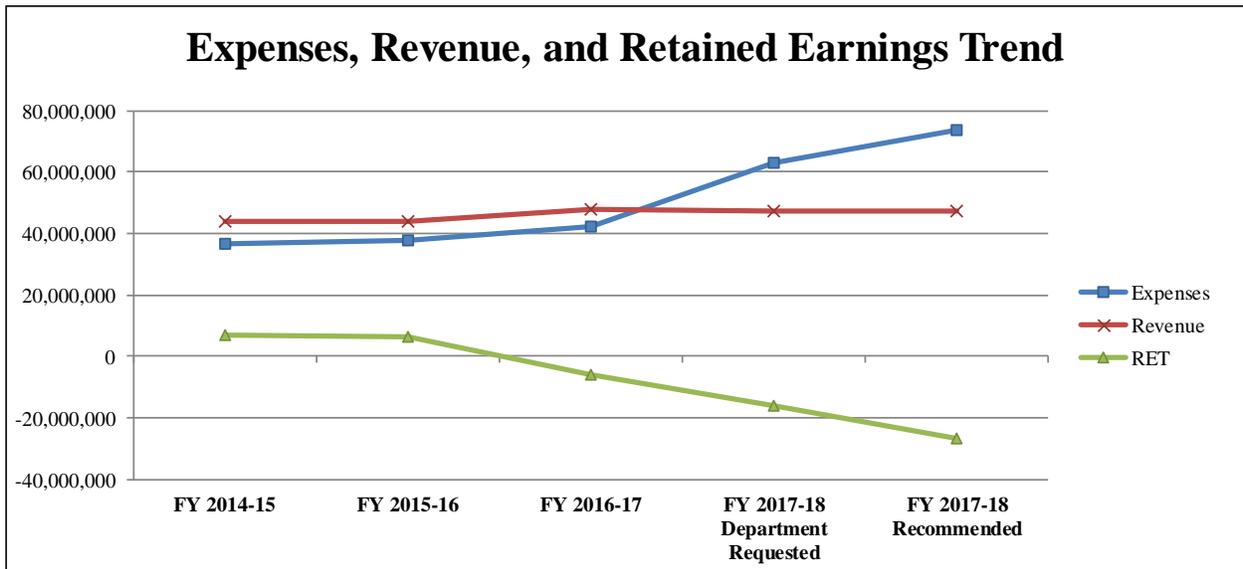
Budget Changes and Operational Impacts

The recommended budget includes funding for \$1.3 million in large capital asset purchases, and \$25.8 million in capital projects and improvements for solid waste facilities throughout the County, including \$10 million for the purchase of landfill buffer property.

The division is budgeting to receive \$23.4 million in land use fee revenue from collections on the tax roll in addition to \$12.7 million from gate fee revenue collected at the waste sites.

The retained earnings for the Waste Management Enterprise fund at June 30, 2017 is a deficit of \$25.3 million due to the inclusion of long-term liabilities of approximately \$74.2 million associated with pollution remediation obligations, future closure and post-closure maintenance and pension obligations. These liabilities do not come due within the budget cycle and represent future costs that will be funded with future revenue. After adjusting for long-term debt, the budgetary retained earnings balance as of June 30, 2017 is approximately \$48.9 million. The division is anticipating utilizing approximately \$26.6 million in FY 2017-18.

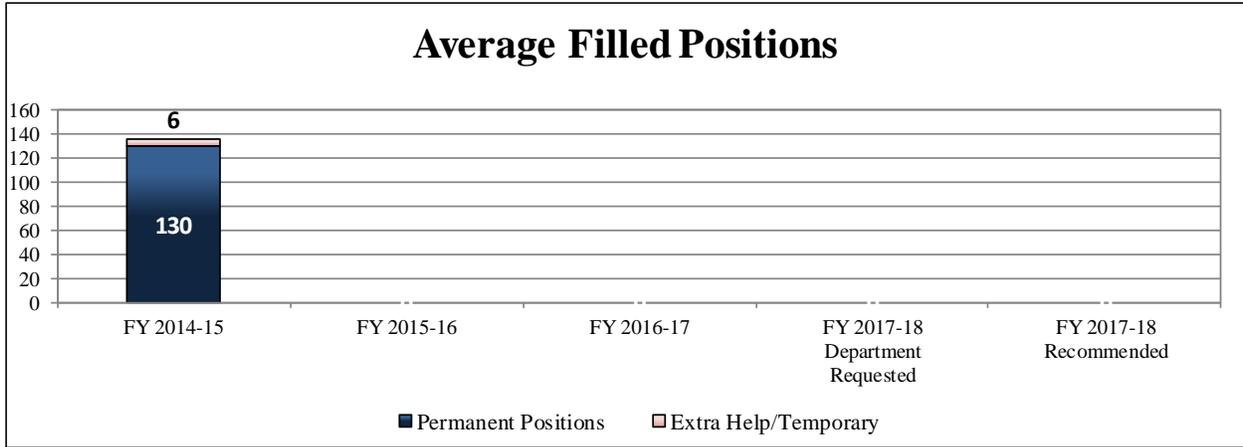
Enterprise Funds



Staffing Changes and Operational Impacts

All staff formerly employed within this division were transferred to the Public Works Internal Service Fund effective July 2015.





4-Year Staffing Trend

	Actual			Department	
	FY 2014-15	FY 2015-16	FY 2016-17	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2017-18	
Permanent Positions	130	0	0	0	0
Extra Help/Temporary	6	0	0	0	0
Total Positions	136	0	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	129	0	0	N/A	N/A
Extra Help/Temporary (FTE)	5	0	0	N/A	N/A
Total Positions	134	0	0	N/A	N/A
SALARIES & BENEFITS	\$13,799,325	\$0	\$0	\$0	\$0

Enterprise Funds

Summary of Authorized Positions

There are no authorized positions within this budget unit.



FY 2017-18 Organizational Goals and Performance Measures

GOAL 1: Assure Solid Waste Management Facilities and Operations are Conducted Safely and Minimize Impact on the Environment

Objective: Promote public and environmental safety by complying with State of California regulations related to environmentally safe management of solid waste and preventing hazardous and other unapproved waste disposal at landfills and transfer stations.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Regulatory compliance rate for active landfills and transfer stations	97%	93.57%	100%	97.83%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	467 Tons	533 Tons	500 Tons	538 Tons	500 Tons
Percentage of disposal reduced by department recycling programs	18%	18%	15% - 19%	21%	20%

The Waste Operations and Special Waste divisions continue to work diligently to minimize operational concerns in regards to regulatory compliance. In FY 2016-17 the sites achieved a 97.83% compliance rating for the 138 compliance points inspected. Steps have been implemented to increase the frequency of hazardous waste screening of loads to reduce the potential of hazardous waste disposed at landfills. The divisions also continues to strive to increase the amount of material diverted or recycled through County diversion programs. The special waste program held 20 household hazardous waste temporary collection events for communities throughout the County in FY 2016-17, including one emergency event held to facilitate debris clean-up efforts as a result of the Erskine fire.

GOAL 2: Fulfill Solid Waste Management Mission by Meeting the Needs of County Customers Cost Effectively

Objective: Operate cost effectively

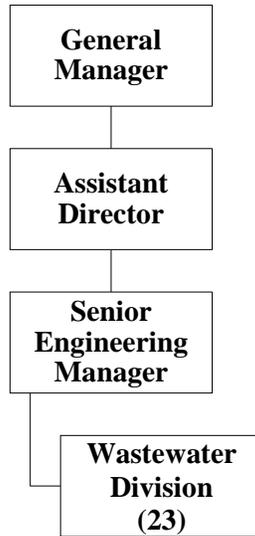
Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Cost of operating department recycling programs per ton recycled	\$40.00	\$40.40	\$40-\$50	\$38.20	\$40-\$50
Cost of operating landfills per ton of waste handled	\$23.43	\$22.67	\$21.82- \$23.40	\$20.15	\$21-\$23
Cost of operating transfer stations per ton of waste handled	\$76.47	\$96.45	\$75-\$85	\$75.10	\$75-\$85
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	\$3,544	\$5,271	\$4,100	\$4,250	\$4,100

Cost effective operation of all County landfills, transfer stations, and Special Waste facilities will allow the Waste Management division of Public Works to provide necessary solid waste and hazardous waste services to County customers without increasing rates. The method of calculating these goals has changed effective in FY 2015-16 due to the migration of all cost accounting into one program when the Public Works department was formed. The Erskine Fire affected the department in both FY 2015-16 and FY 2016-17. The cost of debris from the fire dumped at the Kern Valley Transfer Station increased the cost of operations at the transfer stations for FY 2015-16.

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 2015-16 and 2016-17 Accomplishments

- Assumed responsibility for inspection and maintenance of County Service Areas 71.3 and 11.4 “Rexland Acres” sewer collections systems and lift stations.
- Accomplished a perfect safety record with no injuries.
- Successfully completed the construction for the new Sheriff’s Lerdo and the Buena Vista Aquatic Recreational Area Wastewater Treatment Plants with collaboration from General Services and consultants.
- Completed design and construction of the concrete repairs around the KSA Wastewater Treatment Plant and a new concrete driveway for the gas scrubber.
- Completed design and construction of 300 feet of sewer segment replacement project.
- Completed design and construction of 14 manholes for KSA.
- Purchased and installed manhole monitoring system for KSA collection system to assist in overflow prevention.
- Successfully operated and maintained six wastewater treatment plants in Kern County without a notice of violation.
- Successfully completed the public workshop for the Proposition 218 process to increase the annual sewer service charge.

Special Districts



Kern Sanitation Authority

General Manager: 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 Public Works 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 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,859,578	\$2,360,519	\$2,002,839	\$2,308,191	\$2,308,191	\$2,307,919
Services and Supplies	1,384,901	2,369,704	1,582,907	3,392,489	3,392,489	3,392,489
Other Charges	392,701	414,200	374,030	511,820	511,820	512,180
Capital Assets	211,816	659,000	62,622	649,550	649,550	649,550
TOTAL EXPENSES	\$3,848,996	\$5,803,423	\$4,022,398	\$6,862,050	\$6,862,050	\$6,862,138
REVENUE:						
Taxes	\$2,666,908	\$2,628,690	\$2,645,383	\$4,352,010	\$4,352,010	\$4,352,010
Licenses and Permits	1,547	0	1,117	0	0	0
Fines and Forfeitures	69,126	62,460	61,131	105,550	105,550	105,550
Use of Money/Property	132,094	112,630	159,453	140,300	140,300	140,300
Charges for Services	1,135,078	1,548,714	1,539,841	1,829,004	1,829,004	1,829,004
Miscellaneous	53,336	60,680	130,106	185,870	185,870	185,870
Non-Revenue Receipts	342,053	400,000	359,835	480,000	480,000	480,000
TOTAL REVENUE	\$4,400,142	\$4,813,174	\$4,896,866	\$7,092,734	\$7,092,734	\$7,092,734
INC/(DECR) IN RETAINED EARNINGS	\$551,146	(\$990,249)	\$874,468	\$230,684	\$230,684	\$230,596

Special Districts

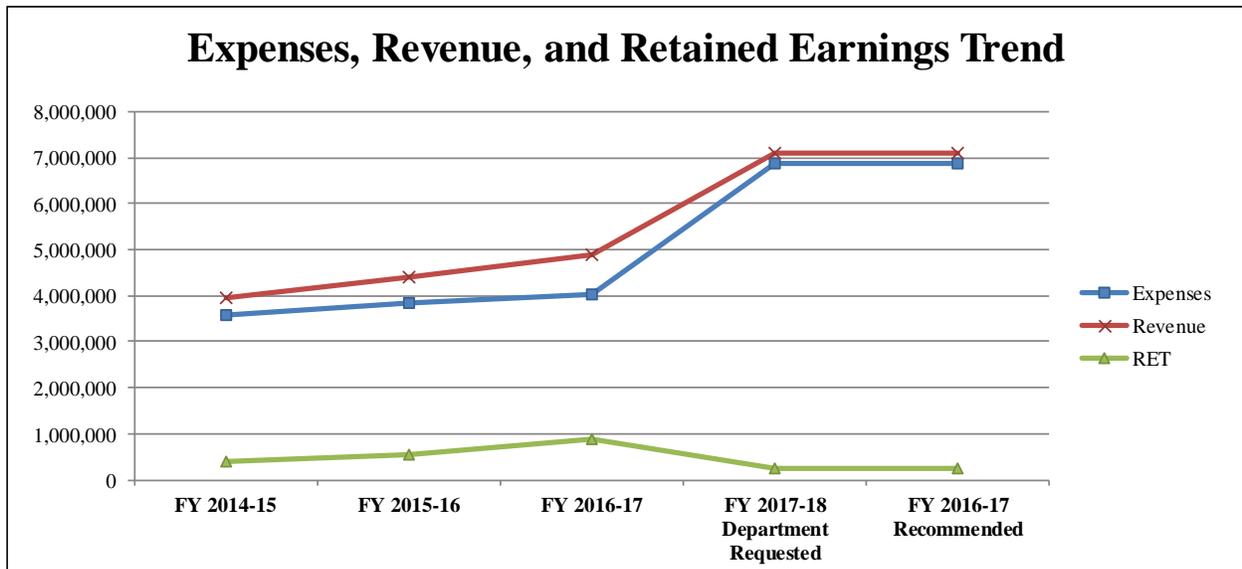
Major Expenses and Revenue in FY 2017-18 Recommended Budget

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 property tax bills on properties within the district boundaries and one-time sewer connection fees.

Budget Changes and Operational Impacts

On May 9, 2017, the Kern Sanitation Authority Board approved a \$112.42 per equivalent single-family dwelling fee increase for FY 2017-18 and the continuing use of the cost of living rate adjustment for the subsequent four years. The fee increase is projected to generate approximately \$1.7 million more in revenue for the district in FY 2017-18 than FY 2016-17 actual. The additional revenue will cover the operational and maintenance needs to provide sewer service to the district customers. The recommended budget for the district includes increased appropriations for the replacement of a sewer line segment. Capital assets in the amount of \$649,550 have been included for the purchase of one (1) backup gas purifier, one (1) remote camera lift, one (1) sludge spiral heat exchanger, one (1) primary clarifier sludge and one (1) vehicle.

While the Kern Sanitation District has approximately \$7 million in unrestricted cash that can be used to support operations of the District, the retained earnings as of June 30, 2017 was \$1,107,172 due to the inclusion of approximately \$4 million in long term liabilities associated with pension obligation bonds. These liabilities do not come due within the FY 2017-18 budget and represent future costs that will be funded with future revenue or existing reserves. The District has not budgeted to use any retained earnings for operations in FY 2017-18.

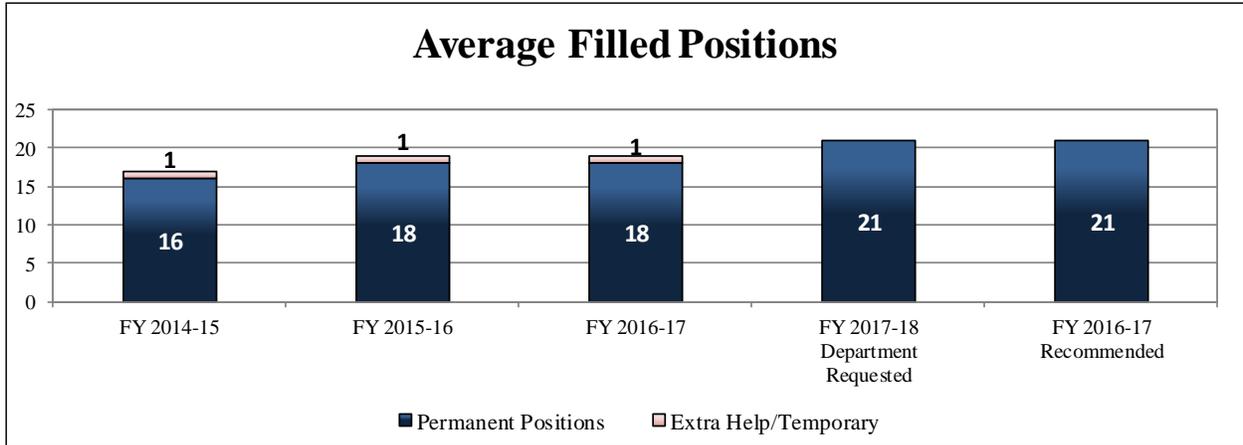


Special Districts

Staffing Changes and Operational Impacts

The recommended budget provides the district with funding for 21 of its 23 authorized positions, leaving two (2) Wastewater Treatment Plant Operator positions vacant and unfunded.





4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
AVERAGE FILLED POSITIONS					
Permanent Positions	16	18	18	21	21
Extra Help/Temporary	1	1	1	0	0
Total Positions	17	19	19	21	21
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	16	18	18	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	17	19	19	N/A	N/A
SALARIES & BENEFITS	\$1,620,415	\$1,859,578	\$2,002,839	\$2,308,191	\$2,307,919

Special Districts

Summary of Authorized Positions

The recommended budget provides the department with funding for all but two (2) vacant and unfunded Wastewater Treatment Plant Operator positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Wastewater	23	0	0	23	21	2	23
Total	23	0	0	23	21	2	23



Wastewater Division

Classification

- 1 Administrative Coordinator
- 2 Wastewater Specialist I/II
- 1 Wastewater Technologist I/II
- 12 Wastewater Treatment Plant Operator Trainee/I/II/III
- 1 Sewer Collections Systems Supervisor
- 4 Sewer Maintenance Worker I/II
- 1 Waste Management Specialist I/II/III
- 1 Building Services Worker I/II/III
- 23 Requested Total**

FY 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Number of Sewer System Overflows onto private property	1	1	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%

Kern Sanitation Authority (KSA) continues to respond to all sewer system overflows promptly. KSA sewer crew staff are set up for 24/7 emergency response. 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Annual charge for sewer service for a single family residence	\$160.63	\$162.58	\$162.58	\$162.58	\$275.00

Kern Sanitation Authority has continued to provide cost effective service to its customers. The Authority has been getting by without increasing rates over the Consumer Price Index (CPI) increase, but the regulatory obligations and cost of replacing aging infrastructure forced a rate increase in FY 2017-18. On May 9, 2017 a protest hearing was held, a majority was not reached and the increase was approved with a continued CPI adjustment for the next four fiscal years.

Special Districts



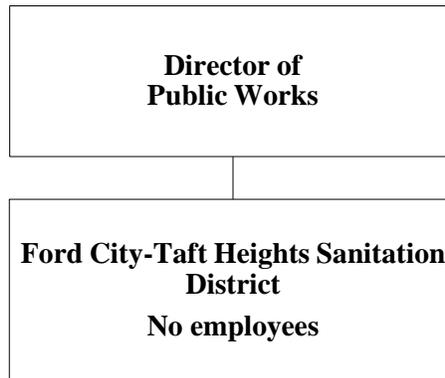
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Mission Statement

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 2015-16 and 2016-17 Accomplishments

- Successfully completed the final year of a four-year phased annual sewer service charge needed to fund USDA Loan for Wastewater Treatment Plant Improvements.
- Worked with the City of Taft, consultant and USDA to complete the construction of the Wastewater Treatment Plant Improvement Project.
- Worked with the City of Taft to complete the design and construction for the Federal Prison wastewater treatment plant primary clarifier weir adjustments.
- Completed design and construction of a 531 feet sewer segment replacement with new sewer manhole installation project.
- Completed design and construction of a 7-sewer manhole installation and maintenance project.
- Purchased and installed manhole-monitoring system for collection system to assist in overflow prevention.

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%). The Kern Sanitation Authority maintains the district's sewer collection system and the Public Works Department provides administration and maintenance services.

Summary of Expenses and Revenue

	FY 2015-16		FY 2016-17		FY 2017-18	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$850,873	\$1,000,570	\$907,092	\$1,057,737	\$1,057,737	\$1,057,737
Other Charges	94,487	62,260	40,396	92,490	92,490	92,590
TOTAL EXPENSES	\$945,360	\$1,062,830	\$947,488	\$1,150,227	\$1,150,227	\$1,150,327
REVENUE:						
Taxes	\$728,203	\$785,100	\$785,911	\$851,640	\$851,640	\$851,640
Fines and Forfeitures	16,811	21,700	12,472	19,619	19,619	19,619
Use of Money/Property	7,027	6,200	10,063	9,460	9,460	9,460
Charges for Services	23,984	25,730	24,561	28,079	28,079	28,079
Miscellaneous	8,075	2,280	13,952	10,000	10,000	10,000
Non-Revenue Receipts	74,079	100,000	78,133	100,000	100,000	100,000
TOTAL REVENUE	\$858,179	\$941,010	\$925,092	\$1,018,798	\$1,018,798	\$1,018,798
INCR./(DECR.) IN RETAINED EARNINGS	(\$87,181)	(\$121,820)	(\$22,396)	(\$131,429)	(\$131,429)	(\$131,529)

Special Districts

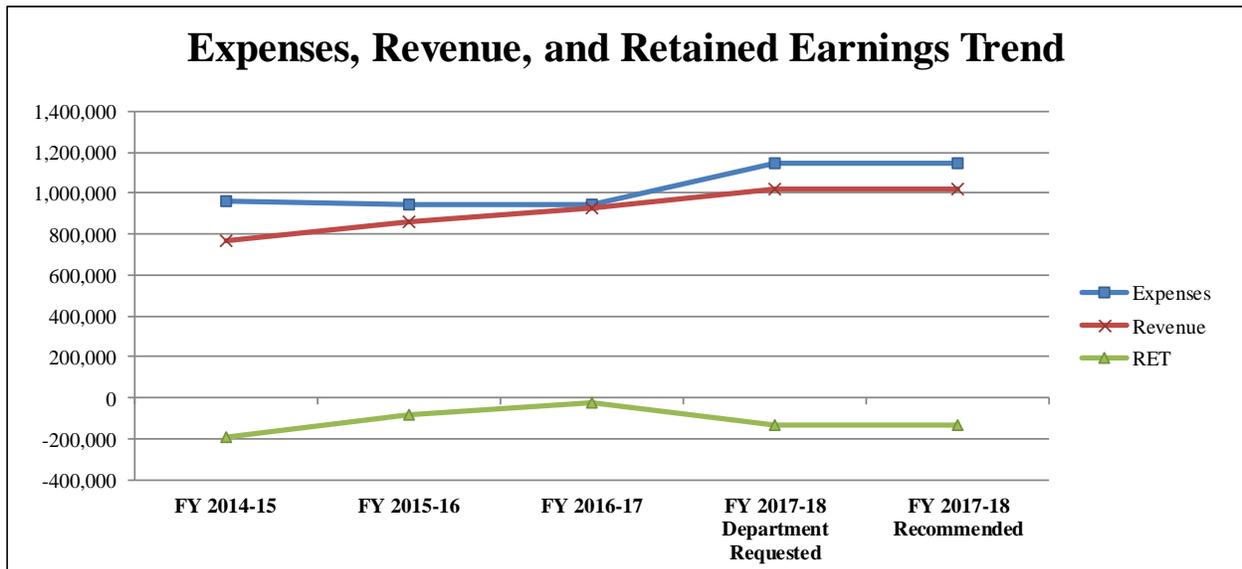
Major Expenses and Revenue in FY 2017-18 Recommended Budget

The major expense for the district is the County's share of cost paid to the City of Taft for the operation of the treatment plant as stipulated by an agreement between the City of Taft and the district as well as reimbursements to the Kern Sanitation Authority and Public Works Department for administration and maintenance. The operational, administrative and maintenance costs are paid with sewer service charges collected through property tax bills. Charges for services and miscellaneous revenues are collected for connection fees and other district cost reimbursements.

Budget Changes and Operational Impacts

The recommended budget includes sufficient appropriations to pay the City of Taft the operational cost of the plant and to reimburse the Kern Sanitation Authority and the Public Works department for administrative and maintenance costs. Beginning in FY 2014-15, the district began paying 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 9, 2017, the Ford City-Taft Heights Sanitation District Board approved a \$30.27 per equivalent single-family dwelling fee increase for FY 2017-18 as the final increase related to a four-year plan to fund increased annual costs resulting from the improvements at the plant.

The district’s retained earnings as of June 30, 2017 is a deficit of \$1.1 million; the district will release \$1.2 million from its designation to cover the deficit and the anticipated operational cost for FY 2017-18.



Special Districts



FY 2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Estimate	2017-18 Goal
Number of Sewer System Overflows onto private property	0	0	0	0	0
Percentage of times responded in less than one hour when notification of a Sewer System Overflow was received	100%	100%	100%	100%	100%

Ford City-Taft Heights Sanitation District continues to promptly respond to all sewer system overflows. KSA sewer crew staff are set up for 24/7 emergency response including a person that lives in Taft. KSA also provided additional preventative 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Actual	2017-18 Goal
Annual charge for sewer service for a single family residence	\$288.99	\$319.26	349.53	349.53	379.80

Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The increase proposed for FY 2017-18 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, FY 2017-18 is the fourth and final consecutive year, to minimize the impact to District customers.

Special Districts



In-Home Supportive Services Public Authority

Department Head: Lito Morillo

Function: Public Assistance

Fund: In-Home Supportive Services

Activity: Other Assistance

Budget Unit: 9147

Description of Major Services

The In-Home Supportive Services (IHSS) program is designed to assist persons with disabilities and older adults in avoiding premature placement in long-term care facilities. The IHSS Public Authority was established by the Board of Supervisors in November 2002, and is administered under contract by the Aging and Adult Services Department. The Public Authority is the employer of record for the purpose of collective bargaining for individuals that provide services to eligible aged, blind or disabled individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

	FY 2015-16	FY 2016-17		FY 2017-18		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$52,196	\$45,587	\$45,174	\$31,821	\$31,821	\$31,821
Other Charges	8,626,038	8,930,501	8,923,774	11,847,968	11,847,968	11,891,643
TOTAL EXPENDITURES	\$8,678,234	\$8,976,088	\$8,968,948	\$11,879,789	\$11,879,789	\$11,923,464
REVENUE:						
Use of Money/Property	\$2,567	\$2,500	\$4,171	\$2,700	\$2,700	\$2,700
Intergovernmental	512,177	539,020	560,114	319,854	319,854	356,970
Other Financing Sources:						
Social Services Realignment	7,841,344	8,335,805	8,210,582	8,201,447	11,557,235	11,557,235
TOTAL REVENUE	\$8,356,088	\$8,877,325	\$8,774,867	\$8,524,001	\$11,879,789	\$11,916,905
NET FUND COST	\$322,146	\$98,763	\$194,081	\$3,355,788	\$0	\$6,559

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

The majority of expenditures in this budget unit are associated with IHSS service providers' salaries and the County's share of administrative costs of IHSS Public Authority, which is administered by the Aging and Adult Services Department. The personnel costs for administering the IHSS program are found in budget unit 5610. The recommended budget estimates the County's financial responsibility for the cost of IHSS services at \$11.9 million.

Budget Changes and Operational Impacts

The recommended budget includes an increase of approximately \$3 million over FY 2016-17 actual expenditures due to the State establishing a new MOE with an increased IHSS cost baseline (\$592 million) to counties for FY 2017-18. The MOE cost will increase by five percent in FY 2018-19, and in future years, the inflation factor will be adjusted on a sliding scale ranging from no annual cost, up to a seven percent inflator. To offset costs to counties, the State is

Special Districts

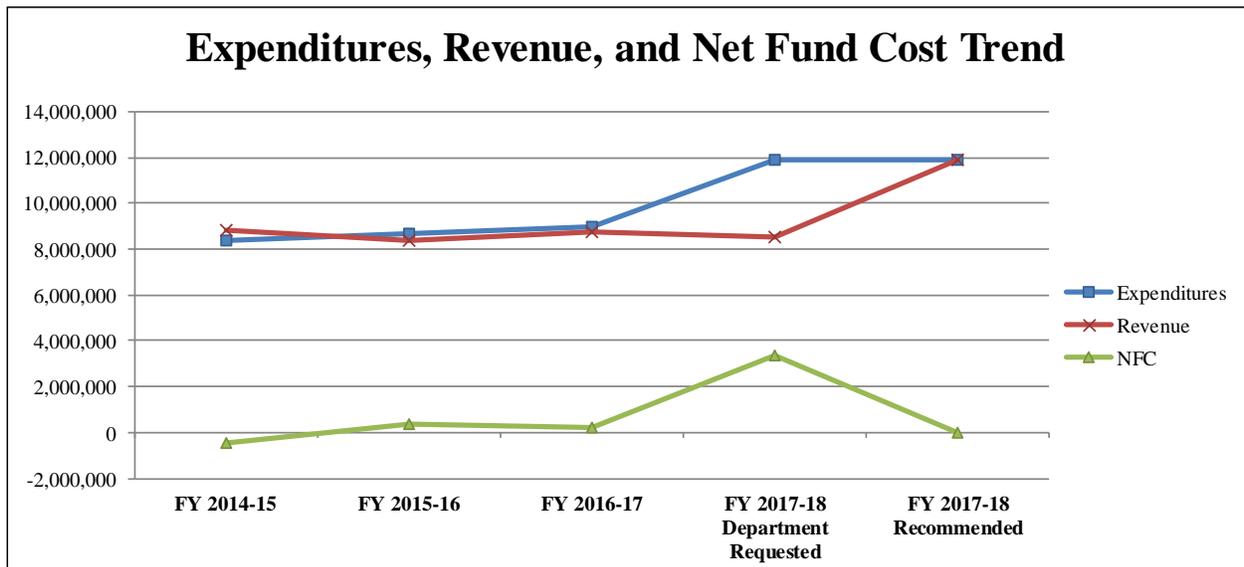


committing \$400 million in State General Fund contributions in FY 2017-18 to mitigate the cost shift to counties. The Finance Department has yet to disclose each county’s share of the \$400 million in IHSS cost relief funding approved in the state budget. Kern’s allocation from the State could significantly reduce the budgeted IHSS cost in FY 2017-18. However, the IHSS cost will continue to grow in the next five years due to the State program changes related to implementation of Fair Labor Standards Act requirements for providers, annual mandated cost escalators, State minimum wage increases and increase caseload size.

The additional increase in cost is funded by an increase in Social Services program realignment. The fund balance as of June 30, 2017 is a deficit of \$95,318. The department has a general designation of \$869,227 and anticipates using \$101,877 to cover operations and the deficit in fund balance. The remaining \$767,350 will remain in the designation for use to mitigate future year increases in IHSS MOE.

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. Funds are transferred into departments as operating transfers in and are detailed in the Summaries of Expenditures and Revenues 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 2016-17		FY 2017-18			Total Estimated Revenue	
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Capital Assets		Total Recommended Appropriations
General Government									
Finance									
00264	1113	Tax Loss Reserve	\$8,000,000	\$0	\$0	\$7,000,000	\$0	\$7,000,000	\$6,400,000
00266	1121	Redemption Systems	876,222	0	0	1,022,712	0	1,022,712	200,000
Total Finance			\$8,876,222	\$0	\$0	\$8,022,712	\$0	\$8,022,712	\$6,600,000
Property Management									
22156	1611	DIVCA Local Franchise Fee	\$405,000	\$82,500	\$0	\$310,000	\$0	\$392,500	\$335,000
Total Property Management			\$405,000	\$82,500	\$0	\$310,000	\$0	\$392,500	\$335,000
Promotion									
22036	1814	Board of Trade - Advertising	\$84,225	\$0	\$0	\$38,000	\$0	\$38,000	\$38,000
Total Promotion			\$84,225	\$0	\$0	\$38,000	\$0	\$38,000	\$38,000
Plant Acquisition									
22153	1950	Bakersfield Planned Sewer 1	\$500	\$20,500	\$0	\$0	\$0	\$20,500	\$41,433
22158	1951	Bakersfield Planned Sewer 2	500	500	0	0	0	500	3,696
22164	1952	Bakersfield Planned Sewer 3	500	500	0	0	0	500	53
22166	1953	Bakersfield Planned Sewer 4	500	500	0	0	0	500	928
22167	1954	Bakersfield Planned Sewer 5	500	500	0	0	0	500	11,171
22173	1956	County Planned Sewer Area A	44,000	500	0	0	0	500	1,185
22177	1957	County Planned Sewer Area B	500	500	0	0	0	500	17
22184	1958	CSA 71 Septic Abandonment	500	500	0	0	0	500	26,999
00171	1962	Planned Local Drainage - Shalmar	500	500	0	0	0	500	129
00172	1963	Planned Local Drainage - Brundage	500	500	0	0	0	500	1,539
00173	1961	Planned Local Drainage - Orangewood	500	500	0	0	0	500	9,894
00174	1964	Planned Local Drainage - Breckenridge	500	500	0	0	0	500	421
00176	1965	Planned Local Drainage - Oildale	500	500	0	0	0	500	2,201
00191	1968	Criminal Justice Facilities Construction	2,600,000	0	0	2,700,000	0	2,700,000	2,700,000
Total Plant Acquisition			\$2,650,000	\$26,500	\$0	\$2,700,000	\$0	\$2,726,500	\$2,799,666
Total General Government			\$12,015,447	\$109,000	\$0	\$11,070,712	\$0	\$11,179,712	\$9,772,666
Public Protection									
00180	2111	DNA Identification	\$450,000	\$0	\$0	\$375,000	\$0	\$375,000	\$375,000
00181	2112	Local Public Safety	78,733,628	0	0	78,253,849	0	78,253,849	70,870,125
00188	2113	Automated County Warrant System	40,000	0	0	31,000	0	31,000	23,000
00190	2114	Domestic Violence	150,000	0	0	150,000	0	150,000	150,000
00164	2115	Real Estate	1,103,800	322,698	0	1,000,000	0	1,322,698	1,208,400
22064	2181	District Attorney Local Forfeiture	50,000	0	0	30,000	0	30,000	10,000
22079	2182	District Attorney - Equipment Automation	73,000	0	0	73,000	0	73,000	1,000
22087	2185	Criminalistics Laboratories	100,000	0	0	354,429	0	354,429	100,000
24028	2186	District Attorney - Federal Forfeitures	0	0	0	0	0	0	1,500
24038	2187	District Attorney - Court Ordered Penalties	750,000	0	0	770,000	0	770,000	1,000,000
Total Judicial			\$81,450,428	\$322,698	\$0	\$81,037,278	\$0	\$81,359,976	\$73,739,025

Special Revenue Funds



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2016-17	FY 2017-18					Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	Total Recommended	
Police Protection									
00182	2211	Sheriff Facility - Training	\$240,000	\$0	\$0	\$211,000	\$0	\$211,000	\$230,000
00184	2212	Automated Fingerprint	280,000	0	0	400,000	0	400,000	180,000
22046	2119	Sheriff Electronic Monitoring	0	0	0	0	0	0	43,000
22127	2214	Sheriff California Identification	1,990,000	0	0	2,914,000	0	2,914,000	1,455,000
22128	2215	Sheriff Civil Subpoenas	0	0	0	15,000	0	15,000	9,000
22129	2231	KNET Asset Forfeiture	0	0	0	50,000	0	50,000	40,000
22131	2216	Sheriff Drug Abuse Gang Diversion	0	0	0	0	0	0	4,700
22132	2217	Sheriff Training	105,000	0	0	100,000	0	100,000	102,000
22133	2218	Sheriff Work Release	400,000	0	0	400,000	0	400,000	405,000
22137	2219	Sheriff State Forfeiture	468,279	0	0	6,000	0	6,000	0
22138	2220	Sheriff Civil Automated	26,500	0	0	36,500	0	36,500	180,000
22140	2221	Sheriff Firearms	5,000	0	0	5,000	0	5,000	5,000
22141	2222	Sheriff Judgment Debtor's Fee	390,050	0	0	397,550	0	397,550	200,000
22142	2223	Sheriff Command Resources	11,000	0	0	5,000	0	5,000	150
22143	2224	Sheriff Volunteer Services	15,000	0	0	15,000	0	15,000	9,000
22144	2225	Sheriff Controlled Substances	535,968	0	0	0	0	0	40,000
22160	2226	Sheriff Cal-MMET	0	0	0	0	0	0	100
22161	2227	HIDTA State Asset Forfeiture	0	0	0	0	0	0	300
22162	2228	Cal-MMET State Asset Forfeiture	50,000	0	0	0	0	0	30,000
22196	2233	Rural Crime Impact Fee	132,738	0	0	653,642	0	653,642	550,000
22126	2213	Sheriff Rural Crime	0	0	0	0	0	0	1,000
24057	2230	Inmate Welfare	4,407,500	0	0	4,273,600	0	4,273,600	2,500,000
Total Police Protection			\$9,057,035	\$0	\$0	\$9,482,292	\$0	\$9,482,292	\$5,984,250
Detention & Correction									
22010	2300	Public Safety 2011 Realignment	\$70,247,011	\$0	\$2,520,862	\$70,494,912	\$0	\$73,015,774	\$69,039,225
24063	2193	Community Recidivism Reduction CCP	6,181,857	5,859,739	0	0	0	5,859,739	1,037,556
22097	2347	Asset Forfeiture 15 Percent	5,000	0	0	5,000	0	5,000	100
00179	2341	Probation Training	252,720	0	0	249,645	0	249,645	249,645
00163	2342	Probation Juvenile Justice Realignment	4,756,032	0	0	3,731,448	0	3,731,448	3,749,448
22098	2343	Probation Asset Forfeiture	10,000	0	0	10,000	0	10,000	700
24060	2344	Juvenile Inmate Welfare	30,000	0	0	49,000	0	49,000	17,000
22190	2346	Community Corrections Performance Incentive	0	0	0	0	0	0	4,000
22107	2348	Probation Federal Asset Forfeiture	20,000	0	0	0	0	0	5,600
Total Detention & Correction			\$81,502,620	\$5,859,739	\$2,520,862	\$74,540,005	\$0	\$82,920,606	\$74,103,274
Fire Protection									
22188	2420	Firework Violations	\$25,000	\$0	\$0	\$25,500	\$0	\$25,500	\$50,500
24042	2421	Fire Department Donation	15,000	0	0	15,000	0	15,000	500
24043	2422	State Fire	814,054	0	0	697,544	0	697,544	0
24044	2423	Fire Hazard Reductions	450,000	0	0	450,000	0	450,000	351,500
24047	2425	Fire Helicopter Operations	850,000	0	0	850,000	0	850,000	909,500
Total Fire Protection			\$2,154,054	\$0	\$0	\$2,038,044	\$0	\$2,038,044	\$1,312,000
Protective Inspection									
24125	2626	Strong Motion Instrumentation	\$61,000	\$51,000	\$0	\$0	\$0	\$51,000	\$35,000
Total Protective Inspection			\$61,000	\$51,000	\$0	\$0	\$0	\$51,000	\$35,000
Other Protection									
00160	2740	Wildlife Resources	\$16,980	\$783	\$3,600	\$0	\$0	\$4,383	\$3,200
00194	2709	Recorder Social Security Truncation	9,700	0	0	9,700	0	9,700	0
00198	2706	Recorder's Fees	1,022,634	0	110,000	2,190,364	0	2,300,364	825,040
00199	2707	Micrographic Recorder	53,943	0	0	2,291	0	2,291	0
22124	2753	Oil and Gas Program	0	0	0	1,080,796	0	1,080,796	2,053,092
22187	2708	Recorders Modernization	264,400	0	00	159,400	0	159,400	177,963
22042	2751	General Plan Administration Surcharge	1,802,364	0	0	1,636,861	0	1,636,861	861,000
22027	2764	Animal Services Sterilization	40,000	0	0	33,000	0	33,000	33,000
22163	2229	High Technology Equipment	0	0	0	0	0	0	30
00175	2780	Range Improvement Section 15	5,750	0	5,750	0	0	5,750	6,072
00177	2781	Range Improvement Section 3	2,000	0	2,000	0	0	2,000	1,403
Total Other Protection			\$3,217,771	\$783	\$121,350	\$5,112,412	\$0	\$5,234,545	\$3,960,800
Total Public Protection			\$177,442,908	\$6,234,220	\$2,642,212	\$172,210,031	\$0	\$181,086,463	\$159,134,349

Special Revenue Funds



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2016-17		FY 2017-18				Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	Total Recommended	
Public Ways & Facilities									
Public Ways									
24089	3003	Metro Bakersfield Transportation Impact Fee	\$918,958	\$0	\$0	\$6,000,000	\$0	\$6,000,000	\$0
22198	3020	Oil and Gas Road Maintenance Mitigation	249,130	0	0	0	0	0	0
24300	3100	Oildale Revitalization	8,420	00	0	0	0	0	0
Total Public Ways			\$1,176,508	\$0	\$0	\$6,000,000	\$0	\$6,000,000	\$0
Total Public Ways and Facilities			\$1,176,508	\$0	\$0	\$6,000,000	\$0	\$6,000,000	\$0
Health & Sanitation									
Health									
22069	4111	Public Health Miscellaneous	\$9,755	\$0	\$0	\$6,646	\$0	\$6,646	\$7,500
22125	4116	Hazardous Waste Settlements	250,000	0	0	343,690	0	343,690	100,000
24139	4118	Vital and Health Statistics - County Clerk	3,000	0	0	3,500	0	3,500	3,000
24138	4119	Vital and Health Statistics - Recorder	82,200	0	0	90,545	0	90,545	82,500
00195	4124	Alcoholism Program	130,251	0	0	59,923	0	59,923	66,500
00196	4125	Alcohol Abuse Education/Prevention	157,198	0	0	120,067	0	120,067	64,410
00197	4126	Drug Program	71,090	0	0	15,994	0	15,994	17,985
22085	4130	Mental Health Services Act	36,445,813	0	0	43,677,026	0	43,677,026	39,299,837
22086	4131	Mental Health Services Act Prudent Reserve	0	0	0	0	0	0	4,080,000
22073	4136	Health - MAA/TCM	13,615	0	0	121,465	0	121,465	1,770
22076	4137	Child Restrain Loaner Program	65,616	0	0	63,750	0	63,750	22,275
24126	4140	Tobacco Education Control Program	166,061	0	0	138,870	0	138,870	150,275
24137	4141	Vital and Health Statistics - Health	73,013	0	0	77,125	0	77,125	72,450
22010	4142	Behavioral Health Services 2011 Realignment	49,146,536	0	0	51,084,558	0	51,084,558	50,195,093
Total Health			\$86,614,148	\$0	\$0	\$95,803,159	\$0	\$95,803,159	\$94,163,595
Hospital Care									
22108	4150	Managed Care Incentive	\$16,331,395	\$0	\$0	\$0	\$0	\$0	\$0
00187	4201	Emergency Medical Payments	1,777,944	1,672,116	0	450,340	0	2,122,456	2,259,548
22028	8987	Kern Medical Center - Medical Education	844,036	0	0	00	0	0	0
Total Hospital Care			\$18,953,375	\$1,672,116	\$0	\$450,340	\$0	\$2,122,456	\$2,259,548
Total Health and Sanitation			\$105,567,523	\$1,672,116	\$0	\$96,253,499	\$0	\$97,925,615	\$96,423,143
Public Assistance									
Administration									
22194	5511	Veterans Grants	\$129,431	\$0	\$0	\$137,227	\$0	\$137,227	\$0
22185	5122	Wraparound Savings	2,432,927	196,000	0	2,191,797	0	2,387,797	1,805,173
24066	5123	Kern County Children	357,700	491,702	0	0	0	491,702	175,747
24105	5124	Shelter Care	100,000	100,000	0	0	0	100,000	0
Total Administration			\$3,020,058	\$787,702	\$0	\$2,329,024	\$0	\$3,116,726	\$1,980,920
Other Assistance									
22039	5400	Disaster Assistance	\$0	\$1,850,169	\$0	\$0	\$0	\$1,850,169	\$951,829
22010	5300	Protective Services 2011 Realignment	64,240,041	0	0	68,632,131	0	68,632,131	67,478,244
Total Other Assistance			\$64,240,041	\$1,850,169	\$0	\$68,632,131	\$0	\$70,482,300	\$68,430,073
Total Public Assistance			\$67,260,099	\$2,637,871	\$0	\$70,961,155	\$0	\$73,599,026	\$70,410,993
Education									
Education									
24067	6211	Kern County Library Donations	\$53,000	\$0	\$0	\$138,000	\$0	\$138,000	\$166,000
Total Education			\$53,000	\$0	\$0	\$138,000	\$0	\$138,000	\$166,000
Total Education			\$53,000	\$0	\$0	\$138,000	\$0	\$138,000	\$166,000
Recreation & Culture									
Recreation Facilities									
00170	7103	Off Highway Motor Vehicle License Fees	\$106,277	\$47,118	\$0	\$29,400	\$0	\$76,518	\$132,000
22195	7104	Park Donations	8,000	5,000	0	0	0	5,000	0
25120	7105	Parcel Map in-lieu fee	100,000	100,000	0	0	0	100,000	1,800
Total Recreation Facilities			\$214,277	\$152,118	\$0	\$29,400	\$0	\$181,518	\$133,800
Total Recreation and Culture			\$214,277	\$152,118	\$0	\$29,400	\$0	\$181,518	\$133,800
Total Special Revenue Funds			\$363,729,762	\$10,805,325	\$2,642,212	\$356,662,797	\$0	\$370,110,334	\$336,040,951

Special Revenue Funds



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Other Capital Projects

Fund: As listed

Budget Units: As Listed

Description of Major Services

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 Public Works Department and the General Services Division of the County Administrative Office manage the projects.

Major Expenditures and Revenue in FY 2017-18 Recommended Budget

Projects approved in prior years but not completed total \$196.9 million. The major multi-year carryover projects include construction of a new jail facility and the final phase of the Seventh Standard Widening Project. The recommended budget also includes a \$400,000 transfer to the General Fund. The transfer is for interest earnings from the Tobacco Securitization Tobacco Endowment fund that are available for discretionary purposes. The recommended budget includes additional appropriations for a \$4,354,895 transfer to the General Fund to fund several major maintenance projects including the reroof of the Jamison Center, Communications Buildings, Kern River Valley Senior Center, and other County facilities.

SUMMARY OF EXPENDITURES AND REVENUE									
Fund Number	Budget Unit	Description	Cumulative Balances				FY 2017-18		
			Budgeted Project Appropriations	Project Actual Accumulated Expenditures	Budgeted Project Revenue	Project Actual Accumulated Revenue	Total Estimated Revenue	Recommended Appropriations	
General Government									
Plant Acquisition									
00004	1948	ACO - General							
		8851-Operating Transfer Out	\$0	\$0	\$0	\$0	\$4,366,895	\$4,354,895	
00012	1949	ACO - Structural Fire	\$0	\$0	\$0	\$0	\$2,000	\$0	
00221	1966	Facility Projects							
		8851-Operating Transfer Out	\$0	\$0	\$0	\$0	\$0	\$1,659	
00235	8235	Tobacco Securitization Proceeds - CP							
		8851-Operating Transfer Out	\$27,580,954	\$22,134,305	\$25,980,954	\$20,534,306	\$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	\$121,544,288	\$127,031,000	\$107,382,999	\$0	\$0	
Public Ways and Facilities									
Public Ways									
00220	3009	8325-Seventh Standard Widening Project	\$42,317,459	\$41,996,518	\$42,116,712	\$42,119,036	\$0	\$8,522	
Total Projects			\$196,929,413	\$185,675,111	\$195,128,666	\$170,036,341	\$4,768,895	\$4,765,076	

Other Capital Projects



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County Service Areas

Department Head: Craig Pope
 Fund: Various
 Budget Unit: Various

Function: Public Ways and Facilities, Health and Sanitation, Public Protection
 Activity: Other Protection, Public Ways and Sanitation

Description of Major Services

The 126 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 Public Works Department administers all of the CSAs.

Summary of Expenditures and Revenue									
			FY 2016-17				FY 2017-18		
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets	Recommended Appropriations	Total Estimated Revenue	
40515	9103	Edmondson Acres	\$2,700	\$2,514	\$186	\$0	\$2,700	\$2,378	
40520	9104	Northwest Ranchos	\$8,500	\$9,061	\$239	\$0	\$9,300	\$6,139	
40525	9105	Casa Loma Acres	\$5,300	\$4,792	\$208	\$0	\$5,000	\$3,922	
40530	9106	Highland Knolls	\$17,200	\$18,680	\$320	\$0	\$19,000	\$19,020	
40535	9107	Standard 14-C Taft	\$800	\$832	\$168	\$0	\$1,000	\$681	
40540	9108	LaCresta	\$18,000	\$19,323	\$337	\$0	\$19,660	\$17,290	
40545	9109	Hillcrest	\$28,552	\$32,564	\$436	\$0	\$33,000	\$23,286	
40548	9300	Sabaloni	\$1,111	\$2,029	\$71	\$0	\$2,100	\$1,533	
40550	9110	Sabaloni	\$23,200	\$25,621	\$379	\$0	\$26,000	\$19,397	
40555	9111	Lakeview	\$36,000	\$34,018	\$482	\$0	\$34,500	\$29,146	
40556	9129	Rexland Sewer	\$202,000	\$249,913	\$2,731	\$0	\$252,644	\$281,311	
40557	9130	Lakeview	\$8,100	\$11,933	\$67	\$0	\$12,000	\$4,986	
40561	9113	Panama/Buena Vista	\$911	\$0	\$14	\$0	\$14	\$0	
40565	9117	Taft	\$7,326	\$7,258	\$31	\$0	\$7,289	\$0	
40568	9120	Mojave	\$6,257	\$2,598	\$31	\$0	\$2,629	\$0	
40572	9128	Alta Vista	\$2,202	\$0	\$5	\$0	\$5	\$0	
40595	9150	Bodfish	\$2,200	\$2,024	\$176	\$0	\$2,200	\$2,330	
40600	9151	Wofford Heights	\$21,399	\$39,939	\$61	\$0	\$40,000	\$4,933	
40605	9152	Oakhaven	\$28,500	\$28,587	\$413	\$0	\$29,000	\$19,447	
40607	9163	Oakhaven	\$900	\$839	\$61	\$0	\$900	\$394	
40609	9161	Oakhaven	\$2,406	\$2,330	\$170	\$0	\$2,500	\$2,538	
40610	9153	Mojave	\$21,341	\$19,651	\$349	\$0	\$20,000	\$29,192	
40615	9154	Orangewood	\$63,000	\$70,144	\$856	\$0	\$71,000	\$67,332	
40616	9156	Orangewood	\$105,000	\$79,414	\$586	\$0	\$80,000	\$21,342	
40617	9162	Orangewood	\$124,377	\$120,862	\$3,138	\$0	\$124,000	\$85,964	
40618	9165	Orangewood	\$9,037	\$8,633	\$227	\$0	\$8,860	\$4,012	
40620	9155	Virginia Colony	\$71,215	\$68,322	\$838	\$0	\$69,160	\$61,998	
40626	9264	Virginia Colony	\$6,416	\$6,293	\$207	\$0	\$6,500	\$4,324	
40627	9266	Virginia Colony	\$44,000	\$26,820	\$180	\$0	\$27,000	\$7,539	
40628	9267	Virginia Colony	\$18,536	\$18,047	\$953	\$0	\$19,000	\$17,968	
40630	9157	College Avenue	\$52,400	\$54,389	\$611	\$0	\$55,000	\$42,800	
40635	9158	Kern Citrus	\$3,981	\$4,206	\$194	\$0	\$4,400	\$3,908	
40640	9159	La Loma	\$45,000	\$42,518	\$482	\$0	\$43,000	\$36,366	
40645	9160	Mexican Colony	\$34,341	\$33,562	\$438	\$0	\$34,000	\$25,736	
40648	9164	Mexican Colony	\$2,400	\$2,216	\$184	\$0	\$2,400	\$2,169	
40650	9185	Fairfax	\$2,406	\$2,617	\$183	\$0	\$2,800	\$1,789	
40655	9186	Ashe Tract	\$4,764	\$4,757	\$31	\$0	\$4,788	\$0	
40660	9187	Ford City	\$18,570	\$18,160	\$340	\$0	\$18,500	\$16,760	
40665	9188	Greenfield	\$43,474	\$46,437	\$563	\$0	\$47,000	\$37,293	



Summary of Expenditures and Revenue

FY 2016-17

FY 2017-18

Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets	Recommended Appropriations	Total Estimated Revenue
40666	9189	Greenfield	\$1,033	\$1,961	\$39	\$0	\$2,000	\$906
40675	9230	West Hi Ranchos	\$1,756	\$1,525	\$175	\$0	\$1,700	\$1,242
40676	9303	Greenacres	\$632	\$569	\$31	\$0	\$600	\$1,694
40680	9231	Greenacres	\$66,000	\$66,268	\$732	\$0	\$67,000	\$49,901
40682	9274	Greenacres	\$2,398	\$2,153	\$47	\$0	\$2,200	\$1,021
40685	9232	Amador	\$3,300	\$2,712	\$188	\$0	\$2,900	\$2,876
40690	9233	Harris School	\$2,000	\$1,723	\$177	\$0	\$1,900	\$1,386
40700	9235	Descanso Park	\$26,000	\$24,599	\$401	\$0	\$25,000	\$17,414
40710	9237	Pioneer Drive	\$66,000	\$66,212	\$788	\$0	\$67,000	\$52,740
40711	9364	Pioneer Drive	\$4,500	\$6,539	\$61	\$0	\$6,600	\$2,590
40712	9365	Pioneer Drive	\$1,400	\$1,237	\$163	\$0	\$1,400	\$1,352
40713	9366	Pioneer Drive	\$6,500	\$6,469	\$31	\$0	\$6,500	\$98
40715	9238	Bel Aire Estates	\$30,600	\$33,564	\$436	\$0	\$34,000	\$24,591
40720	9239	Countryside	\$6,700	\$6,978	\$222	\$0	\$7,200	\$5,409
40722	9313	Kern Valley	\$808	\$1,435	\$65	\$0	\$1,500	\$455
40723	9314	Kern Valley	\$101	\$69	\$31	\$0	\$100	\$302
40724	9242	Pine Mountain Club	\$244,003	\$14,183	\$1,467	\$220,750	\$236,400	\$144,566
40725	9240	Kern Valley	\$4,000	\$3,969	\$31	\$0	\$4,000	\$85
40726	9297	Kern Valley Z/B	\$10,000	\$12,129	\$371	\$0	\$12,500	\$11,798
40727	9255	Kern Valley Z/B	\$3,716	\$3,417	\$83	\$0	\$3,500	\$279
40730	9241	Pine Mountain Club	\$46,552	\$33,856	\$4,144	\$0	\$38,000	\$33,784
40733	9256	Kern Valley	\$271,336	\$285,493	\$5,507	\$0	\$291,000	\$213,702
40737	9258	Countryside	\$20,000	\$23,935	\$65	\$0	\$24,000	\$1,452
40740	9243	Alpine Forest Park	\$400	\$369	\$31	\$0	\$400	\$350
40745	9244	Lock Lomond	\$38,000	\$36,470	\$530	\$0	\$37,000	\$36,477
40750	9245	Keith Addition	\$19,000	\$18,660	\$340	\$0	\$19,000	\$15,035
40755	9246	Panama Mobile Serv.	\$2,700	\$3,011	\$189	\$0	\$3,200	\$2,610
40765	9249	Highland Terrace	\$9,627	\$9,645	\$255	\$0	\$9,900	\$9,323
40785	9253	O'Neil Cyn	\$3,940	\$3,668	\$82	\$0	\$3,750	\$991
40790	9259	Cedarcrest	\$23,841	\$25,602	\$398	\$0	\$26,000	\$19,053
40795	9262	Southgate	\$1,421	\$0	\$5	\$0	\$5	\$0
40796	9265	Southgate	\$5,216	\$4,794	\$206	\$0	\$5,000	\$3,109
40800	9263	O'Grady	\$15,943	\$15,884	\$316	\$0	\$16,200	\$13,389
40805	9272	Harvest Moon Ranch	\$3,516	\$3,507	\$193	\$0	\$3,700	\$2,966
40810	9273	Mustang Ranch	\$5,500	\$5,111	\$189	\$0	\$5,300	\$2,299
40820	9289	Stockdale Ranchos	\$6,400	\$6,471	\$229	\$0	\$6,700	\$4,233
40830	9277	Oildale	\$205,315	\$199,867	\$2,133	\$0	\$202,000	\$201,300
40831	9278	Oildale Z/B	\$30,000	\$28,555	\$445	\$0	\$29,000	\$20,664
40832	9276	North Meadows	\$275,000	\$172,451	\$549	\$0	\$173,000	\$114,299
40836	9279	West County Z/B	\$10,000	\$9,744	\$256	\$0	\$10,000	\$4,093
40837	9280	West County Z/B	\$2,006	\$1,722	\$178	\$0	\$1,900	\$1,676
40838	9281	West County Z/B	\$9,037	\$8,142	\$258	\$0	\$8,400	\$8,091
40839	9282	West County Z/B	\$2,961	\$2,791	\$209	\$0	\$3,000	\$2,915
40840	9283	Randsburg-Johannesburg	\$7,237	\$6,011	\$239	\$0	\$6,250	\$8,066
40845	9284	Rosamond	\$20,000	\$17,684	\$316	\$0	\$18,000	\$16,376
40846	9290	Rosamond	\$62,500	\$128,368	\$1,632	\$0	\$130,000	\$94,523
40847	9291	Rosamond	\$13,707	\$13,839	\$161	\$0	\$14,000	\$456
40848	9292	Rosamond	\$52,000	\$57,256	\$744	\$0	\$58,000	\$47,084
40849	9293	Rosamond	\$91,500	\$90,447	\$1,553	\$0	\$92,000	\$70,473
40851	9294	Westpark Rec. Center	\$100,000	\$102,549	\$989	\$0	\$103,538	\$99,220
40852	9295	Westpark Landscaping	\$77,000	\$76,043	\$957	\$0	\$77,000	\$61,867
40855	9286	South Taft	\$31,000	\$110,693	\$1,307	\$0	\$112,000	\$16,682
40856	9298	South Taft	\$4,216	\$3,900	\$200	\$0	\$4,100	\$4,033
40860	9287	Lazy Acres	\$6,067	\$5,790	\$210	\$0	\$6,000	\$4,175
40862	9299	Lazy Acres	\$2,161	\$1,926	\$174	\$0	\$2,100	\$1,528
40863	9301	Lazy Acres	\$22,000	\$6,781	\$172	\$0	\$6,953	\$3,336
40864	9302	Lazy Acres	\$25,000	\$34,856	\$144	\$0	\$35,000	\$5,824
40865	9288	Pumpkin Center	\$3,216	\$3,013	\$187	\$0	\$3,200	\$2,578
40866	9305	Pumpkin Center	\$6,388	\$5,968	\$32	\$0	\$6,000	\$0
40875	9307	San Joaquin	\$500	\$469	\$31	\$0	\$500	\$455
40885	9309	West Bakersfield	\$186,000	\$178,548	\$1,452	\$0	\$180,000	\$122,430
40886	9316	West Bakersfield	\$40,700	\$49,446	\$554	\$0	\$50,000	\$40,921
40887	9317	West Bakersfield Z/B	\$68,449	\$89,162	\$838	\$0	\$90,000	\$75,344
40888	9319	West Bakersfield	\$652,931	\$642,287	\$7,713	\$0	\$650,000	\$552,503
40890	9318	Rancho Algodon	\$2,200	\$2,017	\$183	\$0	\$2,200	\$1,862
40893	9321	West Bakersfield	\$86,000	\$86,482	\$1,018	\$0	\$87,500	\$79,415
40894	9322	West Bakersfield	\$1,255	\$1,030	\$170	\$0	\$1,200	\$820



Summary of Expenditures and Revenue

FY 2016-17

FY 2017-18

Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets	Recommended Appropriations	Total Estimated Revenue
40895	9323	West Bakersfield	\$314,400	\$243,530	\$1,002	\$0	\$244,532	\$160,290
40896	9324	West Bakersfield	\$400,000	\$381,300	\$8,700	\$0	\$390,000	\$273,251
40901	9328	West Bakersfield	\$11,300	\$9,399	\$601	\$0	\$10,000	\$5,646
40904	9331	Knudson Drive	\$2,800	\$2,415	\$185	\$0	\$2,600	\$358
40906	9333	Oswell Street	\$17,500	\$16,052	\$448	\$0	\$16,500	\$557
40908	9344	Multi-use Trail	\$69,000	\$61,922	\$2,078	\$0	\$64,000	\$45,426
40910	9338	Habecker	\$3,800	\$3,186	\$314	\$0	\$3,500	\$3,513
40911	9337	Habecker	\$3,600	\$3,542	\$58	\$0	\$3,600	\$7,262
40913	9339	Core Makr Court	\$6,600	\$7,016	\$184	\$0	\$7,200	\$6,315
40914	9340	Lost Hills	\$1,580	\$1,231	\$169	\$0	\$1,400	\$663
40915	9341	South Union	\$14,000	\$16,157	\$343	\$0	\$16,500	\$2,934
40916	9342	South Union	\$14,500	\$12,233	\$367	\$0	\$12,600	\$8,493
40917	9343	South Union	\$1,500	\$1,343	\$57	\$0	\$1,400	\$234
40918	9345	Lebec	\$33,000	\$32,839	\$161	\$0	\$33,000	\$1,142
40920	9347	Buena Vista	\$300	\$269	\$31	\$0	\$300	\$490
40921	9348	Buena Vista	\$300	\$169	\$31	\$0	\$200	\$181
40922	9349	Erro Ranch	\$200	\$169	\$31	\$0	\$200	\$106
40923	9350	Erro Ranch	\$300	\$269	\$31	\$0	\$300	\$539
40925	9352	Erro Ranch	\$200	\$169	\$31	\$0	\$200	\$315
40943	9370	Brundage	\$0	\$771	\$129	\$0	\$900	\$1,044



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**SUMMARY OF FY 2017-18 RECOMMENDED CAPITAL EQUIPMENT
PURCHASES/LEASES**

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> (Purchase or (L)ease)	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #1120</u>					
TREASURER-TAX COLLECTOR	Network Server	P	2	\$9,000	\$18,000
			2		\$18,000
<u>B.U. #1130</u>					
ASSESSOR	Replace Cash Flow Project	P	1	\$110,000	\$110,000
			1		\$110,000
<u>B.U. #1160</u>					
INFORMATION TECHNOLOGY SERVICES	Integrated Criminal Justice System	P	1	\$529,749	\$529,749
			1		\$529,749
<u>B.U. #1610</u>					
GENERAL SERVICES	Tiger Boom Mower RBM20	P	1	\$40,000	\$40,000
	DIVCA Closed Caption/Lighting	P	1	\$250,000	\$250,000
	Camava Software Upgrade	P	1	\$45,000	\$45,000
			3		\$335,000
<u>B.U. #2200</u>					
FORENSIC SCIENCES-DIVISION OF DISTRICT ATTORNEY	Firearms Examination System	P	1	\$300,000	\$300,000
			1		\$300,000
<u>B.U. #2210</u>					
SHERIFF-CORONER	Patrol SUV	L	70	\$53,456	\$3,741,920
	Patrol SUV - Admin	L	5	\$47,966	\$239,830
	Patrol SUV - Admin non-MDC	L	4	\$46,361	\$185,444
	Detective Sedan SSV	L	8	\$36,506	\$292,048
	Civilian Sedan	L	8	\$20,737	\$165,896
	Civilian Mini-van	L	8	\$27,732	\$221,856
	15 Passenger Van - 1 Ton	L	7	\$70,019	\$490,133
	Compact SUV 4x4	L	4	\$25,942	\$103,768
	Pickup 3/4 Ton	L	2	\$24,314	\$48,628
	Pickup 1/2 Ton	L	4	\$39,583	\$158,332
	CNT Van	L	1	\$250,000	\$250,000
	Refrigerated Cooler	P	1	\$100,000	\$100,000
	CRF Camera Server and OS	P	1	\$32,109	\$32,109
	Night Vision Rifle Scope	P	1	\$11,000	\$11,000
	Interrogation Management System	P	1	\$20,897	\$20,897
	TSD - Servers	P	3	\$15,000	\$45,000
			128		\$6,106,861
<u>B.U. #2340</u>					
PROBATION	Switch	P	2	\$15,000	\$30,000
	Firewall	P	1	\$8,400	\$8,400
	Laser Machine	P	1	\$100,000	\$100,000
	Server	P	1	\$15,000	\$15,000
	Washing Machine	P	2	\$25,000	\$50,000
	Dryer	P	2	\$12,000	\$24,000
	Dishwasher	P	1	\$12,000	\$12,000
	Water Tank Float System	P	2	\$7,500	\$15,000
	SUV	P	2	\$45,535	\$91,070
	Canine	P	1	\$10,700	\$10,700
			15		\$356,170
<u>B.U. #2415</u>					
FIRE DEPARTMENT	Virtual Machine Server	P	1	\$12,500	\$12,500
			1		\$12,500
<u>B.U. #2625</u>					
BUILDING INSPECTION	Class 1614 Compact SUV	P	4	\$24,725	\$98,900
	Full Size Plotter/Scanner	P	1	\$12,000	\$12,000
	Accela Server	P	1	\$22,000	\$22,000
			6		\$132,900



<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #2700</u> RECORDER	Kodak I4250 Scanners	P	<u>2</u> 2	\$15,000	<u>\$30,000</u> \$30,000
<u>B.U. #2730</u> DEVELOPMENT SERVICES	Workstations	P	<u>1</u> 1	\$25,000	<u>\$25,000</u> \$25,000
<u>B.U. #2750</u> PLANNING AND NATURAL RESOURCES	Workstations Replacement	P	1	\$50,000	\$50,000
	Workstations	P	<u>1</u> 2	\$30,000	<u>\$30,000</u> \$80,000
<u>B.U. #3000</u> ROADS DEPARTMENT	3/4 Ton Pickup, 4WD	P	<u>4</u> 4	\$37,500	<u>\$150,000</u> \$150,000
<u>B.U. #4110</u> PUBLIC HEALTH	Inspironix Training System	P	<u>1</u> 1	\$50,000	<u>\$50,000</u> \$50,000
<u>B.U. #4120</u> BEHAVIORAL HEALTH AND RECOVERY SERVICES	Telephone Survivability Server	P	1	\$16,250	\$16,250
	Telephone Survivability Server	P	1	\$16,250	\$16,250
	Telephone Survivability Server	P	1	\$16,250	\$16,250
	Telephone Survivability Server	P	1	\$16,250	\$16,250
	Data Loss Prevention - End point/firewall	P	1	\$10,000	\$10,000
	Endpoint Encryption	P	1	\$10,000	\$10,000
	Wifi	P	1	\$180,000	\$180,000
	Fax Server	P	1	\$80,000	\$80,000
	Hyper V Farm Host Server	P	1	\$25,000	\$25,000
	Hyper V Farm Host Server	P	1	\$25,000	\$25,000
	Smart 911 Software	P	1	\$850,000	\$850,000
	Large Server	P	2	\$35,000	\$70,000
	Mary K Shell Ethernet Refresh	P	1	\$40,000	\$40,000
	Keri System Upgrade	P	1	\$50,000	\$50,000
	Turnkey Replacement For CCTV System	P	1	\$15,000	\$15,000
	Two Large Servers	P	<u>2</u> 18	\$16,750	<u>\$33,500</u> \$1,453,500
<u>B.U. #4122</u> ENVIRONMENTAL HEALTH SERVICES	HazMat Vehicle Awning	P	<u>1</u> 1	\$125,850	<u>\$125,850</u> \$125,850
<u>B.U. #5120</u> HUMAN SERVICES - ADMINISTRATION	SAN Controllers	P	2	\$20,000	\$40,000
	District Servers	P	<u>6</u> 8	\$15,000	<u>\$90,000</u> \$130,000
<u>B.U. #5610</u> AGING & ADULT SERVICES DEPT	Compact SUV 2WD	P	<u>1</u> 1	\$24,000	<u>\$24,000</u> \$24,000
<u>B.U. #5923</u> EMPLOYERS TRAINING RESOURCES	Sedan	P	2	\$25,000	\$50,000
	File Server	P	1	\$9,000	\$9,000
	File Server	P	<u>1</u> 4	\$9,000	<u>\$9,000</u> \$68,000
<u>B.U. #5940</u> COMMUNITY DEVELOPMENT	Office Furniture	P	<u>1</u> 1	\$10,000	<u>\$10,000</u> \$10,000

<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. #8950</u>					
G.S. GARAGE INTERNAL SERVICE FUND	Compact 4-Door Sedan	P	1	\$18,200	\$18,200
	Compact Pickup Regular Cab 2WD	P	1	\$26,780	\$26,780
	1 1/2 Ton Regular Cab Shortbed	P	1	\$23,075	\$23,075
	Compact SUV 2WD	P	2	\$21,748	\$43,496
	Compact Wagon 2WD Hybrid	P	1	\$27,875	\$27,875
	Pickup 3/4 Ton 8501-10000 GVW	P	1	\$32,236	\$32,236
	4 Door Sedan	P	1	\$20,157	\$20,157
	SUV Compact 4WD	P	2	\$25,196	\$50,392
			10		\$242,211
<u>B.U. #8954</u>					
PUBLIC WORKS INTERNAL SERVICE FUND	GPS Rover	P	1	\$34,447	\$34,445
	Laboratory Oven	P	1	\$10,000	\$10,000
			2		\$44,445
<u>B.U. #8998</u>					
KERN REGIONAL TRANSIT	Mojave Transit Center	P	1	\$497,255	\$497,255
	Bus Stop Enhancement	P	1	\$41,681	\$41,681
	Fare Boxes	P	1	\$1,278,884	\$1,278,884
			3		\$1,817,820
<u>B.U. #8999</u>					
WASTE MANAGEMENT	Flow Cell for GW Sampling	P	1	\$6,000	\$6,000
	Oil Tank	P	1	\$35,000	\$35,000
	Full Size SUV, 4WD	P	1	\$35,000	\$35,000
	Security Cameras-Ridgecrest	P	3	\$50,000	\$150,000
	Forklift	P	1	\$30,000	\$30,000
	CESQG Paradigm Equipment	P	1	\$25,000	\$25,000
	Flat Bed Trailer	P	1	\$20,000	\$20,000
	Ice Machine	P	1	\$6,000	\$6,000
	GEM 5000	P	1	\$30,000	\$30,000
	Security Camera-Tehachapi	P	1	\$6,500	\$6,500
	Roll Off Truck	P	1	\$165,000	\$165,000
	Roll Off Bins	P	24	\$6,000	\$144,000
	Skid Steer Loaders	P	2	\$42,000	\$84,000
	Sea Trains	P	2	\$5,000	\$10,000
	3/4 Ton Pickup, Ext Cab, 4WD	P	1	\$35,000	\$35,000
	Full Size SUV, 4WD	P	1	\$35,000	\$35,000
	Full Size SUV, 4WD	P	1	\$35,000	\$35,000
	1/2 Ton Pickup, Crew Cab, 4WD	P	1	\$35,000	\$35,000
	Portable Chippers	P	2	\$50,000	\$100,000
	Feeders For Chippers/Grin	P	2	\$15,000	\$30,000
	Office Trailer-Mojave	P	1	\$30,000	\$30,000
	Tractor	P	1	\$75,000	\$75,000
	GPS Survey Unit	P	1	\$60,000	\$60,000
	Knuckleboom Grapple Loader	P	1	\$150,000	\$150,000
			53		\$1,331,500
<u>B.U. #9144</u>					
KERN SANITATION AUTHORITY	Remote Camera Lift	P	1	\$17,500	\$17,500
	1/2 Ton Pickup, Regular Cab 4WD	P	2	\$40,000	\$80,000
	Sludge Spiral Heat Exchange	P	1	\$35,000	\$35,000
	Sludge Pump	P	2	\$27,525	\$55,050
	Primary Clarifier Sludge	P	1	\$100,000	\$100,000
			7		\$287,550
GRAND TOTAL					\$13,771,056

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Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
General Government							
Finance							
General Fund							
Auditor-Controller (B.U. #1110)	0840	Administrative Coordinator	(1)	0	\$115,000	(115,000)	9/2/2017
	2344	Accountant I/II/III-C	(1)	0	\$142,000	(142,000)	9/2/2017
	2393	Technology Services Supervisor	1	0	\$173,000	173,000	9/2/2017
	2451	Sr System Analyst	(1)	0	\$158,000	(158,000)	1/20/2018
	2460	Information Systems Specialist I/II/III/Senior	1	0	\$145,000	145,000	9/2/2017
		Subtotal Auditor-Controller	(1)	0		\$18,000	
		Total Finance	(1)	0		\$18,000	
Elections							
General Fund							
Elections (B.U. #1420)	2225	Election Process Clerk I/II/III	1	0	\$99,000	\$99,000	9/2/2017
	2478	Information Systems Specialist I/II/III/Senior	(1)	0	\$145,000	(\$145,000)	9/30/2017
		Subtotal Elections	0	0		(\$46,000)	
		Total Elections	0	0		(\$46,000)	
Human Resources							
General Fund							
Human Resources (B.U.#1310)	0787	Deputy Human Resources Officer	1	0	\$196,000	\$196,000	9/2/2017
	0635	Human Resources Division Manager	(1)	0	\$160,000	(\$160,000)	1/6/2018
		Subtotal Human Resources	0	0		\$36,000	
		Total Human Resources	0	0		\$36,000	
		Total General Government	(1)	0		\$8,000	
Public Protection							
Judicial							
General Fund							
Public Defender (B.U.#2190)	3140	Legal Secretary	1	0	\$87,000	\$87,000	9/2/2017
	3270	Office Services Specialist	(1)	0	\$80,000	(\$80,000)	9/2/2017
		Subtotal Public Defender	0	0		\$7,000	
		Total Judicial	0	0		\$7,000	
Police Protection							
General Fund							
Sheriff (B.U. #2210)	3328	Sheriff's Dispatch Assistant	2	0	\$93,000	\$186,000	9/2/2017
	4720	Maintenance Supervisor	1	0	\$113,000	\$113,000	9/2/2017
	5390	Groundskeeper I/II	1	0	\$72,000	\$72,000	9/2/2017
	0917	Sheriff's Program Technician	1	0	\$86,000	\$86,000	9/2/2017
	3266	Sheriff's Senior Support Specialist	1	0	\$87,000	\$87,000	9/2/2017
	3278	Sheriff's Support Technician	(1)	0	\$73,000	(\$73,000)	9/2/2017
	4915	Maintenance Worker I/II/III/IV	(2)	0	\$89,000	(\$178,000)	1/6/2018
		Subtotal Sheriff	3	0		\$293,000	
		Total Police Protection	3	0		\$293,000	
Detention and Correction							
General Fund							
Probation (B.U. #2340)	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	1/6/2018
	3280	Office Services Assistant	(1)	0	\$67,000	(\$67,000)	1/6/2018
	2483	Help Desk Technician I	(1)	0	\$76,000	(\$76,000)	9/2/2017
	2482	Help Desk Technician I/II	1	0	\$86,000	\$86,000	9/2/2017
	3072	Human Resources Specialist I	(2)	0	\$86,000	(\$172,000)	9/2/2017
	3071	Human Resources Specialist I/II	3	0	\$91,000	\$273,000	9/2/2017
		Subtotal Probation	(1)	0		(\$35,000)	
		Total Detention and Correction	(1)	0		(\$35,000)	
Other Protection							
General Fund							
Planning (B.U. 2750)	0935	Planner I/II/III	(2)	0	\$138,000	(\$276,000)	9/2/2017
	1079	GIS Technician	1	0	\$113,091	\$113,091	9/2/2017
	3275	Office Services Technician	2	0	\$80,000	\$160,000	9/2/2017
	2477	Information Systems Specialist	(1)	0	\$116,000	(\$116,000)	9/2/2017
	2845	Fiscal Support Technician	1	0	\$91,000	\$91,000	9/2/2017
	3265	Sr Office Services Specialist	1	0	\$87,000	\$87,000	9/2/2017
		Subtotal Planning	2	0		\$59,091	
		Total Planning	2	0		\$59,091	
Animal Services (B.U. 2760)	0799	Registered Veterinarian Tech	1	0	\$86,000	\$86,000	9/2/2017
	2158	Deputy Director	1	0	\$167,000	\$167,000	9/2/2017
		Subtotal Animal Services	2	0		\$253,000	
		Total Animal Services	2	0		\$ 253,000	
		Total Public Protection	6	0		\$570,091	



Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Health and Sanitation							
Health							
General Fund							
Public Health (B.U. #4110)	3420	Medical Investigator	1	0	\$104,000	\$104,000	9/2/2017
	1079	GIS Specialist	1	0	\$113,000	\$113,000	9/2/2017
	2345	Accountant I/II/III	1	0	\$129,000	\$129,000	9/2/2017
	0847	Contracts Administrative Assistant	(1)	0	\$109,000	(\$109,000)	9/2/2017
	3440	Public Health Aide I/II	2	0	\$72,000	\$144,000	9/2/2017
		Subtotal Public Health	4	0		\$381,000	
		Total Public Health	4	0		\$381,000	
Mental Health							
Behavioral Health and Recovery Services (B.U. #4120 and 4121)	0554	Psychiatrist-Contract	(2)	0	\$210,000	(\$420,000)	9/2/2017
	1466	Psychiatrist I/II/III, Behavioral Health	(1)	0	\$342,000	\$342,000	9/2/2017
	3660	Social Service Worker	(1)	0	\$115,000	\$230,000	9/3/2017
	0898	Program Specialist I/II	1	0	\$109,000	\$109,000	9/2/2017
	1513	Nurse Practitioner	2	0	\$202,000	\$404,000	9/2/2017
	3743	Supervising Patient Rights Advocate	(1)	0	\$144,000	(\$144,000)	9/2/2017
	3746	Senior Patient Rights Advocate	1	0	\$128,000	\$128,000	9/2/2017
	3716	Family Advocate	1	0	\$123,000	\$123,000	9/2/2017
	0875	Program Coordinator	(1)	0	\$133,183	(\$133,183)	9/2/2017
	3705	Behavioral Health Program Supervisor	2	0	\$173,000	\$173,000	9/2/2017
		Subtotal Behavioral Health and Recovery Services	1	0		\$811,817	
		Total Behavioral Health and Recovery Services	1	0		\$811,817	
Environmental Health Services							
Environmental Health Services (B.U. #4122)	2454	Programmer I/II-Sys Analyst I/II	(1)	0	\$156,000	(\$156,000)	9/2/2017
	1079	GIS Specialist	(1)	0	\$113,000	(\$113,000)	1/6/2018
		Subtotal Environmental Health Services	(2)	0		(\$269,000)	
		Total Environmental Health	(2)	0		\$923,817	
California Children's Services							
California Children's Services (B.U.#4300)	1998	Public Health Nurse Jr./I/II	(1)	0	\$179,000	(\$179,000)	9/2/2017
	2865	Fiscal Support Technician	(1)	0	\$84,000	(\$84,000)	9/2/2017
	1940	Public Health Nutritionist	1	0	\$112,000	\$112,000	9/2/2017
	0840	Administrative Coordinator	1	0	\$117,000	\$117,000	9/2/2017
		Subtotal California Children's Services	0	0		(\$34,000)	
		Total California Children's Services	0	0		(\$34,000)	
		Total Health and Sanitation	3	0		\$2,082,634	
Public Assistance							
Administration							
Human Services (B.U. #5120)	0809	Administrative Services Officer	1	0	\$163,000	\$163,000	9/2/2017
	3280	Office Services Assistant	(1)	0	\$67,000	(\$67,000)	9/2/2017
	3275	Office Services Technician	1	0	\$73,000	\$73,000	9/2/2017
		Subtotal Human Services	1	0		\$169,000	
		Total Administration	1	0		\$169,000	
Other Assistance							
Aging and Adult Services (B.U. #5610)	0905	Program Technician	0	(1)	\$24,000	(\$24,000)	9/2/2017
	2460	Senior Information Systems Specialist	(1)	0	\$137,000	(\$137,000)	9/2/2017
	3735	Human Services Aide	(1)	0	\$68,000	(\$68,000)	9/2/2017
	5501	Cook III	(1)	0	\$73,000	(\$73,000)	9/2/2017
	5605	Nutrition Worker	0	(2)	\$58,000	(\$116,000)	9/2/2017
		Subtotal Aging and Adult Services	(3)	(3)		(\$418,000)	
Employers' Training Resource (B.U. #5923)	0848	Departmental Analyst I/II	1	0	\$105,000	\$105,000	9/2/2017
		Subtotal Employer's Training Resource	1	0		\$105,000	
		Total Other Assistance	(2)	(3)		(\$313,000)	
		Total Public Assistance	(1)	(3)		(\$482,000)	
Internal Service Fund							
Public Works							
Public Works Fund							
Public Works (B.U. #8954)	0937	Planner I/II/III	(1)	0	\$114,000	(\$114,000)	9/2/2017
	0847	Contracts Administration Assistant	1	0	\$108,000	\$108,000	9/2/2017
	1071	Engineer I/II/III/III-C	(1)	0	\$175,000	(\$175,000)	9/2/2017
	1168	Engineering Aide I/II/III	2	0	\$100,000	\$200,000	9/2/2017
	1205	Waste Management Technician I/II	3	0	\$108,000	\$324,000	9/2/2017
	2345	Accountant I/II/III	1	0	\$129,000	\$129,000	9/2/2017
	4150	Real Property Agent I/II/III	1	0	\$125,000	\$125,000	9/2/2017
	5649	Building Services Worker I	1	0	\$58,000	\$58,000	9/2/2017
	1084	GIS Technician I/II	1	0	\$104,000	\$104,000	9/2/2017
		Subtotal Public Works	8	0		\$759,000	
		Total Public Works	8	0		\$759,000	
		Total Internal Service Fund	8	0		\$759,000	
		County Departments - Grand Total	15	(3)		\$2,937,725	



SUMMARY OF AVAILABLE FINANCING GOVERNMENTAL FUNDS

	Estimated Fund Balance June 30, 2017 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General Fund				
00001 General	\$61,214,819	\$4,478,000	\$751,480,826	\$817,173,645
Total General Fund	\$61,214,819	\$4,478,000	\$751,480,826	\$817,173,645
Special Revenue Funds				
Operating Special Revenue				
00007 Road	\$10,780,894	0	\$58,746,316	\$69,527,210
00011 Structural Fire	1,959,258	0	142,224,894	144,184,152
00120 Building Inspection	1,436,153	1,852,719	4,946,540	8,235,412
00130 Dept. Of Human Services-Admin.	3,935,704	0	208,327,211	212,262,915
00140 Human Services-Direct Fin. Aid	2,514,183	0	232,215,739	234,729,922
00141 Behavioral Health and Recovery Services	29,219,170	0	179,784,289	209,003,459
00145 Aging and Adult Services	878,527	122,769	14,842,364	15,843,660
00183 Kern County Dept. of Child Support	(25,294)	25,294	22,642,987	22,642,987
00192 Recorder	911,150	0	3,936,967	4,848,117
00270 Abatement Cost	116,107	0	2,030,252	2,146,359
22066 Environmental Health Services	428,194	0	8,778,685	9,206,879
24101 Development Services	0	0	3,081,362	3,081,362
Operating Special Revenue Subtotal	\$52,154,046	\$2,000,782	\$881,557,606	\$935,712,434
Non-Operating Special Revenue				
00160 Wildlife Resources	\$2,451	\$0	\$3,200	\$5,651
00161 Timber Harvest Fund	133	0	0	133
00163 Probation Juvenile Justice Realignment Fund	(150,759)	132,759	3,749,448	3,731,448
00164 Real Estate Fraud	114,298	0	1,208,400	1,322,698
00170 Off-Highway Motor Vehicle License	43,005	0	132,000	175,005
00171 Planned Local Drainage - Shalimar	525	0	129	654
00172 Planned Local Drainage - Brundage	801	0	1,539	2,340
00173 Planned Local Drainage - Orangewood	5,676	0	9,894	15,570
00174 Planned Local Drainage - Breckenridge	583	0	421	1,004
00175 Range Improvement Section 15	3,058	0	6,072	9,130
00176 Planned Local Drainage - Oildale	930	0	2,201	3,131
00177 Range Improvement Section 3	(190)	787	1,403	2,000
00179 Probation Training	4,368	0	249,645	254,013
00180 DNA Identification	24,930	0	375,000	399,930
00181 Local Public Safety	2,480,200	4,903,524	70,870,125	78,253,849
00182 Sheriff Facility Training	(16,809)	0	230,000	213,191
00184 Automated Fingerprint	310,308	0	180,000	490,308
00186 Juvenile Justice Facility Temp. Construction	217	0	0	217
00187 Emergency Medical Services	3,767	0	2,259,548	2,263,315
00188 Automated County Warrant System	36,462	0	23,000	59,462
00190 Domestic Violence Program	20,843	0	150,000	170,843
00191 Criminal Justice Facilities Construction	101,717	0	2,700,000	2,801,717
00193 Courthouse Construction Fund	(50)	50	0	0
00194 Recorder's Social Security Truncation	1,994	7,706	0	9,700
00195 Alcoholism Program	14,012	0	66,500	80,512
00196 Alcohol Abuse Education/Prevention	13,493	42,164	64,410	120,067
00197 Drug Program Fund	(105)	0	17,985	17,880
00198 Recorders Modernization	595,447	879,877	825,040	2,300,364
00199 Micrographic-Recorder	\$1,239	\$1,052	\$0	\$2,291
00264 TaxLoss Reserve	(832,787)	1,432,787	6,400,000	7,000,000
00266 Redemption Systems	(171,474)	994,186	200,000	1,022,712
22010 County Local Revenue Fund 2011	14,737,311	5,120,385	186,712,562	206,570,258



**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2017 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
22021 Animal Care Donations	(115)	115	0	0
22023 Animal Care	(76)	76	0	0
22027 Sterilization Fund	3,499	0	33,000	36,499
22036 Board of Trade-Advertising	36,279	0	38,000	74,279
22039 Disaster Assistance	898,340	0	951,829	1,850,169
22042 General Plan Admin. Surcharge	1,715,615	0	861,000	2,576,615
22045 County-Wide Crime Prev. P.C.1202.5	800	0	0	800
22046 Sheriff-Electronic Monitoring	(5,434)	0	43,000	37,566
22064 D.A.-Local Forfeiture	(115,275)	135,275	10,000	30,000
22069 Public Health Miscellaneous	(8,328)	7,474	7,500	6,646
22073 Health-MAA/TCM	(12,134)	131,829	1,770	121,465
22075 MMP State Fee Trust	924	0	0	924
22076 Child Restraint Loaner Program	387	41,088	22,275	63,750
22079 District Attorney Equipment/Automation	76,365	0	1,000	77,365
22085 Mental Health Services Act	1,595,538	2,781,651	39,299,837	43,677,026
22086 MHSA Prudent Reserve	(642,195)	642,195	4,080,000	4,080,000
22087 Criminalistics Laboratories	254,563	0	100,000	354,563
22097 Asset Forfeiture 15 Percent	5,071	0	100	5,171
22098 Probation Asset Forfeiture	2,303	6,997	700	10,000
22107 Asset Forfeiture Federal	10,023	0	5,600	15,623
22121 Truck 21 Replacement	35	0	0	35
22122 Fixed Wing Aircraft	5	0	0	5
22123 Vehicle/Apparatus	213,079	0	0	213,079
22124 Oil And Gas Program	0	0	2,053,092	2,053,092
22125 Hazardous Waste Settlements	26,642	217,048	100,000	343,690
22126 Sheriff's-Rural Crime	(9,293)	8,293	1,000	0
22127 Sheriff's Cal-Identification	588,620	870,380	1,455,000	2,914,000
22128 Sheriff's Civil Subpoenas	(650)	6,650	9,000	15,000
22129 KNET Special Asset Forfeiture	(8,524)	18,524	40,000	50,000
22131 Sheriff's Drug Abuse Gang Diversion	(8,350)	3,650	4,700	0
22132 Sheriff's Training	7,987	0	102,000	109,987
22133 Sheriff-Work Release	55,562	0	405,000	460,562
22137 Sheriff-State Forfeiture	(38,721)	44,721	0	6,000
22138 Sheriff's Civil Automated	53,483	0	180,000	233,483
22140 Sheriff's Firearms	(761)	761	5,000	5,000
22141 Sheriff-Judgment Debtors Fee	67,378	130,172	200,000	397,550
22142 Sheriff's Community Resources	571	4,279	150	5,000
22143 Sheriff's Volunteer Service Group	4,785	1,215	9,000	15,000
22144 Sheriffs-Controlled Substance	(163,033)	123,033	40,000	0
22153 Bakersfield Planned Sewer #1	19,653	83,163	41,433	144,249
22156 DIVCA Local Franchise Fee	252,349	0	335,000	587,349
22158 Bakersfield Planned Sewer #2	4,621	0	3,696	8,317
22160 Sheriff's Cal-MMET	54	0	100	154
22161 HIDTA-State Asset Forfeiture	186	0	300	486
22162 Cal-MMET-State Asset Forfeiture	61,426	0	30,000	91,426
22163 High Tech Equipment	14	0	30	44
22164 Bakersfield Planned Sewer #3	510	0	53	563
22166 Bakersfield Planned Sewer #4	(8,632)	8,204	928	500
22167 Bakersfield Planned Sewer #5	9,468	0	11,171	20,639
22173 County Planned Sewer Area A	44,651	0	1,185	45,836
22177 County Planned Sewer Area B	503	0	17	520
22184 County Service Area #71 Septic Abandonment	13,385	0	26,999	40,384
22185 Wraparound Savings	2,497,051	0	1,805,173	4,302,224
22187 Recorders Electronic Recording	26,294	0	177,963	204,257



**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2017 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
22188 Fireworks Violations	8,349	0	50,500	58,849
22190 Comm. Corrections Perform. Incentive Fund	1,601	0	4,000	5,601
22194 Veterans Grant Fund	129,556	7,671	0	137,227
22195 Parks Donation Fund	8,993	0	0	8,993
22196 Rural Crimes/Environmental Impact Fee	461,241	0	550,000	1,011,241
22197 Industrial Firefighting Vehicle	316,960	0	0	316,960
22198 Oil and Gas Road Maintenance	1,054,106	0	0	1,054,106
24026 Victim Services	48,669	0	0	48,669
24028 District Attorney Federal Forfeiture	685	0	1,500	2,185
24038 District Attorney Court Ordered Penalties	778,560	0	1,000,000	1,778,560
24042 Fire Dept. Donations	21,589	0	500	22,089
24043 State Fire	643,387	54,157	0	697,544
24044 Fire-Hazard Reduction	(\$36,011)	\$134,511	\$351,500	\$450,000
24047 Fire-Helicopter Operations	1,046,649	0	909,500	1,956,149
24050 Mobile Fire Kitchen	29	0	0	29
24057 Inmate Welfare-Sheriff Correctional Facility	1,370,444	403,156	2,500,000	4,273,600
24060 Juvenile Inmate Welfare	2,655	29,345	17,000	49,000
24063 CCP Community Recidivism	5,347,183	0	1,037,556	6,384,739
24066 Kern County Children	243,081	72,874	175,747	491,702
24067 Kern County Library Donations	78,843	0	166,000	244,843
24086 Peace Officers' Training-Post	2	0	0	2
24088 Core Area Metro Bakersfield Impact Fee	(829,236)	829,236	0	0
24089 Metro Bakersfield Transport Impact Fee	3,589,429	2,410,571	0	6,000,000
24091 Rosamond Transport Impact Fee	89,960	0	0	89,960
24095 Bakersfield Mitigation	50,987	0	0	50,987
24096 Tehachapi Transp. Impact Fee Core	167	0	0	167
24097 Tehachapi Transp. Impact Fee Non-Core	269,159	0	0	269,159
24098 Project Impact Mitigation Fund	161,114	0	0	161,114
24105 Jamison Center	92,989	7,011	0	100,000
24125 Strong Motion Instrumentation	9,869	6,131	35,000	51,000
24126 Tobacco Education Control Program	(31,138)	19,733	150,275	138,870
24137 Vital & Health Stat-Health Department	2,531	2,144	72,450	77,125
24138 Vital & Health Stat-Recorder	11,384	0	82,500	93,884
24139 Vital & Health Stat-Co. Clerk	1,178	0	3,000	4,178
24300 Oildale Revitalization Fund	8,420	0	0	8,420
25120 Parcel Map In-Lieu Fees	72,478	25,722	1,800	100,000
26006 ARRA Energy Stimulus Grant	13	0	0	13
Non-Operating Special Revenue Sub Total	\$39,897,967	\$22,784,332	\$336,040,951	\$398,723,250
Total Special Revenue Funds	\$92,052,013	\$24,785,114	\$1,217,598,557	\$1,334,435,684
Capital Projects				
00004 ACO - General	\$29,337	\$0	\$4,366,895	\$4,396,232
00012 ACO-Structural Fire	2,500	0	2,000	4,500
00220 7th Standard Widening Project	8,522	0	0	8,522
00221 2009 COP Capital Projects	1,659	0	0	1,659
00235 Tobacco Securitization Proceeds-Cap. Projects	1,959	0	400,000	401,959
Total Capital Projects	\$43,977	\$0	\$4,768,895	\$4,812,872
Total Governmental Funds	\$153,310,809	\$29,263,114	\$1,973,848,278	\$2,156,422,201



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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	\$790,278,581	\$26,895,064	\$817,173,645
Total General Fund	\$790,278,581	\$26,895,064	\$817,173,645
Special Revenue Funds			
Operating Special Revenue Funds			
00007 Road	\$66,450,279	\$3,076,931	\$69,527,210
00011 Structural Fire	141,915,079	2,269,073	144,184,152
00120 Building Inspection	8,235,412	0	8,235,412
00130 Department of Human Services - Admin.	208,327,211	3,935,704	212,262,915
00140 Human Services-Direct Fin. Aid	232,215,739	2,514,183	234,729,922
00141 Mental Health Fund	199,777,522	9,225,937	209,003,459
00145 Aging And Adult Services	15,843,660	0	15,843,660
00183 Kern County Depart. of Child Support	22,642,987	0	22,642,987
00192 Recorder	4,818,117	30,000	4,848,117
00270 Abatement Cost	1,836,924	309,435	2,146,359
22066 Environmental Health Services	8,865,965	340,914	9,206,879
24101 Development Services	3,081,362	0	3,081,362
Operating Special Revenue Funds Subtotal	\$914,010,257	\$21,702,177	\$935,712,434
Non-Operating Special Revenue Funds			
00160 Wildlife Resources	\$4,383	\$1,268	\$5,651
00161 Timber Harvest Fund	0	133	133
00163 Probation Juvenile Justice Realignment Fund	3,731,448	0	3,731,448
00164 Real Estate Fraud	1,322,698	0	1,322,698
00170 Off Highway Motor Vehicle License	76,518	98,487	175,005
00171 Plan Local Drainage - Shalimar	500	154	654
00172 Plan Local Drainage - Brundage	500	1,840	2,340
00173 Plan Local Drainage - Oranewood	500	15,070	15,570
00174 Plan Local Drainage - Breckenridge	500	504	1,004
00175 Range Improvement Section 15	5,750	3,380	9,130
00176 Plan Local Drainage - Oildale	500	2,631	3,131
00177 Range Improvement Section 3	2,000	0	2,000
00179 Probation Training	249,645	4,368	254,013
00180 DNA Identification	375,000	24,930	399,930
00181 Local Public Safety	78,253,849	0	78,253,849
00182 Sheriff Facility Training	211,000	2,191	213,191
00184 Automated Fingerprint Fund	400,000	90,308	490,308
00186 Juvenile Justice Facility Temp. Construction	0	217	217
00187 Emergency Medical Services	2,122,456	140,859	2,263,315
00188 Automated County Warrant System	31,000	28,462	59,462
00190 Domestic Violence Program	150,000	20,843	170,843
00191 Criminal Justice Facilities Construction	2,700,000	101,717	2,801,717
00194 Recorder's Social Security Truncation	9,700	0	9,700
00195 Alcoholism Program	59,923	20,589	80,512
00196 Alcohol Abuse Education/Prevention	120,067	0	120,067
00197 Drug Program Fund	15,994	1,886	17,880
00198 Recorders Modernization Fund	2,300,364	0	2,300,364
00199 Micrographic-Recorder	2,291	0	2,291
00264 Tax Loss Reserve	7,000,000	0	7,000,000
00266 Redemption Systems	1,022,712	0	1,022,712
22010 County Local Revenue Fund 2011	192,732,463	13,837,795	206,570,258



Summary of Financing Requirements Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22027	Sterilization Fund	33,000	3,499	36,499
22036	Board Of Trade-Advertising	38,000	36,279	74,279
22039	Disaster Assistance	1,850,169	0	1,850,169
22042	General Plan Admin. Surcharge	1,636,861	939,754	2,576,615
22045	County-Wide Crime Prev. P.C.1202.5	0	800	800
22046	Sheriff-Electronic Monitoring	0	37,566	37,566
22064	D.A. - Local Forfeiture Trust	30,000	0	30,000
22069	Public Health Miscellaneous	6,646	0	6,646
22073	Health-MAA/TCM	121,465	0	121,465
22075	MMP State Fee Trust	0	924	924
22076	Child Restraint Loaner Program	63,750	0	63,750
22079	District Attorney Equipment/Automation	73,000	4,365	77,365
22085	Mental Health Services Act	43,677,026	0	43,677,026
22086	Mhsa Prudent Reserve	0	4,080,000	4,080,000
22087	Criminalistics Laboratories	354,429	134	354,563
22097	Asset Forfeiture 15 Percent	5,000	171	5,171
22098	Probation Asset Forfeiture	10,000	0	10,000
22107	Asset Forfeiture Federal	0	15,623	15,623
22121	Truck 21 Replacement	0	35	35
22122	Fixed Wing Aircraft	0	5	5
22123	Vehicle/Apparatus	0	213,079	213,079
22124	Oil And Gas Program	1,080,796	972,296	2,053,092
22125	Hazardous Waste Settlements	343,690	0	343,690
22127	Sheriff's Cal-Identification	2,914,000	0	2,914,000
22128	Sheriff's Civil Subpoenas	15,000	0	15,000
22129	KNET-Special Asset Forfeiture	50,000	0	50,000
22132	Sheriff's Training	100,000	9,987	109,987
22133	Sheriff-Work Release	400,000	60,562	460,562
22137	Sheriff-State Forfeiture	6,000	0	6,000
22138	Sheriff's Civil Automated	36,500	196,983	233,483
22140	Sheriff's Firearms	5,000	0	5,000
22141	Sheriff-Judgement Debtors Fee	397,550	0	397,550
22142	Sheriff's Community Resources	5,000	0	5,000
22143	Sheriff's Volunteer Service Group	15,000	0	15,000
22153	Bakersfield Planned Sewer #1	20,500	123,749	144,249
22156	DIVCA Local Franchise Fee	392,500	194,849	587,349
22158	Bakersfield Planned Sewer #2	500	7,817	8,317
22160	Sheriff's Cal-MMET	0	154	154
22161	HIDTA-State Asset Forfeit	0	486	486
22162	Cal-MMET-State Asset Forfeit	0	91,426	91,426
22163	High Tech Equipment	0	44	44
22164	Bakersfield Planned Sewer #3	500	63	563
22166	Bakersfield Planned Sewer #4	500	0	500
22167	Bakersfield Planned Sewer #5	500	20,139	20,639
22173	County Planned Sewer Area A	500	45,336	45,836
22177	County Planned Sewer Area B	500	20	520
22184	County Service Area #71 Septic Abandonment	500	39,884	40,384
22185	Wraparound Savings	2,387,797	1,914,427	4,302,224
22187	Recorders Electronic Recording	159,400	44,857	204,257
22188	Fireworks Violations	25,500	33,349	58,849



Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22190 Comm. Corrections Perform Incentive Fund	0	5,601	5,601
22194 Veterans Grant Fund	137,227	0	137,227
22195 Parks Donation Fund	5,000	3,993	8,993
22196 Rural Crimes/Environmental Impact Fee	653,642	357,599	1,011,241
22197 Industrial Firefighting Vehicle	0	316,960	316,960
22198 Oil & Gas Road Maintenance	0	1,054,106	1,054,106
24026 Victim Services	0	48,669	48,669
24028 District Attorney Federal Forfeiture	0	2,185	2,185
24038 District Attorney Court Ordered Penalties	770,000	1,008,560	1,778,560
24042 Fire Dept Donations	15,000	7,089	22,089
24043 State Fire	697,544	0	697,544
24044 Fire-Hazard Reduction	450,000	0	450,000
24047 Fire-Helicopter Operations	850,000	1,106,149	1,956,149
24050 Mobile Fire Kitchen	0	29	29
24057 Inmate Welf-Sheriff Correctional Facility	4,273,600	0	4,273,600
24060 Juvenile Inmate Welfare	49,000	0	49,000
24063 CCP Community Recidivism	5,859,739	525,000	6,384,739
24066 Kern County Children	491,702	0	491,702
24067 Kern County Library Donations	138,000	106,843	244,843
24089 Metro Bakersfield Transport Impact Fee	6,000,000	0	6,000,000
24091 Rosamond Transport Impact Fee	0	89,960	89,960
24095 Bakersfield Mitigation	0	50,987	50,987
24096 Tehachapi Transp. Impact Fee Core	0	167	167
24097 Tehachapi Transp Impact Fee Non-Core	0	269,159	269,159
24098 Project Impact Mitigation Fund	0	161,114	161,114
24105 Jamison Center	100,000	0	100,000
24125 Strong Motion Instrumentation	51,000	0	51,000
24126 Tobacco Education Control Program	138,870	0	138,870
24137 Vital & Health Stat-Health Department	77,125	0	77,125
24138 Vital & Health Stat-Recorder	90,545	3,339	93,884
24139 Vital & Health Stat-Co. Clerk	3,500	678	4,178
24300 Oildale Revitalization Fund	0	8,420	8,420
25120 Parcel Map In-Lieu Fees	100,000	0	100,000
26006 ARRA Energy Stimulus Grant	0	13	13
Non-Operational Special Revenue Subtotal	\$370,110,336	\$28,612,914	\$398,723,250
Total Special Revenue Funds	\$1,284,120,593	\$50,315,091	\$1,334,435,684
Capital Projects Funds			
00004 ACO-General	\$4,354,895	\$41,337	\$4,396,232
00012 ACO-Structural Fire	0	4,500	4,500
00220 7Th Standard Widening Project	8,522	0	8,522
00221 2009 COP Capital Projects	1,659	0	1,659
00235 Tobacco Securitization Proceeds-Cap. Projects	400,000	1,959	401,959
Total Capital Projects	\$4,765,076	\$47,796	\$4,812,872
Total Governmental Funds	\$2,079,164,250	\$77,257,951	\$2,156,422,201



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Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2016-17	FY 2016-17	FY 17-18	Increase /	% Change
		Adopted	Adopted	Recommended	(Decrease) in	
		Net General	Net General	Net General	Net General	From
		Fund Cost	Fund Cost	Fund Cost	Fund Cost	FY 2016-17
		(excluding BSI)	(excluding BSI)	(excluding BSI)	(excluding BSI)	
1011	Board of Supervisors-Dist 1	\$576,811	\$507,549	\$489,785	(\$17,764)	-3.50%
1012	Board of Supervisors-Dist 2	\$508,977	\$508,782	\$490,975	(\$17,807)	-3.50%
1013	Board of Supervisors-Dist 3	\$539,296	\$508,632	\$490,830	(\$17,802)	-3.50%
1014	Board of Supervisors-Dist 4	\$554,664	\$509,278	\$491,453	(\$17,825)	-3.50%
1015	Board of Supervisors-Dist 5	\$525,706	\$506,550	\$488,820	(\$17,730)	-3.50%
1020	Administrative Office	\$3,896,445	\$3,044,269	\$2,937,720	(\$106,549)	-3.50%
1030	Clerk of the Board	\$853,492	\$779,372	\$752,094	(\$27,278)	-3.50%
1040	Special Services	\$5,136,181	\$5,136,181	\$4,956,414	(\$179,767)	-3.50%
1110	Auditor-Controller	\$5,435,487	\$4,585,885	\$4,425,380	(\$160,505)	-3.50%
1120	Treasurer-Tax Collector	\$1,320,638	\$822,336	\$793,555	(\$28,781)	-3.50%
1130	Assessor	\$9,170,379	\$8,133,679	\$7,849,001	(\$284,678)	-3.50%
1160	Information Technology Service	\$5,256,160	\$4,458,740	\$5,235,932	\$777,192	17.43%
1210	County Counsel	\$5,031,490	\$3,699,450	\$3,609,869	(\$89,581)	-2.42%
1310	Human Resources	\$2,833,027	\$2,768,571	\$2,550,021	(\$218,550)	-7.89%
1420	Elections	\$3,439,926	\$3,439,926	\$3,319,529	(\$120,397)	-3.50%
1610	General Services	\$9,157,593	\$8,235,819	\$15,111,089	\$6,875,270	83.48%
1615	Utility Payments-Div General Services	\$4,776,742	\$4,776,742	\$8,979,088	\$4,202,346	87.98%
1640	Construction Services - General Services	\$246,768	\$246,768	\$514,131	\$267,363	108.35%
1650	General Services - Major Maintenance	\$277,999	\$277,999	\$7,104,971	\$6,826,972	2455.75%
1812	Board of Trade	\$966,438	\$950,688	\$931,125	(\$19,563)	-2.06%
1900	Engineering, surveying and Permit Services	\$1,842,141	\$1,678,183	\$0	(\$1,678,183)	-100.00%
1960	Capital Projects	\$19,129	\$19,129	\$1,083,514	\$1,064,385	5564.25%
General Government Sub-Total		\$62,365,489	\$55,594,528	\$72,605,296	\$17,010,768	30.60%
2110	Contribution-Trial Court Funding	\$6,533,653	\$6,533,653	\$7,533,653	\$1,000,000	15.31%
2116	County Clerk	\$53,391	\$0	\$0	\$0	N/A
2120	Local Emergency Relief	\$1,000,000	\$1,000,000	\$1,000,000	\$0	0.00%
2160	Grand Jury	\$183,259	\$183,259	\$176,845	(\$6,414)	-3.50%
2170	Indigent Defense Services	\$6,220,000	\$6,220,000	\$5,220,000	(\$1,000,000)	-16.08%
2180	District Attorney	\$17,974,621	\$16,915,175	\$16,811,978	(\$103,197)	-0.61%
2190	Public Defender	\$9,628,689	\$8,504,844	\$8,207,173	(\$297,671)	-3.50%
2200	District Attorney - Forensic Sciences	\$6,346,638	\$5,495,142	\$5,302,813	(\$192,329)	-3.50%
2210	Sheriff-Coroner	\$115,742,755	\$115,742,755	\$111,354,008	(\$4,388,747)	-3.79%
2340	Probation	\$34,572,022	\$33,129,517	\$30,412,295	(\$2,717,222)	-8.20%
2416	Contribution to Fire	\$7,842,978	\$7,842,978	\$3,988,933	(\$3,854,045)	-49.14%
2610	Agriculture and Measurement Standards	\$1,877,618	\$1,473,052	\$1,421,493	(\$51,559)	-3.50%
2620	Code Compliance	\$1,347,627	\$1,265,963	\$0	(\$1,265,963)	-100.00%
2730	Development Services Agency	\$555,078	\$408,146	\$393,861	(\$14,285)	-3.50%
2750	Planning and Natural Resources	\$3,808,100	\$3,549,492	\$2,778,540	(\$770,952)	-21.72%
2760	Animal Services	\$5,273,691	\$5,246,962	\$5,063,319	(\$183,643)	-3.50%
Public Protection Sub-Total		\$218,960,120	\$213,510,938	\$199,664,911	(\$13,846,027)	-6.48%
3016	Public Works-Public Ways	\$4,997,910	\$4,997,910	\$9,752,316	\$4,754,406	95.13%
3201	Contribution to Airports	\$328,473	\$328,473	\$305,138	(\$23,335)	-7.10%
Public Ways and Facilities Sub-Total		\$5,326,383	\$5,326,383	\$10,057,454	\$4,731,071	88.82%
4110	Public Health	\$6,746,112	\$5,951,585	\$5,381,431	(\$570,154)	-9.58%
4127	Contribution to Mental Health	\$980,649	\$980,649	\$980,649	\$0	0.00%
4134	Contribution to Environmental Health	\$111,403	\$111,403	\$0	(\$111,403)	-100.00%
4200	Emergency Medical Services	\$169,366	\$90,533	\$0	(\$90,533)	-100.00%
4202	KMC-County Contribution	\$28,790,413	\$28,790,413	\$31,378,528	\$2,588,115	8.99%
4300	California Children Services	\$440,543	\$440,543	\$440,543	\$0	0.00%
Health and Sanitation Sub-Total		\$37,238,486	\$36,365,126	\$38,181,151	\$1,816,025	4.99%
5121	Human Services Admin. - County Contribution	\$16,667,409	\$16,667,409	\$16,329,040	(\$338,369)	-2.03%
5125	Human Services Fin. Aid - County Contribution	\$6,424,806	\$6,424,806	\$6,454,006	\$29,200	0.45%
5510	Veterans Service	\$1,491,642	\$1,319,406	\$883,980	(\$435,426)	-33.00%
5611	Aging and Adult Services - County Contribution	\$759,099	\$759,099	\$732,531	(\$26,568)	-3.50%
Public Assistance Sub-Total		\$25,342,956	\$25,170,720	\$24,399,557	(\$771,163)	-3.06%
6210	Library	\$7,219,635	\$7,027,009	\$6,781,063	(\$245,946)	-3.50%
6310	Farm and Home Advisor	\$450,576	\$450,576	\$457,292	\$6,716	1.49%
Education Sub-Total		\$7,670,211	\$7,477,585	\$7,238,355	(\$239,230)	-3.20%
7100	Parks and Recreation Department	\$10,513,429	\$10,047,060	\$0	(\$10,047,060)	-100.00%
Recreation and Cultural Services Sub-Total		\$10,513,429	\$10,047,060	\$0	(\$10,047,060)	-100.00%



Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2016-17	FY 2016-17	FY 17-18	Increase /	% Change
		Adopted	Adopted	Recommended	(Decrease) in	
		Net General	Net General	Net General	Net General	From
		Fund Cost	Fund Cost	Fund Cost	Fund Cost	FY 2016-17
		(excluding BSI)	(excluding BSI)	(excluding BSI)	(excluding BSI)	
8120	Debt Service - General Fund	\$10,745,998	\$10,745,998	\$9,252,597	(\$1,493,401)	-13.90%
Debt Service Sub-Total		\$10,745,998	\$10,745,998	\$9,252,597	(\$1,493,401)	-13.90%
1970	Appropriations for Contingencies					
	General Purpose Contingencies	\$12,200,804	\$12,200,804	\$6,858,928	(\$5,341,876)	-43.78%
	Reserve-Tax Litigation	\$0	\$0	\$3,230,467	\$3,230,467	N/A
	Designation-DHS Working Capital	\$6,000,000	\$6,000,000	\$0	(\$6,000,000)	-100.00%
	Designation-Retirement	\$0	\$0	\$21,071,659	\$21,071,659	N/A
	Designation- Roads Improvements	\$400,000	\$400,000	\$400,000	\$0	0.00%
	Designation-Information Technology Projects	\$0	\$0	\$192,938	\$192,938	N/A
	Designation-Capital Projects	\$0	\$0	\$2,000,000	\$2,000,000	N/A
Contingencies & Reserves/Designations Sub-Total		\$18,600,804	\$18,600,804	\$33,753,992	\$15,153,188	81.47%
TOTAL		\$396,763,876	\$382,839,142	\$395,153,313	\$12,314,171	3.22%

Summary of Recommended Appropriations

Budget Unit and Department	FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
GOVERNMENTAL FUNDS			
General Fund			
General Government			
1011 Board of Supervisors-District 1	\$576,811	\$563,192	-2.36%
1012 Board of Supervisors-District 2	\$508,977	\$491,707	-3.39%
1013 Board of Supervisors-District 3	\$539,296	\$527,251	-2.23%
1014 Board of Supervisors-District 4	\$554,664	\$538,490	-2.92%
1015 Board of Supervisors-District 5	\$525,706	\$512,109	-2.59%
1020 Administrative Office	\$3,974,545	\$3,978,593	0.10%
1030 Clerk of the Board	\$941,592	\$973,994	3.44%
1040 Special Services	\$5,161,181	\$4,981,414	-3.48%
1110 Auditor-Controller	\$6,394,301	\$6,286,213	-1.69%
1120 Treasurer-Tax Collector	\$6,462,987	\$6,757,454	4.56%
1130 Assessor	\$12,404,086	\$13,017,755	4.95%
1160 Information Technology Service	\$10,011,562	\$11,345,950	13.33%
1210 County Counsel	\$11,875,270	\$11,612,986	-2.21%
1310 Human Resources	\$4,176,417	\$4,286,484	2.64%
1420 Elections	\$4,130,726	\$3,507,329	-15.09%
1610 General Services	\$11,453,785	\$21,585,817	88.46%
1615 Utility Payments-Division of General Services	\$9,022,850	\$13,151,596	45.76%
1640 Construction Services-Division of General	\$906,968	\$741,331	-18.26%
1650 General Services-Major Maintenance	\$6,433,108	\$16,247,287	152.56%
1812 Board of Trade	\$1,421,625	\$986,723	-30.59%
1900 Engineering & Survey Services	\$3,094,782	\$0	-100.00%
1910 Risk Management	\$4,251,348	\$3,951,719	-7.05%
1960 Capital Projects	\$4,210,036	\$5,438,409	29.18%
General Government Subtotal	\$109,032,623	\$131,483,803	20.59%
Public Protection			
2110 Contribution-Trial Court Funding	\$17,165,381	\$17,165,381	0%
2116 County Clerk	\$620,691	\$798,020	28.57%
2120 Local Emergency Relief	\$1,000,000	\$1,000,000	0%
2160 Grand Jury	\$183,259	\$176,845	-3.50%
2170 Indigent Defense Services	\$7,557,000	\$7,030,000	-6.97%
2180 District Attorney	\$36,416,716	\$37,134,712	1.97%
2190 Public Defender	\$17,161,248	\$19,046,104	10.98%
2200 District Attorney-Forensic Sciences Division	\$7,428,796	\$8,173,743	10.03%
2210 Sheriff-Coroner	\$214,336,886	\$212,651,882	-0.79%
2340 Probation	\$89,540,493	\$88,318,405	-1.36%
2416 Contribution to Fire	\$7,842,978	\$3,988,933	-49.14%
2610 Agriculture & Measurement Standards	\$7,345,136	\$7,522,923	2.42%
2620 Code Compliance	\$1,876,262	\$0	-100.00%
2705 Recorder	\$530,021	\$562,600	6.15%
2730 Development Services Agency	\$1,502,703	\$1,429,839	-4.85%
2750 Planning and Natural Resources	\$12,655,939	\$13,055,923	3.16%
2760 Animal Services	\$7,080,588	\$7,544,923	6.56%
Public Protection Subtotal	\$430,244,097	\$425,600,233	-1.08%



Summary of Recommended Appropriations

Budget Unit and Department	FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
Public Ways and Facilities			
3016 Public Works-Public Ways	\$4,997,910	\$10,004,352	100.17%
3201 Contribution To Airports	\$328,473	\$305,138	-7.10%
Public Ways and Facilities Subtotal	\$5,326,383	\$10,309,490	93.56%
Health and Sanitation			
4110 Public Health	\$30,532,490	\$30,817,085	0.93%
4127 Contribution to Mental Health	\$1,609,068	\$4,046,919	151.51%
4134 Contribution to Environmental Health	\$209,174	\$97,408	-53.43%
4200 Emergency Medical Services	\$1,507,595	\$0	-100.00%
4202 KMC - County Contribution	\$30,499,376	\$31,878,528	4.52%
4300 California Children Services	\$9,005,289	\$7,871,516	-12.59%
Health and Sanitation Subtotal	\$73,362,992	\$74,711,456	1.84%
Public Assistance			
5121 Human Services Admin. - County Contribution	\$18,136,795	\$17,774,742	-2.00%
5125 Human Services Fin. Aid - County Contribution	\$74,224,639	\$75,840,200	2.18%
5510 Veterans Service	\$1,833,073	\$1,536,906	-16.16%
5611 Aging and Adult Services - County	\$1,504,471	\$1,465,889	-2.56%
5810 IHSS - County Contribution	\$8,335,805	\$11,557,235	38.65%
5923 Employers Training Resource - Administration	\$12,913,760	\$13,891,141	7.57%
5940 Community Development Program	\$1,445,463	\$1,484,090	2.67%
Public Assistance Subtotal	\$118,394,006	\$123,550,203	4.36%
Education			
6210 Library	\$7,715,135	\$7,560,522	-2.00%
6310 Farm and Home Advisor	\$450,848	\$457,582	1.49%
Education Subtotal	\$8,165,983	\$8,018,104	-1.81%
Recreation and Cultural Services			
7100 Parks & Recreation Department	\$12,619,815	\$0	-100.00%
Recreation and Cultural Services Subtotal	\$12,619,815	\$0	-100.00%
Debt Service			
8120 Debt Service - General Fund	\$14,229,917	\$9,746,364	-31.51%
Debt Service Subtotal	\$14,229,917	\$9,746,364	-31.51%
Contingencies			
1970 Appropriations for Contingencies			
General Purpose Contingencies	\$12,200,804	\$6,858,928	-43.78%
Contingencies Subtotal	\$12,200,804	\$6,858,928	-43.78%
General Fund Total	\$783,576,620	\$790,278,581	0.86%

Summary of Recommended Appropriations

Budget Unit and Department	FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
Special Revenue Funds			
Operating Special Revenue Funds			
General Government			
1905 Development Services	\$0	\$3,081,362	0%
General Government Subtotal	\$0	\$3,081,362	0%
Public Protection			
2183 Child Support Services	\$22,280,327	\$22,642,987	1.63%
2415 Fire Department	\$140,421,605	\$141,915,079	1.06%
2623 Abatement Cost	\$60,000	\$1,836,924	2961.54%
2625 Building Inspection	\$8,448,365	\$8,235,412	-2.52%
2700 Recorder	\$3,913,999	\$3,910,753	-0.08%
2701 Approp For Cont-Recorder	\$821,260	\$907,364	10.48%
Public Protection Subtotal	\$175,945,556	\$179,448,519	1.99%
Public Ways and Facilities			
3000 Roads Department	\$55,843,526	\$66,450,279	18.99%
Public Ways and Facilities Subtotal	\$55,843,526	\$66,450,279	18.99%
Health and Sanitation			
4122 Environmental Health Services	\$8,213,802	\$8,865,965	7.94%
4120 Mental Health	\$140,225,941	\$190,344,134	35.74%
4121 Appropriation for Contingencies - Mental	\$14,895,000	\$9,433,388	-36.67%
4123 Mental Health-Substance Abuse Program	\$20,800,692	\$0	-100.00%
Health and Sanitation Subtotal	\$184,135,435	\$208,643,487	13.31%
Public Assistance			
5120 Human Services - Administration	\$206,370,103	\$208,327,211	0.95%
5220 Human Services - Direct Financial Aid	\$223,774,619	\$232,215,739	3.77%
5610 Aging & Adult Services Department	\$16,316,916	\$15,843,660	-2.90%
Public Assistance Subtotal	\$446,461,638	\$456,386,610	2.22%
Operating Special Revenue Fund Subtotal	\$862,386,155	\$914,010,257	5.99%
Non-Operating Special Revenue Funds			
General Government			
1113 Tax Loss Reserve	\$8,000,000	\$7,000,000	-12.50%
1121 Redemption Systems Fund	\$876,222	\$1,022,712	16.72%
1611 DIVCA Local Franchise Fee	\$405,000	\$392,500	-3.09%
1814 Board of Trade-Advertising	\$84,225	\$38,000	-54.88%
1950 Bakersfield Planned Sewer #1	\$500	\$20,500	4000.00%
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	\$44,000	\$500	-98.86%
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 Planned Local Drainage-Oildale	\$500	\$500	0.00%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
General Government Cont.				
1968	Criminal Justice Facilities	\$2,600,000	\$2,700,000	3.85%
General Government Sub-Total		\$12,015,447	\$11,179,712	-6.96%
Public Protection				
2111	DNA Identification	\$450,000	\$375,000	-16.67%
2112	Local Public Safety	\$78,733,628	\$78,253,849	-0.61%
2113	Automated County Warrant System	\$40,000	\$31,000	-22.50%
2114	Domestic Violence	\$150,000	\$150,000	0.00%
2115	Real Estate Fraud	\$1,103,800	\$1,322,698	19.83%
2181	District Attorney - Local Forfeiture	\$50,000	\$30,000	-40.00%
2182	District Attorney - Equipment/Automation	\$73,000	\$73,000	0.00%
2185	Criminalistics Laboratories	\$100,000	\$354,429	254.43%
2187	District Attorney - Court Ordered Penalties	\$750,000	\$770,000	2.67%
2193	CCP Community Recidivism	\$6,181,857	\$5,859,739	-5.21%
2211	Sheriff Facilities Training	\$240,000	\$211,000	-12.08%
2212	Automated Fingerprint	\$280,000	\$400,000	42.86%
2214	Sheriff's Cal-Identification	\$1,990,000	\$2,914,000	46.43%
2215	Sheriff's Civil Subpoenas	\$0	\$15,000	0.00%
2217	Sheriff's Training	\$105,000	\$100,000	-4.76%
2218	Sheriff-Work Release	\$400,000	\$400,000	0.00%
2219	Sheriff-State Forfeiture	\$468,279	\$6,000	-98.72%
2220	Sheriff's Civil Automated	\$26,500	\$36,500	37.74%
2221	Sheriff's Firearms	\$5,000	\$5,000	0.00%
2222	Sheriff-Judgment Debtors Fee	\$390,050	\$397,550	1.92%
2223	Sheriff's Community Resources Trust	\$11,000	\$5,000	-54.55%
2224	Sheriff's Volunteer Service Group	\$15,000	\$15,000	0.00%
2225	Sheriff-Controlled Substance	\$535,968	\$0	-100.00%
2228	Cal-MMET State Asset Forfeiture	\$50,000	\$0	-100.00%
2230	Inmate Welfare-Sheriff Correctional Facilities	\$4,407,500	\$4,273,600	-3.04%
2231	KNET Asset Forfeiture	\$0	\$50,000	0.00%
2233	Rural Crimes/Environmental Impact Fee	\$132,738	\$653,642	392.43%
2300	2300 Public Safety 2011 Realignment	\$70,247,011	\$73,015,774	3.94%
2341	Probation Training	\$252,720	\$249,645	-1.22%
2342	Probation Juvenile Justice Realignment	\$4,756,032	\$3,731,448	-21.54%
2343	Probation Asset Forfeiture	\$10,000	\$10,000	0.00%
2344	Juvenile Inmate Welfare	\$30,000	\$49,000	63.33%
2347	Asset Forfeiture 15 Percent	\$5,000	\$5,000	0.00%
2348	Asset Forfeiture Federal Probation	\$20,000	\$0	-100.00%
2420	Fireworks Violations	\$25,000	\$25,500	2.00%
2421	Fire Dept Donations	\$15,000	\$15,000	0.00%
2422	State Fire	\$814,054	\$697,544	-14.31%
2423	Fire-Hazard Reduction	\$450,000	\$450,000	0.00%
2425	Fire-Helicopter Operations	\$850,000	\$850,000	0.00%
2626	Strong Motion Instrumentation	\$61,000	\$51,000	-16.39%
2706	Recorders Fee Fund	\$1,022,634	\$2,300,364	124.94%
2707	Micrographics/Recorder	\$53,943	\$2,291	-95.75%
2708	Recorder's Modernization	\$264,400	\$159,400	-39.71%
2709	Recorder's Social Security Numbers Truncation	\$9,700	\$9,700	0.00%
2740	Wildlife Resources	\$16,980	\$4,383	-74.19%
2751	General Plan Admin. Surcharge	\$1,802,364	\$1,636,861	-9.18%



Summary of Recommended Appropriations

Budget Unit and Department	FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
Public Protection Cont.			
2753 Oil And Gas Program	\$0	\$1,080,796	0.00%
2764 Sterilization Fund	\$40,000	\$33,000	-17.50%
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	\$177,442,908	\$181,086,463	2.05%
Public Ways and Facilities			
3003 Metro Bakersfield Transport Impact Fee	\$918,958	\$6,000,000	552.91%
3020 Oil & Gas Road Maintenance	\$249,130	\$0	-100.00%
3100 Oildale Revitalization	\$8,420	\$0	-100.00%
Public Ways and Facilities Subtotal	\$1,176,508	\$6,000,000	409.98%
Health and Sanitation			
4111 Public Health Miscellaneous	\$9,755	\$6,646	-31.87%
4116 Hazardous Waste Settlements	\$250,000	\$343,690	37.48%
4118 Vital & Health Stat-County Clerk	\$3,000	\$3,500	16.67%
4119 Vital & Health Stat-Recorder	\$82,200	\$90,545	10.15%
4124 Alcoholism Program	\$130,251	\$59,923	-53.99%
4125 Alcohol Abuse Education/Prevention	\$157,198	\$120,067	-23.62%
4126 Drug Program	\$71,090	\$15,994	-77.50%
4130 Mental Health Services Act	\$36,445,813	\$43,677,026	19.84%
4136 Health-MAA/TCM	\$13,615	\$121,465	792.14%
4137 Child Restraint Loaner	\$65,616	\$63,750	-2.84%
4140 Tobacco Education Control Program	\$166,061	\$138,870	-16.37%
4141 Vital & Health Stat-Health Department	\$73,013	\$77,125	5.63%
4142 Health Services 2011 Realignment	\$49,146,536	\$51,084,558	3.94%
4150 Managed Care Incentive	\$16,331,395	\$0	-100.00%
8987 KMC - Medical Education	\$844,036	\$0	-100.00%
4201 Emergency Medical Payments	\$1,777,944	\$2,122,456	19.38%
Health and Sanitation Sub-Total	\$105,567,523	\$97,925,615	-7.24%
Public Assistance			
5122 Wraparound Savings	\$2,432,927	\$2,387,797	-1.85%
5123 Kern County Children	\$357,700	\$491,702	37.46%
5124 Shelter Care	\$100,000	\$100,000	0.00%
5300 Human Services 2011 Realignment	\$64,240,041	\$68,632,131	6.84%
5400 Disaster Assistance	\$0	\$1,850,169	0.00%
5511 Veterans Grant Fund	\$129,431	\$137,227	6.02%
Public Assistance Subtotal	\$67,260,099	\$73,599,026	9.42%
Education			
6211 Kern County Library Donations	\$53,000	\$138,000	160.38%
Education Subtotal	\$53,000	\$138,000	160.38%
Recreation and Cultural Services			
7103 Off-Highway Motor Vehicle License	\$106,277	\$76,518	-28.00%
7104 Parks Donation	\$8,000	\$5,000	-37.50%
7105 Parcel Map In-Lieu Fees	\$100,000	\$100,000	0.00%
Recreation and Cultural Services Sub-Total	\$214,277	\$181,518	-15.29%
Non-Operating Special Revenue Funds Subtotal	\$363,729,762	\$370,110,334	1.75%



Summary of Recommended Appropriations

Budget Unit and Department	FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
Special Revenue Funds Total	\$1,226,115,917	\$1,284,120,591	4.73%
Capital Projects Funds			
General Government			
1947 Tobacco Endowment Interest	\$400,000	\$400,000	0.00%
1948 ACO-General Fund	\$4,190,908	\$4,354,895	3.91%
1966 Facility Projects	\$0	\$1,659	100.00%
General Government Subtotal	\$4,590,908	\$4,756,554	3.61%
Public Ways and Facilities			
3009 7th Standard Road Widening	\$5,458	\$8,522	56.14%
Public Ways and Facilities Subtotal	\$5,458	\$8,522	56.14%
Health and Sanitation			
8213 KHS Excess Reserves Capital	\$5,708,152	\$0	-100.00%
Health and Sanitation Subtotal	\$5,708,152	\$0	-100.00%
Capital Projects Funds Total	\$10,304,518	\$4,765,076	-53.76%
TOTAL GOVERNMENTAL FUNDS	\$2,019,997,055	\$2,079,164,248	2.93%
OTHER FUNDS			
Public employment Grant Programs			
8907 Employers Training Resources - WIOA	\$24,266,782	\$25,697,948	5.90%
8916 Employers Training Resources - Non WIOA	\$270,000	\$528,400	95.70%
Public Employment Grant Program Subtotal	\$24,536,782	\$26,226,348	6.89%
Community Development Grant Programs			
8920 Community Development Program	\$10,977,389	\$9,296,954	-15.31%
8921 Community Development-Economic	\$422,348	\$422,349	0.00%
8932 CD-Emergency Shelter Grant	\$926,862	\$825,521	-10.93%
8933 CD-Neighborhood Stabilization Program	\$62,461	\$57,152	-8.50%
8936 CD-Home Investment Trust	\$6,172,218	\$7,739,784	25.40%
8937 Emergency Shelter Grant	\$0	\$523,105	0.00%
Community Development Grant Program Subtotal	\$18,561,278	\$18,864,865	1.64%
Internal Service Funds			
8950 General Services Garage- ISF	\$5,176,225	\$3,822,051	-26.16%
8954 Public Works - ISF	\$62,115,403	\$68,068,351	9.58%
8960 Group Health Self Insurance Program-ISF	\$140,579,445	\$143,131,402	1.82%
8965 Retiree Group Health Program- ISF	\$9,771,187	\$9,241,255	-5.42%
8970 Gen Liability Insurance- ISF	\$21,379,010	\$16,830,656	-21.27%
8980 Unemployment Compensation Insurance - ISF	\$2,927,017	\$2,527,376	-13.65%
8990 Workers Compensation Insurance-ISF	\$20,633,892	\$17,762,408	-13.92%
Total Internal Service Funds	\$262,582,179	\$261,383,499	-0.46%



Summary of Recommended Appropriations

Budget Unit and Department	FY 2016-17 Recommended Appropriations	FY 2017-18 Recommended Appropriations	% Change From FY 16-17
Enterprise Funds			
8991 Golf Course Enterprise Fund	\$372,649	\$519,739	39.47%
8992 Universal Collection Enterprise Fund	\$13,440,792	\$13,561,721	0.90%
8993 Solid Waste Enterprise-Capital Projects	\$7,450,790	\$25,831,279	246.69%
8994 Airport Enterprise Fund-Capital Projects	\$16,186,009	\$14,883,574	-8.05%
8995 Airports Enterprise Fund	\$8,272,548	\$7,956,802	-3.82%
8998 Public Transportation Enterprise Fund	\$14,106,198	\$12,765,615	-9.50%
8999 Solid Waste Management Enterprise Fund	\$45,683,190	\$48,101,456	5.29%
Total Enterprise Funds	\$105,512,176	\$123,620,186	17.16%
Special Districts			
County Service Areas Subtotal	\$5,039,887	\$5,083,777	0.87%
Other Agencies Subtotal	\$15,842,341	\$21,273,697	34.28%
Special Districts Subtotal	\$20,882,228	\$26,357,474	26.22%
TOTAL OTHER FUNDS	\$432,074,643	\$456,452,372	5.64%
TOTAL COUNTY APPROPRIATIONS- ALL FUNDS	\$2,452,071,698	\$2,535,616,620	3.41%

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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 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 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
2017-18 Beginning			
Budgetary Fund Balance⁽¹⁾	\$61,214,819	\$92,052,011	\$43,977
Add:			
Revenues	561,260,375	888,173,535	4,768,895
Other Financing Sources	190,220,451	329,425,022	0
Use of Reserves	4,478,000	24,785,114	0
Total Available Financing	\$755,958,826	1,242,383,671	\$4,768,895
Less:			
Expenditures	683,630,515	923,177,143	8,522
Other Financing Uses	106,648,066	360,943,448	4,756,554
Increase in Reserves	26,895,064	50,315,091	47,796
Total Requirements	\$817,173,645	\$1,334,435,682	\$4,812,872
2017-18 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 \$146,065,823, \$275,788,717, and \$37,738,995, respectively.

General Fund

Of the \$61.2 million FY 2017-18 Beginning Budgetary Fund Balance, \$16.9 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 nearly \$41 million balance is recommended to be allocated as follows: \$8 million to various capital and major maintenance projects, \$2 million to parks capital improvements, \$21 million for a contribution to a designation for retirement escalation costs and \$10 million to the General Fund's operational budget gap.

Special Revenue Funds

Of the \$92.1 million FY 2017-18 Beginning Budgetary Fund Balance, \$50.3 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes \$3.1 million in the Road Fund, \$3.9 million in the Human Services Administration Fund, \$9.2 million in the Mental Health Fund, \$13.8 million in the 2011 Realignment Fund, and \$4.1 million in the Mental Health Services Act Prudent Reserve Fund. The remaining \$41.8 million 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.

Kern County Strategic Framework							
Department	Keeping our Communities Safe	Healthy Environment	Recreation and Culture	Building a Community Where Every Child and Adult Thrives	Prosperous Place to Live	Roads and Infrastructure	Responsible and Efficient Government
County Administrative Office	✓	✓		✓	✓		✓
Auditor-Controller	✓						✓
Treasurer-Tax Collector	✓						✓
Information Technology Services	✓			✓			✓
County Counsel				✓			✓
General Services	✓	✓	✓	✓	✓	✓	✓
Board of Trade					✓		✓
Engineering and Surveying Services	✓	✓	✓			✓	✓
District Attorney	✓						✓
Child Support Services				✓			✓
Public Defender	✓						✓
Sheriff	✓			✓			✓
Probation	✓			✓			✓
Fire	✓						✓
Agriculture & Measurement Standards	✓				✓		✓
Code Compliance	✓						✓
Planning and Natural Resources			✓	✓	✓	✓	✓
Animal Services	✓	✓					✓
Roads		✓	✓		✓	✓	✓
Airports					✓		✓
Public Health	✓	✓		✓			✓
Mental Health	✓			✓			✓



Kern County Strategic Framework							
Department	Keeping our Communities Safe	Healthy Environment	Recreation and Culture	Building a Community Where Every Child and Adult Thrives	Prosperous Place to Live	Roads and Infrastructure	Responsible and Efficient Government
Environmental Health		✓			✓	✓	✓
Human Services	✓		✓	✓	✓		✓
Veterans' Services				✓			✓
Aging & Adult Services	✓	✓	✓	✓			✓
Employers' Training Resource				✓	✓		✓
Library			✓				✓
Farm & Home Advisor	✓	✓	✓	✓	✓		✓
Waste Management		✓					✓

