

Kern County Administrative Office



County Administrative Center

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JOHN NILON

County Administrative Officer

August 23, 2016

SUBJECT: Fiscal Year 2016-17 Adopted Budget

On August 23, 2016, the Kern County Board of Supervisors adopted a budget pursuant to state law that provided \$2,516,953,120 in FY 2016-17 spending authority. During budget hearings, the Board of Supervisors made adjustments to the recommended budget totaling \$2,825,197 as follows:

FY 2016-17 Budget Hearing Adjustments

Agenda

Item Number	Budget Unit	Fund Number	Department/ Fund	Account Number	Account/ Object Title	Amount	Action
101	N/A	00001	General Fund	2182	Designation - Jail Operations	\$(1,325,197)	Fulfill Sheriff's request to fund 53 Deputy Sheriff Trainees to offset attrition over the next 16 months.
100	1970	00001	General Fund - Appropriations for Contingencies	6040	Appropriations for Contingencies	\$ 1,325,197	Fulfill Sheriff's request to fund 53 Deputy Sheriff Trainees to offset attrition over the next 16 months.
101	N/A	00001	General Fund	2182	Designation - Jail Operations	\$(1,500,000)	Fulfill Sheriff's request to fund FY 2016-17 Salaries & Benefits for operational costs including substations and Rural
100	1970	00001	General Fund - Appropriations for Contingencies	6040	Appropriations for Contingencies	\$ 1,500,000	Fulfill Sheriff's request to fund FY 2016-17 Salaries & Benefits for operational costs including substations and Rural

The Sheriff's Office requested \$6,335,330 in additional funding for operational costs. The Board approved \$2,825,197 as indicated in the table above. The District Attorney also made a request at budget hearings for approximately \$360,647 to fund three vacant Deputy District Attorney positions in the department's Criminal Division and \$101,678 to add one Programmer position in the department's Forensic Sciences Division. The Board did not approve either of the requests from the District Attorney.

As discussed in the FY 2016-17 Recommended Budget, the ongoing reality of Kern County's limited discretionary revenues requires adopting leaner, more efficient approaches to managing scarce resources. Over the next few years it will be necessary for County departments to reassess priorities and plan any necessary restructuring to position the county to maintain stability in the future.

Sincerely,

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

John Nilon

County Administrative Officer

County
of
Kern



FY 2016-2017
Recommended Budget

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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, 2015

Jeffrey R. Egan

Executive Director

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Kern County Administrative Office



County Administrative Center

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JOHN NILON
County Administrative Officer

August 10, 2016
Public Distribution

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

FISCAL YEAR 2016-17 RECOMMENDED BUDGET

The proposed FY 2016-17 Recommended Budget is submitted for your consideration. The recommended budget is the product of thorough deliberation by the County's department and Administrative Office staff regarding the impacts, consequences and alternatives of various budgetary actions. The budget was prepared in accordance with statutory requirements of the County Budget Act, the Board's approved budget development guidelines and with consideration of the County's vision "to create and maintain a customer-centered County government designed to garner the confidence, support and trust of the people we serve." The FY 2016-17 Recommended Budget is submitted balanced and is consistent with the strategic budget plan approved by your Board.

This document includes the FY 2016-17 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.

The FY 2016-17 Recommended Budget of \$2.5 billion is balanced and is consistent with policy direction received from the Board of Supervisors. Carefully planned and controlled expenditures as well as set-asides of one-time funds for future use over several years have enabled the County to limit service reductions to the public despite economic instability and unforeseen major fiscal impacts. The years ahead will continue to challenge the County budget, which must absorb the loss of property tax revenue from oil and gas properties, increased retirement costs and new jail facility staffing.

The primary goals in developing the recommended budget have been to: 1) maintain public protection as a priority; 2) appropriate resources to quality of life programs; 3) provide funding to prevent further deterioration of the physical infrastructure on which many services depend, and 4) maintain reserves that meet the County's known cost increases and liabilities. Although achieving this balance continues to be a challenge, the budget and staffing levels recommended by the County Administrative Office are consistent with the budget priorities identified by the department heads. County department heads, both appointed and elected alike, have worked diligently and cooperatively with County Administrative Office staff to forge a balanced budget that minimizes adverse impacts on direct services to the public. The Sheriff's Office and the District Attorney are requesting consideration of additional funding above the recommended funding level. The Sheriff's Office requests funding to hold a training academy for Sheriff Deputy Trainees for a cost of \$1.3 million and an additional allocation of \$3 million to mitigate service level impacts. The District Attorney's Office is requesting funding to fill three Deputy District Attorney I positions to prosecute misdemeanor cases for a cost of \$360,000. These departments will be presenting their requests at the budget hearings.



THE BUDGET IN BRIEF

The FY 2016-17 Recommended Budget for all funds totals \$2.5 billion, a decrease of \$545.2 million, or 17.82% from the FY 2015-16 Adjusted Budget. The General Fund, which funds many County operations, totals \$787 million, a decrease of \$121.9 million, or 13.41%. The budget in total supports a workforce of 7,682 authorized positions and reflects a net decrease of 1,693 positions. A majority of the change in budget and positions is related to the transition of the County hospital to a separate legal entity.

All Funds	FY 2015-16	FY 2016-17	Change From
(\$ millions)	Adjusted Budget	Recommended Budget	FY 2015-16
General Fund	\$ 909.1	\$ 787.2	\$ (121.9)
Special Revenue Funds	1,318.4	1,281.7	(36.7)
Capital Project Funds	5.3	10.3	5.0
Enterprise Funds	502.8	106.5	(396.3)
Internal Service	257.4	262.7	5.3
Special District Funds	21.6	22.7	1.1
Employment Grant Programs	24.8	24.5	(0.3)
Community Development Programs	20.0	18.6	(1.4)
Total All Funds	\$ 3,059.4	\$ 2,514.2	\$ (545.2)
Authorized Staffing	9,375	7,682	(1,693)

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 \$334 million, which is \$38.8 million or 11.65% less than the FY 2015-16 Adjusted Budget. A significant portion of discretionary revenue is comprised of property taxes and sales and use taxes.

Total property tax assessments decreased by 4.3% from FY 2015-16 contributing to a decrease in property related revenue of \$29.4 million. The reduction is the result of a decline in assessed value of oil and gas properties associated with the decline of the market price of oil. Sales and use tax base revenue estimates for FY 2016-17 total \$39.7 million, which is \$5.5 million less than the FY 2015-16 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 2016-17, public safety departments are estimated to receive \$78.7 million in Proposition 172 revenues, which is \$800,000 less than in FY 2015-16. A portion of the one-time fund balance carry-forward at June 30, 2016 for this fund is recommended to be set aside to mitigate the anticipated decline in future revenue.



The General Fund’s fund balance carry-forward available from the fiscal year ending June 30, 2016 was \$41.7 million, which is \$35.8 million less than the prior fiscal year. Included in the fund balance carry-forward is a set-aside of \$3 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 \$23.6 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 2016-17 this resource was allocated to operations to minimize service level impacts under a multi-year deficit mitigation plan.

COUNTY FISCAL PLAN

Since FY 2014-15, the County has lost a total of \$77 million in property tax revenue caused by the depressed market price of oil, resulting in budget deficits of \$44.5 million for the General Fund and \$17.5 million for the Fire Fund in FY 2016-17. Resolving these shortfalls and balancing the budgets would require 15% cuts for General Fund departments (assuming all departments received an equal cut) and a 7.2% cut for the Fire Department. The service level impacts of achieving the cost reductions in one year would be daunting for departments and the public. Therefore, the recommended budget proposes phasing in the reductions over a four-year period to allow management time to identify cost saving measures, including use of position attritions to minimize or avoid layoffs and, where possible, finding other revenue sources such as grants or improved formula driven State and federal allocations. The Four-Year Deficit Mitigation Plan calls for the temporary use of fund balance carry-forward and reserves in addition to the step-down of department Net County Cost allocations to bridge budget gaps. The plan results in a stable budget environment with no reliance on one-time resources for operations after four years.

The Board of Supervisors has been prudent in setting aside \$83 million in reserves and designations over the past five years that will be instrumental in the ability to phase in spending reductions. The challenge looking forward will be the difficult task of prioritizing County services and programs for reduction or deletion to achieve fiscal sustainability. The County Administrative Office will continue working with departments to prioritize discretionary programs for consideration of reduced funding and identify areas where savings could be achieved countywide as the next fiscal year budget is developed. A strategic approach to future reductions will be necessary to best sustain the Board’s priorities, goals and objectives.

NET COUNTY COST

For FY 2016-17, departments that receive an allocation of Net County Cost were requested to submit budgets with up to a 5.0% reduction of Net County Cost from FY 2015-16 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 \$15.3 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 \$9.4 million in the Appropriation for Contingencies to earmark funds against unexpected future costs or costs that are identified after the County budget is adopted. In addition, \$6.4 million in contributions to reserves and designations brings General Fund reserve balances to nearly \$145 million.

The most significant contribution to a designation is \$6 million for the Department of Human Services (DHS) Working Capital to set aside funds for the ongoing cash flow needs of the department. The only other contribution increase is for the Designation for Road Improvement related to a mitigation agreement with Clean Harbors, Inc. It requires \$400,000 of Hazardous Waste taxes that are paid by the business to be used for designated road improvements in a specific area until the improvements are complete. With



the County facing a deficit budget, no other contributions to reserves are recommended.

WORKFORCE CHANGES AND EMPLOYEE COSTS

Budgeted staffing recommended for FY 2016-17 is 7,682 positions, a decrease of 1,693 positions from the FY 2015-16 Adjusted Budget. The decrease results primarily from the transition of Kern Medical Center from a County Enterprise Fund to a separate legal entity known as the Kern County Hospital Authority. The transition included a transfer of 1,756 positions to the hospital authority. General Fund staffing is decreasing by 73 positions, primarily resulting from the transfer of 56 positions in the Environmental Health Services Division to a new special revenue fund. The County's overall cost for employees' salaries and benefits is projected to be \$895 million, a decrease of approximately \$189 million from the FY 2015-16 Adjusted Budget that is reflected in each department's budget. The decrease is primarily a result of the Kern Medical Center transition, including Correctional Medicine.

KERN MEDICAL CENTER

The County owned and operated Kern Medical Center for the past 149 years. Under the new Kern Medical Center leadership and in collaboration with multiple County departments the hospital was transferred to the Kern County Hospital Authority (Hospital Authority) July 1, 2016. 1,756 County employees transferred to this new legal entity as well. It is anticipated that under this new governance the hospital will continue to see operational and financial improvements that began in FY 2014-15 as a result of changes in payer mix spurred by expanded Medi-Cal eligibility under the Affordable Care Act, streamlined revenue cycle processes yielding enhanced patient cash collections, labor expense reductions and resizing of the hospital's labor force to match Kern Medical Center's fluctuating patient census.

The Hospital Authority was created after Governor Brown approved Assembly Bill 2546 which gave the County the authority to establish by ordinance, the Hospital Authority to manage, administer and control Kern Medical Center. The County will continue to retain ultimate responsibility for indigent medical care under Section 17000 of the Welfare and Institutions Code. The Hospital Authority will provide or arrange for health care services; the County is providing \$4.6 million to cover the anticipated costs. The hospital will continue to provide the health care for the adult and juvenile inmates. A General Fund contribution of \$23.6 million is included in the recommended budget.

STATE BUDGET IMPACT

The adopted FY 2016-17 State Budget projects the state will spend \$166.5 billion on mandated programs and debt service with only \$3.5 billion allocated for discretionary use. Early estimates suggest state revenue will be a combined \$2.3 billion less in FY 2015-16 and FY 2016-17 due to decreasing personal income tax receipts and weaker sales tax collections. Proposition 30, the sales and income tax increase initiative approved by voters in 2012, is on the ballot again this November and voters will be given the choice to extend the Proposition 30 income tax rates for another 12 years.

Based on the state's economic forecasts, a recession seems probable within the next few years. The State's Budget, deposits \$2 billion into the Rainy Day Fund; however, the fund will only reach 54% of its constitutional target this year. Without a Proposition 30 tax extension, California will have less ongoing tax revenue to support its current fixed commitments, meaning that a strong Rainy Day Fund will be a significant bulwark against devastating cuts if the state economy slides into a recession.

Over the next ten years, the state will implement a \$36 billion transportation package of which \$13.5 billion will be set aside for local roads. Although the transportation package will impose a new \$65 Road Improvement Charge on all vehicles and stabilize the gasoline excise tax at 18 cents and adjust annually

for inflation to maintain purchasing power, the California State Association of Counties suggests city and county roads statewide will continue to deteriorate and the maintenance backlog will continue to grow unless an additional \$3 billion in new funding is allocated to local streets and roads.

In FY 2016-17 the Governor also proposes to spend \$3.1 billion from cap-and-trade auction revenue derived from the purchase of greenhouse gas emissions credits under Assembly Bill 32. Of that amount, approximately \$1.2 billion is continuously appropriated to support public transit (\$300 million), sustainable communities (\$400 million), and high-speed rail (\$500 million).

The Governor's budget increases state general funds by \$1 million for the Department of Water Resources to support local public agencies with facilitation services as they implement the Groundwater Act. Successful implementation depends on how well local public agencies coordinate and develop governance structures to meet the requirements of the Act. In addition, the budget increases state general funds by \$1 million to support the use of remote sensing technology to establish statewide agricultural land use data aimed at supporting groundwater agencies in developing water budgets that ultimately balance water supply and use within basins.

Finally, the Governor's budget includes funding for the latest iteration of the Section 1115 Waiver, known as "Medi-Cal 2020". Over the next five years, the following core elements of the Waiver agreement include: Public Hospital Redesign and Incentives (PRIME) that will draw down \$3.27 billion for designated public hospitals over the five year waiver; Global Payment Program (GPP) for designated public hospitals to serve the remaining uninsured valued at \$1.2 billion over the five year waiver; Dental Transformation Initiative (DTI) to provide dental care to low income children valued at \$750 million; and, Whole Person Care (WPC) allowing county-based pilot programs to provide coordinated care for high-utilizing Medi-Cal recipients valued at \$1.5 billion over the five year waiver. A portion of these funds will now flow to the Kern County Hospital Authority.

FEDERAL BUDGET IMPACT

The County receives revenue from the federal government's Payment in Lieu of Taxes (PILT) program. PILT program eligibility is reserved to local governments that contain non-taxable federal lands and provide vital services, such as public safety, housing, social services and transportation. Using a formula provided by statute, the annual PILT payments to local governments are computed based on the number of acres of federal entitlement land within each county or jurisdiction and the population of that county or jurisdiction. The funding for this program is considered each year within the federal budget. The County has received about \$2.5 million each year from this program since 2008. The County expects to receive a similar amount in FY 2016-17.

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 prospective the budget for these functional areas as compared to the County's total budget of \$2.5 billion and the General Fund budget of \$787 million.

The highlights of departmental budgets by functional area are discussed on the next page.



General Government

Budgets for general government departments total \$326.7 million, or 13.3% of the County's total budget, and they receive 14.6% of the total Net County Cost allocation. Within the General Fund, appropriations for general government departments total \$109 million, or 14% of the General Fund budget. Staffing for these departments totals 589 positions, a net decrease of three positions from FY 2015-16. Board of Supervisor District 4, the Auditor-Controller, and County Counsel are each deleting one position.

General government departments handle the administration of the government and include departments such as the Board of Supervisors, County Administrative Office, Clerk of the Board, Human Resources, Auditor-Controller-County Clerk, Treasurer-Tax Collector, Assessor-Recorder, etc.

Public Protection

Protecting public safety remains the top priority of the recommended budget for the County. Budgets for public protection departments total \$790 million and they receive nearly 56.1% of the total Net County Cost allocation. Within the General Fund, appropriations for public protection departments total \$430 million, or 55% of the General Fund budget. Staffing for these departments totals 3,386 positions, a net decrease of three positions from FY 2015-16.

The Sheriff's budget is recommended for a 5%, or \$6.7 million, decrease in Net County Cost from the FY 2015-16 Adjusted Budget. This includes \$2.6 million in prior year carry-forward appropriation related to capital assets in FY 2015-16 as well as the county-wide 5% reduction of \$5.9 million in Net County Cost offset with a \$2.5 million contribution for pension cost escalation for a net reduction of 3.4% of Net County Cost from the FY 2015-16 Adopted Budget. The reduction will result in significant service level impacts including, but not limited to, the unfunding of 155 positions, the consolidation of sub-stations in outlying areas, the reassignment of existing staff and elimination or downsizing of certain units, reduction of flight hours and the partial closure of the Central Receiving Facility.

The Probation Department is also recommended to receive a decrease in Net County Cost from the FY 2015-16 Adjusted Budget of \$1.3 million as a result of the 5% reduction in Net County Cost. 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 \$271,974 decrease in Net County Cost from the FY 2015-16 Adjusted Budget. The department indicated there are service level impacts resulting from the proposed 5% reduction of Net County Cost. The department will exhaust most of the Budget Savings Incentive (BSI) credits from its budget units to avoid potential layoffs. Layoffs are also mitigated by holding five positions vacant and not replacing aged vehicles.

The Fire Department's recommended budget will allow the department to maintain staffing levels and mitigate any layoffs resulting from a \$17.5 million deficit due to the loss of property tax revenue. Despite receiving \$7.84 million General Fund contribution as part of a four-year deficit mitigation plan, the Fire Department will experience significant service level impacts including, but not limited to, the depletion of Fire Fund reserves and designations, reduction in services and supplies, reassignment of staff, downsizing of certain units, and exploration of alternative revenue streams.

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.

Public Ways and Facilities

Budgets for public ways and facilities departments total \$173 million, or 7.1% of the County's total budget, and they receive 1.4% of the total NGFC allocation. Staffing for these departments totals 479 positions, a net increase of six positions from FY 2015-16.

The Public Works Department has commenced its second fiscal year since merging six departments into a single Internal Service Fund. The recommended budget for Public Works is \$62.1 million, 81% of which is related to staffing. The recommended budget for the Airport Enterprise Fund is \$24.5 million, the department has budgeted to utilize \$15 million in capital improvement funds toward the second phase of the Meadows Field runway rehabilitation project, which is 90% federally reimbursed.

Public Assistance

Budgets for public assistance departments total \$640.8 million, or 26.2% of the County's total budget, and they receive 6.6% of the total Net County Cost allocation. Within the General Fund, appropriations for public assistance departments total \$17.7 million, or 2.2% of the General Fund budget. Staffing for these departments totals 1,942 positions with no change from FY 2015-16 staffing levels.

The Department of Human Services (DHS) comprises the largest budget for the public assistance functional area at \$206 million for Administration and \$224 million for Direct Aid. The recommended budget for both these funds includes a decrease in Net County Cost totaling \$13.3 million resulting primarily from a one-time contribution in FY 2015-16 of \$14 million to backfill a fund balance shortfall caused by increased costs for foster care and adoptions assistance payments and direct services. In order to meet the FY 2016-17 Net County Cost, the department will be required to hold 28 positions vacant, 19 of which are social workers in the Child Protective Services Bureau. Holding these specific positions vacant will have significant service level impacts including challenges in meeting State regulations regarding visits with children and caregivers, impaired reasonable services due to workload increases, possibility of the court making a "no reasonable services" finding and difficulty providing thorough assessments of children's living situations, which would increase foster care entry rates. All impacts have the potential to increase Net County Cost in Human Services Direct Aid. The recommended budget for DHS – Direct Aid includes a \$1 million increase in expenditures over FY 2015-16 as a result of anticipated increases in Foster Care and Adoptions caseloads and aid payments.

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 10% less than was provided in FY 2015-16.

Health and Sanitation

Budgets for health and sanitation departments total \$456 million, or 19% of the County's total budget and they receive nearly 10% of the total Net County Cost allocation. Within the General Fund, appropriations for health and sanitation departments total \$71 million, or 9% of the General Fund budget. Staffing for these departments totals 1,074 positions, a net decrease of 1,684 positions from FY 2015-16.

The most significant change for this group is the transition of the Kern Medical Center to a separate hospital authority. The transition reduces the County budget by \$381 million and 1,756 positions. The Kern County Hospital Authority will receive payments to reimburse the costs of indigent healthcare and correctional medicine. This contribution is recommended at \$30.5 million and includes \$2.3 million from 1991 Health Realignment funds to offset indigent care costs.

Education, Recreation 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 \$389,205 for books and materials, which is equivalent to FY 2015-16. The department absorbed the 5% reduction in



Net County Cost by not funding previously funded vacant positions and utilizing its Budget Savings Incentive (BSI) credits.

The Parks and Recreation recommended funding level allows the department to maintain current levels of service in operating eight regional and 40 neighborhood parks with recreational facilities that include lakes, campgrounds, group picnic areas, playgrounds, bike trails and ball fields. The budget continues to include funding for privatization services in Phase III areas (Frazier Park, Ford City, Valley Acres, Derby Acres, and Fellows). The department absorbed the 5% reduction in Net County Cost by not funding previously funded vacant positions, resulting in no significant service level impacts for FY 2016-17.

Several contributions to community programs are included in the recommended budget. The Special Services' budget provides funding totaling \$294,303 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, Center for Blind and Visually Impaired, 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 50% reduction from FY 2015-16 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 2016-17. The Board of Supervisors has previously set aside funds for this purpose and the balance of the Infrastructure Replacement designation in the General Fund is \$9.2 million.

The recommended budget includes 23 major maintenance projects totaling \$6.4 million. Projects include various painting, paving, 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 \$277,999 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, fiscal uncertainty related economic challenges and future costs related to staffing a new jail facility. In the coming years, the County faces the challenge of continuing to provide quality services to its residents while managing the impacts of revenues that are not expected to increase sufficiently to cover increased costs. Accordingly, the County Administrative Office seeks to avoid one-time funding solutions and steer a course that 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 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 taxes has now grown to \$77 million over two years, 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 5% reduction in Net County Cost allocations for FY 2016-17. However, the County must reduce costs significantly over the next three 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 Fire Department is also working under a mitigation plan that includes budget reductions up to 7.2% over the four-year period. At this time, it is recommended that the Declaration of Fiscal Emergency be re-affirmed for the FY 2016-17 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 in FY 2015-16 that included changing investment return assumption from 7.75% to 7.5%, updating the mortality table and the introduction of explicit administrative expenses. In addition, debt service payments for the County's Pension Obligation Bonds are scheduled to escalate through FY 2021-22. The combined ongoing pension cost escalation was nearly \$27 million for all funds in FY 2015-16. In anticipation of the budgetary impact from the escalating bond payments, the County has set aside a designation for retirement with a current balance of \$12.8 million. The Board of Supervisors approved a fiscal strategy in January 2015 for pension cost escalation requiring the use of funds set aside in the designation for retirement over the next seven years to cover pension escalation for General Fund departments through FY 2021-22, when one of the Pension Obligation Bonds will be fully repaid. Retirement costs will significantly decline in FY 2022-23, which will alleviate the budgetary pressure for departments.

In FY 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 prepayment phasing out, the General Fund will lose approximately \$4 million in FY 2016-17 and then an additional \$4 million in FY 2017-18. Additionally, KCERA will conduct a 3-year experience study that could lead to a reduction in the assumed rate of investment return which would result in retirement cost increases starting in FY 2018-19.

Economic Challenges

The County's Five-Year Financial Forecast covers July 2016 through June 2021 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 assist the Road Fund with the loss of nearly \$10 million in Highway User Tax Account (HUTA) revenues for road maintenance by at least \$5 million.



New Jail Facility

In FY 2017-18, the County anticipates funding the staff necessary to operate a new jail facility. The Sheriff has indicated that these staffing costs, estimated at \$27.5 million, could be mitigated by temporarily moving current staff from certain areas of the Lerdo Minimum jail facility to reduce some of the cost until the Lerdo facility is remodeled, which would generate an estimated \$7 million in savings for a net initial cost of \$20.5 million. The Board of Supervisors approved a fiscal strategy in January 2015 to identify an ongoing source to fund the operations of the new jail. The strategy includes isolating Net County Cost of \$4 million, or 1.4% each year over the next five years, to achieve an ongoing source of \$20.5 million. Through the strategy, \$7.5 million was set aside in a designation for jail operations in FY 2015-16. However, as the County faces major budget reductions related to the loss of property tax revenue, the Sheriff has since proposed that existing staff could meet the initial staffing of the facility to negate the need for the jail strategy prospectively. Based on the Sheriff's conclusion, the Board of Supervisors cancelled the fiscal strategy reductions. It is expected that the County will incur medical and mental health costs of up to \$5 million annually if all the new jail beds are filled. These assumptions have been incorporated into the County's fiscal forecast.

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 (\$255 million), with County sales and use taxes (\$40 million) and Proposition 172 half-cent sales taxes (\$76 million), the portion of budget requirements funded primarily with sales tax revenue represents 15% of the County budget. Approximately \$141.1 million of this revenue is allocated to services specifically in the General Fund that comprise 18% of the General Fund's budget. Revenue from sales taxes is projected to decline slightly in FY 2016-17, lending to the concern that these revenues tend to be much more volatile and more responsive to economic changes, resulting in a higher risk of losses in future years.

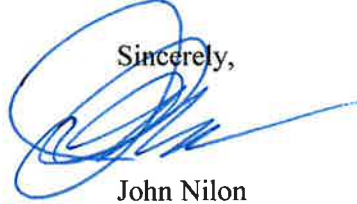
CONCLUSION

The County must again seek to balance the allocation of resources between ongoing service needs, quality of life programs and the maintenance and renewal of facilities and equipment that support those services. The FY 2016-17 Recommended Budget is balanced within available resources and takes into consideration known future fiscal concerns. It is important that the County take action to resolve the long-term loss of property tax revenue associated with oil and gas assessments. The deficit mitigation plan allows for flexibility should the revenues based on assessed value projected be higher than anticipated and moves the County down the path towards fiscal sustainability.

The budget meets the most important needs of the people of Kern County and fulfills the County's legal mandate to protect public health and safety. As you conduct public hearings and deliberate on the FY 2016-17 Recommended Budget, your Board's leadership and strong fiscal management will assist the County in once again maintaining the critical balance between service demands and limited financial resources.

At the Budget Hearings that begin August 23, 2016, members of the public are invited to comment to your Board on the budget recommendations presented here. The County Administrative Office will work closely with your Board and with County departments to resolve budget issues and to enact a budget that meets the County's legal obligations and the needs of the people of Kern County.

Sincerely,



John Nilon
County Administrative Officer



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COUNTY OF KERN

COUNTY ADMINISTRATIVE OFFICE

FY 2016-17

RECOMMENDED BUDGET

Submitted by
John Nilon
County Administrative Officer

BOARD OF SUPERVISORS

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



KERN COUNTY

SUPERVISORIAL DISTRICTS



**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

Size:

8,132 square miles

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

Elevation:

Bakersfield Mean Elevation

400 feet above sea level.

Highest Elevation, Sawmill Mountain,

8,755 feet above sea level.

Structure:

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

Incorporated Cities:

11

Population by City:

City	Percent Change from 2015	Population
Arvin	2.3	20,978
Bakersfield	1.2	379,110
California City	-1.7	13,992
Delano	0.5	52,999
Maricopa	.1	1,140
McFarland	3.0	14,658
Ridgecrest	0.4	28,064
Shafter	1.1	18,048
Taft	-1.2	9,405
Tehachapi	-4.2	12,217
Wasco	0.6	26,471
Total Incorp.	.9	577,082
Total Unincorp.	.3	309,425
Total County of Kern	.7	886,507

Source: State of California, Department of Finance, Population Estimate with Annual percentage Change January, 1 2015, 2016

Regional Parkland:

Buena Vista Aquatic Recreational Area

Camp Condor

Greenhorn Mountain Park

Kern River County Park and Campground

Lake Wollomes

Leroy Jackson Regional Park

Metropolitan Rec. Center/Stramler Park

Tehachapi Mountain Park

Source: County of Kern, Parks and Recreation

County Library:

25 Branches

2 Bookmobiles

1 Fire Research Center

Source: Kern County Library

Employment by Industry (May 2016):

Industry	Employees
Government	63,800
Farming/Agriculture	62,000
Trade, Transportation, Utilities	53,200
Educational & Health Services	34,700
Mining, Logging, Construction	26,400
Professional & Business Services	26,400
Leisure & Hospitality	25,800
Manufacturing	13,600

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

Assessed Valuations (2015-16):

\$85.6 billion

Source: Kern County Tax and Revenue Anticipation Note, Table 6



**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

2015-16 Top 10 Taxpayers Per Billing (In Thousands)

	Net Assessed	
	Value	Total Tax
Chevron USA, Inc.	\$5,749,864	\$62,420
Occidental of Elk Hills, Inc	4,771,385	52,206
Aera Energy LLC	2,939,429	30,800
Berry Petroleum Co	1,401,992	15,231
Pacific Gas and Electric Co.	901,925	12,610
Freeport McMoran Oil & Gas LLC	1,184,726	12,300
Southern California Edison Co.	757,923	10,596
Vintage Production Cal LLC	950,341	10,556
Linn Energy Holdings, LLC	565,317	5,847
Paramount Farms International LLC	505,304	5,406

Source: Kern County Tax and Revenue Anticipation Note, Table 7

Unemployment (May 2016):

10.0%

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

Poverty Level (2014*):

23.4%

Source: U.S Census Bureau, 2010-14 American Community Survey 5-year

Median Home Price (May 2016):

\$226,800

Source: CA Association of Realtors, 2016

Median Family Income (2014*):

\$48,574

Source: U.S Census Bureau, 2010-14 American Community Survey 5-year

Per Capita Personal Income (2014*):

\$36,165

Source: U.S Department of Commerce

Taxable Sales (2014*):

\$15,722,694,000

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

Universities/Community Colleges:

(Ranked by # of Students)

Four Year Universities (Fall 2015)

California State University, Bakersfield

University of Phoenix – Central Valley Campus

Community Colleges (Fall 2015)

Bakersfield College

Taft College

Cero Coso College

Source: CaliforniaColleges.com

Median Age (2014*):

31.0

Source: U.S Census Bureau, 2010-14 American Community Survey 5-year

***Most recent data available**



**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

Death Rate (2012-2014*, per 100,000):

645

Source: California Department of Public Health, County Health Status Profiles 2016

Educational Attainment (2014*, population aged 25 years and over):

	<u>Percent</u>
Less than 9 th grade	14.5%
9 th to 12 th grade, no diploma	12.5%
High school graduate (includes equivalency)	26.4%
Some College, no degree	24.3%
Associate's degree	7.1%
Bachelor's degree	10.1%
Graduate or professional degree	5.1%

Source: U.S Census Bureau, 2010-14 American Community Survey 5-year

Tourist Attractions:

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

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 (315 beds)
2. San Joaquin Community Hospital (259 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: 7/8/2016

Race/Ethnicity:

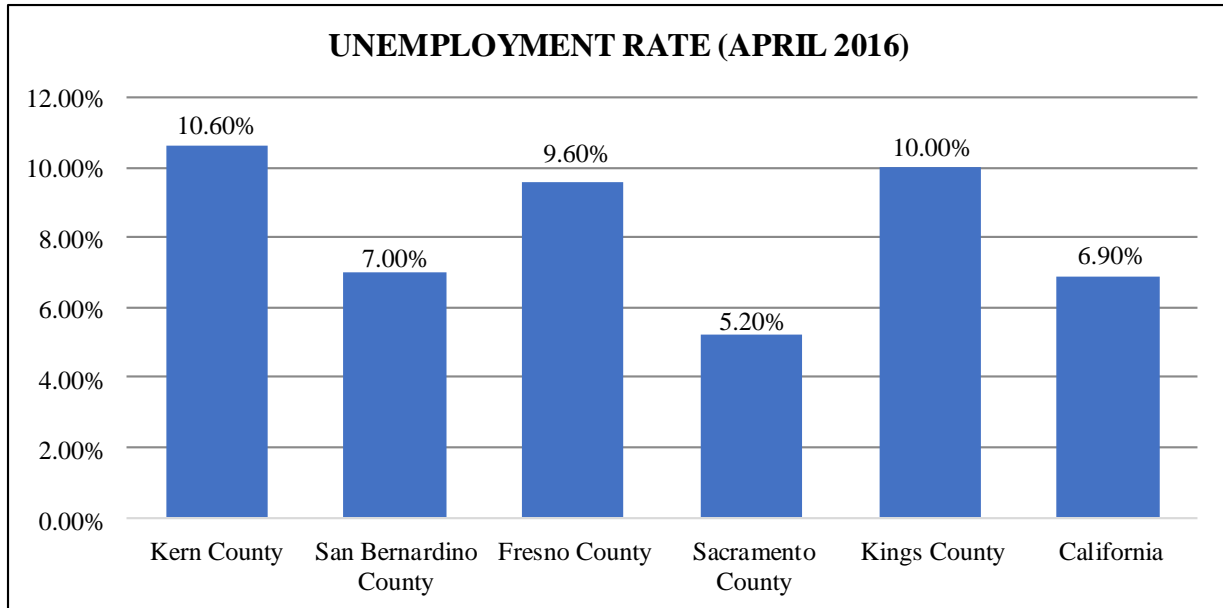
Hispanic	50.4%
White	37.2%
Black	5.3%
Asian	4.3%
American Indian	0.6%
Pacific Islander	0.1%
Multi-Race	2.1%

Source: U.S Census Bureau, 2010-14 American Community Survey 5-year

***Most recent data available**

**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

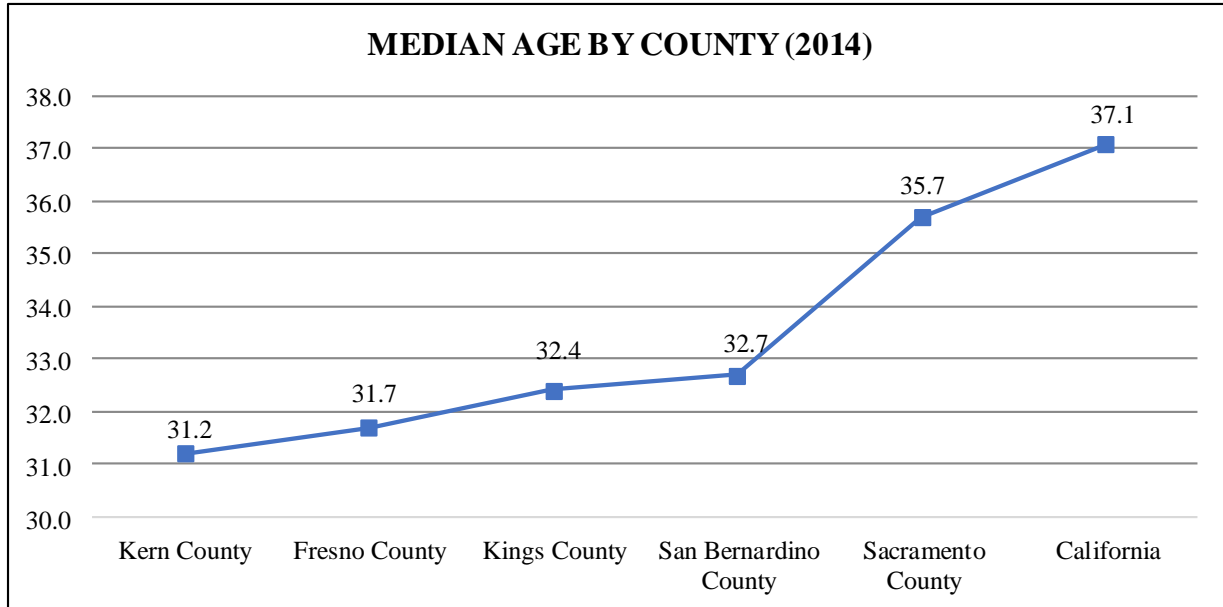
THE COUNTY OF KERN - COMPARISON TO OTHER COUNTIES



Source: Bureau of Labor Statistics

The unemployment rate in Kern County is .6% higher than it was in 2015 and currently hovers around 10.6% overall (April 2016). The rise in 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 recent wave of layoffs 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 also remains high and is exacerbating the rising unemployment rate due to Kern’s higher proportion of young people compared to other counties in the state.





Source: U.S 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 6 years younger than the median age for California, which stands at roughly 37 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 received a 27% increase in population from 2000 to 2010. The current population is roughly 886,000. The region is expected to grow by almost 10% in total population from 2015 to 2020 according to the California Department of Finance Projections.

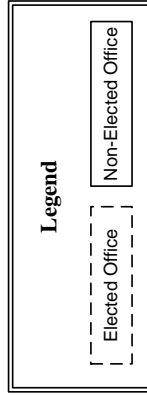
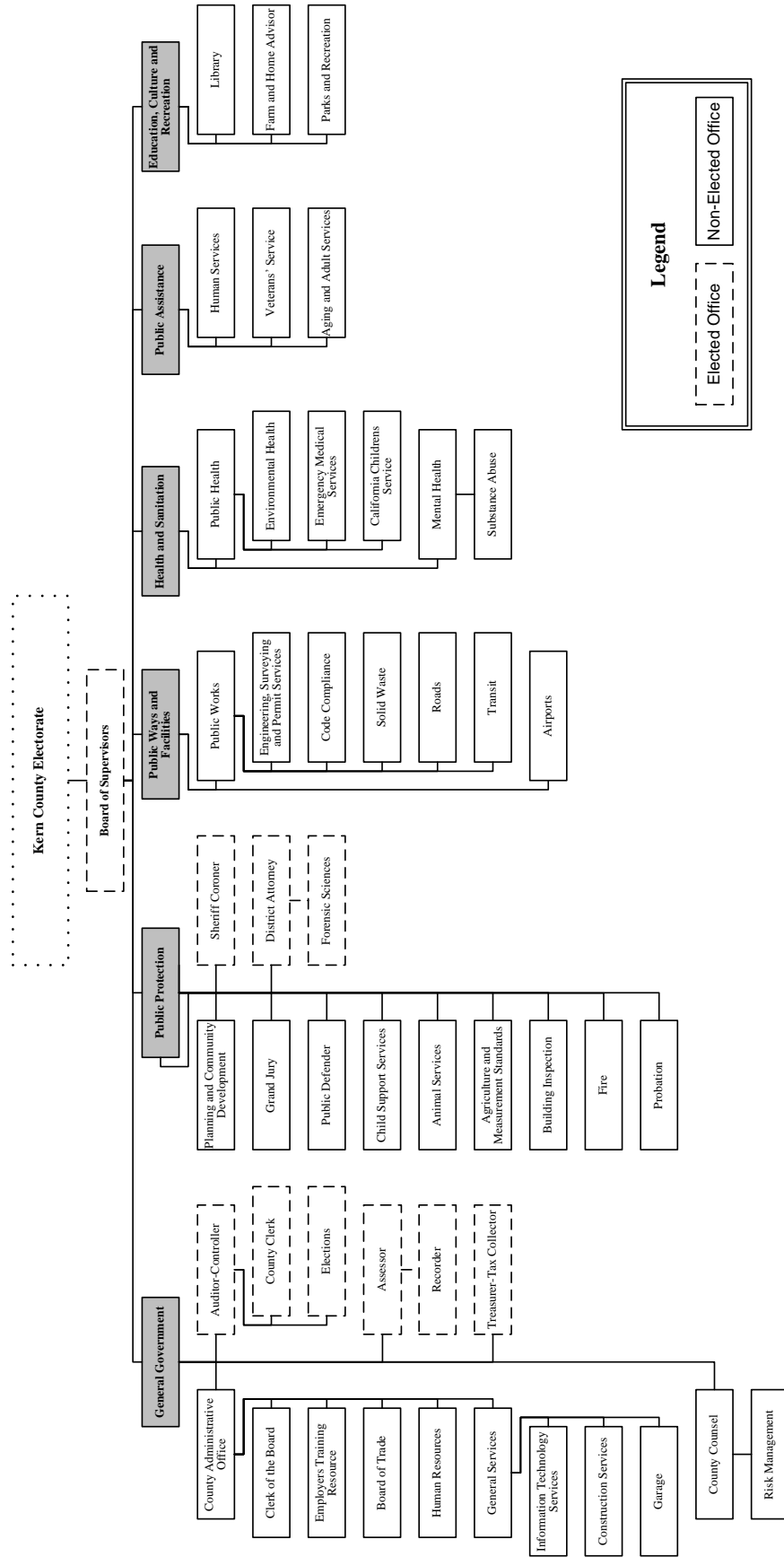
Despite the recent decline in the oil industry, the chart above suggests the population in Kern County is relatively young and primed for potential economic growth. Regions with younger populations typically experience a growing market for manufactured goods, services, education, and are more capable 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 886,000 residents live in the metropolitan area of Bakersfield, the county seat. Agriculture and petroleum are economic mainstays, as well as aerospace and military research and development conducted at Edwards Air Force Base and Naval Air Weapons Station China Lake. Kern produces more oil than any county in the nation, has North America's largest ice cream plant, and boasts history's first human-powered flight, first solar-powered flight, and first private space flight.

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



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



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County of Kern

The County of Kern's FY 2016-17 Recommended Budget covers the period from July 1, 2016-June 30, 2017. 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 Goals and Objectives

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measures to ensure alignment with the FY 2016-17 County Goals and Objectives. These measures should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that directly correlate to the identified County objectives and reflect activities within the department's control. In addition, performance measurement progress is updated and reported as part of each budget process.

The FY 2016-17 Recommended Budget book includes prior year accomplishments, and departmental performance measures to demonstrate if departments are meeting County Goals and Objectives. The FY 2016-17 Goals and Objectives are consistent with the original strategic plan approved by the Board.

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

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

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

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



Enhance emergency preparedness and response and recovery efforts

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

Assure that our food and water supply is ample and safe

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

Improve air quality

- Develop strategies to reduce emissions and improve air quality.

Improve waste collection and disposal methods

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

Promote healthy lifestyles and prevent spread of diseases

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

Improve animal services and promote responsible pet ownership

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

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

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

Promote community beautification strategies

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

Expand Multi-use trail miles

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

Ensure every child and adult has the opportunity for optimum health

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

Ensure every child and adult has the opportunity to become self-sufficient and independent

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

Ensure every child and adult has a supportive, nurturing, enlightening "home" environment

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

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

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

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

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

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

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



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

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

Provide a safe road system that reduces traffic congestion

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

Promote public transportation to improve access to services and improve air quality

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

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

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

Minimize adverse drainage impacts on property and people

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

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

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

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

- Track efforts in securing reforms in state law.

Improve fiscal efficiency/responsibility of County

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

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

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

- Conitnue succession planning efforts.

Budget Planning Calendar

Ongoing

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

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

Amendments to the Adopted Budget – As needed throughout the fiscal year after the budget is adopted, departments are able to bring 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 the beginning of April. 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) and preliminary performance measures to the County Administrative Office and the Board of Supervisors in mid-April.

May and June

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

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

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 updated performance measures with final data to the County Administrative Office for inclusion in the recommended budget in early July.

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

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

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

Calendar for the FY 2016-17 Budget

Mid-December	Capital and Major Maintenance Requests
January 22, 2016	New Vehicle Requests Due
February 9, 2016	Adoption of FY 2016-17 Net General Fund Guideline
February 18, 2016	Budget Kick-off with Departments/Budget Preparation System Opening
February 22, 2016	Budget Preparation System Training
March 7, 2016	Deadline for New or Increased Fees
April 11, 2016	Departments Submit Requested Budgets
June 21, 2016	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
July 26, 2016	Second Public Budget Discussion with year-end closing numbers
August 22, 2016	Special Evening Meeting to Receive Public Comments
August 23, 2016	Budget Hearing and Adoption of FY 2016-17 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 2016-17.



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

For some departments, budgets are also built utilizing revenues generated from fees. A public hearing before the Board of Supervisors is required for all fee increases and must be approved prior to implementation. The majority of approved fees will become effective July 1, 2016.

The County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For FY 2016-17 the budget is balanced with the inclusion of a 5% reduction of Net General Fund Cost for all 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 21, 2016 the County Administrative Office presented the FY 2016-17 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 26, 2016. An evening session specifically for public input has been scheduled for August 22, 2016, concluding with the final budget adoption on August 23 and 24, 2016 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 2016-17 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.

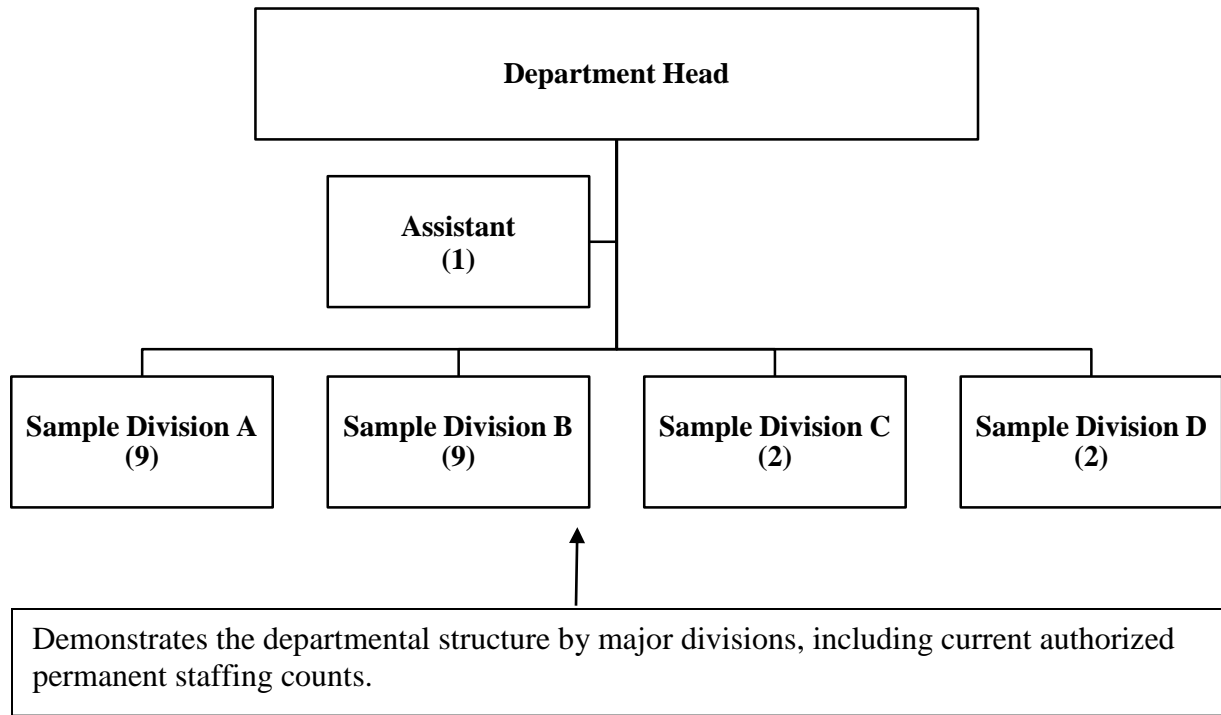
Budget Book Format

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

Mission Statement

(Department Mission Statement)

Organizational Chart



Fiscal Year 2014-15 and 2015-16 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						
	<u>FY 2014-15</u>	<u>FY 2015-16</u>		<u>FY 2016-17</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Services and Supplies	0	0	0	0	0	0
Other Charges	0	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0
Expend. Reimb.	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE:						
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Patient Revenue (Net)	0	0	0	0	0	0
Deductions From Revenue	0	0	0	0	0	0
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0	0
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$0
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives



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

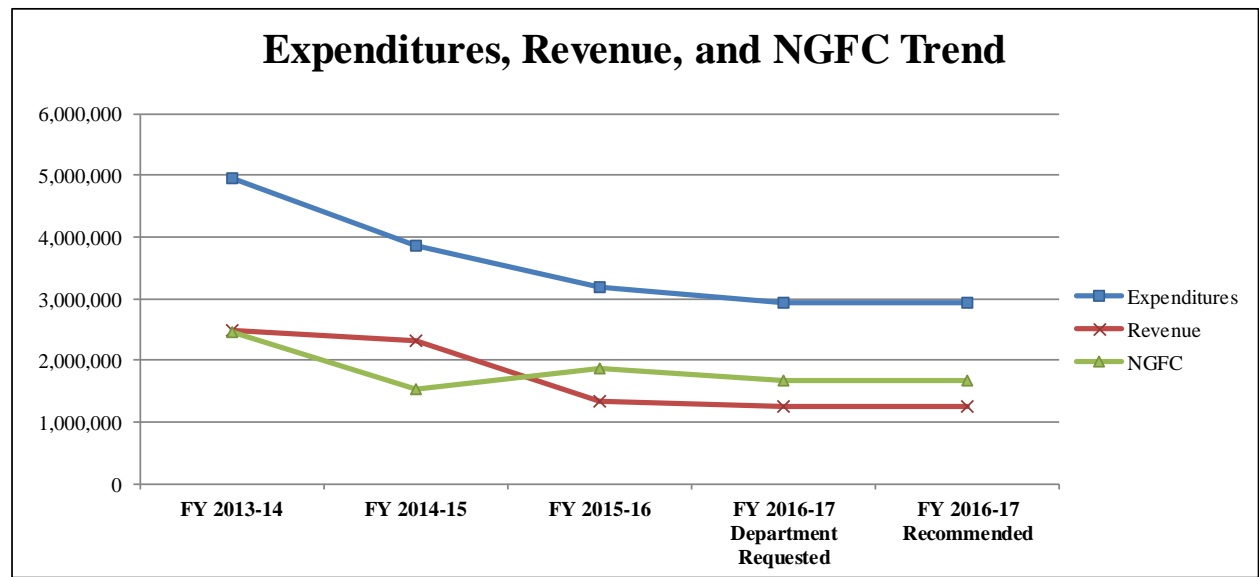


Major Expenditures and Revenue in FY 2016-17 Recommended Budget

← 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 2016-17 budget, including significant changes in requirements and sources from the prior year adopted budget.



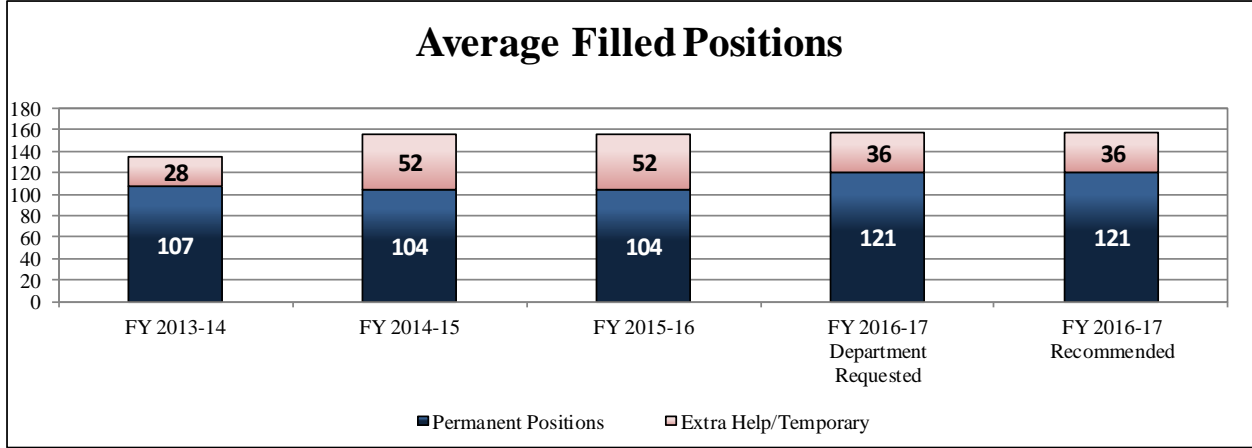
↑ The above graph displays the trend of expenditures, revenue and net general fund contribution for current year requested and recommended and the prior three fiscal years.

Staffing Changes and Operational Impact

← This narrative section briefly highlights budgeted staffing changes and operational impacts for FY 2016-17, 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 2013-14	FY 2014-15	FY 2015-16	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 2016-17 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 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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 2016-17 fiscal year, including any prior history or status updates if applicable.



Summary of Requirements and Sources

	FY 2014-15 Adjusted Budget	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$1,030,887,706	\$1,088,609,508	\$1,084,392,927	\$894,958,376
Operating Expenses	1,101,430,872	1,127,648,203	1,234,481,305	1,016,464,195
Capital Expenditures	222,228,711	51,821,308	100,147,332	32,812,932
Reimbursements	(17,285,803)	(20,266,367)	(20,056,365)	(10,100,040)
Contingencies	17,227,479	19,123,751	7,621,385	29,437,023
Subtotal Appropriation	\$2,354,488,965	\$2,266,936,403	\$2,406,586,584	\$1,963,572,486
Operating Transfers-Out	\$484,036,989	\$509,799,277	\$555,818,383	\$485,674,014
Contributions to Reserves	90,441,305	90,731,917	97,064,539	64,881,423
Total Requirements	\$2,928,967,259	\$2,867,467,597	\$3,059,469,506	\$2,514,127,923
<u>Sources</u>				
Taxes	\$527,799,990	\$496,186,376	\$492,579,310	\$444,842,063
1991 Realignment	78,542,975	72,241,364	71,096,091	71,761,795
2011 Realignment	163,027,412	186,245,951	195,922,605	197,762,425
State, Federal, or Government Aid	855,378,601	713,489,520	738,922,858	588,138,500
Fee/Rate	488,945,920	590,408,408	606,710,842	457,830,130
Other Revenue	86,367,605	103,345,813	102,918,527	65,179,374
Operating Transfers In	476,505,508	505,844,237	552,413,251	485,864,723
Fund Balance/Use of Unrestricted Net Assets	174,290,443	94,530,085	175,836,224	104,603,810
General Fund Unassigned Fund Balance	37,157,102	77,360,558	77,360,605	41,653,752
Use of Reserves	40,951,703	27,815,285	45,709,193	56,491,351
Total Sources	\$2,928,967,259	\$2,867,467,597	\$3,059,469,506	\$2,514,127,923
Budgeted Staffing	9,295	9,303	9,375	7,682

The schedule above represents the entire County Budget, including special districts, employment grant programs, and community development grant programs under the authority of the County Board of Supervisors, from the FY 2014-15 Adjusted Budget through the FY 2016-17 Recommended Budget. The Adjusted Budget figures include the carry-forward of prior year appropriation associated with encumbrances or outstanding contractual obligations of the County. The FY 2015-16 Adjusted Budget requirements of \$3.1 billion includes \$78.7 million of prior year appropriations. The FY 2016-17 Recommended Budget for the County includes \$2.5 billion in budgeted requirements and sources and 7,682 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 2016-17 Recommended Budget includes appropriation of \$1.96 billion, which is a net decrease of \$443 million, or 18.4%, under the FY 2015-16 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 2014-15 Actual	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget	Change Between 2014-15 Adjusted & 2015-16 Recommended	Percentage Change
County Operations						
General Government	\$107,375,295	\$128,862,847	\$166,443,600	\$104,766,490	(\$61,677,110)	-37.1%
Public Protection	391,465,330	424,466,644	433,493,028	421,531,098	(11,961,930)	-2.8%
Public Ways and Facilities	237,055	0	0	0	0	0.0%
Health and Sanitation	41,174,043	46,648,646	39,651,436	71,544,750	31,893,314	80.4%
Public Assistance	12,491,882	15,754,848	16,328,282	15,751,087	(577,195)	-3.5%
Education	7,913,267	8,447,099	8,634,861	8,165,983	(468,878)	-5.4%
Recreation and Cultural Services	11,897,875	12,925,347	13,004,138	12,619,785	(384,353)	-3.0%
Debt Service	9,449,122	23,050,508	23,162,603	14,229,917	(8,932,686)	-38.6%
Contingencies	0	7,770,110	3,545,509	9,375,607	5,830,098	164.4%
Total General Fund	\$582,003,869	\$667,926,049	\$704,263,457	\$657,984,717	(\$46,278,740)	-6.6%
Special Revenue Funds	\$752,323,183	\$832,928,173	\$901,077,807	\$886,946,677	(\$14,131,130)	-1.6%
Capital Project Funds	31,272,077	766,001	766,001	5,713,610	4,947,609	645.9%
Enterprise Funds	395,118,077	465,659,853	493,694,806	105,512,175	(388,182,631)	-78.6%
Internal Service Funds	184,717,567	252,329,028	256,737,221	258,582,179	1,844,958	0.7%
Total County Operations	\$1,945,434,773	\$2,219,609,104	\$2,356,539,292	\$1,914,739,358	(\$441,799,934)	-18.7%
Special Districts	\$16,964,795	\$19,881,940	\$20,746,683	\$20,659,678	(\$87,005)	-0.4%
Employment Grant Programs	8,552,006	9,901,499	11,773,249	11,614,022	(159,227)	-1.4%
Community Development Programs	3,555,271	17,543,860	17,527,360	16,559,428	(967,932)	-5.5%
Total All Funds	\$1,974,506,845	\$2,266,936,403	\$2,406,586,584	\$1,963,572,486	(\$443,014,098)	-18.4%

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 \$1.96 billion of appropriation for the FY 2016-17 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2015-16 Adjusted Budget to the FY 2016-17 Recommended Budget.

Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of \$658 million for FY 2016-17:

General Government has appropriation of \$104.8 million and contains County departments that provide administration, general services, and fiscal services to departments and County residents. The administration departments provide leadership and support to departments that provide direct public services to County residents. Leadership departments include the Board of Supervisors (\$2.7 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 (\$11.9 million); employment and employee related services provided by Human Resources (\$4.2 million); purchasing, property management, and construction services provided by General Services (\$11.5 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller (\$6.4 million); tax collection and treasury oversight by the Treasurer Tax Collector (\$6.5 million); and information technology support provided by the Information Technology Services Department (\$10 million).

Public Protection has appropriation of \$421.5 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$214.3 million) provides law enforcement services for the unincorporated areas of the County. Primary functions of the department include providing countywide services for general operations (\$65.9 million) as well as providing detention facilities (\$71.3 million) for all of the County presentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The department also provides law enforcement services to two cities within Kern County through contractual agreements (\$3.6 million). The Probation Department (\$89.5 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Criminal Division (\$36.4 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$17.1 million) provides legal counsel for the indigent defendants within the County.

Health and Sanitation has appropriation of \$71.5 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health (\$30.5 million). Emergency Medical Services (\$1.5 million) monitors the delivery of emergency medical services and coordinates system participation throughout the County. A contribution to the Kern County Hospital Authority (\$30.5) provides funding for correctional medicine and indigent health care, which are County responsibilities.

Public Assistance has appropriation of \$15.8 million and administers veteran social service and job assistance programs to County residents. Veterans' Services (\$1.4 million) advocates on behalf of local veterans, provides assistance with claim preparation and benefits counseling, refers veterans to other County, State, and federal agencies for whose programs they may be eligible for, and providing outreach throughout the County in order to inform residents of benefits and services available to veterans. Employers' Training Resource (\$12.9 million) administers federal and State grant funds to provide employment assistance programs.

Education has appropriation of \$8.2 million and provides educational information and services to enhance the quality of life for residents of all ages. The Library (\$7.7 million) provides services such as book lending, inter-library loans, reference, audiovisual, computer and other literacy information.

Recreation and Cultural Services are provided through the Parks and Recreation Department (\$12.6 million) which operates eight regional parks, 40 neighborhood parks, and 76 County buildings.

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

Contingencies of \$9.4 million include \$4 million for unforeseen operational changes and legislative impacts, \$500,000 for uncertainties, and \$4.9 million for other specific purposes.

Special Revenue Funds

Special Revenue Funds have appropriation totaling \$886.9 million. These funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes and are primarily used to fund the following functions within the County:

General Government has appropriation of \$131,000 and provides special purpose funding for the General Services and Engineering, Surveying and Permit Services operating departments within the General Fund.

Public Protection has appropriation of \$184.9 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 (\$140.4 million) responds to emergency fire, rescue, and medical aid requests. Building Inspection (\$8.4 million) enforces building regulations and administers parcel map and zoning requirements for land use throughout the County.

Public Ways and Facilities has appropriation of \$55.9 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 \$198.8 million and provides mental health services to County residents primarily through the Mental Health Services Department (\$151.3 million) and Mental Health – Substance Abuse (\$20.8 million) which provides residents with access to high quality mental health services. Environmental Health Services (\$8.2 million) provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

Public Assistance has appropriation of \$447.1 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration (\$206.4 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 (\$223.8 million) provides direct assistance payments to qualifying County residents for the public assistance programs named above as well as non-major programs such as General Assistance. Aging and Adult Services (\$16.3 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 \$108,000 and provides special purpose funding for the Parks and Recreation Department within the General Fund.

Capital Project Funds

Capital Project Funds have appropriation of \$5.7 million and are used to account for funding resources designated for the acquisition, construction and maintenance of major capital facilities. Further detail on major capital projects for FY 2016-17 is shown in the Countywide Capital Projects section.

Enterprise Funds

Enterprise funds have appropriation of \$105.5 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 \$53.1 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 \$24.5 million which provides for the management, development, maintenance, and operation of seven airports and airfields within Kern County. Meadows Field Airport provides airline services to commercial aviation and the traveling public.

Kern Medical Center, the County owned and operated hospital was transferred to the Kern County Hospital Authority, a separate legal entity, which was created for the sole purpose of operating the hospital. As of July 1, 2016, Kern Medical Enterprise Fund is no longer a County fund.

Internal Service Funds

Internal Service Funds have appropriation of \$258.6 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 \$21.4 million and administers the operation of a self-insured system to meet the County's legal liability for damages to persons and/or property arising out of the County's general and automotive activities.

General Services - Garage has appropriation of \$5.1 million in order to purchase and provide maintain services for vehicles assigned operationally to County departments.



Group Health has appropriation of \$140.6 million and administers the operation of the County employees' health and dental insurance plans.

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

Unemployment Compensation has appropriation of \$2.9 million to administer and operate the Unemployment Compensation Program to meet the County's obligation of providing unemployment benefits to former employees eligible under State Law.

Workers' Compensation has appropriation of \$20.6 million to provide for the administration and operation of the self-insured system to meet the County's statutory obligation to compensate its employees for work related injuries and illnesses.

Public Works has appropriation of \$58.1 million to provide labor and support to the Roads, Engineering, Surveying and Permit Services, and Waste Management departments.

Special Districts

Special Districts have appropriation of \$20.7 million and provide services including landscape maintenance, street sweeping, sewer service, and street lighting services. County Service Areas (\$4.8 million) are administered by the County's Engineering, Surveying, and Permit Services Department and provide the above mentioned services to areas throughout the County. The Waste Management Department administers two sanitation districts, Kern Sanitation Authority (\$5.8 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. In addition, the In-Home Supportive Services Public Authority (\$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 \$11.6 million and provides job assistance programs to County residents. Employers' Training Resource – Workforce Innovation and Opportunity Act (\$11.4 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 \$16.6 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 (\$9.2 million), the Emergency Solutions Grant Program (\$853,180), and the Community

Development Home Investment Trust (\$6 million) are funded primarily by federal Community Development Block Grant funds.

Appropriation Changes and Operational Impacts

General Fund

Countywide operations in the General Fund show an overall decrease in appropriation of \$46.3 million, or 6.6% under the prior year adjusted budget. The largest decrease is found in General Government, and is explained later in this section. The largest increase is in Health and Sanitation.

General Government is decreasing budgeted appropriation by \$61.7 million which is primarily due to a decrease of approximately \$48.3 million in capital and major maintenance projects as well as a \$6 million decrease in Information Technology Services appropriations included in FY 2015-16 for the replacement of the Criminal Justice Information System (CJIS) and relocation costs associated with the transfer to the new facility, a \$3.7 million decrease in uninsured litigation, and a \$1.1 million voting system purchased in FY 2015-16.

Public Protection appropriation is decreasing by \$12 million due primarily to a prior year extraordinary cost of \$1 million in the Sheriff's department related to a manhunt as well as the cost for an Environmental Impact Report necessary for oil and gas permitting that was included in FY 2015-16. Also contributing to the decrease is the 5% Net General Fund Cost reduction required of all County departments funded with General Fund.

Health and Sanitation is increasing budget appropriation by \$31.9 million primarily due to the transfer of Kern Medical Center to the Kern County Hospital Authority. In previous fiscal years, the County responsibility for indigent health care and correctional medicine were budgeted as operating transfers. Beginning in FY 2016-17, the County responsibility is budgeted as a contribution to other agencies.

Debt Service is decreasing by \$8.9 million to reflect a decrease in the total interest cost on the County's FY 2016-17 Tax and Revenue Anticipation Notes.

Contingencies appropriation is increasing by \$5.8 million due to the set aside of appropriation for specific purposes that were identified during the FY 2016-17 budget process. See further discussion in section titled "Contingencies".

Other County Funds

The total net reduction in appropriation for other County funds is \$395.5 million, which is a 23.9% net decrease. Changes are described on the following page:

Special Revenue Funds are decreasing by \$14.1 million primarily due to the net effect of the following:

- A decrease of \$16.8 million in Structural Fire resulting primarily from \$6 million in Emergency Over-time, \$4.4 million in capital assets, and \$1.7 million in prior year appropriations included in FY 2015-16;
- A decrease of \$21.7 million in the Roads Department resulting from a reduction in appropriations for maintenance and agreements with private entities due to reductions in gas tax revenue as well as \$10 million of prior year appropriations included in FY 2015-16;
- A decrease of \$4.9 million in Mental Health – Substance Abuse due to prior year appropriations of \$8 million being included in FY 2015-16 along with an increase in FY 2016-17 to implement the Drug Medi-Cal Organized Delivery System under the new 1115 Waiver Program;
- An increase of \$14.6 million in Mental Health due to prior year appropriations of \$20 million being included in FY 2015-16 with an increase in FY 2016-17 salaries and benefits for additional staff necessary to fully implement the Affordable Care Act; and
- An increase of \$16.3 million due to the transfer of Kern Medical to the Kern County Hospital Authority and the contribution being budgeted as a contribution to other agencies.

Capital Project Funds are increasing by \$4.9 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 decrease of \$388.2 million is mostly due to the transfer of Kern Medical Center to the Kern County Hospital Authority. For additional information on appropriation changes related to Kern Medical Center, refer to the narrative titled "Contribution to Kern Medical Center" found in the Health and Sanitation Section of this book.

Internal Service Funds appropriation is increasing by \$1.8 million due primarily to a net increase in appropriation on \$5.6 million in the General Liability Internal Service Fund for the anticipated increase in general liability settlements and a decrease of \$1.9 million in the Public Works Internal Service Fund for a prior year increase in county contribution for Roads to complete county-wide maintenance projects and \$2.2 million in the Group Health Internal Service Fund resulting from a contingency for anticipated cost increases included in FY 2015-16.

Special Districts and Grant Programs

Special Districts are reducing slightly by a net 0.4%, or \$87,005, as the result of a myriad of increases and decreases among Kern Sanitation Authority, Ford-City Taft Heights Authority, In-Home Supportive Services Authority, and the County Service Areas.

Employment Grant Programs are decreasing by \$159,227 million from FY 2015-16 Adjusted Budget due to slightly less grant funds being available to the departments.

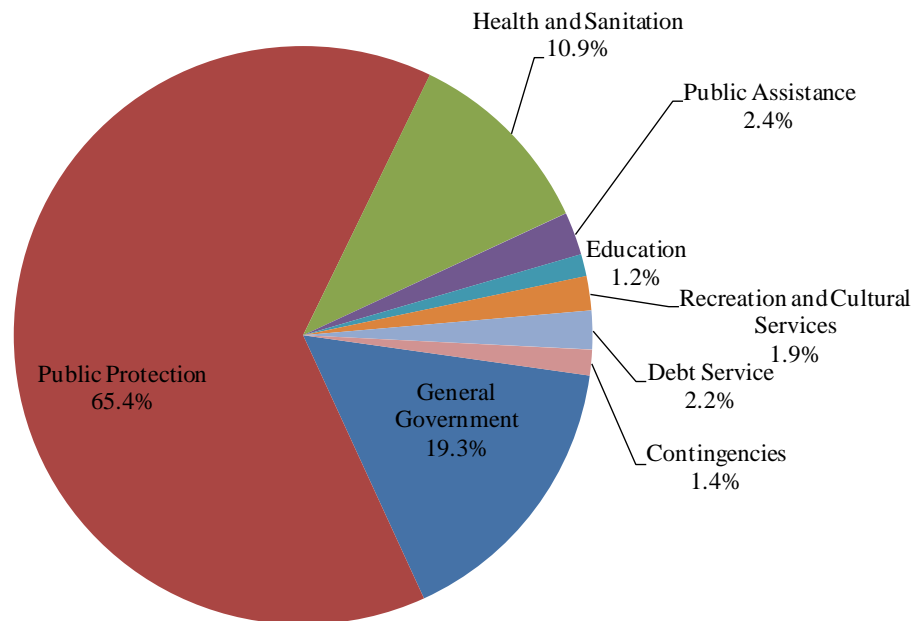
Community Development Programs are decreasing by \$967,932 due to less grant funds being available for projects.

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 2016-17 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 2014-15 Adjusted Budget	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$1,030,887,706	\$1,088,609,508	\$1,084,392,927	\$894,958,376
Operating Expenses	1,101,430,872	1,127,648,203	1,234,481,305	1,016,464,195
Capital Expenditures	222,228,711	51,821,308	100,147,332	32,812,932
Reimbursements	(17,285,803)	(20,266,367)	(20,056,365)	(10,100,040)
Contingencies	17,227,479	19,123,751	7,621,385	29,437,023
Total Appropriations	\$2,354,488,965	\$2,266,936,403	\$2,406,586,584	\$1,963,572,486
Operating Transfers-Out	\$484,036,989	\$509,799,277	\$555,818,383	\$485,674,014
Contributions to Reserves	90,441,305	90,731,917	97,064,539	64,881,423
Total Requirements	\$2,928,967,259	\$2,867,467,597	\$3,059,469,506	\$2,514,127,923



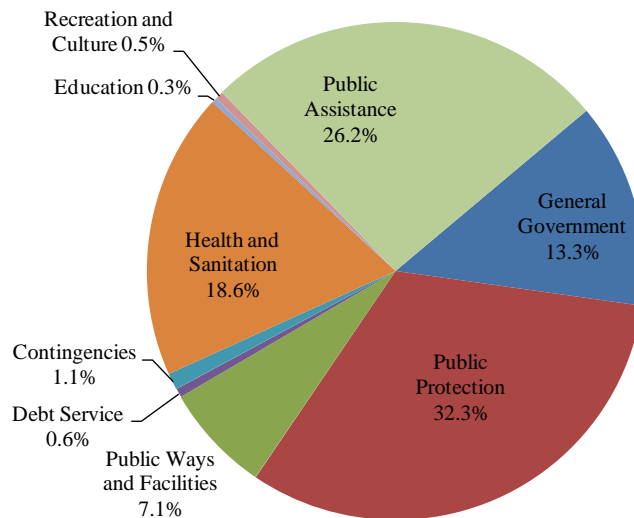
Requirements by Function

The chart below lists requirements by function.

Summary of Requirements by Function - All Funds

	FY 2014-15 Adjusted Budget	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget
General Government	\$385,934,831	\$335,960,609	\$379,332,067	\$326,658,801
Public Protection	921,825,913	809,515,428	836,644,081	790,031,822
Public Ways and Facilities	125,266,467	177,185,156	190,762,108	172,944,223
Health and Sanitation	790,991,830	777,787,670	868,066,637	455,933,590
Public Assistance	584,436,893	644,357,684	666,929,271	640,778,011
Education	8,879,558	8,531,675	8,859,641	8,313,909
Recreation and Culture	14,232,363	13,776,721	13,855,515	13,252,549
Debt Service	18,188,434	23,050,508	23,223,515	14,229,917
Contingencies	13,911,339	13,953,690	5,316,996	26,141,867
Total County Funds	\$2,863,667,628	\$2,804,119,141	\$2,992,989,831	\$2,448,284,689
Special Districts	\$21,888,840	\$20,748,091	\$21,644,564	\$22,745,174
Employment Grant Programs	23,676,652	22,562,761	24,797,507	24,536,782
Community Development Programs	19,734,139	20,037,604	20,037,604	18,561,278
Total All Funds	\$2,928,967,259	\$2,867,467,597	\$3,059,469,506	\$2,514,127,923
Budgeted Staffing	9,295	9,303	9,375	7,682

**FY 2016-17 Recommended Budget
Requirements by Function (County Funds)**



Requirements by Fund Type

	FY 2014-15 Adjusted Budget	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget
Major Funds				
General Fund	\$855,090,391	\$858,360,157	\$909,143,257	\$787,151,423
Kern Medical Center	356,698,836	363,690,527	381,201,979	0
Total Major Funds	1,211,789,227	1,222,050,684	1,290,345,236	787,151,423
Non-Major Funds				
Special Revenue Funds	1,220,310,744	1,219,878,890	1,318,407,321	1,281,687,917
Capital Project Funds	128,515,909	3,177,478	5,300,958	10,305,654
Enterprise Funds	108,310,276	106,034,821	121,550,855	106,457,516
Internal Service Funds	194,741,472	252,977,268	257,385,461	262,682,179
Total Non-Major Funds	1,651,878,401	1,582,068,457	1,702,644,595	1,661,133,266
Total County Funds	\$2,863,667,628	\$2,804,119,141	\$2,992,989,831	\$2,448,284,689
Special Districts	\$21,888,840	\$20,748,091	\$21,644,564	\$22,745,174
Employment Grant Programs	23,676,652	22,562,761	24,797,507	24,536,782
Community Development Programs	19,734,139	20,037,604	20,037,604	18,561,278
Total All Funds	\$2,928,967,259	\$2,867,467,597	\$3,059,469,506	\$2,514,127,923
Budgeted Staffing	9,295	9,303	9,375	7,682

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 2016-17.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
General Government						
Board of Supervisors	\$2,705,454					\$2,705,454
County Administrative Office	3,974,545					3,974,545
Clerk of the Board	941,592					941,592
Information Technology Services	10,011,562					10,011,562
General Services	11,453,785	405,000				11,858,785
Engineering and Survey Services	3,094,782					3,094,782
County Counsel	11,875,270					11,875,270
Board of Trade	1,421,625	144,520				1,566,145
Assessor	12,404,086					12,404,086
Auditor-Controller-County Clerk	6,394,301	8,000,000				14,394,301
Elections	4,130,726					4,130,726
Treasurer-Tax Collector	6,462,987	876,222				7,339,209
Human Resources	4,176,417					4,176,417
Other General Government	29,985,491	3,542,038	4,591,622		200,066,776	238,185,927
Public Protection						
District Attorney	43,845,512	1,340,529				45,186,041
Sheriff-Coroner	214,336,886	9,680,847				224,017,733
Probation Department	89,540,493	5,499,865				95,040,358
Grand Jury	183,259					183,259
Fire Department	7,842,978	143,309,631				151,152,609
Public Defender	17,161,248					17,161,248
Agriculture and Measurement Standards	7,345,136					7,345,136
Planning and Natural Resources	12,655,939	1,802,364				14,458,303
Child Support Services		22,280,327				22,280,327
Development Services Agency	1,502,703					1,502,703
Animal Services	7,080,588	40,000				7,120,588
Recorder	530,021	5,678,130				6,208,151
Other Public Protection	28,219,334	170,155,610	422			198,375,366
Public Ways & Facilities						
Public Works	4,997,910				62,115,403	67,113,313
Roads	400,000	66,532,224	5,458	14,106,198		81,043,880
Airports	328,473			24,458,557		24,787,030
Health and Sanitation						
Kern Medical Center	30,499,376	844,036				31,343,412
Mental Health Services	1,609,068	224,369,804				225,978,872
Waste Management				67,520,112		67,520,112
Public Health Services	30,532,490	338,859				30,871,349
Environmental Health	209,174	9,278,863				9,488,037
Emergency Medical Services	1,507,595	2,523,057				4,030,652
Other Health and Sanitation	9,005,289	71,987,715	5,708,152			86,701,156
Public Assistance						
Human Services	98,361,434	435,423,683				533,785,117
Employers' Training Resource	12,913,760					12,913,760
Veterans Service	1,833,073	403,365				2,236,438
Aging and Adult Services	1,504,471	16,316,916				17,821,387
Other Public Assistance	9,781,268	64,240,041				74,021,309
Education						
Library	7,715,135	147,926				7,863,061
Farm and Home Advisor	450,848					450,848
Recreation and Cultural Services						
Parks and Recreation	12,619,815	260,085		372,649		13,252,549
Debt Service						
Debt Service	14,229,917					14,229,917
Contingencies						
Contingencies	9,375,607	16,266,260			500,000	26,141,867
Total:	\$787,151,423	\$1,281,687,917	\$10,305,654	\$106,457,516	\$262,682,179	\$2,448,284,689
					Special Districts	22,745,174
					Employment Grant Programs	24,536,782
					Community Development Programs	18,561,278
					Grand Total	\$2,514,127,923



Revenue Summary

The FY 2016-17 Recommended Budget is funded from several sources, including revenue, operating transfers-in, fund balance, and reserves and designations. The table below does not include fund balance carried over from the prior fiscal year or the use of reserves and designations. The table also excludes operating transfers-in as they provide a mechanism to transfer funding from one budget unit to another within the County. This table shows the change from the prior year adjusted budget.

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

	FY 2014-15 Actual	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget	Change Between FY 2015-16 & FY 2016-17	Percentage Change
Revenue for All County Funds						
Taxes						
Property Related Revenue	\$419,180,635	\$392,707,974	\$387,934,327	\$346,511,368	(\$41,422,959)	-10.68%
Other Taxes	74,827,300	60,020,390	61,186,971	54,548,212	(6,638,759)	-10.85%
1991 Realignment	76,254,360	70,245,364	71,096,091	71,761,795	665,704	0.94%
2011 Realignment	180,369,416	186,245,951	195,922,605	197,762,425	1,839,820	0.94%
State, Federal or Government Aid	599,003,481	555,415,205	577,031,418	557,950,619	(19,080,799)	-3.31%
Fee/Rate	181,156,069	168,297,659	184,600,093	192,648,888	8,048,795	4.36%
Other Revenue	58,562,230	60,978,699	60,551,413	49,333,369	(11,218,044)	-18.53%
Subtotal	\$1,589,353,492	\$1,493,911,242	\$1,538,322,918	\$1,470,516,676	(\$67,806,242)	-4.41%
Enterprise Funds	\$497,580,602	\$423,118,723	\$424,939,848	\$106,566,524	(\$318,373,324)	-74.92%
Internal Service Funds	175,885,484	244,887,467	244,887,467	248,431,087	3,543,620	1.45%
Subtotal	\$673,466,086	\$668,006,190	\$669,827,315	\$354,997,611	(\$314,829,704)	-47.00%
Total County Budget	\$2,262,819,579	\$2,161,917,432	\$2,208,150,233	\$1,825,514,287	(\$382,635,946)	-17.33%

Property Related Revenue

Property related revenue of \$346.5 million primarily consists of funding from property taxes and is projected to decrease by \$41.4 million, or 10.7% from the FY 2015-16 Adjusted Budget. This is primarily due to an anticipated 4.3% decrease in the assessed valuation of properties within the County. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

Other Taxes

Other taxes of \$54.5 million primarily consist of sales and use tax, transient occupancy tax, franchise fees, and hazardous waste facility tax. Other taxes are anticipated to decrease by a net \$6.6 million over the prior year adjusted budget. This is primarily due to the expiration of the sales tax in-lieu component of sales tax revenue as compared to the FY 2015-16 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 \$71.8 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 \$197.8 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 \$557.9 million. The Public Assistance departments receive the largest amount of funds from other governments, with \$283.5 million in anticipated revenue for FY 2016-17. There is an overall decrease of 3.3% 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 \$192.6 million is anticipated, which is a 4.36% increase from the FY 2015-16 Adjusted Budget.

Other Revenue

Other revenue of \$49.6 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to decrease by 18.5% compared to the prior year adjusted budget. This is primarily due to an anticipated decrease in interest earnings, and a lower anticipated premium on the FY 2016-17 Tax and Revenue Anticipation Notes.

Enterprise Funds

Enterprise Funds revenue totaling \$106.6 million are anticipated to decrease by \$318.4 million. This is primarily due to the transition of Kern Medical Center from a County Enterprise Fund to a separate legal entity. For additional detail on changes related to Kern Medical Center, refer to the narrative titled 'Contribution to Kern Medical Center' found in the Health and Sanitation section of this book.

Internal Service Funds

Internal Service Funds totaling \$248.4 million are anticipated to increase by approximately 1.45%. These funds charge other County departments for specific services. The Group Health



Self-Insurance Fund will see an increase of approximately \$4.5 million from the FY 2015-16 Adjusted Budget primarily due to changes in the contribution rates charged to departments and employees.

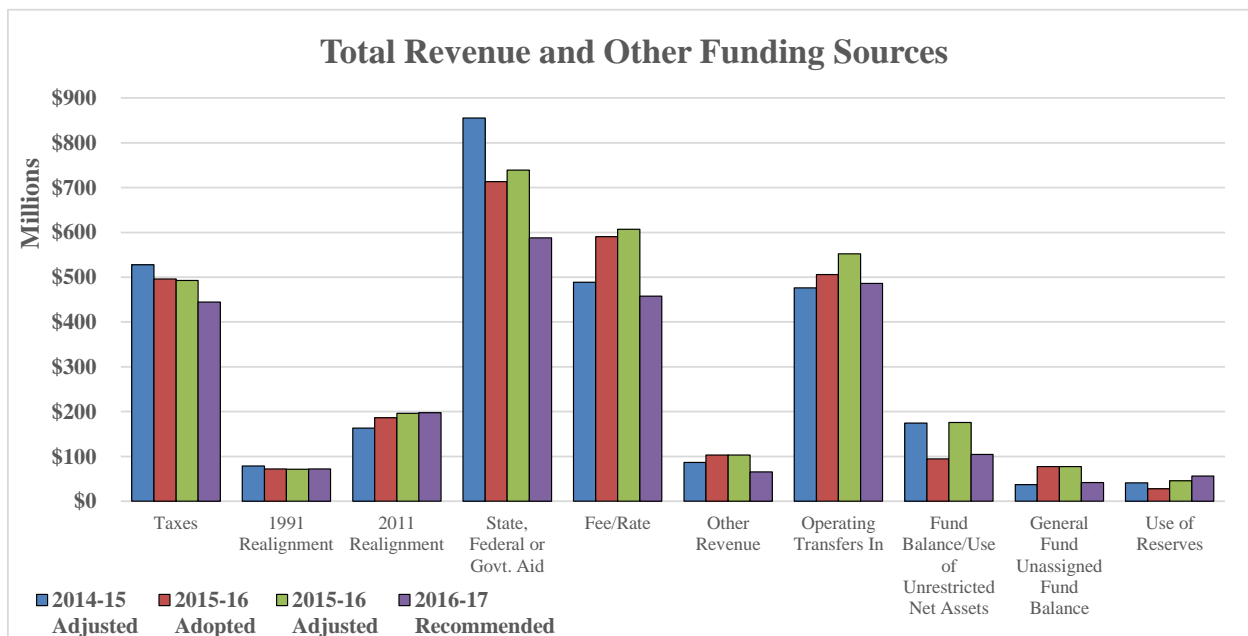


Total Revenue and Other Funding Sources

Summary of Revenue and Other Funding Sources - All Funds

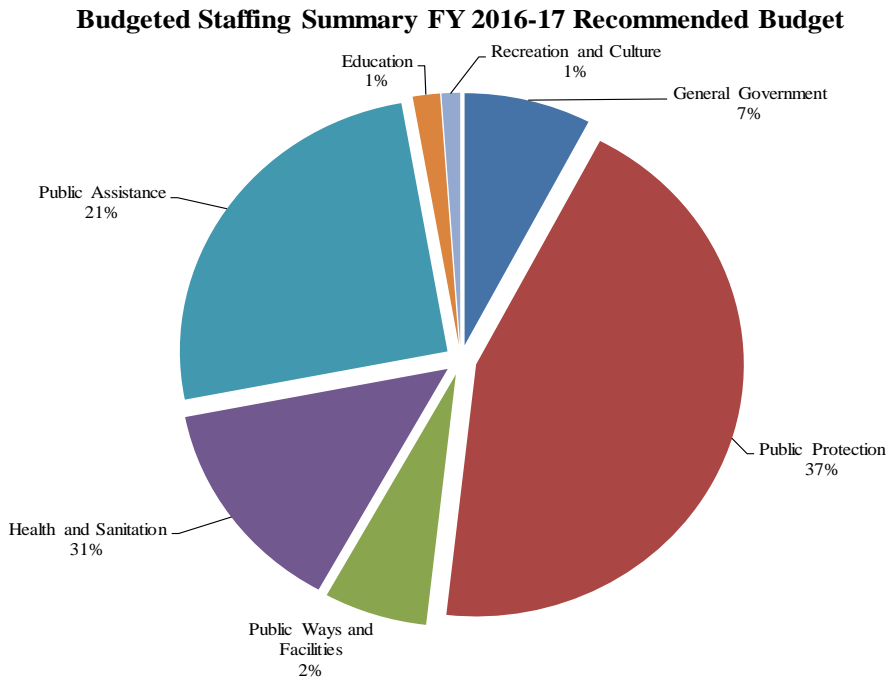
	FY 2014-15 Adjusted Budget	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget
Revenue				
Taxes	\$527,799,990	\$496,186,376	\$492,579,310	\$444,842,063
1991 Realignment	78,542,975	72,241,364	71,096,091	71,761,795
2011 Realignment	163,027,412	186,245,951	195,922,605	197,762,425
State, Federal or Government Aid	855,378,601	713,489,520	738,922,858	588,138,500
Fee/Rate	488,945,920	590,408,408	606,710,842	457,830,130
Other Revenue	86,367,605	103,345,813	102,918,527	65,179,374
Total Revenue	\$2,200,062,503	\$2,161,917,432	\$2,208,150,233	\$1,825,514,287
Other Funding Sources				
Operating Transfers In	\$476,505,508	\$505,844,237	\$552,413,251	\$485,864,723
Fund Balance/Use of Unrestricted Net Assets	174,290,443	94,530,038	175,836,224	104,603,810
General Fund Unassigned Fund Balance	37,157,102	77,360,605	77,360,605	41,653,752
Use of Reserves	40,951,703	27,815,285	45,709,193	56,491,351
Total Other Funding Sources	\$728,904,756	\$705,550,165	\$851,319,273	\$688,613,636
Total Revenue and Other Funding Sources	\$2,928,967,259	\$2,867,467,597	\$3,059,469,506	\$2,514,127,923

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

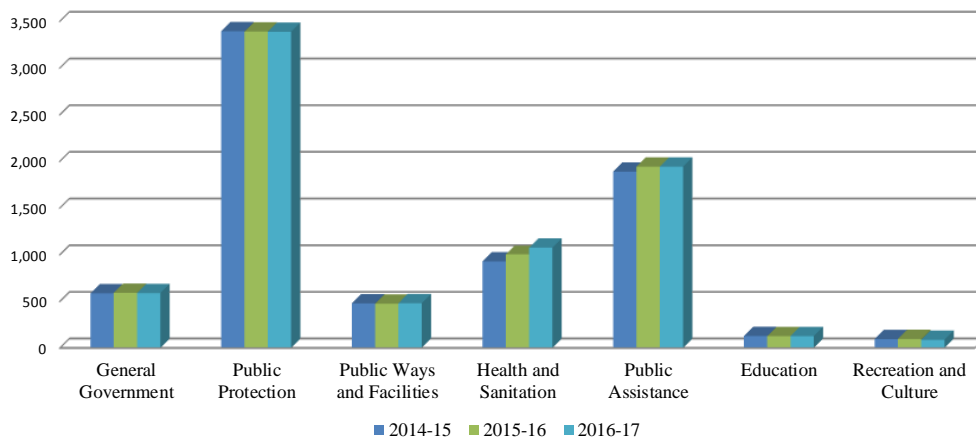


Budgeted Staffing Summary

Budgeted staffing is accounted for using a list maintained by the Human Resources Division of authorized positions approved by the Board of Supervisors; each position, whether full-time or part-time, is counted as one. The pie chart below depicts the budgeted staffing by function for FY 2016-17. The following bar graph illustrates the budgeted staffing for FY 2016-17 as well as the two prior fiscal years.



**Budgeted Staffing by Function
FY 2014-15 Through FY 2016-17**



Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2014-15	FY 2015-16	FY 2016-17	2015-16 and 2016-17
General Fund	3,771	3,786	3,713	(73)
Other Funds	5,524	5,589	3,969	(1,620)
Total Authorized Positions	9,295	9,375	7,682	(1,693)

Budgeted staffing for County General Fund departments increased by less than 1% from FY 2014-15 through FY 2015-16. Overall staffing is recommended to decrease in FY 2016-17 with changes outlined by fund and function below.

County – General Fund

- **General Government** has a net decrease of three positions from FY 2015-16 to FY 2016-17. The Auditor-Controller will delete four positions while concurrently adding three for a net decrease of one position. County Counsel will delete one unfunded vacant position. The County Administrative Office will add one position with a deletion of one position for a net change of zero positions. The Board of Supervisors District 4 will delete one unfunded vacant. General Government departments will amount to a total salaries and benefits decrease of approximately \$300,000.
- **Public Protection** has a net decrease of three positions. The District Attorney – Criminal Division will delete three positions and add one for a net decrease of two positions. The Sheriff Department has no net change with one position addition and one position deletion. The Probation Department has proposed the deletion of six positions and the addition of five positions for a net decrease of one position. In total, the position changes for the Public Protection departments will amount to a total salaries and benefits decrease of approximately \$217,000.
- **Health and Sanitation** consisting of the Public Health Department and California Children’s Services will have a net change of zero 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 three positions and delete three positions. The position changes for these General Fund departments will result in annual decrease of approximately \$29,000.
- **Public Assistance** has a net decrease of one position within the Veterans’ Services Department. Employers Training Resource will be adding two positions and deleting two positions. The changes for Public Assistance will cause an annual decrease of \$116,000.
- **Recreation and Facilities** has vacant and unfunded deletions. The Parks and Recreation Department will be deleting a total of ten positions including eight Groundskeeper positions, one Fiscal Support Technician position and one Supervising Park Ranger position with the addition of one Fiscal Support Supervisor position.



County – Other Funds

- **Public Ways and Facilities** has an increase of six positions in FY 2016-17. The Public Works Department will add seven positions with the deletion of one Senior Traffic Signal Technician. Position changes in FY 2016-17 will result in a net increase of \$580,000 for salaries and benefits.
- **Health and Sanitation** departments will increase staffing by a net of 72 positions. The Environmental Health Department will delete three positions and add two positions for a net decrease of one position. The Mental Health Department will add 34 new positions with the subsequent deletion of two positions. The net addition of 32 positions to Mental Health will assist the department in meeting the increased service demand under the Affordable Care Act. The Substance Use Disorders Department will add 40 new positions with costs covered by the anticipated increase in revenue through Medi-Cal billings for services under the Drug Medi-Cal Organized Delivery System Program. The Kern Sanitation Authority will add four full-time positions deleting one full-time and two part-time positions for a net increase of one position. Effective July 1, 2016, Kern Medical Center transferred to the Kern County Hospital Authority along with 1,756 positions that are no longer under the jurisdiction of the County. Position changes in FY 2016-17 will result in a net increase of \$8.8 million for salaries and benefits.
- **Public Assistance** will increase by a net annual cost of approximately \$48,000. Aging and Adult Services has proposed a net increase of one position, with eight position additions including three part-time positions, offsetting these additions the department will be deleting seven full-time positions for a net annual increase of \$47,000. The Department of Human Services will be adding four positions and deleting four positions for a net change of zero positions and an annual cost increase of \$1,000.

Overall, County costs associated to salaries and benefits will increase by approximately \$8 million. 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 2016-17	Change Between 2015-16 and 2016-17
	2014-15	2015-16		
General Government				
Legislative and Administrative				
General Fund				
Board of Supervisors – District 1	5	5	5	-
Board of Supervisors – District 2	5	5	5	-
Board of Supervisors – District 3	4	4	4	-
Board of Supervisors – District 4	6	6	5	(1)
Board of Supervisors – District 5	4	4	4	-
Administrative Office	26	20	20	-
Clerk of Board of Supervisors	7	8	8	-
Total Legislative and Administrative	57	52	51	(1)
Finance				
General Fund				
Auditor-Controller	54	54	53	(1)
Treasurer-Tax Collector	30	30	30	-
Assessor	106	106	106	-
Total Finance	190	190	189	(1)
Other General				
General Fund				
Information Technology Service	57	60	60	-
Engineering, Survey and Permit Services	0	0	0	-
Risk Management	29	29	29	-
Subtotal General Fund	86	89	89	-
Other Funds				
Garage	21	16	16	-
Subtotal Other Funds	21	16	16	-
Total Other General	107	105	105	0
Counsel				
General Fund				
County Counsel	48	50	49	(1)
Total Counsel	48	50	49	(1)
Human Resources				
General Fund				
Human Resources	21	34	34	-
Total Human Resources	21	34	34	-
Elections				
General Fund				
Elections	14	16	16	-
Total Elections	14	16	16	-
Property Management				
General Fund				
General Services	116	116	116	-
Construction Services	25	25	25	-
Total Property Management	141	141	141	-
Promotion				
General Fund				
Board of Trade	5	4	4	-
Total Promotion	5	4	4	-
Total General Government	583	592	589	(3)



Department	Year-End		Recommended 2016-17	Change Between 2015-16 and 2016-17
	2014-15	2015-16		
Public Protection				
Judicial				
General Fund				
County Clerk	5	6	6	-
Grand Jury	1	1	1	-
District Attorney	228	225	223	(2)
Public Defender	99	99	99	-
Subtotal General Fund	333	331	329	(2)
Other Funds				
Child Support Services	203	199	199	-
Subtotal Other Funds	203	199	199	-
Total Judicial	536	530	528	(2)
Police Protection				
General Fund				
Forensic Sciences Division of District Attorney	41	37	37	-
Sheriff	1,353	1,348	1,348	-
Total Police Protection	1,394	1,385	1,385	-
Detention and Correction				
General Fund				
Probation	626	629	628	(1)
Total Detention and Correction	626	629	628	(1)
Fire Protection				
Other Funds				
Fire Department	645	646	646	-
Total Fire Protection	645	646	646	-
Protective Inspection				
General Fund				
Agriculture and Measurement Standards	49	49	49	-
Code Compliance	0	0	0	-
Subtotal General Fund	49	49	49	-
Other Funds				
Building Inspection	0	0	0	-
Subtotal Other Funds	0	0	0	-
Total Protective Inspection	49	49	49	-
Other Protection				
General Fund				
Animal Services	66	66	66	-
Planning	38	47	47	-
Development Services Agency	11	10	10	-
Subtotal General Fund	115	123	123	-
Other Funds				
Recorder	27	27	27	-
Subtotal Other Funds	27	27	27	-
Total Other Protection	142	150	150	-
Total Public Protection	3,392	3,389	3,386	(3)



Department	Year-End		Recommended 2016-17	Change Between 2015-16 and 2016-17
	2014-15	2015-16		
Public Ways and Facilities				
Public Ways				
Other Funds				
Roads	0	0	0	-
Total Public Ways	0	0	0	-
Public Works				
Other Funds				
Public Works	454	449	455	6
Total Public Works	454	449	455	6
Transportation Terminals				
Other Funds				
Airports	23	24	24	-
Total Transportation Terminals	23	24	24	-
Transportation Systems				
Other Funds				
Kern Regional Transit	0	0	0	-
Total Transportation Systems	0	0	0	-
Total Public Ways and Facilities	477	473	479	6
Health and Sanitation				
Health				
General Fund				
Public Health	230	215	215	-
Environmental Health ⁽²⁾	56	57	0	(57)
Subtotal General Fund	286	272	215	-
Other Funds				
Mental Health	506	587	619	32
Substance Use Disorders	41	48	88	40
Environmental Health ⁽²⁾	0	0	56	56
Subtotal Other Funds	547	635	763	128
Total Health	833	907	978	71
Hospital Care				
General Fund				
Emergency Medical Services	8	8	8	-
Subtotal General Fund	8	8	8	-
Other Funds				
Kern Medical Center	1,715	1,664	0	(1,664)
Correctional Medicine	92	92	0	(92)
Subtotal Other Funds	1,807	1,756	(1,756)	(1,756)
Total Hospital Care	1,815	1,764	8	(1,756)
California Children Services				
General Fund				
California Children Services	64	65	65	-
Total California Children Services	64	65	65	-
Sanitation				
Other Funds				
Waste Management	0	0	0	-
Kern Sanitation Authority	22	22	23	1
Total Sanitation	22	22	23	1
Total Health and Sanitation	2,734	2,758	1,074	(1,684)



Department	Year-End		Recommended 2016-17	Change Between 2015-16 and 2016-17
	2014-15	2015-16		
Public Assistance				
Administration				
Other Funds				
Human Services	1,661	1,679	1,679	-
Total Administration	1,661	1,679	1,679	-
Veterans Service				
General Fund				
Veterans Service	10	12	11	(1)
Total Veterans Service	10	12	11	(1)
Other Assistance				
General Fund				
Employers' Training Resource	91	103	103	-
Community Development	12	12	12	-
Subtotal General Fund	103	115	115	-
Other Funds				
Aging and Adult Services	114	136	137	1
Subtotal Other Funds	114	136	137	1
Total Other Assistance	217	251	252	1
Total Public Assistance	1,888	1,942	1,942	-
Education				
Education				
General Fund				
Library	123	122	122	-
Farm and Home Advisor	4	4	4	-
Total Education	127	126	126	-
Total Education	127	126	126	-
Recreation and Culture				
Recreation Facilities				
General Fund				
Parks and Recreation	94	95	86	(9)
Total Recreation Facilities	94	95	86	(9)
Total Recreation and Culture	94	95	86	(9)
Total County Department - General Fund	3,771	3,786	3,713	(73)
Total County Departments - Other Funds ⁽¹⁾	5,524	5,589	3,969	(1,620)
County Departments - Grand Total	9,295	9,375	7,682	(1,693)

⁽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.

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Countywide Capital Projects

Summary of Capital Projects by Asset Type

	New Projects	Carryover Projects	Total
General Services - General Fund Projects			
Land	\$0	\$32,455	\$32,455
Improvements to Land	19,128	1,391,279	1,410,407
Structures and Improvements	0	17,837,584	17,837,584
Total	\$19,128	\$19,261,317	\$19,280,445
Waste Management Division of Public Works			
Land	\$500,000	\$0	\$500,000
Improvements to Land	6,950,790	422,262	7,373,052
Total	\$7,450,790	\$422,262	\$7,873,052
Airports			
Improvements to Land	\$14,981,565	\$12,373,557	\$27,355,122
Total	\$14,981,565	\$12,373,557	\$27,355,122
Other Departments			
Improvements to Land	\$0	\$868,364	\$868,364
Structures and Improvements	0	94,162,578	94,162,578
Operating Transfer-Out	4,190,908	0	4,190,908
Total	\$4,190,908	\$95,030,942	\$99,221,850
Total	\$26,642,391	\$127,088,079	\$153,730,470

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

The FY 2016-17 Recommended Budget includes projects approved in prior years but not yet completed (Carryover Projects) totaling \$127 million inclusive of operating transfers. These major multi-year projects include the following:

General Services – General Fund Projects:

- Lake Isabella and Hart Plat Fire Stations Land Acquisition and Design Cost*
\$781,600 is included for the land acquisition and design cost associated with the Lake Isabella and Hart Flat Fire Station Replacements. Construction cost for these facilities is not included in the FY 2016-17 Recommended Budget as the Structural Fire Fund is facing a \$17.5 million deficit for FY 2016-17 primarily from the loss of tax revenue. The recommended budget proposes a four-year deficit mitigation plan that phases in on-going budget reductions and provides the Structural Fire Fund with a contribution from the General Fund to mitigate service level impacts. The construction projects under design will be evaluated during FY 2017-18 for debt financing along with other priority projects for the County.
- Parks Walking Paths and Spray Parks*
\$279,842 is included for the construction of walking paths in the Potomac and Lamont Parks. In addition a spray park is being built in the Pioneer Park. These projects are

funded with grants from the California Department of Housing and Community Development.

- *Department of Mental Health Services Expansion*

The Department of Mental Health Services is faced with the challenges 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 abuse disorders under the Drug Medi-Cal Organized Delivery System Program approved by the Center of Medicare and Medicaid. The department is purchasing and renovating a building adjacent to their administrative offices to provide direct services. \$3,190,938 in funding for this project is available through the prudent use of Mental Health Services Act funds and will not impact or redirect funds from services.

- *Lerdo Waste and Water Treatment Plant Upgrade*

\$13,335,529 is included for the 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. 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 will be facing significant cost increases to operate the new jail facility in FY 2017-18 at the same time the County is facing property tax reductions as a result of the depressed oil and gas prices.

- *County Facilities Irrigation infrastructure and Warehouse Expansion Phase II*

\$721,353 is included for the replacement of irrigation infrastructure throughout County facilities. As of this date, a historical drought still exists within Kern County. Despite isolated rainfall in parts of California during the winter, Kern County continues to experience the driest year on record and local water supplies continue to remain low. The County is replacing irrigation infrastructure throughout County facilities to meet the water reduction mandates. \$435,688 is included to Phase II of the warehouse expansion for General Services.

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 \$422,278 in carryover appropriations for landfill drainage improvements, closure cost and replacement of a gate scale. 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 I*
\$12,373,557 is included for the Runway 12L-30R Rehabilitation and Taxiway Connectors reconstruction project 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 has strategically separated the project into three phases. Phase I includes preparatory work on runway 12L-30R, removal of nine (9) taxiways, and construction of four (4) new taxiway connectors. 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.

\$94.1 million of the estimated \$127 million cost for the new jail facility is anticipated to be expended in FY 2016-17. The new jail facility listed under carry-over projects and financed with \$100 million State grant and \$27 million of other funding will require the County to identify an ongoing source to fund the operations. The Sheriff has indicated that these staffing costs, estimated at \$27.5 million annually, could be mitigated by temporarily moving current staff from certain areas of the Lerdo Minimum jail facility to reduce some of the cost by approximately \$7 million for a net annual cost of \$20.5 million. The Board of Supervisors approved a fiscal strategy in January 2015 that requires the reduction of allocations to other departments by \$4 million or 1.4% each year over the next five years to achieve an ongoing source of \$20.5 million to staff the new jail in FY 2017-18 if new growth in discretionary revenue in lieu of department reductions is not identified. However, due the significant property tax reductions as a result of depressed oil and gas prices and the impact to other County departments, the 1.4% reduction in FY 2016-17 was not included. The Sheriff has agreed to mitigate the impact by phasing the hiring of new detention staff.

Seventh Standard Road Widening Project is in its close-out phase only \$868,364 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 2016-17 Recommended Budget, inclusive of operating transfers, also includes a total of \$26.6 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 \$4.1 million consist 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.

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 and fund the following projects:

Waste Management Division of Public Works:

- *Landfill Projects*

The Waste Management Division has included \$7,450,790 for new projects. Included in the projects is \$2.6 million for improvements to the Bena Landfill, \$2.7 million for water wells and gas system improvements at the landfills, and \$1.7 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 II*

\$14,981,565 is included for Phase II of the Runway 12L-30R Rehabilitation and Taxiway Connectors reconstruction project at Meadows Field Airport. Phase II estimated to begin in mid FY 2016-17 and 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.

Summary of Capital Projects by Funding Source

	Discretionary General Funding	Other Funding	Total
Projects Administered By:			
General Services - General Fund Projects			
New Projects	\$19,128	\$0	\$19,128
Carryover Projects	13,165,488	6,095,830	19,261,317
Total Projects Administered by General Services	<u>\$13,184,616</u>	<u>\$6,095,830</u>	<u>\$19,280,445</u>
Waste Management Division of Public Works			
New Projects	\$0	\$7,450,790	\$7,450,790
Carryover Projects	0	422,279	422,279
Total Projects Administered by Solid Waste Management	<u>\$0</u>	<u>\$7,873,069</u>	<u>\$7,873,069</u>
Airports			
New Projects	\$0	\$14,981,565	\$14,981,565
Carryover Projects	0	12,373,557	12,373,557
Total Projects Administered by Airports	<u>\$0</u>	<u>\$27,355,122</u>	<u>\$27,355,122</u>
Other Departments			
Carryover Projects	\$0	\$95,030,942	\$95,030,942
Operating Transfer Out	4,190,908	0	4,190,908
Total Projects Administered by Others	<u>\$4,190,908</u>	<u>\$95,030,942</u>	<u>\$99,221,850</u>
Total	<u><u>\$17,375,524</u></u>	<u><u>\$136,354,963</u></u>	<u><u>\$153,730,487</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.

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Discretionary General Funding

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

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

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

The County maintains an appropriated contingency fund to accommodate unanticipated operational changes, legislative impacts or other economic events affecting the County's operations, which could not have reasonably been anticipated at the time the budget was prepared. This fund totals 1% of locally funded appropriations, or \$4 million for FY 2016-17. 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 \$4.9 million respectively.

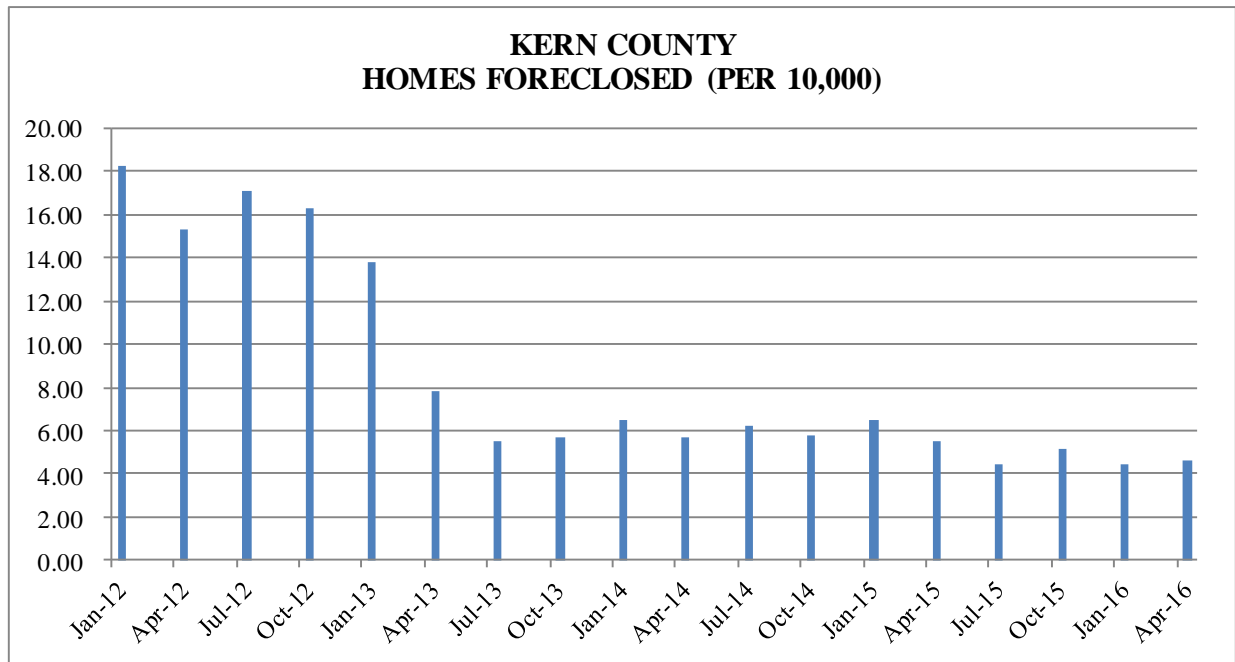
The following sections provide details of:

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

Economic Indicators

Property related revenue accounts for over 63% 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 15% 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. Oil and gas property tax revenues equates to approximately \$40 million, or 12% of the County’s countywide discretionary revenue.

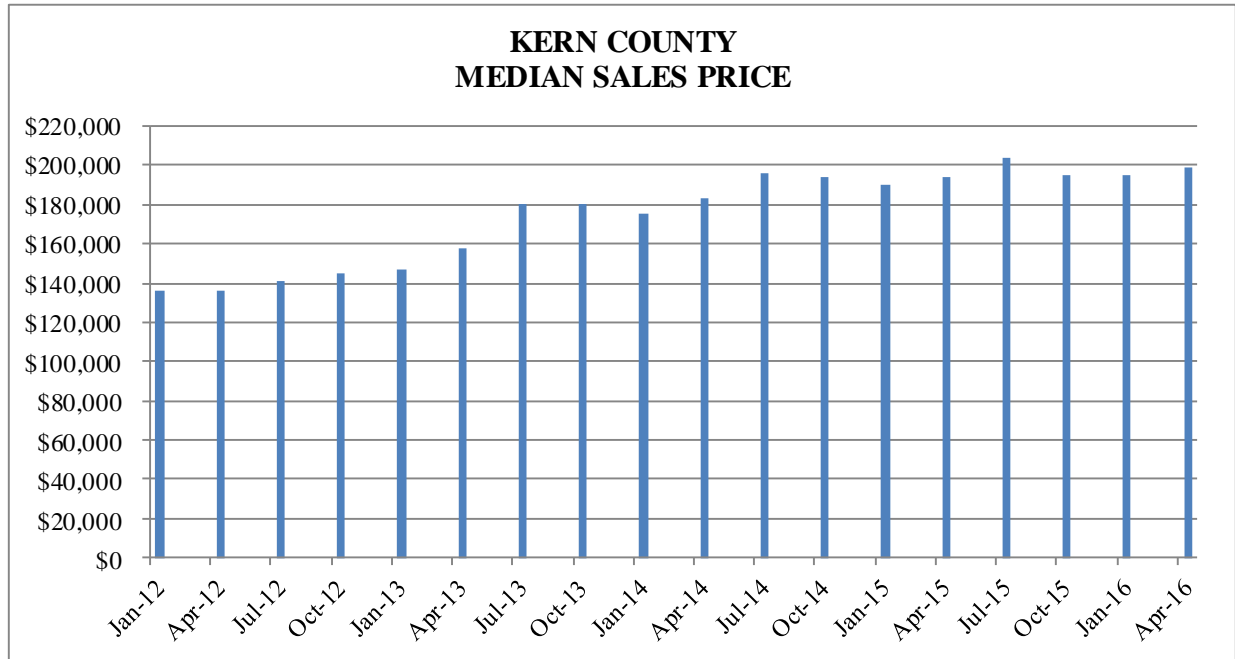
The charts on the following pages are strong indicators of the economic vitality in Kern County. Overall, there is an evident inverse relationship between major economic indicators. As foreclosures continue to decline from 2012 levels the trend is helping home values rise. Similarly, as the price per 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 2016

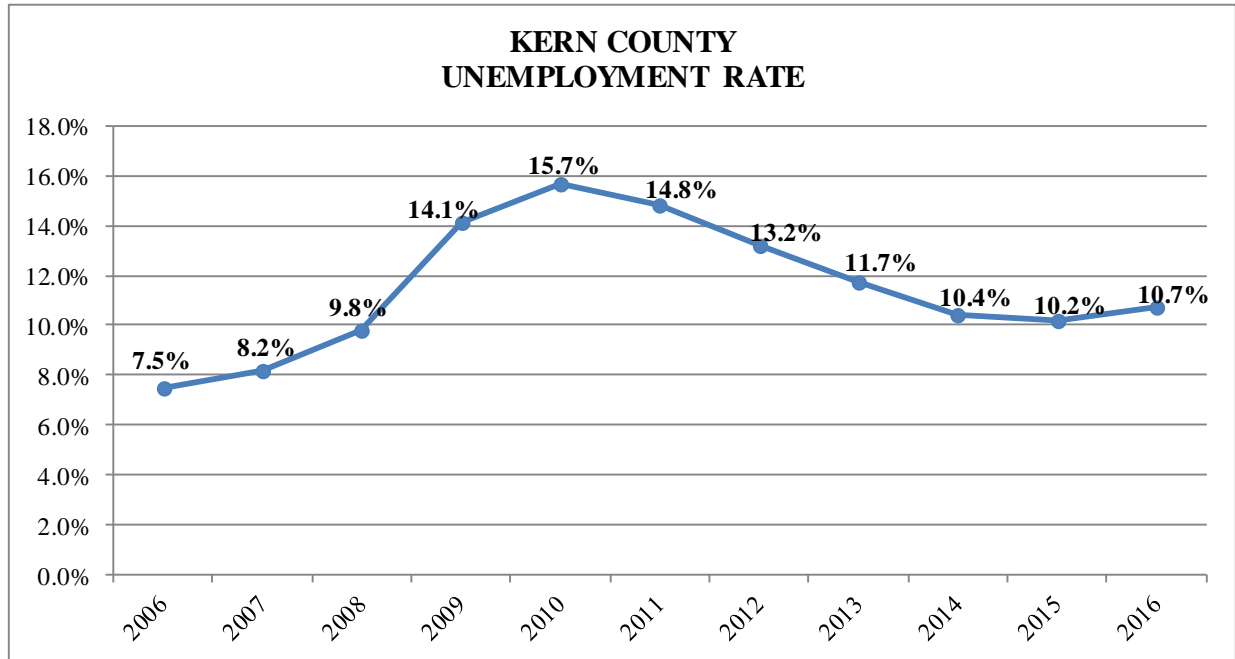
In January 2016 foreclosures were down 31.2% compared to January 2015 (homes foreclosed per 10,000) and for the first quarter of 2016 remain stable at around 5 homes per 10,000. Foreclosures have declined considerably since 2012, resulting in a steady rise in the median sales price in Kern County.





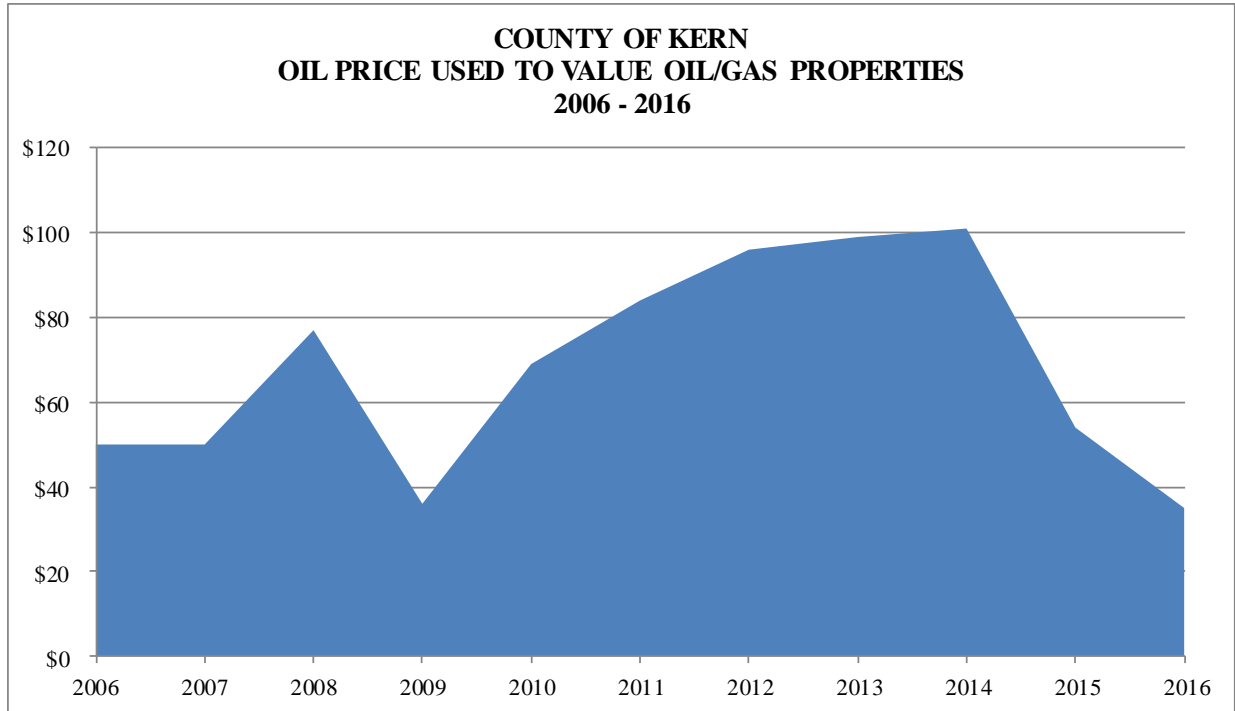
Source: Zillow Home Value Data 2016

The median sales price in Kern County for April 2016 was \$199,000. Kern County home values have gone up 2.6% over the past 12 months and Zillow predicts they will rise 4.3% within the next 12 months based on the Zillow Home Value Index. The foreclosure rate in Kern County currently stands at 5 homes per 10,000. The same rate exists in metropolitan Bakersfield with a rate of 5 per 10,000. Kern County is performing slightly worse than the national average, which is 3 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. Adding to the severity of an already weakened local economy, the state's economic forecasts suggest a statewide recession seems probable within the next few years. If the current price per barrel of oil does not rebound significantly in the coming year, 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 22% 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 County's property tax roll associated with oil and gas properties has experienced a 34% decline in assessed value from FY 2015-16, which resulted in the reduction for the General Fund of \$20.6 million in property tax revenue and another \$5.4 million decline in Vehicle License Fee (VLF) in lieu of property taxes for a total of \$26 million, offset slightly by growth in assessed valuation of other property types. The anticipated property tax revenue decline equates to a 12% reduction 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 decline of \$7 million for FY 2016-17.

Proposition 172

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

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

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



*Estimated

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



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

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

As part of the budget development process, Prop 172 projections are estimated based on staff analysis of revenue trends and forecasts provided by a sales tax consultant. In recent years, the County has benefitted from one-time revenue due to energy projects and growth in the fuel, petroleum and oil industries. The County's sales tax consultant has provided an analysis net of these one-time revenues which will result in a decline in future revenue of up to \$6.5 million. In an effort to mitigate future revenue declines, the recommended budget includes an increase of \$1.3 million to the general designation be set aside for future use.

The charts below summarize fund balance and the actual allocation of the Local Public Safety Fund for FY 2014-15, the final and actual allocations for FY 2015-16, and the recommended allocation for FY 2016-17, which reflects a 1% reduction from FY 2015-16.

Breakdown of Departmental Usage of Proposition 172				
Budget Unit and Department	Actual	Final Budget	Actual	Recommended
	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17
2180 District Attorney	\$5,594,957	\$5,781,752	\$5,781,752	\$5,723,935
2190 Public Defender	4,702,226	4,859,217	4,859,217	4,810,625
2200 D.A.-Forensic Sciences	207,790	214,728	214,728	212,581
2210 Sheriff	46,214,184	47,757,114	47,757,114	47,279,543
2340 Probation	12,836,845	13,265,423	13,265,423	13,132,769
2415 Fire	7,403,504	7,650,682	7,650,682	7,574,175
Total Allocated to Departments	\$76,959,506	\$79,528,916	\$79,528,916	\$78,733,628

Proposition 172				
	Actual	Final Budget	Actual	Recommended
	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17
Beginning Fund Balance	\$7,778,527	\$11,946,518	\$11,946,518	\$12,487,060
Revenue	81,317,649	76,093,733	80,069,458	76,053,621
Departmental Usage	76,959,506	79,528,916	79,528,916	78,733,628
One-time Project Allocation:	190,152	0	0	0
Ending Fund Balance	11,946,518	8,511,335	12,487,060	9,807,053
Change in Fund Balance	\$4,167,991	(\$3,435,183)	\$540,542	(\$2,680,007)

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:

1991 Realignment
Mental Health
Social Services
Health

2011 Realignment
Law Enforcement
Support Services

Other Realignment
CalWORKs MOE
Family Support

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 2016-17, 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.

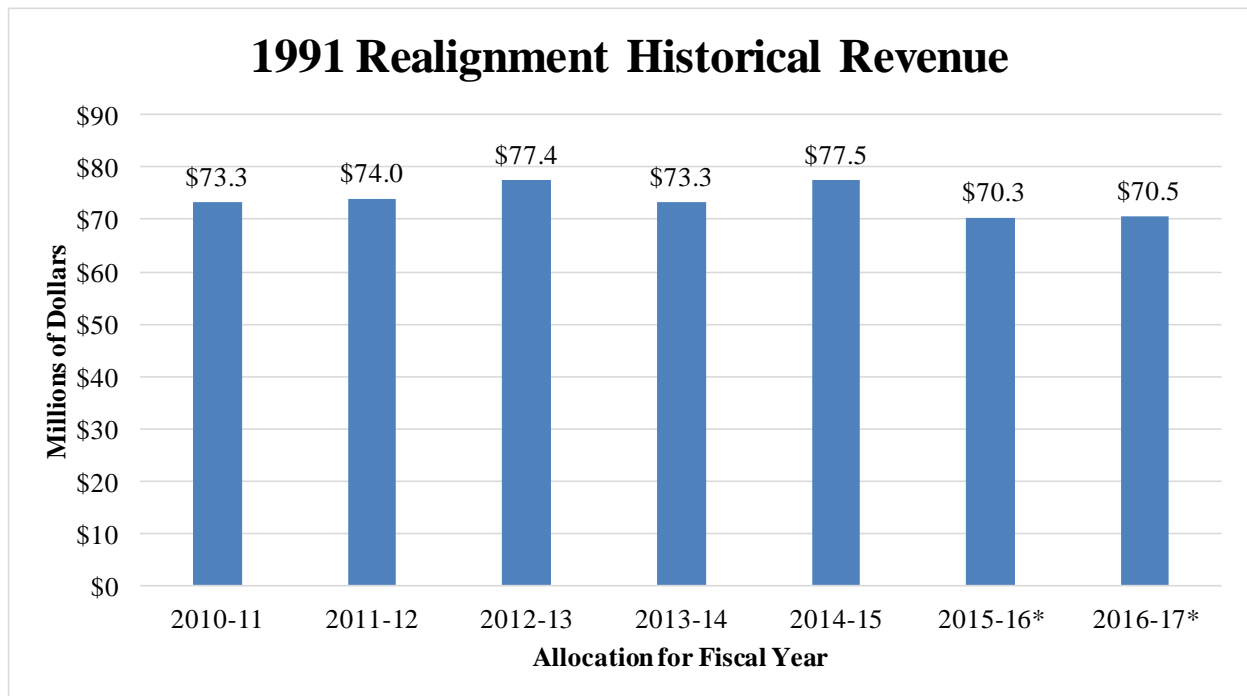
In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to 1991 Realignment, Foster Care costs were funded



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 Mental Health and 1991 Health Realignment funds.

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



*Estimated

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

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

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

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

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

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.

The recommended funding for FY 2016-17 of \$70.5 million is slightly higher than the FY 2015-16 level. For FY 2016-17, the amount redirected to Family Support under AB 85 is \$14.9 million.

SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE					
	Actual	Final Budget	Actual	Recommended	Increase/
	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17	(Decrease)
Health Trust Fund	\$20,922,896	\$10,102,923	\$11,197,285	\$8,454,176	(\$2,743,109)
Mental Health Trust Fund	23,374,707	22,657,898	24,053,830	22,657,898	(1,395,932)
Social Services Trust Fund	33,172,545	35,461,296	35,230,083	39,375,729	4,145,646
	<u>\$77,470,148</u>	<u>\$68,222,117</u>	<u>\$70,481,198</u>	<u>\$70,487,803</u>	<u>\$6,605</u>

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

The 1991 Realignment legislation 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 21, 2016 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 County is not budgeting a 10% transfer in FY 2016-17, however, in the event such a transfer is needed, Board of Supervisors approval is required.

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

Health				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$10,539	\$1,050,162	\$1,050,162	\$1,134,232
Revenue	20,922,896	10,102,923	11,197,285	8,454,176
Departmental Usage	19,883,273	10,102,923	10,102,923	8,901,117
Transfer to Social Services	-	1,010,292	1,010,292	-
Ending Fund Balance	1,050,162	39,870	1,134,232	687,291
Change in Fund Balance	\$1,039,623	(\$1,010,292)	\$84,070	(\$446,941)

Breakdown of Departmental Usage of Health 1991 Realignment				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Animal Services	\$1,011,712	\$1,059,601	\$1,059,601	\$1,059,601
Environmental Health	85,478	97,771	97,771	97,771
Public Health	6,579,768	6,634,782	6,634,782	6,634,782
Kern Medical Center	12,206,315	2,310,769	2,310,769	1,108,963
Total Departmental Usage	\$19,883,273	\$10,102,923	\$10,102,923	\$8,901,117

The Health fund is budgeted to decrease fund balance to \$687,291 in FY 2016-17. Revenue is projected to decrease as well as departmental usage. The decrease in Health Realignment is due to the change in the amount the State is withholding from the County in anticipation of cost savings related to the implementation of health care reform. In FY 2014-15, the State reduced the County's Health Realignment by \$3.6 million and in FY 2015-16, the reduction was \$13 million. In FY 2016-17, the State will redirect \$14.9 million 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 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$352,114	\$965,353	\$965,353	\$89,920
Revenue	23,374,707	22,657,898	24,053,830	22,657,898
Departmental Usage	22,761,468	22,657,898	22,663,473	22,657,898
Transfer to Social Services	-	2,265,790	2,265,790	-
Ending Fund Balance	965,353	965,353	89,920	89,920
Change in Fund Balance	\$613,239	\$0	(\$875,433)	\$0



Breakdown of Departmental Usage of Mental Health 1991 Realignment				
	Actual	Final Budget	Actual	Recommended
	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17
Mental Health	\$22,761,468	\$22,657,898	\$22,663,473	\$22,657,898
Total Departmental Usage	\$22,761,468	\$22,657,898	\$22,663,473	\$22,657,898

For FY 2016-17, 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 2014-15	FY 2015-16	FY 2015-16	FY 2016-17
Beginning Fund Balance	\$4,814,997	\$3,155,621	\$3,155,621	\$3,511,843
Revenue	33,172,545	35,461,296	35,230,083	36,099,648
Departmental Usage	34,831,921	38,616,917	38,149,943	39,375,729
Transfer from Health	-	1,010,292	1,010,292	-
Transfer from Mental Health	-	2,265,790	2,265,790	-
Ending Fund Balance	3,155,621	3,276,082	3,511,843	235,762
Change in Fund Balance	(\$1,659,376)	\$120,461	\$356,222	(\$3,276,081)

Breakdown of Departmental Usage of Social Services 1991 Realignment				
	Actual	Final Budget	Actual	Recommended
	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17
California Children Services	\$1,245,092	\$1,152,220	\$1,128,996	\$1,188,798
Human Services - Administration	1,313,412	1,658,288	1,628,464	1,469,386
Human Services - Direct Aid	19,177,557	22,881,950	22,628,387	23,446,163
Aging and Adult Services	722,998	722,439	719,461	745,372
In-Home Supportive Services	8,085,082	8,079,327	7,966,566	8,335,805
Probation	2,291,780	2,126,693	2,082,069	2,194,205
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Total Departmental Usage	\$34,831,921	\$38,616,917	\$38,149,943	\$39,375,729

Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. For FY 2016-17, budgeted expense and ongoing revenue are expected to result in 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 allocate the sub-account funding to the Drug Court and the Medi-Cal substance abuse treatment programs while Human Services allocates the Protective Services sub-account to the appropriate social service programs. The following information provides more detail of the three service areas of 2011 Realignment.

2011 Realignment Budget Units for FY 2015-16

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

BUDGET HISTORY FOR ALL 2011 REALIGNMENT BUDGET UNITS

	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$19,447,008	\$19,919,354	\$19,919,354	\$17,071,543
Revenue	164,479,675	179,289,020	184,070,948	180,045,736
Departmental Usage	164,007,329	192,265,364	186,918,759	183,633,588
Ending Fund Balance	19,919,354	6,943,010	17,071,543	13,483,691
Change in Fund Balance	\$472,346	(\$12,976,344)	(\$2,847,811)	(\$3,587,852)

Total departmental usage of \$181.1 million for FY 2016-17 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 2016-17

	Law Enforcement	Support Services		Total
		Protective Services	Behavioral Health	
Beginning Fund Balance	\$12,293,309	\$4,778,234	\$0	\$17,071,543
Revenue	67,394,605	65,178,710	47,472,421	180,045,736
Departmental Usage	70,247,011	66,407,264	46,979,313	183,633,588
Ending Fund Balance	9,440,903	3,549,680	493,108	13,483,691
Change in Fund Balance	(\$2,852,406)	(\$1,228,554)	\$493,108	(\$3,587,852)



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 plan included a significant number of additional positions and an appropriation savings occurred because this new staff required extensive background checks. As a result, a fund balance of \$13.4 million existed in the Law Enforcement account at the end of FY 2014-15. The fund balance decreased by \$1.1 million in FY 2015-16 as departments continued fully implementing AB 109 programs. Fund balance consists of set-aside funds for various law enforcement services resulting from potential carry forward balances as of June 30, 2016. As the carry forward funds are realized, appropriations in the corresponding law enforcement departments will be adjusted accordingly. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

LAW ENFORCEMENT SERVICES				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$14,515,810	\$13,433,345	\$13,433,345	12,293,309
Revenue	63,323,434	71,570,024	75,514,318	67,394,605
Departmental Usage	64,405,899	79,223,593	76,654,354	70,247,011
Ending Fund Balance	13,433,345	5,779,776	12,293,309	9,440,903
Change in Fund Balance	(\$1,082,465)	(\$7,653,569)	(\$1,140,036)	(\$2,852,406)

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



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

BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
<i>Law Enforcement Activities</i>				
Community Corrections:				
Sheriff	\$13,630,377	\$15,035,458	\$15,035,457	\$15,218,045
Probation	10,616,601	14,781,976	12,684,779	14,046,534
Mental Health	2,494,789	4,073,503	4,073,503	2,629,134
Substance Abuse	1,796,877	1,558,567	2,065,024	2,629,134
Employers' Training Resource	436,472	843,238	843,238	533,560
District Attorney	1,256,366	1,335,773	1,335,773	1,484,687
Public Defender	680,009	749,629	749,629	831,270
District Attorney - Forensic Sciences	148,653	163,484	163,484	181,720
Community Based Organizations	1,979,056	6,932,986	6,998,274	1,059,386
Human Resources	44,738	80,837	80,837	0
Parks	12,000	30,000	4,500	0
Sheriff Capital Projects	385,512	0	0	0
Sheriff General Fund Reimbursement	1,249,547	0	0	0
Trial Court Security (Sheriff)	10,109,708	10,614,297	10,326,063	10,597,283
District Attorney/Public Defender:				
District Attorney	238,477	304,919	304,919	367,173
Public Defender	238,477	304,920	294,985	367,173
Juvenile Justice:				
Youthful Offender Block Grant (Probation)	3,892,260	5,107,317	4,654,646	4,244,820
Reentry (Probation)	481,255	737,738	646,587	588,056
<i>Enhancing Law Enforcement Activities</i>				
Supplemental Law Enforcement:				
Sheriff	688,784	606,049	606,049	732,186
Probation	2,602,306	2,438,914	2,438,913	2,418,555
District Attorney	268,037	251,208	251,208	249,111
Other Jurisdictions	1,790,941	2,520,862	2,374,311	2,520,862
Camp Funds (Probation)	2,700,000	4,298,370	4,298,370	3,299,214
Juvenile Probation Activities (Probation)	4,194,122	4,084,267	4,054,524	3,900,314
Booking Fees (Sheriff)	732,680	776,037	776,037	732,680
Rural Crime:				
Sheriff	365,882	335,550	335,550	340,251
District Attorney	181,109	166,084	166,084	168,422
CalMMET:				
Sheriff	1,064,632	856,832	854,863	872,663
District Attorney	126,232	117,389	117,389	117,389
Probation	0	117,389	119,358	117,389
Total Departmental Usage	\$64,405,899	\$79,223,593	\$76,654,354	\$70,247,011



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 a 10% transfer from the Behavioral Health sub-account to the Protective Services sub-account which was approved by resolution on June 21, 2016. 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 2016-17 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 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$4,931,198	\$6,486,009	\$6,486,009	\$4,778,234
Revenue	101,156,241	107,718,996	108,556,630	112,651,131
Departmental Usage	99,601,430	113,041,771	110,264,405	113,386,577
Ending Fund Balance	6,486,009	1,163,234	4,778,234	4,042,788
Change in Fund Balance	\$1,554,811	(\$5,322,775)	(\$1,707,775)	(\$735,446)

The Support Services account has two sub-accounts: Behavioral Health and Protective Services. The Behavioral Health subaccount funds Drug Court, Drug and Non-drug Medical, Early and Periodic Screening, Diagnostic, Treatment (EPSDT), and Mental Health Managed Care. The Protective Services sub-account funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Child Abuse Prevention, Adoptions Assistance, and Adoptions Administration. Ending fund balance available at June 30, 2015, in the amount of \$4 million was due to FY 14-15 Protective Services growth funds that were received in FY 2015-16 and not transferred to the Human Services Direct Aid budget unit as well as FY 2012-13 Protective Services growth funds received during FY 2013-14 that were designated for the Crisis Responder Unit, the Family Finding and Engagement Unit, and the Relative Assessment Unit in the Department of Human Services. The recommended budget includes departmental usage of \$735,446 of the FY 2012-13 growth funds.

BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Behavioral Health				
Mental Health	\$39,997,240	\$39,892,290	\$39,892,290	\$40,716,900
Substance Abuse	3,438,156	3,429,195	3,429,195	6,262,413
Protective Services				
Aging and Adult Services	1,400,469	1,601,725	1,588,942	1,474,474
Human Services Admin	22,982,892	23,214,665	23,127,127	26,538,984
Human Services Aid	31,307,480	44,447,866	41,736,171	37,867,070
Mental Health	288,867	277,217	298,281	320,218
Probation	186,326	178,813	192,399	206,518
Total Departmental Usage	\$99,601,430	\$113,041,771	\$110,264,405	\$113,386,577



CalWORKs MOE

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These funds originally funded Mental Health but, as part of 2011 Realignment, the funds were diverted to CalWORKs; and Mental Health now receives a monthly flat amount from the new sales tax revenues brought in with the passage of Proposition 30. Funds received are subsequently transferred to the fund used for assistance payments to CalWORKs clients. Below is additional historical detail on the CalWORKs MOE account.

CalWORKs MOE				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$0	\$4,600,344	\$4,600,344	\$0
Revenue	42,652,415	36,534,114	35,632,383	36,534,114
Departmental Usage	38,052,071	41,134,458	40,232,727	36,534,114
Ending Fund Balance	4,600,344	0	0	0
Change in Fund Balance	\$4,600,344	(\$4,600,344)	(\$4,600,344)	\$0

Breakdown of CalWORKs MOE Usage				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Human Services - Direct Aid	\$38,052,071	\$36,534,114	\$40,232,727	\$36,534,114
Total Departmental Usage	\$38,052,071	\$36,534,114	\$40,232,727	\$36,534,114



Family Support

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

Detail on the Family Support fund is as follows:

Family Support				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Beginning Fund Balance	\$0	\$5,570,713	\$5,570,713	\$0
Revenue	46,527,426	32,137,087	29,706,198	32,137,087
Departmental Usage	40,956,713	32,137,087	35,276,911	32,137,087
Ending Fund Balance	5,570,713	5,570,713	0	0
Change in Fund Balance	\$5,570,713	\$0	(\$5,570,713)	\$0

Breakdown of Family Support Usage				
	Actual FY 2014-15	Final Budget FY 2015-16	Actual FY 2015-16	Recommended FY 2016-17
Human Services - Direct Aid	\$40,956,713	\$32,137,087	\$40,956,713	\$32,137,087
Total Departmental Usage	\$40,956,713	\$32,137,087	\$40,956,713	\$32,137,087

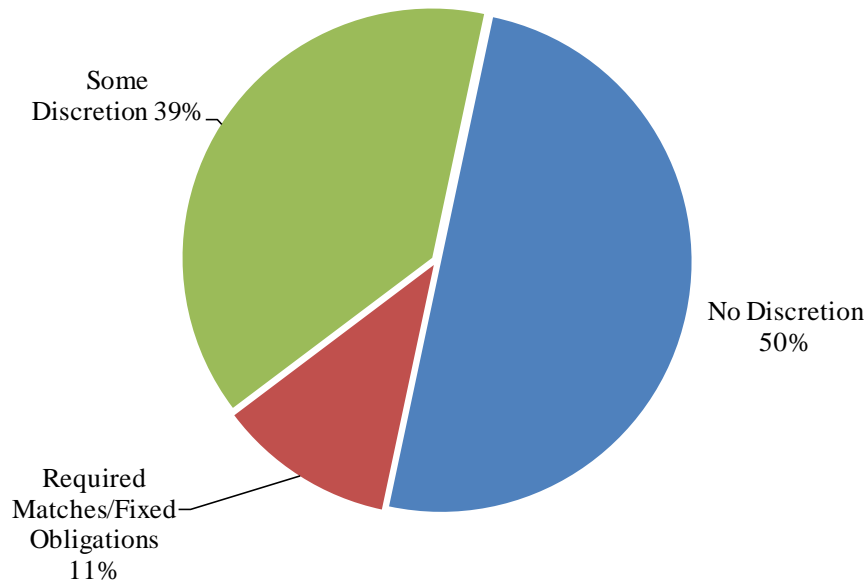
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Countywide Discretionary Revenue

The entire General Fund budget including operating transfers-in is \$787 million; however, only \$304 million, or 39% is truly discretionary as seen in this pie chart.

**FY 2016-17 Recommended Budget
General Fund Spending**



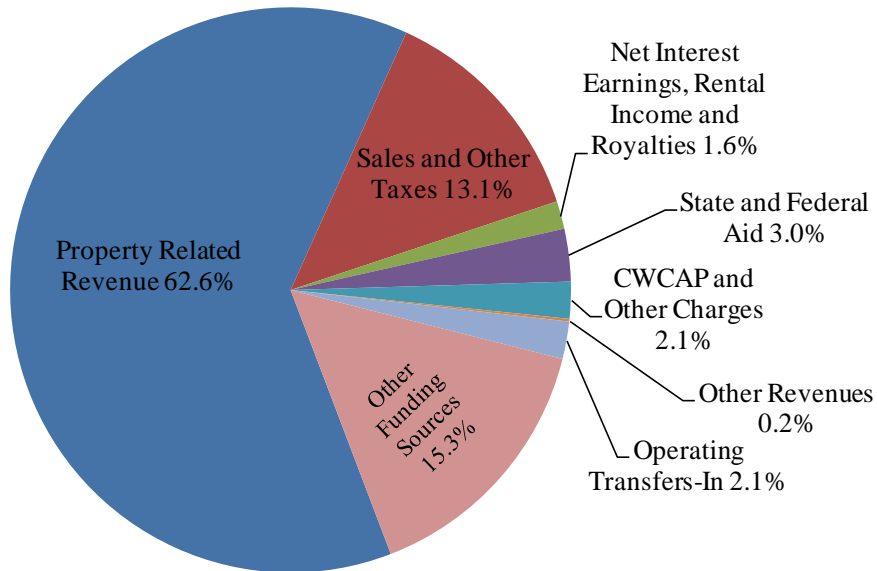
Required Matches /Fixed Obligations	\$89,612,368
No Discretion Other program costs funded through user fees, federal and State Aid	\$393,528,868
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	\$304,005,539
Total General Fund Budget:	\$787,146,775



The countywide discretionary sources (including fund balance available and uses of reserves) total \$393,617,907 and are first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total \$89,612,368. The remaining amount of \$304,005,539 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of \$393,617,910 for the FY 2016-17 Recommended Budget:

FY 2016-17 Recommended Budget Discretionary Sources by Category



COUNTYWIDE DISCRETIONARY SOURCES WHICH PAY FOR NET COUNTY COST

	FY 2015-16 Adopted Budget	FY 2015-16 Adjusted Budget	FY 2015-16 Actual	FY 2016-17 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	\$167,164,055	\$160,981,774	\$160,923,703	\$145,684,116
VLF/Property Tax Swap	96,844,431	96,965,046	96,965,046	91,428,420
Supplemental Property Tax	4,375,000	2,650,000	4,358,850	4,366,648
Property Transfer Tax	2,910,000	2,910,000	3,887,506	3,498,755
Penalty on Current Taxes	1,400,000	1,400,000	1,526,934	1,400,000
Prior Property Taxes, Penalties and Interest	7,998,300	11,011,224	10,578,249	114,215
Total Property Tax Related Revenue	\$280,691,786	\$275,918,044	\$278,240,288	\$246,492,154
Sales and Other Taxes:				
Sales and Use Taxes	\$36,604,749	\$36,604,749	\$36,857,012	\$39,726,260
Sales Tax/Property Tax Swap	7,732,415	8,232,092	8,377,664	-
Transient Occupancy Motel Tax	1,776,250	1,776,250	2,436,834	2,193,151
Hazardous Waste Facilities Tax	1,400,000	1,400,000	1,442,464	1,400,000
Franchise Fees	8,400,000	8,200,000	8,590,593	8,200,000
Other Taxes	309,480	414,252	576,663	231,396
Total Sales and Other Taxes	\$56,222,894	\$56,627,343	\$58,281,231	\$51,750,807
Net Interest Earnings, Rental Income and Royalties	9,215,000	9,371,225	10,810,869	6,254,844
Countywide Cost Allocation Plan (CWCAP)	11,153,632	11,153,632	11,547,376	8,271,640
State and Federal Aid	8,277,929	12,490,997	13,837,200	11,801,857
Other Revenue	455,000	455,000	1,035,301	595,213
Operating Transfers-In	6,400,000	6,400,000	6,452,644	8,400,000
Total Countywide Discretionary Revenue	\$372,416,241	\$372,416,241	\$380,204,909	\$333,566,515
Other Funding Sources				
Available Fund Balance	\$37,157,102	\$37,157,102	\$37,157,102	\$41,653,751
Use of Reserves/Designations	914,342	914,342	7,607,233	18,397,641
Total Other Funding Sources	\$38,071,444	\$38,071,444	\$44,764,335	\$60,051,392
Total Countywide Discretionary Revenue and Other Funding Sources	\$410,487,685	\$410,487,685	\$424,969,244	\$393,617,907

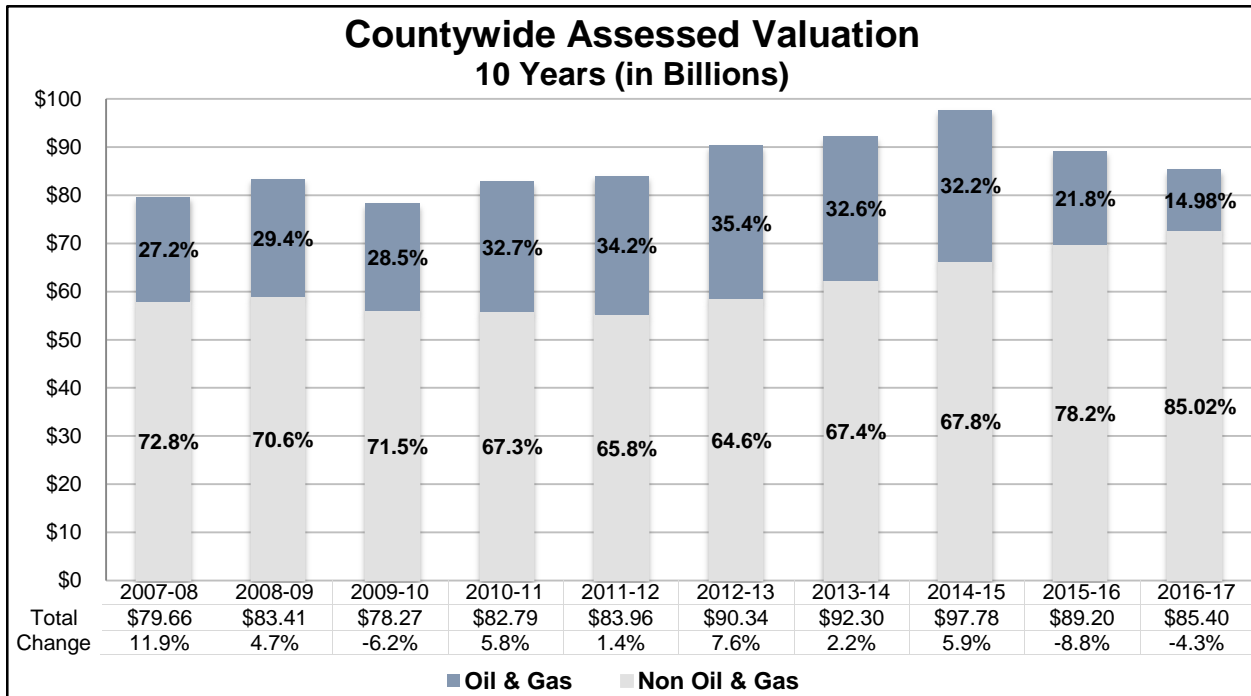
The FY 2016-17 discretionary general funding of \$393,617,907 includes Countywide Discretionary Revenue of \$334 million and Other Funding Sources of \$60 million.

Countywide Discretionary Revenue

Property Related Revenue accounts for over 62% of countywide discretionary revenue and other funding sources. These revenues are affected by the housing market in the County. The median price of a home in the County has started to rise and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments. Approximately 15% of the County's total assessed valuation is comprised of oil and gas properties. Oil and gas properties have seen a significant decline in assessed value as a result of a lower market price per barrel of oil. Assessed value for oil and gas property declined 34% from FY 2015-16. Oil and

gas property tax revenue equates to approximately \$26 million, or 8% of the County’s countywide discretionary revenue.

The FY 2016-17 Recommended Budget anticipates a 4.3% decrease in the assessed valuation of properties within the County. This is the second year of assessed valuation decline which was 8.8% in FY 2015-16 related to oil and gas properties. The anticipated decrease 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. These interest and penalties, accounted for as an operating transfer-in from the Tax Loss Reserve Fund in countywide discretionary revenue, are projected to increase by \$2 million from FY 2015-16.

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

Current Secured, Unsecured, Unitary

Secured Property Tax Revenue makes up approximately \$131 million of the \$146 million in the FY 2016-17 "Current Secured, Unsecured, Unitary" budgeted revenue number, down from \$161 million in the FY 2015-16 Adjusted Budget. This reflects a projected decrease in assessed valuation of 4.3%. 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 2016-17 revenue estimate as compared to the FY 2015-16 Adjusted Budget reflects the projected decrease in assessed valuation of 4.3%.

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 2016-17, which is slightly less than FY 2015-16 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 2016-17, Sales and Use Tax revenue is anticipated to decrease by \$5.5 million or 12% from FY 2015-16 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.

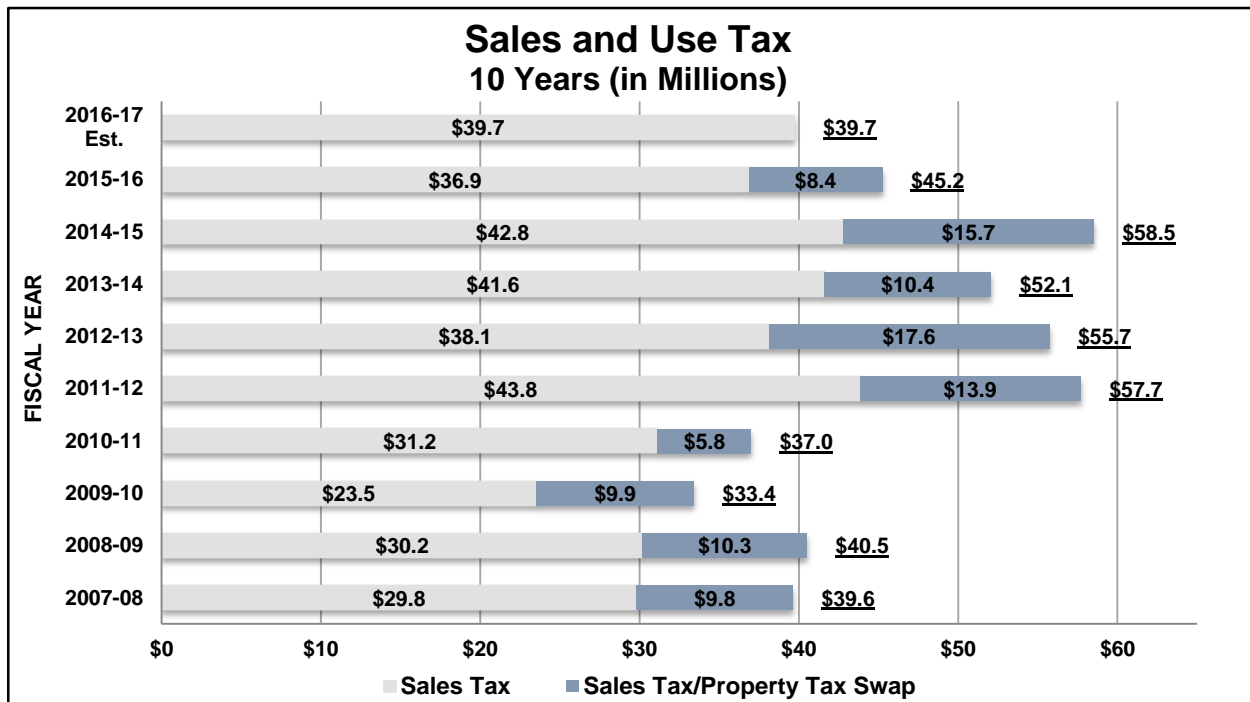
Elimination of the Sales Tax/Property Tax Swap of .25%

Effective with the fiscal year that began on July 1, 2004, the State changed the way sales tax revenue is distributed to counties and cities. Prior to that time, counties and cities received 1.0% of the State's based sales tax rate. Pursuant to new provisions enacted by the legislature, this 1.0% share of sales tax was reduced by 0.25%, to 0.75%. The additional 0.25% in sales tax revenue was redirected to the State to be used to fund debt service on the California Economic Recovery Bonds, which were approved by the voters as Proposition 57. In return, counties and cities receive additional property tax revenue (funded by reducing the schools' share of property tax revenue) in an amount equal to 0.25% sales tax revenues forgone. The State General Fund then made up the loss of property tax revenue to the schools. This change is referred to as the 'Triple Flip'. The Triple Flip was designed to replace sales tax revenue on a dollar for dollar

basis with property tax revenue. In practice, the additional property tax revenue paid to the counties and cities each year is based on an estimate of the agencies' sales tax revenue for the year plus a 'true-up' from the prior year. This true-up represents the difference between the additional property tax revenue paid to the local agency and the actual amount of sales tax revenue (the 0.25%) lost by the local agency.

Since 2013-14, both components of discretionary sales tax revenue (Sales and Use Tax Allocation of 0.75%, and Sales Tax/Property Tax Swap) are combined and reported together as Sales and Use Tax in the Countywide Discretionary Sources Which Pay for Net County Cost chart found earlier in this section. However, the Triple Flip expired December 31, 2015 with the final payment of the California Economic Recovery Bonds in August 2015. Effective January 1, 2016, the County's share of the base sales tax rate was restored to the full 1.0%

FY 2016-17 ongoing sales tax revenue in the unincorporated area is projected to total \$39.7 million.



Net Interest Earnings

Net interest earnings for FY 2016-17 are projected at \$6.3 million. This is \$3 million less than the FY 2015-16 Adjusted Budget amount. Approximately \$4 million of the interest earnings is associated with a discount for the prepayment of the County's retirement contribution in July in lieu of periodic payments as payroll is processed throughout the fiscal year.

CWCAP (Countywide Cost Allocation Plan) Revenue

The budgeted CWCAP Revenue amount reflects the recovered allowable costs included in the FY 2016-17 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 \$2.9 million from these departments and agencies in FY 2016-17.

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 2016-17 which is slightly less than what was received in FY 2015-16.

It is anticipated that State and federal aid revenue will decline slightly from the FY 2015-16 Adjusted Budget.

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 this revenue will remain flat for FY 2016-17.

Operating Transfers-In

The budget includes two ongoing transfers-in from other governmental funds of the County; \$8 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 2015-16 year-end fund balance for the General Fund is \$41.7 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 \$3 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 2016-17 Recommended Budget anticipates the use of \$4,855,454 from the Retirement designation for costs associated with the County's strategic plan to cover anticipated retirement cost escalation for General Fund departments over a seven year period, the transfers of the Environmental Health Enhancement Program and Displaced Tenants designations of \$91,403 and \$20,000, respectively to the new Environmental Health Special Revenue Fund, the use of \$670,000 in East Kern Revitalization Area designation for project and administration costs, the use of \$6 million KMC Working Capital designation to increase the Working Capital designation for Department of Human Services, and the use of \$6 million of other reserves and designations for operations as part of a multi-year deficit mitigation plan. 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.

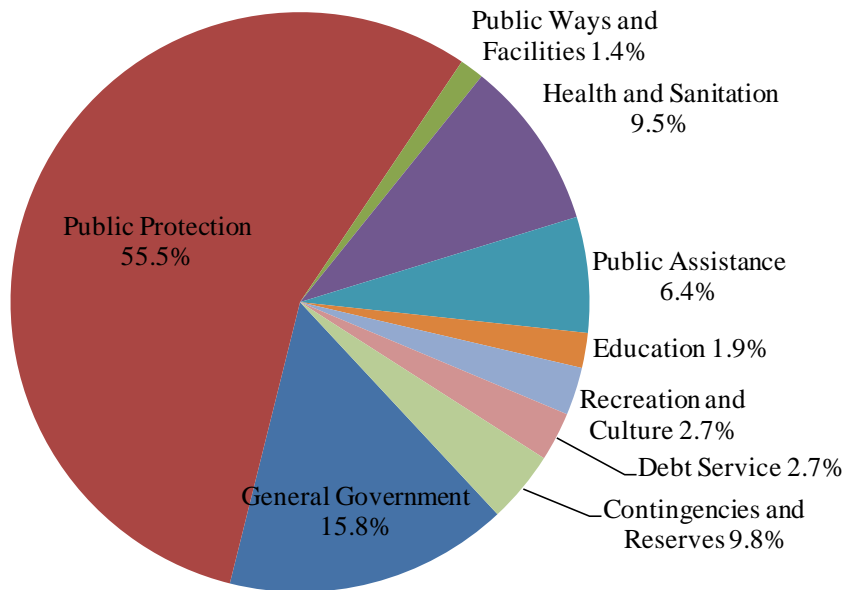
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Net County Cost

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

**FY 2016-17 Recommended Budget
Net County Cost by Function**



The schedule on the following page shows a comparison of FY 2015-16 adjusted Net County Cost and FY 2016-17 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 2016-17 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

For FY 2016-17, departments were requested to submit budgets with up to 5.0% less Net County Cost allocation than FY 2015-16. The reduction totaling \$15.3 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 \$20 million from FY 2015-16. While departments incurred a 5.0% Net County Cost reduction, they also received an allocation totaling \$4.9 million to cover pension escalation as part of Year 2 of 7 of the fiscal



Net County Cost Allocations by Department - Continued

Budget		2015-16 Adjusted Budget			2016-17 Recommended Budget			Change from 2015-16 Adjusted Budget to 2016-17 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1970	Appropriations for Contingencies	\$3,545,509		\$3,545,509	\$9,375,607		\$9,375,607	\$5,830,098		\$5,830,098
	Reserve - Tax Litigation	1,045,146		1,045,146		1,000,000	(1,000,000)	(1,045,146)	1,000,000	(2,045,146)
	Desig- DHS Working Capital	4,000,000		4,000,000	6,000,000		6,000,000	2,000,000		2,000,000
	Desig-Renewbiz	1,139,668	78,761	1,060,907		670,000	(670,000)	(1,139,668)	591,239	(1,730,907)
	Desig-Blight Remediation	328,000	490,000	(162,000)			-	(328,000)	(490,000)	162,000
	Desig-Retirement		1,255,268	(1,255,268)		4,855,454	(4,855,454)	-	3,600,186	(3,600,186)
	Desig-Infrastructure Replacmnt	2,520,820	1,500,000	1,020,820		5,760,784	(5,760,784)	(2,520,820)	4,260,784	(6,781,604)
	Desig- Environ. Health Enhancement		919	(919)		91,403	(91,403)		90,484	(90,484)
	Desig- Envir. Health Displaced Tenants	20,000		20,000		20,000	(20,000)			(40,000)
	Desig- Fire Station 64 Replacement		270,000	(270,000)			-		(270,000)	270,000
	Desig- Road Improvements	400,000		400,000	400,000		400,000			-
	Desig- KC Museum Capital Project		750,000	(750,000)			-			750,000
	Desig-KMC Working Capital	14,617,058		14,617,058		6,000,000	(6,000,000)	(14,617,058)	6,000,000	(20,617,058)
	Desig-Info Technology Projects	192,657		192,657			-	(192,657)		(192,657)
	Desig- Jail Operations	6,000,000		6,000,000			-	(6,000,000)		(6,000,000)
	Desig-Westarz EOA	101,705		101,705			-	(101,705)		(101,705)
	Desig-Lost Hills EOA	125,000		125,000			-	(125,000)		(125,000)
	Contingencies and Reserves Subtotal:	\$34,035,563	\$4,344,948	\$29,690,615	\$15,775,607	\$18,397,641	(\$2,622,034)	(\$18,239,956)	\$14,782,693	(\$32,312,649)
TOTAL COUNTYWIDE ALLOCATED COSTS:		\$879,830,813	\$428,698,768	\$451,132,045	\$787,146,775	\$411,926,509	\$375,220,266	(\$92,664,038)	(\$16,042,259)	(\$75,911,779)

The General Fund Department subtotal from the previous page shows a reduction in Net County Cost of \$43.6 million. The primary cause of this decrease is associated with a 5% reduction of NCC allocation to departments from FY 2015-16 totaling \$15.3 million and a one-time \$14 million allocation to the Contribution for Human Services last fiscal year. Another significant decrease of nearly \$6.2 million is the allocation to Kern Medical Center for operations as a result of the transfer of the hospital to a Hospital Authority. The remaining amount of \$8.1 million is primarily associated with a \$13 million reduction in allocation to Major Maintenance projects offset by an increase in allocation for a Contribution to the Fire Fund for fire protection services.

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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 2015-16 Adopted Budget	FY 2015-16 Approved Contributions/(Uses)	FY 2015-16 Adjusted Budget	FY 2016-17 Recommended Budget
Mandatory Contingencies (1% of Locally Funded Appropriation)	\$ 4,000,000	\$ (1,041,382)	\$ 2,958,618	\$ 4,000,000
Uncertainties Contingencies	500,000	(500,000)	-	500,000
Other Specific Purpose Contingencies	3,270,110	(2,683,219)	586,891	4,875,607
Total Contingencies	\$ 7,770,110	\$ (4,224,601)	\$ 3,545,509	\$ 9,375,607

FY 2016-17 1% Locally Funded Appropriation for Contingencies

The base allocation to the 1% Locally Funded Appropriation for Contingencies is \$3,335,665, based on projected locally funded appropriation of \$334 million. The amount budgeted for FY 2016-17 is \$4,000,000.

FY 2016-17 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 2016-17 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes \$4,875,607 in the following specific set asides:

- \$200,000 for Animal Services for spay/neuter activities
- \$4,000,000 for potential uninsured litigation costs
- \$675,607 for potential cost coverage to maintain Fire Station 13 open all year

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	6/30/2015	Approved FY 2015-16		6/30/2016	Recommended FY 2016-17		6/30/2017	
	Ending Balance	Contributions	Uses	Ending Balance	Contributions	Uses	Estimated Balance	
Reserve - General Purpose	2134	\$ 40,000,000		\$ 40,000,000			\$ 40,000,000	
Reserve - Tax Litigation	2136	5,579,614	1,045,146	6,624,760		(1,000,000)	5,624,760	
Designation - DHS Working Capital	2150	16,452,848	4,000,000	20,452,848	6,000,000		26,452,848	
Designation - East Kern Revitalization Area	2152	352,289	1,139,668	(78,761)	1,413,196	(670,000)	743,196	
Designation - Countywide Blight Remediation	2153	872,000	328,000	(490,000)	710,000		710,000	
Designation - Retirement	2155	18,868,598		(1,255,268)	17,613,330	(4,855,454)	12,757,876	
Designation - Infrastructure Replacement (Wind)	2156	13,922,895	2,520,820	(1,500,000)	14,943,715	(5,760,784)	9,182,931	
Designation - Environmental Health Enhanceme	2157	92,322		(919)	91,403	(91,403)	-	
Designation - Environ. Health Displaced Tenant	2160	-	20,000		20,000	(20,000)	-	
Designation - Fire Station 64 Replacement	2166	625,000		(270,000)	355,000		355,000	
Designation - Road Improvements	2170		400,000		400,000	400,000	800,000	
Designation - KC Museum Capital Project	2171	750,000		(750,000)	-		-	
Designation - Lost Hills (EOA)	2175		125,000		125,000		125,000	
Designation - KMC Working Capital	2178	30,206,012	14,617,058		44,823,070	(6,000,000)	38,823,070	
Designation - Information Technology Projects	2179		192,657		192,657		192,657	
Designation - Sheriff's Aircraft	2180	1,193,375			1,193,375		1,193,375	
Designation - WESTARZ (EOA)	2181	46,000	101,705		147,705		147,705	
Designation - Jail Operations	2182	1,500,000	6,000,000		7,500,000		7,500,000	
TOTAL		\$130,460,953	\$30,490,054	\$(4,344,948)	\$ 156,606,059	\$ 6,400,000	\$(18,397,641)	\$ 144,608,418

FY 2015-16 Contributions

The County's reserve policy requires a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2015-16, the balance in the General Purpose reserve was 10.74% of locally funded appropriation. As the target was met, no contributions to this account were recommended. The Tax Litigation reserve balance of \$6.6 million at June 30, 2016 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:

- \$4,000,000 contribution to the Department of Human Services (DHS) Working Capital designation to support increased cashflow advances to the department.
- \$1,139,668 contribution to the Eastern Kern Revitalization Area designation from wind energy property tax increment for the Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ) program.
- \$328,000 contribution to the Countywide Blight Remediation designation from wind energy property tax increment to address blight and the associated problems that are a result of deteriorated and abandoned properties.

- \$2.5 million contribution to the Infrastructure Replacement designation for continued set aside of 50% of property tax increment from wind energy properties.
- \$20,000 contribution to the Environmental Health Displaced Tenants designation to set aside settlement funds for the purpose of assisting tenants displaced as a result of enforcement actions.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$125,000 contribution for the Lost Hills Economic Opportunity Area designation for the property tax increment generated in this area.
- \$14.6 million contribution to the KMC Working Capital designation to assist with cashflow shortfalls due to the timing of collections.
- \$192,657 contribution to the Information Technology Projects designation for the purchase of equipment
- \$101,705 contribution for the WESTARZ Economic Opportunity Area designation for the property tax increment generated in this area.
- \$6 million contribution for the Jail Operations designation for the first of five year plan to set aside 1.4% in Net General Fund Cost to fund the new jail operations in FY 2017-18.

FY 2015-16 Uses

- \$78,761 use of the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$490,000 use of the Countywide Blight Remediation designation for “clean-up” projects approved by the Board of Supervisors.
- \$1.26 million use of the Retirement designation to offset pension costs for departments.
- \$1.5 million use of the Infrastructure Replacement designation for costs associated with the ITS Building.
- \$919 use of Environmental Health Enhancement designation for the department’s operations budget in FY 2015-16.
- \$270,000 use of the Fire Station 64 replacement designation for the purchase of land for the future station.
- \$750,000 use of the Kern County Museum designation to fund major maintenance projects.

FY 2016-17 Recommended Contributions and Uses

For FY 2016-17, the balance of the General Purpose reserve is \$40,000,000, or 11.99% of locally funded appropriation of \$333,566,515. No contribution to the General Purpose reserve is recommended. The recommended budget also includes:

- \$6 million contribution to the DHS Working Capital designation to support increased cashflow advances to the department that ranges between \$25-50 million annually.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.

- \$1 million use of the Tax Litigation Reserve to adjust the balance to 10% of the contingent liability at June 30, 2015 related to property assessment appeals.
- \$670,000 use of the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$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.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$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.

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
Reserve - General Purpose	2134	\$ 37,201,795	\$ 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
Designation - Human Services	2150	12,354,000	15,454,000	15,454,000	16,452,848	20,452,848	26,452,848
Designation - East Kern Revitalization Area	2152			751,307	352,289	1,413,196	743,196
Designation - Countywide Blight Remediation	2153				872,000	710,000	710,000
Designation - Retirement	2155	12,361,854	14,587,478	8,087,478	18,868,598	17,613,330	12,757,876
Designation - Infrastructure Replacement (Wind)	2156	6,000,000	6,300,000	4,977,208	13,922,895	14,943,715	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
Designation - Road Improvements (Laidlaw)	2170					400,000	800,000
Designation - KC Museum Capital Project	2171		750,000	750,000	750,000	-	-
Designation - Lost Hills (EOA)	2175					125,000	125,000
Designation - KMC Working Capital	2178		6,000,000	695,484	30,206,012	44,823,070	38,823,070
Designation - Information Technology Projects	2179	250,000	366,319	366,319		192,657	192,657
Designation - Sheriff's Aircraft	2180	977,207	977,207	836,966	1,193,375	1,193,375	1,193,375
Designation - WESTARZ (EOA)	2181				46,000	147,705	147,705
Designation - Jail Operations	2182				1,500,000	7,500,000	7,500,000
TOTAL		\$ 73,224,470	\$ 94,863,562	\$ 77,759,040	\$ 130,460,953	\$ 156,606,059	\$ 144,608,418

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Long-term Financial Planning

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

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

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

Significant Issues Impacting the General Fund

The General Fund's spending flexibility is hindered by limited resources at the same time that impending significant costs must be incurred. Most significant is the reduction of property tax revenue resulting from the decline of the price per barrel of oil, which is one of the chief factors used to assess the value of oil and gas properties. The Assessor used a Kern Crude price per barrel for FY 2016-17 of \$35, which is \$19 less than FY 2015-16. Over a two year period, the price per barrel has reduced from \$99 to \$35 in FY 2016-17 which is a \$64 decline. The final assessment roll reflects a 34% reduction in the assessment of oil and gas properties, which equates to a \$29.4 million reduction in property tax revenue from FY 2015-16. Adjusted for losses in other sources, the net discretionary revenue impact for the General Fund for FY 2016-17 is estimated at a decline of \$38.8 million. It is not anticipated that the market price per barrel will return to its previous level anytime soon, if at all.

The County's Structural Fire Fund is also contending with a significant loss of property tax revenue resulting in a \$17.5 million budget deficit to be mitigated. To preserve service levels, the General Fund is contributing \$7.8 million in FY 2016-17. The Fire Department will be implementing a four-year deficit mitigation plan to phase-in cost reductions that will require a General Fund contribution up to \$9 million annually for the next three years. It is anticipated this limited term contribution will be supported through the use of reserves and fund balance carry-forward of the General Fund.

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%, the General Fund experienced a \$13 million retirement cost increase. In FY 2016-17, as part of the four-year deficit mitigation plan, the General Fund is covering the increase in retirement cost for the Fire Fund. Retirement cost are anticipated to increase in future years due to amortization of the unfunded actuarial accrued liability and market losses incurred by the County's pension system. 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 General Fund is responsible for a portion of the direct aid payments distributed through the Department of Human Services – Direct Aid Fund. Escalating foster care and adoption caseloads have resulted in budget increases of nearly \$8 million that is expected to be an ongoing cost for the County and is contributing to the General Fund's projected budget deficit.

The County Road Fund is challenged with the loss of Highway Users Tax Account (HUTA) gas taxes of nearly \$9 million annually. The fund is using a portion of fund balance to for operations, but anticipates the need for General Fund assistance to provide minimum required road maintenance in FY 2017-18.

Staffing for the AB900 financed new jail facility will require a minimum of \$5 million in funding beginning FY 2017-18. The State granted the County a \$100 million conditional award for the construction of a new type II jail facility under the Assembly Bill 900. The conditional award requires the County to staff and operate the new facility. Specifically, AB900 program requires the County's commitment to staff and operate the new facility in accordance to the State standards within 90 days of construction completion and agreement to operate the facility at least until the state bonds are repaid. The level of staffing needed upon opening will be determined by the number and classification of inmates in the facility at the time. The commitment to operate and staff the facility is memorialized both in the staffing plan approved by the Board February 4, 2014, and in the Jail Construction Agreement. The current approved staffing plan, calls for staffing an increase in beds with resulting General Fund operating costs estimated at \$20.5 million annually expected to conservatively grow as much as \$40 million annually over the next twenty years. The Kern County Sheriff has indicated to the Board of Supervisors that staff from the current facility can be transferred to the new facility upon opening thereby minimizing the operation costs. A minimum of \$5 million is estimated to be needed to fund the cost of medical and mental health services at the new facility.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS
FISCAL YEARS 2016-17 THROUGH 2020-21

	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
<u>Ongoing Revenue Sources:</u>					
Discretionary Revenue	(\$38,849,726)	\$594,143	\$878,794	\$3,582,787	\$3,629,095
Total Ongoing Revenue Change	(\$38,849,726)	\$594,143	\$878,794	\$3,582,787	\$3,629,095
<u>Ongoing Cost Changes:</u>					
Retirement with Pension Obligation Bonds	(\$3,541,587)	(\$2,829,987)	(\$722,836)	(\$1,771,284)	(\$3,135,798)
Use of One-time for ongoing mitigation		(23,983,668)	(18,109,756)	(8,976,899)	
Reduction in KMC Operations	6,343,001				
Increase in Direct Aid Entitlements	(8,429,985)				
Increase in Road Maintenance		(5,000,000)			
Staffing New Jail Facility		(5,000,000)			
Total Change in Costs	(\$5,628,571)	(\$36,813,655)	(\$18,832,592)	(\$10,748,183)	(\$3,135,798)
Annual (Deficit)/Surplus	(\$44,478,297)	(\$36,219,512)	(\$17,953,798)	(\$7,165,396)	\$493,296
<u>Ongoing Mitigation:</u>					
Fund Balance Carry-forward for operations	\$ 23,563,180				
Use of Reserves/Designations for operations	5,581,200				
Net Department Adjustments	15,333,917				
Percent of Net County Cost Reduction	5%				
Estimated Net Annual (Deficit)/Surplus	\$0	(\$36,219,512)	(\$17,953,798)	(\$7,165,396)	\$493,296

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 2016-17, the Annual (Deficit) of \$44.5 million is resolved through the use of fund balance carry-forward at June 30, 2016, use of reserves and designations and a net department NGFC adjustment of \$15.3 million, or 5.0%. 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 2016-17 and forward is the retirement and Pension Obligation Bonds costs related to the Fire Department. The Board of Supervisors approved a fiscal strategy in January 2015 for pension cost escalation for specifically General Fund departments. Retirement costs may significantly decline in FY 2022-23 which will alleviate the budgetary pressure for departments. The Fire Department's pension costs increased \$3.988 million in FY 2015-16 and is contributing to the department's budget deficit. As part of a four-year deficit mitigation plan for the Fire Fund, the General Fund is anticipated to cover the

pension escalation similar to that of the General Fund departments. Another cost increase anticipated for FY 2016-17, is the increase in caseloads for foster care and adoptions resulting in higher direct aid costs.

A significant portion of the \$44.5 million deficit for FY 2016-17 is resolved through the use of one-time fund balance carry-forward and the use of reserves and designations. 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 deficit of \$44.5 million for the General Fund and \$17.5 million for the Fire Fund would require an across the board 15% Net County Cost cut to General Fund departments and 7.2% cut to the Fire Department. The substantial magnitude of service level impacts to the public at these levels would be felt throughout the County.

The County Administrative Office proposed a fiscal plan to phase-in these reductions 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 proposed 15% reduction for the General Fund is assuming that all departments share equally in the allocation. 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 reserves that have been carefully set aside over that past several years will have to be significantly reduced. The purposes for which they were set aside would no longer be available in subsequent fiscal years. Additionally, the County would need to rely heavily on the use of fund balance carry forward at the end of each year to support operations 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 expense information. The first year of the plan proposes a 5% Net County Cost reduction for General Fund departments and 1.7% budget reduction for the Fire Department.

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'. The Board of Supervisors approved the four year deficit mitigation plan on June 21, 2016 as part of the FY 2016-17 Preliminary Recommended Budget proposal.

In FY 2017-18, the County anticipates funding the staff necessary to operate a new jail facility. The staffing costs for medical and mental health services is estimated at \$5 million. It is also anticipated that the County Road Fund will require fiscal support of road maintenance of at least \$5 million. The most significant cost, however, is the carry forward of deficit mitigation from FY 2016-17.

Table 2 below 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 for both funds. General Fund reserves are anticipated to fund \$16.3 million in operational costs for the General Fund and up to \$28.1 million for the Fire Fund. Use of fund balance carry forward for the General Fund over four years is nearly \$37 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 - PROPOSED 4-YEAR FISCAL DEFICIT MITIGATION PLAN

	Estimated				Totals
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	
General Fund NGFC Reductions	-5%	-5.5%	-2.7%	-2.2%	-15%
Reduction of Net County Cost	\$ 15,333,917	\$ 18,274,390	\$ 9,058,507	\$ 7,165,396	\$ 49,832,210
Use of Fund Balance Carry-forward	23,563,180	8,972,561	4,447,646		36,983,387
Other Reserves/Designations	5,581,200	8,972,561	4,447,646		16,345,648
Estimated Net Annual Deficit	\$ 44,478,297	\$ 36,219,512	\$ 17,953,798	\$ 7,165,396	
Fire Department Budget Reductions	1.7%	3.4%	1.5%	0.6%	7.2%
Ongoing Reductions	\$ 3,453,970	\$ 5,023,182	\$ 2,257,949	\$ 1,018,551	\$ 11,753,652
Use of Fund Balance Carry-forward	323,043				
New Revenue Source	500,000				
Use of Reserves/Designations	5,658,180				
Contribution from General Fund	7,842,978	9,012,115	6,246,882	5,007,484	28,109,459
Estimated Net Annual Deficit	\$ 17,778,171	\$ 14,035,297	\$ 8,504,831	\$ 6,026,035	

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 2016-17 Recommended Budget funds \$12 million in increased significant ongoing costs that are included in the County fiscal plan.

Significant Ongoing Costs Identified to be Funded

Pension Costs	<u>Ongoing Costs</u>
	\$3,541,587
Foster-Care and Adoption Direct Aid Entitlements	<u>8,429,985</u>
Significant Ongoing Costs in FY 2016-17 Recommended Budget	\$11,971,572

\$3.5 million for Pension Escalation

In January 2015, the Board of Supervisors approved a fiscal strategy to cover 60% of pension escalation for General Fund departments beginning in FY 2015-16 as part of a long-term fiscal plan. The pension costs are ongoing through FY 2021-22 and are funded through a calculated allocation of Net County Cost to departments. The use of Discretionary General Funding to cover these costs will enable the departments to continue to provide necessary public services to the residents of the County. For FY 2016-17, the General Fund will cover the pension escalation of the Fire Fund in the amount of \$3.988 million.

\$8.4 million for Foster-Care and Adoption Direct Aid Increase

The Department of Human Services projects an increase in the General Fund's share of direct aid payments for foster care and adoption cases of at least \$8.4 million.

ONE-TIME NEEDS

The FY 2016-17 Recommended Budget funds nearly \$41 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	\$6,358,108
Deficit Mitigation Plan Use of Fund Balance Carry-forward	23,563,180
Deficit Mitigation Plan Use of Reserves/Designations	5,581,200
Other Specific Purpose Contingencies	<u>4,875,607</u>
Significant One-time Costs in FY 2016-17 Recommended Budget	\$40,378,095

\$6.4 million for Major Maintenance Projects

The recommended budget includes 23 major maintenance projects totaling \$6.4 million. Costs cover various painting, paving, roofing and HVAC projects that were deemed most critical by General Services staff. Several projects have revenue sources resulting in a Net County Cost of \$277,999 for all new projects in FY 2016-17.

\$23.6 million Use of Fund Balance Carry-forward for Deficit Mitigation

The Four-Year Deficit Mitigation Plan for the General and Fire funds requires the use of one-time fund balance carry-forward to balance the FY 2016-17 budgets. The use of fund balance carry-forward for operations will decline each year over the next three years until the deficit is fully mitigated through Net County Cost reductions.

\$5.6 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 2016-17 budgets. The use of reserves for operations will decline each year over the next three years until the deficit is fully mitigated through Net County Cost reductions.



\$4.9 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:

- \$200,000 for Animal Services for potential spay/neuter activities
- \$4 million for potential uninsured litigation costs
- \$675,607 for potential coverage of costs to open Fire Station 13 all year if the Fire Fund is unable to identify resources

FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in FY 2016-17, 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

	One-time
Designation - DHS Working Capital	\$6,000,000
Designation - Road Improvements	400,000
Additional One-time Set Aside in FY 2016-17 Recommended Budget	\$6,400,000

\$6 million one-time for Department of Human Services (DHS) Working Capital

The General Fund maintains a designation for working capital for a cash advance to the Department of Human Services due to time lags occurring for the receipt of State and federal revenue. The cash advance for this department has escalated up to \$50 million throughout the fiscal year. With this set aside, the balance of the designation will be \$26.4 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.



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County Debt Policy

The Board of Supervisors has approved policies that address the issuance of debt. These policies guide the management and administration of the County's portfolio of long-term debt. The policies require, in general, that:

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

More specifically, the policies include the following elements:

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

Cash Funded Projects

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

- The cash funding of a major upgrade to the water and wastewater treatment facility at the Lerdo Jail complex. The anticipated cost of the project is \$20.5 million.
- The cash funding of several land acquisitions and design costs for the replacement of Fire stations in Lake Isabella.
- The cash funding of \$6 million for the acquisition and renovation of a new administrative building for the Department of Mental Health Services.

Significant FY 2015-16 Debt Related Actions

The County did not issue any long-term debt during FY 2015-16.

County Long-Term Debt

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

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

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

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

As of June 30, 2016, the County's long-term obligations include debt issued to finance or partially finance the following projects:

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

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

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		
2017	7,652,245	28,152,755	13,235,000	6,993,890	2,092,500	2,535,000	4,401,685	1,935,000	262,125		67,260,200	2017
2018	7,573,950	30,686,050	15,125,000	6,353,521	2,092,500	2,635,000	4,301,454	1,460,000	177,250		70,404,725	2018
2019	7,511,947	33,463,053	17,185,000	5,591,626	2,092,500	2,745,000	4,192,138	1,535,000	102,375		74,418,639	2019
2020	7,495,928	36,564,072	19,435,000	4,786,376	2,092,500	2,870,000	4,072,741	1,600,000	32,000		78,948,617	2020
2021	7,544,774	40,240,226	21,855,000	3,690,622	2,092,500	2,995,000	3,942,573				82,360,695	2021
2022	4,144,601	24,140,399	24,455,000	2,560,658	2,092,500	3,140,000	3,800,610				64,333,768	2022
2023			27,245,000	1,299,178	2,092,500	3,295,000	3,643,660				37,575,338	2023
2024			18,468,431	11,223,769	2,092,500	3,470,000	3,474,535				38,729,235	2024
2025			9,848,899	21,481,101	2,092,500	3,645,000	3,292,104				40,359,604	2025
2026			9,810,901	23,219,099	2,092,500	3,850,000	3,095,360				42,067,860	2026
2027			6,488,836	16,747,909	11,885,000	1,678,011	4,055,000	2,887,854			43,742,609	2027
2028					38,115,000	265,852	4,270,000	2,668,255			45,319,107	2028
2029							4,510,000	2,431,075			6,941,075	2029
2030							4,765,000	2,176,013			6,941,013	2030
2031							5,045,000	1,899,931			6,944,931	2031
2032							5,340,000	1,601,363			6,941,363	2032
2033							5,655,000	1,284,675			6,939,675	2033
2034							5,995,000	945,419			6,940,419	2034
2035							6,355,000	582,644			6,937,644	2035
2036							6,740,000	197,981			6,937,981	2036
Totals	\$41,923,443	\$193,246,557	\$183,152,067	\$103,947,749	\$50,000,000	\$22,868,863	\$83,910,000	\$54,892,068	\$6,530,000	\$573,750	\$741,044,497	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 53.1% of the pension obligation bonds debt service is allocated to General Fund departments.

The 2009 Certificates of Participation are budgeted in the Debt Service Section of this budget book in the Debt Service budget. The debt service for the 2011 Refunding Certificates of Participation is allocated to the Fire Fund, 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	Certificates of Participation		Private Placement Obligation		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	2011 Solid Waste Refunding		2011 Airport Terminal Refunding			
	Principal	Interest	Principal	Interest		
2017	1,955,000	31,769	760,000	174,944	2,921,713	2017
2018			785,000	151,305	936,305	2018
2019			810,000	126,973	936,973	2019
2020			835,000	101,871	936,871	2020
2021			865,000	75,845	940,845	2021
2022			890,000	49,049	939,049	2022
2023			925,000	14,245	939,245	2023
Totals	\$1,955,000	\$31,769	\$5,870,000	\$694,232	\$8,551,001	Totals

Debt Service Budget Information

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

Other Long-Term Debt

The County has an outstanding principal amount of \$3,149,360 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 \$468,227 in FY 2016-17. 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 \$110,970 in FY 2016-17. 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, 2016 was \$4,568,006. Annual debt service on this obligation is \$493,324 in FY 2016-17 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 \$9,510,000 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, 2016 of those lease obligations is \$5,476,803. 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 2016-17 Recommended Budget reflects an offset of \$4.8 million to departments to mitigate the portion of the debt service that is included in their budgets. This offset is intended to mitigate service level impacts identified as a result of the reduction in net general fund cost.

In aggregate, current required debt service expenditures remain relatively level (increasing less than 6% per year) for all fiscal years through 2020-21 and then drop significantly in fiscal year 2021-22 when the 1995 pension obligation bond is paid off. The County will see a significant decline in FY 2028-29 when all pension obligation bonds are paid off.

Legal Debt Limit

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

<u>Fiscal Year</u>	<u>Assessed Valuation</u>	<u>Legal Debt Limit</u>	<u>Bonded Debt</u>	<u>Legal Debt Margin</u>
2015-16	\$ 89,243,661,763	\$ 4,462,183,088	\$ -	\$ 4,462,183,088

Source: Auditor-Controller

California Government Code

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

County Code

Title 2. Chapter 2.12:

Section 2.12.010

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

Section 2.12.020

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

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



- Manage the County's capital and major maintenance projects and financing programs. Coordinate facilities and office space planning activities, and supervise the general services division's activities related to the County's compliance with the federal Americans with Disabilities Act;
- Conduct analyses of public policy issues and local governmental jurisdictional changes, and advise the Board concerning same. Coordinate intergovernmental relations activities with cities, special districts, other counties, and other agencies;
- Manage the County's 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;
- Manage the functions and activities of the economic and workforce development 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 to advise and assist the Board. Perform specific work and undertake such studies as may be assigned by the Board. Undertake and be responsible for the administration and supervision of any governmental function or county department upon order of the Board of Supervisors. Report to and be directly responsible to the Board for the overall performance of his or her duties, functions, authority and relationship with other departments; and
- Provide the direct administrative management for the clerk of the board of supervisors.

Section 2.12.030

It shall be the duty of all employees of the County, and the head of every department, institution, service, board or commission of the County to cooperate with the County Administrative Officer and to assist the County Administrative Officer in the performance of his or her duties and

responsibilities. Any records deemed necessary to enable performance of the County Administrative Officer's duties must be made available, unless the records or documents are confidential and not open to inspection by the County Administrative Officer under the laws of the State of California.

Section 2.12.040

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

Basis of Accounting

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

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

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

Basis of Budgeting

Governmental Funds:

An operating budget is adopted each fiscal year for the 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 2016-17 budget, the following County policies were considered:

Budgeting Policy

State law, the County Budget Act (Government Code 29000), as well as County ordinances, policies and procedures dictate numerous conditions and requirements for budget preparation. The County operates on a Fiscal Year (FY) that begins July 1 and ends on June 30 of the following calendar year. By law, the Board of Supervisors must approve a recommended budget before June 30 to authorize any spending until a final budget is adopted. The final budget, including any revisions directed by the Board as a result of public hearings, is typically adopted in late August. Once adopted by the Board, a final budget document is prepared by the Office of the Auditor-Controller. The objective of the County's budgeting guidelines is to help ensure the County has adequate resources to meet its basic financial obligations, and to serve as a vehicle to help the County achieve financial continuity and stability. Practically speaking, the County's budgetary guidelines create a standardized methodology for departments to follow when preparing budget plans for the Board of Supervisors' approval.

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

Budget Cycle

Mid April

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

Mid May

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

Mid June

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

Late June

Assessor files assessment roll.

Early July

Auditor-Controller reports County fund balances available as of June 30 to Board of Supervisors and County Administrative Office (not later than Tuesday after 14th working day in July).

Early July

The General Services Division forwards priced and prioritized copies of capital projects and major maintenance proposals to the County Administrative Office. County Administrative Office sends departments updated lists of capital projects, which are to be returned to the County Administrative Office with departments' desired priorities by mid July, and priced copies of major maintenance project proposals for inclusion in the recommended budget.

Early July

Departments provide updated performance measures with final data to the County Administrative Office to be included in the recommended budget.

Mid July

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

Early August

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

Mid/Late August

Board of Supervisors holds Budget Hearings on the County Administrative Office Recommended Budget. After close of Budget Hearings, Board of Supervisors adopts resolutions adopting the regular County budget, budgets for funds not included in regular County budget,

budgets for county service areas and special districts under control of Board, and budgets for Kern County Water Agency and its zones of benefit.

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

Justification of Budget Requests

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

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

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

Use of One-Time Funding Sources

The appropriation of carry-over fund balances and other one-time funding sources must be managed with care. These sources are most appropriately used to fund one-time expenses such as capital expenditures, start-up costs for new programs, or to supplement the general purpose reserve. A goal is to invest one-time monies in a way that increases ongoing revenue and/or reduces ongoing expenses.

The County discourages the use of one-time funds to finance ongoing operational costs, except within the context of a larger plan to balance ongoing revenue and costs over a multi-year period. Such a plan could involve short-term use of one-time funds to preserve essential public services

where longer-term financial forecasts demonstrate the near-term future potential for ongoing revenue to fund those services.

Budget Monitoring

The County Administrative Office provides a mid-year fiscal outlook report to the Board of Supervisors. Departments must annually submit a report detailing the department's projected budgetary outcome for the current fiscal year to the County Administrative Office. The report must use the actual expenditure and revenue data through the period ending December 31.

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

Grant Funding

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

Contingencies

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

1% Locally Funded Appropriation for Contingencies

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

Uncertainties Contingencies

The County maintains a minimum amount of \$500,000 appropriated for other general uncertainties departments may encounter during the fiscal year, such as emergency maintenance projects and other unforeseen circumstances.

Other Specific Purpose Contingencies

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

Fund Balances

Prior to June 30, 2011, the fund balance in the General Fund was classified as Reserved and Unreserved (delineated further as designated and undesignated) for accounting purposes. Reserved fund balance accounted for legally restricted funds established for a future specific use that were not available for general appropriation. Unreserved/designated fund balance represented funds that had been set-aside by the Board of Supervisors for a specific purpose. Unreserved/undesignated fund balance was available for those uses the Board deemed necessary and was typically described as “fund balance available for appropriation” in budget reports.

In February 2009, GASB issued Statement No. 54 Fund Balance Reporting and Governmental Fund Type Definitions. This statement is effective for financial statements with periods beginning after June 15, 2010. Therefore, effective the fiscal year beginning July 1, 2010, the above classifications were replaced with five new categories: nonspendable, restricted, committed, assigned, and unassigned. In addition to the General Fund, Statement No. 54 applies to Special Revenue, Debt Service, Capital Project and Permanent funds as well. The fund balance is now reported in the following five new categories, representing a hierarchy in most restrictive (1) to least restrictive (5):

1. Nonspendable fund balance – amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted fund balance – amounts with constraints placed on the use of the 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. 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 relate staffing costs) is also an important consideration in the evaluation and prioritization of project proposals.
- *Direct Public Benefit and Usage.* Each project, or facility where a project is located, is evaluated to determine the level of direct public benefit gained as a result of the completion of the project. All other categories being equal, priority is given to projects that have a high public usage and/or public benefit, such as County roads and sumps, senior centers and veterans' halls, libraries, and multi-departmental use County buildings. Additionally, the

evaluation process for each project also includes consideration of the project's consistency with and relative merit in facilitating the achievement of the County's Strategic Goals as adopted by the Board of Supervisors.

- *Subventions and Special Funding.* Several County departments are considered "subvented" because the costs of their operations, including capital needs, are primarily reimbursed with state and Federal funding. Special funding from sources other than the General Fund ease typical budgetary deliberations, particularly when external funds are earmarked specifically for capital projects and equipment replacement.

Investment Policy

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

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

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

1. The primary objective of the Treasurer's investment of public funds is to safeguard investment principal;
2. The secondary objective is to maintain sufficient liquidity to insure that funds are available to meet daily cash flow requirements;
3. The third and last consideration is to achieve a reasonable rate of return or yield consistent with these objectives.

The portfolio will maintain an effective duration no greater than 1.5. To provide sufficient liquidity to meet daily expenditure requirements, the portfolio will maintain at least 40% of its total book value in securities having a maturity of one (1) year or less. Investments shall be restricted to those authorized in the CGC and as further restricted by this policy statement, with the exception of certain bond funds in which the Board of Supervisors has specifically authorized



other allowable investments. Repurchase agreements are restricted to primary dealers of the Federal Reserve Bank of New York. All counterparties must sign a PSA Master Repurchase Agreement and for tri-party repurchase agreements a Tri-Party Repurchase Agreement as well before engaging in any repurchase agreement transactions. Collateral for repurchase agreements shall have a market value of at least 102% of the amount invested and must be marked to market by staff or by an independent third-party or custodial bank acting under contract to the County. Collateral for term repurchase agreements should be marked to market on a regular basis. Repurchase agreements are required to be collateralized by securities authorized under Section 53601 et. seq. of the California Government Code.

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

Board of Supervisor – First District

Supervisor: Mick Gleason, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1011

Description of Major Services

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

	Summary of Expenditures and Revenue					
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$439,721	\$480,785	\$454,516	\$471,249	\$471,249	\$474,005
Services and Supplies	45,416	49,687	31,792	36,114	36,114	33,544
Other Financing Uses	0	58,481	0	0	0	69,262
TOTAL EXPENDITURES	\$485,137	\$588,964	\$486,308	\$507,363	\$507,363	\$576,811
REVENUE:						
Miscellaneous	\$87	\$0	\$74	\$0	\$0	\$0
TOTAL REVENUE	\$87	\$0	\$74	\$0	\$0	\$0
Less Available BSI *	\$0	(\$58,481)	\$0	\$0	\$0	(\$69,262)
NET GENERAL FUND COST	\$485,050	\$530,483	\$486,234	\$507,363	\$507,363	\$507,549
BSI Ending Balance *	\$53,465	N/A	\$58,481	N/A	N/A	N/A

* BSI = Budget Savings Incentives

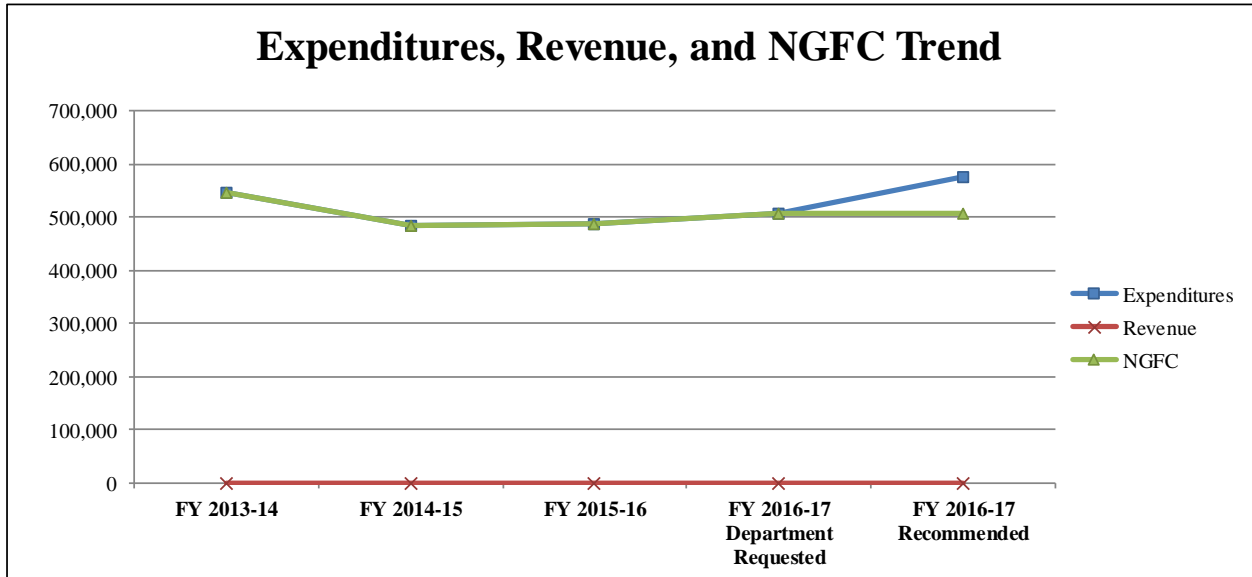
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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 2016-17. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040.

Budget Changes and Operational Impacts

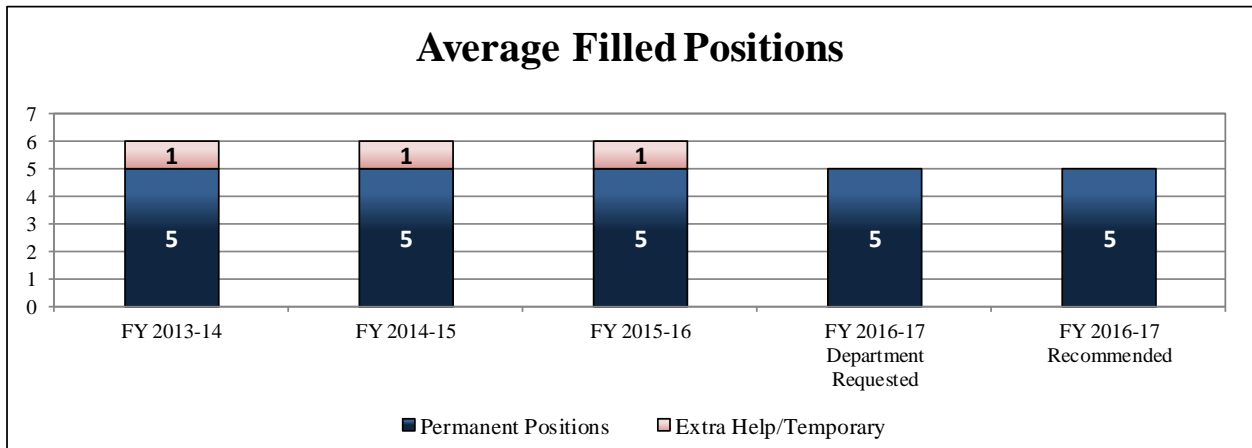
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The department is currently authorized five permanent positions. The recommended budget provides the department with funding for three full-time positions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

the use of one part-time extra help position to absorb the reduction in Net General Fund Cost and does not anticipate the use any of its Budgeted Savings Incentives (BSI).



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	5	5	5	5	5
Extra Help/Temporary	1	1	1	0	0
Total Positions	6	6	6	5	5
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	4	5	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	6	5	6	N/A	N/A
SALARIES & BENEFITS	\$493,680	\$439,721	\$454,516	\$471,249	\$474,005

Summary of Authorized Positions

The department has five authorized permanent positions of which three full-time and two part-time positions have been budgeted to be filled in FY 2016-17 as indicated below.

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

Administration	
<u>Classification</u>	
1	Supervisor
4	Supervisor Field Representative I/II/III/IV/V/VI
5	Requested Total



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Board of Supervisors – Second District

Supervisor: Zack Scrivner, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1012

Description of Major Services

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

	Summary of Expenditures					
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$512,479	\$516,149	\$545,176	\$491,635	\$491,635	\$491,667
Services and Supplies	23,180	16,232	16,306	16,962	16,962	17,115
Other Charges	0	50	0	0	0	0
Other Financing Uses	0	7,482	0	0	0	195
TOTAL EXPENDITURES	\$535,659	\$539,913	\$561,482	\$508,597	\$508,597	\$508,977
Less Available BSI *	\$0	(\$7,482)	\$0	\$0	\$0	(\$195)
NET GENERAL FUND COST	\$535,659	\$532,431	\$561,482	\$508,597	\$508,597	\$508,782
BSI Ending Balance *	\$7,192	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives

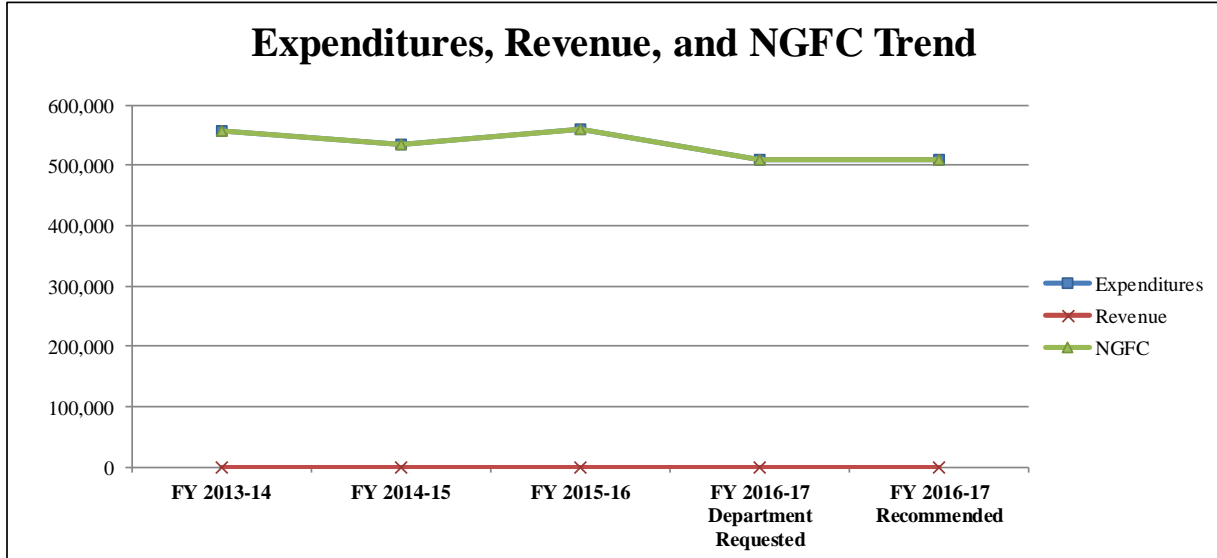
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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 2016-17. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040. The recommended budget requires the department to leave two positions vacant and unfunded and to further identify unspecified salary savings in the amount of approximately \$59,500.

Budget Changes and Operational Impacts

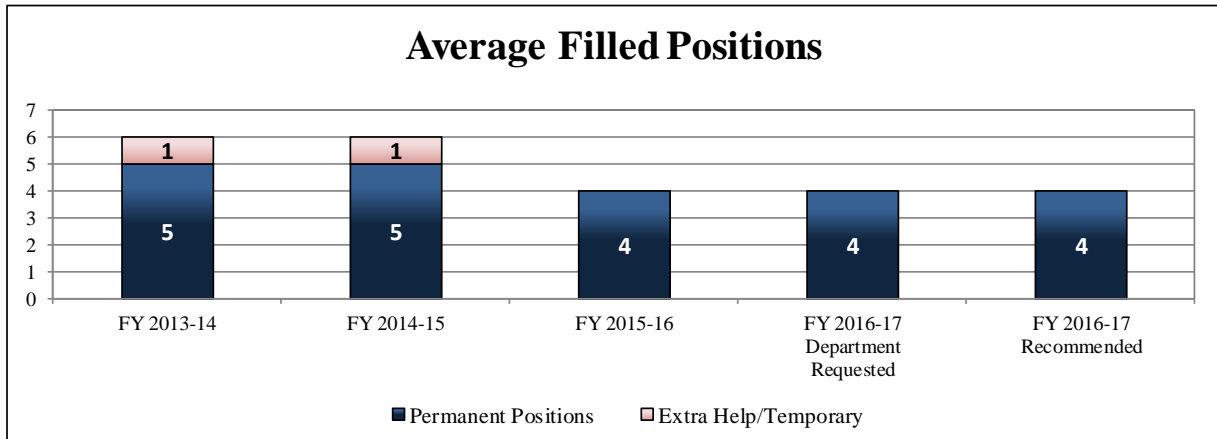
The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for four authorized permanent positions and requires the department

to maintain two positions vacant and unfunded and to further identify unspecified salary savings in the amount of approximately \$59,500 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.



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	5	5	4	4	4
Extra Help/Temporary	1	1	0	0	0
Total Positions	6	6	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	5	5	4	N/A	N/A
SALARIES & BENEFITS	\$534,222	\$512,479	\$545,176	\$491,635	\$491,667

Summary of Authorized Positions

The department has six authorized permanent positions, of which four full-time positions have been budgeted to be filled during FY 2016-17 as indicated below.

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

Administration	
Classification	
1	Supervisor
4	Supervisor Field Representative I/II/III/IV/V/VI
1	Supervisor Field Representative Aide
6	Requested Total



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Board of Supervisors – Third District

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

Function: General Government
 Activity: Legislative and Administrative

Description of Major Services

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

	Summary of Expenditures and Revenue					
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$460,450	\$504,916	\$454,680	\$483,937	\$485,981	\$485,961
Services and Supplies	14,844	24,544	13,816	22,465	22,465	22,671
Other Financing Uses	0	24,066	0	0	0	30,664
TOTAL EXPENDITURES	\$475,294	\$553,785	\$468,496	\$506,402	\$508,446	\$539,296
REVENUE:						
Miscellaneous	\$0	\$0	\$12	\$0	\$0	\$0
TOTAL REVENUE	\$0	\$0	\$12	\$0	\$0	\$0
Less Available BSI *	\$0	(\$24,066)	\$0	\$0	\$0	(\$30,664)
NET GENERAL FUND COST	\$475,294	\$529,719	\$468,484	\$506,402	\$508,446	\$508,632
BSI Ending Balance *	\$20,101	N/A	\$24,066	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

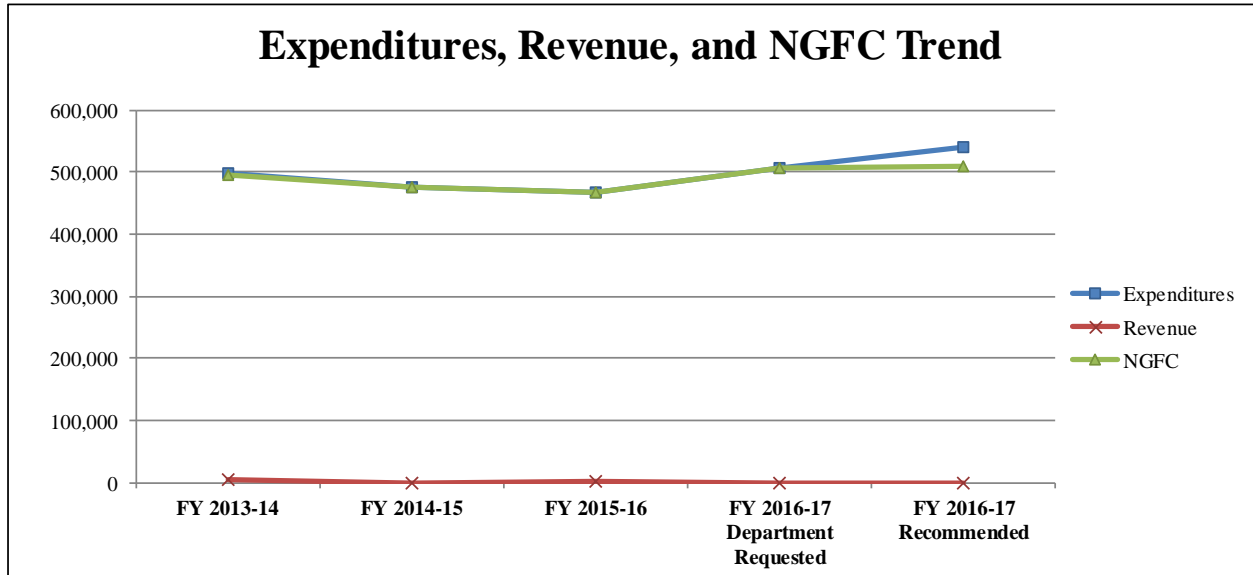
A majority of the expenditures for this budget unit are associated with salaries and benefits. This budget unit is primarily funded by general purpose revenues of the General Fund through an allocation of Net General Fund Cost. There are no major changes in expenditures and revenue expected for the district in FY 2016-17. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040.

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,

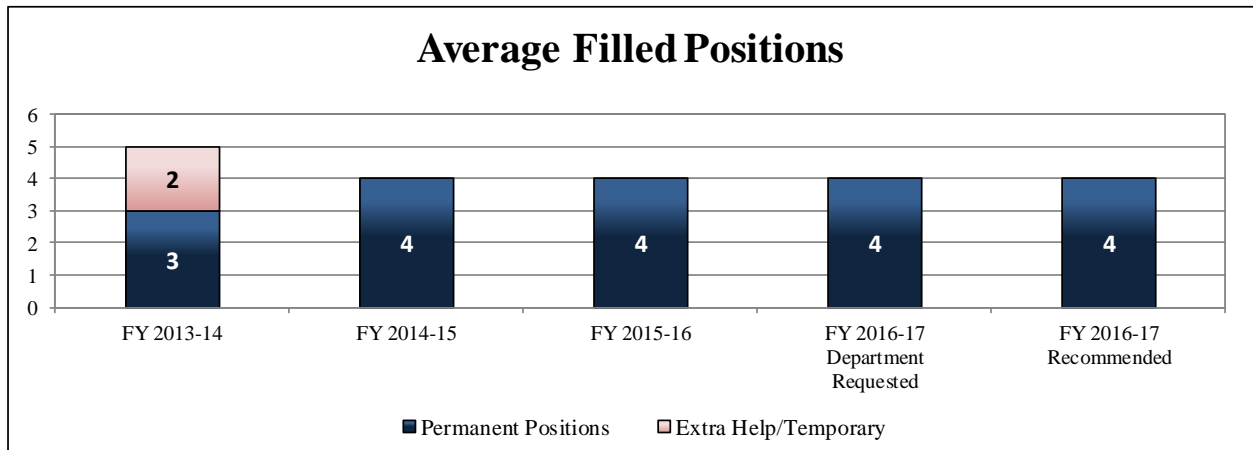


with one of the four being part-time. Services and supplies remain relatively flat. The department is able to absorb the Net General Fund Cost reduction with no service level impacts.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
	FY 2016-17				
AVERAGE FILLED POSITIONS					
Permanent Positions	3	4	4	4	4
Extra Help/Temporary	2	0	0	0	0
Total Positions	5	4	4	4	4
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	\$481,226	\$460,450	\$454,680	\$483,937	\$485,961

Summary of Authorized Positions

As indicated below, the department has four authorized permanent positions, of which three will be funded as full-time and one as part-time during FY 2016-17.

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

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



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Board of Supervisors – Fourth District

Supervisor: David Couch, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1014

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$494,220	\$514,418	\$528,149	\$492,118	\$492,118	\$492,671
Services and Supplies	22,134	17,281	15,528	16,976	16,976	16,607
Other Financing Uses	0	63,900	0	0	0	45,386
TOTAL EXPENDITURES	\$516,354	\$595,918	\$543,677	\$509,094	\$509,094	\$554,664
Less Available BSI *	\$0	(\$63,900)	\$0	\$0	\$0	(\$45,386)
NET GENERAL FUND COST	\$516,354	\$532,018	\$543,677	\$509,094	\$509,094	\$509,278
BSI Ending Balance *	\$62,594	N/A	\$44,335	N/A	N/A	N/A

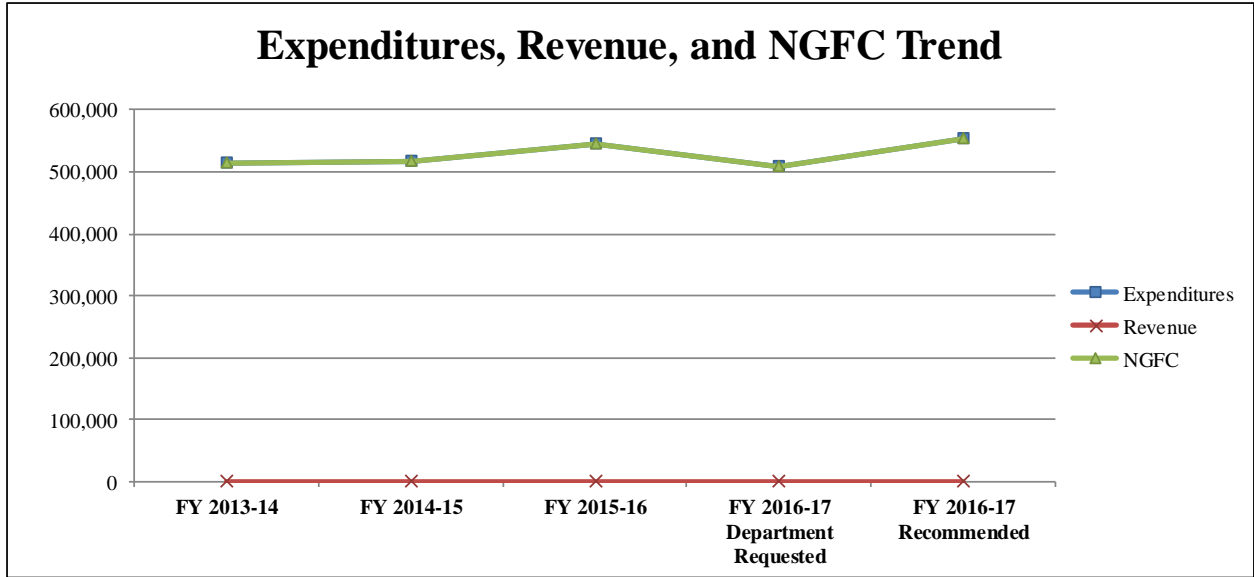
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2016-17 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 2016-17. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040.

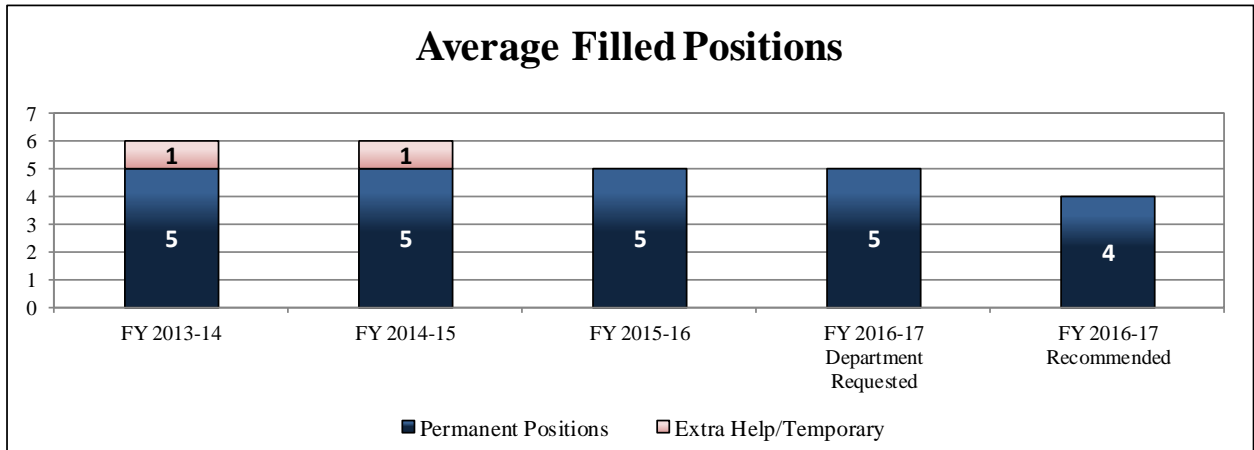
Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides the department with funding for five authorized positions, of which two are part-time positions. Services and supplies remain relatively flat. The recommended budget requires the department to use approximately \$55,134 in Budget Savings Incentive (BSI) credits 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 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	5	5	5	5	4
Extra Help/Temporary	1	1	0	0	0
Total Positions	6	6	5	5	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	5	5	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	6	5	5	N/A	N/A
SALARIES & BENEFITS	\$494,287	\$494,220	\$528,149	\$492,118	\$492,671

Summary of Authorized Positions

The department has six authorized permanent positions, of which five have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	(1)	5	4	1	5
Total	6	0	(1)	5	4	1	5

Administration	
Classification	
1	Supervisor
5	Supervisor Field Representative I/II/III/IV/V/VI
6	Current Total
Additions/Deletions	
(1)	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 each Tuesday, 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, and participation in organizations at the local, regional, State, and federal levels.

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$448,214	\$495,207	\$453,478	\$477,019	\$477,019	\$482,967
Services and Supplies	23,770	36,218	19,035	29,383	29,383	23,583
Other Financing Uses	0	8,786	0	0	0	19,156
TOTAL EXPENDITURES	\$471,984	\$540,261	\$472,513	\$506,402	\$506,402	\$525,706
Less Available BSI *	\$0	(\$8,786)	\$0	\$0	\$0	(\$19,156)
NET GENERAL FUND COST	\$471,984	\$531,475	\$472,452	\$506,402	\$506,402	\$506,550
BSI Ending Balance *	\$5,733	N/A	\$8,786	N/A	N/A	N/A

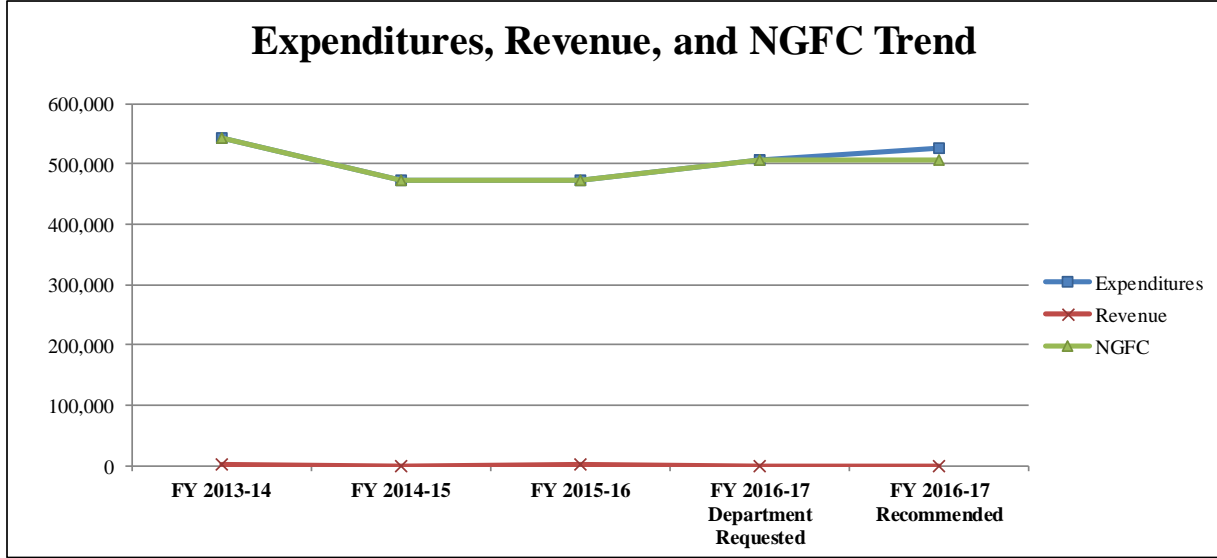
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 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 2016-17. Due to geographic variances in district size the travel costs will be captured in Special Services, budget unit 1040.

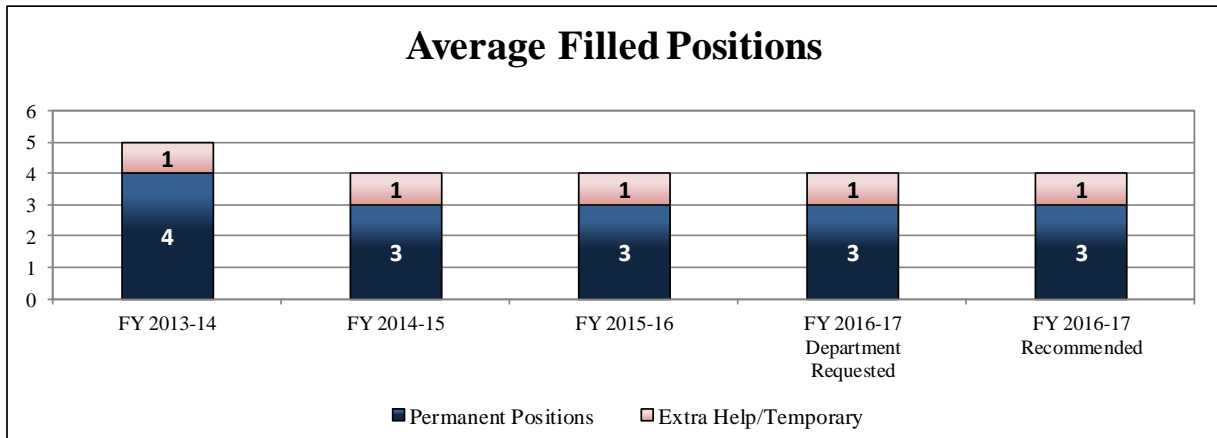
Budget Changes and Operational Impacts

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



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	4	3	3	3	3
Extra Help/Temporary	1	1	1	1	1
Total Positions	5	4	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	3	3	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	5	4	4	N/A	N/A
SALARIES & BENEFITS	\$523,777	\$448,214	\$453,478	\$477,019	\$482,967



Summary of Authorized Positions

The department has four authorized permanent positions, of which three have been budgeted to be filled during FY 2016-17 as indicated below.

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

Administration

Classification

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

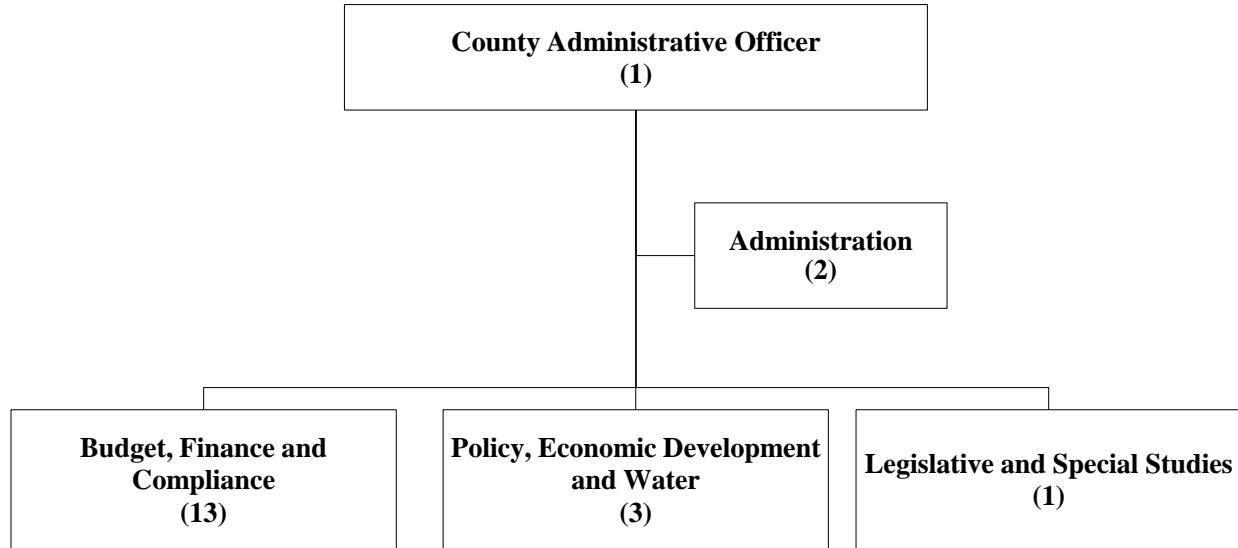
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Mission Statement

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 2014-15 and 2015-16 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 2014-15.
- Secured an extremely low true interest rate of 0.31605% (31 basis points) as well as a "SP-1+" rating from Standard & Poor's for the County's 2015-16 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.
- Presented the Board with and assisted in the implementation of the reorganizations of Public Works and Human Resources. Also implemented the reorganizational opportunities for Employers' Training Resource and Board of Trade.



County Administrative Office

Department Head: John Nilon

Fund: General

Budget Unit: 1020

Function: General Government

Activity: Legislative and Administrative

Description of Major Services

The County Administrative Office (CAO) provides staff support to the Board of Supervisors, researching issues, preparing reports and analyses, and advising the Board on federal and State legislative proposals. The department coordinates and executes County administrative and financial policies, administers economic development and debt management activities and enforces the rules, regulations, policies, and ordinances enacted by the Board. A key responsibility is developing the County budget and overseeing its execution. The department also administers the County Sustainable 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,457,288	\$2,876,833	\$2,888,187	\$2,963,187	\$3,098,186	\$3,282,050
Services and Supplies	179,731	519,052	231,408	447,452	447,452	273,319
Other Financing Uses	0	944,385	0	0	0	852,176
TOTAL EXPENDITURES	\$3,637,019	\$4,340,270	\$3,119,595	\$3,410,639	\$3,545,638	\$4,407,545
Expend. Reimb.	(\$183,023)	(\$277,154)	(\$290,316)	(\$278,000)	(\$278,000)	(\$433,000)
TOTAL NET EXPENDITURES	\$3,453,996	\$4,063,116	\$2,829,279	\$3,132,639	\$3,267,638	\$3,974,545
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Charges for Services	1,018,733	93,000	129,697	35,000	35,000	63,000
Miscellaneous	0	3,000	537	100	100	100
TOTAL REVENUE	\$1,018,733	\$96,000	\$130,234	\$35,100	\$50,100	\$78,100
Less Available BSI *	\$0	(\$944,385)	\$0	\$0	\$0	(\$852,176)
NET GENERAL FUND COST	\$2,435,263	\$3,022,731	\$2,699,045	\$3,097,539	\$3,217,538	\$3,044,269
BSI Ending Balance *	\$647,588	N/A	\$744,385	N/A	N/A	N/A

* BSI = Budget Savings Incentives

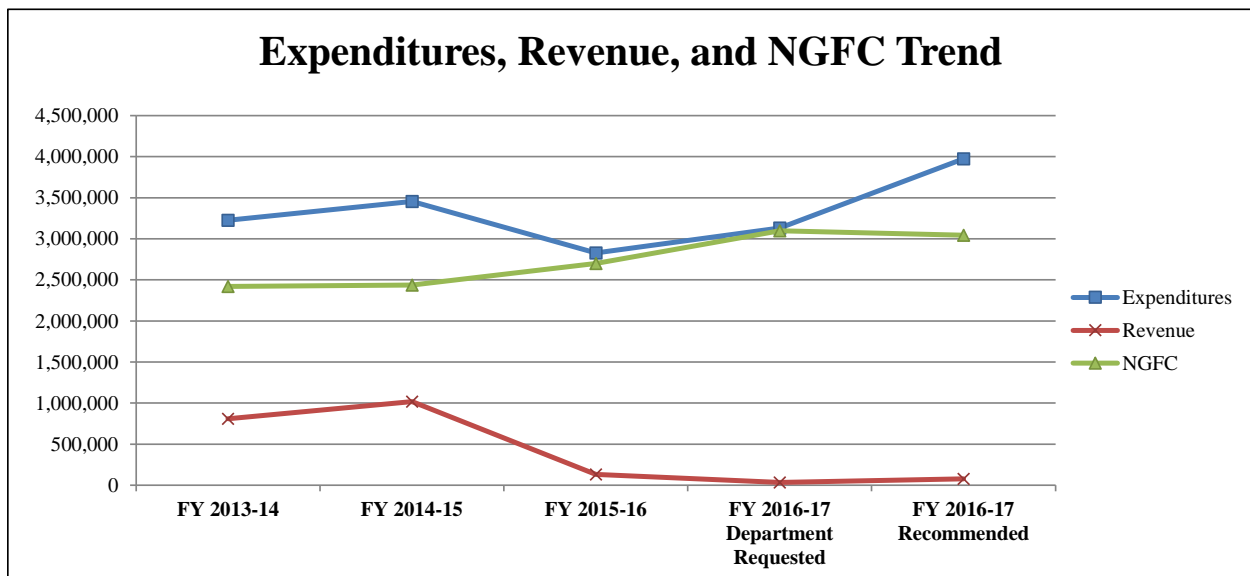
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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. Expenditure reimbursements are anticipated to increase primarily due to charges to the Board of Trade for performance of additional administrative and managerial duties.

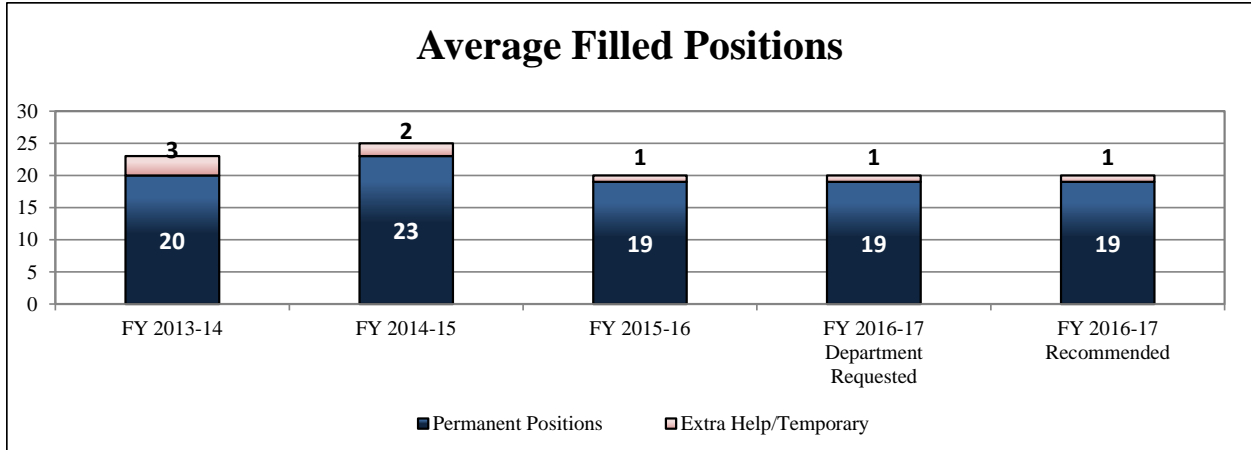
The department is able to absorb personnel cost increases, anticipated retirement payouts and the initial 5% NGFC reduction by holding one position vacant and unfunded and using approximately \$111,062 in accumulated BSI credits. The entirety of the planned BSI usage is for one-time costs, which will allow the department to sustain current service levels for a longer period of time. The recommended budget includes \$120,000 in additional NGFC allocation to fund local and state-mandated water activities. Economic development activities and services provided by the Kern Economic Development Corporation, at a cost of \$175,000, have been transferred from this budget unit to the Board of Trade budget unit, 1812.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Senior Administrative Analyst position, and the deletion of one (1) Administrative Analyst I/II/III position. The proposed addition and deletion will allow for the County Administrative Office to perform additional functions for the Board of Trade as discussed above. The cost of the Senior Administrative Analyst position will be reimbursed from the Board of Trade budget unit using savings generated from a vacant management position. The department plans to hold vacant and unfunded one (1) Administrative Analyst I/II/III position at a savings of approximately \$160,000.





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	20	23	19	19	19
Extra Help/Temporary	3	2	1	1	1
Total Positions	23	25	20	20	20
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	22	19	N/A	N/A
Extra Help/Temporary (FTE)	3	1	1	N/A	N/A
Total Positions	24	23	20	N/A	N/A
SALARIES & BENEFITS	\$3,229,471	\$3,457,288	\$2,888,187	\$2,963,187	\$3,282,050

Summary of Authorized Positions

The department has 20 authorized permanent positions, of which 19 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Administration	3	0	0	3	3	3
Budget, Finance and Compliance	13	0	0	12	1	13
Policy, Econ Dev and Water	3	1	(1)	3	0	3
Legislative Special Studies	1	0	0	1	0	1
Total	20	1	(1)	20	1	20



Budget, Finance, and Compliance	Legislative Special Studies	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 Senior Administrative Analyst	1 County Administrative Officer
1 Chief Deputy CAO	1 Requested Total	1 Fiscal Support Specialist-Confidential
1 Compliance & Acct. Officer		1 Office Services Specialist-Confidential
1 Information Security Officer		3 Requested Total
1 Senior Administrative Analyst		
8 Administrative Analyst I/II/III		
13 Requested Total		
 Policy, Economic Development and Water 		
<u>Classification</u>		
1 Chief Deputy CAO		
2 Administrative Analyst I/II/III		
3 Current Total		
<u>Additions/Deletions</u>		
1 Senior Administrative Analyst		
(1) Administrative Analyst I/II/III		
3 Requested Total		



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	1.03%	1.3%	2 to 3%, not to exceed 4.8%	1.1%	2 to 3%, not to exceed 4.8%

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

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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 and 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of work-related injuries resulting in an employee being off work for one full day or longer.	0	0	0	0	0

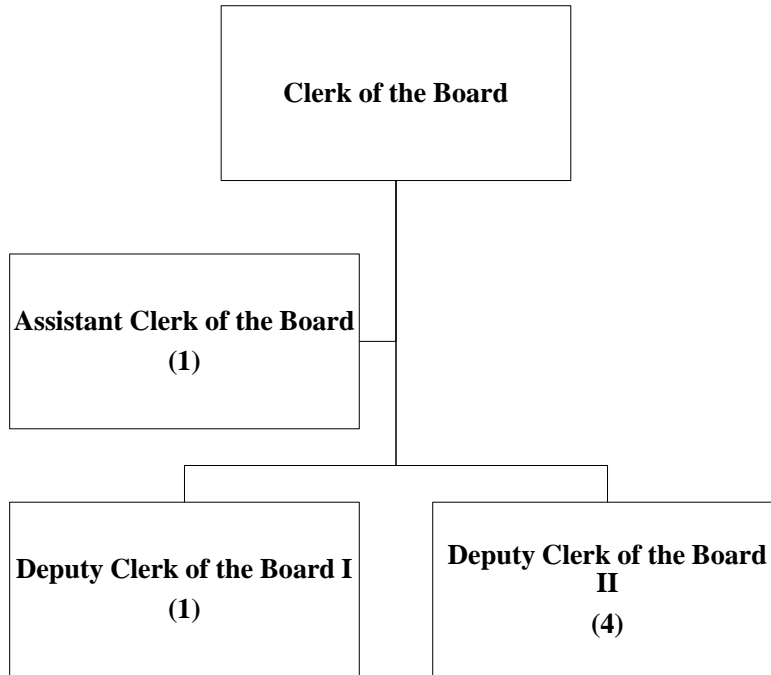
This indicator measures the County Administrative Office’s degree of health and safety consciousness in the performance of its functions. A lack of consciousness can result in costly illnesses and injuries and lost employee productivity. The County Administrative Office has achieved its established goal of zero time-off due to work related illness and injury and will take all measures to achieve the goal of zero for FY 2016-17.



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 2014-15 and 2015-16 Accomplishments

- Achieved countywide savings with the implementation of an electronic agenda packet. The implementation cost was less than \$15,000 and has streamlined the agenda process.
- Upgraded Questys document management system to provide County departments access to all Board of Supervisors imaged documents, both past and present, through an online database.
- Improved technology in the Board Chamber has improved voting, document viewing and the overall functionality of Board meetings. The Clerk manages and trains others, in and outside of the County, to operate the various components of the Crestron System.
- Updated the property tax assessment appeal application, per State Board of Equalization guidelines, and complied with the Americans with Disabilities Act through the implementation of the online application.
- Reached disposition or two-year waiver filed for all 2,684 2013 Assessment Appeal applications, which met the November 30, 2015 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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$673,124	\$701,431	\$715,808	\$811,390	\$754,439	\$754,638
Services and Supplies	174,788	223,467	187,674	207,129	207,129	207,307
Other Charges	0	31	0	27	27	27
Other Financing Uses	0	54,764	0	0	0	74,120
TOTAL EXPENDITURES	\$847,912	\$979,693	\$903,482	\$1,018,546	\$961,595	\$1,036,092
Expend. Reimb.	(\$70,163)	(\$94,500)	(\$81,991)	(\$94,500)	(\$94,500)	(\$94,500)
TOTAL NET EXPENDITURES	\$777,749	\$885,193	\$821,491	\$924,046	\$867,095	\$941,592
REVENUE:						
Charges for Services	\$114,185	\$90,600	\$123,933	\$88,100	\$88,100	\$88,100
TOTAL REVENUE	\$114,185	\$90,600	\$123,933	\$88,100	\$88,100	\$88,100
Less Available BSI *	\$0	(\$54,764)	\$0	\$0	\$0	(\$74,120)
NET GENERAL FUND COST	\$663,564	\$739,829	\$697,558	\$835,946	\$778,995	\$779,372
BSI Ending Balance *	\$54,764	N/A	\$54,764	N/A	N/A	N/A

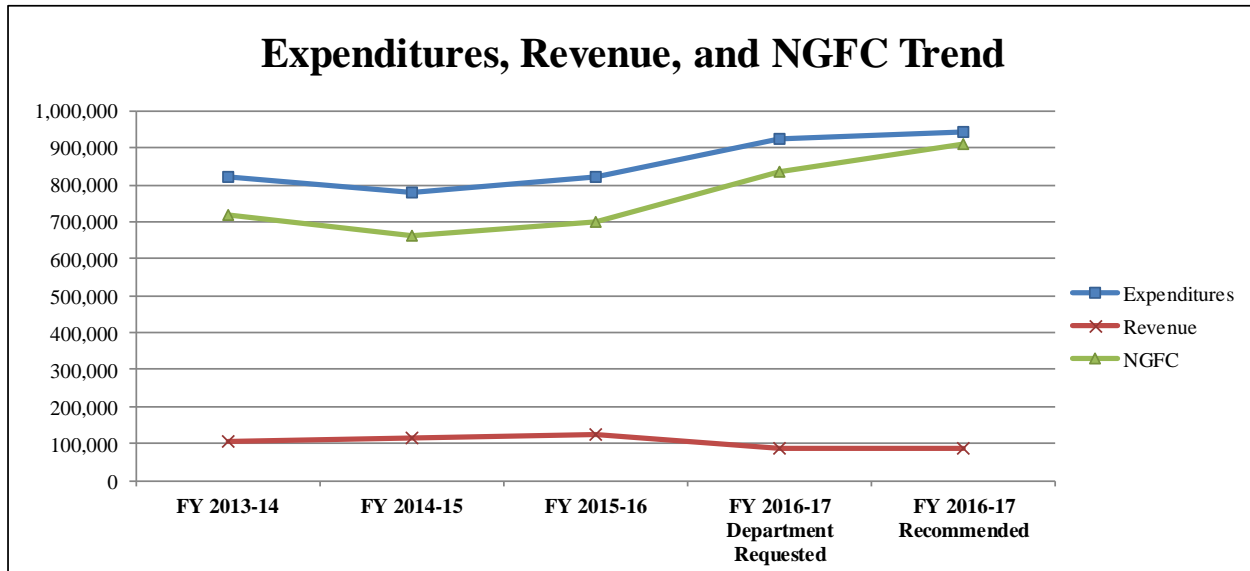
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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

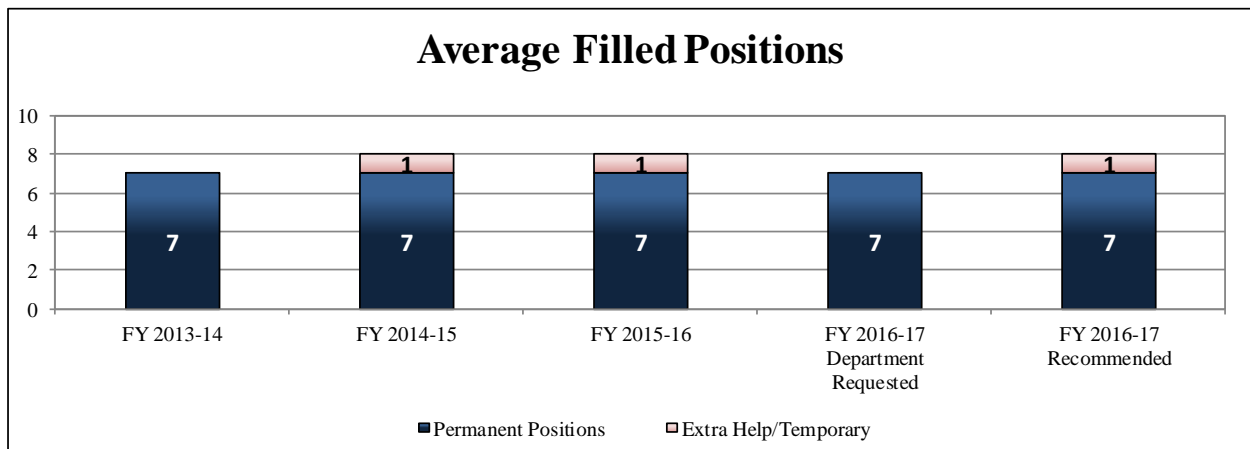
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits which include an expected one-time retirement payout. The department is using \$35,548 in Budget Savings Incentive (BSI) credits in order to absorb the 5% reduction in NGFC and was allocated an additional \$36,573 to cover the retirement payout.



Staffing Changes and Operational Impacts

The recommended budget includes holding one (1) Deputy Clerk of the Board I position vacant and unfunded. Following a retirement, one (1) Deputy Clerk of the Board II position will remain vacant and unfunded to meet the budget guideline. One extra-help position may be added to alleviate service level impacts for the remainder of the fiscal year.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	7	7	7	7	7
Extra Help/Temporary	0	1	1	N/A	1
Total Positions	7	8	8	7	8
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	7	7	7	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
Total Positions	7	8	8	N/A	N/A
SALARIES & BENEFITS	\$715,692	\$673,124	\$715,808	\$811,390	\$754,638

Summary of Authorized Positions

The department has 8 authorized permanent positions, of which 7 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	8	0	0	8	7	1	8
Total	8	0	0	8	7	1	8

Administration

Classification

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

Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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	4,771 items/12 corrections	4,591 items/10 corrections	4,000 items/10 corrections	4,674 items/6 corrections	4,000 items/10 corrections
Percentage of property assessment appeals claims that reached disposition or waiver filed within two-year statutory deadline	100%	100%	100%	100%	100%
Number of electronic subscriptions to online Board meeting agendas/summaries	1,637	2,050	2,100	2,282	2,400
Total number of views to Board meeting video/agenda/summary website page	29,794	30,504	30,000	59,424	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 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. Technology enhancements are proving successful as Board meeting views have nearly doubled from FY 2014-15. 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: John Nilon
Fund: General
Budget Unit: 1040

Function: General Government
Activity: Legislative and Administrative

Description of Major Services

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

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

The County Administrative Office administers this budget unit.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$229,054	\$332,961	\$97,808	\$493,524	\$493,524	\$494,322
Services and Supplies	2,572,745	3,960,941	2,164,970	3,852,464	3,887,464	3,835,056
Other Charges	1,000,485	1,339,570	1,236,428	988,536	988,536	831,803
TOTAL EXPENDITURES	\$3,802,284	\$5,633,472	\$3,499,206	\$5,334,524	\$5,369,524	\$5,161,181
REVENUE:						
Intergovernmental	\$0	\$0	\$80,390	\$0	\$0	\$0
Charges for Services	17,878	7,500	55,532	25,000	25,000	25,000
Miscellaneous	0	0	12,052	0	0	0
TOTAL REVENUE	\$17,878	\$7,500	\$147,974	\$25,000	\$25,000	\$25,000
NET GENERAL FUND COST	\$3,784,406	\$5,596,772	\$3,351,232	\$5,309,524	\$5,344,524	\$5,136,181

Major Expenditures and Revenue in FY 2016-17 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 \$294,303 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 50% from the previous fiscal year. The following contributions are included in the recommended budget:

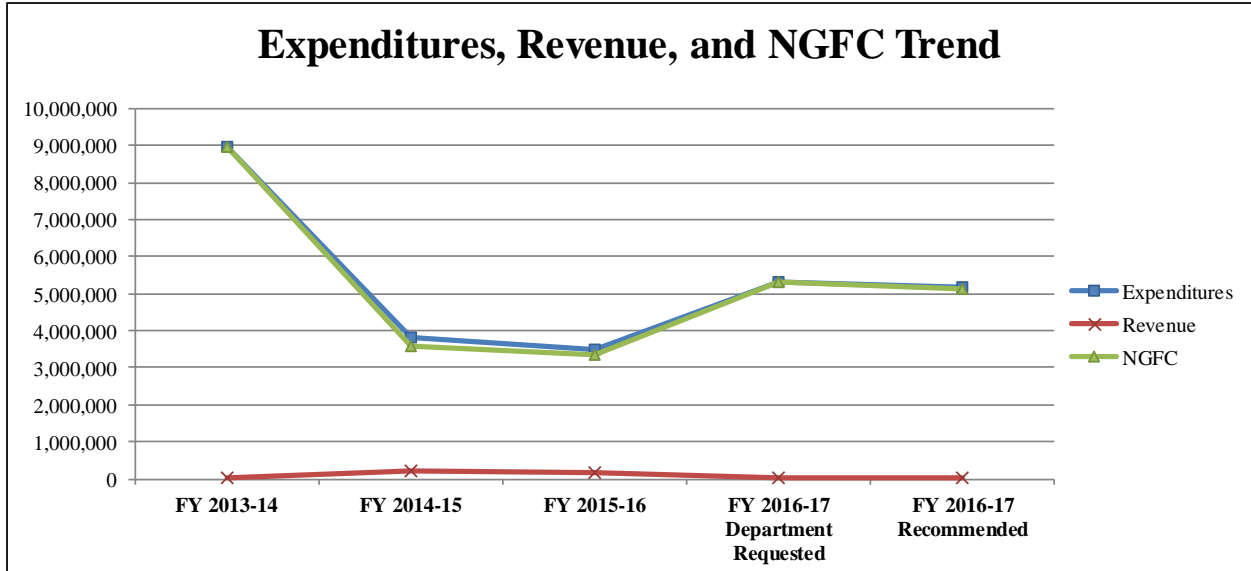
- Alzheimer's Disease Association of Kern County: \$30,134
- Arts Council of Kern: \$46,360
- Bakersfield Museum of Art: \$23,180
- Bakersfield Symphony: \$46,360
- Center for Blind and Visually Impaired: \$18,114
- Community Action Partnership of Kern County (CAP): \$46,360
- Court Appointed Special Advocates (CASA): \$46,360
- Kern Literacy Council: \$9,619
- Valley Fever Vaccine Project: \$23,180
- Volunteer Center of Kern County: \$4,636

Budget Changes and Operational Impacts

The recommended budget includes an allocation of \$47,500 for each District Supervisor to support activities within their respective areas. This amount includes a reduction of 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, the Kern Council of Governments, and the Kern County Museum.

The recommended budget includes \$155,000 in consultant fees and other costs; a majority of these costs are associated with the Sustainable Groundwater Management Act requirements. Additionally, travel costs for the Board of Supervisors will be accounted in this budget unit to accommodate the geographic variances in district size.

Revenue sources are limited to supplemental roll assessment fees and property tax administration charges for cost reimbursement for activities of the Assessment Appeals Board.



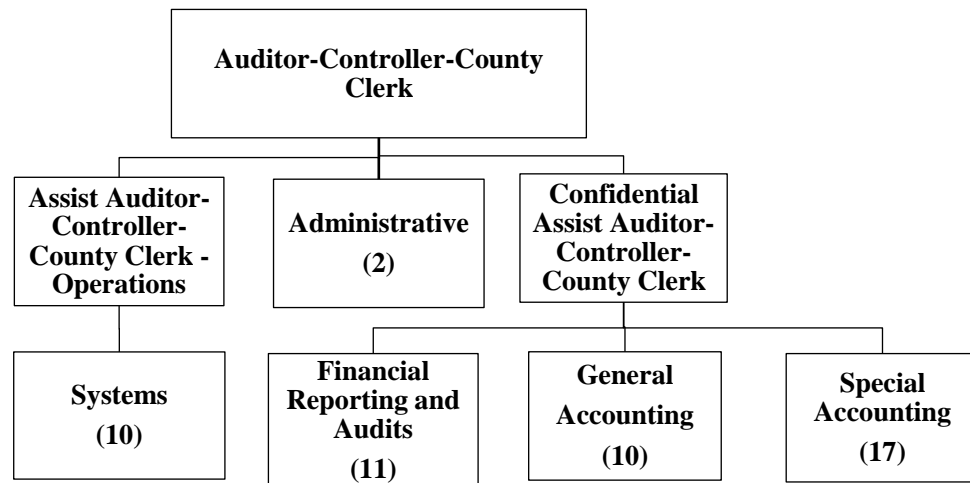
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Mission Statement

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

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Issued approximately 243,000 employee pay records and 11,000 W-2s annually for County, special district and Superior Court employees.
- Improved claims process by moving to electronic backup, eliminating printing and transport costs.
- Improved the County Administrative Office Position Authorization Program to allow more efficient monitoring of hiring.
- Issued approximately 131,000 accounts payable claim and voucher payments annually for County departments and special districts.
- Added approximately 1,070,000 special assessments to tax bills annually.
- Calculated and made payments on approximately 135 bonds annually.
- Issued approximately 6,600 employee travel claims annually.
- Completed approximately 50 departmental audits.
- Earned the Government Finance Officers Association award for the County's Comprehensive Annual Financial Statement.
- Earned the reporting award on the State Controller's Report submission.
- Introduced the Help Desk Module which allows Departmental users to submit and follow the status of their own requests.

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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,396,544	\$5,464,318	\$5,665,317	\$5,536,166	\$5,585,306	\$5,588,139
Services and Supplies	588,582	591,131	471,578	481,938	481,938	503,560
Capital Assets	0	0	16,597	0	0	0
Other Financing Uses	0	918,813	0	0	0	849,602
TOTAL EXPENDITURES	\$5,985,126	\$6,974,262	\$6,153,492	\$6,018,104	\$6,067,244	\$6,941,301
Expend. Reimb.	(\$513,986)	(\$534,000)	(\$560,808)	(\$547,000)	(\$547,000)	(\$547,000)
TOTAL NET EXPENDITURES	\$5,471,140	\$6,440,262	\$5,592,684	\$5,471,104	\$5,520,244	\$6,394,301
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$1	\$0	\$0
Charges for Services	967,702	745,300	831,694	889,672	938,813	938,813
Miscellaneous	301	5	2,478	2	0	20,000
Non-Revenue Receipts	0	0	0	1	1	1
TOTAL REVENUE	\$968,003	\$745,305	\$834,172	\$889,676	\$938,814	\$958,814
Less Available BSI *	\$0	(\$918,813)	\$0	\$0	\$0	(\$849,602)
NET GENERAL FUND COST	\$4,503,137	\$4,776,144	\$4,758,512	\$4,581,428	\$4,581,430	\$4,585,885
BSI Ending Balance *	\$808,911	N/A	\$808,813	N/A	N/A	N/A

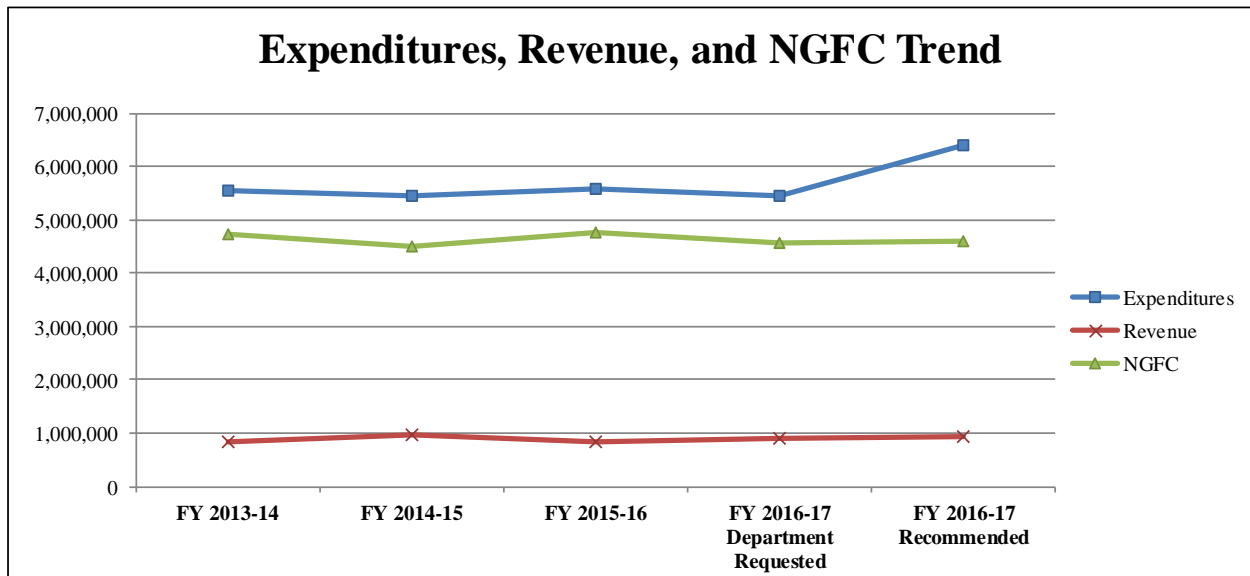
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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

Budget Changes and Operational Impacts

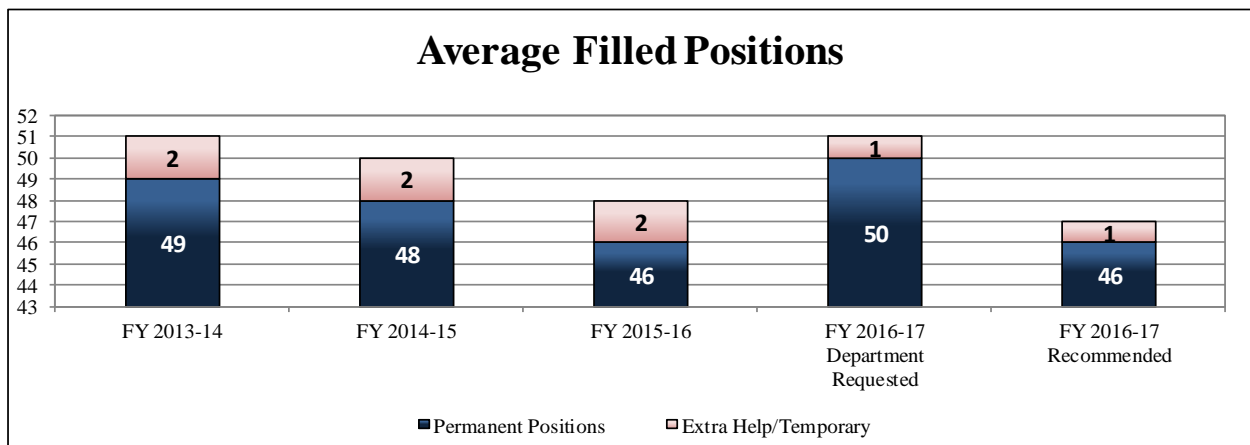
The recommended budget expects an increase in Charges for Services revenue as a result of billings for payroll services to Kern Medical Center during its initial transition period to a hospital authority. The department is able to absorb the 5% NGFC reduction without the use of Budget Savings Incentive (BSI) credits by holding seven positions vacant and unfunded.



Staffing Changes and Operational Impacts

The recommended budget includes the deletion of three (3) Accountant I/II/III positions and one Fiscal Support Specialist position. An addition of three (3) Senior Accountant positions is requested in an effort to retain experienced accountants.

The recommended budget includes holding vacant and unfunded the following positions: four (4) Accountant I/II/III positions, one (1) Senior Accountant position, one (1) Programmer position, and one (1) Fiscal Support Assistant position.



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	49	48	46	50	46
Extra Help/Temporary	2	2	2	1	1
Total Positions	51	50	48	51	47
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	48	47	46	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
Total Positions	50	48	47	N/A	N/A
SALARIES & BENEFITS	\$5,460,347	\$5,396,544	\$5,665,317	\$5,536,166	\$5,588,139

Summary of Authorized Positions

The department will have 53 authorized permanent positions, of which 46 have been budgeted to be filled during FY 2016-17 as indicated below. There is one vacant and funded Fiscal Support Technician position which the department intends to fill during FY 2016-17. One extra-help position is budgeted to maintain service levels.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Audit & CAFR	11	1	(1)	11	7	4	11
Special Accounting	17	1	(1)	17	15	2	17
General Accounting	10	1	(1)	10	10	0	10
Systems	11	0	(1)	10	9	1	10
Total	54	3	(4)	53	46	7	53

Administration	Financial Reporting and 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	1 Senior Accountant
1 Asst. Auditor - Operations	9 Accountant I/II/III	4 Accountant I/II/III
1 Fiscal Support Technician	11 Current Total	2 Fiscal Support Specialist
1 Confidential Admin. Assistant	<u>Additions/Deletions</u>	5 Fiscal Support Technician
5 Requested Total	1 Senior Accountant	1 Fiscal Support Assistant
	(1) Accountant I/II/III	1 Administrative Coordinator
	11 Requested Total	2 Fiscal Support Supervisor
		17 Current Total
General Accounting	Systems	<u>Additions/Deletions</u>
<u>Classification</u>	<u>Classification</u>	1 Senior Accountant
1 Auditor-Controller Division Chief	1 Senior Systems Analyst	(1) Accountant I/II/III
1 Senior Accountant	5 Programmer I/II-System Analyst I/II	17 Requested Total
4 Accountant I/II/III	1 Accountant I/II/III	
3 Fiscal Support Specialist	1 Technology Services Manager	
1 Fiscal Support Technician	1 LAN Systems Administrator	
10 Current Total	2 Fiscal Support Specialist	
<u>Additions/Deletions</u>	11 Current Total	
1 Senior Accountant	<u>Additions/Deletions</u>	
(1) Accountant I/II/III	(1) Fiscal Support Specialist	
10 Requested Total	10 Requested Total	



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Payments to vendors mailed within seven working days of receipt of an approved claim	99% in 6 days	98% in 7 days	85% in 7 days	98% 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 3 rd	July 31 st	July 2 nd	July 31 st
Calculate and deliver to the Tax Collector the secured bills by Oct 3 rd	Sept 18 th	Sept 15 th	Oct 3 rd	Sept 14 th	Oct 3 rd
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/13	Received GFOA award for FYE 6/30/14	To receive GFOA award	Received GFOA award for FYE 06/30/15	To receive GFOA award

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.

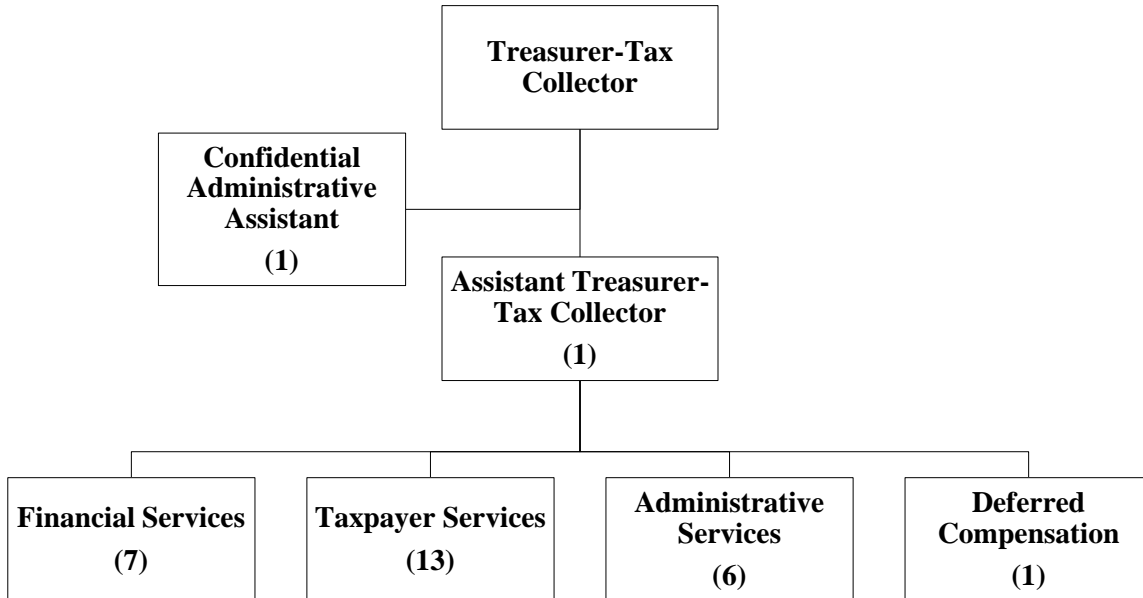
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Complete County departmental audit field work on a biennial basis	Field work completed by June 30 th	Field work completed by July 19 th	Complete all audit field work by June 30 th	All field work completed by June 30 th	Complete all audit field work 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. The audit division has kept the County in compliance with the biennial audit requirement.

Mission Statement

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

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Collected over \$1.1 billion in secured property taxes in FY 2014-15 at a collection rate of 98.2% and nearly \$91 million in unsecured property taxes in FY 2014-15 at a collection rate of 99%
- Increased the number of on-line payments from 49,938 to 55,366 in FY 2014-15, and projecting to increase another 10% in FY 2015-16. On-line payments now account for approximately 18% of all transactions.
- Completed two public auctions of tax defaulted property that included a total of 1,395 parcels.
- Answered 40,000 taxpayer phone calls in FY 2014-15.
- Managed Treasury Investment Pool with average assets of nearly \$2.48 billion and provided liquidity for over 200 public agency pool participants.
- Managed over 12,100 participant accounts in the Deferred Compensation program with assets as of June 30, 2015 of over \$434 million.



Treasurer-Tax Collector

Department Head: Jordan Kaufman, Elected
Fund: General
Budget Unit: 1120

Function: General Government
Activity: Finance

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,355,679	\$3,373,608	\$3,347,507	\$3,283,251	\$3,283,251	\$3,284,281
Services and Supplies	2,376,209	2,476,428	2,313,326	2,609,416	2,609,416	2,610,404
Other Charges	0	0	0	23,000	23,000	23,000
Capital Assets	20,807	46,000	102,934	47,000	47,000	47,000
Other Financing Uses	0	642,005	0	0	0	498,302
TOTAL EXPENDITURES	\$5,752,695	\$6,538,041	\$5,763,767	\$5,962,667	\$5,962,667	\$6,462,987
REVENUE:						
Fines and Forfeitures	\$103,333	\$95,000	\$98,256	\$105,000	\$105,000	\$105,000
Charges for Services	4,183,580	3,854,393	3,608,823	3,719,857	3,719,857	3,719,857
Miscellaneous	421,724	456,800	467,521	441,270	441,270	441,270
Other Financing Sources:						
Redemption Trust Fund	456,431	662,760	626,659	876,222	876,222	876,222
TOTAL REVENUE	\$5,165,068	\$5,068,953	\$4,801,259	\$5,142,349	\$5,142,349	\$5,142,349
Less Available BSI *	\$0	(\$642,005)	\$0	\$0	\$0	(\$498,302)
NET GENERAL FUND COST	\$587,627	\$827,083	\$962,508	\$820,318	\$820,318	\$822,336
BSI Ending Balance *	\$584,729	N/A	\$498,302	N/A	N/A	N/A

* BSI = Budget Savings Incentives

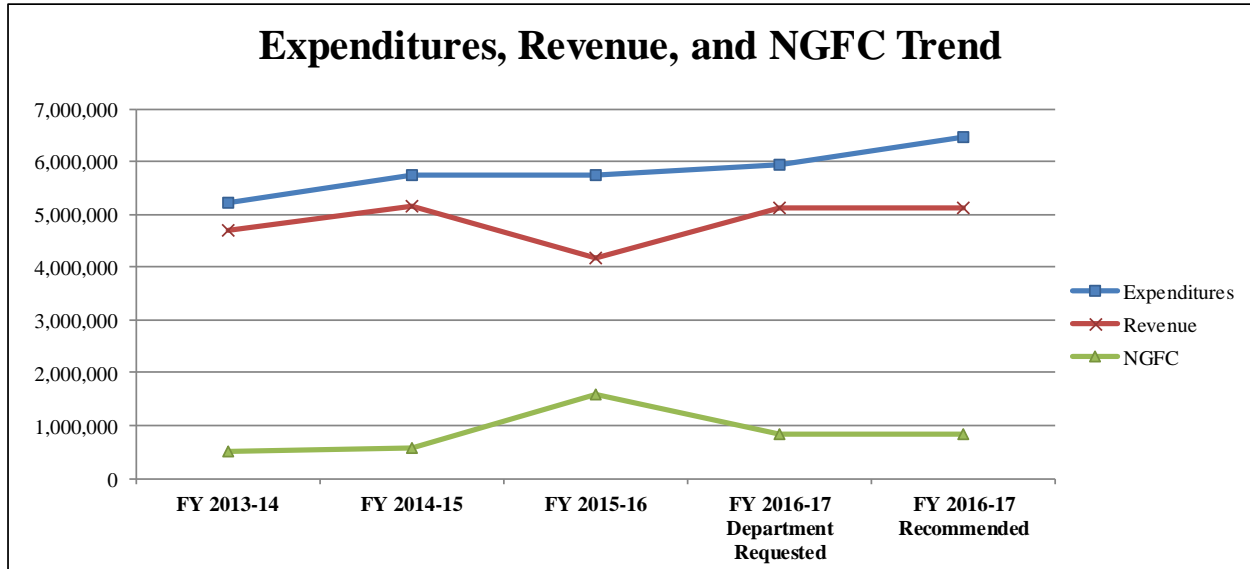
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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.



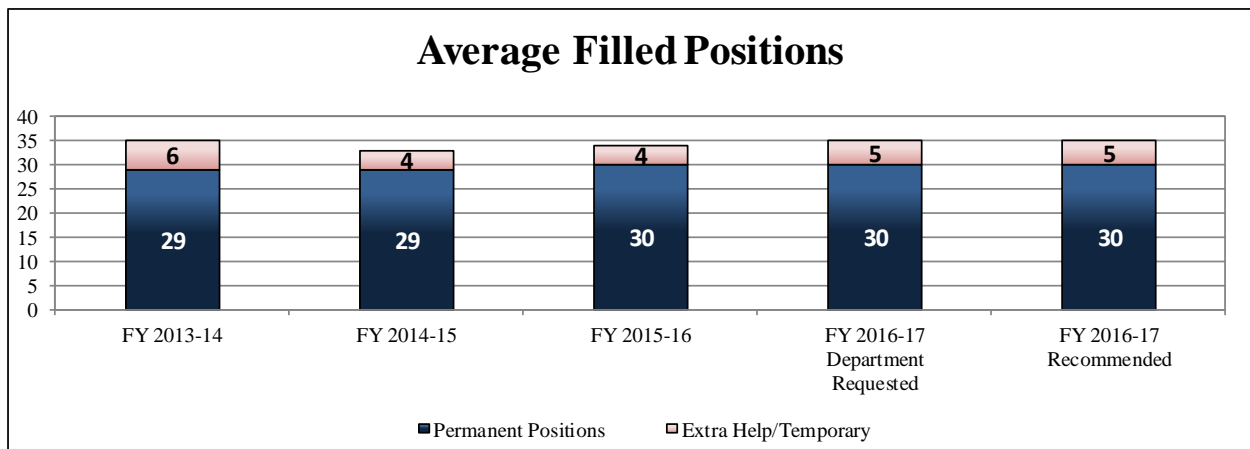
Budget Changes and Operational Impacts

Changes in expenditures from FY 2015-16 actual totals are primarily the result of services and supplies increasing by \$207,474 as a result of anticipated increases in costs associated with banking fees, mailing, and printing. The recommended budget includes appropriations for the purchase of a replacement network switch and three multi-function high speed printers to replace those that are not operational. The department is using \$230,733 in Budget Savings Incentive (BSI) credits in order to meet the 5% NGFC reduction. There are no significant operational impacts at the recommended Net General Fund Cost.



Staffing Changes and Operational Impacts

The preliminary recommended budget provides the department with funding for 30 full-time positions, and five extra help positions, which is the same as FY 2015-16.



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	29	29	30	30	30
Extra Help/Temporary	6	4	4	5	5
Total Positions	35	33	34	35	35
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	30	29	30	N/A	N/A
Extra Help/Temporary (FTE)	5	4	4	N/A	N/A
Total Positions	35	33	34	N/A	N/A
SALARIES & BENEFITS	\$3,198,996	\$3,355,679	\$3,347,507	\$3,283,251	\$3,284,281

Summary of Authorized Positions

The department has 30 authorized permanent positions, of which all have been budgeted to be filled during FY 2016-17 as indicated below.

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

Administration	Taxpayer Services	Financial Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Treasurer-Tax Collector	1 Fiscal Support Supervisor	2 Fiscal Support Specialist
1 Asst. Treasurer-Tax Collector	1 Fiscal Support Specialist	1 Principal Treasury Investment Off.
2 Accountant III	10 Fiscal Support Technician	4 Fiscal Support Technician
1 Confidential Administrative Asst.	1 Tax Collection Investigator II	<u>7</u> Requested Total
1 Technology Services Manager	13 Requested Total	
1 Local Area Network Administrator		
1 Systems Analyst		
<u>1</u> Programmer I		
9 Requested Total		
 Deferred Compensation 		
<u>Classification</u>		
<u>1</u> Fiscal Support Technician		
1 Requested Total		



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of Secured taxes collected	98.22%	98.15%	100%	98.20%	100%
Percentage of Unsecured taxes collected	99.19%	99.01%	100%	99.10%	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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average wait time for incoming taxpayer telephone calls	25 sec.	41 sec.	Under 30 sec.	32 sec.	Under 30 sec.

This indicator measures the average time a taxpayer waits in our automated call management system, listening to an automated message before speaking to a taxpayer services representative. This is an indication of the customer service level provided by the Treasurer-Tax Collector. For budgetary purposes, the Department held vacant one Fiscal Support Technician position for half of the year, which negatively impacted the Department's ability to answer phones quickly. The goal for this upcoming year assumes being fully staffed. However, if the Department is required to reduce staff or hold positions vacant, this goal will be most difficult to attain.

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

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Deferred compensation transactions processed per FTE in the Deferred Compensation Division	5,838	5,235	5,500	5,962	5,500

This indicator measures the number of deferred compensation transactions processed per full-time equivalent in the Deferred Compensation division. Deferred compensation 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.

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

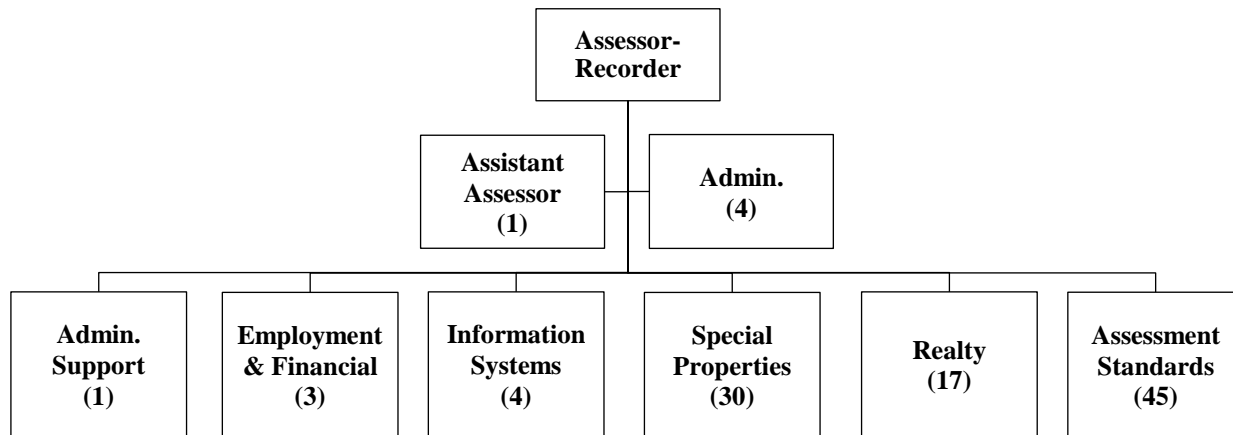
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of new employees taking advantage of the deferred compensation employer match	43.3%	47.4%	100%	52.2%	100%

This indicator measures the percentage of new employees taking advantage of the deferred compensation employer match. Because new Service Employees International Union (SEIU) and unrepresented management employees have a much lower defined benefit retirement tier, the deferred compensation plan with the employer match now represents a more critical piece of their overall retirement savings plan. The employer match program began in November of 2007 with the adoption of the SEIU Memorandum of Understanding. In late 2010, as a cost saving measure, new employees were no longer required to attend face to face deferred compensation orientation meetings and started getting information online. There was a significant increase in participation this past fiscal year due to a one-page Quick Enrollment Form introduced this year, as well as a marketing campaign encouraging employees opting out of their Retiree Health Premium Supplement benefit to put that additional money into their deferred compensation account. The average match percentage amount remains at 5.1%.

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 2014-15 and 2015-16 Accomplishments

- Completed timely closure of both FY 2014-15 and FY 2015-16 assessment roll.
- Received a positive State Board of Equalization Practices Survey stating the Assessor department in compliance with state regulation. The department is implementing recommendations made during the survey.
- Completed the required audits for the 2015 Calendar Year and reduced the backlog of pending audits.
- Reviewed approximately 58,000 residential values in section 51 status to reduce the large number of properties currently in this status.
- Completed State Board of Equalization annual review of employee owned property.
- Resolved numerous assessment appeals and had only 1,992 assessment appeals filed to date for the 2015 assessment year, similar to FY 2014-15. The appeals backlog will be further reduced given the decreased 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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$10,458,310	\$10,598,944	\$10,394,318	\$10,451,467	\$10,646,206	\$10,649,941
Services and Supplies	628,188	586,823	483,844	581,377	586,637	590,445
Capital Assets	0	0	0	127,000	127,000	127,000
Other Financing Uses	0	722,237	0	0	0	1,036,700
TOTAL EXPENDITURES	\$11,086,498	\$11,908,004	\$10,878,162	\$11,159,844	\$11,359,843	\$12,404,086
REVENUE:						
Use of Money/Property	\$17,912	\$18,000	\$15,133	\$16,000	\$16,000	\$16,000
Charges for Services	3,050,117	2,729,350	3,229,697	3,017,675	3,217,675	3,217,675
Miscellaneous	69	11	7,884	32	32	32
TOTAL REVENUE	\$3,068,098	\$2,747,361	\$3,252,714	\$3,033,707	\$3,233,707	\$3,233,707
Less Available BSI *	\$0	(\$722,237)	\$0	\$0	\$0	(\$1,036,700)
NET GENERAL FUND COST	\$8,018,400	\$8,438,406	\$7,625,448	\$8,126,137	\$8,126,136	\$8,133,679
BSI Ending Balance *	\$549,867	N/A	\$722,237	N/A	N/A	N/A

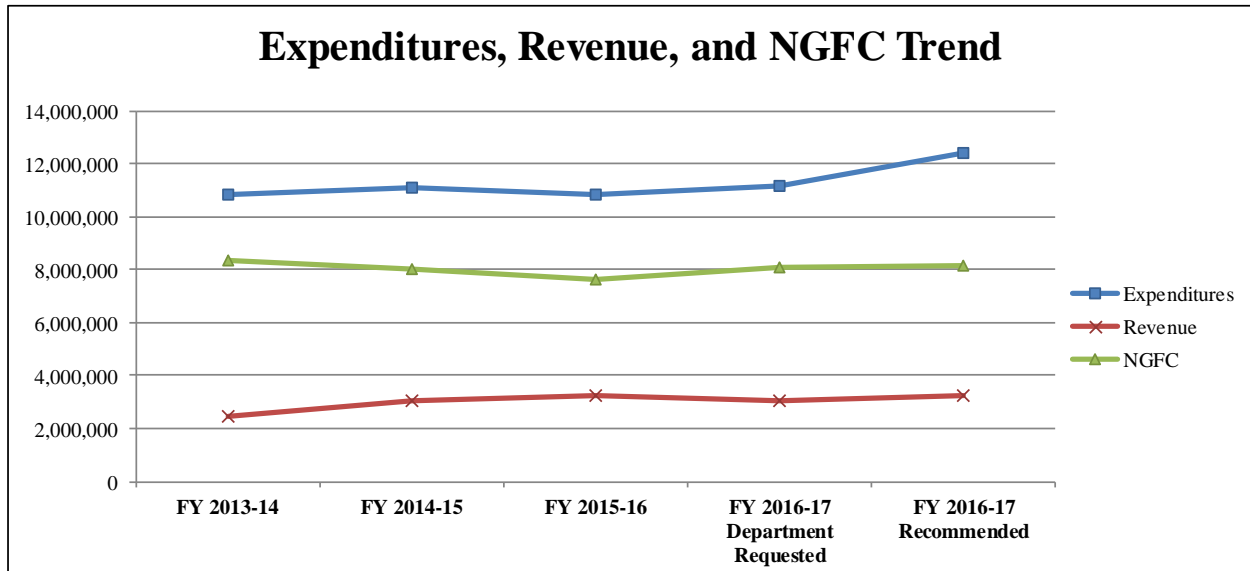
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 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 supplement property taxes as statutorily allowed.

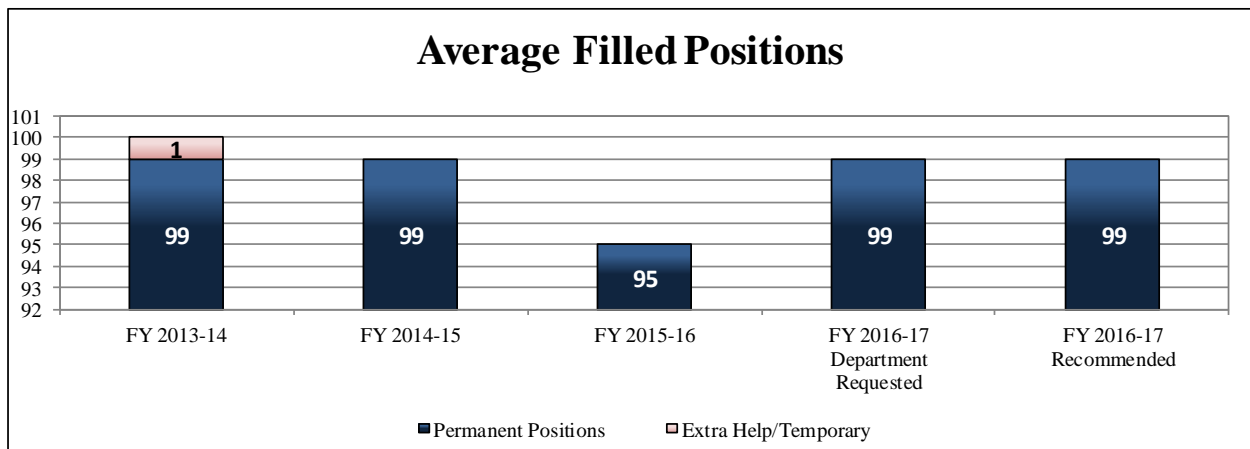
Budget Changes and Operational Impacts

The recommended budget includes the department using \$127,000 of its accumulated Budget Savings Incentive (BSI) credits to offset the one-time purchase of cashflow software. The department expects Supplemental Assessment Fee revenues to increase allowing the department to absorb the 5% NGFC reduction without any service level impacts.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 99 out of 106 authorized permanent positions. The recommended budget holds seven positions vacant and unfunded: one (1) Draft Technician I/II/II-Engineering Technician I/II/III position, five (5) Appraiser I/II/III positions and one (1) Petroleum Geologist position. The department anticipates no service level impacts.



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	99	99	95	99	99
Extra Help/Temporary	1	0	0	0	0
Total Positions	100	99	95	99	99
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	98	99	94	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	99	100	94	N/A	N/A
SALARIES & BENEFITS	\$10,280,380	\$10,458,310	\$10,394,318	\$10,451,467	\$10,649,941

Summary of Authorized Positions

The department has 106 authorized permanent positions, of which 99 have been budgeted to be filled during FY 2016-17 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	30	0	0	30	28	2	30
Assessment Standards	45	0	0	45	41	4	45
Realty	17	0	0	17	16	1	17
Administration Support	1	0	0	1	1	0	1
Total	106	0	0	106	99	7	106

Administration	Employment & Financial	Information Systems
<p><u>Classification</u></p> <p>1 Assessor-Recorder</p> <p>1 Assistant Assessor</p> <p>1 Business Manager</p> <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> <hr/> <p>1 Information Systems Specialist I</p> <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>1 Petroleum Geologist</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>30 Requested Total</p>	<p style="text-align: center;">Realty</p> <p><u>Classification</u></p> <p>7 Appraisal Assistant</p> <p>5 Draft Tech./Eng. Tech. I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>3 Fiscal Support Technician</p> <hr/> <p>17 Requested Total</p>	<p style="text-align: center;">Assessment Standards</p> <p><u>Classification</u></p> <p>6 Appraisal Assistant</p> <p>24 Appraiser I/II/III</p> <p>1 Fiscal Support Specialist</p> <p>1 Fiscal Support Supervisor</p> <p>4 Fiscal Support Technician</p> <p>6 Sr. Appraiser</p> <hr/> <p>3 Supervising Appraiser</p> <p>45 Requested Total</p>
<p style="text-align: center;">Administration Support</p> <p><u>Classification</u></p> <hr/> <p>1 Confidential Administrative Asst.</p> <hr/> <p>1 Requested Total</p>		



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of appraisable events completed prior to roll close	99.1%	99.5%	99.1%	99.52%	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.

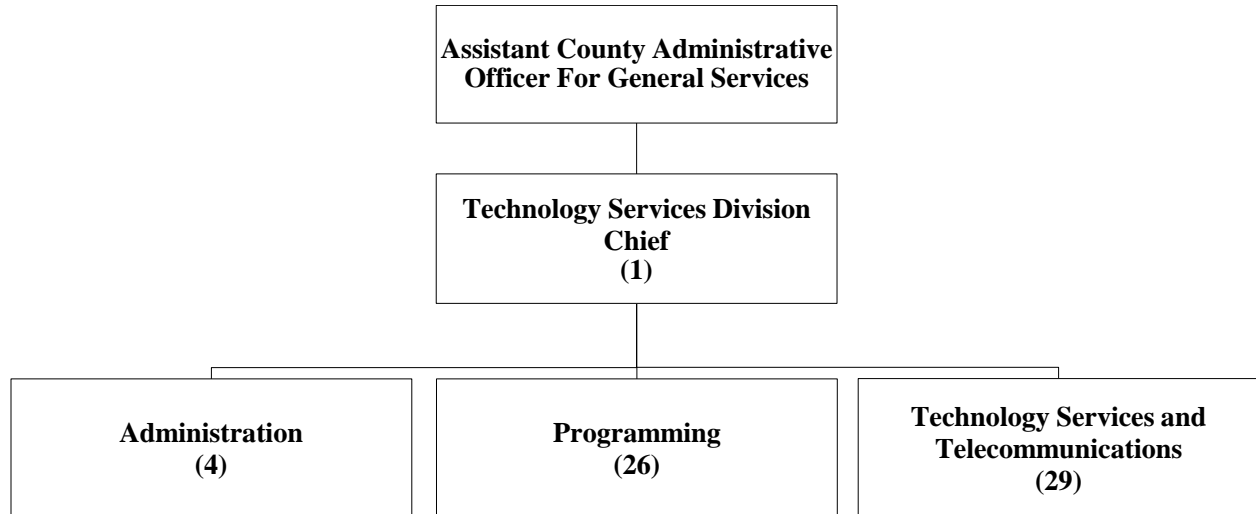
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of 571L Business Property Statements filed by the annual deadline.	100%	100%	100%	100%	100%

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

Mission Statement

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

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Revamped several County web sites including the public Aging and Adult Services site, and the county employees’ site; set up several departments to be able to update their own news items and other dynamic content.
- The division assisted in the adjustments to the Financial Management System that allowed for the ePayable process to be implemented.
- Installed voice, data, and other equipment as necessary for the new Information Technology Services facility.
- Assisted the Mental Health department with the implementation of technology at the new 28th Street facility.
- Assisted Kern Medical Center with the implementation of technology at the new Stockdale surgical center and M Street facility.
- The division installed new core network equipment and wireless internet at Meadows Field Airport.
- The division implemented payroll processes that will enable compliance with healthcare legislation, and separated Kern Medical Center as an individual employer to assist with the transition to the Kern County Hospital Authority.
- The division is implementing the replacement for the Criminal Justice Information System.



Information Technology Services

Department Head: John Nilon

Fund: General

Budget Unit: 1160

Function: General Government

Activity: Other General

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,020,253	\$6,936,427	\$6,418,752	\$6,790,365	\$6,683,331	\$6,659,404
Services and Supplies	4,096,531	4,416,795	4,525,355	4,299,017	4,300,953	4,328,054
Other Charges	0	1,336	0	1,336	0	0
Capital Assets	659,008	5,278,810	3,129,156	0	0	26,500
Other Financing Uses	0	767,774	0	0	0	797,420
TOTAL EXPENDITURES	\$10,775,792	\$17,401,142	\$14,073,263	\$11,090,718	\$10,984,284	\$11,811,378
Expend. Reimb.	(\$1,698,683)	(\$1,907,694)	(\$1,864,168)	(\$1,799,816)	(\$1,799,816)	(\$1,799,816)
TOTAL NET EXPENDITURES	\$9,077,109	\$15,493,448	\$12,209,095	\$9,290,902	\$9,184,468	\$10,011,562
REVENUE:						
Charges for Services	\$5,628,455	\$4,913,911	\$5,208,553	\$4,715,401	\$4,715,401	\$4,715,401
Miscellaneous	47	1	40	1	1	1
Other Financing Sources:						
Automated County Warrant System	29,000	44,000	44,000	31,000	40,000	40,000
TOTAL REVENUE	\$5,657,502	\$4,957,912	\$5,252,593	\$4,746,402	\$4,755,402	\$4,755,402
Less Available BSI *	\$0	(\$767,774)	\$0	\$0	\$0	(\$797,420)
NET GENERAL FUND COST	\$3,419,607	\$9,767,762	\$6,956,502	\$4,544,500	\$4,429,066	\$4,458,740
BSI Ending Balance *	\$539,201	N/A	\$767,774	N/A	N/A	N/A

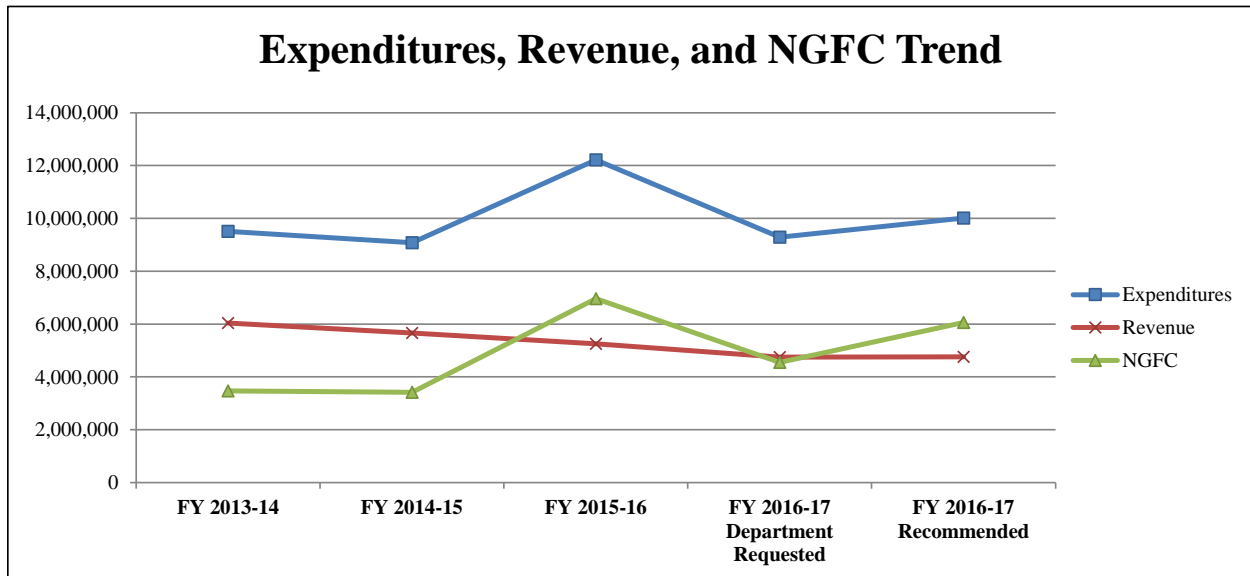
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 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

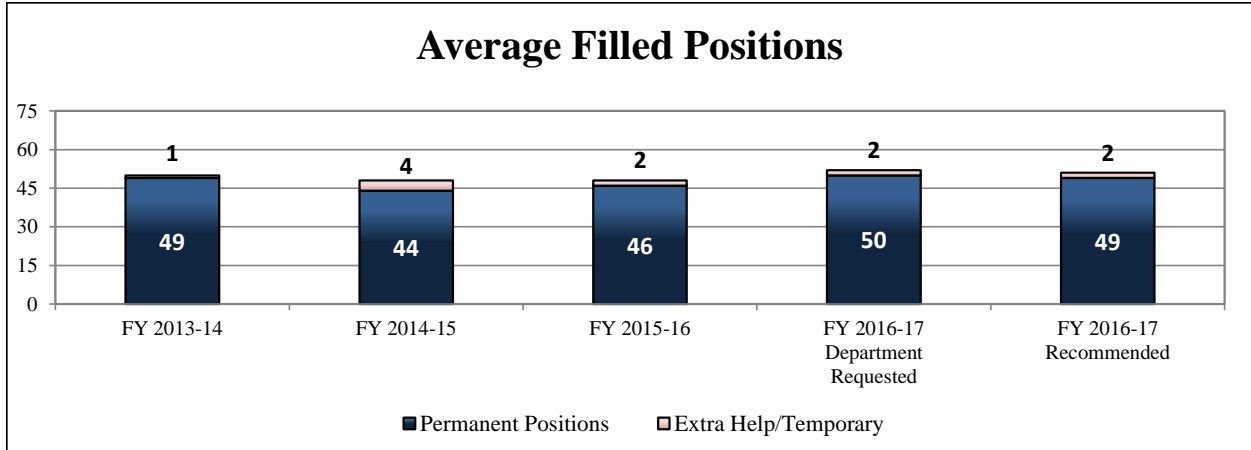
Capital assets and Net General Fund Cost are anticipated to be significantly lower due to one-time costs related to the new CJIS replacement project. The FY 2015-16 budget included \$4.9 million in capital assets appropriations and Net General Fund Cost allocation for the license and implementation of the replacement of CJIS. There is one GIS Server capital asset included in the recommended budget at a cost of \$26,500.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The recommended budget holds the following authorized positions vacant and unfunded: one (1) Technology Services Division Chief, one (1) Fiscal Support Specialist, one (1) Senior Systems Analyst, one (1) Database Analyst I/II, two (2) Programmer I/II-Systems Analyst I/II, one (1) Systems Programmer I/II, one (1) Network Systems Administrator, one (1) Information Systems Specialist I/II/III/Sr., and two (2) Help Desk Technician I/II/III, at an annual savings of approximately \$1.5 million.





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	49	44	46	50	49
Extra Help/Temporary	1	4	2	2	2
Total Positions	50	48	48	52	51
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	49	45	47	N/A	N/A
Extra Help/Temporary (FTE)	1	3	2	N/A	N/A
Total Positions	50	48	49	N/A	N/A
SALARIES & BENEFITS	\$6,571,591	\$6,020,253	\$6,418,752	\$6,790,365	\$6,659,404

Summary of Authorized Positions

The division currently has 60 authorized permanent positions, of which 49 are budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	5	0	0		5	3	2	5
Programming	26	0	0		26	22	4	26
Technology Services & Telecommunications	29	0	0		29	24	5	29
Total	60	0	0		60	49	11	60



Programming	Technology Services and Telecommunications	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
4 Technology Services Supervisor	2 Telecom Network Administrator	2 Tech Services Division Chief
2 Technology Services Manager	2 Technology Services Supervisor	1 Administrative Coordinator
5 Senior Systems Analyst	1 Technology Services Manager	1 Fiscal Support Specialist
1 GIS Manager	2 LAN Systems Administrator	1 Fiscal Support Technician
12 Programmer I/II-Sys Analyst I/II	3 System Programmer I/II	<u>5</u> Requested Total
<u>2</u> Database Analyst I/II	2 Network System Administrator	
26 Requested Total	6 Info Systems Specialist I/II/III/Sr	
	1 Help Desk Supervisor	
	9 Help Desk Technician I/II/III	
	<u>1</u> Telecom PBX Support Tech I/II	
	29 Requested Total	



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of hits on County website per resident	11.1	10.5	10.5	12.16	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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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	25.1	15	15	22	15

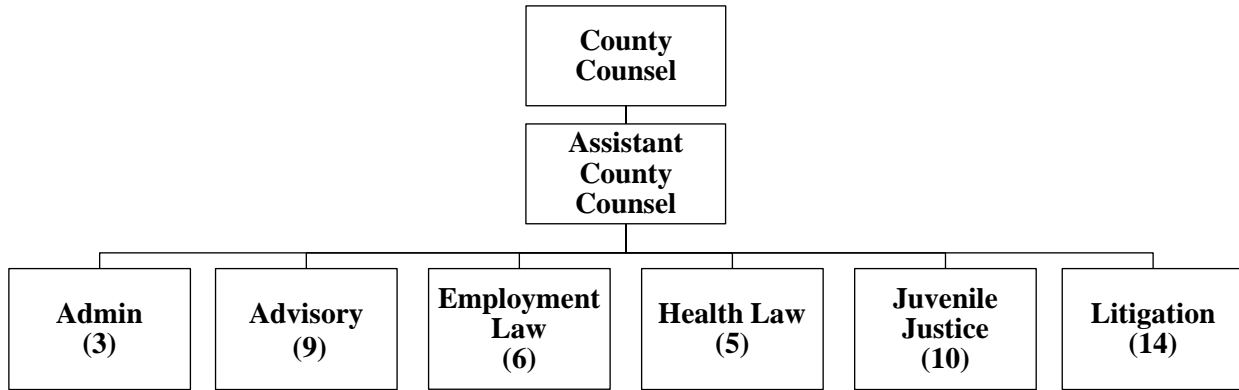
This measure demonstrates the department’s ability to provide timely and effective service to customers. The department continues to search for innovative ways to provide effective support to the customer departments within the budget constraints.



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 2014-15 and 2015-16 Accomplishments

- Contributed to the creation of the Kern County Hospital Authority.
- Drafted and revised the Synthetic Drug Ordinance.
- Handled 53 juvenile appellate matters, 20 writs, and made more than 8,245 court appearances.
- Handled 476 employment matters, 229 interactive process meetings, 452 workers compensation claims, and attended hearings to successfully defend multiple termination actions.
- Obtained over \$700,000 in judgements for County managed estates and gained settlements in four cases for about \$150,000 and won 8 trials.



County Council

Department Head: Theresa Goldner
Fund: General
Budget Unit: 1210

Function: General Government
Activity: Counsel

Description of Major Services

County Counsel is the civil attorney for the County and represents the County in all civil court actions. County Counsel is also the legal advisor to the Board of Supervisors, County departments, elected and appointed County employees, and all boards and commissions that do not separately contract for legal services. County Counsel also advises and represents Kern Health Systems, and represents the Kern County Employees' Retirement Association on litigated disability appeals.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$7,886,787	\$8,346,916	\$8,552,896	\$8,920,621	\$8,696,225	\$8,699,348
Services and Supplies	490,891	919,971	828,504	893,611	893,611	895,872
Other Charges	1,010,307	1,149,670	4,648,759	4,119,602	1,152,010	1,152,010
Capital Assets	0	31,721	22,785	0	0	0
Other Financing Uses	0	1,310,314	0	0	0	1,332,040
TOTAL EXPENDITURES	\$9,387,985	\$11,758,592	\$14,052,944	\$13,933,834	\$10,741,846	\$12,079,270
Expend. Reimb.	(\$238,785)	(\$240,564)	(\$197,348)	(\$204,000)	(\$204,000)	(\$204,000)
TOTAL NET EXPENDITURES	\$9,149,200	\$11,518,028	\$13,855,596	\$13,729,834	\$10,537,846	\$11,875,270
REVENUE:						
Charges for Services	\$6,628,081	\$6,499,585	\$6,742,703	\$6,828,780	\$6,828,780	\$6,828,780
Miscellaneous	28,083	15,000	84,788	15,000	15,000	15,000
TOTAL REVENUE	\$6,656,164	\$6,514,585	\$6,827,491	\$6,843,780	\$6,843,780	\$6,843,780
Less Available BSI *	\$0	(\$1,310,314)	\$0	\$0	\$0	(\$1,332,040)
NET GENERAL FUND COST	\$2,493,036	\$3,693,129	\$7,028,105	\$6,886,054	\$3,694,066	\$3,699,450
BSI Ending Balance *	\$1,086,152	N/A	\$1,230,018	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

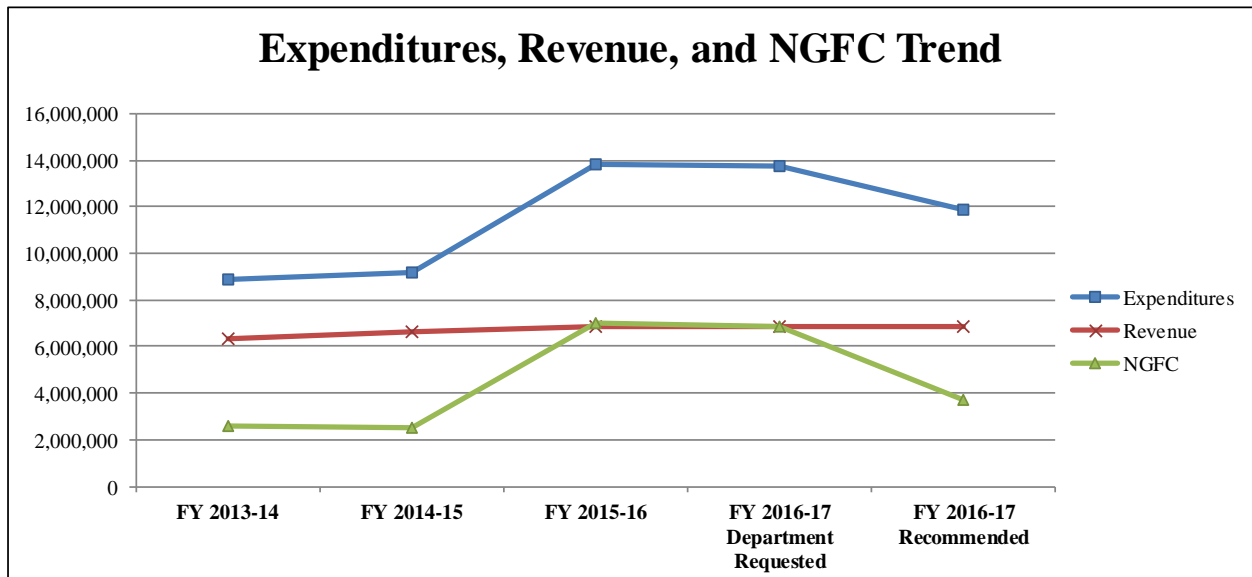
The budget unit is primarily funded through charges for services to other departments and an allocation of Net General Fund Cost (NGFC). The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the legal functions of the County. The appropriations in the other charges category 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. In addition, \$4 million for coverage of potential uninsured litigation cost associated with Measure "E" litigation is budgeted in Appropriation for Contingencies, Budget Unit 1970. Those appropriations will only be used if actual uninsured litigation costs exceeds the \$1.14 million

budgeted. The costs associated with uninsured litigation in FY 2015-16 was approximately \$4.6 million, an increase of approximately \$3.5 million from FY 2014-15, primarily due to costs associated with Measure “E” litigation.

The department has accrued Budget Savings Incentive (BSI) credits in the amount of \$1,332,040. The recommended budget includes the use of \$254,280 in BSI credits to cover the operating costs of the department, and to mitigate the 5% reduction in NGFC.

Budget Changes and Operational Impacts

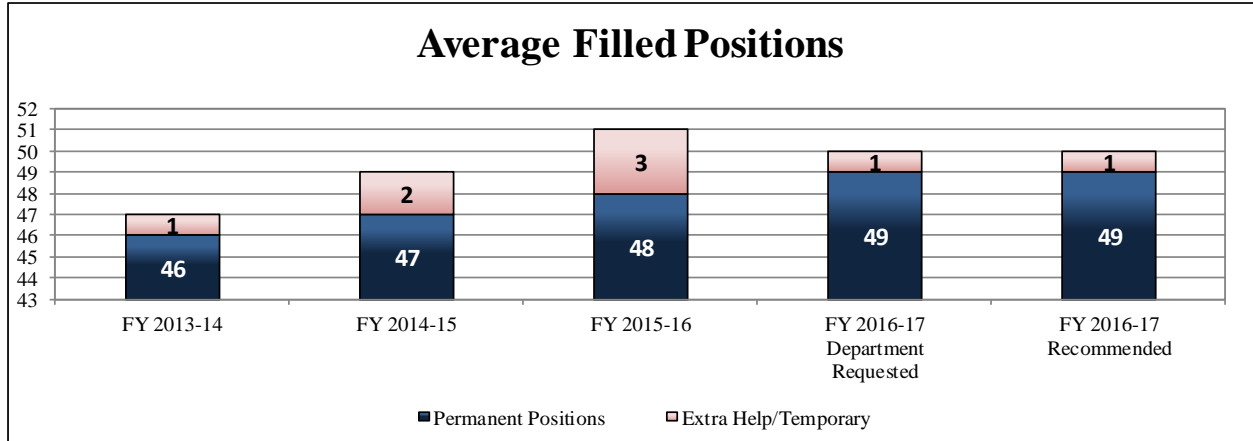
Salaries and benefits have increased to reflect all authorized positions being funded, as well as planned retirement payouts of approximately \$162,000. Services and supplies reflect a slight increase primarily due to professional services for water litigation costs.



Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) vacant Accountant I/II/III position.





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	46	47	48	49	49
Extra Help/Temporary	1	2	3	1	1
Total Positions	47	49	51	50	50
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	\$8,056,062	\$7,886,787	\$8,552,896	\$8,920,621	\$8,699,348

Summary of Authorized Positions

The department has 49 authorized positions, all of which have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	6	0	(1)		5	5	0	5
Advisory	9	0	0		9	9	0	9
Employment Law	6	0	0		6	6	0	6
Health Law	5	0	0		5	5	0	5
Juvenile Justice	10	0	0		10	10	0	10
Litigation	14	0	0		14	14	0	14
Total	50	0	(1)		49	49	0	49

Administration	Advisory	Employment Law
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Counsel	1 Chief Deputy County Counsel	1 Chief Deputy County Counsel
1 Assistant County Counsel	6 Deputy County Counsel I-V	3 Deputy County Counsel I-V
1 Administrative Coordinator	1 Paralegal I/Sr.	1 Paralegal I/Sr.
1 Info Systems Specialist I/II/III/Sr	1 Legal Secretary	1 Office Services Technician
1 Accountant I/II/III	9 Requested Total	6 Requested Total
1 Senior Office Services Specialist		
6 Current Total		
<u>Additions/Deletions</u>		
(1) Accountant I/II/III		
5 Requested Total		
	Juvenile Justice	Litigation
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Deputy County Counsel	6 Deputy County Counsel I-V	1 Chief Deputy County Counsel
2 Deputy County Counsel I-V	2 Paralegal I/Sr.	7 Deputy County Counsel I-V
1 Office Services Specialist	1 Office Services Technician	3 Paralegal I/Sr.
1 Paralegal I/Sr.	1 Office Services Assistant	3 Legal Secretary
5 Requested Total	10 Requested Total	14 Requested Total



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Total cost of legal services as a percentage of total County expenditures.	.55%	.54%	< .8%	.82%	< .8%
Percent of lawsuits resolved with a payout to plaintiffs of \$10,000 or less.	32 of 40 80%	35 of 53 or 66%	32 of 40 or 80%	28 of 37 or 76%	30 of 40 or 75%

The first indicator measures the cost of all County legal services in relation to total County expenditures, including special circumstances when private counsel is retained to handle cases calling for special expertise. It helps assess programs that reduce the costs of litigation, experts, discovery, and more expensive private counsel. The second indicator measures the performance of County lawyers in managing financially significant lawsuits from general liability and medical malpractice claims. The cost of legal services is rising primarily due to large legal settlements of cases. In recent years, the County has been subjected to cases with the potential for exposure and large settlements. While County Counsel does not have control over the behavior that caused these claims, recently the department has seen a decrease in the number of serious incidents. The department is cautiously optimistic that legal costs due to case settlement may be trending down.

Objective 2: Provide effective services to County departments.

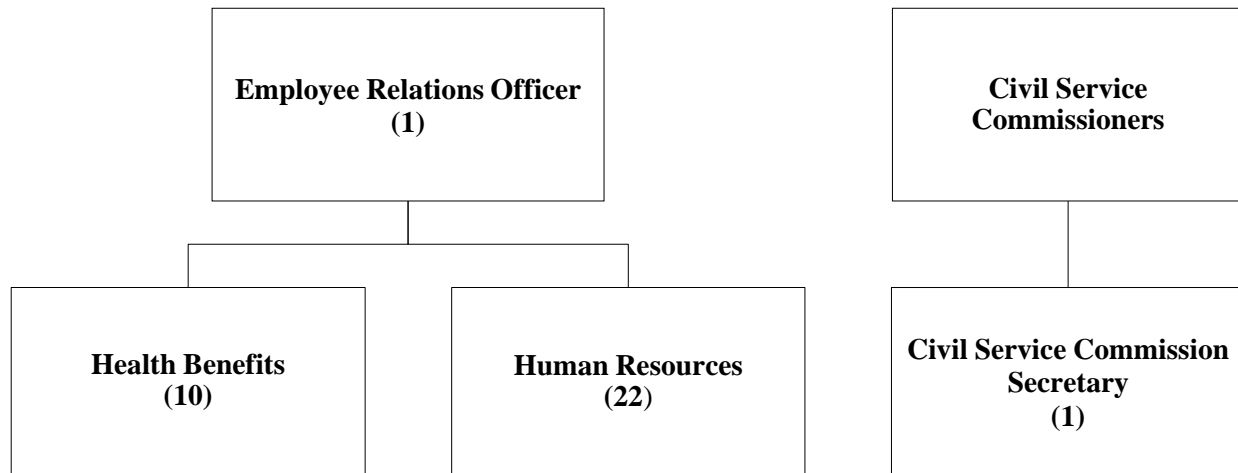
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
The percentage of clients rating legal services as effective.	95%	100%	95%	80%	95%
The percentage of contracts reviewed within ten business days.	95%	98%	95%	98%	95%

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

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 2014-15 and 2015-16 Accomplishments

- The division completed a full process review of recruitment functions that was facilitated by the Lean Six Sigma team from Kern Medical Center. The revisions to the recruitment process have led to a significant decrease in the amount of time taken to complete requisitions, certifications, and results reporting.
- The division successfully negotiated a successor Memoranda of Understanding with the County’s largest employee organization, Service Employees’ International Union Local 521. The negotiated agreement will provide the County with reductions in liabilities related to retiree health care.
- Administration of the Kern Legacy health plan has transitioned from Kern Medical Center to the Human Resources Division. The plan now utilizes a custom County-owned network, allowing the County to secure better provider rates and providing improved provider relations.



Human Resources Division

Department Head: John Nilon

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 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 for 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,245,570	\$4,337,830	\$3,649,489	\$3,804,374	\$3,843,992	\$3,845,792
Services and Supplies	187,173	222,775	237,954	291,581	291,581	292,609
Other Financing Uses	0	51,637	0	0	0	64,456
TOTAL EXPENDITURES	\$2,432,743	\$4,612,242	\$3,887,443	\$4,095,955	\$4,135,573	\$4,202,857
Expend. Reimb.	(\$19,265)	(\$36,510)	(\$28,095)	(\$26,440)	(\$26,440)	(\$26,440)
TOTAL NET EXPENDITURES	\$2,413,478	\$4,575,732	\$3,859,348	\$4,069,515	\$4,109,133	\$4,176,417
REVENUE:						
Charges for Services	\$39,317	\$1,618,237	\$1,549,772	\$1,342,870	\$1,342,870	\$1,342,870
Miscellaneous	582	450	1,011	520	520	520
Other Financing Sources:						
AB109 Realignment	44,738	0	80,837	0	0	0
TOTAL REVENUE	\$84,637	\$1,618,687	\$1,631,620	\$1,343,390	\$1,343,390	\$1,343,390
Less Available BSI *	\$0	(\$51,637)	\$0	\$0	\$0	(\$64,456)
NET GENERAL FUND COST	\$2,328,841	\$2,905,408	\$2,227,728	\$2,726,125	\$2,765,743	\$2,768,571
BSI Ending Balance *	\$27,539	N/A	\$51,637	N/A	N/A	N/A

* BSI = Budget Savings Incentives

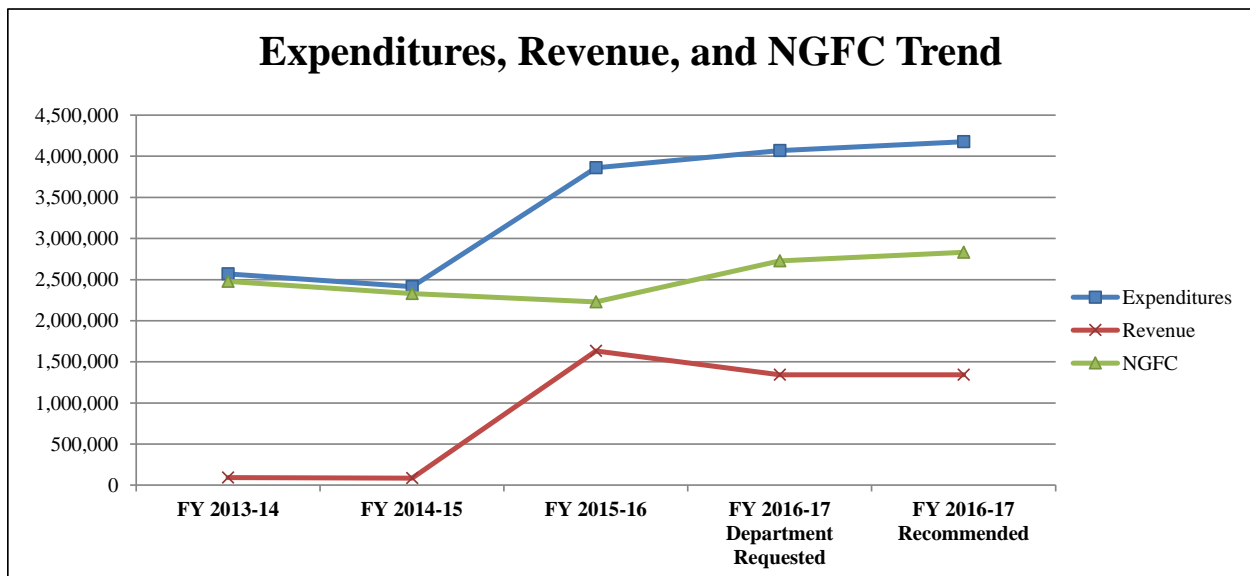
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the department. The department is funded by an allocation of Net General Fund Cost. However, the department also receives reimbursement of staff costs for administration of the County’s health benefits programs and is reimbursed for the expenses of purchasing employee service awards to recognize employees for their years of service.

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 \$71,000. The Civil Service Commission approved this budget in accordance with County ordinance 3.04.040, at its meeting held April 11, 2016.

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. This revenue is anticipated to decrease in FY 2016-17 due to adjustments in staff time allocations that should reduce billable costs. The recommended budget will allow the division to maintain current levels of service.

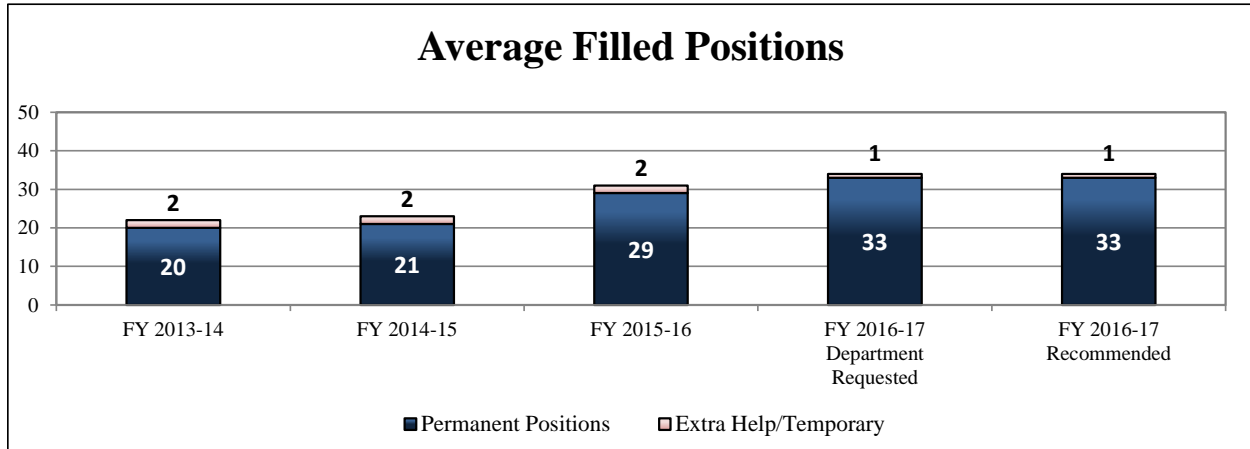


Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The division plans to hold vacant and unfunded one (1) Office Services Technician-Confidential position, for an



estimated savings of \$74,000. The division does not anticipate any service level impacts from the position vacancy.



4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	20	21	29	33	33
Extra Help/Temporary	2	2	2	1	1
Total Positions	22	23	31	34	34
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	20	20	28	N/A	N/A
Extra Help/Temporary (FTE)	2	2	2	N/A	N/A
Total Positions	22	22	30	N/A	N/A
SALARIES & BENEFITS	\$2,285,275	\$2,245,570	\$3,649,489	\$3,804,374	\$3,845,792

Summary of Authorized Positions

The division has 34 authorized permanent positions, of which 33 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Human Resources	23	0	0	23	23	22	1	23
Health Benefits	10	0	0	10	10	10	0	10
Civil Service	1	0	0	1	1	1	0	1
Total	34	0	0	34	34	33	1	34

Human Resources	Health Benefits	Civil Service
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Employee Relations Officer	2 Health Plan Services Rep I/II	1 Civil Service Comm Secretary
1 Human Resources Div Manager	1 Health Plan Admin Coord	1 Requested Total
1 Deputy Employee Relations Ofcr	2 Health Plan Utilization Spec I/II	
2 Principal HR Analyst	2 Human Resources Specialist I/II	
6 Human Resources Analyst I/Sr.	1 Deputy Employee Relations Ofcr	
7 Human Resources Specialist I/II	2 Senior HR Specialist	
2 Office Services Technician-C	10 Requested Total	
1 Office Services Assistant-C		
2 Administrative Analyst I/II/III		
23 Requested Total		

General Government



Fiscal Year 2016-17 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

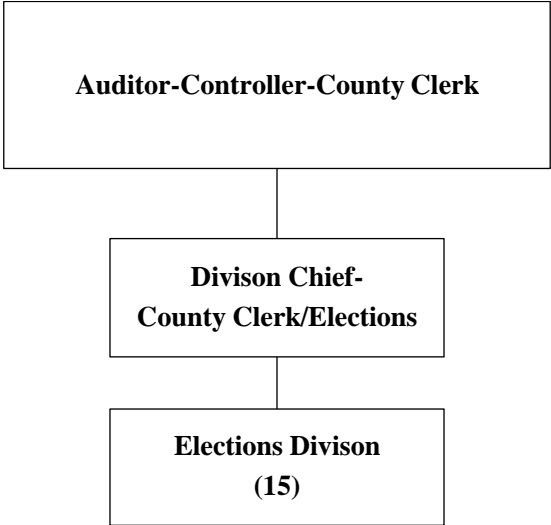
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of certifications made within two days of the availability of an eligible list and valid requisition.	87%	92%	89%	100%	100%
Average number of days for completion of eligible lists from date of the receipt of a requisition	48	48	59	44	45
Percentage of classification actions completed within three months of receipt of request	75%	80%	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 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 2014-15 and 2015-16 Accomplishments

- Leading the State by implementing portions of the newly certified Dominion Democracy Suite System during the 2015 Uniform District Elections. This was enabled after receiving approval by the California Secretary of State for a blended voting system.
- 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.
- Negotiated the purchase of the innovative Dominion system using Help America Vote Act grant funds in FY 2015-16.
- Successfully completed Kern County’s portion of a statewide recount of the State Controller’s race in 2014.
- The Elections Division Chief represented Kern County by co-chairing the California Association of Clerks and Elections Officials Legislative Committee.



Elections

Department Head: Mary B. Bedard, Elected
 Fund: General
 Budget Unit: 1420

Function: General Government
 Activity: Elections

Description of Major Services

The Auditor-Controller-County Clerk Elections Division conducts general and special elections for all levels of government. The Auditor-Controller-County Clerk is the Registrar of Voters and maintains election-related documents such as the voter index, affidavits of registration and precinct records. State and federal elections laws mandate the services performed by this division.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,271,890	\$1,545,745	\$1,601,443	\$1,748,855	\$1,748,855	\$1,749,373
Services and Supplies	1,938,777	2,389,984	2,358,113	2,436,880	2,436,880	2,437,352
Other Charges	0	1	0	1	1	1
Capital Assets	9,567	0	1,267,670	0	0	0
TOTAL EXPENDITURES	\$3,220,234	\$3,935,730	\$5,227,226	\$4,185,736	\$4,185,736	\$4,186,726
Expend. Reimb.	(\$52,963)	(\$55,000)	(\$56,825)	(\$56,000)	(\$56,000)	(\$56,000)
TOTAL NET EXPENDITURES	\$3,167,271	\$3,880,730	\$5,170,401	\$4,129,736	\$4,129,736	\$4,130,726
REVENUE:						
Intergovernmental	\$46,385	\$45,000	\$1,297,255	\$85,000	\$85,000	\$85,000
Charges for Services	733,068	205,300	315,430	595,300	595,300	595,300
Miscellaneous	9,395	10,500	5,027	10,500	10,500	10,500
TOTAL REVENUE	\$788,848	\$260,800	\$1,617,712	\$690,800	\$690,800	\$690,800
NET GENERAL FUND COST	\$2,378,423	\$3,619,930	\$3,552,689	\$3,438,936	\$3,438,936	\$3,439,926

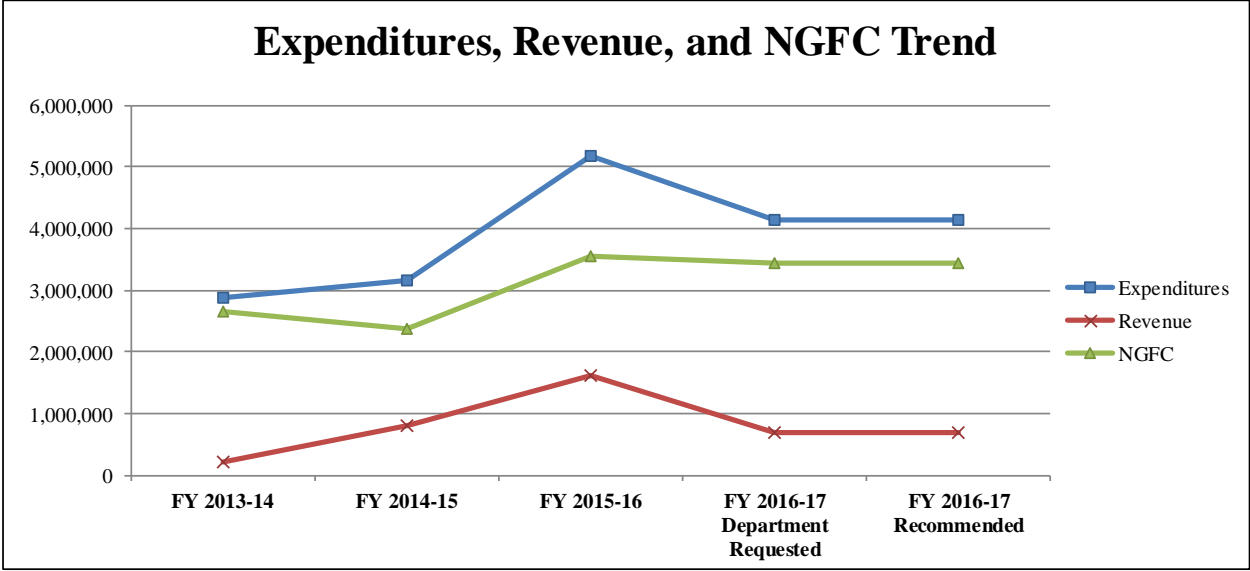
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing and supply costs for the positions and materials required to perform the legally mandated election functions of the County. The largest revenue source for the budget unit is charges for election services provided to other entities, and general purpose revenue received from the General Fund through the allocation of Net General Fund Cost.



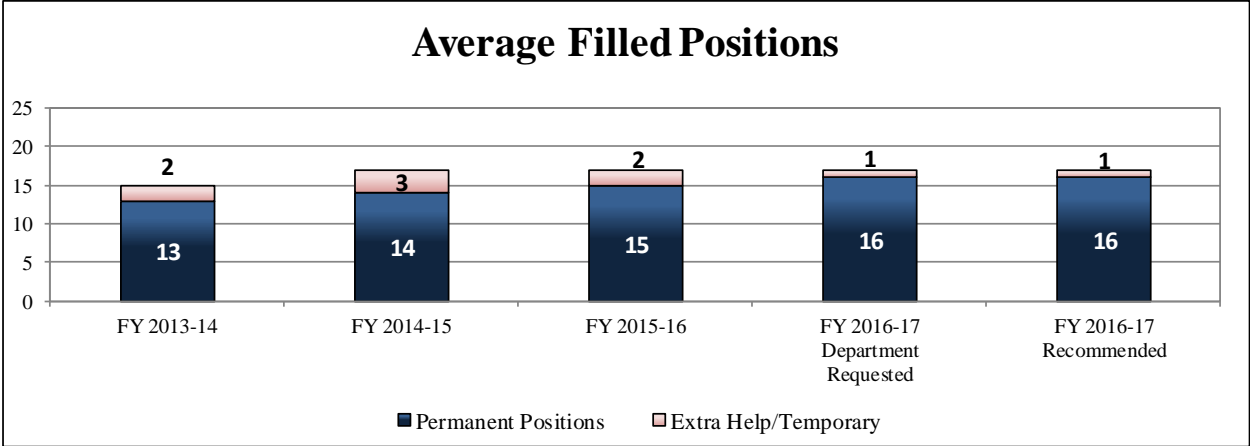
Budget Changes and Operational Impacts

The recommended budget provides funding for the General Election in November and a potential special election in June. The department is able to absorb the 5% NGFC reduction of \$180,996 through a reduction of services and supplies. In FY 2015-16, the department purchased the Dominion Democracy Suite system for \$1,267,670 which is offset by Help American Vote Act (HAVA) grant funds. This contributes to the decline in revenue and expenditures for the FY 2016-17 as compared to FY 2015-16.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	13	14	15	16	16
Extra Help/Temporary	2	3	2	1	1
Total Positions	15	17	17	17	17
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	13	14	16	N/A	N/A
Extra Help/Temporary (FTE)	1	2	2	N/A	N/A
Total Positions	14	16	18	N/A	N/A
SALARIES & BENEFITS	\$1,134,870	\$1,271,890	\$1,601,443	\$1,748,855	\$1,749,373

Summary of Authorized Positions

The division has 16 authorized permanent positions, all of which have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Elections	16	0	0	16	16	0	16
Total	16	0	0	16	16	0	16

Elections

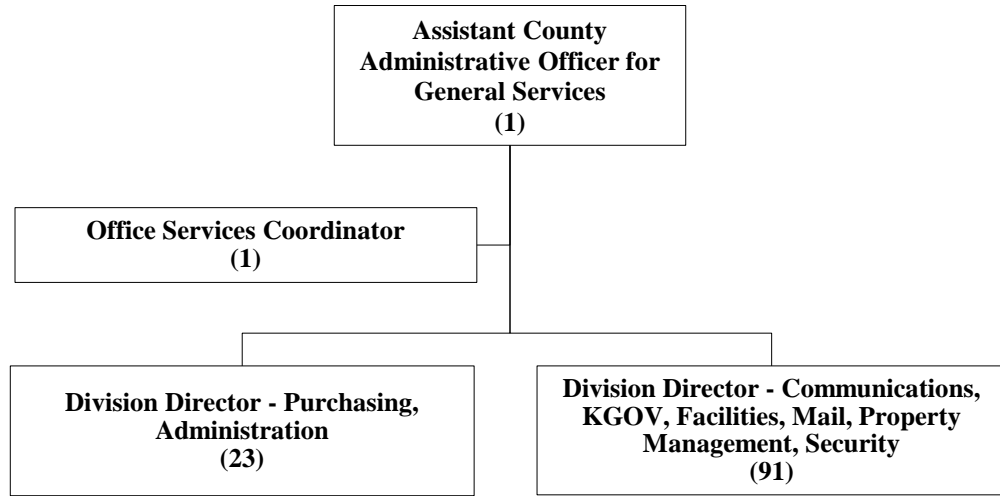
Classification

- 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
- 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 2014-15 and 2015-16 Accomplishments

- The Purchasing Division was nationally recognized and awarded the “Achievement of Excellence in Procurement” for the fifth consecutive year. The division implemented a program that provides departments with a one-stop shop to coordinate the repurposing or recycling of furniture and office equipment that is no longer needed.
- The Property Management Division negotiated and completed 44 new, amended, and/or assigned lease agreements, nine property transfers, 17 license agreements, three easements, and six new or renewed franchise agreements. Retrofitting of lighting fixtures has saved an estimated 650,000 kilowatt hours of energy, while County-owned solar facilities have generated approximately 3,000,000 kilowatts of power.
- The Maintenance Division maintains approximately 3.8 million square feet of County occupied facilities from Frazier Park to Ridgecrest. The division has implemented a new computerized maintenance management system, Micromain, which enables more effective management of County building assets.
- The Communications Division worked on the design of the Board Room Digital Upgrade project and installed equipment to provide Kern Government Television live broadcast capabilities from the Public Health Services building. The division is also installing camera upgrades, microwave links, and radio repeaters at various County facilities.
- The Mail Services Division has implemented a new E-certified process which saves \$1.40 per piece of certified mail.



General Services

Department Head: John Nilon
Fund: General
Budget Unit: 1610

Function: General Government
Activity: Property Management

Description of Major Services

The County Administrative Office General Services Division manages the Construction Services, Information Technology Services, Major Maintenance, Capital Projects, Garage and Utility Payments budget units. The division provides operational support to County departments, including routine and preventive maintenance for all County-owned buildings; custodial services in more than 70 County-owned and leased buildings; KGOV television broadcasting and audio-visual production services; property management services, including land purchases, leases, franchises, rights of entry and easements; energy and utility coordination; Countywide radio and microwave communications; mail services; purchasing; and payment and allocation of utility costs.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,968,989	\$10,002,694	\$9,900,867	\$9,513,616	\$9,374,293	\$9,383,525
Services and Supplies	2,326,457	2,295,733	2,572,725	2,544,370	2,469,370	2,469,370
Capital Assets	0	0	111,503	27,000	27,000	227,000
Other Financing Uses	0	1,028,142	0	0	0	921,774
TOTAL EXPENDITURES	\$12,295,446	\$13,326,569	\$12,585,095	\$12,084,986	\$11,870,663	\$13,001,669
Expend. Reimb.	(\$1,463,310)	(\$1,417,837)	(\$1,517,030)	(\$1,547,884)	(\$1,547,884)	(\$1,547,884)
TOTAL NET EXPENDITURES	\$10,832,136	\$11,908,732	\$11,068,065	\$10,537,102	\$10,322,779	\$11,453,785
REVENUE:						
Fines and Forfeitures	\$83,204	\$88,000	\$110,874	\$54,000	\$54,000	\$54,000
Charges for Services	2,314,686	2,117,181	2,370,099	1,907,192	1,907,192	1,907,192
Miscellaneous	3,127	4,500	13,291	10,000	11,000	11,000
Other Financing Sources:						
DIVCA	0	98,000	176,636	124,000	124,000	324,000
CD-Home Investment Trust	3,674	0	0	1,000	0	0
TOTAL REVENUE	\$2,404,691	\$2,307,681	\$2,670,900	\$2,096,192	\$2,096,192	\$2,296,192
Less Available BSI *	\$0	(\$1,028,142)	\$0	\$0	\$0	(\$921,774)
NET GENERAL FUND COST	\$8,427,445	\$8,572,909	\$8,397,165	\$8,440,910	\$8,226,587	\$8,235,819
BSI Ending Balance *	\$968,136	N/A	\$878,142	N/A	N/A	N/A

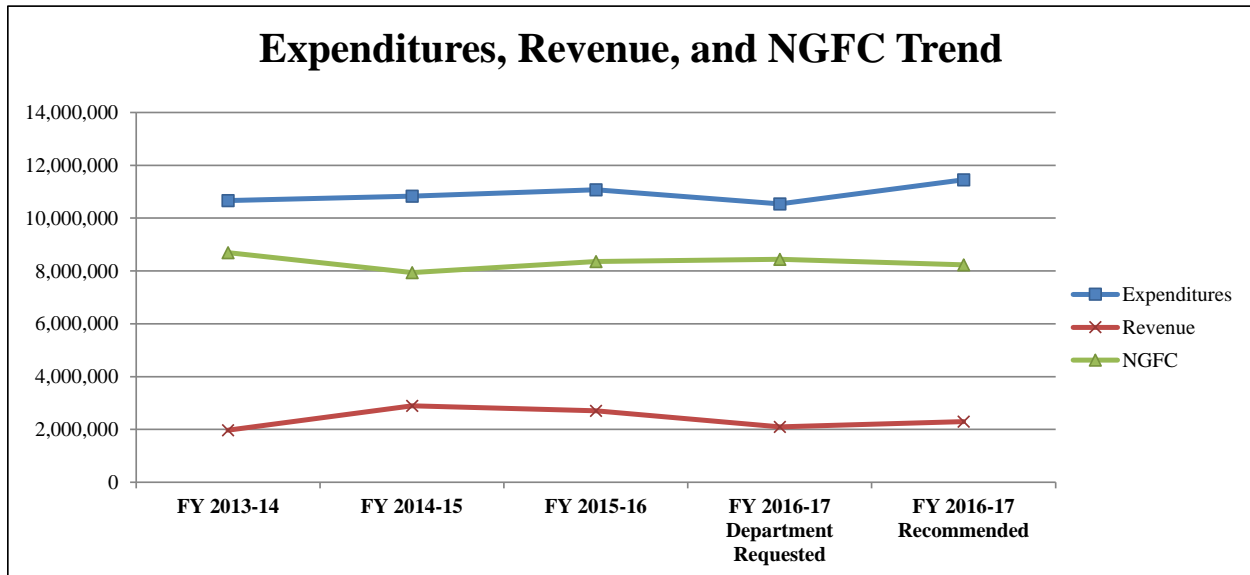
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing and supplies costs for the positions and materials required to perform the assigned functions. The division receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC).

Budget Changes and Operational Impacts

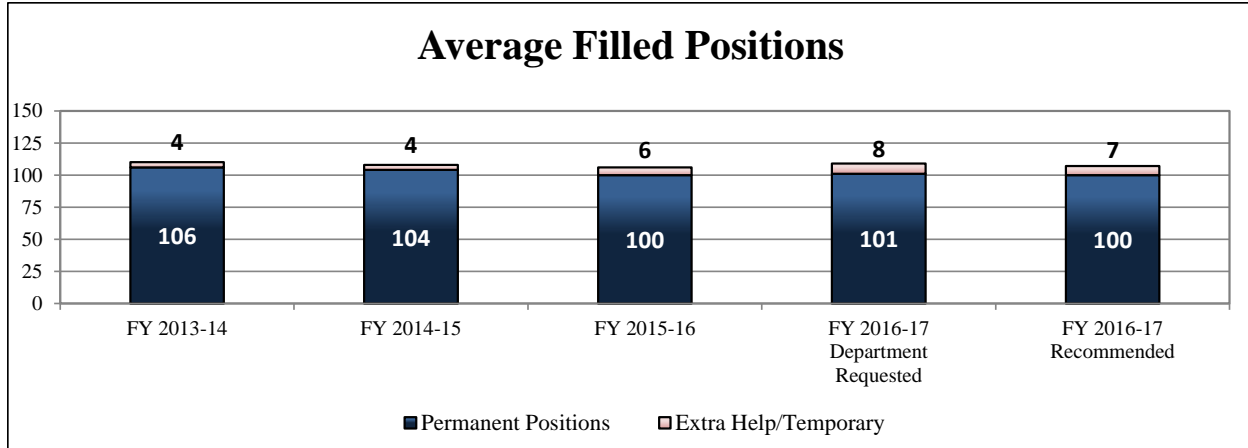
The recommended budget provides the division with funding for 100 permanent positions, which requires the use of \$569,460 of accumulated BSI credits. Total staffing is in line with prior year actuals, which will allow the department to maintain similar service levels. Charges for services revenue is anticipated to decline primarily due to the expiration of a custodial services agreement with the Mental Health Department, and the termination of purchasing services to Kern Medical Center.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The following sixteen authorized positions will be held vacant and unfunded: two (2) Administrative Coordinator, two (2) Communications Technician I/II/III, three (3) Building Service Worker I/II/III, three (3) Maintenance Worker I/II/III/IV, one (1) Office Services Specialist, one (1) Office Services Technician, one (1) Mail Clerk I/II, one (1) Real Property Agent I/II/III, one (1) Buyer I/II/III, and one (1) Security Attendant I/II at an annual savings of approximately \$1.6 million.





4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	106	104	100	101	100
Extra Help/Temporary	4	4	6	8	7
Total Positions	110	108	106	109	107
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	105	105	100	N/A	N/A
Extra Help/Temporary (FTE)	4	3	5	N/A	N/A
Total Positions	109	108	105	N/A	N/A
SALARIES & BENEFITS	\$9,821,395	\$9,968,989	\$9,900,867	\$9,513,616	\$9,383,525

Summary of Authorized Positions

The recommended budget includes 116 authorized permanent positions, of which 100 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	16	0	0	16	14	2	16
Communications	11	0	0	11	9	2	11
Facilities	64	0	0	64	58	6	64
KGOV	3	0	0	3	3	0	3
Mail Services	3	0	0	3	2	1	3
Property Management	6	0	0	6	4	2	6
Purchasing	9	0	0	9	7	2	9
Security	4	0	0	4	3	1	4
Total	116	0	0	116	100	16	116

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



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	13	13	14	18	14
Average number of days to complete a request for communication services within County facilities	3	2	3	3	3
Average number of inspections of County owned and leased facilities performed by Property Management	101	90	90	91	90
Average number of annual energy audits of County owned and leased facilities performed by Property Management	41	30	30	30	30

Staff anticipate needs, provide effective solutions, maintain communication and strive to perform work in a timely manner for over 200 facilities County-wide. 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of fiscal savings from competitive process	16.9%	20%	20%	13.74%	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.

Utility Payments

Department Head: John Nilon
Fund: General
Budget Unit: 1615

Function: General Government
Activity: Property Management

Description of Major Services

This budget unit is used to pay utility costs for most County facilities. Utilities include electricity, gas, water, sewer, garbage, postage, elevator services, pest control, security and fire alarm systems, and fire extinguishers/sprinkler systems. The General Services Division administers this budget unit. Some utility costs for Sheriff, Fire, Roads, and Parks and Recreation are not included in this budget unit.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$8,236,501	\$8,814,673	\$8,372,418	\$9,155,584	\$9,155,584	\$9,163,017
Other Charges	772,552	755,971	755,971	462,833	462,833	462,833
TOTAL EXPENDITURES	\$9,009,053	\$9,570,644	\$9,128,389	\$9,618,417	\$9,618,417	\$9,625,850
Expend. Reimb.	(\$639,214)	(\$700,000)	(\$512,917)	(\$603,000)	(\$603,000)	(\$603,000)
TOTAL NET EXPENDITURES	\$8,369,839	\$8,870,644	\$8,615,472	\$9,015,417	\$9,015,417	\$9,022,850
REVENUE:						
Intergovernmental	\$124,691	\$112,937	\$113,425	\$110,970	\$110,970	\$110,970
Charges for Services	1,169,666	1,246,638	1,367,388	1,269,138	1,269,138	1,269,138
Miscellaneous	550,577	205,760	552,646	266,000	266,000	266,000
Other Financing Sources:						
Criminal Justice Facilities	3,031,788	2,885,386	2,201,925	2,600,000	2,600,000	2,600,000
TOTAL REVENUE	\$4,876,722	\$4,450,721	\$4,235,384	\$4,246,108	\$4,246,108	\$4,246,108
NET GENERAL FUND COST	\$3,493,117	\$4,419,923	\$4,380,088	\$4,769,309	\$4,769,309	\$4,776,742

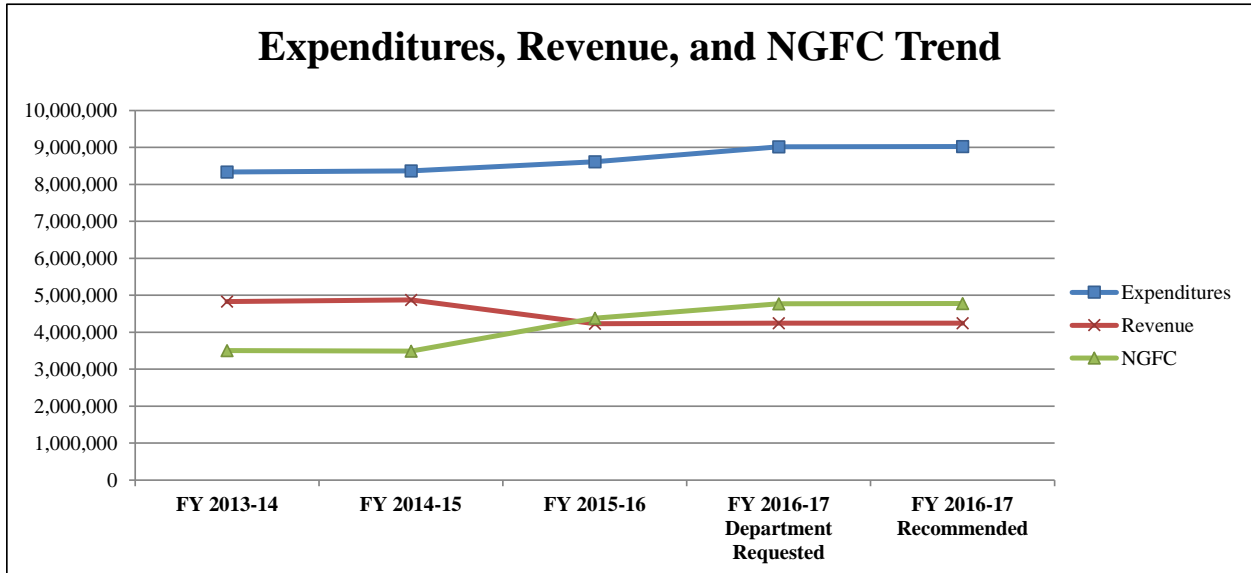
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The General Services Division continues to review and evaluate the acquisition of utility services and commodities to attain the best rates possible. Services and supplies are budgeted to cover the anticipated cost of utilities. Charges for services and other financing sources revenue are primarily collected from customer entities for services provided, and general purpose revenue received from the General Fund through the allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The anticipated increase in services and supplies expenditures is primarily due to expected changes in electricity, gas, and water rates. A portion of increased expenditures are offset by increased revenue collected from service recipients. Services and supplies also includes \$109,000 in appropriations to cover general liability insurance costs for certain claims that are not attributable to any specific department. The anticipated decrease in other charges

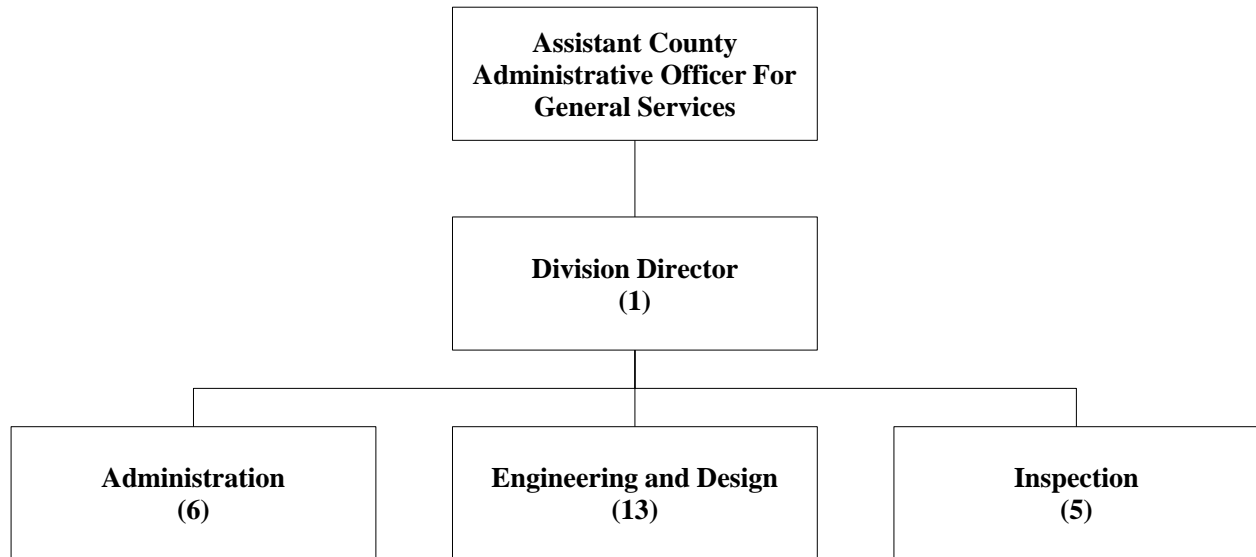
expenditures is primarily due to the retirement of a Court facility central plant capital lease obligation.



Mission Statement

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

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- The Construction Services Division completed the following projects: new Information Technology Services building, Courts Complex electric upgrades phase II, County Administrative Center Board Chamber upgrades, Lerdo kitchen and laundry air handler replacements, East Niles Senior Center improvements, Pioneer Park spray park, Coroner’s Office plumbing and structural improvements, Tehachapi Mountain Park electrical service and American’s with Disabilities Act upgrades, Public Health Services building parking lot improvements, Kern County Museum improvements, County Administrative Center walkway improvements, Mental Health 28th Street North Tower improvements, and extensive parking lot and reroofing projects at various County facilities.
- Projects in construction include: Assembly Bill 900 Kern County Justice Facility, Lerdo Waste/Water improvements, Hall of Records structural improvements, Animal Services surgical center improvements, Communications Center HVAC replacement, Jamison Center restroom remodel, Camp Condor water well, Mental Health 28th Street facility south tower, and Public Health Services building waterproofing.
- Projects in design include: Potomac Park walking path, Lake Isabella fire station, and Hart Flat fire station.



Construction Services

Department Head: John Nilon

Fund: General

Budget Unit: 1640

Function: General Government

Activity: Property Management

Description of Major Services

The Construction Services section within the General Services Division provides design, engineering cost estimates, bids and awards, inspection and project management for capital and major maintenance projects related to the County's real property infrastructure. County design staff efforts are augmented through the use of architectural and engineering consultant contracts, when appropriate.

Summary of Expenditures and Revenue

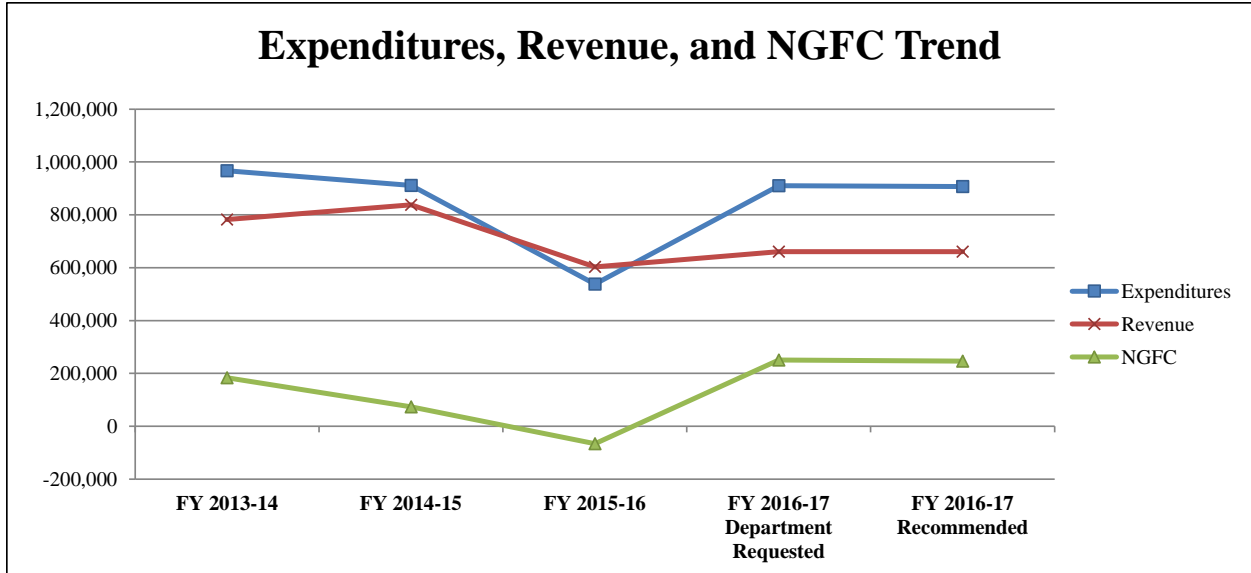
	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,586,491	\$2,854,584	\$2,788,230	\$2,852,879	\$2,847,004	\$2,848,159
Services and Supplies	249,398	246,669	190,652	268,514	268,514	269,809
TOTAL EXPENDITURES	\$2,835,889	\$3,101,253	\$2,978,882	\$3,121,393	\$3,115,518	\$3,117,968
Expend. Reimb.	(\$1,924,438)	(\$1,902,000)	(\$2,441,013)	(\$2,211,000)	(\$2,211,000)	(\$2,211,000)
TOTAL NET EXPENDITURES	\$911,451	\$1,199,253	\$537,869	\$910,393	\$904,518	\$906,968
REVENUE:						
Charges for Services	\$721,271	\$844,200	\$424,336	\$610,200	\$610,200	\$610,200
Miscellaneous	0	30	0	0	0	0
Other Financing Sources:						
Community Dev. Program Trust	116,740	120,000	179,130	50,000	50,000	50,000
TOTAL REVENUE	\$838,011	\$964,230	\$603,466	\$660,200	\$660,200	\$660,200
NET GENERAL FUND COST	\$73,440	\$235,023	(\$65,597)	\$250,193	\$244,318	\$246,768

Major Expenditures and Revenue in FY 2016-17 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.

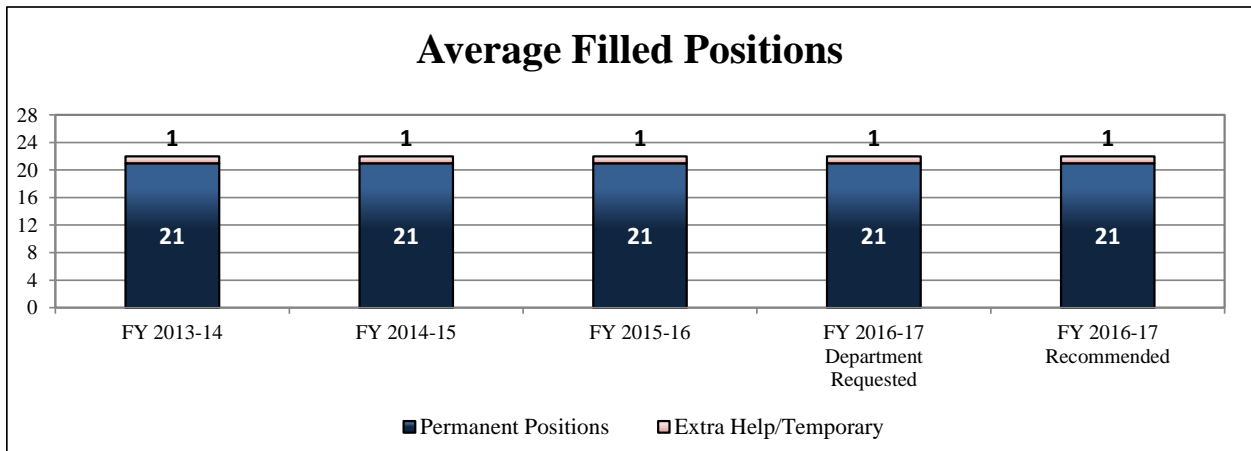
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits compared to prior year actual primarily due to increases in employee benefit costs. Charges for services, other financing sources and expenditure reimbursements are adjusted to reflect anticipated staffing costs and project workloads.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The budget holds one (1) Engineering Aide I/II/III position, one (1) Construction Project Inspector I/II/III position, and two (2) Engineer I/II/III positions vacant and unfunded for an annual savings of approximately \$609,000. Although staffing costs for this division are largely offset by service charges, the anticipated FY 2016-17 project workload is insufficient to fund all authorized positions.



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	21	21	21	21	21
Extra Help/Temporary	1	1	1	1	1
Total Positions	22	22	22	22	22
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	22	21	21	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	23	22	22	N/A	N/A
SALARIES & BENEFITS	\$2,620,182	\$2,586,491	\$2,788,230	\$2,852,879	\$2,848,159

Summary of Authorized Positions

The budget unit has 25 authorized positions, of which 21 have been budgeted to be filled during FY 2016-17 as indicated below.

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

Administration	Engineering and Design	Inspection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Division Director	2 Supervising Engineer	1 Supervising Project Inspector
2 Contract Specialist	4 Engineer I/II/III	4 Construct Proj Inspector I/II/III
1 Administrative Coordinator	5 Engineering Technician I/II/III	5 Requested Total
1 Fiscal Support Specialist	1 Engineering Aide I/II/III	
1 Fiscal Support Technician	1 Drafting Technician I/II/III	
1 Office Services Specialist	13 Requested Total	
7 Requested Total		

Fiscal Year 2016-17 Goals, Objectives, and Performances Measures

General Government

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

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of administrative cost to total construction cost	1.1%	1.4%	2.0%	1.5%	1.5%
Percentage of design and engineering costs to total construction cost	8.3%	15.0%	9.0%	14.4%	11%
Percentage of project management and inspection costs to total construction cost	4.7%	5.1%	6.0%	3.7%	5.5%

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 FY 2015-16 goal was not achieve.



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Major Maintenance Projects

Department Head: John Nilon

Fund: General

Budget Unit: 1650

Function: General Government

Activity: Property Management

Description of Major Services

The General Services Division of the County Administrative Office annually develops a master list of all major maintenance projects requested by departments. The projects are prioritized using the following criteria: legally mandated, health and safety concern, preventive maintenance concern, cost reduction impact, and extent of direct use or benefit to the public. Offsetting revenue and special funding are also considered when prioritizing the projects requested for funding consideration.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,803,083	\$16,737,723	\$4,821,762	\$0	\$0	\$6,433,108
TOTAL EXPENDITURES	\$1,803,083	\$16,737,723	\$4,821,762	\$0	\$0	\$6,433,108
REVENUE:						
Intergovernmental	\$1,187,919	\$739,479	(\$38,616)	\$0	\$0	\$239,266
Miscellaneous	1,000	50,000	105,074	0	0	748,000
Other Financing Sources:						
Roads Fund	34,097	0	0	0	0	0
Parcel Map Fees Trust	2,530	0	25,225	0	0	0
Structural Fire Fund	10,401	114,600	81,518	0	0	0
County Service Area	36,920	0	0	0	0	0
County Local Revenue Fund 2011	73,392	0	0	0	0	0
Recorders Modernization Fund	58,630	1,436,706	1,195,958	0	0	268,797
Kern Medical Center	0	0	286,000	0	0	0
Mental Health Fund	398	519,349	115,794	0	0	708,138
ACO-General Fund	0	0	0	0	0	4,190,908
TOTAL REVENUE	\$1,405,287	\$2,860,134	\$1,770,953	\$0	\$0	\$6,155,109
NET GENERAL FUND COST	\$397,796	\$13,877,589	\$3,050,809	\$0	\$0	\$277,999

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

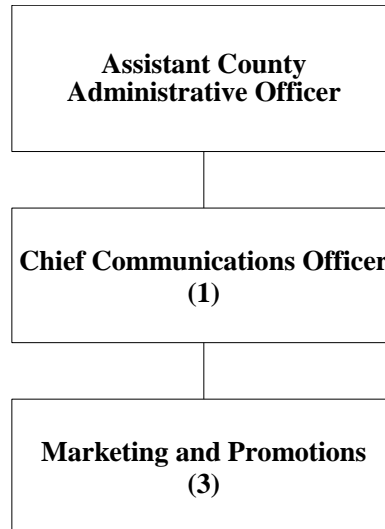
The table below contains a list of the recommended projects for FY 2016-17. For each project, the project cost, any offsetting revenue or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table below include 23 projects with a combined NGFC of \$277,999. Revenue for this budget unit includes \$5.1 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
7014	Public Health BSL3 Lab	\$473,000	\$473,000	\$0
7018	Communications System Replacement	225,000		225,000
7019	ADA-Various County Facilities	250,000		250,000
7023	Energy Efficiency-Various County Facilities	250,000		250,000
7029	Paving-Various County Facilities	275,000		275,000
7039	Painting-Various County Facilities	50,000		50,000
7041	HVAC-Various County Facilities	200,000		200,000
7050	KRV Library and Administration Reroof	400,000		400,000
7051	Beale Library Fire Control Panel Replacement	62,000		62,000
7066	Ridgecrest County Admin Complex 5	473,000		473,000
7068	Maintenance Shop Wood Frame Structural Repair	105,000		105,000
7070	Juvenile Hall Reroof Buildings 100, 200, 300	1,746,108		1,746,108
7072	Juvenile Hall Reroof Building 400	308,000		308,000
7078	Mojave Library Reroof	139,000		139,000
7081	Camp Condor Water System Replacement	250,000		250,000
7085	Mary K. Shell Generator	288,000	456,731	(168,731)
7090	Museum Maintenance Shop Roof Replacement	86,000		86,000
7093	Juvenile Justice Center Reroof	99,000		99,000
7112	Hall of Records Structural Improvements	75,000	75,000	-
7141	Underground Fuel Tank Remediation	97,000		97,000
7243	Metro Recreation Area Electric Meter Installations	79,000		79,000
7244	Automatic Controls for Lake Ming Repair	278,000		278,000
7245	Cooling Tower Rehabilitation	225,000		225,000
	Prior Year Project Revenue	\$0	\$5,150,378	(\$5,150,378)
	Grand Total	\$6,433,108	\$6,155,109	\$277,999

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 2014-15 and 2015-16 Accomplishments

- Produced the annual State of the County dinner and address.
- Administered the County's Tourism Promotion Grant program.
- Organized and directed the County's 150th anniversary event, and the commemorative Board of Supervisors meeting held in Havilah.
- Coordinated and scheduled a series of El Nino-focused community meetings.
- Increased the department's social media presence per the integrated marketing strategy.
- Assisted several County departments with creative and print services.
- Promoted tourism through participation in the Los Angeles Travel Show and other tourism conventions.
- Implemented a new mobile tourism platform and began removal of old information kiosks.
- Produced the Kern Visitors Guide and distributed copies to every visitor center in the California.
- Assisted with and issued over 180 film permits.
- Promoted Kern County as a location for film production to location managers countrywide.

Board of Trade

Department Head: John Nilon
Fund: General
Budget Unit 1812

Function: General Government
Activity: Promotion

Description of Major Services

The Board of Trade promotes tourism and commercial filming within the County and provides local stakeholders with general promotional, legislative, and educational assistance in regards to tourism-related matters. The department administers the County Tourism Promotion Grant Program and conducts a number of special events to promote the County, including the annual State of the County Dinner.

The department functions as the County's Film Commission and is the designated film-permitting authority in the County. As the Film Commission, the department is responsible for advertising, publicizing, and promoting film production resources and locations within the County.

The department is also responsible for the design and implementation of enhanced content for Kern Government Television (KGOV). The department develops and produces video segments for use on KGOV and department websites to highlight and showcase the services and programs offered by County departments.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$413,883	\$399,748	\$382,525	\$407,630	\$390,137	\$250,870
Services and Supplies	238,722	294,632	251,318	268,897	271,797	1,060,005
Other Charges	0	0	0	0	0	100,000
Other Financing Uses	0	47,261	0	0	0	15,750
TOTAL EXPENDITURES	\$652,605	\$741,641	\$633,843	\$676,527	\$661,934	\$1,426,625
Expend. Reimb.	(\$7,346)	(\$5,000)	(\$2,122)	(\$5,000)	(\$5,000)	(\$5,000)
TOTAL NET EXPENDITURES	\$645,259	\$736,641	\$631,721	\$671,527	\$656,934	\$1,421,625
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$355,962
Charges for Services	807	10,000	0	1,000	1,000	1,000
Miscellaneous	16,287	15,085	12,353	14,000	14,000	14,000
Other Financing Sources:						
Board of Trade Advertising	35,000	80,600	10,000	84,225	84,225	84,225
TOTAL REVENUE	\$52,094	\$105,685	\$22,353	\$99,225	\$99,225	\$455,187
Less Available BSI *	\$0	(\$47,261)	\$0	\$0	\$0	(\$15,750)
NET GENERAL FUND COST	\$593,165	\$583,695	\$609,368	\$572,302	\$557,709	\$950,688
BSI Ending Balance *	\$58,723	N/A	\$47,261	N/A	N/A	N/A

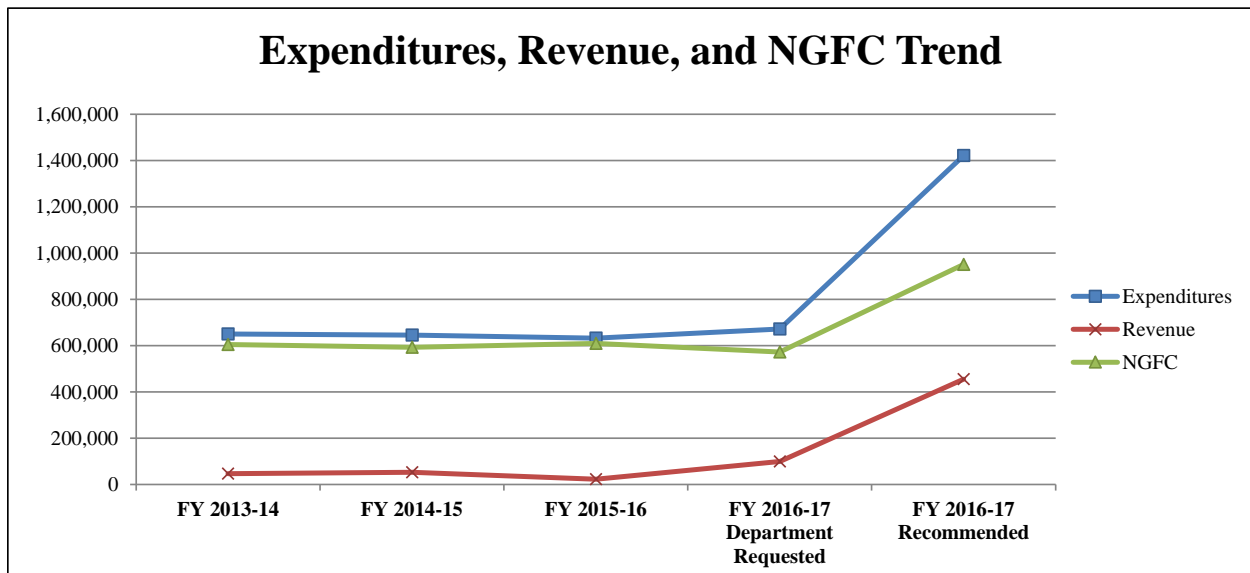
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures for the department are associated with economic development activities and staffing costs for positions required to perform the functions assigned. The decrease in salaries and benefits is due to the transfer of certain administrative and managerial duties to the County Administrative Office. The expenditures will now be realized in services in supplies. The remaining increases in other charges and services and supplies are primarily due to the transfer of economic development grants and agreements to this budget unit from the County Administrative Office and Special Services budget units. These transfers will better align the purpose of the programs with the mission and function of this department. The department is primarily funded by an allocation of Net General Fund Cost. Other revenue sources include event ticket sales, advertising, and reimbursement of marketing and promotions costs.

Budget Changes and Operational Impacts

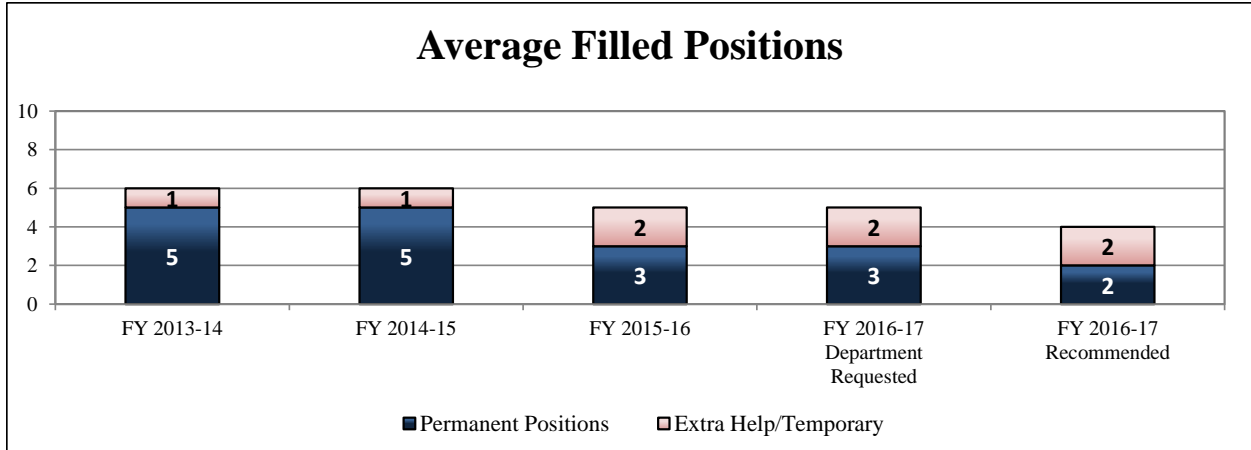
Services and supplies costs cover the procurement of specialized services for video production as well as the reimbursement of administrative costs of the Assistant County Administrative Officer to Employers' Training Resource, and a Senior Administrative Analyst to the County Administrative Office. The recommended budget will allow the department to maintain current levels of service.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department will hold vacant and unfunded one (1) Marketing and Promotions Assistant/Associate position, for an estimated savings of \$108,000. The department will also hold vacant and unfunded one (1) Chief Communications Officer, and will reimburse the County Administrative Office for the cost of performing the administrative and managerial duties previously performed in this budget unit.





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	5	5	3	3	2
Extra Help/Temporary	1	1	2	2	2
Total Positions	6	6	5	5	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	5	3	N/A	N/A
Extra Help/Temporary (FTE)	1	1	2	N/A	N/A
Total Positions	6	6	5	N/A	N/A
SALARIES & BENEFITS	\$468,518	\$413,883	\$382,525	\$407,630	\$250,870

Summary of Authorized Positions

The department has four authorized permanent positions, of which two have been budgeted to be filled during FY 2016-17 as indicated below. Administrative and managerial functions are now performed by the County Administrative Office. There are no service level reductions anticipated as a result of this transfer.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	0	1	1
Marketing and Promotions	3	0	0	3	2	1	3
Total	4	0	0	4	2	2	4



Marketing and Promotions		Administration	
<u>Classification</u>		<u>Classification</u>	
3	Marketing & Prom Asst/Asst	1	Chief Communications Officer
3	Requested Total	1	Requested Total

General Government



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of visitor guides distributed	30,000	40,000	50,000	50,000	60,000
Number of tour companies presented with information about Kern County	66	70	70	120	100
Number of ad impressions distributed from tourism print and web advertising	1,630,625	1,610,000	650,000	1,625,000	1,250,000
Number of unique visitors to visitkern.com	N/A	17,515	20,000	18,790	20,000
Number of unique visitors to filmkern.com	N/A	9,700	10,000	9,456	10,000
Number of tourism related social media interactions	N/A	80,167	100,000	80,874	100,000
Number of location scouts contacted through trade shows	N/A	50	10	15	10

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

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of visitors assisted in the tourism center.	3,000	2,600	2,700	2,650	2,700
Number of film locations located by film commission staff	N/A	150	150	120	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 department'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 department does not have a way to track the specific reasons for those fluctuations.

Goal 2: Enhance the County's image and promote services to the public.

Objective 1: Assist County departments with branding and promoting services to the public.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of positive media interactions	24	60	60	55	60
Number of hours spent on print projects completed for departments	1,500	1,000	1,000	1,250	1,000
Number of hours spent on video production projects	800	750	500	750	500
Number of hours spent on other marketing projects	1,200	1,300	1,500	1,750	1,500
Number of hours spent on coordinating events	80	320	320	380	320
Number of KGOV shows produced	10	2	2	2	2

These are measures for the department 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 department is also producing video content for airing on KGOV television. These measures reflect the number of hours spent by staff assisting other County departments with their marketing efforts.



Engineering, Surveying and Permit Services

Department Head: Craig Pope, Appointed
 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,499,500	\$0	\$0	\$0	\$0	\$0
Services and Supplies	572,325	4,479,126	3,145,512	2,857,902	2,857,902	2,860,539
Other Charges	(3,255)	591	151	60	60	60
Other Financing Uses	94,195	382,589	71,378	75,225	75,225	239,183
TOTAL EXPENDITURES	\$4,162,765	\$4,888,806	\$3,217,041	\$2,933,187	\$2,933,187	\$3,099,782
Expend. Reimb.	(\$295,751)	(\$210,000)	(\$30,620)	(\$5,000)	(\$5,000)	(\$5,000)
TOTAL NET EXPENDITURES	\$3,867,014	\$4,678,806	\$3,186,421	\$2,928,187	\$2,928,187	\$3,094,782
REVENUE:						
Intergovernmental	\$0	\$222,600	\$0	\$0	\$0	\$0
Charges for Services	2,314,845	2,252,040	1,306,203	1,244,750	1,244,750	1,244,750
Miscellaneous	661	1,186	17,293	1,186	1,186	1,186
Other Financing Sources:						
General Plan Surcharge	2,272	10,560	10,150	6,205	6,205	6,205
Community Development Program	9,312	500	0	500	500	500
TOTAL REVENUE	\$2,327,090	\$2,486,886	\$1,333,646	\$1,252,641	\$1,252,641	\$1,252,641
Less Available BSI *	\$0	(\$311,239)	\$0	\$0	\$0	(\$163,958)
NET GENERAL FUND COST	\$1,539,924	\$1,880,681	\$1,852,775	\$1,675,546	\$1,675,546	\$1,678,183
BSI Ending Balance *	\$311,239	N/A	\$163,958	N/A	N/A	N/A

* BSI = Budget Savings Incentives

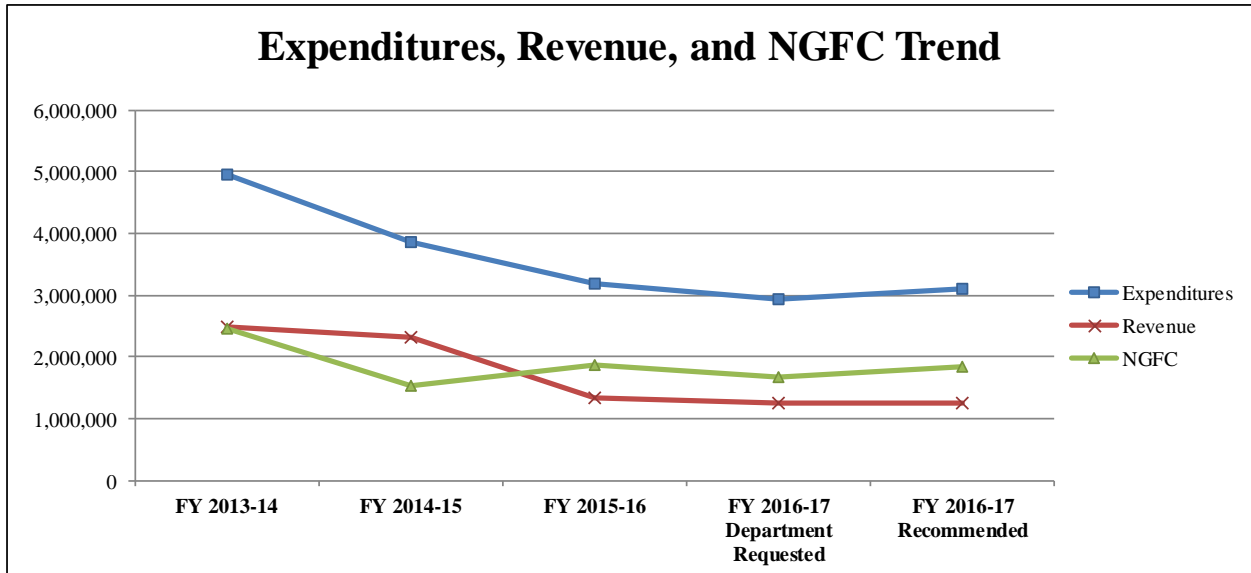
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The division has budgeted \$2.7 million within services and supplies to reimburse the Public Works Department to fully staff the operations of the Engineering, Surveying and Permit Services division. Major revenue sources include services provided to other County departments and the public. The remainder of funding is fulfilled through a Net General Fund Cost allocation.

Budget Changes and Operational Impacts

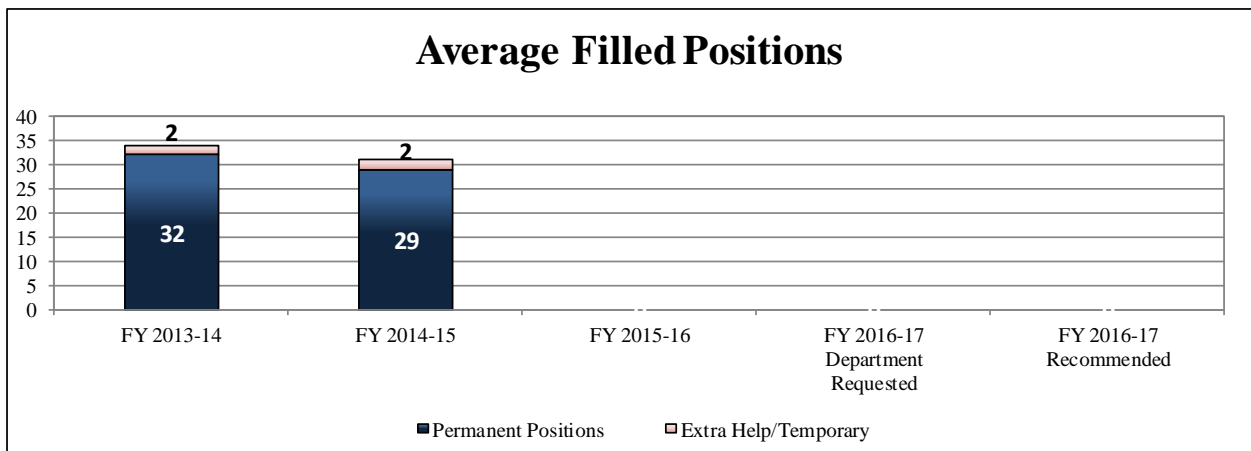
Expenditures are budgeted to remain similar to FY 2015-16. Geographic Information Systems (GIS) functions formerly performed at the division have been reorganized within the Information Technology Systems division of the General Services department in order to centralize GIS within the County.

The recommended budget allows for the department to maintain current service levels but General Fund reductions will require the use of \$43,700 of the division’s \$163,958 accumulated Budget Savings Incentive (BSI) credits.



Staffing Changes and Operational Impacts

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



	Actual			Department Requested	Department Recommended
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	32	29	0	0	0
Extra Help/Temporary	2	2	0	0	0
Total Positions	34	31	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	36	29	0	N/A	N/A
Extra Help/Temporary (FTE)	2	1	0	N/A	N/A
Total Positions	38	30	0	N/A	N/A
SALARIES & BENEFITS	\$4,375,246	\$3,499,500	\$0	\$0	\$0

Summary of Authorized Positions

There are no authorized positions within this budget unit.

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Facilitate development by performing timely reviews

<i>Objective 1: Increase the speed of map reviews</i>					
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of tract map first reviews performed within 28 days	100%	100%	100%	100%	100%
Percentage of subsequent tract map reviews performed within 14 days	100%	100%	100%	100%	100%
Percentage of parcel map first reviews performed within 28 days	100%	100%	100%	100%	100%
Percentage of subsequent parcel map reviews performed within 14 days	100%	100%	100%	90%	100%

The review of tract and parcel maps is a critical function of the division and it is important that customers can expect 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 map reviews.

<i>Objective 2: Increase the speed of flood hazard evaluations</i>					
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of flood hazard evaluations completed within 1 day	98%	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. Flood hazard evaluation turnaround times continue to be excellent!



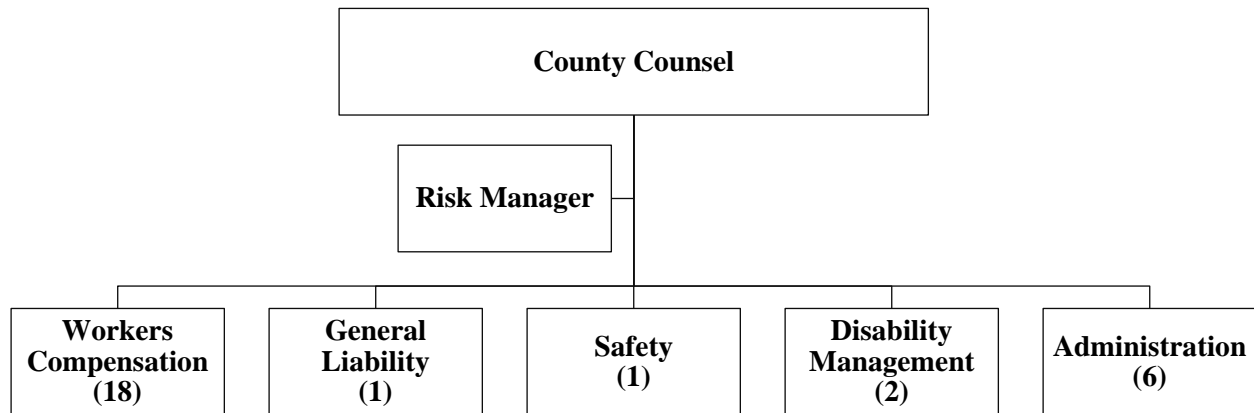
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Mission Statement

To meet the legal and risk management challenges facing the County of Kern in partnership with our clients and to provide quality and innovative services to benefit our clients while supporting the public good.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Formed a team of Risk Management leaders and Employment Law attorneys to analyze Workers’ Compensation claims on a monthly basis. The team settled or disposed of 25 claims totaling over \$300,000.
- Contracted with Corvel Company to perform Workers’ Compensation bill review. Use of Corvel software and services will save approximately \$30,000 annually and provide electronic document delivery of bills.
- Expanded the Medial Provider Network (MPN) to more specialties and more primary treating physicians in outlying areas of the County.
- Expanded the driver’s license “Pull Program,” which is designed to reduce risk while using County vehicles, keep claims at a minimum, and slow insurance premium increases.
- Increased outreach with County departments and continued to raise awareness about work safety issues through quarterly safety meetings.



Risk Management

Department Head: Theresa Goldner
Fund: General
Budget Unit: 1910

Function: General Government
Activity: Other General

Description of Major Services

The County Counsel Risk Management Division administers the County's General Liability and Workers' Compensation self-insurance programs, processes employee and liability claims, and provides loss prevention and safety programs. The division also negotiates the purchase of specialty insurance coverage for County departments. While there is no planned net General Fund cost associated with this division, any increase in expenditures directly increases the costs charged to other County departments.

Summary of Expenditures and Revenue

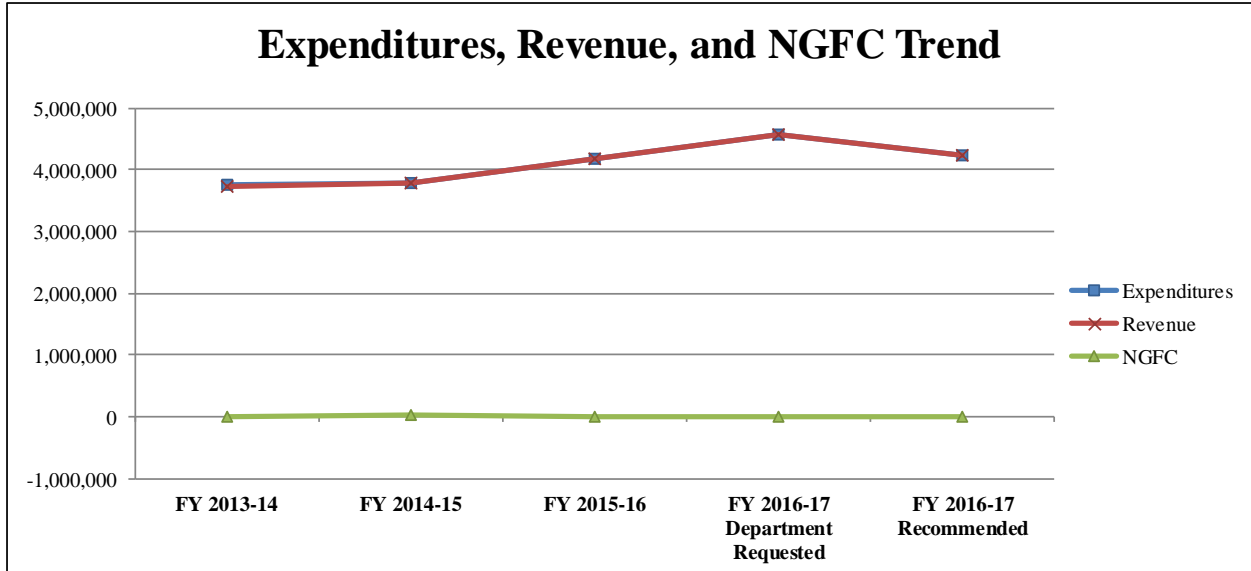
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,761,622	\$3,398,287	\$3,090,404	\$3,408,340	\$3,408,340	\$3,344,060
Services and Supplies	1,668,863	1,867,089	1,719,998	1,955,950	1,955,950	1,711,417
Other Charges	2,275	14,145	12,010	15,510	15,510	15,510
Capital Assets	0	18,186	8,927	0	0	0
TOTAL EXPENDITURES	\$4,432,760	\$5,297,707	\$4,831,339	\$5,379,800	\$5,379,800	\$5,070,987
Expend. Reimb.	(\$634,430)	(\$774,876)	(\$656,061)	(\$793,845)	(\$793,845)	(\$819,639)
TOTAL NET EXPENDITURES	\$3,798,330	\$4,522,831	\$4,175,278	\$4,585,955	\$4,585,955	\$4,251,348
REVENUE:						
Charges for Services	\$3,786,224	\$4,522,831	\$4,191,569	\$4,585,955	\$4,585,955	\$4,251,348
TOTAL REVENUE	\$3,786,224	\$4,522,831	\$4,191,569	\$4,585,955	\$4,585,955	\$4,251,348
NET GENERAL FUND COST	(\$12,106)	\$0	\$16,291	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide the services and perform the functions of the division. Services and supplies expenditures are primarily for the various insurance policies managed by the division. These insurance costs, and all staffing costs, are charged directly to customer departments. These charges come in as expenditure reimbursements and charges for services.

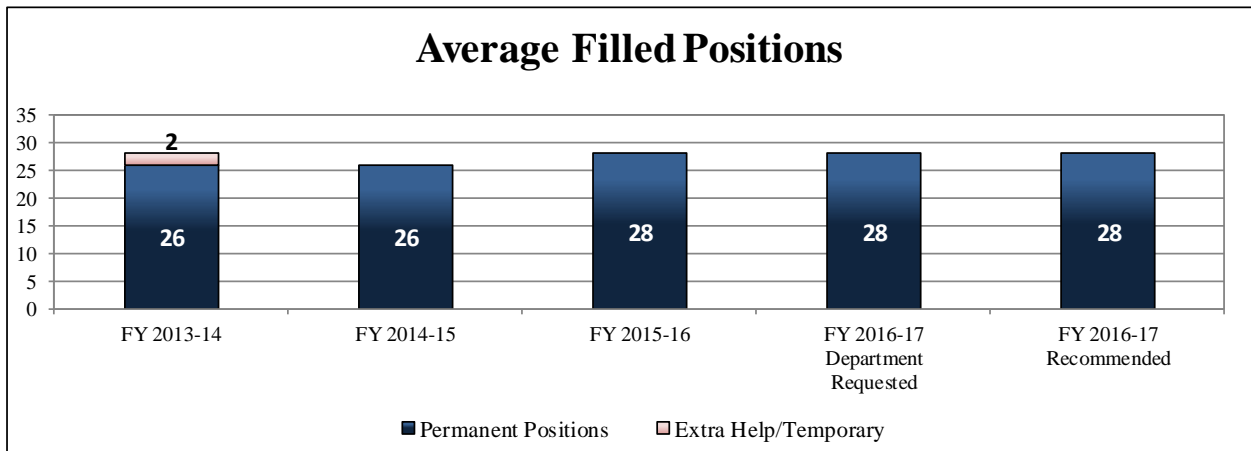
Budget Changes and Operational Impacts

The recommended budget includes an increase in salary and benefits costs, primarily due to expected one-time retirement payouts, and temporary vacancies in FY 2015-16. The services and supplies category is anticipated to decrease as a result of Kern Medical Center transitioning to the Kern County Hospital Authority. Charges for services and expenditure reimbursements have been adjusted to reflect the planned expenditures.



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	26	26	28	28	28
Extra Help/Temporary	2	0	0	0	0
Total Positions	28	26	28	28	28
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	26	26	28	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	27	26	28	N/A	N/A
SALARIES & BENEFITS	\$2,734,893	\$2,761,622	\$3,090,404	\$3,408,340	\$3,344,060

Summary of Authorized Positions

The division has 29 authorized positions, of which 28 have been budgeted to be filled during FY 2016-17 as indicated below. The department will hold one Office Services Assistant position vacant and unfunded.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	6	0	0	6		6	0	6
Disability Management	2	0	0	2		2	0	2
Safety	1	0	0	1		1	0	1
General Liability	1	0	0	1		1	0	1
Workers' Comp.	19	0	0	19		18	1	19
Total	29	0	0	29		28	1	29

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

Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	58	54	60	47	60
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	47	55	55	45	55
Percentage of departments rating loss prevention and safety as effective.	86%	100%	95%	100%	90%
Number of accidents and incidents per man hours worked County-wide	N/A	N/A	3.5	5.8	3.7
The percentage of lien-to-value settlements	N/A	N/A	92%	93%	90%

The second indicator calculates 4850 time used by public safety employees as an average number of days used. California Labor Code Section 4850 allows peace officers and firefighters a leave of absence up to one year without loss of salary, for industrial injuries. The 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Total actual cost of risk of County operations.	\$38,177,468	\$47,402,545	\$59,000,000	\$47,109,965	\$50,181,648
General liability cost as a percentage of County expenditures.	.49%	.71%	.77%	.56%	.77%
The total payout to resolve lawsuits.	\$5,413,710	\$12,509,158	\$18,250,000	\$5,595,149	\$9,750,000
Workers' Compensation costs as a percentage of County expenditures.	1.64%	.82%	1.10%	.86%	1.10%

The first indicator measures the total cost of risk to the County. The total cost is comprised of payouts, insurance premiums, security costs, the value of lost workdays, and other expenses related to workers' compensation and general liability claims. This indicator demonstrates whether the County is managing risk effectively and controlling costs from year to year. The second indicator measures the portion of costs the County incurs as a result of general liability claims, lawsuits, and insurance. The third indicator measures the dollars paid out to resolve general liability and medical malpractice lawsuits. The fourth indicator measures the portion of County expenditures spent on work-related injuries including claims, insurance and administrative expenses. There has been an increased number of significant lawsuits in recent years, which has increased the total settlement payout.



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Capital Projects

Department Head: John Nilon
Fund: General
Budget Unit: 1960

Function: General Government
Activity: Plant Acquisition

Description of Major Services

The Capital Projects budget provides funds for land and facility purchases, new construction projects, and major building alterations for most County departments. This budget unit is administered by the General Services Division.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Capital Assets	\$5,872,365	\$6,524,700	\$2,472,558	\$0	\$0	\$19,128
Other Financing Uses	0	0	0	0	0	4,190,908
TOTAL EXPENDITURES	\$5,872,365	\$6,524,700	\$2,472,558	\$0	\$0	\$4,210,036
REVENUE:						
Intergovernmental	\$459,776	\$1,117,624	\$1,079,765	\$0	\$0	\$186,015
Miscellaneous	185,747	183,878	4,426,115	0	0	0
Other Financing Sources:						
AB900 Construction Fund	0	920,000	2,035,742	0	0	0
Local Revenue Fund 2011	312,120	0	0	0	0	0
State Fire Fund	522,499	1,087,350	547,594	0	0	814,054
Recorders Modernization Fund	7,694	0	0	0	0	0
Mental Health Services Act	4,953,561	1,511,438	1,020,499	0	0	125,938
Mental Health Fund	0	1,885,001	1,885,001	0	0	3,064,900
Tobacco Endowment Fund	1,475,064	0	0	0	0	0
TOTAL REVENUE	\$7,916,461	\$6,705,291	\$10,994,716	\$0	\$0	\$4,190,907
NET GENERAL FUND COST	(\$2,044,096)	(\$180,591)	(\$8,522,158)	\$0	\$0	\$19,129

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Due to significant declines in discretionary revenue sources, primarily property taxes from oil and gas properties, no new capital projects are included in the recommended budget. All outstanding project requests have been deferred and will be addressed when resources become available. The recommended budget includes one rebudget for the South Shafter Sewer project at an NGFC of \$19,128. Revenue for this budget unit includes \$4,190,907 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 \$4,190,908 has been budgeted in other financing uses.

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Trial Court Funding

Department Head, John Nilon

Fund: General

Budget Unit: 2110, 9410, 9435, 9445 and 9455

Function: Public Protection

Activity: Judicial

Description of Major Services

The Trial Court Funding budget unit is used to pay the State mandated funding for the courts, including the County's maintenance of effort payments to the State for court operations and funding for court related costs that are not recognized by the State under the Trial Court Funding Act definition of court operational costs. Facility charges, operations and maintenance agreements, and auto allowances for judges are also paid from the budget unit. The County Administrative Office administers this budget unit.

Public Protection

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$16,607,241	\$17,161,772	\$16,720,046	\$17,165,381	\$17,165,381	\$17,165,381
TOTAL EXPENDITURES	\$16,607,241	\$17,161,772	\$16,720,046	\$17,165,381	\$17,165,381	\$17,165,381
REVENUE:						
Fines and Forfeitures	\$4,954,524	\$5,088,453	\$5,805,503	\$5,130,164	\$5,130,164	\$5,130,164
Intergovernmental	0	0	0	157,341	157,341	157,341
Charges for Services	4,921,364	5,199,196	5,741,160	4,959,786	4,959,786	4,959,786
Miscellaneous	307,632	340,000	891,631	384,437	384,437	384,437
TOTAL REVENUE	\$10,183,520	\$10,627,649	\$12,438,294	\$10,631,728	\$10,631,728	\$10,631,728
NET GENERAL FUND COST	\$6,423,721	\$6,534,123	\$4,281,752	\$6,533,653	\$6,533,653	\$6,533,653

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

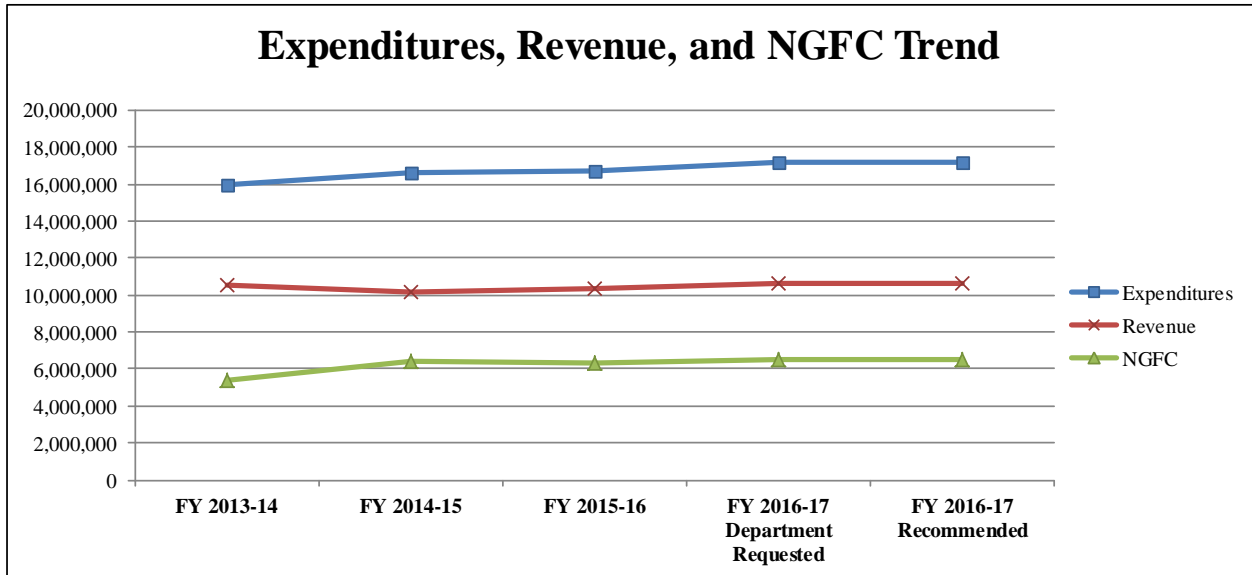
The majority of expenditures for this budget unit are associated to payments to the State for court operations, and the required maintenance of effort (MOE) payment effective when the municipal courts transitioned to the State. The courts collect fines, forfeitures and traffic school fees that are deposited 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 the FY 2015-16 adopted budget, remains relatively similar. Services and supplies are expected to increase from the prior fiscal year's actuals 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. The budget includes funding to meet the County's statutory fiscal responsibilities to the State and the courts.



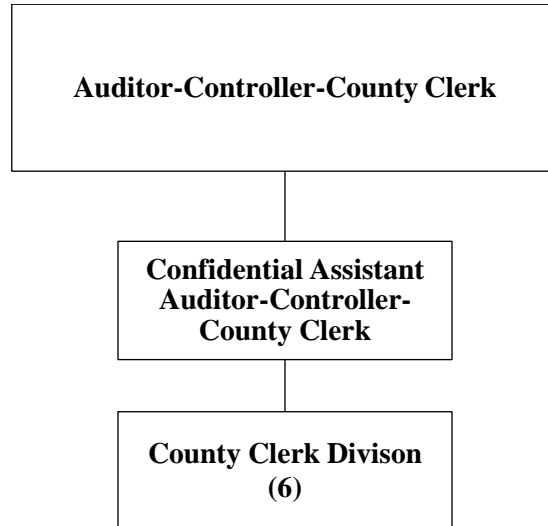
Public Protection



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 2014-15 and 2015-16 Accomplishments

- Issued approximately 4,700 marriage licenses.
- Received approximately 5,900 Fictitious Business Name filings.
- Received approximately 550 CEQA filings.
- Processed approximately 880 Clerk Certificates and 720 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 the IT staff from Auditor-Controller and General Services, improved the public lobby and counter area by adding security devices and windows and installing a monitor to display customer information.
- With Auditor-Controller Programming staff, developed and implemented an on-line application to view CEQA filing summary information and to display CEQA documents to replace the physical posting.



County Clerk

Department Head: Mary B. Bedard, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2116

Description of Major Services

The County Clerk is a division of the Auditor-Controller's Office and is responsible for issuing marriage licenses and fictitious business names, and accepting filings of notary public bonds, environmental impact reports, County loyalty oaths, and other miscellaneous filings. The division relies heavily on the Auditor-Controller for supervisory, administrative and technical support.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$344,182	\$352,401	\$399,938	\$411,292	\$411,792	\$411,545
Services and Supplies	139,717	130,414	182,139	155,508	155,508	155,755
Other Financing Uses	0	87,505	0	0	0	53,391
TOTAL EXPENDITURES	\$483,899	\$570,320	\$582,077	\$566,800	\$567,300	\$620,691
Expend. Reimb.	\$0	\$0	(\$6,594)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$483,899	\$570,320	\$575,483	\$566,800	\$567,300	\$620,691
REVENUE:						
Licenses and Permits	\$182,408	\$184,000	\$199,945	\$240,000	\$240,000	\$240,000
Charges for Services	310,714	296,000	354,089	324,300	324,300	324,300
Other Financing Sources:						
Vital Statistics Fund	1,250	2,815	2,500	2,500	3,000	3,000
TOTAL REVENUE	\$494,409	\$482,815	\$556,576	\$566,800	\$567,300	\$567,300
Less Available BSI *	\$0	(\$87,505)	\$0	\$0	\$0	(\$53,391)
NET GENERAL FUND COST	(\$10,510)	\$0	\$18,907	\$0	\$0	\$0
BSI Ending Balance *	\$76,996	N/A	\$32,505	N/A	N/A	N/A

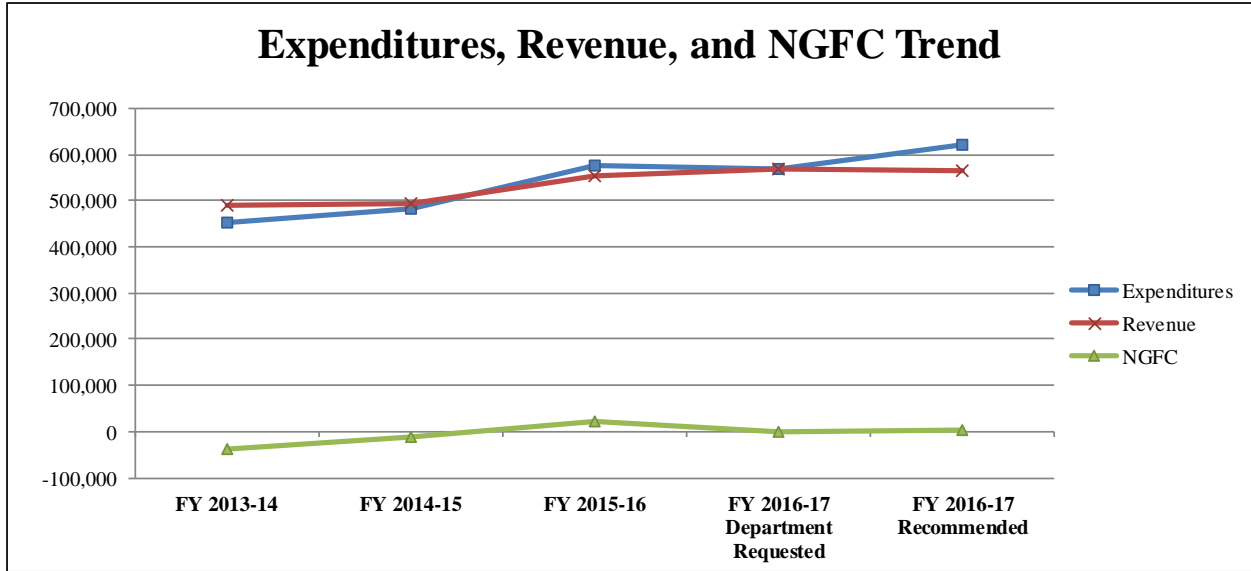
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2016-17 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.

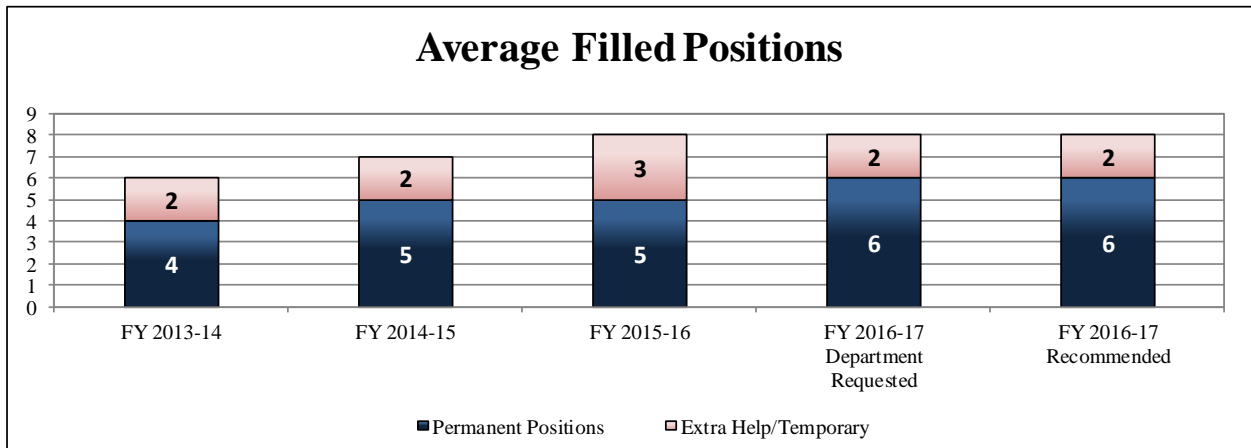
Budget Changes and Operational Impacts

The recommended budget provides a level of funding to permit the County Clerk to continue serving the public without any impacts to service levels. During FY 2015-16, marriage license fees were increased contributing to the overall revenue growth expected in FY 2016-17.



Staffing Changes and Operational Impacts

The recommended budget will fund six (6) permanent full time positions, including one (1) Office Services Technician position added in FY 2015-16. One (1) Office Services Assistant position remains as an authorized part-time position servicing the Ridgecrest area, which remained vacant during FY 2015-16 due to hiring difficulties. In addition, two (2) extra-help positions are recommended to maintain levels of service. The department has budgeted \$19,894 of Budget Saving Incentive (BSI) credits to cover additional staffing costs.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	4	5	5	6	6
Extra Help/Temporary	2	2	3	2	2
Total Positions	6	7	8	8	8
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	5	N/A	N/A
Extra Help/Temporary (FTE)	2	2	2	N/A	N/A
Total Positions	6	6	7	N/A	N/A
SALARIES & BENEFITS	\$332,833	\$344,182	\$399,938	\$411,292	\$411,545

Summary of Authorized Positions

The division has 6 authorized permanent positions, all of which have been budgeted to be filled during FY 2016-17 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	
<u>Classification</u>	
1	Fiscal Support Supervisor
1	Office Services Specialist
1	Office Services Assistant
3	Office Services Technician
6	Requested Total



Local Emergency Relief

Department Head: John Nilon
 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						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

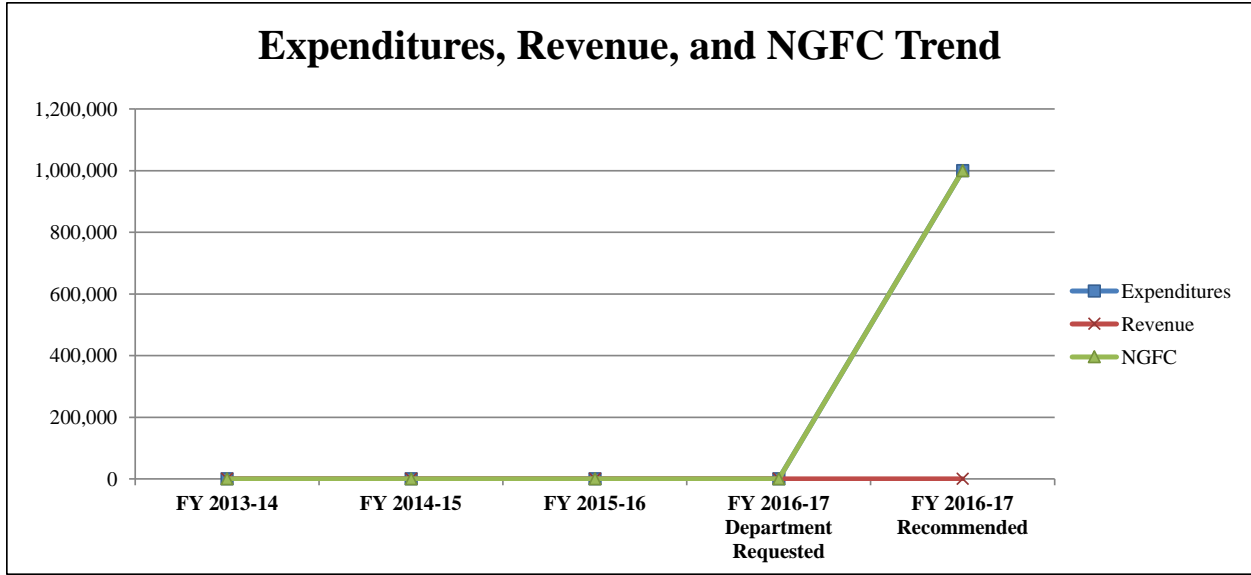
Services and supplies are budgeted to cover a portion of eligible costs for extraordinary emergency response services that are not reimbursable by any other sources. This budget unit is entirely funded by the General Fund through an allocation of Net General Fund Cost.

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 2015-16. Funding for FY 2016-17 is established to cover eligible unanticipated costs for locally declared emergencies.



Public Protection

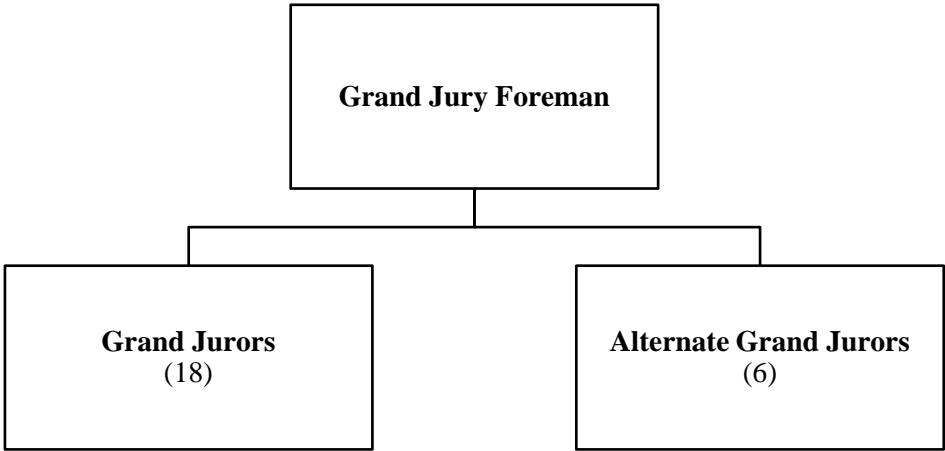


Mission Statement

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 2014-15 and 2015-16 Accomplishments

- In FY 2014-15, the Grand Jury received 48 complaints, issued 32 reports, and completed one criminal indictment.
- In FY 2015-16, the Grand Jury received 47 complaints and issued 29 reports.



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

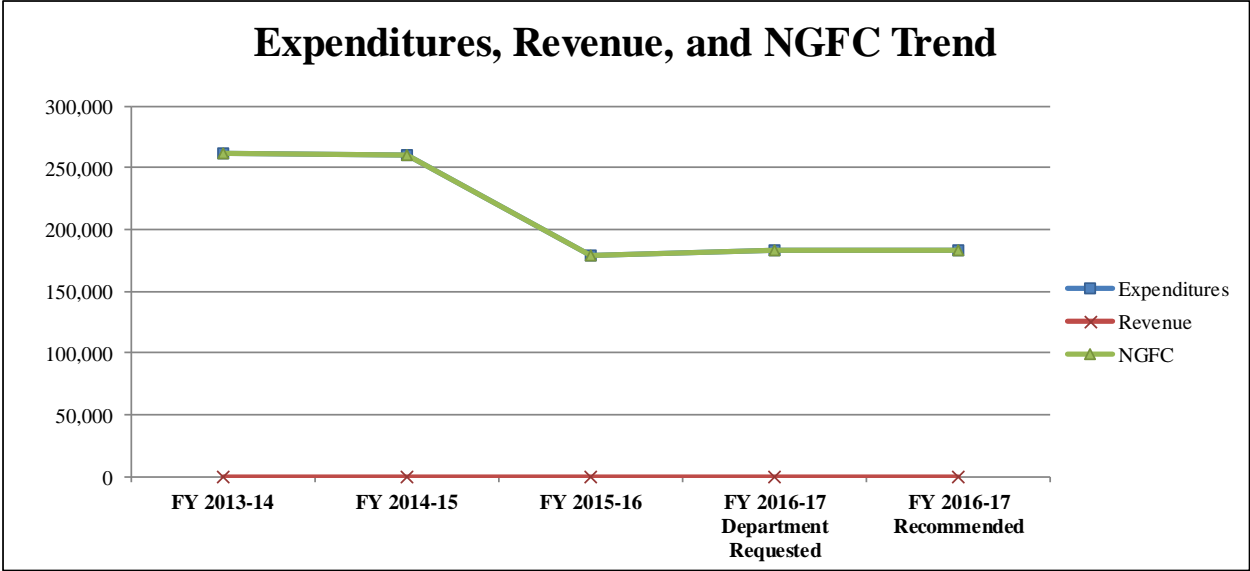
	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$88,836	\$96,241	\$0	\$0	\$0	\$0
Services and Supplies	172,226	192,904	179,077	183,259	183,259	183,259
TOTAL EXPENDITURES	\$261,062	\$289,145	\$179,077	\$183,259	\$183,259	\$183,259
NET GENERAL FUND COST	\$261,062	\$289,145	\$179,077	\$183,259	\$183,259	\$183,259

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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

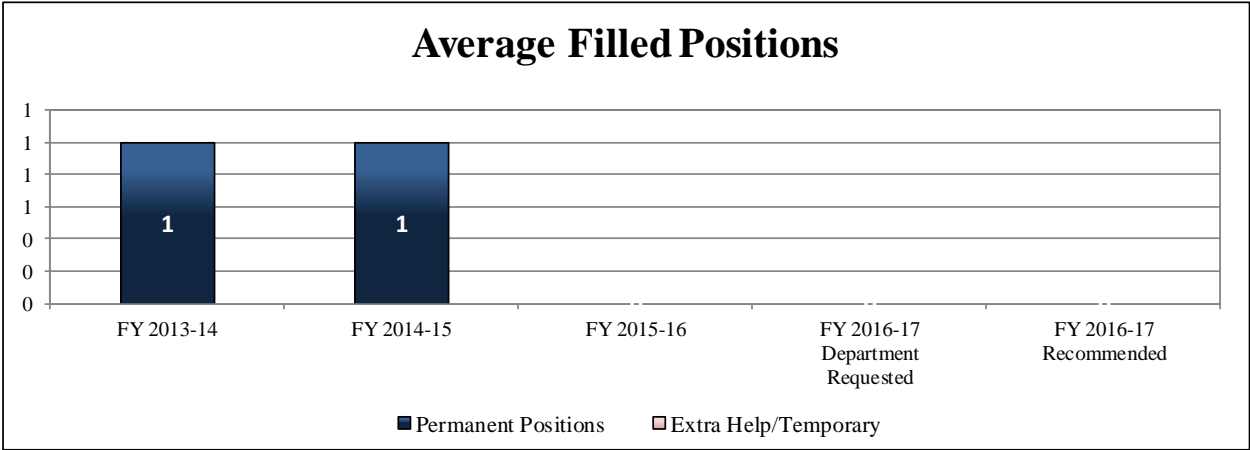
Budget Changes and Operational Impacts

In FY 2015-16, the department transferred one Senior Office Services Specialist position from the Grand Jury to the Office of County Counsel. This transfer was made 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 5% reduction in Net General Fund Cost allocation from FY 2015-16 will be absorbed by a reduction in services and supplies with no significant level impact.



Staffing Changes and Operational Impacts

No positions are associated with this department in FY 2016-17.



4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	1	1	0	N/A	N/A
Extra Help/Temporary	0	0	0	N/A	N/A
Total Positions	1	1	0	N/A	N/A
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1	1	0	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	1	1	0	N/A	N/A
SALARIES & BENEFITS	\$91,906	\$88,836	\$0	\$0	\$0

Public Protection

Summary of Authorized Positions

There are no position associated with this department in FY 2016-17.

Indigent Defense Program

Department Head: John Nilon

Fund: General

Budget Unit: 2170

Function: Public Protection

Activity: Judicial

Description of Major Services

Defense attorney services are required when the Public Defender declares a conflict of interest or is otherwise unable to represent an indigent adult or juvenile defendant. This budget unit is used to process payments for these services. The County Administrative Office administers this budget unit.

Public Protection

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$6,316,441	\$7,557,000	\$6,206,706	\$7,557,000	\$7,557,000	\$7,557,000
TOTAL EXPENDITURES	\$6,316,441	\$7,557,000	\$6,206,706	\$7,557,000	\$7,557,000	\$7,557,000
REVENUE:						
Intergovernmental	\$1,282,333	\$1,225,000	\$1,770,472	\$1,225,000	\$1,225,000	\$1,225,000
Charges for Services	156,727	112,000	116,618	112,000	112,000	112,000
TOTAL REVENUE	\$1,439,060	\$1,337,000	\$1,887,090	\$1,337,000	\$1,337,000	\$1,337,000
NET GENERAL FUND COST	\$4,877,381	\$6,220,000	\$4,319,616	\$6,220,000	\$6,220,000	\$6,220,000

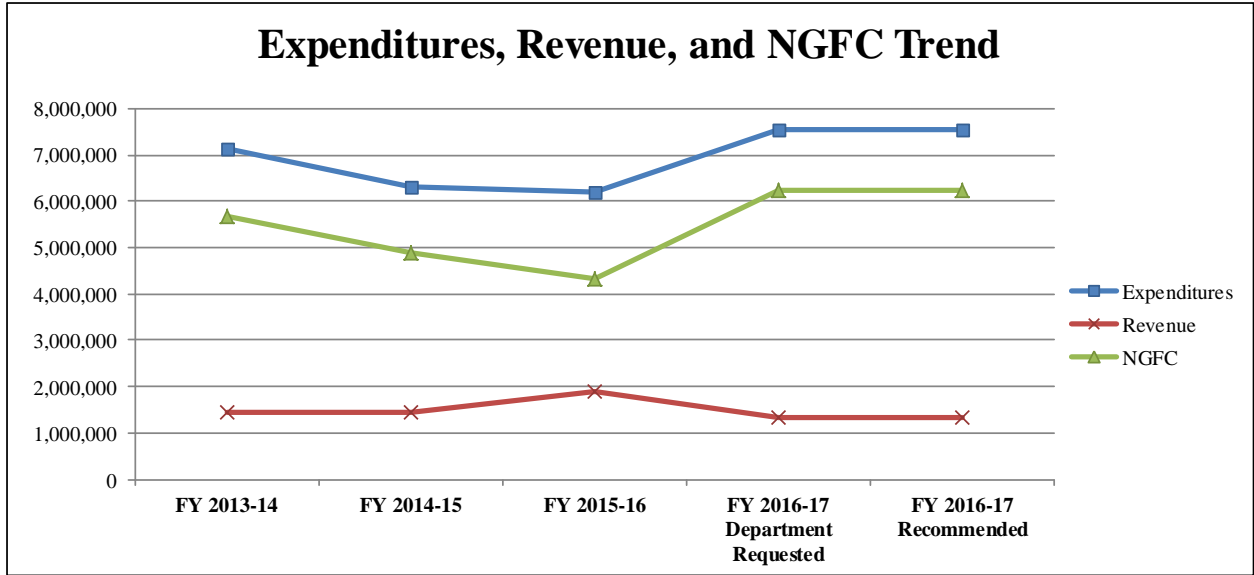
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures for this program are allocated to the Kern County Bar Association that is paid to administer the program and provides representation to the indigent clients of the metro area. In the outlying areas of the County, attorneys are paid directly for services provided. This budget unit is primarily funded by an allocation of Net General Fund Cost. In addition, the budget unit receives intergovernmental revenues from State aid for trial court funding and State reimbursements for the cost of representing incarcerated defendants.

Budget Changes and Operational Impacts

The recommended budget provides sufficient resources to meet the County's constitutional mandate of providing legal representation. Expenditures in this budget unit are dependent on the number of cases referred to the Indigent Defense Program, which fluctuate annually.

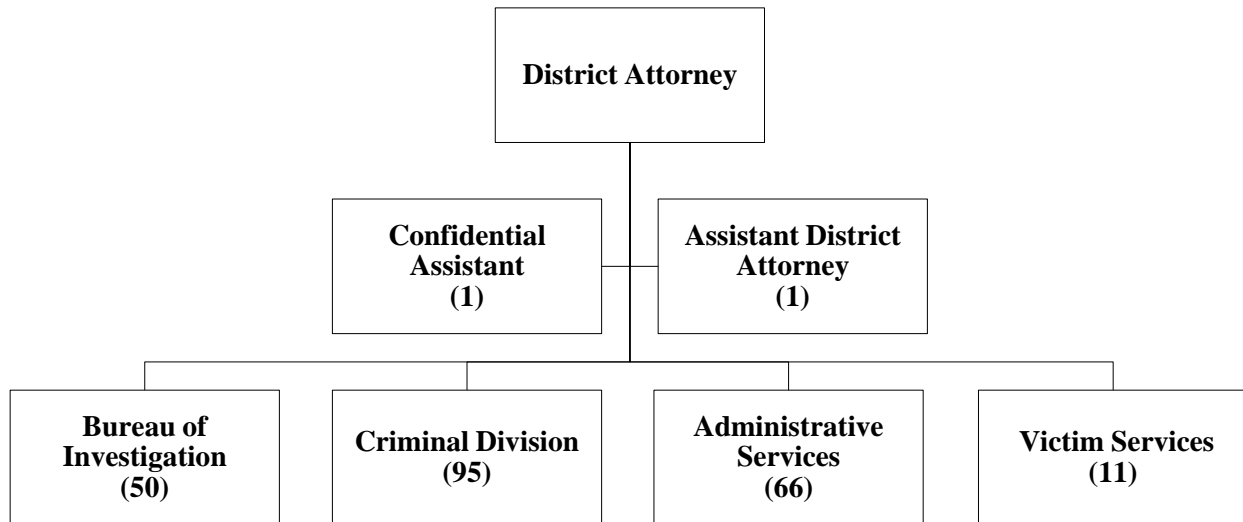
Public Protection



Mission Statement

To fairly and vigorously represent the People of the State of California in the administration of justice in Kern County.

Organizational Chart



Public Protection

Fiscal Year 2014-15 and 2015-16 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 the number of cases filed with the office has leveled off which has allowed the department to work through the backlog of cases from recent years.



District Attorney – Criminal Division

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2180

Public Protection

Description of Major Services

The District Attorney's Office – Criminal Division is tasked with reviewing law enforcement requests for criminal complaints against juvenile and adult offenders, issuing and servicing subpoenas in all cases filed in Bakersfield, prosecuting all cases filed by this Office, assisting and advising the Grand Jury, reviewing consumer fraud and environmental complaints, processing civil actions, and conducting post-filing investigations of all misdemeanor and felony cases. The department also provides victim services, which transferred from the Probation department in FY 2013-14.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$31,469,383	\$33,278,646	\$33,234,411	\$34,349,756	\$32,466,067	\$32,840,872
Services and Supplies	2,352,452	2,699,052	2,031,687	2,677,789	2,677,789	2,663,398
Capital Assets	185,149	275,000	272,882	263,000	73,000	0
Other Financing Uses	0	1,000,427	0	0	0	1,059,446
TOTAL EXPENDITURES	\$34,006,984	\$37,253,125	\$35,538,980	\$37,290,545	\$35,216,856	\$36,563,716
Expend. Reimb.	(\$219,566)	(\$147,000)	\$174,003	(\$147,000)	(\$147,000)	(\$147,000)
TOTAL NET EXPENDITURES	\$33,787,418	\$37,106,125	\$35,712,983	\$37,143,545	\$35,069,856	\$36,416,716
REVENUE:						
Fines and Forfeitures	\$2,303	\$30,000	\$0	\$30,000	\$30,000	\$30,000
Intergovernmental	5,575,067	5,490,000	6,016,924	5,511,000	5,511,000	5,777,578
Charges for Services	3,236,599	3,447,000	2,726,204	3,047,000	3,047,000	3,047,000
Miscellaneous	640,290	100,001	65,951	50,000	50,000	50,000
Other Financing Sources:						
2011 Realignment	2,070,223	2,175,295	2,177,343	2,386,362	2,386,782	2,386,782
Local Public Safety	5,494,958	5,781,752	6,051,752	5,723,935	5,723,935	5,723,935
Real Estate Fraud	352,600	800,000	794,943	600,000	553,800	553,800
D.A. Local Forfeiture Trust	300,000	300,000	30,000	50,000	50,000	50,000
D.A. Equipment/Automation	0	73,000	73,000	73,000	73,000	73,000
D.A. Court Ordered Penalties	250,000	500,000	500,000	750,000	750,000	750,000
TOTAL REVENUE	\$17,922,040	\$18,697,048	\$18,436,117	\$18,221,297	\$18,175,517	\$18,442,095
Less Available BSI *	\$0	(\$1,000,427)	\$0	\$0	\$0	(\$1,059,446)
NET GENERAL FUND COST	\$15,865,378	\$17,408,650	\$17,276,866	\$18,922,248	\$16,894,339	\$16,915,175
BSI Ending Balance *	\$729,812	N/A	\$1,000,427	N/A	N/A	N/A

* BSI = Budget Savings Incentives



Major Expenditures and Revenue in 2016-17 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 \$2.3 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

Budget Changes and Operational Impacts

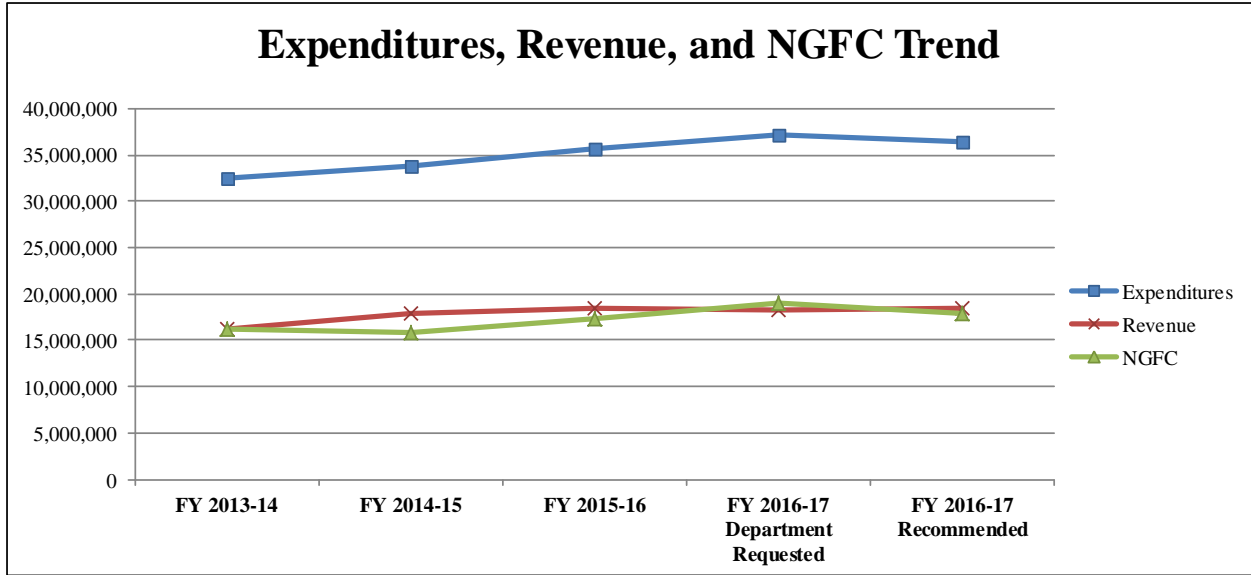
The recommended budget will require the department to use all of its accumulated Budget Savings Incentive (BSI) credits, \$1,059,446, and use \$332,860 in uncommitted BSI transferred from the DA- Forensic Sciences Division to mitigate all layoffs.

Appropriations for salaries and benefits will decrease over the prior year due to the department's planned use of BSI credits and the necessity to unfund five 5 vacant positions resulting in no layoffs. The department's reliance on \$1,392,306 in BSI credits to balance its budget will necessitate layoffs once exhausted, likely in fiscal years 2017-18 and 2018-19.

The department originally requested to replace 10 vehicles at a cost of \$190,000. After the preliminary budget was approved, the department submitted a revised budget excluding this purchase, which will allow the department to focus resources on core departmental priorities.

Revenue in the recommended budget is anticipated to remain relatively stable from FY 2015-16 actual. The estimate for AB109 is anticipated to increase slightly and Local Public Safety (Proposition 172) funds will decrease over the FY 2015-16 actual. Services and supplies will decrease slightly over FY 2015-16 adopted budget, primarily attributed to a decrease in Professional and Specialty Services, which will assist the department in achieving the 5% NGFC reduction.

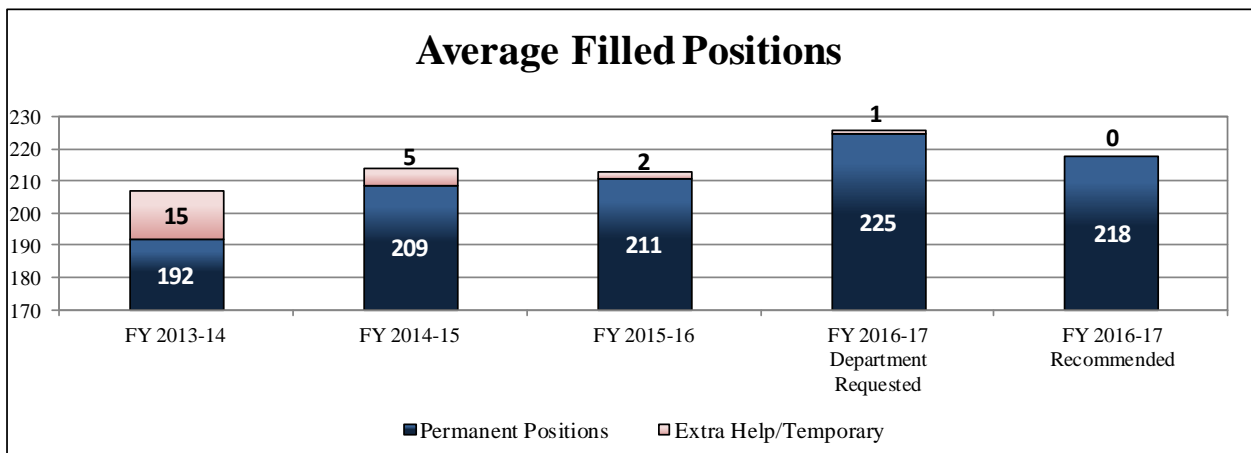
Increased NGFC of \$20,836 from the preliminary budget is recommended to mitigate the increased insurance rates due to the departure of Kern Medical from the County's self-insurance program.



Staffing Changes and Operational Impacts

The FY 2016-17 recommended budget includes funding for 218 of the department’s 225 currently authorized positions and will not result in any layoffs. The department’s full-time equivalent staffing for FY 2015-16 was 211 while 218 will be funded in this year’s budget, an overall increase in filled positions that will require the department to use \$1.4 million in one-time BSI funds.

The department has indicated that unfunding and holding vacant three Deputy District Attorney positions will result in a significant reduction in the department’s ability to prosecute misdemeanor cases and will result in several classes of less serious misdemeanors from being considered for prosecution.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	192	209	211	225	218
Extra Help/Temporary	15	5	2	1	0
Total Positions	207	214	213	226	218
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	192	211	211	N/A	N/A
Extra Help/Temporary (FTE)	9	4	1	N/A	N/A
Total Positions	201	215	212	N/A	N/A
SALARIES & BENEFITS	\$29,910,783	\$31,469,383	\$33,234,411	\$34,349,756	\$32,840,872

Public Protection

Summary of Authorized Positions

The recommended budget includes funding for 218 of the department’s proposed authorized 223 positions. The department will delete three (3) Office Service Technician positions and add one (1) Legal Process Technician position resulting in net annual savings of \$134,000. The department will also hold three (3) Deputy District Attorney positions, one (1) District Attorney Investigator position, and one (1) Investigative Aide position vacant and unfunded during the fiscal year.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Bureau of Investigation	50	0	0	50	48	2	50
Criminal	98	0	0	98	95	3	98
Victim Services	11	0	0	11	11	0	11
Administration	66	1	(3)	64	64	0	64
Total	225	1	(3)	223	218	5	223



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
24 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	<u>94</u> Deputy District Attorney	
2 Evidence Technician	98 Requested Total	
<u>50</u> 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		
7 Legal Process Technician		
18 Office Services Technician		
1 LAN Systems Administrator		
2 Sr. Information Systems Spec.		
<u>66</u> Current Total		
<u>Additions/Deletions</u>		
(3) Office Services Technician		
1 Legal Process Technician		
<u>64</u> Requested Total		

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

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

Public Protection

Objective 1: Reduce Crime and Improve Law Enforcement Services

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of Felony Trials	160	205	175	189	175
Percentage of Felony Complaint Requests Filed as Felony	53.5%	53.5%	50%	40.9%	50%
Felony Trial Conviction Percentage	83.7%	80.2%	100%	70.4%	100%
Number of Misdemeanor Filings	27,466	27,690	27,000	27,148	27,000
Total State Prison Admissions per 100,000 Population	150	181	160	128	160
Number of Gang Defendants and Juvenile Gang Defendants Charged as an Adult with a Gang-Related Offense.	512	676	600	335	600
Felony Conviction Rate of Adult Gang Defendants	87%	89%	100%	82.6%	100%

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. These department wide measurements provide a good representation of the overall effectiveness of the department in meeting the performance goals.

Although not all goals were met during the past fiscal year, the department continues to work diligently and will monitor and modify these goals as necessary in future years.



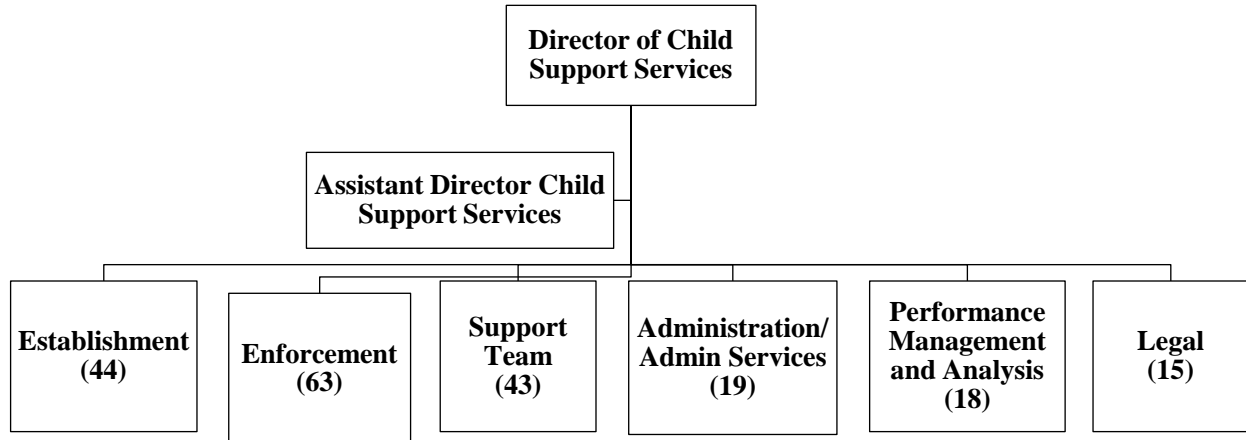
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Mission Statement

To deliver outstanding child support services so that all children receive the financial and medical resources necessary for their well-being.

Organizational Chart



Public Protection

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Recognized by the Director of the California Department of Child Support Services in Federal Fiscal Year 2015 for increasing the number of cases that paid on current support by 2%.
- Increased collections by 8.4% over the past three fiscal years. The department serves approximately 56,810 children in the County and distributed \$79,879,461 in child support payments last Federal Fiscal Year.
- Recognized as one of the top 10 most cost-effective child support programs operating in California. For every dollar expended in Federal Fiscal Year 2015, the department collected \$3.84 in child support.
- Increased awareness through the sixth annual Health & Wellness Fair held in August 2015 in collaboration with the Kern County Bar Association-Charitable Foundation. The department also hosted its second Annual Ridgecrest Health & Wellness Fair in August of 2015.
- Collaborated with 106 community partners and vendors to deliver information and services to Kern County Families through various community events.
- Distributed over 4,800 backpacks and school supplies to the children and families of Kern County through donations from department staff.



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

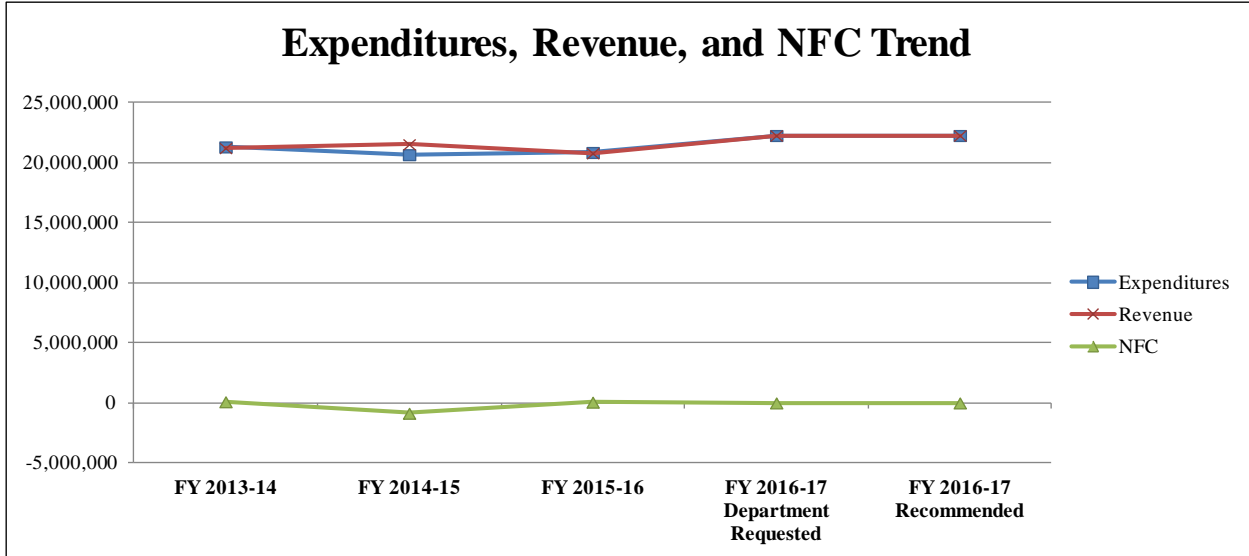
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$16,476,277	\$17,919,900	\$16,643,551	\$17,706,450	\$17,706,450	\$17,706,450
Services and Supplies	3,722,365	3,751,509	3,713,520	3,768,996	3,768,996	3,768,996
Other Charges	484,467	577,003	509,755	804,881	804,881	804,881
TOTAL EXPENDITURES	\$20,683,109	\$22,248,412	\$20,866,826	\$22,280,327	\$22,280,327	\$22,280,327
REVENUE:						
Use of Money/Property	\$28,911	\$27,064	\$28,124	\$20,156	\$20,156	\$20,156
Intergovernmental	21,505,451	22,221,248	20,764,190	22,259,171	22,259,171	22,259,171
Miscellaneous	11,772	100	11,797	1,000	1,000	1,000
TOTAL REVENUE	\$21,546,134	\$22,248,412	\$20,804,111	\$22,280,327	\$22,280,327	\$22,280,327
NET FUND COST	(\$863,025)	\$0	\$62,715	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The budget for Child Support Services is maintained in a special revenue fund and does not receive a General Fund contribution. This budget is funded entirely from State and federal subvention revenue and other departmental revenue. The majority of expenditures are associated with staffing costs to perform the functions of the department. Services and supplies expenses of \$3.7 million include rents and leases, utilities, and office expenses.

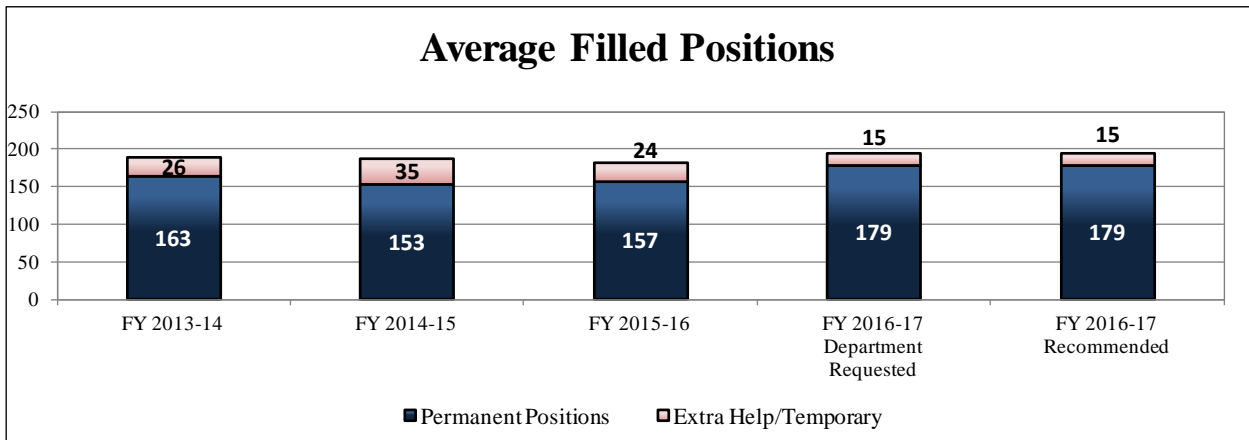
Budget Changes and Operational Impacts

The recommended budget includes sufficient revenue for the department to continue to provide its current level of services and meet State program goals and objectives. While there are no major expenditure and revenue changes, costs are anticipated to increase slightly due to an increase in contract service costs, utilities, building rent, and higher salaries and benefits due to the rising employee benefit costs and an increase in filled positions.



Staffing Changes and Operational Impacts

The recommended budget includes funding 179 of the 204 authorized positions with no additions or deletions. The department intends to fill all authorized positions despite staffing difficulties experienced in prior years and will hold 25 positions vacant and unfunded throughout FY 2016-17. The budget funds 15 extra help positions compared to 23 extra help positions funded with salary savings in FY 2015-16.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	163	153	157	179	179
Extra Help/Temporary	26	35	24	15	15
Total Positions	189	188	181	194	194
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	162	156	157	N/A	N/A
Extra Help/Temporary (FTE)	19	23	16	N/A	N/A
Total Positions	181	179	173	N/A	N/A
SALARIES & BENEFITS	\$16,936,935	\$16,476,277	\$16,643,551	\$17,706,450	\$17,706,450

Summary of Authorized Positions

The recommended budget includes 204 authorized positions, of which 179 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	9	1	10
Establishment	44	0	0	44	31	13	44
Enforcement	63	0	0	63	57	6	63
Support Team	43	0	0	43	42	1	43
Administrative Services	11	0	0	11	9	2	11
Performance Management and Analysis	18	0	0	18	17	1	18
Legal	15	0	0	15	14	1	15
Total	204	0	0	204	179	25	204

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 Accountant I/II/III
1 Administrative Coordinator	5 Child Support Officer IV	1 Storekeeper
1 Program Manager	1 Supervising Departmental Analyst	1 Fiscal Support Supervisor
1 Technical Services Supervisor	3 Departmental Analyst I/II	5 Fiscal Support Technician
1 Systems Analyst I/II	1 Marketing and Promotions Associate	1 Fiscal Support Specialist
2 Information Services Specialist I/II/III/Senior	3 Program Specialist	<u>1</u> Utility Worker
1 Office Services Coordinator	1 Supervising Development Specialist	11 Requested Total
1 Office Services Specialist	2 Child Support Staff Development Specialist	
<u>10</u> Requested Total	18 Requested Total	
Support Team	Establishment	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Program Manager	1 Program Manager	1 Program Manager
1 Supervising Child Support Officer	3 Supervising Child Support Officer	6 Supervising Child Support Officer
13 Customer Service Representative	3 Child Support Officer IV	5 Child Support Officer IV
2 Senior Customer Service Representative	28 Child Support Officer I/II/III	1 Office Services Specialist
1 Fiscal Support Supervisor	1 Supervising Customer Service Representative	<u>50</u> Child Support Officer I/II/III
5 Fiscal Support Specialist	1 Senior Customer Service Representative	63 Requested Total
1 Senior Office Services Specialist	<u>7</u> Customer Service Representative	
5 Office Services Specialist	44 Requested Total	
12 Office Services Assistant		
<u>2</u> Investigative Aide		
43 Requested Total		
Legal		
<u>Classification</u>		
1 Chief Child Support Attorney		
7 Child Support Attorney I/II/III/IV/V		
3 Senior Paralegal/Paralegal		
4 Legal Secretary		
<u>15</u> Requested Total		

Public Protection



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of current support collected	60.85%	62.07%	66.50%	61.63%	66.50%
Percentage of cases with arrearage collections	58.82%	58.66%	66.30%	63.90%	66.30%
Total distributed child support collections	\$79,056,177	\$79,879,461	\$85,121,022	\$81,030,321	\$89,121,022

These are federal fiscal performance measures used to determine the State’s funding and measure program success. They demonstrate the department’s ability to collect and distribute child support on current month’s support owed and arrears. Collections on current support and past due balances are essential to improving the financial 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. The department remains under the adopted goal but continues to see increases over the previous fiscal years.

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	100.47%	102.15%	105.00%	100.15%	105.00%
Percentage of open cases with support orders	87.81%	85.95%	95.00%	87.57%	95.00%

Establishing 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. Although the department remains under the adopted goal, percentage of open cases have increased from FY 2014-15 Actual.

Goal 2: Promote fiscal responsibility in operations

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Amount of child support collected for every dollar expended	\$3.75	\$3.76	\$3.50	\$3.67	\$3.50

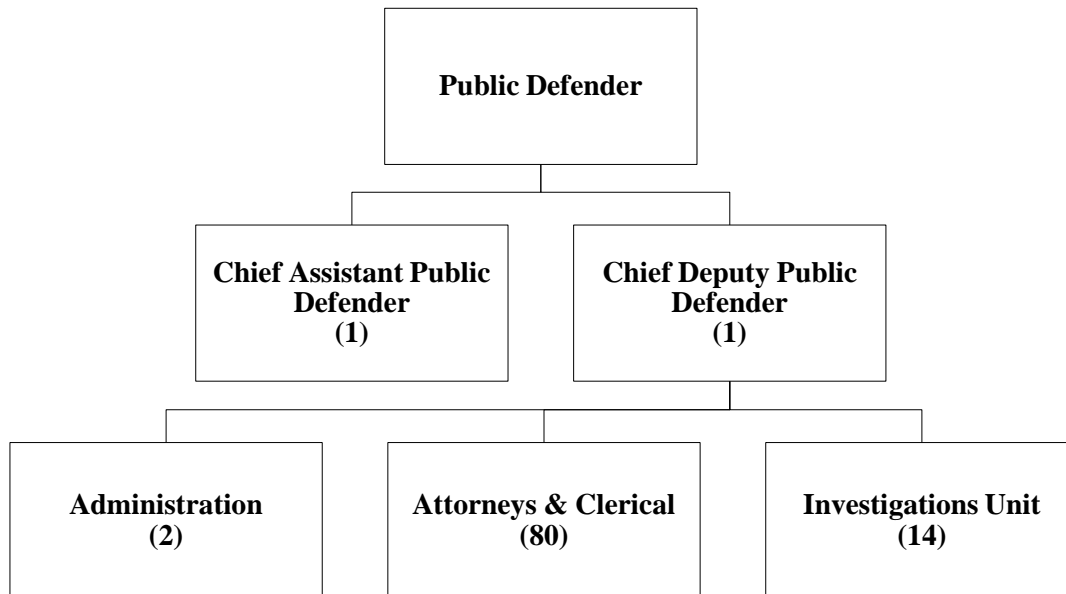
Cost effectiveness is a comparison of total child support dollars collected to total dollars expended, which demonstrates the department’s efficient use of Federal and State funding. Actual performance exceeded in FY 2015-16.



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 2014-15 and 2015-16 Accomplishments

- Department lawyers and staff performed at high levels and have absorbed significant caseload increases of 1,286 in FY 2014-15 over FY 2013-14 and are on pace, in the current fiscal year, to surpass the FY 2014-15 caseloads by at least 3%.
- More than half of Public Defender clients that went to trial either won full acquittals or were convicted of fewer (or lesser) offenses than charged.
- In FY 2014-15 the department's total case load appointments were 44,166, this represents an increase of more than 30% from just three years ago.
- As of fiscal year-end June 30, 2015 the department's total case load appointments were 46,853, this represents a 1.4% increase over the same period last fiscal year and 4.3% over two years ago.

Public Defender

Department Head: R. Konrad Moore
Fund: General
Budget Unit: 2190

Function: Public Protection
Activity: Judicial

Description of Major Services

The Public Defender's Office provides high quality legal representation to the indigent who are accused of criminal offenses, juvenile dependents, and certain conserved and mentally disadvantaged individuals.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$14,087,431	\$15,193,387	\$14,643,222	\$14,707,192	\$14,707,192	\$14,710,313
Services and Supplies	855,587	1,053,929	946,100	1,466,960	1,318,333	1,327,090
Other Charges	19,250	80,259	0	71,903	0	0
Other Financing Uses	0	1,011,641	0	0	0	1,123,845
TOTAL EXPENDITURES	\$14,962,268	\$17,339,216	\$15,589,322	\$16,246,055	\$16,025,525	\$17,161,248
REVENUE:						
Intergovernmental	\$961,117	\$1,092,647	\$615,387	\$778,491	\$778,491	\$778,491
Charges for Services	729,269	500,000	960,173	745,000	745,000	745,000
Other Financing Sources:						
2011 Realignment	918,486	1,054,510	1,044,615	1,198,443	1,198,443	1,198,443
Local Public Safety	4,702,227	4,859,217	4,859,217	4,810,625	4,810,625	4,810,625
TOTAL REVENUE	\$7,311,099	\$7,506,374	\$7,479,392	\$7,532,559	\$7,532,559	\$7,532,559
Less Available BSI *	\$0	(\$1,011,641)	\$0	\$0	\$0	(\$1,123,845)
NET GENERAL FUND COST	\$7,651,169	\$8,821,201	\$8,109,930	\$8,713,496	\$8,492,966	\$8,504,844
BSI Ending Balance *	\$833,007	N/A	\$1,011,641	N/A	N/A	N/A

* BSI = Budget Savings Incentives

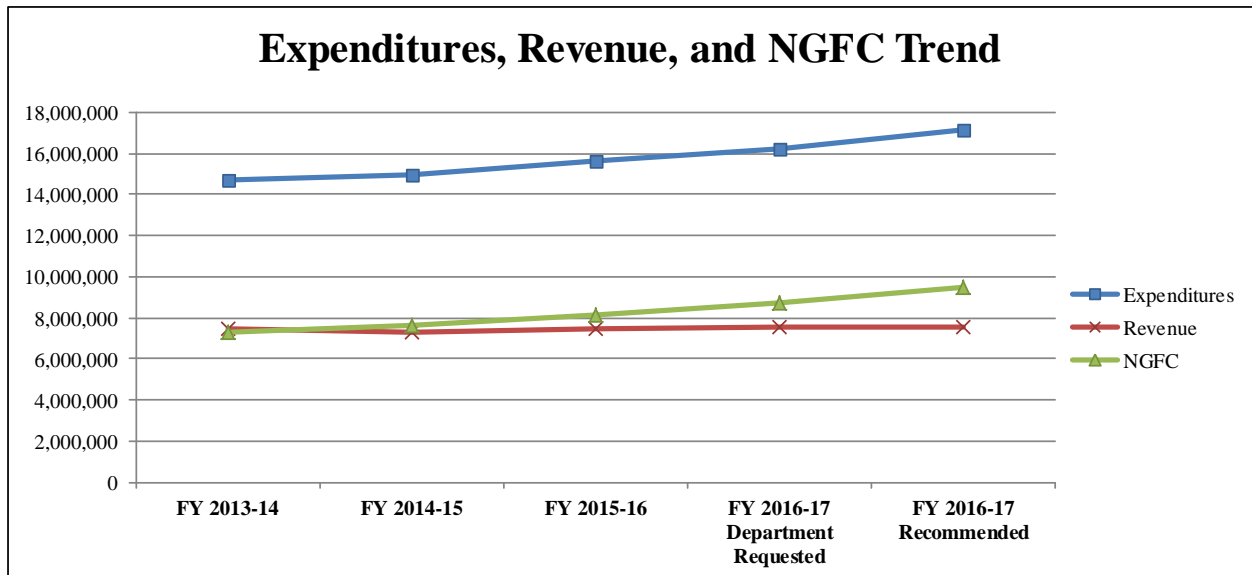
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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 \$4.8 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment to mitigate the impacts of the State prison realignment under Assembly Bill 109. The department has an uncommitted balance of \$1,123,845 of accumulated Budget Savings Incentive (BSI) credits.

Budget Changes and Operational Impacts

The recommended budget provides an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court and will allow the department to retain all of its accumulated BSI credits. As with past years, the department has continued to experience workload increases. In FY 2015-16 the Public Defender received 46,853 case appointments, which represents a 1.5% increase from last year and a 4.3% increase over two years ago, representing the department’s ability to serve more clients even with reduced resources. Services and supplies are expected to increase due to the 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 increases to 2011 realignment and prudent budget practices.

An increase in NGFC of \$11,878 over the preliminary budget is recommended due to the departure of Kern Medical from the County’s self-insurance programs.

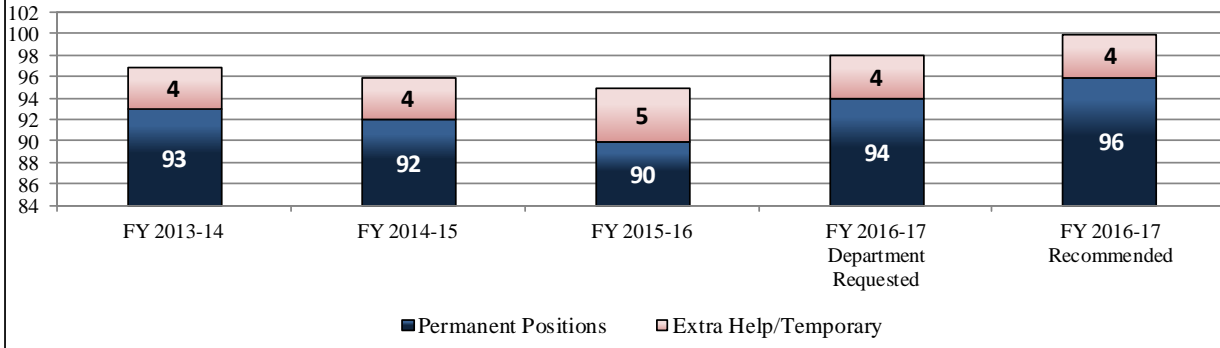


Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 96 of the department’s 99 authorized positions. The department will unfund two vacant (2) Deputy Public Defender positions and one (1) vacant Chief Public Defender Investigator position. The recommended budget also includes funding for four extra help positions.



Average Filled Positions



Public Protection

4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	93	92	90	94	96
Extra Help/Temporary	4	4	5	4	4
Total Positions	97	96	95	98	100
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	93	90	89	N/A	N/A
Extra Help/Temporary (FTE)	3	4	4	N/A	N/A
Total Positions	96	94	93	N/A	N/A
SALARIES & BENEFITS	\$14,012,873	\$14,087,431	\$14,643,222	\$14,707,192	\$14,710,313

Summary of Authorized Positions

The department has 99 authorized positions, of which 96 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	0	0	5	5	0	5
Misdemeanor and Felony Trials	80	0	0	80	77	3	80
Investigations	14	0	0	14	14	0	14
Total	99	0	0	99	96	3	99



Administration	Misdemeanor and Felony Trials	Investigations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Defender	61 Deputy Public Defender I-V	1 Chief Public Defender Inv.
1 Chief Assistant Public Defender	4 Legal Secretary	12 Investigator I - Senior
1 Chief Deputy Public Defender	2 Office Services Specialist	1 Public Defender Inv. Aide
1 Administrative Coordinator	10 Office Services Technician	14 Requested Total
1 Office Services Specialist	3 Office Services Assistant	
5 Requested Total	80 Requested Total	

Public Protection

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Cost Effectively Defend Indigent Persons Accused by the Government of Committing Crimes as Mandated by the Sixth Amendment to the United States Constitution, and Represent Children Adjudged Dependents of the Court and Removed from their Home Based on Abuse or Neglect.

Objective 1: Provide Constitutionally Mandated, High Quality Professional Services for Disadvantaged Community Members in a Manner that Respects the Taxpayers' Interest in Efficient Operations.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of felony and misdemeanor trials not guilty as charged	54.2%	50.9%	60%	53.4%	60%
Total number of cases appointed to the Public Defender's Office by the judicial system, plus accepted indigent requests	44,880	46,166	45,000	46,853	45,000
Total number of dependency case appointments	3,389	2,695	2,700	3,042	2,235
Average cost per case	\$314	\$311	\$330	\$330	\$316

The department seeks to protect and defend the rights of accused individuals against the power of the government, while simultaneously demonstrating great respect for the taxpayers who fund the department's duties. As the department works on behalf of children who are removed from their homes because of abuse or neglect, the department seeks to advance each child's best interest, while again remaining highly mindful of costs and resource considerations.

Statistical evidence demonstrates that department lawyers and staff are performing at high levels and have absorbed significant caseload increases. Indeed, more than half of Public Defender clients who go to trial either win full acquittals or are convicted of fewer (or lesser) offenses than charged.



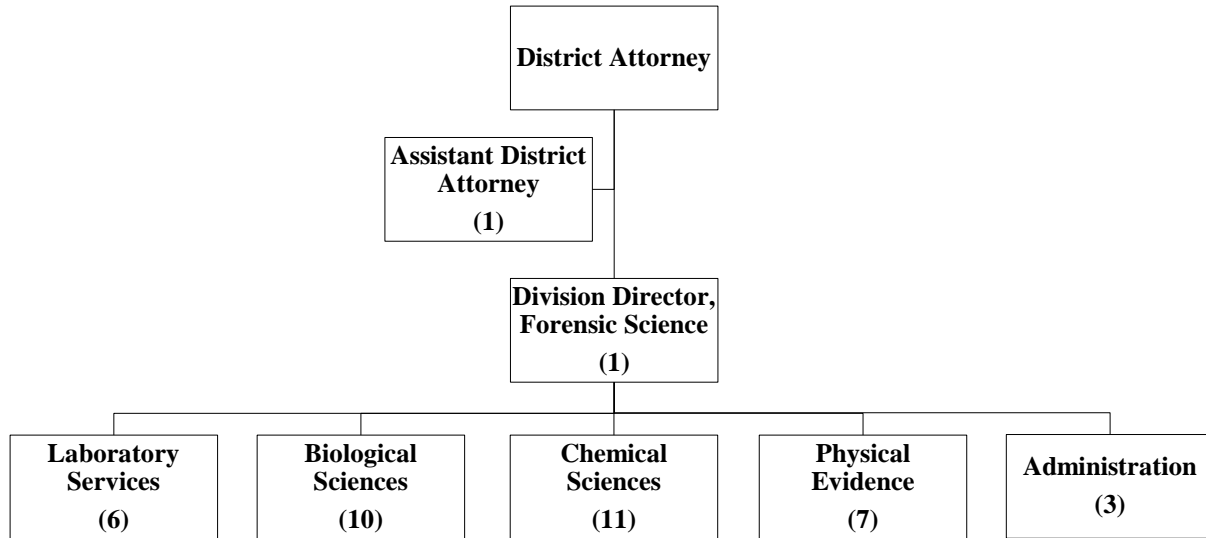
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Mission Statement

To provide the residents and law enforcement agencies of Kern County with an unbiased, timely, and effective scientific analysis and interpretation of physical evidence for use in a court of law.

Organizational Chart



Public Protection

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Over multiple prior fiscal years the lab worked toward becoming one of the few laboratories to be certified by the International Laboratory Accreditation Cooperation under the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). In FY 2014-15 the lab obtained accreditation under ISO/IEC 17020:2012 standards.
- Over the prior fiscal years the lab has become fully accredited under ISO requirements 17025:2005 for both testing and calibration services.
- The lab was recognized in several forensic journals as a leader in DNA analysis using TrueAllele software to match DNA samples in previously unsolved cases.



District Attorney – Forensic Science

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Police Protection

Budget Unit: 2200

Public Protection

Description of Major Services

Functions performed by the forensic laboratory (lab) include activities such as DNA comparison and analysis of physical evidence. The lab is currently accredited by ISO/IEC 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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,411,369	\$4,716,868	\$4,616,047	\$4,528,354	\$4,434,839	\$4,436,765
Services and Supplies	1,726,108	2,042,455	1,602,086	2,138,783	2,138,783	2,140,535
Capital Assets	50,000	0	19,350	0	0	0
Other Financing Uses	0	718,828	0	0	0	851,496
TOTAL EXPENDITURES	\$6,187,477	\$7,478,151	\$6,237,483	\$6,667,137	\$6,573,622	\$7,428,796
REVENUE:						
Fines and Forfeitures	\$123,287	\$120,000	\$128,877	\$120,000	\$120,000	\$120,000
Intergovernmental	150,919	265,700	197,898	313,021	313,021	313,021
Charges for Services	63,171	0	0	0	0	0
Miscellaneous	6,486	4,800	5,851	4,836	4,836	4,836
Other Financing Sources:						
2011 Realignment	148,652	163,484	163,484	181,720	181,720	181,720
DNA Identification	110,000	150,000	150,000	100,000	150,000	150,000
Local Public Safety	207,790	214,728	214,727	212,581	212,581	212,581
Criminalist Laboratories	0	100,000	0	100,000	100,000	100,000
TOTAL REVENUE	\$810,305	\$1,018,712	\$860,837	\$1,032,158	\$1,082,158	\$1,082,158
Less Available BSI *	\$0	(\$718,828)	\$0	\$0	\$0	(\$851,496)
NET GENERAL FUND COST	\$5,377,172	\$5,740,611	\$5,376,646	\$5,634,979	\$5,491,464	\$5,495,142
BSI Ending Balance *	\$653,973	N/A	\$718,828	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 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 \$212,581 in Local Public Safety Funds (Proposition 172), \$313,021 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.

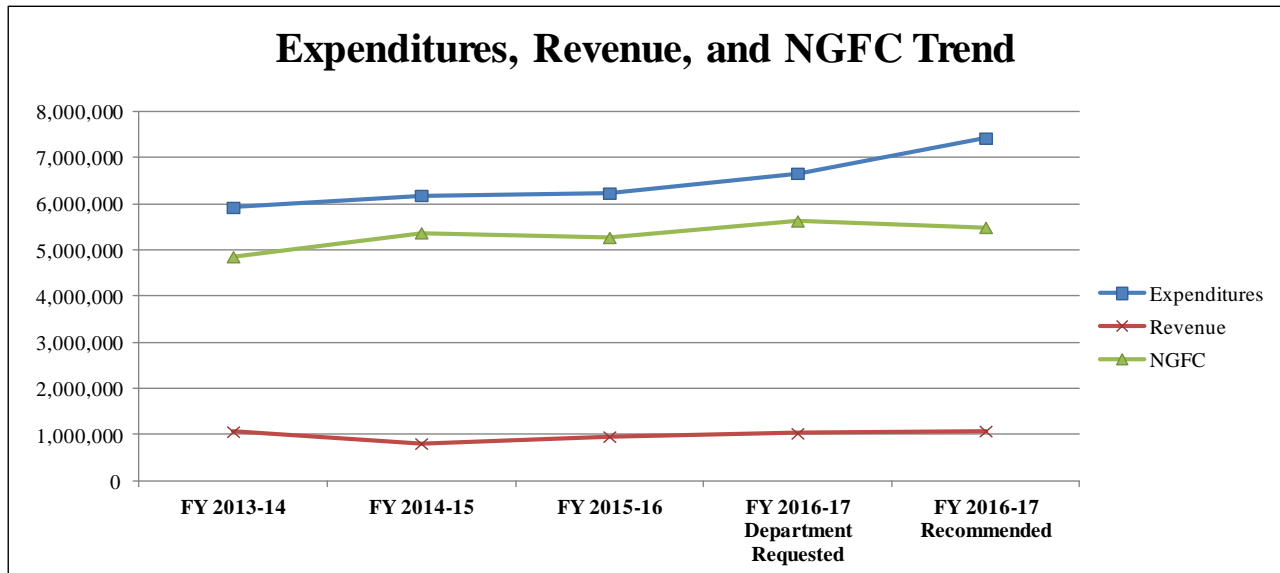
Budget Changes and Operational Impacts

The recommended budget will require the department to commit \$490,849 of its \$851,496 in Budget Savings Incentive (BSI) credits and transfer \$332,860 to the District Attorney’s Criminal Division to mitigate the 5% reduction in NGFC.

Salaries and benefits will be lower than FY 2015-16 as the department plans to hold one position vacant throughout the year. Services and supplies, primarily for consumable supplies necessary for laboratory testing and service contracts necessary to properly maintain the high-tech equipment, is budgeted to increase over prior years as expenses fluctuate annually depending on service needs. Revenue will change slightly as 2011 Realignment funding is anticipated to increase.

The recommended funding level will allow the department to pursue its mission and operate under ISO/IEC accreditation.

An increase in NGFC of \$3,678 from the preliminary budget is recommended to mitigate increase insurance rates due to the departure of Kern Medical from the County’s self-insured insurance program.



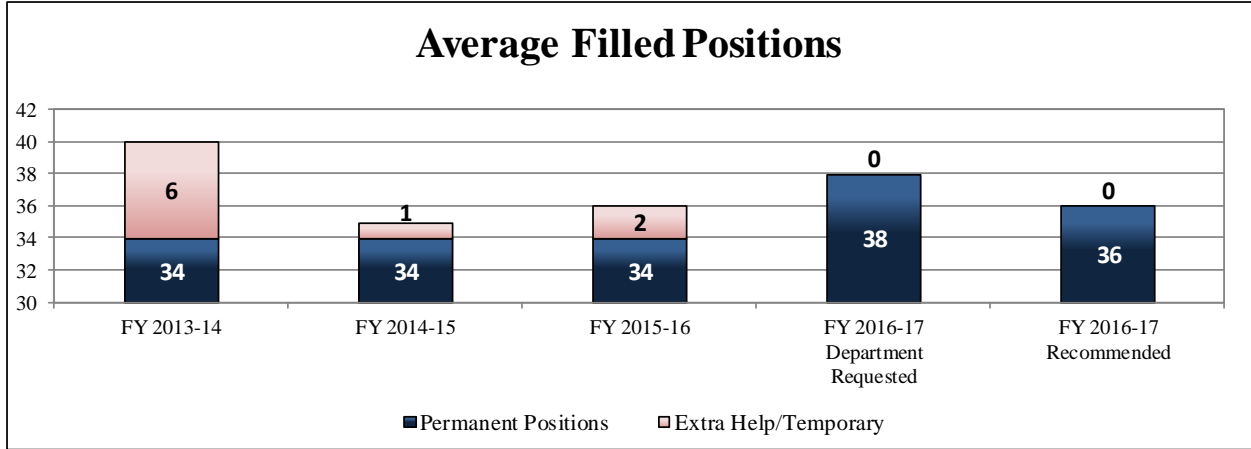
Staffing Changes and Operational Impacts

The preliminary recommended budget provides the department with funding for 36 of the department’s 38 authorized positions. The department will unfund one vacant (1) Forensic Laboratory Technician position and one (1) vacant Office Services Technician position. Unfunding these positions will allow the department to maintain its mission, operate in accordance with ISO/IEC standards, and transfer \$332,860 of BSI to the District Attorney’s Criminal Division to mitigate layoffs. The department requested the addition of a Programmer



position; however, due to the continued decrease in on-going resources and the department’s use of \$490,849 in one-time BSI credits toward on-going costs, the additional position is not recommended at this time. Should the department pursue charging other agencies for services an ongoing source of revenue would be available to support the new position.

Public Protection



4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	34	34	34	38	36
Extra Help/Temporary	6	1	2	0	0
Total Positions	40	35	36	38	36
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	32	33	33	N/A	N/A
Extra Help/Temporary (FTE)	5	1	1	N/A	N/A
Total Positions	37	34	34	N/A	N/A
SALARIES & BENEFITS	\$4,381,760	\$4,411,369	\$4,616,047	\$4,528,354	\$4,436,765

Summary of Authorized Positions

The department has 38 authorized permanent positions, of which 37 are budgeted to be filled during FY 2016-17 as indicated below:

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Forensic Sciences	38	0	0	38		36	2	38
Total	38	0	0	38		36	2	38



Forensic Sciences	
<u>Classification</u>	
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
18	Criminalist
12	Forensic Lab Technician
1	Administrative Coordinator
1	Fiscal Support Technician
1	Office Services Technician
38	Requested Total

Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
The average number of days between the submission of a DNA request and the delivery of a report of examination	129	120	60	174	60
The number of backlogged DNA cases (requests >60 days without a report)	254	244	0	358	0
The average number of days between the submission of a request for toxicological service and the delivery of a report of examination	40	44	20	23	20
The number of backlogged toxicological cases (requests >40 days without a report)	216	503	0	127	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>					



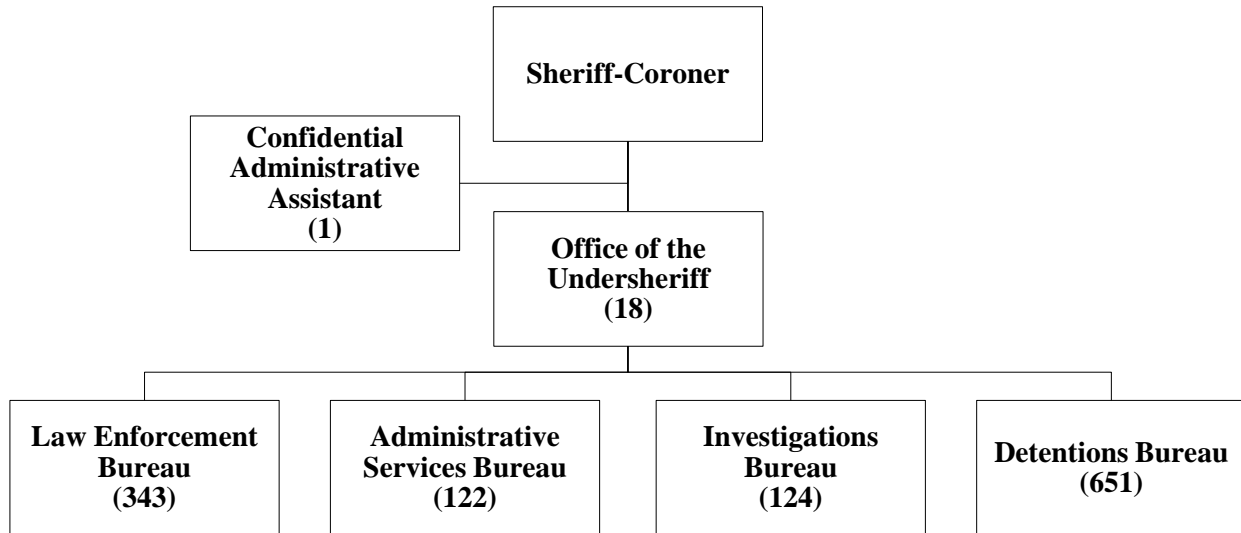
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Mission Statement

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 2014-15 and 2015-16 Accomplishments

- The Sheriff’s Office secured 92,751 hours of volunteer services during 2014 and 93,767 hours during 2015 valued at \$2.4 million based on the state volunteer rate.
- Completed a pilot body worn camera project in Wasco City and expanded the use of the cameras to the Electronic Monitoring Program and Central Receiving Facility staff.
- Implemented the Automated External Defibrillator program by deploying 233 in patrol cars, 71 in buildings and jail facilities, and 7 in inmate transportation busses.
- Implemented programs to allow for deputies to administer Narcan and EpiPens to assist in life-threatening situations.
- The Sheriff’s Parole program saved \$11.8 million versus incarceration in FY 2015-16.
- The Electronic Monitoring program saved \$11.7 million versus incarceration in FY 2015-16.
- Developed and implemented new fleet processes, which streamline repair and maintenance services resulting in a 20% reduction of the Sheriff’s fleet.
- Work Release participants generated a total of \$444,143 in revenue for work performed in FY 2015-16.
- Implemented the co-response Mental Health Evaluation Team, pairing a deputy with a mental health professional.
- Enhanced public and media outreach through the use of Nixle which allows the department to send messages via text, email, and web.
- Implemented data-driven policing in patrol using crime analysis data, allowing the department to best utilize and deploy resources.



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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$167,672,164	\$177,234,713	\$178,883,978	\$179,397,605	\$173,680,550	\$174,089,507
Services and Supplies	32,662,473	33,697,276	31,833,514	35,329,159	34,355,976	34,617,878
Other Charges	5,503,734	5,697,923	4,062,588	5,730,766	5,198,001	5,198,001
Capital Assets	1,737,082	285,000	319,158	287,000	287,000	431,500
Other Financing Uses	0	414,782	0	0	0	0
TOTAL EXPENDITURES	\$207,575,453	\$217,329,694	\$215,099,238	\$220,744,530	\$213,521,527	\$214,336,886
Expend. Reimb.	(\$30,037)	(\$500)	(\$19,884)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$207,545,416	\$217,329,194	\$215,079,354	\$220,744,530	\$213,521,527	\$214,336,886
REVENUE:						
Licenses and Permits	\$497,809	\$477,600	\$576,459	\$531,600	\$531,600	\$531,600
Fines and Forfeitures	9,736	11,300	9,864	11,300	11,300	11,300
Intergovernmental	1,918,672	1,604,590	1,311,359	1,294,489	1,294,489	1,438,989
Charges for Services	11,522,124	11,198,545	11,325,902	10,715,256	10,715,256	10,715,256
Miscellaneous	428,646	899,800	251,976	852,300	852,300	852,300
Non-Revenue Receipts	0	0	6,533	0	0	0
Other Financing Sources:						
2011 Realignment	26,592,063	27,032,359	27,934,013	28,493,108	28,493,108	28,493,108
Real Estate Fraud	150,000	289,000	289,000	325,000	400,000	400,000
Off Hwy MV Lic.	15,221	15,221	28,700	25,000	25,000	25,000
DNA Identification	110,000	150,000	150,000	110,000	150,000	150,000
Local Public Safety	45,986,279	47,757,114	47,763,811	47,757,114	47,279,543	47,279,543
Sheriff Facility Training Fund	250,000	240,000	230,270	240,000	240,000	240,000
Automated Fingerprint Fund	847,000	245,000	0	280,000	280,000	280,000
Sheriff's Cal-ID	534,810	2,028,750	1,474,133	1,990,000	1,990,000	1,990,000
Sheriff's Drug Abuse Gang Divr.	40,000	40,000	0	0	0	0
Sheriff's Training	105,000	75,000	75,000	105,000	105,000	105,000
Sheriff Work Release	425,000	450,000	440,000	400,000	400,000	400,000
Sheriff's Civil Automated	169,050	224,724	201,819	26,500	26,500	26,500
Sheriff's Firearms	25,000	5,000	4,943	5,000	5,000	5,000
Sheriff Judgement Debtors Fee	172,650	185,098	179,082	390,050	390,050	390,050
Sheriff's Community Resources	13,250	11,000	10,153	11,000	11,000	11,000
Sheriff's Volunteer Service	4,970	15,000	10,049	15,000	15,000	15,000
Sheriff Controlled Substance	437,006	437,707	437,707	535,968	535,968	535,968
Sheriff's State Forfeiture	28,483	95,883	117,685	458,279	458,279	458,279
Fireworks Violations	7,068	0	0	0	0	0
Inmate Welfare Fund	3,861,953	4,436,538	4,180,238	4,407,500	4,407,500	4,407,500
Rural Crimes Impact Fee	0	0	0	0	0	132,738
Cal-MMET State Asset Forfeiture	174,952	0	0	50,000	50,000	50,000
TOTAL REVENUE	\$94,326,742	\$97,925,229	\$97,008,696	\$99,029,464	\$98,666,893	\$98,944,131
Less Available BSI *	\$0	(\$414,782)	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$113,218,674	\$118,989,183	\$118,070,658	\$121,715,066	\$114,854,634	\$115,392,755
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 2016-17 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to provide patrol operations for the County's unincorporated areas and operate the County's adult detention facilities. The budget also includes costs related to the following: Coroner, public administrator, civil unit, court services, specialized investigations, communication and administrative functions. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$47.2 million in Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment of \$28.4 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109). The department charges for services for providing housing and transportation for federal prisoners and law enforcement services to the City of Wasco.

Public Protection

Budget Changes and Operational Impacts

The recommended funding level will provide the Sheriff's Office with the resources to conduct mandated coroner and public administrator functions but will have significant impacts on detentions and law enforcement services due to the elimination of sworn positions and consolidation of services. The department's 5% NGFC reduction equates to \$5,914,317. The reduction is offset by an increase in NGFC of \$2.5 million for pension cost escalation.

Impacts of the recommended funding level include the continued consolidation of the Buttonwillow substation with the Delano substation and the Boron substation with the Mojave substation, elimination of the Vice and Major Violator units resulting in the reassignment of staff, and the reassignment of one Sergeant from the East Bakersfield substation enacted during mid-year reductions in FY 2015-16. In addition, to achieve guideline the Sheriff's Office will be required to unfund 143 positions which was originally anticipated to cause up to 10 layoffs during the preliminary budget; however, all layoffs have been mitigated by the Sheriff's willingness to hold 25 Detention Deputy positions vacant for a portion of the year in-lieu of layoffs. While no layoffs are planned, the department identified 7 of its 13 Deputy Trainees that, at the completion of the academy in September, may not be hired if no funded vacant Deputy Sheriff positions are available.

Additionally, holding 25 Detentions Deputy positions vacant and unfunded for a portion of the year is only a temporary solution as the department will soon need to begin hiring detentions staff to ensure their ability to staff the AB900 jail facility in September 2017.

The recommended budget will also have the following significant impacts:

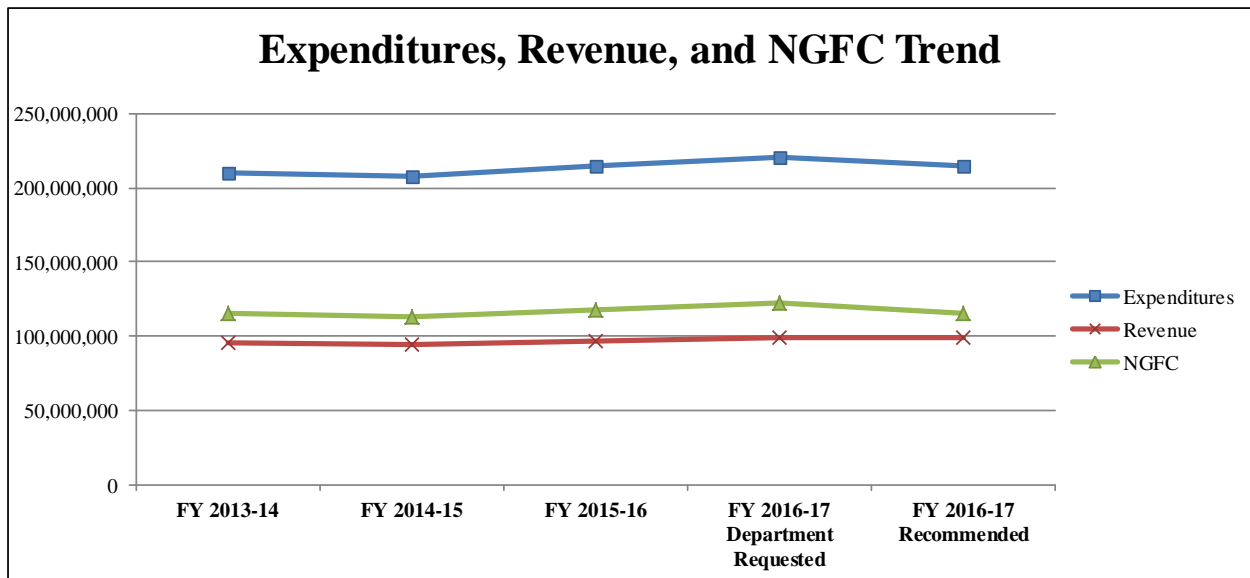
- Closure of the Ridgcrest Jail which will require booking officers to travel to Mojave. This action will result in additional time away from an officer's area of responsibility for both the County and surrounding law enforcement jurisdictions.
- Reduction of flight hours resulting in decreased surveillance and support capabilities vital to supporting ground units.
- Partial closure of Central Receiving Facility resulting in inmates being transported to and from Lerdo more frequently.

- Reductions to staffing in specialized units resulting in reassignment of staff and less follow-up on gang and narcotics investigation.
- Reassignment of two Deputies from the Rural Crimes Task Force.
- Consolidation of Rosamond and Mojave substations, resulting in the closure of the Rosamond substation.
- Inability to replace 52 aging fleet vehicles.

Expenditures related to salaries and benefits will decrease due to positions being unfunded in FY 2016-17 versus FY 2015-16, while health benefit rates will increase again this year. Services and supplies will increase as expenses offset by 2011 realignment (AB 109) and inmate welfare funding will rise. The department also budgeted for the lease purchase of vehicles originally planned for FY 2015-16 but deferred due to prior budget reductions, in addition to a lease payment for the purchase of additional vehicles in FY 2016-17. Overall, the lease payments of \$1.4 million equates to \$6.6 million of new and replacement of patrol utility vehicles and other inmate transportation vehicles including a 55-passenger bus.

Revenue is anticipated to increase slightly over FY 2015-16 as inmate welfare, Cal-ID, and AB 109 funding will increase the total revenue by nearly \$2 million. Other sources of revenue will vary slightly.

An increase in NGFC of \$538,121 from the preliminary budget is recommended to mitigate the increased insurance rates due to the departure of Kern Medical from the County’s self-insured insurance program.



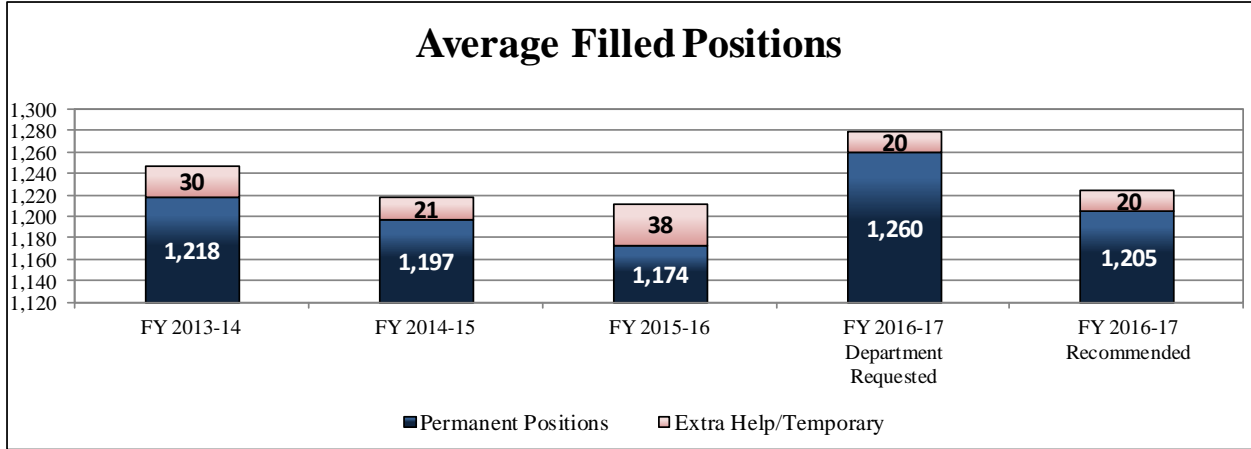
Staffing Changes and Operational Impacts

The department currently has 1,348 authorized positions. The recommended budget includes the addition of one (1) Computer Forensic Specialist position and the deletion of one (1) Evidence Technician position. The recommended funding level will also require the department to hold 143 positions vacant and unfunded throughout FY 2016-17 but mitigates all layoffs.



Additionally, the department has indicated their desire to seek funding in the amount of \$1,325,197 for FY 2016-17 to recruit and train 53 Deputy Sheriff Trainees in order to backfill for a portion of the anticipated attrition over the next 16 months plus an additional \$3 million to mitigate impacts.

Public Protection



4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	1,218	1,197	1,174	1,260	1,205
Extra Help/Temporary	30	21	38	20	20
Total Positions	1,248	1,218	1,212	1,280	1,225
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,416	1,380	1,392	N/A	N/A
Extra Help/Temporary (FTE)	22	14	27	N/A	N/A
Total Positions	1,438	1,394	1,419	N/A	N/A
SALARIES & BENEFITS	\$170,408,128	\$167,672,164	\$178,883,978	\$179,397,605	\$174,089,507

Summary of Authorized Positions

The department currently has 1,348 authorized permanent positions. The recommended budget maintains the current number of authorized positions after the deletion of one position and addition of one position. There are 1,205 position budgeted to be filled during FY 2016-17 as indicated below.



Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Office of the Sheriff	2	0	0	2		2	0	2
Office of the Undersheriff	21	0	0	21		18	3	21
Administrative Services	145	0	0	145		122	23	145
Investigations	161	1	(1)	161		123	38	161
Law Enforcement	352	0	0	352		302	50	352
Detentions	667	0	0	667		638	29	667
Total	1,348	1	(1)	1,348		1,205	143	1,348

Office of the Sheriff	Office of the Undersheriff	Administrative Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sheriff-Coroner	1 Undersheriff	1 Sheriff's Chief Deputy
1 Conf. Administrative Asst.	1 Sheriff's Senior Support Spec.	2 Sheriff's Senior Support Spec.
2 Requested Total	1 Administrative Services Officer	2 Sheriff's Commander
	4 Administrative Coordinator	4 Sheriff's Lieutenant
	2 Accountant	1 Office Services Assistant
	3 Fiscal Support Supervisor	12 Sheriff's Sergeant
	5 Fiscal Support Specialist	21 Sheriff's Senior Deputy
	4 Fiscal Support Technician	2 Sheriff's Support Specialist
	21 Requested Total	16 Sheriff's Deputy
		5 Administrative Coordinator
		16 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
		9 Sheriff's Aide
		2 Property Control Officer
		1 Detentions Sergeant
		145 Requested Total



Public Protection

Public Protection

Investigations Bureau	Law Enforcement	Detentions
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy	1 Sheriff's Chief Deputy
3 Sheriff's Senior Support Spec.	4 Sheriff's Commander	2 Sheriff's Commander
2 Sheriff's Commander	8 Sheriff's Lieutenant	2 Sheriff's Lieutenant
4 Sheriff's Lieutenant	21 Sheriff's Sergeant	10 Sheriff's Sergeant
16 Sheriff's Sergeant	27 Sheriff's Senior Deputy	10 Sheriff's Senior Deputy
37 Sheriff's Senior Deputy	211 Sheriff's Deputy	172 Sheriff's Deputy
22 Sheriff's Deputy	8 Detentions Deputy	26 Sheriff's Aide
1 Public Information Officer	2 Detentions Senior Deputy	281 Detentions Deputy
2 Sheriff's Aide	7 Sheriff's Dispatch Assistant	8 Detentions Lieutenant
1 Aircraft Maintenance Supv.	6 Sheriff's Dispatch Supervisor	31 Detentions Senior Deputy
2 Aircraft Mechanic	22 Sheriff's Dispatcher	1 Detentions Senior Officer
1 Aircraft Pilot	6 Sheriff's Report Technician	23 Detentions Sergeant
1 Crime Prevention Coordinator	7 Sheriff's Senior Dispatcher	4 Light Vehicle Driver
1 Crime Prevention Specialist	1 Sheriff's Senior Support Spec.	2 Maintenance - A/C Mechanic
3 Administrative Coordinator	1 Sheriff's Supv. Report Tech.	1 Maintenance Carpenter
1 Sheriff's Records Administrator	1 Sheriff's Support Specialist	2 Maintenance Electrician
6 Sheriff's Report Technician	19 Sheriff's Support Technician	1 Maintenance Plumber
8 Evidence Technician	352 Requested Total	8 Maintenance Worker
6 Identification Technician		1 Office Services Assistant
2 Latent Print Examiner		8 Sheriff's Program Specialist
2 Office Services Assistant		2 Sheriff's Program Technician
39 Sheriff's Support Technician		2 Sheriff's Sr. Support Specialist
161 Current Total		9 Sheriff's Support Specialist
		58 Sheriff's Support Technician
		1 Structural Maint. Superintendent
		1 Warehouse Supervisor
		667 Requested Total
<u>Additions/Deletions</u>		
(1) Evidence Technician		
1 Computer Forensic Specialist		
161 Requested Total		

Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average response time to priority 1 emergency calls	7 min. 24 sec.	6 min.	7 min 53 sec	10 min 25 seconds	8 min 25 seconds
Percentage of violent crimes investigations cleared	58%	55%	58%	41%	55%
Percentage of stolen property recovered from rural crimes	15%	20%	22%	40%	40%
Percentage of gang related incidents cleared	71%	72%	68%	68%	72%

It is the Sheriff's Office goal to improve the quality of life and ensure safety for the citizens of Kern, by ensuring that offenders are arrested and held accountable for crimes committed. The average response times can vary greatly 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	2013-14 Actual	2014-15 Actual	2014-15 Adopted	2015-16 Actual	2016-17 Goal
Percentage of inmates passing the GED test	35%	33%	42%	15%	35%
Increase the number of community contacts through community policing programs	N/A	50	155	176	180
Increase youth crime prevention and education activities	N/A	100	145	135	130
Percentage of inmates completing vocational programs	N/A	40%	66%	87%	70%
Percentage of inmates completing education based drug/cognitive behavior therapy	N/A	45%	75%	19%	25%
Percentage of inmates completing evidenced based drug/cognitive behavior therapy	N/A	N/A	N/A	96%	90%

The Sheriff’s Office will continue to build relationships and safer communities by providing information and addressing concerns, while making contacts and connections with neighborhood residents, community groups and businesses. The Sheriff’s Office will continue to work with our schools to provide lectures on various crime prevention topics and distribute crime prevention material. Working with youth and preventing juvenile victimization, crime and delinquency is a priority for the Sheriff’s Office.

The Sheriff’s Office goal is to reduce recidivism by providing rehabilitation services for inmates while in custody. Providing training and employment skills to inmates during incarceration is critical to assisting them to transition back into the community. AB 109 Realignment continues to impact both the community and our jail facilities. The Sheriff’s Office will continue to look for ways to improve and increase in-custody rehabilitation programs and post-release transitional housing.

Public Protection



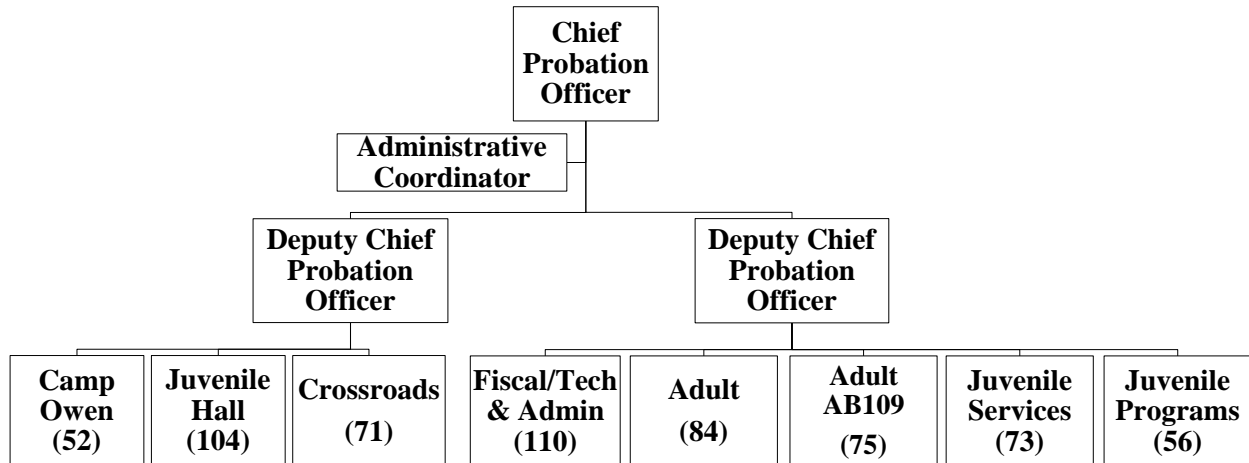
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Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Implemented a new program to target at-risk youth by providing assessments, case management, referrals to other services, evidence-based programs, targeted intervention, educational and pro-social activities, and incentives made possible through funding provided by the Edward Byrne Memorial Justice Assistance Grant.
- Bridges Academy hosted its annual mid-year graduation, where 12 students were recognized as having met the requirements for high school graduation, two of whom earned scholarship awards.
- Introduced the ServSafe program at Camp Erwin Owens for the youth working in the dining facility. Those who complete the program receive a certificate that increases the individuals’ chances of finding employment in the food service industry. To date, five youths have earned their certificates, while six additional individuals are currently enrolled.
- Gang Intervention and Suppression Team seized 12 firearms and completed 17 criminal street gang investigations.
- Day reporting center and drug day reporting center conducted four graduation ceremonies with 175 graduates successfully completing the intensive six-month program.
- Established an adult programming unit to facilitate various evidence-based programs for the AB 109 population.



Probation

Department Head: T.R. Merickel
 Fund: General
 Budget Unit: 2340

Function: Public Protection
 Activity: Detention and Correction

Description of Major Services

The Probation Department is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. The department is also responsible operating the County's three juvenile detention facilities. With the impacts of the State prison realignment under Assembly Bill 109 (AB 109), the department has opened a day reporting center to provide services to the adult offender population by offering services from a wide variety of governmental agencies and community based agencies. All efforts are aimed at minimizing recidivism and moving offenders into a role of self-sufficient, productive citizens.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$68,213,007	\$78,297,377	\$72,571,946	\$79,532,352	\$76,439,910	\$76,515,839
Services and Supplies	9,129,534	10,557,720	9,301,305	10,857,889	10,417,889	10,459,258
Other Charges	916,236	1,013,220	889,083	1,036,291	1,036,291	1,036,291
Capital Assets	56,671	100,000	360,886	89,100	89,100	89,100
Other Financing Uses	0	1,084,139	0	0	0	1,442,505
TOTAL EXPENDITURES	\$78,315,448	\$91,052,456	\$83,123,220	\$91,515,632	\$87,983,190	\$89,542,993
Expend. Reimb.	(\$763)	(\$2,500)	(\$1,894)	(\$2,500)	(\$2,500)	(\$2,500)
TOTAL NET EXPENDITURES	\$78,314,685	\$91,049,956	\$83,121,326	\$91,513,132	\$87,980,690	\$89,540,493
REVENUE:						
Fines and Forfeitures	\$2,383	\$1,350	\$2,970	\$930	\$930	\$930
Use of Money/Property	9,817	9,800	9,225	6,792	6,792	6,792
Intergovernmental	7,035,605	9,252,419	7,998,358	10,119,572	10,281,218	10,281,218
Charges for Services	1,452,559	1,463,131	1,748,465	1,572,931	1,572,931	1,572,931
Miscellaneous	36,741	23,500	30,077	23,500	23,500	23,500
Other Financing Sources:						
2011 Realignment	20,801,694	26,519,416	24,432,965	26,605,370	24,576,579	24,576,579
Probation DDJ Realignment Fund	3,746,475	5,107,317	4,698,107	4,756,032	4,756,032	4,756,032
Probation Training Fund	262,372	263,640	259,461	252,720	252,720	252,720
Local Public Safety	12,836,846	13,265,423	13,265,423	13,132,769	13,132,769	13,132,769
Domestic Violence Program	150,000	150,000	150,000	150,000	150,000	150,000
DNA Identification	110,000	150,000	150,000	150,000	150,000	150,000
Juvenile Inmate Welfare	0	50,000	19,000	30,000	30,000	30,000
Probation Asset Forfeiture - DEA	34,665	20,000	20,000	20,000	20,000	20,000
Probation Asset Forfeiture - 15%	0	5,000	0	5,000	5,000	5,000
Probation Asset Forfeiture	0	0	0	10,000	10,000	10,000
TOTAL REVENUE	\$46,479,157	\$56,280,996	\$52,784,051	\$56,835,616	\$54,968,471	\$54,968,471
Less Available BSI *	\$0	(\$1,084,139)	\$0	\$0	\$0	(\$1,442,505)
NET GENERAL FUND COST	\$31,835,528	\$33,684,821	\$30,337,275	\$34,677,516	\$33,012,219	\$33,129,517
BSI Ending Balance *	\$785,225	N/A	\$1,084,139	N/A	N/A	N/A

* BSI = Budget Savings Incentives



Major Expenditures and Revenue in FY 2016-17 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 \$10 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 \$13.1 million of Local Public Safety Funds (Proposition 172), approximately \$24.5 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109, and \$4.75 million in juvenile realignment funds.

Budget Changes and Operational Impacts

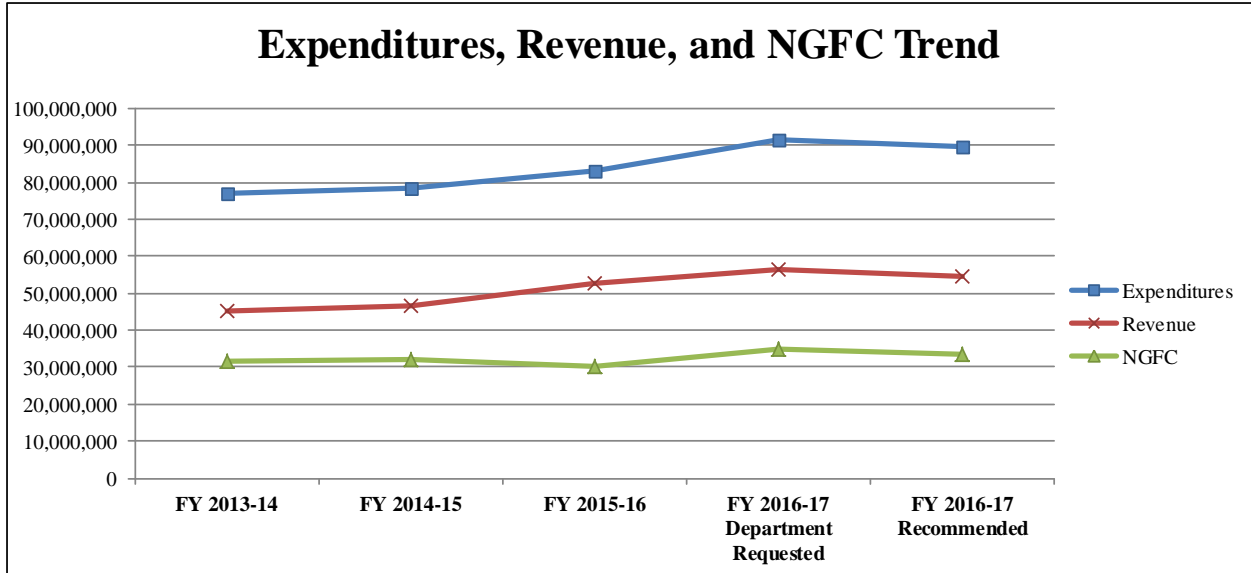
At the recommended funding level, the department will have no significant service level impacts, although the department will continue to cope with large caseloads as individuals continue to be released from jail back into the community under the department's supervision.

Revenue in the recommended budget associated with Title IV-E program has decreased to \$1 million from \$6.7 million in FY 2012-13 due to a change in billing requirements for administrative activity. This reduction has come with no corresponding service level reductions, resulting in an increased General Fund burden mitigated by the 70-80 funded vacancies historically held by the department.

Local Public Safety Funds are anticipated to decrease slightly while AB 109 and Community Corrections Performance Incentive (SB 678) revenue continues to provide resources and accounts for an overall increase in revenue over the FY 2015-16 actual of approximately \$2.2 million.

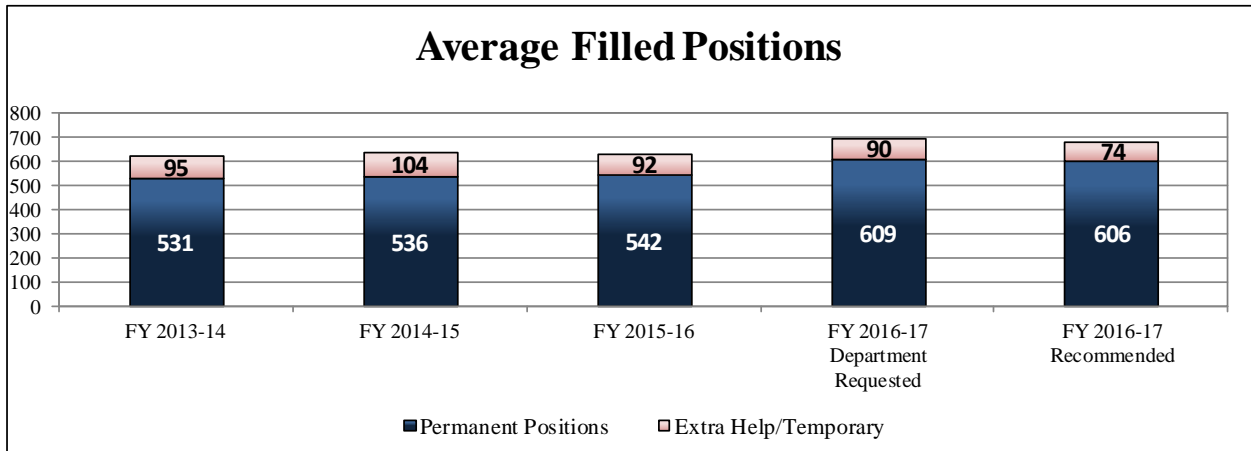
Salaries and benefits cost is expected to increase in FY 2016-17 as health benefits rates rise. In addition, the department has budgeted to fill all but 22 positions while historically averaging 75 vacancies over the past three years. Services and supplies are expected to increase over the FY 2015-16 actual due to increased spending associated with AB109, which is offset by revenue. The recommended budget also includes the procurement of a number of information technology related capital assets necessary to support the implementation of a new criminal justice information system.

An increase in NGFC of \$117,298 is recommended over the preliminary budget due to an increase in insurance rates due to the departure of Kern Medical from the County's self-insurance program.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but 22 vacant authorized positions and 74 extra help positions. The department will delete one (1) Senior Office Services Specialist position, two (2) Fiscal Support Technician positions, one (1) Office Services Assistant position, one (1) Network Systems Administrator position, and one (1) Systems Analyst/Programmer I/II position. The department will add one (1) Senior Human Resources Specialist position, two (2) Human Resources Specialist I positions, one (1) Technology Services Supervisor position, and one (1) Help Desk Technician I position for a net savings of \$89,000.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	531	536	542	609	606
Extra Help/Temporary	95	104	92	90	74
Total Positions	626	640	634	699	680
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	544	542	541	N/A	N/A
Extra Help/Temporary (FTE)	96	100	100	N/A	N/A
Total Positions	640	642	641	N/A	N/A
SALARIES & BENEFITS	\$67,969,205	\$68,213,007	\$72,571,946	\$79,532,352	\$76,439,910

Public Protection

Summary of Authorized Positions

The department currently has 629 authorized positions; five positions will be added while six will be deleted for a requested total of 628 positions, of which 606 have been budgeted to be filled in FY 2016-17.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive	4	0	0	4	4	0	4
Administrative Services	73	3	(4)	72	70	2	72
Fiscal & Technology	37	2	(2)	37	37	0	37
Adult - Felony Probation	84	0	0	84	74	10	84
Adult - AB 109	75	0	0	75	75	0	75
Juvenile Services	56	0	0	56	50	6	56
Juvenile Programs	73	0	0	73	72	1	73
Juvenile Hall	104	0	0	104	104	0	104
Crossroads	71	0	0	71	71	0	71
Camp Erwin Owen	52	0	0	52	49	3	52
Total	629	5	(6)	628	606	22	628



Executive	Administrative	Fiscal & Technology
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Probation Officer	1 Probation Division Director	1 Division Director-FR&P
2 Deputy Chief Probation Officer	1 Assistant Probation Div. Dir.	2 Accountant I/II/III
1 Administrative Coordinator	4 Probation Supervisor	1 Technology Services Manager
4 Requested Total	3 Deputy Probation Officer III	1 Network Systems Admin.
	1 Deputy Probation Officer I/II	1 LAN Systems Administrator
	3 Sr. Office Services Specialist	1 Sr. Systems Analyst
	7 Office Services Specialist	3 Systems Analyst/Programmer I/II
	45 Office Services Technician	4 Info. Systems Spec. I/II/III/Sr.
	2 Office Services Assistant	1 Database Analyst
	3 Fiscal Support Technician	1 Supervising Dept. Analyst
	2 Mail Clerk	3 Departmental Analyst
	1 Probation Volunteer Svcs. Coord.	3 Fiscal Support Supervisor
	73 Current Total	2 Fiscal Support Specialist
		9 Fiscal Support Technician
	<u>Additions/Deletions</u>	1 Office Services Specialist
	1 Sr. Human Resources Spec.	3 Office Services Technician
	2 Human Resources Spec. I	37 Current Total
	(1) Sr. Office Services Specialist	
	(2) Fiscal Support Technician	<u>Additions/Deletions</u>
	(1) Office Services Assistant	1 Technology Services Supv.
	72 Requested Total	1 Help Desk Technician I
		(1) Network Systems Admin.
		(1) Systems Analyst/Programmer I/II
		37 Requested Total
Adult Division - Felony Probation	Adult Division - AB 109	Juvenile Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
6 Probation Supervisor	5 Probation Supervisor	6 Probation Supervisor
17 Deputy Probation Officer III	10 Deputy Probation Officer III	12 Deputy Probation Officer III
60 Deputy Probation Officer I/II	48 Deputy Probation Officer I/II	32 Deputy Probation Officer I/II
84 Requested Total	1 Probation Program Supv.	1 Juvenile Correction Officer III
	9 Probation Program Spec.	4 Juvenile Correction Officer I/II
	1 Office Services Technician	56 Requested Total
	75 Requested Total	



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	2 Office Services Technician
	2 Office Services Technician	<hr/>
	1 Fiscal Support Technician	104 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 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of adult offenders successfully completing probation	10%	16%	13%	12%	13%
Percentage of adult probationers who have new violations (Recidivism Rate)	10%	12%	10%	10%	10%
Number of offenders on felony probation	7,512	7,199	6,500	7,060	6,800
Number of offenders on post release community supervision	1,678	1,502	1,650	1,524	1,500
Number of offenders on mandatory supervision	1,013	633	950	621	600
Number of pre-sentence investigation reports submitted to Superior Court	4,277	3,995	3,800	3,814	4,000
Number of home calls/field contacts	11,512	12,601	13,000	16,608	16,000
Number of arrests	1,624	1,501	1,200	1,527	1,300
Number of adult probationers receiving program services (DRC, KCMH,CBOs, Take Away Tattoo, Substance Abuse, ETR)	3,823	4,332	4,000	4,224	4,750

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 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 (244:1) in Felony supervision units. The 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 the County. The department believes that with ongoing collaboration with community-based organizations, the relationships with staff operating the day reporting center, and the addition of the Adult Programming Unit, they will be able to reduce the recidivism rate and increase the successful completion rate in FY 2016-17. The department continues to research improvements in data collection. 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of juvenile offenders successfully completing probation	17%	17%	19%	15%	18%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	19%	21%	19%	23%	20%
Number of juveniles on supervised probation	1,174	2,127	2,000	2,176	2,000
Number of probation violation petitions filed	205	318	300	281	275
Number of referrals to the Probation Department	5,916	3,831	5,500	3,184	4,500
Number of investigations for Juvenile Court	1,388	1,198	1,000	1,389	1,000
Number of new law violation petitions filed	1,283	1,100	950	1,255	1,000
Number of home call/field contacts	12,374	15,029	13,000	14,065	14,500
Number of arrests	600	818	750	765	700

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 two years. This trend 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. Arrests have also decreased by 6.5% over FY 2014-15. The department anticipates these numbers to increase due to the high number contacts with this population of youth in our communities, and the risk level of juveniles currently being supervised. 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.

GOAL 2: Reduce criminal activity through education and prevention.

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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%	29%	30%	28%
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%	32%	30%	34%	31%

The department is pleased with the success of the programming provided to our 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 Probation services are more effective in providing public protections while changing the lives. The data from the department's juvenile institutions reflects the same as in adult correctional programs. In addition to the programs currently offered, the department has created an Adult Programming Unit and is in the process of creating a Juvenile Programming Unit. These units will offer evidence-based programs to adult and juvenile probationers in the community.

Public Protection



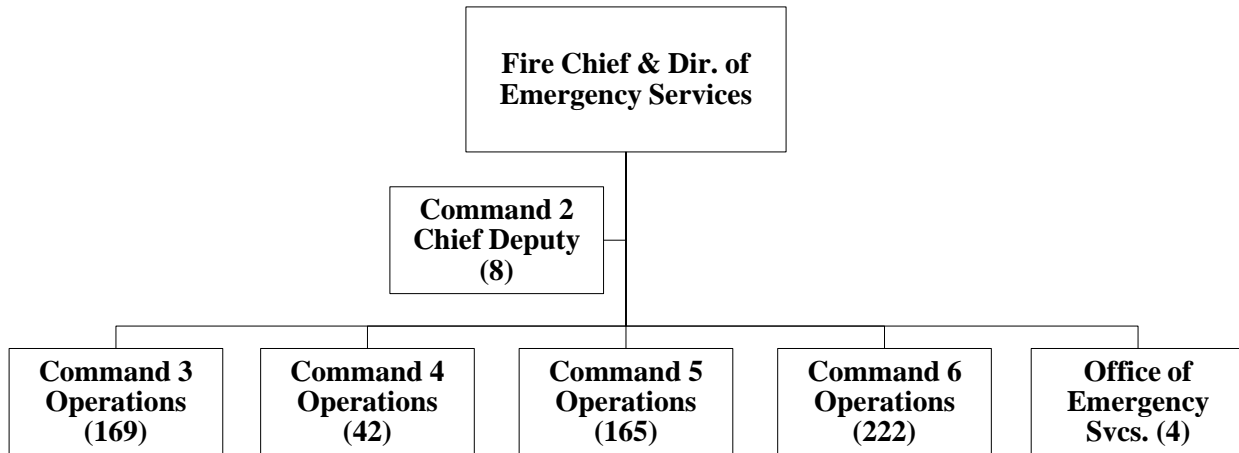
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Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Completed refurbishment of a used ladder truck purchased from the Las Vegas Fire Department, resulting in approximately \$600,000 in savings and the availability of an essentially new piece of equipment.
- Supported El Nino preparedness by providing sand bags and sand and by holding multiple public education events.
- 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 a live-fire simulator.



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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$127,717,347	\$125,669,658	\$132,768,678	\$123,842,707	\$116,985,116	\$121,091,047
Services and Supplies	11,524,265	11,657,638	10,037,237	10,951,588	10,451,588	10,499,920
Other Charges	8,825,953	9,311,189	9,514,719	8,830,638	8,830,638	8,830,638
Capital Assets	1,337,750	1,205,000	1,477,917	0	0	0
Other Financing Uses	10,401	114,600	131,269	0	0	0
TOTAL EXPENDITURES	\$149,415,716	\$147,958,085	\$153,929,820	\$143,624,933	\$136,267,342	\$140,421,605
REVENUE:						
Taxes	\$109,544,534	\$99,596,619	\$98,482,972	\$83,963,524	\$84,868,703	\$87,773,673
Licenses and Permits	701,957	500,000	711,653	650,000	650,000	650,000
Fines and Forfeitures	1,100	80,000	13,804	80,000	80,000	80,000
Use of Money/Property	(3,257)	0	51,545	0	0	0
Intergovernmental	3,010,021	5,060,000	1,867,536	0	0	0
Charges for Services	31,365,837	25,370,602	35,428,663	27,378,900	27,878,900	28,554,507
Miscellaneous	57,199	402,450	45,439	405,700	405,700	405,700
Other Financing Sources:						
General Fund Contribution	0	0	0	12,966,661	7,592,334	7,842,978
Local Public Safety	7,403,505	7,650,682	7,639,180	7,574,175	7,574,175	7,574,175
Sales-Fixed Assets	1,426	0	0	0	0	0
Fixed Wing Aircraft	0	516	0	0	0	0
Vehicle/Apparatus Trust	125,000	3,576	0	0	0	0
Fireworks Violations	17,932	25,000	40,565	25,000	25,000	25,000
Fire Dept. Donations	26,500	15,000	15,000	15,000	15,000	15,000
Fire-Hazard Reduction	350,000	350,000	405,000	450,000	450,000	450,000
Fire-Helicopter Operations	987,150	850,000	850,000	850,000	850,000	850,000
County Service Area #40.1 EMS	158,965	239,850	124,693	219,350	219,350	219,350
TOTAL REVENUE	\$153,747,869	\$140,144,295	\$145,676,050	\$134,578,310	\$130,609,162	\$134,440,383
NET FUND COST	(\$4,332,153)	\$7,813,790	\$8,253,770	\$9,046,623	\$5,658,180	\$5,981,222

Major Expenditures and Revenue in FY 2016-17 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 \$87.77 million, a decrease of nearly \$11 million from FY 2015-16. 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 beginning in FY 2014-15. However, due to a reduction in property tax revenue and sustained expenditures in light of lost revenue associated with a prior SAFER grant, the department requested an NGFC of \$12,996,661. However, the recommended budget includes only a contribution of \$7,842,978 to mitigate some of the anticipated service level impacts.

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 \$28.5 million and a \$7.57 million allocation of Local Public Safety Funds (Proposition 172). This includes reimbursement revenue from other agencies for fire suppression costs budgeted at \$3.6 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 Fire Fund is facing a \$17.5 million deficit for FY 2016-17 primarily from the loss property tax revenue. The recommended budget proposes a four-year deficit mitigation plan that phases in on-going budget reductions that are estimated to total nearly \$12 million by FY 2019-20 while providing a General Fund contribution estimated at \$32 million through FY 2020-21.

Budget Changes and Operational Impacts

The recommended budget proposes a contribution from the General Fund of \$7,842,978 as part of a four-year plan to ensure the Fire Fund is self-sufficient and can scale back operations over this period of time. Even with the proposed NGFC allocation, the Fire Fund will still have significant impacts.

The four-year plan for the Fire Fund requires the following elements, assumptions, and service level impacts:

- The Fire Fund will deplete all of its reserves and designations in the amount of \$5,658,180 in FY 2016-17;
- Ongoing Services and Supplies reduction of \$500,000 from the submitted budget;
- Ongoing revenue estimate for a first responder fee in the amount of \$500,000 to be presented to the Board in 2016;

- Reassign three Inyokern Airport Fire Engineers, beginning September 1, 2016 for an ongoing cost savings, which amounts to \$456,500 for FY 2016-17;
- Implement hybrid staffing model at Fire Station 11 for an ongoing annual overtime cost savings of \$439,096;
- Eliminate the Air and Wildland division as-of November 1, 2016 for an ongoing annual savings in extra-help of \$609,924; and
- Eliminate extra-help at an ongoing annual cost savings of \$305,158.

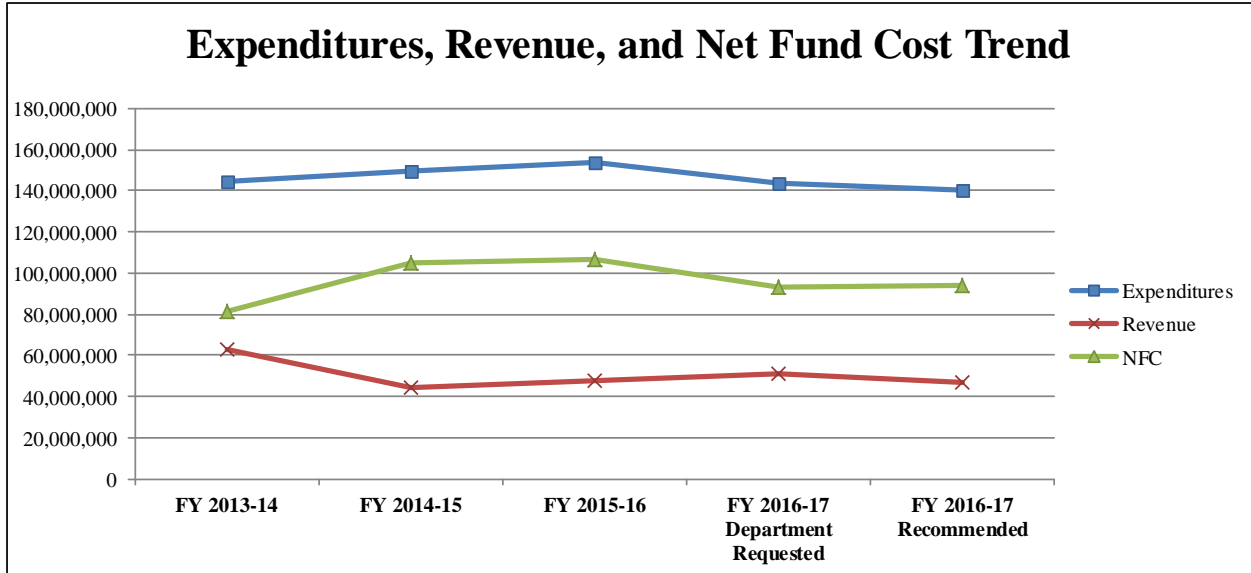
In addition to the measures above, the General Fund will contribute \$3,988,933 per year through FY 2020-21 for the pension cost increase identified in FY 2015-16, for a total amount not to exceed \$19,944,665 over the next five years. It is anticipated, barring any major retirement plan cost increases, 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.

The remaining FY 2016-17 deficit, currently estimated to be \$7,974,707 after the above items are implemented, will be offset by a General Fund contribution in the amount of \$3,603,401, or 50% of the deficit, while the remaining deficit will be absorbed by the Fire Department through the application of \$323,043 in fund balance available and \$2,904,971 in increased property tax revenue estimates. An additional General Fund contribution in the amount of \$250,644 is recommended due to the increase in insurance rates which results from the departure of Kern Medical from the County's self-insurance program. The remaining FY 2016-17 deficit of \$1,143,292 must be achieved through cost saving measures. This includes holding vacant positions through attrition, civilianization of the fire prevention staff, and changes to the way safety employees on an administrative assignment are paid when engaged in non-administrative duties, such as wildland firefighting. The recommended budget mitigates all proposed layoffs and requires the department to exercise extreme financial discipline in this, and future, fiscal years.

The General Fund contribution will be funded from reserves and designations of the General Fund. Ultimately, the Fire Fund will be expected to mitigate the ongoing deficit over a four year period similar to General Fund departments. In the absence of this multi-year plan, the Fire Department would have to reduce the budget by nearly \$12 million or 7.4% this fiscal year. This long-term austerity plan follows the same approach as the long-term plan implemented for the General Fund departments and will require an annual General Fund contribution through FY 2019-20 of 50% of each year's projected deficit for a total cumulative contribution for operations of \$11.9 million over the next four years.

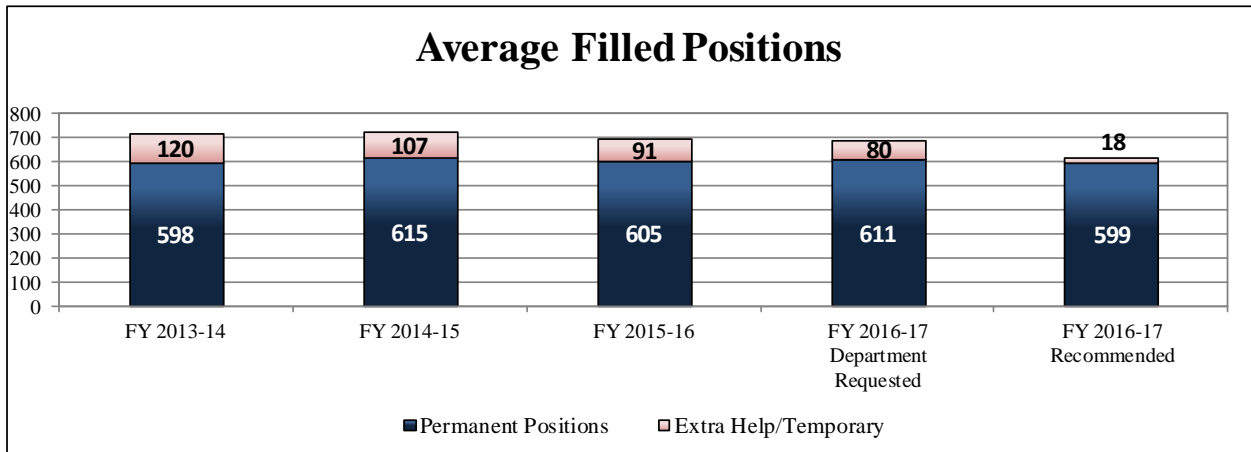
The total General Fund contribution is recommended at \$7.84 million, while the department is expected to achieve cost reductions of \$3.45 million, or 1.74%, for FY 2016-17.





Staffing Changes and Operational Impacts

The recommended budget proposes holding 47 positions vacant and unfunded through FY 2016-17.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	598	615	605	611	599
Extra Help/Temporary	120	107	91	80	18
Total Positions	718	722	696	691	617
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	227	233	229	N/A	N/A
Extra Help/Temporary (FTE)	107	105	93	N/A	N/A
Total Positions	334	338	322	N/A	N/A
SALARIES & BENEFITS	\$121,590,168	\$127,717,347	\$132,768,678	\$123,842,707	\$120,888,736

Summary of Authorized Positions

The department currently has 646 authorized positions. The recommended budget will require unfunding 47 vacant positions including thirty-five (35) Firefighter positions, five (5) Engineers, three (3) Captains, one (1) Administrative Coordinator position, one (1) Deputy Chief position, one (1) Fire Equipment Service Worker position, and one (1) Fire Equipment Mechanic position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	9	1	10
PIO/PEO	2	0	0	2	2	0	2
Office of Emergency Services	5	0	0	5	4	1	5
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	18	2	20
Facilities	5	0	0	5	5	0	5
Logistics	11	0	0	11	11	0	11
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	15	0	0	15	15	0	15
Fire Prevention	12	0	0	12	12	0	12
Operations	501	0	0	501	458	43	501
Total	646	0	0	646	599	47	646

Administration	PIO/PEO	Office of Emergency Services
<p><u>Classification</u></p> <p>1 Fire Chief & Director of Emerg. Svcs</p> <p>1 Chief Deputy-Fire</p> <p>4 Deputy Fire Chief</p> <p>1 Office Services Coordinator</p> <p>1 Senior Office Services Specialist</p> <p>1 Office Services Specialist</p> <p>1 Office Services Assistant</p> <hr/> <p>10 Requested Total</p>	<p><u>Classification</u></p> <p>1 Fire Captain CA - PIO</p> <p>1 Fire Engineer CA - PEO</p> <hr/> <p>2 Requested Total</p>	<p><u>Classification</u></p> <p>1 Special Projects Manager</p> <p>2 Administrative Coordinator</p> <p>1 Program Specialist</p> <hr/> <p>1 Fiscal Support Technician</p> <hr/> <p>5 Requested Total</p>
<p style="text-align: center;">Emergency Communications Center</p> <p><u>Classification</u></p> <p>1 Fire Captain CA</p> <p>1 Fire Emergency Comm. Ctr. Mgr.</p> <p>4 Supervising Fire Dispatcher</p> <p>8 Fire Dispatcher 2</p> <p>7 Fire Dispatcher 1</p> <hr/> <p>21 Requested Total</p>	<p style="text-align: center;">Finance</p> <p><u>Classification</u></p> <p>1 Administrative Svcs. Coordinator</p> <p>1 Accountant I/II/III</p> <p>2 Administrative Coordinator</p> <p>2 Fiscal Support Supervisor</p> <p>6 Fiscal Support Specialist</p> <p>1 Fiscal Support Technician</p> <hr/> <p>13 Requested Total</p>	<p style="text-align: center;">Technology Services</p> <p><u>Classification</u></p> <p>1 Technology Svcs. Manager</p> <p>2 Systems Analyst I/II</p> <p>3 Sr. Info. Systems Specialist</p> <p>1 Info. Systems Specialist I/II/III</p> <p>1 Geographic Info. Systems Spec.</p> <hr/> <p>8 Requested Total</p>
<p style="text-align: center;">Fleet Services</p> <p><u>Classification</u></p> <p>1 Equipment Maint. Superintendent</p> <p>3 Supv. Heavy Equip. Mechanic</p> <p>11 Fire Equipment Mechanic</p> <p>3 Fire Equipment Service Worker</p> <p>1 Automotive Parts Storekeeper I/II</p> <p>1 Fiscal Support Technician</p> <hr/> <p>20 Requested Total</p>	<p style="text-align: center;">Facilities</p> <p><u>Classification</u></p> <p>1 Structural Maint. Superintendent</p> <p>2 Maintenance Worker I/II/III</p> <p>1 Groundskeeper I/II/III</p> <p>1 Building Services Worker</p> <hr/> <p>5 Requested Total</p>	<p style="text-align: center;">Fire Prevention</p> <p><u>Classification</u></p> <p>1 Fire Battalion Chief CA</p> <p>3 Fire Captain CA</p> <p>1 Fire Captain C</p> <p>5 Fire Engineer CA</p> <p>1 Building Plans Technician</p> <p>1 Office Services Specialist</p> <hr/> <p>12 Requested Total</p>
<p style="text-align: center;">Arson</p> <p><u>Classification</u></p> <p>1 Fire Battalion Chief CA</p> <p>2 Fire Captain CA</p> <p>3 Fire Captain C</p> <p>1 Office Services Specialist</p> <hr/> <p>7 Requested Total</p>	<p style="text-align: center;">Training</p> <p><u>Classification</u></p> <p>1 Fire Battalion Chief CA</p> <p>5 Fire Captain CA</p> <p>1 Media Services Coordinator</p> <p>2 Office Services Technician</p> <hr/> <p>9 Requested Total</p>	<p style="text-align: center;">Fire Heavy Equipment Facility</p> <p><u>Classification</u></p> <p>1 Supv. Fire Heavy Equip. Spec. CA</p> <p>4 Fire Heavy Equip. Spec. II-C</p> <p>2 Fire Heavy Equip. Spec. I</p> <hr/> <p>7 Requested Total</p>



Fire Plan/Air Operations	Logistics	Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Battalion Chief CA	1 Fire Captain CA	21 Fire Battalion Chief C
3 Fire Captain CA	1 Fiscal Support Specialist	149 Fire Captain C
1 Supv. Helicopter Pilot	1 Fiscal Support Technician	155 Fire Engineer C
2 Fire Aircraft Pilot	1 Storekeeper I	1 Firefighter CA
1 Fire Engineer A	2 Light Vehicle Driver	4 Firefighter A
3 Firefighter A	1 Fiscal Support Specialist	92 Firefighter C
1 Supv. Aircraft Mechanic	1 Fiscal Support Technician	79 Firefighter
1 Aircraft Mechanic	3 Fire Equipment Technician	501 Requested Total
1 Wildland Defense Planner	11 Requested Total	
1 Office Services Technician		
15 Requested Total		

Fiscal Year 2016-17 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

	2013-14	2014-15	2015-16	2015-16	2016-17
Measurement	Actual	Actual	Adopted	Actual	Goal
Average response time (in minutes) for suburban areas	5:56	6:01	4:00	6:09	4:00
Average response time (in minutes) for rural areas	7:08	7:15	8:00	7:26	8:00

These indicators measure the department’s ability to provide reasonable response times to all-risk incidents. Rapid deployment and concentration of resources at the decisive time and place is essential to successful performance of fire and lifesaving operations. Incident related life and property loss can be reduced through timely incident response. The adopted goals are based upon nationally recognized standards. Response times can fluctuate dramatically based on the location of the call for service, particularly in areas with difficult access.

Objective 2: Adequately staff fire stations for emergency response.

	2013-14	2014-15	2015-16	2015-16	2016-17
Measurement	Actual	Actual	Adopted	Actual	Goal
Protected population per on-duty firefighters	3,232	3,232	3,232	3,232	3,232

As a result of SAFER grant funding, and General Fund support after grant expiration, 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of contacts made through public education programs	156,524	150,000	150,000	150,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	10,000	17,958	10,000	10,000	10,000

Education is an essential part of the prevention and mitigation process. The department has designated two full-time positions to participate in a variety of public education programs. Additionally, the department has overall responsibility for multi-agency and/or multi-jurisdiction disaster response coordination and communication. The department's preparedness and response capabilities have been greatly enhanced from equipment and training provided through Homeland Security grant funding.

Objective 2: Protect Kern County communities from the devastation of wild fires.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of miles of fire roads and fuel breaks created or maintained	600	600	600	600	600
Percentage of wildfires controlled to 10 acres or less	95.0%	97.0%	95%	94.2%	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.

Public Protection



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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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$0	\$0	\$0	\$12,966,661	\$7,592,334	\$7,842,978
TOTAL EXPENDITURES	\$0	\$0	\$0	\$12,966,661	\$7,592,334	\$7,842,978
NET GENERAL FUND COST	\$0	\$0	\$0	\$12,966,661	\$7,592,334	\$7,842,978

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

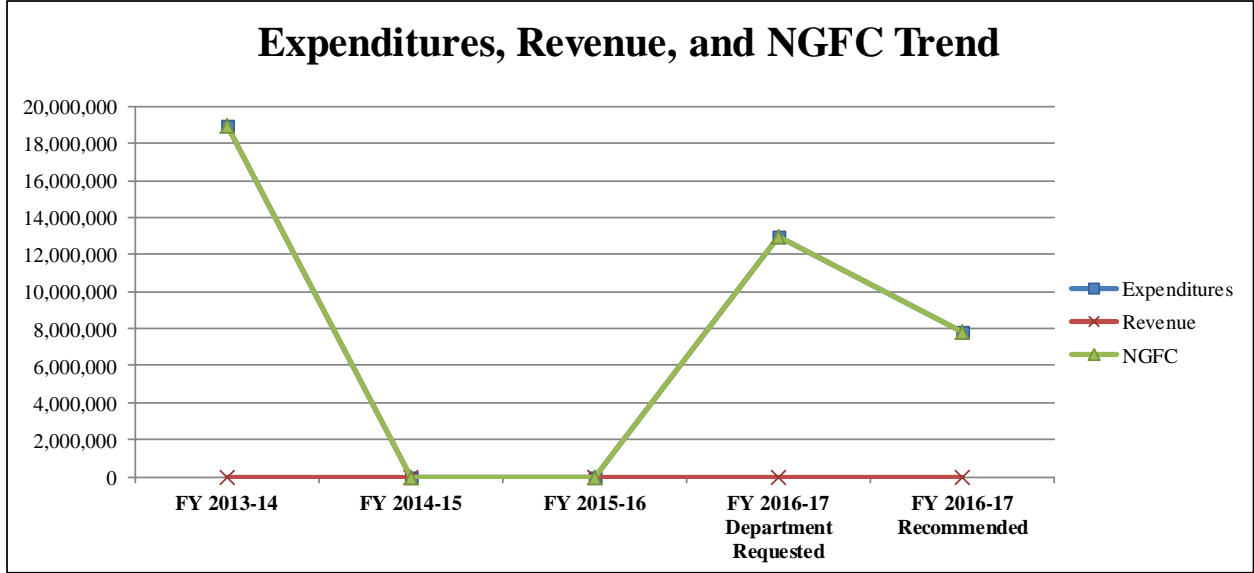
The County Contribution – Fire budget unit appropriates supplemental funding from the General Fund to the Fire Fund to support general operating expenses. Appropriations within this budget unit will be transferred to the Fire Department’s operating budget 2415 and is included in that budget unit under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

Budget Changes and Operational Impacts

In FY 2014-15 a transfer of property tax base revenue 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. For FY 2016-17 the Fire Department continues to receive \$18.4 million through the direct contribution of property taxes and has now requested an NGFC in the amount of \$12,996,661 to avoid service level reductions due to the loss of property tax revenue related to oil and gas properties. Through further analysis and development of a long-term plan, the recommended contribution amount is \$7,842,978, which includes a contribution for pension cost increases in the amount of \$3,988,933, \$3,603,401 for operations and \$250,664 for increased insurance rates. Additional details available in Budget Unit 2415 – Fire.



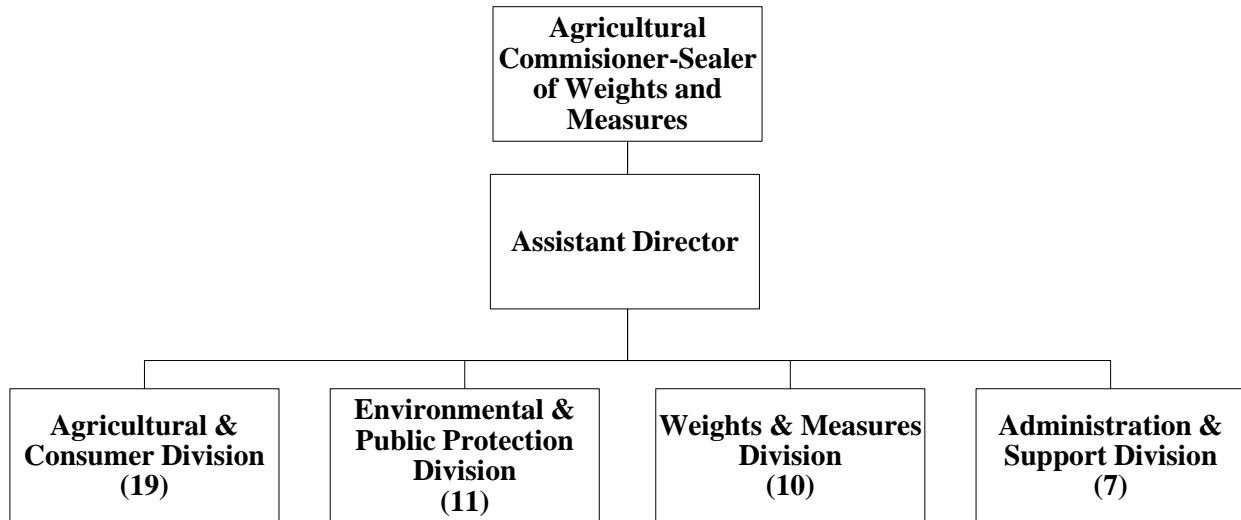
Public Protection



Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Continued diligence in conducting commodity inspections has helped facilitate the sale and shipment of the County’s produce and contributed to the County being ranked as the number two county in the state in total crop value for the third year in a row.
- Increased efficiency by providing electronic devices to pesticide inspectors, which allows for rapid review of registration and compliance information. These devices also allows for electronic completion of inspection paperwork, reducing related printing costs.
- Received a grant from the State for a pilot project to track pesticide applications near schools and to automate the notification system for schools, increasing the availability of information to the public and enhancing public safety.



Agriculture and Measurement Standards

Department Head: Ruben Arroyo

Function: Public Protection

Fund: General

Activity: Protective Inspection

Budget Unit: 2610

Description of Major Services

The Agriculture and Measurement Standards Department promotes and protects the County's agricultural industry and provides agricultural research and information services. The department enforces laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide Regulations, and enforces consumer protection laws and regulations.

The department also enforces laws and regulations related to commercial transactions involving weight, measure, or count. The department inspects packaged goods and bulk commodities to ensure that their weights and measures are as advertised and that they conform to the Federal Fair Packaging and Labeling Act. The department also inspects petroleum products for proper labeling and quality conformance to established standards.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,889,686	\$5,727,690	\$5,688,486	\$6,018,423	\$5,981,480	\$5,981,480
Services and Supplies	948,595	919,121	953,746	950,112	950,112	950,112
Other Financing Uses	0	493,163	0	0	0	404,566
TOTAL EXPENDITURES	\$6,838,281	\$7,139,974	\$6,642,232	\$6,968,535	\$6,931,592	\$7,336,158
REVENUE:						
Licenses and Permits	\$24,675	\$23,370	\$25,850	\$23,670	\$23,670	\$23,670
Fines and Forfeitures	33,057	22,600	32,186	19,600	19,600	19,600
Intergovernmental	3,289,592	3,181,633	2,598,782	3,394,885	3,394,885	3,394,885
Charges for Services	2,197,265	1,941,431	2,439,544	2,029,343	2,029,343	2,029,343
Miscellaneous	731	20	7,812	20	20	20
TOTAL REVENUE	\$5,545,320	\$5,169,054	\$5,104,174	\$5,467,518	\$5,467,518	\$5,467,518
Less Available BSI *	\$0	(\$493,163)	\$0	\$0	\$0	(\$404,566)
NET GENERAL FUND COST	\$1,292,961	\$1,477,757	\$1,538,058	\$1,501,017	\$1,464,074	\$1,464,074
BSI Ending Balance *	\$195,984	N/A	\$404,566	N/A	N/A	N/A

* BSI = Budget Savings Incentives



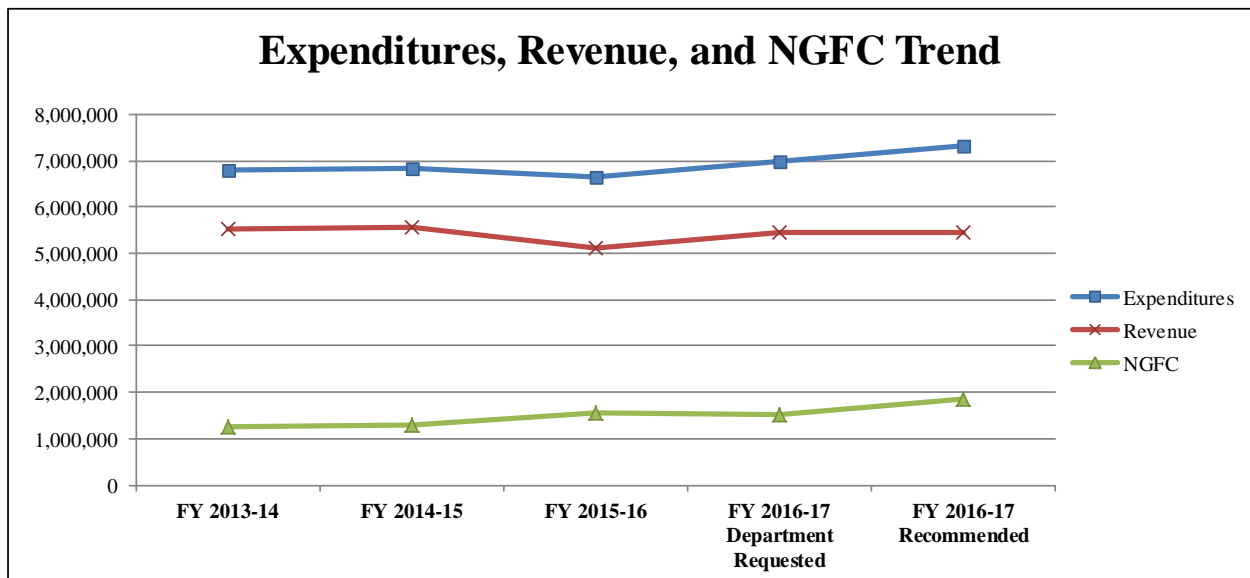
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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

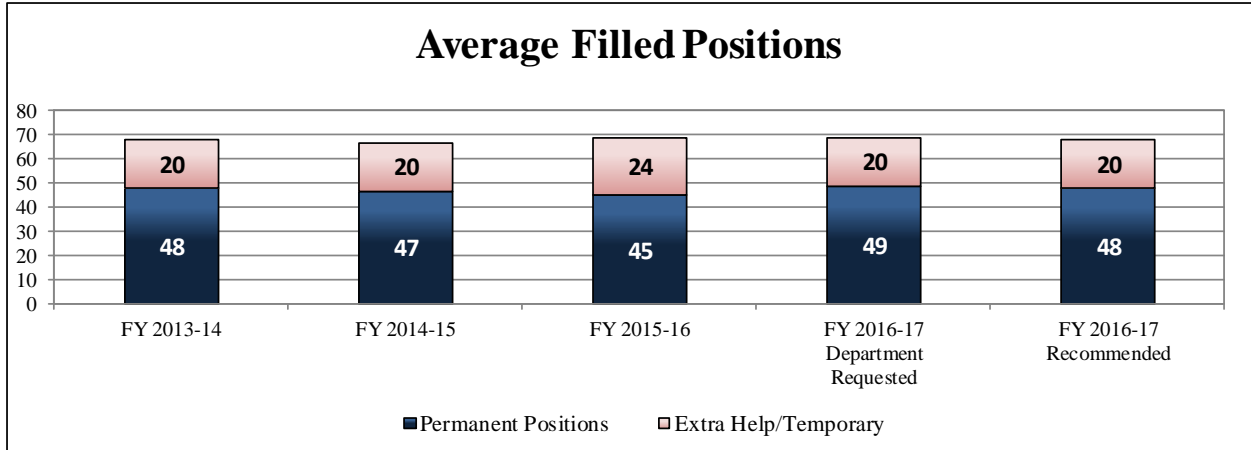
The recommended budget allows the department to operate at current service levels without the use of Budget Savings Incentive (BSI) credits. Expenditures are expected to remain similar to FY 2015-16. Revenue, particularly associated with State contracts has increased slightly and has been budgeted solely based on what the department has already been awarded. Additional State contracts may be awarded throughout the year, and consistent with prior years, the department plans to recognize new revenue throughout the fiscal year as it is received. The department will meet their proposed 5% reduction through holding vacant positions unfunded throughout the fiscal year.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 48 of the departments 49 currently authorized positions. The department will continue to utilize a significant number extra help staff to assist with seasonal workloads related to State contracts.





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	48	47	45	49	48
Extra Help/Temporary	20	20	24	20	20
Total Positions	68	67	69	69	68
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	49	51	49	N/A	N/A
Extra Help/Temporary (FTE)	18	18	21	N/A	N/A
Total Positions	67	69	70	N/A	N/A
SALARIES & BENEFITS	\$5,734,843	\$5,889,686	\$5,688,486	\$6,018,423	\$5,981,480

Summary of Authorized Positions

The department has 49 authorized positions, all but one of which have been budgeted to be filled during FY 2016-17 as indicated below. The department will hold an Agriculture Biologist/Weights and Measures Trainee position vacant and unfunded.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administrative Services	9	0	0	9	9	0	9
Ag. & Consumer Protection	19	0	0	19	18	1	19
Environment & Public Protection	11	0	0	11	11	0	11
Weights & Measures	10	0	0	10	10	0	10
Total	49	0	0	49	48	1	49



Weights and Measures	Agricultural and Consumer Protection	Environmental and Public Protection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Director	1 Deputy Director	1 Deputy Director
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	16 Ag. Bio./Wts. & Meas. Insp. I-III	9 Ag. Bio./Wts. & Meas. Insp. I-III
1 Ag. Bio./Wts. & Meas. Insp. Tech.	19 Requested Total	11 Requested Total
10 Requested Total		
 Administrative Services 		
<u>Classification</u>		
1 Ag. Commissioner/Sealer		
1 Assistant Director		
1 Fiscal Support Supervisor		
1 Fiscal Support Specialist		
1 Fiscal Support Technician		
1 Senior Office Services Specialist		
1 Office Services Specialist		
1 GIS Technician I		
1 GIS Analyst/Programmer		
9 Requested Total		

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1:	Ensure safe pesticide use within the Agricultural industry and monitor compliance with existing pesticide regulations.				
<i>Objective 1: Increase education of applicators through public contact and presentations</i>					
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of individuals reached through department presentations	1006	1529	1200	1908	1300
English speaking attendees to continuing education presentations	275	410	300	264	350
Spanish speaking attendees to continuing education presentations	88	129	60	74	120
<p>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 CE sessions and added Spanish-only presentations for a broader reach. Additionally the department tries to attend and give as many public presentations as possible to increase knowledge of laws and regulations to the regulated community as well. In FY 2016-17 the department anticipates reaching even more people in this manner.</p>					



Objective 2: Improve compliance with pesticide laws and regulations.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of pesticide inspections performed	806	1088	1000	686	1100
Number of pesticide inspections with violations	50	102	100	97	100
Percentage of pesticide users complying with governmental standards	94%	91%	100%	86%	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. Due to the overall newness of staff in the pesticide division, only 5 of the 8 employees are currently able to perform these inspections. Therefore, the total number of pesticide inspections performed decreased drastically in FY 2015-16. The department anticipates all employees in the division will become **fully licensed in the coming months allowing more inspections to occur.**

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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "outstanding"	85%	86%	95%	86%	96%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "good"	14%	14%	5%	6%	4%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "average" or below	1%	0%	0%	8%	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 2013-14 to FY 2014-15 the department's rating increased slightly. However, the FY 2015-16 actual 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of commodity shipments of agricultural products inspected	32,944	29,783	26,000	24,891	27,000
Number of commodity shipments of agricultural products rejected	23	27	20	19	19

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 will 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 between FY 2013-14 and FY 2015-16 due to large nut exporters changing their shipping methods to consolidate many shipments thus requiring only one inspection and document. This has resulted in a marked decrease in the number of certificates that we have issued. This change is permanent; therefore, the overall number of inspected commodity shipments will remain lower than they have for the past years. Additionally, pistachio exports were down dramatically due to poor harvest as a result of environmental conditions. It is also anticipated that drought will continually impact future exports in FY 2016-17, although rains this past winter and spring will help alleviate the most severe consequences.

Code Compliance

Department Head: Craig Pope, Appointed
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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,170,662	\$0	\$0	\$0	\$0	\$0
Services and Supplies	799,610	1,925,991	2,099,049	1,792,681	1,792,681	1,794,552
Other Charges	211	234	43	46	46	46
Other Financing Uses	2,428	81,025	0	0	0	81,664
TOTAL EXPENDITURES	\$1,972,911	\$2,007,250	\$2,099,092	\$1,792,727	\$1,792,727	\$1,876,262
REVENUE:						
Charges for Services	\$438,041	\$513,180	\$361,626	\$465,240	\$465,240	\$465,240
Miscellaneous	4,091	3,095	5,581	3,395	3,395	3,395
Other Financing Sources:						
Abatement Cost	42,000	90,000	90,000	60,000	60,000	60,000
TOTAL REVENUE	\$484,132	\$606,275	\$457,207	\$528,635	\$528,635	\$528,635
Less Available BSI *	\$0	(\$81,025)	\$0	\$0	\$0	(\$81,664)
NET GENERAL FUND COST	\$1,488,779	\$1,319,950	\$1,641,885	\$1,264,092	\$1,264,092	\$1,265,963
BSI Ending Balance *	\$28,880	N/A	\$81,025	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

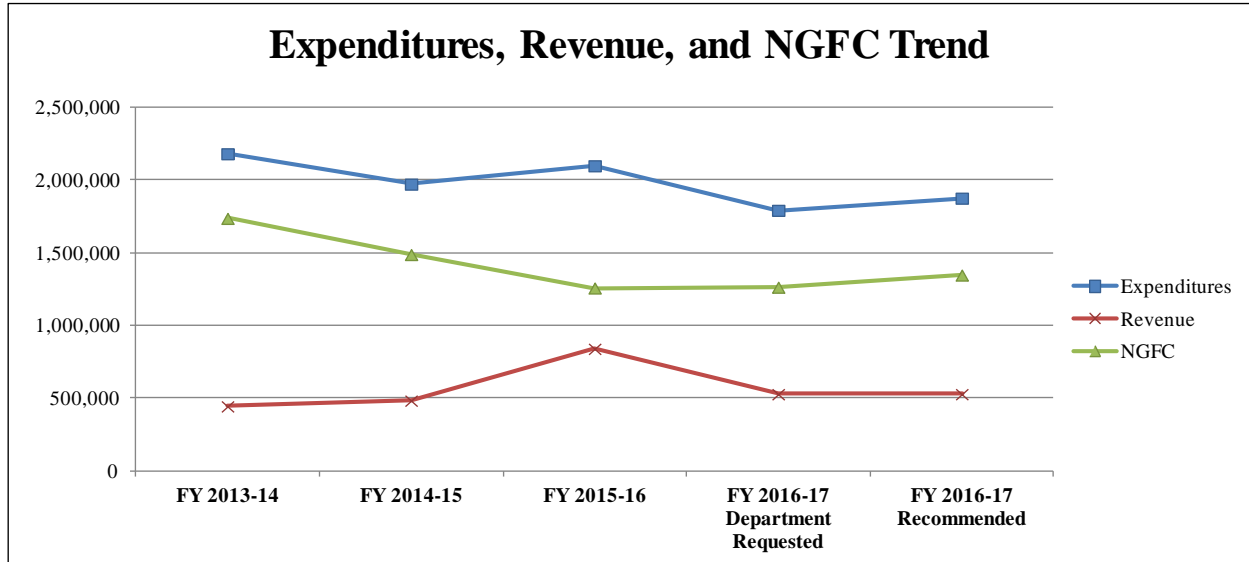
The majority of the expenditures for this budget unit are associated with labor costs from the Public Works Internal Service Fund. The division has budgeted nearly \$1.4 million within services and supplies to reimburse Public Works to fully staff the operations of the Code Compliance division. The division receives reimbursement for cleaning areas subject to illegal dumping and revenue from code enforcement violation fines. The division is primarily funded by an allocation of Net General Fund Cost.

The recommended budget allows for the department to maintain current service levels but General Fund reductions will require the use of \$33,000 of the division's \$81,664 accumulated Budget Savings Incentive (BSI) credits.



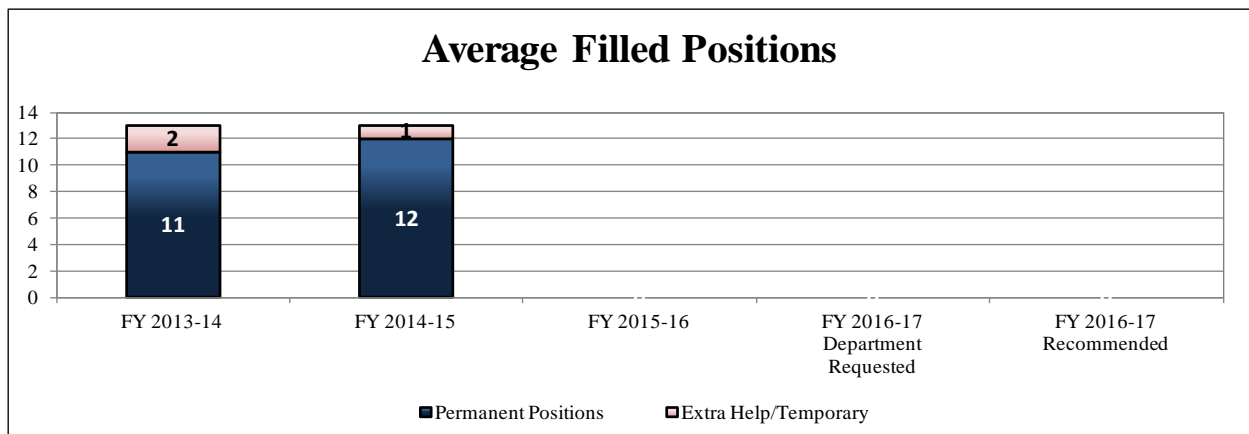
Budget Changes and Operational Impacts

The FY 2015-16 expenditures includes the release of \$490,000 in Blight Remediation designation for various projects within Kern County. The FY 2016-17 budget does not include appropriations from this 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.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	11	12	0	0	0
Extra Help/Temporary	2	1	0	0	0
Total Positions	13	13	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	10	11	0	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	11	12	0	N/A	N/A
SALARIES & BENEFITS	\$1,089,822	\$1,170,662	\$0	\$0	\$0

Summary of Authorized Positions

This division currently has no authorized positions.

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Reduce nuisances through efficient abatement procedures					
<i>Objective 1: Increase the number and speed of nuisance abatements.</i>					
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	78%	76%	75%	76%	75%
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	2,474	2,370	2,300	2,527	2,300
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	52%	51%	50%	45%	50%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	1,286	1,162	1,150	1,208	1,150
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	75%	73%	75%	70%	75%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1,856	1,730	1,840	1,871	1,725
<p>The mission of the Code Compliance division is to work in partnership with the people of Kern County to promote health and welfare, and maintain community standards. One key objective is to abate as many nuisances as possible, as quickly as possible. Throughout FY 2015-16, the division's performance was consistent. The division anticipates a reduction in staff and reductions in funding for abatement and demolition. However, the division will strive to maintain current service levels despite the budgetary constraints.</p>					

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Building Inspection

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

Function: Public Protection
 Activity: Protective Inspection

Description of Major Services

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						
	<u>FY 2014-15</u>	<u>FY 2015-16</u>		<u>FY 2016-17</u>		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$550,000	\$550,000	\$550,000
Salaries and Benefits	3,357,098	0	0	0	0	0
Services and Supplies	891,064	6,288,218	5,647,482	7,205,500	7,207,251	7,209,532
Other Charges	1,076,044	1,220,102	392,657	559,933	559,933	559,933
Capital Assets	94,340	98,900	95,086	128,900	128,900	128,900
TOTAL EXPENDITURES	\$5,418,546	\$7,607,220	\$6,135,225	\$8,444,333	\$8,446,084	\$8,448,365
REVENUE:						
Licenses and Permits	\$6,888,550	\$5,404,000	\$8,599,335	\$5,404,000	\$5,404,000	\$5,404,000
Use of Money/Property	70,741	48,000	130,801	100,000	100,000	100,000
Charges for Services	3,757	1,250	13,233	3,000	3,000	3,000
Miscellaneous	22,092	18,260	(1,997)	6,300	6,300	6,300
Other Financing Sources:						
Community Development Program	2,428	500	0	0	0	0
TOTAL REVENUE	\$6,987,568	\$5,472,010	\$8,741,372	\$5,513,300	\$5,513,300	\$5,513,300
NET FUND COST	(\$1,569,022)	\$2,135,210	(\$2,606,147)	\$2,931,033	\$2,932,784	\$2,935,065

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of the expenditures of the division are associated with labor reimbursement costs and plan check consultants. The division has budgeted nearly \$6 million within services and supplies to reimburse the Public Works Department to fully staff the operations of the Building Inspection division. The primary source of revenue for the division is building permit fees. The volatility of housing development within Kern County has resulted in conservative permit revenue budgeted for FY 2016-17. However, large scale solar projects in recent years have brought significant amounts of unanticipated permit revenue to the Building Inspection Fund.

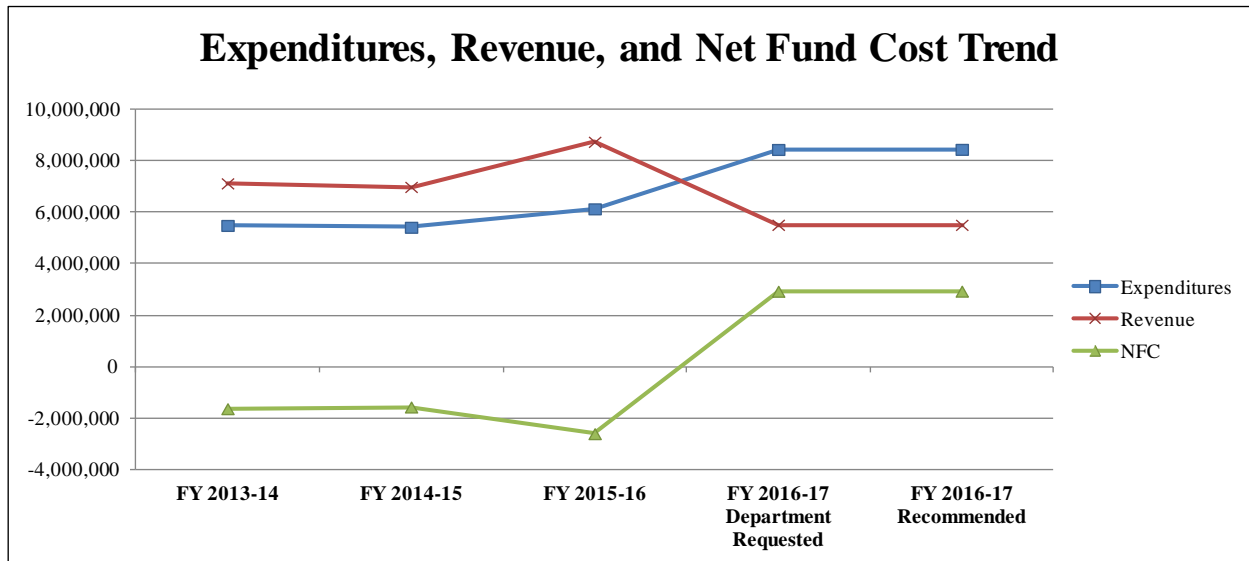


Budget Changes and Operational Impacts

Services and supplies in addition to salary reimbursement to Public Works is budgeted at \$1.2 million to be used for consulting services, solar and wind energy surveying and zoning services. The budget also includes appropriation for contingencies in Budget Unit 2624 in the amount of \$550,000 to mitigate uncertainties.

The fund balance as of June 30, 2016 was \$5.4 million. The division anticipates low levels of building permit requests in FY 2016-17, that will be alleviated by using \$2.9 million of fund balance available. The remaining fund balance in the amount of \$2.5 million, will be added to the general designation for use in future years.

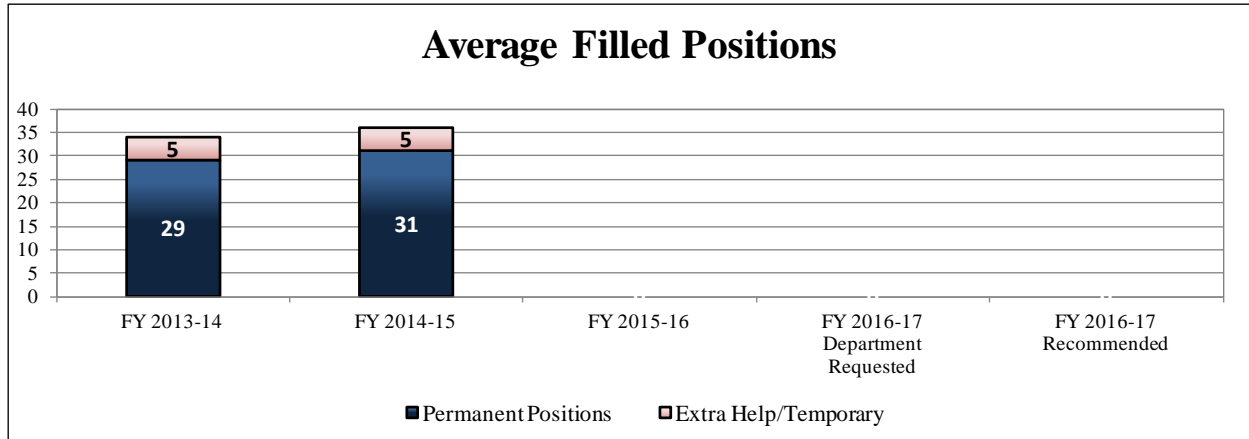
The recommended budget will allow the division to maintain or exceed current levels of service.



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 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	29	31	0	0	0
Extra Help/Temporary	5	5	0	0	0
Total Positions	34	36	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	29	31	0	N/A	N/A
Extra Help/Temporary (FTE)	4	6	0	N/A	N/A
Total Positions	33	37	0	N/A	N/A
SALARIES & BENEFITS	\$3,141,871	\$3,357,098	\$0	\$0	\$0

Summary of Authorized Positions

This division does not have any authorized positions.

Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of first plan reviews performed within 30 days	95%	95%	95%	90%	95%
Processing building permits is a critical function of this division and it is important to the permit applicant to obtain approval in a timely manner. In Fiscal Year 2015-16 the division processed several large projects that required internal reviews, as well as external reviews by consultants. Staffing fluctuations prevented the division from meeting the adopted goal, but staffing levels are anticipated to increase in Fiscal Year 2016-17 along with expected levels of service.					



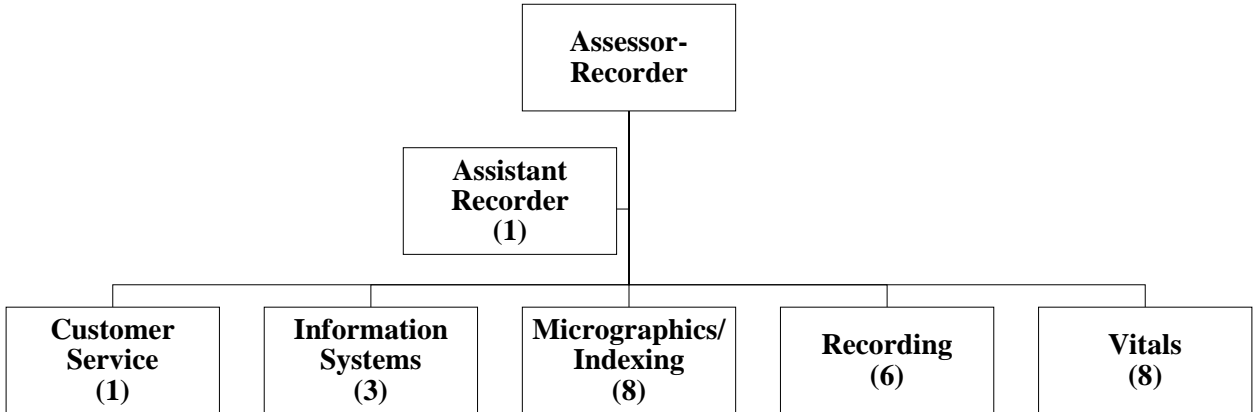
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Mission Statement

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 2014-15 and 2015-16 Accomplishments

- Electronic recording submission rate of over 50% in Kern County.
- The Assessor-Recorder, as a board member on the California Electronic Recording Transaction Network Authority (CERTNA), aids the authority as it expands among counties.
- Reorganization of current work space by consolidating customer support staff and scheduling interior building improvements for the Hall of Records commencing in FY 2016-17.



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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$532,131	\$567,131	\$821,260
Salaries and Benefits	2,037,803	2,072,131	2,124,895	2,187,360	2,187,360	2,226,612
Services and Supplies	439,421	753,876	461,948	803,737	803,737	804,506
Other Charges	726,893	764,371	694,847	851,881	851,881	851,881
Capital Assets	6,188	0	0	31,000	31,000	31,000
Other Financing Uses	0	0	0	35,000	0	0
TOTAL EXPENDITURES	\$3,210,305	\$3,590,378	\$3,281,690	\$4,441,109	\$4,441,109	\$4,735,259
REVENUE:						
Licenses and Permits	\$4,176	\$4,000	\$4,260	\$4,000	\$4,000	\$4,000
Use of Money/Property	2,779	2,500	5,441	4,500	4,500	4,500
Charges for Services	2,272,985	2,158,000	2,385,081	2,314,800	2,314,800	2,314,800
Miscellaneous	1,264	2,590	3,045	1,398	1,398	1,398
Other Financing Sources						
Recorder SSN Truncation Fund	11,408	13,000	8,748	9,700	9,700	9,700
Recorder's Modernization Fund	341,254	677,897	325,650	753,837	753,837	753,837
Micrographic-Recorder	45,353	62,941	54,720	53,943	53,943	53,943
Recorders Electronic Recording	162,286	163,100	152,162	159,400	159,400	159,400
Vital & Health Statistics Fund	24,037	81,150	18,666	82,200	82,200	82,200
Contribution to Recorder	445,495	425,000	497,000	490,000	490,000	530,021
Community & Economic Dev.	351	200	196	200	200	200
TOTAL REVENUE	\$3,311,388	\$3,590,378	\$3,454,969	\$3,873,978	\$3,873,978	\$3,913,999
NET FUND COST	(\$101,083)	\$0	(\$173,279)	\$567,131	\$567,131	\$821,260

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

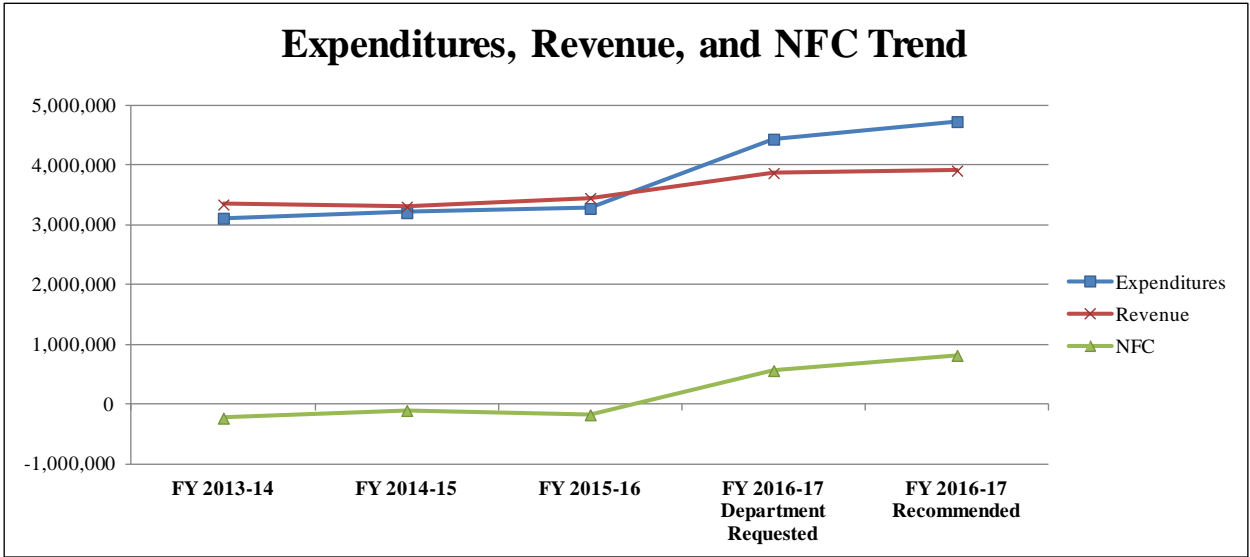
The majority of expenditures for this budget unit are associated with staffing costs and service and supplies required to perform the functions of the department. Most of the revenues for this department are derived from customers for recording and providing copies of documents. In addition, operating transfers in are received from various other special revenue funds listed in the summary of revenues that contribute to the functions of the department. The department receives a contribution from budget unit 2705 from pass-through revenue comprised of a \$1 fee per recording transaction.



Budget Changes and Operational Impacts

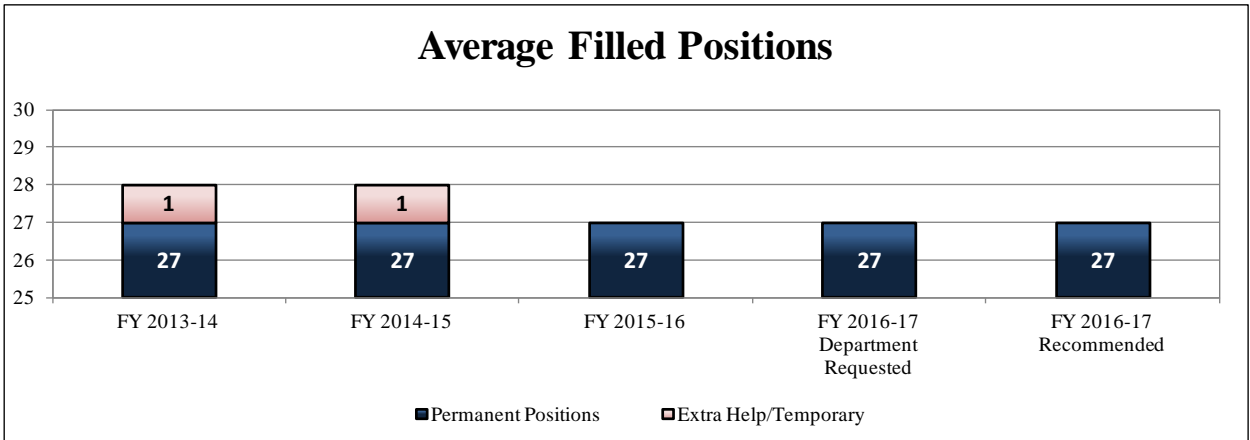
The recommended budget includes an increase in expenditures primarily due to the appropriation for contingencies from the department’s ending fund balance of \$821,260, which the department will use toward any unanticipated operational costs. Capital assets of \$31,000 are appropriated for the purchase of a network server and replacement of a network printer. The department expects an increase in revenue based on prior year activity, specifically in Charges for Services and the 2705-Contribution to Recorder budget unit. 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 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	27	27	27	27	27
Extra Help/Temporary	1	1	0	0	0
Total Positions	28	28	27	27	27
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	26	27	27	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	27	28	27	N/A	N/A
SALARIES & BENEFITS	\$1,979,756	\$2,037,803	\$2,124,895	\$2,187,360	\$2,226,612

Summary of Authorized Positions

The department has 27 authorized positions, of which all have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	1	0	0	1		1	0	1
Customer Service	1	0	0	1		1	0	1
Information Systems	3	0	0	3		3	0	3
Micrographics/Indexing	8	0	0	8		8	0	8
Recording	6	0	0	6		6	0	6
Vitals	8	0	0	8		8	0	8
Total	27	0	0	27		27	0	27

Administration	Customer Service	Information Systems
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Recorder	1 Document Imaging Technician	1 LAN Administrator
1 Requested Total	1 Requested Total	1 Office Services Technician
		1 Information System Specialist II
		3 Requested Total
Micrographics/Indexing Division	Recording	Vitals
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Sr. Office Services Specialist	1 Supervisor Legal Processing Tech	1 Office Services Specialist
6 Office Services Technician	5 Legal Processing Technician	7 Office Services Technician
1 Document Imaging Technician	6 Requested Total	8 Requested Total
8 Requested Total		



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of official records processed for recording	188,908	191,660	211,877	184,802	198,427
Number of marriage certificates filed	4,144	4,086	4,126	4,119	4,091
Number of birth certificates filed	14,498	14,491	14,563	14,039	14,536
Number of death certificates filed	6,295	6,591	6,393	6,819	6,940
Number of days to mail original Official Records after processing	20	22	14	20	14
Number of days to review and return rejected documents	3	5	2	2	2

The department continues to improve recording services by expanding service area to the Recorder annex building, streamline recording processes with equipment and workflow improvements, and improving customer service experience and quicker processing of documentation.

Objective 2: Efficiently service public requests and duplication needs of the records that are available through the Department.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of Vital records sold	41,458	55,755	38,533	41,999	42,319
Number of plain and certified non-vital duplicates sold	153	79	100	56	61
Average number of duplication services provided per day	165	160	170	183	160
Average number of minutes to provide duplication services to visitors	10	7	5	5	4

The check-in process to request service has been identified as an area that can be improved. The department is planning changes to improve by developing the lobby area, assigning an employee to the lobby floor, providing direction upon visitors' arrival, and on-line appointment options that will reduce customer's visits for duplication services.

Objective 3: Expand electronic document managing processes and improve access to all Recorder records converted to digitized image.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Total number of official record document images filed	10,524,217	10,726,086	10,901,086	10,910,888	11,116,483
Percentage of documents available in imaged format	New Measure	98.89%	99.00%	99%	98.00%

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

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County Contribution-Recorder

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

Function: Public Protection
 Activity: Other Protection

Description of Major Services

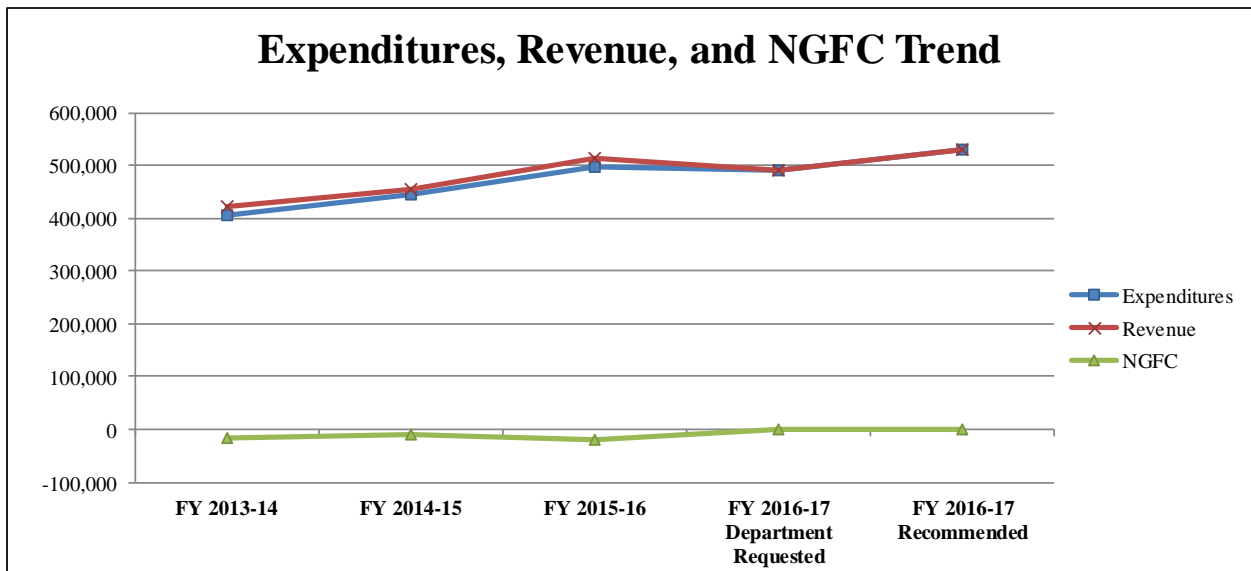
This budget unit was established to facilitate the appropriation of a General Fund contribution to the Recorder.

Public Protection

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$445,496	\$425,000	\$497,000	\$490,000	\$490,000	\$530,021
TOTAL EXPENDITURES	\$445,496	\$425,000	\$497,000	\$490,000	\$490,000	\$530,021
REVENUE:						
Charges for Services	\$455,783	\$425,000	\$515,521	\$490,000	\$490,000	\$530,021
TOTAL REVENUE	\$455,783	\$425,000	\$515,521	\$490,000	\$490,000	\$530,021
NET GENERAL FUND COST	(\$10,287)	(\$29,200)	(\$18,521)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2016-17 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.



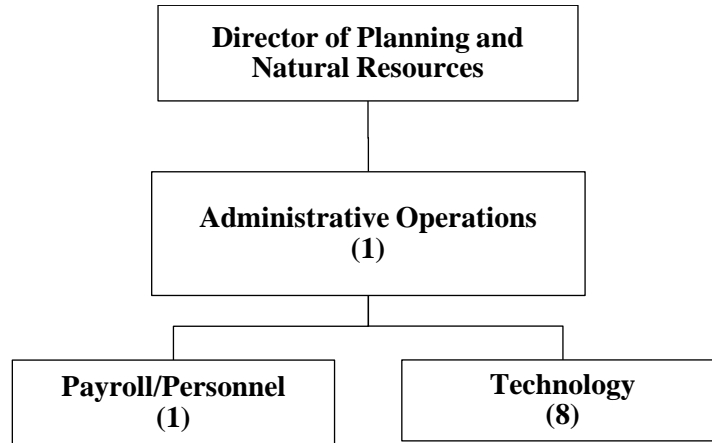
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Mission Statement

To enhance community development, public safety, economic development, and quality of life for the residents of Kern County by providing information technology, payroll, personnel, and fiscal functions to support the operations of the departments in the public services building.

Organizational Chart



Public Protection

FY 2014-15 AND 2015-16 ACCOMPLISHMENTS

- Replaced VPN routers at remote sites including road yards and building inspection outlying offices to help improve performance and stability.
- Completed implementation of the Accela system for Building Inspection and Code Compliance, which provides building permit and code case management, live in-field inspection/investigation results, and online permit and case tracking for the public.
- Began implementation of Planning functions into the Accela system.
- Upgraded the County's GIS architecture, taking it from an unsupported version and platform to the current industry standard version and platform, and deployed updated GIS map viewers for both county employees and the public.
- Migrated Planning's accounting section from MAS200 to Sage100 accounting systems.
- Implemented the SafetyVision system for Kern County Transit buses allowing continuous video recording of transit activity onboard active buses.
- Facilitated the selection and deployment of Kern County Transit's new route management system RouteMatch.
- Upgraded the connection types and signal strength of a half dozen Roads and Waste Management remote site connections.
- Completed development of the first Android phone App for Public Works to allow staff to complete digital surveys while in the field.
- Deployed updated credit card readers to support latest transaction security and cards 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,202,426	\$1,323,291	\$1,224,027	\$1,433,867	\$1,433,867	\$1,434,491
Services and Supplies	90,116	73,270	100,314	127,083	127,083	127,416
Other Charges	18,725	0	0	0	0	0
Capital Assets	40,003	73,000	29,913	81,000	81,000	81,000
Other Financing Uses	0	148,175	0	0	0	146,932
TOTAL EXPENDITURES	\$1,351,270	\$1,617,736	\$1,354,254	\$1,641,950	\$1,641,950	\$1,789,839
Expend. Reimb.	(\$158,355)	(\$214,063)	(\$130,435)	(\$287,136)	(\$287,136)	(\$287,136)
TOTAL NET EXPENDITURES	\$1,192,915	\$1,403,673	\$1,223,819	\$1,354,814	\$1,354,814	\$1,502,703
REVENUE:						
Charges for Services	\$867,354	\$832,964	\$919,133	\$947,625	\$947,625	\$947,625
Miscellaneous	9	0	453	0	0	0
TOTAL REVENUE	\$867,363	\$832,964	\$919,586	\$947,625	\$947,625	\$947,625
Less Available BSI *	\$0	(\$148,175)	\$0	\$0	\$0	(\$146,932)
NET GENERAL FUND COST	\$325,552	\$422,534	\$304,233	\$407,189	\$407,189	\$408,146
BSI Ending Balance *	\$131,274	N/A	\$138,175	N/A	N/A	N/A

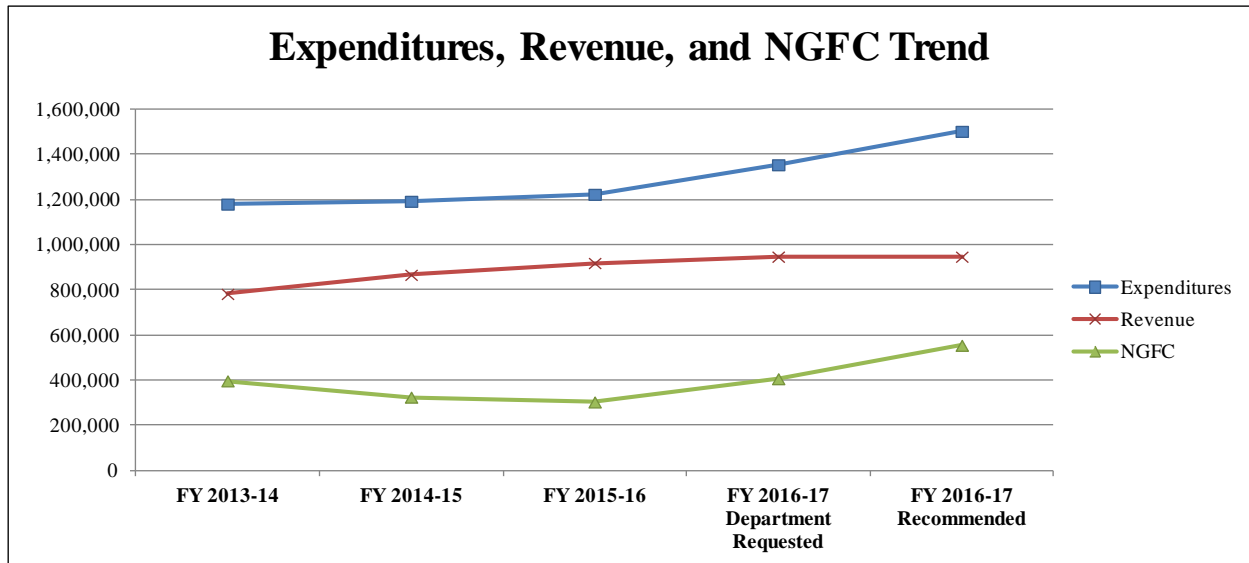
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures for the agency are associated with staffing costs for positions required to perform administrative and technology services for the Planning and Public Works departments as well as Kern Sanitation Authority and the East Kern Air Pollution District. The division is primarily funded through charges to non-General Fund departments in addition to an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget includes an increase of \$111,200 in salaries and benefits from the FY 2015-16 adopted budget due to the funding of one (1) Programmer position that was unfunded in FY 2015-16 and a personnel reorganization that resulted in additional cost to the department that will be reimbursed by the Planning and Natural Resources department. Appropriations have been included for the purchase of one (1) core switch and one (1) replacement microwave transmitter to support communications with the County Administrative building. The recommended budget provides funding to maintain current levels of service, the division has reduced extra-help costs in FY 2016-17 to meet the budget guideline.

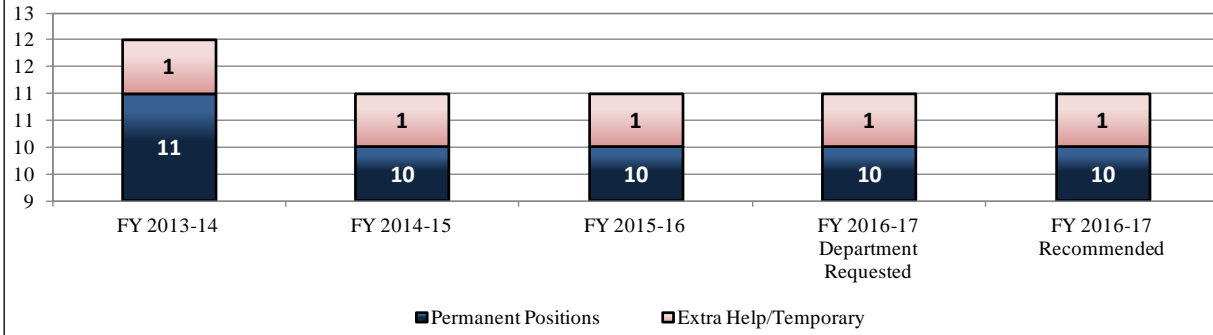


Staffing Changes and Operational Impacts

The recommended budget includes funding for 10 authorized permanent positions and one (1) extra-help position. Changes from FY 2015-16 adopted budget includes funding for one (1) Programmer position that was unfunded in FY 2015-16, this position is reimbursed entirely by the Planning and Natural Resources department.



Average Filled Positions



Public Protection

4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	11	10	10	10	10
Extra Help/Temporary	1	1	1	1	1
Total Positions	12	11	11	11	11
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	12	10	10	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	13	11	11	N/A	N/A
SALARIES & BENEFITS	\$1,434,485	\$1,202,426	\$1,224,027	\$1,433,867	\$1,434,491

Summary of Authorized Positions

The department currently has 10 authorized positions. The recommended budget provides funding to maintain the current level of staffing.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	1	0	0	1	1	0	1
Technology	8	0	0	8	8	0	8
Payroll/Personnel	1	0	0	1	1	0	1
Total	10	0	0	10	10	0	10



Technology	Payroll/Personnel	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Technology Services Supervisor	1	1
1 LAN Administrator	1	1
2 Syst. Analyst I/II or Programmer I/II		
4 Info Systems Specialist I/II/III/Sr.		
8 Current Total	Requested Total	Requested Total

Public Protection

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

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

Objective 1: Ensure proper fiscal accountability.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Quantity of technology equipment tracked and maintained for supported departments by technology work unit.	2,574	596	596	737	600
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 Natural Resources Departments, as well as Kern Sanitation and the 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 department's commitment to meet the needs of supported departments reliably, consistently, and accurately.

Objective 2: Provide responsible and efficient customer service

Measurement	2013-14 Actual	2014-15 Actual	2015-16 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%	99.97%	99.99%
Average rating, using a 4-point scale, received from users who contacted the Unit's information technology help desk for support services.	3.88	4.00	4.00	3.96	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, Roads cost accounting system, and the Kern Sanitation Authority waste-treatment site. Support includes the GroupWise-mail server, file and print servers, and ensuring all data is backed up on a daily basis. Critical components of this indicator also include the Public Services Building's network infrastructure consisting of the microwaves and LAN connectivity within the building.

The second measurement is based on user feedback for 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 department believes all customer-departments are entitled to courteous, timely, and capable support. This indicator is a measurement of those factors.



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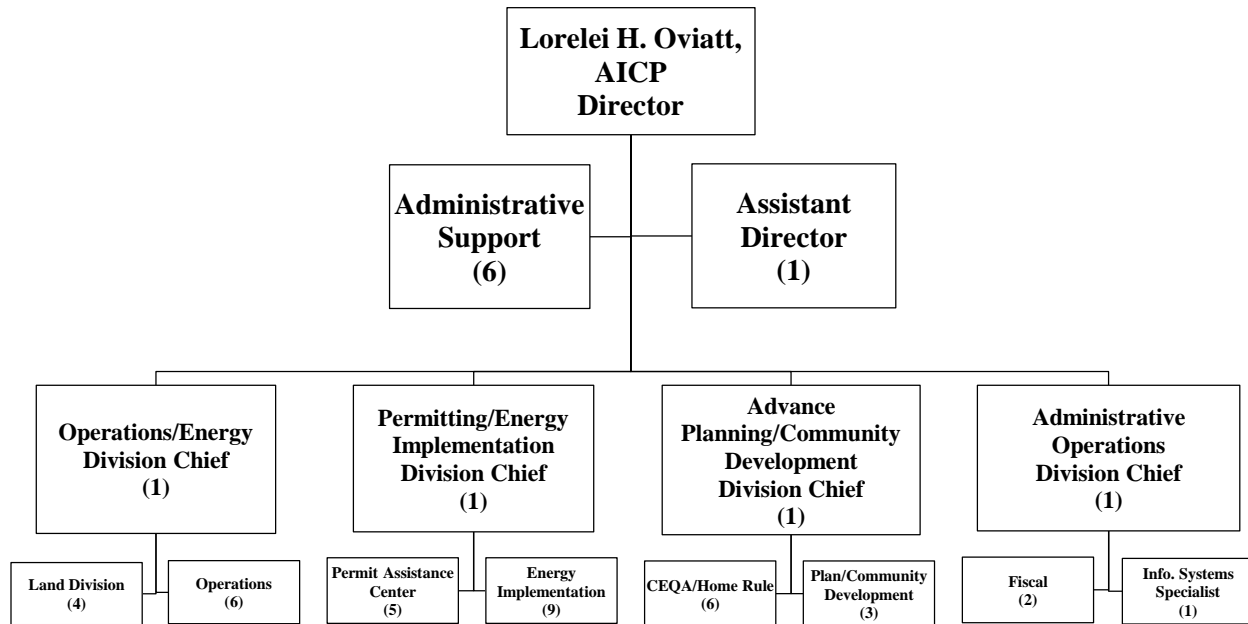


Mission Statement

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 2014-15 and 2015-16 Accomplishments

- Completed the amendment to the Kern County Zoning Ordinance Code and accompanying Environmental Impact Report for Oil and Gas Permitting, including a special joint workshop with the Board of Supervisors and Planning Commission, full day hearing before both the Planning Commission, and the Board of Supervisors to achieve approval on November 8, 2015. Accomplished this expedited schedule through the effort of staff, consultant, and legal resources.
- 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 seven year total of \$25 billion in private investment, 7,500 construction jobs and 1,200 permanent renewable energy jobs. All renewable energy permitting countywide now totals 11,000 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 \$297,695 and included implementation of the first RENEWBIZ project for the reconstruction of K Street in Mojave.



Planning and Natural Resources

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 administering land-use programs in a manner that fosters economic vitality, resource conservation, and responsiveness to public needs. 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 for private property owners and industries.

In March 2016, the Board of Supervisors approved a departmental reorganization of the Planning and Community Development Department into the Planning and Natural Resources Department. The department will continue to participate on the County Water team working towards the 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. Additionally, the department will continue to administer the Renewable Energy Neighborhood Enhancement Wind Business Zone (RENEWBIZ) Grant Program.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,070,000	\$4,760,152	\$4,325,956	\$5,817,047	\$5,817,047	\$5,818,805
Services and Supplies	3,776,351	5,425,623	4,980,465	5,931,236	5,931,238	5,932,902
Other Charges	5,624	296,248	283,367	305,624	305,624	305,624
Other Financing Uses	31,240	281,477	69,669	315,000	340,000	598,608
TOTAL EXPENDITURES	\$7,883,215	\$10,763,500	\$9,659,457	\$12,368,907	\$12,393,909	\$12,655,939
Expend. Reimb.	(\$39,169)	(\$25,615)	(\$25,615)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$7,844,046	\$10,737,885	\$9,633,842	\$12,368,907	\$12,393,909	\$12,655,939
REVENUE:						
Licenses and Permits	\$196,526	\$272,980	\$473,878	\$1,722,900	\$1,722,900	\$1,722,900
Fines and Forfeitures	12,755	14,000	8,787	10,000	10,000	10,000
Intergovernmental	0	529,771	0	350,000	350,000	350,000
Charges for Services	4,328,529	4,787,535	5,657,331	4,948,280	4,948,280	4,948,280
Miscellaneous	35,990	36,000	22,487	20,500	20,500	20,500
Other Financing Sources:						
General Plan Admin Surcharge	421,403	1,496,869	164,541	1,796,159	1,796,159	1,796,159
TOTAL REVENUE	\$4,995,203	\$7,137,155	\$6,327,024	\$8,847,839	\$8,847,839	\$8,847,839
Less Available BSI *	\$0	(\$281,477)	\$0	\$0	\$0	(\$258,608)
NET GENERAL FUND COST	\$2,848,843	\$3,319,253	\$3,306,818	\$3,521,068	\$3,546,070	\$3,549,492
BSI Ending Balance *	\$281,477	N/A	\$258,608	N/A	N/A	N/A

* BSI = Budget Savings Incentives

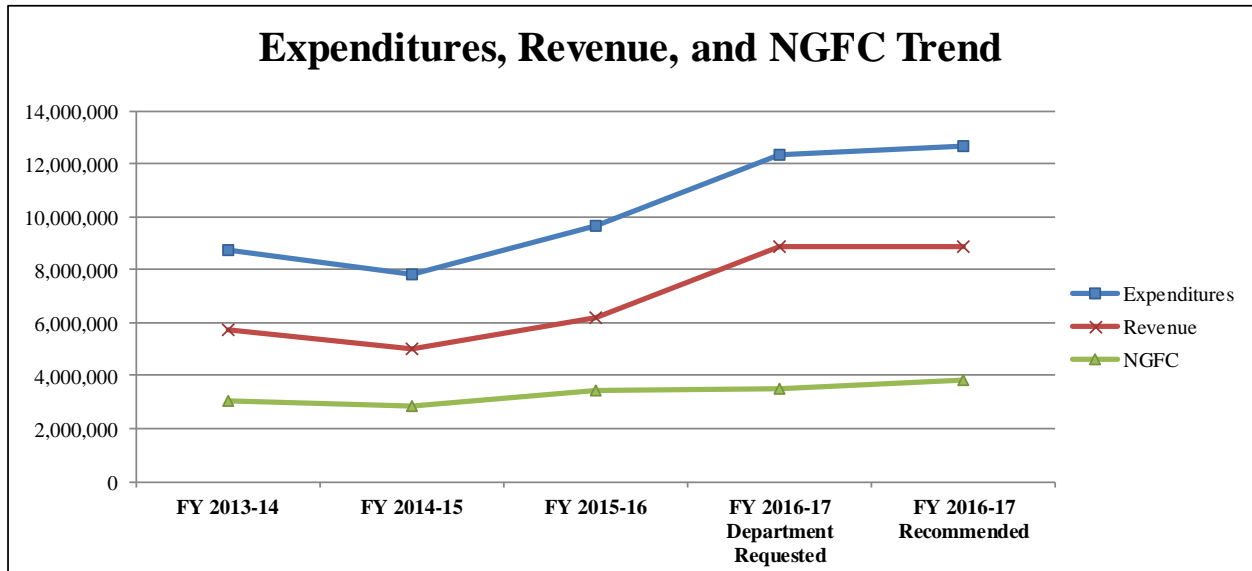


Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs and contracts with external legal and environmental consultants. The department receives significant revenue from applicant fees, oil and gas permitting and reimbursements for costs related to contracts. The recommended budget includes \$670,000 for RENEWBIZ projects. The remaining funding is primarily an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

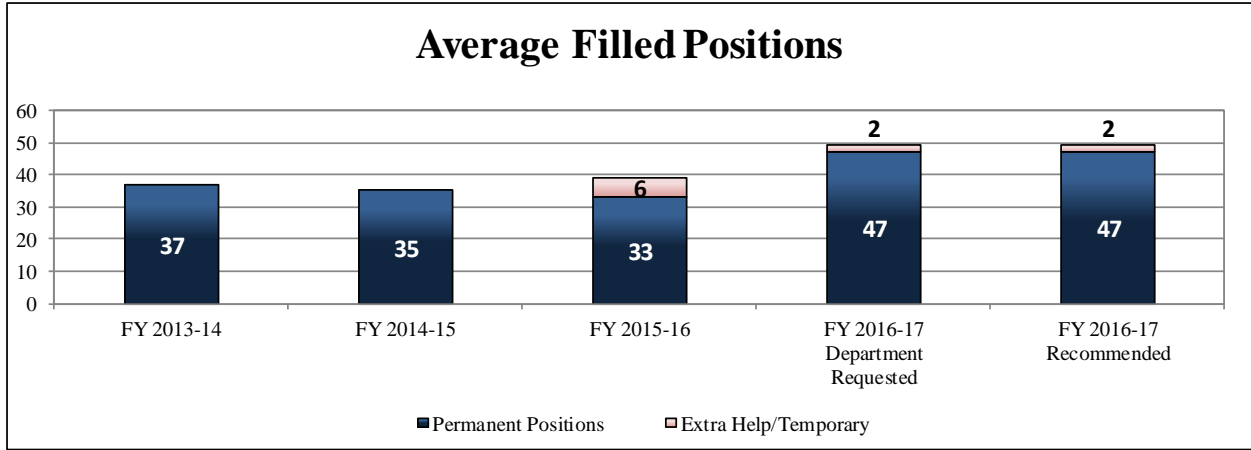
The recommended budget provides the department funding for 47 of 48 authorized positions, leaving one (1) vacant Planner position unfunded. The FY 2016-17 recommended budget includes revenue and associated costs related to oil and gas permitting and additional revenue from the increased hourly composite rate billed to applicants for applicant initiated projects. The department anticipates \$2 million in revenue from these sources to offset associated costs in FY 2016-17.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 10 currently vacant positions that were added earlier in FY 2015-16 related to the increased workload for oil and gas permitting. The department has budgeted to leave one (1) vacant Planner position unfunded in order to absorb reductions to the net General Fund cost.





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	37	35	33	47	47
Extra Help/Temporary	0	0	6	2	2
Total Positions	37	35	39	49	49
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	38	36	34	N/A	N/A
Extra Help/Temporary (FTE)	0	0	5	N/A	N/A
Total Positions	38	36	39	N/A	N/A
SALARIES & BENEFITS	\$4,251,530	\$4,070,000	\$4,325,956	\$5,817,047	\$5,818,805

Summary of Authorized Positions

The department has 48 authorized permanent positions, of which 47 have been budgeted to be filled in FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Management/Admin	12	0	0	12	12	12	0	12
Current Planning	11	0	0	11	11	11	0	11
Permitting/Energy	15	0	0	15	15	15	0	15
Advance Planning/CD	10	0	0	10	9	9	1	10
Total	48	0	0	48	47	47	1	48



Management/Admin	Current Planning	Permitting/Energy
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Division Chief	1 Division Chief
1 Assistant Director	2 Supervising Planner	1 Supervising Planner
1 Office Services Coordinator	8 Planner I/II/III	13 Planner I/II/III
3 Office Services Specialist	11 Requested Total	15 Requested Total
1 Office Services Technician		
1 Office Services Assistant		
1 Accountant I/II		
1 Accountant III		
1 Fiscal Support Specialist		
1 Information Systems Specialist		
12 Requested Total		
Advance Planning/CD		
<u>Classification</u>		
1 Division Chief		
2 Supervising Planner		
7 Planner I/II/III		
10 Total		

Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the County Economic Development Strategy.

Objective 1: Promote economic growth through timely and effective processing of land use permits; balancing new development with existing uses and the vision articulated in the general and specific plans.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of weeks for a land use project which does not require preparation of an environmental document to be presented for consideration by a hearing body.	New Measure	6	< 12	6.5	< 12
Average number of days for a ministerial land use permit to be reviewed and acted upon.	New Measure	8.4	< 15	6	< 15

New development can play an important role in stimulating economic growth and 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.



Public Protection

Goal 2: Improve fiscal efficiency/responsibility of the County.

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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of days to provide a written response to preliminary reviews of all land use/land division applications.	10.5	10	30	13.4	< 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.	7.6	10.9	< 15	11.9	< 15

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

Average wait time of customers who seek service at the public counter.	4 min.	3 min.	< 10 min.	4 min.	< 10 min.
Average number of days to pay invoices the department receives from a vendor.	New Perf. Measure	< 39	< 30	< 34	≤ 30
Average number of days to process billings to customers who are charged on a time and materials basis.	New Perf. Measure	> 60	< 30	60	≤ 30

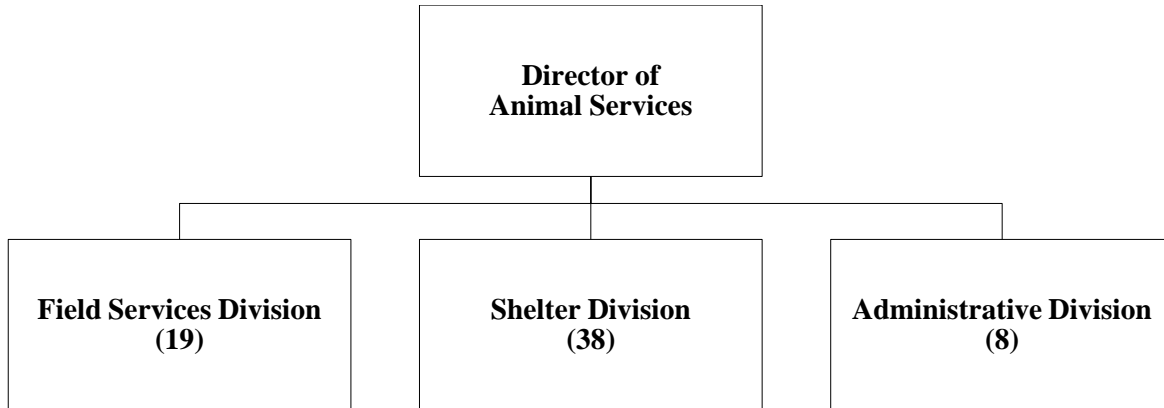
These are core functions for several of the departments work units and, with the exception of the last measure, are indicators of customer service and how well the department is meeting the needs of the customers. The last measure describes the level of effort undertaken by the department to recover costs from billable clients for the larger land use projects. Adequate cost recovery is imperative to protect the County’s General Fund from providing a subsidy to such projects. Achievement of the last measure’s performance goal was hampered by the department’s accounts receivable program which presented insurmountable challenges. The Department began implementing a replacement program during FY 2015-16 which will substantially improve the billing process. The program is in testing mode now, and completion of the project is expected by Fiscal Year end.



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 2014-15 and 2015-16 Accomplishments

- Effected more than 9,000 spay and neuter surgeries during FY 2014-15.
- The Trap/Neuter/Release program altered 3,996 cats and prevented thousands of cat births.
- Increased the Save Rate of animals leaving the shelter to a permanent home from July 1, 2014 through March 31, 2015 over the prior period from 46% to 53%.
- Facilitated pet spay/neutering surgeries and dog licensing services have been provided for residents in Lamont, Mojave, Boron, Tehachapi, Lake Isabella, Kernville, Taft, Frazier Park, Buttonwillow, Lost Hills, and Ridgecrest.
- Volunteers donated 14,889 hours to the shelter in FY 2014-15, which equals 7.2 full time employees. During FY 2015-16 volunteers donated 13,340 hours, which equals 6.4 full time employees.
- \$250,000 in spay/neuter funding was fully utilized in FY 2014-15 which resulted in 3,916 completed surgeries. In FY 2015-16 there were 4,001 surgeries completed using the FY 2015-16 funding.
- Completed a grant from PetSmart Charities allowing the Department to implement the Happy Kern Cats II program to trap/neuter/return 1,200 feral/free roaming cats in the 93306 and 93308 zip codes.
- Established a partnership with Petco Stores to offer adoption of shelter cats at the two local Petco stores, the department adopted out 309 animals in FY 2015-16.
- In coordination with multiple rescue organizations, 1,954 animals were rescued in 2014 and 2,015 animals were rescued in 2015.
- The Department has administered 8,942 vaccines, issued 3,891 licenses, and implanted 2,459 microchips for County residents at their Wednesday evening clinic at the Fruitvale facility.



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 spay and neuter activities.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,938,435	\$5,368,850	\$5,165,912	\$5,232,864	\$5,143,931	\$5,151,532
Services and Supplies	2,166,672	1,882,536	2,373,066	1,946,412	1,898,526	1,902,327
Capital Assets	12,683	0	0	0	0	0
Other Financing Uses	0	45,597	0	0	0	26,729
TOTAL EXPENDITURES	\$7,117,790	\$7,296,983	\$7,538,978	\$7,179,276	\$7,042,457	\$7,080,588
REVENUE:						
Licenses and Permits	\$239,839	\$275,000	\$294,267	\$300,000	\$300,000	\$300,000
Fines and Forfeitures	770	850	1,259	300	300	300
Intergovernmental	1,011,714	1,059,601	1,059,601	1,059,601	1,059,601	1,059,601
Charges for Services	336,760	309,900	372,651	357,700	357,700	357,700
Miscellaneous	91,141	85,300	102,017	49,296	49,296	49,296
Other Financing Sources:						
Sterilization Fund	23,385	48,000	48,000	40,000	40,000	40,000
TOTAL REVENUE	\$1,703,609	\$1,778,651	\$1,877,795	\$1,806,897	\$1,806,897	\$1,806,897
Less Available BSI *	\$0	(\$45,597)	\$0	\$0	\$0	(\$26,729)
NET GENERAL FUND COST	\$5,414,181	\$5,472,735	\$5,661,183	\$5,372,379	\$5,235,560	\$5,246,962
BSI Ending Balance *	\$45,597	N/A	\$26,729	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 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.

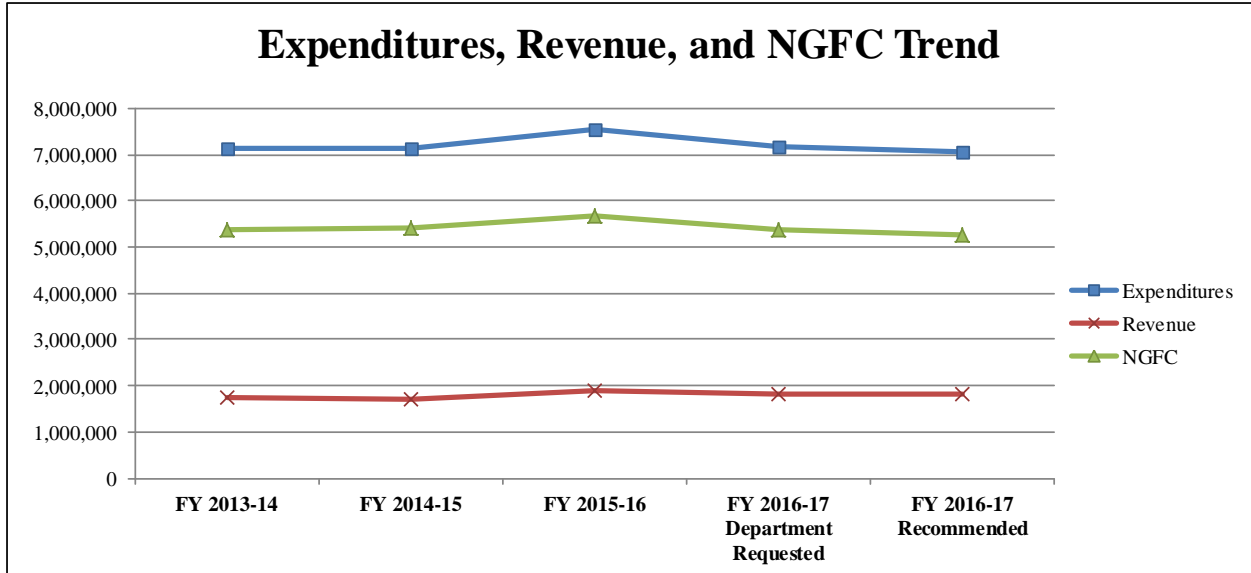
Budget Changes and Operational Impacts

The recommended budget provides funding to maintain services at a relatively status quo level and will allow the department to provide resources necessary to maintain a high level of care for County animals.

Salaries and benefits cost will remain flat as an additional position is unfunded to achieve the 5% Net General Fund Cost reduction. Services and supplies reflects a decrease as the additional \$250,000 in spay/neuter funding provided in the prior two years has not yet been transferred to the operational budget. However, \$200,000 in spay/neuter funding is included in the Appropriations for Contingencies, budget unit 1970 and will be transferred to the department upon final budget adoption. A spay/neuter grant received by the department from Petco will make up the other \$50,000 in spay/neuter funding to ensure a total of \$250,000 is available to the department for these activities in FY 2016-17.

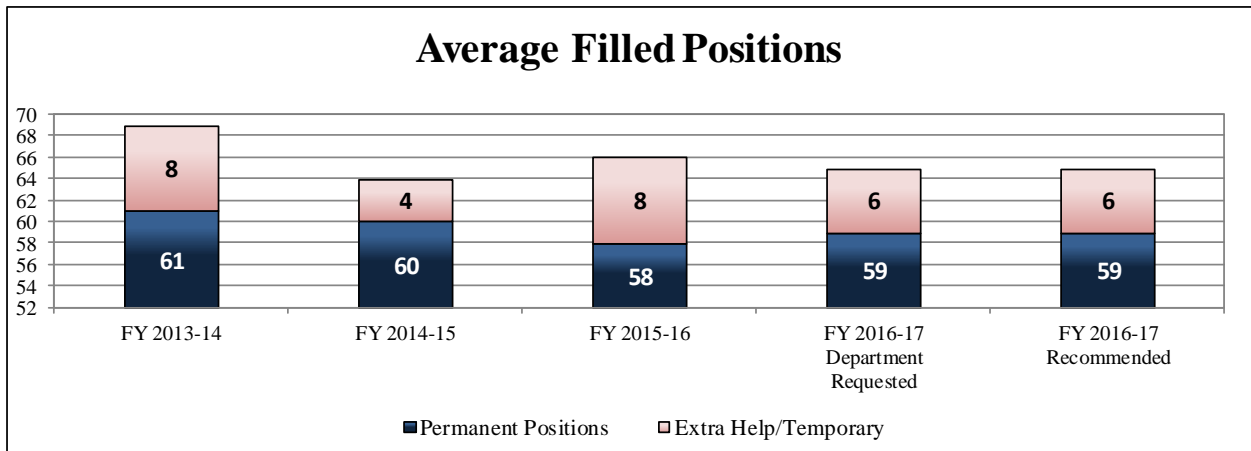
While not included in the budget, the Board recently approved an increase in the department's fees for service. Operational changes associated with the separation from the City of Bakersfield and moving toward a no kill shelter have increased the cost of care necessary to facilitate a live release including spay/neuter, veterinary care, and feeding necessitated the revision. Any additional revenue will offset the actual cost of service and will be recognized mid-year when receipts are known.

An increase in NGFC of \$11,402 is recommended due to the increase in insurance rates as a result of Kern Medical's departure from the County's self-insurance programs.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The department will unfund four (4) vacant Animal Care Worker positions, one (1) vacant Marketing and Promotions Associate position, one (1) vacant Special Projects Manager 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 constraints make holding these positions necessary. Extra-help is budgeted to be used as-needed to maintain shelter operations.



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	61	60	58	59	59
Extra Help/Temporary	8	4	8	6	6
Total Positions	69	64	66	65	65
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	62	63	60	N/A	N/A
Extra Help/Temporary (FTE)	7	4	7	N/A	N/A
Total Positions	69	67	67	N/A	N/A
SALARIES & BENEFITS	\$4,967,197	\$4,938,435	\$5,165,912	\$5,232,864	\$5,143,931

Summary of Authorized Positions

The department has 66 authorized positions, of which 59 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	11	0	0	11	10	1	11
Shelter	36	0	0	36	31	5	36
Enforcement	19	0	0	19	18	1	19
Total	66	0	0	66	59	7	66

Administration	Shelter	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Veterinarian	2 Senior Animal Control Officer
1 Special Projects Manager	3 Registered Veterinary Technician	15 Animal Control Officer
1 Business Manager	1 Shelter Supervisor	2 Animal Control Dispatcher
1 Fiscal Support Supervisor	2 Senior Animal Care Worker	19 Requested Total
1 Fiscal Support Specialist	26 Animal Care Worker	
2 Fiscal Support Technician	1 Office Services Specialist	
1 Program Specialist	2 Office Services Technician	
1 Marketing and Promo. Assoc.	36 Requested Total	
1 Volunteer Coordinator		
1 Program Technician		
11 Requested Total		



Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Improve Animal Services and Promote Responsible Pet Ownership

Objective 1: Reduce Animal Intakes Through Public Education and Spay/Neuter Programs

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percent change in the number of animals received at the shelter	43% Increase	15% Decrease	10% Decrease	0% Decrease	5% Decrease
Percent change in the number of impounded animals euthanized	61% Increase	15% Decrease	15% Decrease	18% Decrease	15% Decrease
Percent change in the number of impounded animals that are returned to owner, adopted, rescued, trap/neuter/released, or transferred	2% Decrease	5% Increase	5% Increase	20% Increase	5% Increase
Licenses Sold Due to PEET	2,423	2,500	3,300	5,067	5,500
Number of Animals Spayed or Neutered	88% Increase	15% Increase	5% Increase	29% Increase	0% Increase

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/Release, and spay/neuter efforts. The department ran short of the intake reduction goal and is implementing programs designed to reduce intakes. Additionally, the spay/neuter efforts should have an increased impact on intake reduction in the coming years. The goal to decrease euthanasia was exceeded because of the significant increase in live outcomes. The Trap-Neuter-Release program for cats continues to be successful however the grant from PetSmart that has helped to fund some this effort has ended. The animal live outcome goals will be exceeded by 15% due to the efforts of the department. The most accurate reflection of the efficacy of PEET is the number of licenses issued at the department's Wednesday evening clinics and the clinics held on Saturdays at local parks. Due to changes in how PEET will be providing service to the public, the department experienced an increase in the number of licenses sold due to PEET by 54% in FY 2015-16 with another 10% increase anticipated for FY 2016-17. The department is projected to comfortably exceed the goal for the number of Animals Spayed or Neutered because of the Board appropriation for Spay/Neuter funding. The department has set a goal of maintaining the same level of spay/neuter activity for FY 2016-17. A decrease in spay/neuter funding would have a negative impact on the ability of the department to achieve multiple goals.

Roads Division

Department Head: Craig Pope, Appointed
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 preliminary studies to determine the project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

	Summary of Expenditures and Revenue					
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$19,451,539	\$0	\$0	\$0	\$0	\$0
Services and Supplies	20,412,768	64,130,392	32,725,677	54,119,733	54,119,733	54,508,916
Other Charges	1,543,951	1,579,645	1,047,066	1,136,610	1,136,610	1,118,610
Capital Assets	741,220	1,107,100	529,220	216,000	216,000	216,000
Other Financing Uses	34,097	0	0	0	0	0
TOTAL EXPENDITURES	\$42,183,575	\$66,817,137	\$34,301,963	\$55,472,343	\$55,472,343	\$55,843,526
REVENUE:						
Taxes	\$2,492,123	\$3,459,876	\$3,767,543	\$2,459,880	\$2,459,880	\$2,459,880
Use of Money/Property	125,435	92,880	183,576	55,500	55,500	55,500
Intergovernmental	32,982,343	36,279,739	24,314,751	36,250,656	36,250,656	36,250,656
Charges for Services	4,652,826	4,252,214	3,657,667	3,525,804	3,525,804	3,525,804
Miscellaneous	1,637,051	269,304	222,915	10,000	10,000	10,000
Other Financing Sources:						
Sale of Capital Assets	20,961	50,000	5,343	0	0	0
Core Impact Fee	1,879,688	12,096	(68,236)	0	0	0
Non-Core Impact Fee	623,915	0	0	0	0	0
Community Development	348,107	360,000	31,165	0	0	0
Mitigation Fund	0	450,000	426,500	0	0	0
RENEWBIZ	31,239	0	0	315,000	340,000	340,000
General Fund Contribution	4,040,454	0	0	4,000,000	4,000,000	4,000,000
Oil & Gas Road Maintenance	0	0	0	0	0	349,130
TOTAL REVENUE	\$48,834,142	\$45,226,109	\$32,541,224	\$46,616,840	\$46,641,840	\$46,990,970
NET FUND COST	(\$6,650,567)	\$21,591,028	\$1,760,739	\$8,855,503	\$8,830,503	\$8,852,556

Major Expenditures and Revenue in FY 2016-17 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. Labor costs within this division account for \$23.5 million or 42% of total expenditures. The majority of remaining expenditures for this budget unit are associated to equipment, supplies and materials required to construct, service, and maintain public ways. The division receives some reimbursement for services provided and is also funded by an allocation of \$4 million in Net

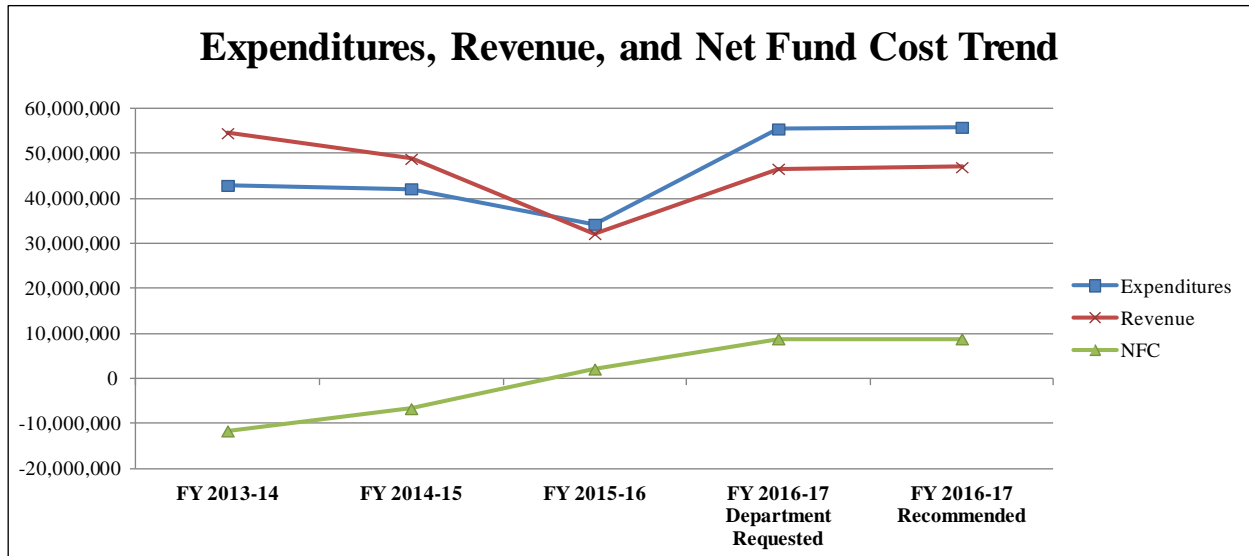
General Fund Cost for road maintenance budgeted in the Contribution to Public Works Budget Unit 3016.

Budget Changes and Operational Impacts

The amount of Highway Users Tax Account (HUTA) revenue allocated from the State for FY 2016-17 has decreased by approximately \$2 million from the FY 2015-16 allocation for a total \$8 million reduction since FY 2014-15. To offset the reduction in HUTA revenue, the division has deferred the purchase of several capital assets and decreased locally funded paving and sealing projects by \$2 million. Though the division will realize a reduction in HUTA revenue for FY 2016-17, Federal Aid revenue is budgeted to increase \$12 million from revenues received in FY 2015-16 with the anticipation of project reimbursements.

The fund balance as of June 30, 2016 was \$15.3 million. The fund balance is sufficient to cover the FY 2016-17 Net Fund Cost of \$8.8 million with the remaining \$6.5 million increasing the fund's general reserves balance.

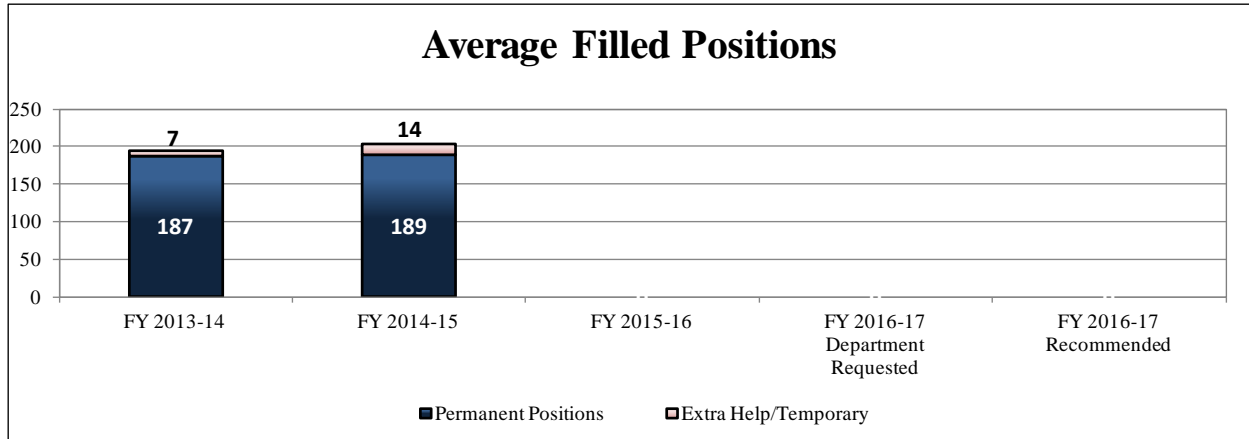
Public Ways



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 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	187	189	0	0	0
Extra Help/Temporary	7	14	0	0	0
Total Positions	194	203	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	183	186	0	N/A	N/A
Extra Help/Temporary (FTE)	8	15	0	N/A	N/A
Total Positions	191	201	0	N/A	N/A
SALARIES & BENEFITS	\$19,435,025	\$19,451,539	\$0	\$0	\$0

Public Ways

Summary of Authorized Positions

This budget unit does not have any authorized positions.

FY 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of vehicle-involved accidents on County roadways	1,431	1,479	1,350	1,443	1,450
Number of pedestrian-involved accidents on County roadways	68	88	70	52	55
Number of bicycle-involved accidents on County roadways	50	50	40	46	45

Additional funds and manpower will be directed in FY 2016-17 to safety enhancements, signage and pavement markings.

Objective: Reduce traffic congestion on County roadways

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	93%	100%	100%	100%	100%

All key intersections meet or exceed General Plan Specifications.



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County Contribution – Public Works

Department Head: Craig Pope

Function: Public Ways & Facilities

Fund: General

Activity: Public Ways

Budget unit: 3016

Description of Major Services

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

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$155,673	\$0	\$0	\$0	\$0	\$0
Services and Supplies	2,558	0	0	0	0	0
Other Charges	78,822	0	0	0	0	0
Other Financing Uses	0	6,316,848	6,264,238	4,997,910	4,997,910	4,997,910
TOTAL EXPENDITURES	\$237,053	\$6,316,848	\$6,264,238	\$4,997,910	\$4,997,910	\$4,997,910
NET GENERAL FUND COST	\$237,053	\$6,316,848	\$6,264,238	\$4,997,910	\$4,997,910	\$4,997,910

Public Ways

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

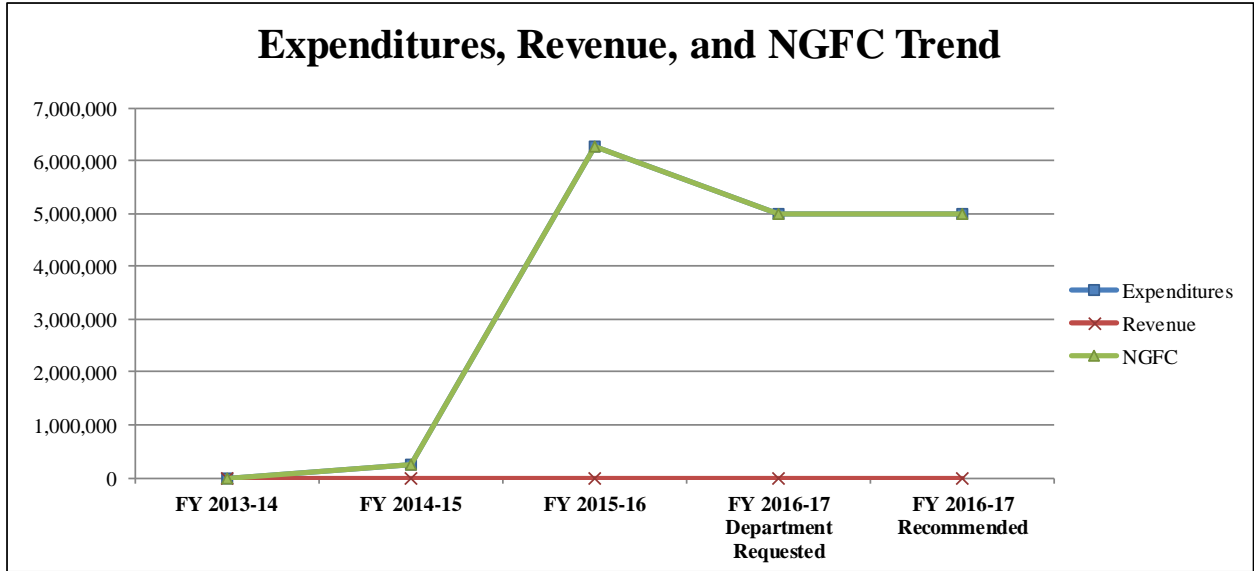
The County Contribution – Public Works budget unit will appropriate supplemental funding from the General Fund to the Public Works Internal Service Fund to support countywide maintenance which may include emergency, and ongoing improvement projects. Appropriations within this budget unit will be transferred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

Budget Changes and Operational Impacts

In January 2015 the Board of Supervisors approved the formation of a Public Works Department. A portion of what has previously been allocated to the General Fund Contribution to Roads will now be distributed to the General Fund Public Works Department to be spent on countywide local projects including equipment acquisitions. The FY 2015-16 contribution included unspent funds that were previously allocated to the Roads Department. The FY 2016-17 contribution has decreased 5% from FY 2015-16 base contribution to mitigate the fiscal impacts within the General Fund. The anticipated impacts from this reduction in FY 2016-17 will be reduced resources available for road maintenance and locally funded projects.



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.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$238,476	\$278,753	\$278,753	\$328,473	\$328,473	\$328,473
TOTAL EXPENDITURES	\$238,476	\$278,753	\$278,753	\$328,473	\$328,473	\$328,473
NET GENERAL FUND COST	\$238,476	\$278,753	\$278,753	\$328,473	\$328,473	\$328,473

Public Ways

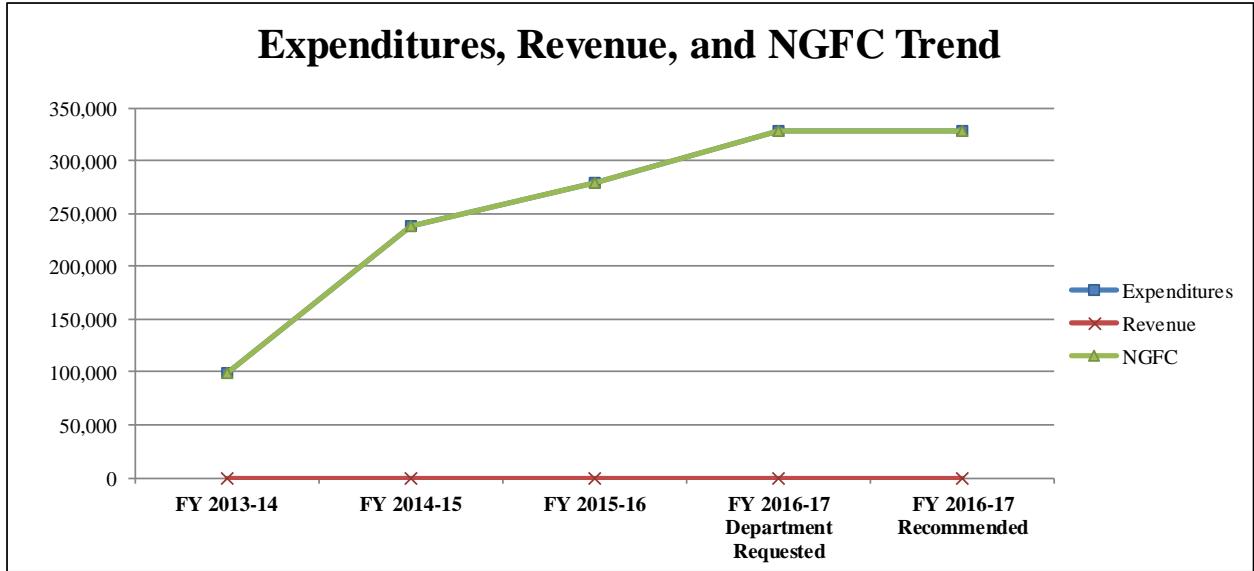
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Other Financing Uses of \$328,473 are available for transfer to the Airports Enterprise Fund to fund the cost associated with capital facilities, including debt service. This budget unit contains no revenue as the AEOA revenue is collected within Budget Unit 1112 discretionary revenue as property taxes for the General Fund.

Budget Changes and Operational Impacts

The recommended budget includes \$49,720, which is an 18% increase in General Fund contribution over FY 2015-16 actual as a result of growth in property tax allocations within the defined area of the AEOA.

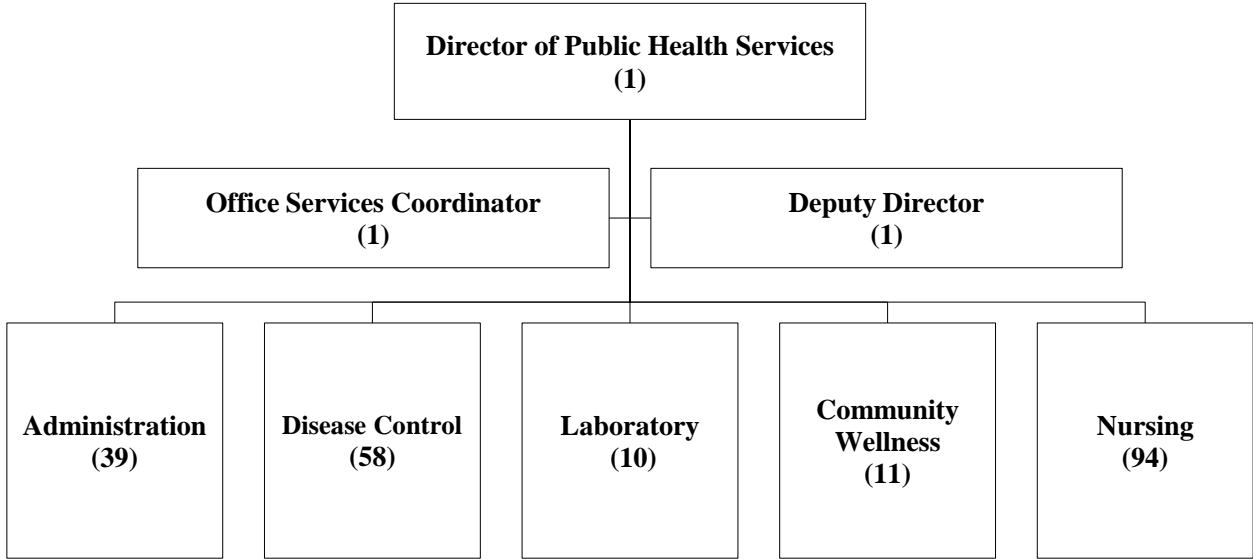
Public Ways



Mission Statement

Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.

Organizational Chart



Health and Sanitation

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Developed a Public Health Strike Team consisting of multiple disciplines that can respond to disaster or public health threats immediately.
- Six district office operations have been streamlined through co-location with other County departments to avoid service duplication and to provide resources in the areas of greatest need, in order to prepare for an innovative mobile approach to bring services directly to those communities.
- Launched the Unplanned Pregnancy Prevention Program, aimed at reducing unplanned pregnancies through education and assisting women in overcoming barriers they face when attempting to access family planning services.
- 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 launched an aggressive effort to combat congenital syphilis in the community. Kern rates are five times higher than the State average. Through extensive case management for patients of childbearing age and their partners, the department was able to prevent 22 babies from being born with syphilis in 2015.



Public Health Services

Department Head: Matt Constantine

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4110

Description of Major Services

The Public Health Services Department provides a wide range of services to assist in the prevention of disease and the improvement of the health, safety, and quality of life for County residents and visitors. The department participates in improving the health of the community through education, encouraging health lifestyles, and studying disease and injury prevention.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$20,837,289	\$23,131,250	\$20,744,400	\$23,064,356	\$23,050,143	\$23,061,780
Services and Supplies	3,108,616	3,448,374	3,489,666	5,124,399	5,129,558	5,609,311
Other Charges	1,948,011	2,117,184	1,618,419	1,992,679	2,000,834	2,000,834
Capital Assets	15,147	95,193	93,130	15,000	15,000	15,000
Other Financing Uses	0	260,720	0	0	0	794,527
TOTAL EXPENDITURES	\$25,909,063	\$29,052,721	\$25,945,615	\$30,196,434	\$30,195,535	\$31,481,452
Expend. Reimb.	(\$544,513)	(\$825,917)	(\$826,171)	(\$948,962)	(\$948,962)	(\$948,962)
TOTAL NET EXPENDITURES	\$25,364,550	\$28,226,804	\$25,119,444	\$29,247,472	\$29,246,573	\$30,532,490
REVENUE:						
Intergovernmental	\$16,274,656	\$18,101,176	\$16,573,003	\$19,325,989	\$19,325,989	\$19,798,798
Charges for Services	3,355,527	3,560,636	4,903,886	3,569,415	3,569,415	3,569,415
Miscellaneous	29,816	17,740	35,640	90,076	90,076	90,076
Other Financing Sources:						
Public Health Miscellaneous	1,467	11,500	11,364	9,755	9,755	9,755
Health MAA/TCM	80,014	13,210	0	13,580	13,580	13,580
Child Restraint Loaner Program	60,000	67,701	72,701	81,039	81,039	81,039
Health Bio-Terrorism Grant	210,691	0	11,022	0	0	0
Tobacco Education Control	0	0	103,057	150,702	150,702	150,702
Vital and Health Statistics	66,710	72,027	57,200	73,013	73,013	73,013
Hospital Preparedness Program	78,998	0	1,184	0	0	0
TOTAL REVENUE	\$20,157,879	\$21,843,990	\$21,769,057	\$23,313,569	\$23,313,569	\$23,786,378
Less Available BSI *	\$0	(\$260,720)	\$0	\$0	\$0	(\$794,527)
NET GENERAL FUND COST	\$5,206,671	\$6,122,094	\$3,350,387	\$5,933,903	\$5,933,004	\$5,951,585
BSI Ending Balance *	\$0	N/A	\$260,720	N/A	N/A	N/A

* BSI = Budget Savings Incentives

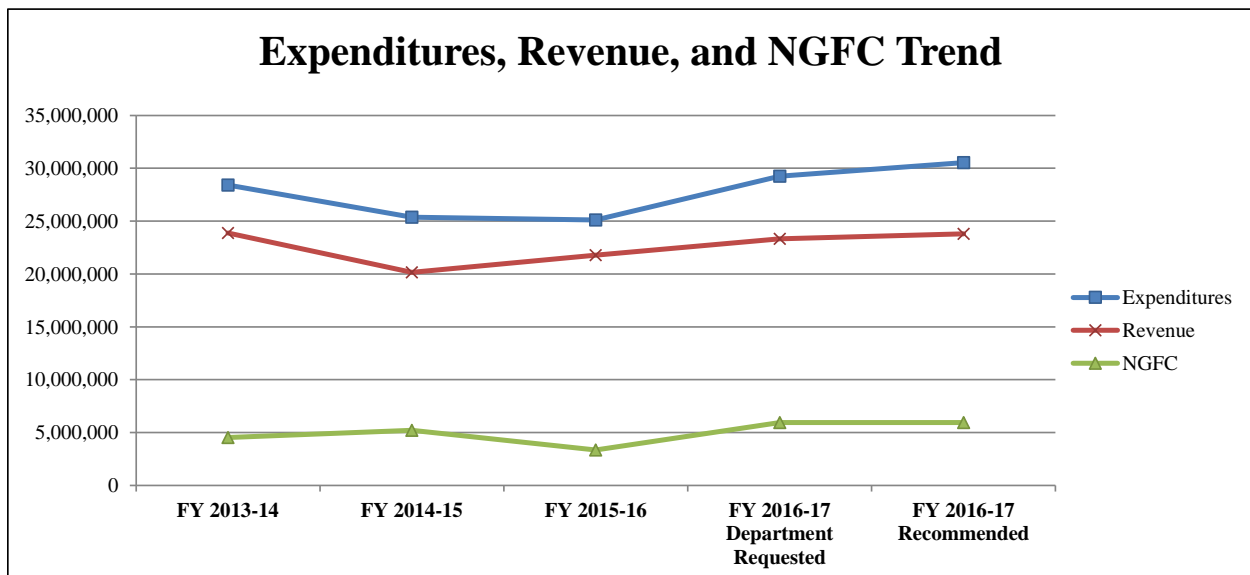
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide the services and perform the functions of the department. The largest revenue category for the department is intergovernmental, which is comprised of revenue received from the State and federal government. This revenue is intended to cover the range of services provided by the department. Charges for service revenue is generated from document recording, clinic fees, case

management fees, laboratory fees, and other sources. The department also receives an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The increase in salaries and benefits when compared to prior year actual is primarily due to an anticipated increase in filled positions. A portion of the increase in employee costs will be recovered through increased charges for services. The recommended budget includes \$15,000 for the acquisition of one (1) virtual server. Services and supplies is increased partially due to the planned purchase of a mobile clinic that will service areas of need, and a lab upgrade project. Intergovernmental revenue is anticipated to increase primarily due to changes in grants and allocations, and the shifting of the nurse home visit program to a greater reimbursed funding source, and the anticipated reimbursement increases due to additional filled positions.



Health and Sanitation

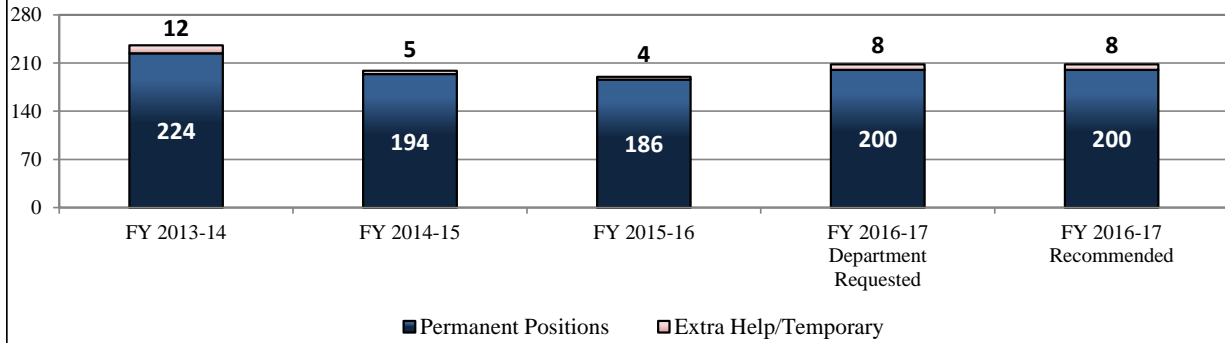
Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Health Education Assistant I/II position, and two (2) Medical Investigator positions, and the deletion of two (2) Stock Clerk positions, and one (1) Supervising Nurse position, for a net savings of approximately \$28,000. The department has indicated that the position deletions will not result in lay-offs.

The recommended budget holds the following authorized positions vacant and unfunded: one (1) Contracts Administrative Assistant, one (1) Public Health Project Specialist, one (1) Billing Office Specialist III, one (1) Fiscal Support Specialist, six (6) Public Health Nurse Jr./I/II, one (1) Public Health Epidemiologist, one (1) Public Health Laboratory Director, one (1) Deputy Public Health Officer, and two (2) Public Health Aide I/II at an annual savings of approximately \$2.0 million. The recommended staffing levels are above prior year actuals and no significant service level impacts are anticipated.



Average Filled Positions



4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	224	194	186	200	200
Extra Help/Temporary	12	5	4	8	8
Total Positions	236	199	190	208	208
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	217	189	182	N/A	N/A
Extra Help/Temporary (FTE)	10	4	3	N/A	N/A
Total Positions	227	193	185	N/A	N/A
SALARIES & BENEFITS	\$23,899,416	\$20,837,289	\$20,744,400	\$23,064,356	\$23,061,780

Health and Sanitation

Summary of Authorized Positions

The department currently has 215 authorized positions, of which 200 are budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	44	0	(2)	42	38	4	42
Disease Control	57	2	(1)	58	55	3	58
Laboratory	10	0	0	10	9	1	10
Community Wellness	11	0	0	11	11	0	11
Nursing	93	1	0	94	87	7	94
Total	215	3	(3)	215	200	15	215



Administration	Disease Control	Nursing
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director Of Public Health Services	1 Public Health Officer	1 Deputy Public Health Officer
1 Public Health Deputy Director	1 Health Asses. & Epid. Manager	1 Director of Public Health Nursing
1 Administrative Services Officer	1 Public Health Project Specialist	1 Health Education Assistant I/II
3 Administrative Coordinator	2 Physician Assist/Nurse Pract.	1 Office Services Specialist
1 Contracts Administrative Assistant	1 Clinical Lab Assistant I	11 Office Services Technician
1 Program Technician	1 Director of Disease Control	1 Perinatal Investigator
1 Public Health Program Specialist	2 Public Health Nurse III	21 Public Health Aide I/II
3 Public Health Project Specialist	6 Public Health Nurse Jr./I/II	7 Public Health Nurse III
1 Sr. Emergency Med Serv Coordinato	1 Supervising Nurse	45 Public Health Nurse Jr./I/II
3 Accountant I/II/III	4 Staff Nurse Jr./I	1 Public Health Project Specialist
2 Billing Office Specialist III	4 Vocational Nurse I/II	1 Social Services Worker
3 Billing Office Specialist I/II	1 Sr. Public Health Epidemiologist	1 Sr. Office Services Specialist
1 Technology Services Manager	2 Public Health Epidemiologist	1 Staff Nurse Jr./I
3 Info Systems Specialist I/II/III/Sr.	2 Senior Office Services Specialist	93 Current Total
2 Stock Clerk	2 Office Services Specialist	<u>Additions/Deletions</u>
1 Graphic Artist	11 Office Services Technician	1 Health Education Assistant I/II
6 Fiscal Support Specialist	1 Health Educator	94 Requested Total
1 Fiscal Support Supervisor	1 Health Education Assistant I/II	
2 Fiscal Support Technician	6 Medical Investigator	
1 Office Services Coordinator	7 Public Health Aide I/II	
1 Sr. Office Services Specialist	57 Current Total	
2 Office Services Specialist	<u>Additions/Deletions</u>	
3 Office Services Technician	(1) Supervising Nurse	
44 Current Total	2 Medical Investigator	
<u>Additions/Deletions</u>	58 Requested Total	
(2) Stock Clerk		
42 Requested Total		
Laboratory	Community Wellness	
<u>Classification</u>	<u>Classification</u>	
1 Public Health Lab Director	1 Departmental Analyst I/II	
1 Billing Office Specialist I/II	1 Marketing and Promotions Associate	
3 Microbiologist	1 Fiscal Support Specialist	
1 Laboratory Assistant	1 Office Services Assistant	
2 Clinical Laboratory Assistant	1 Director of Health Promotions	
1 Laboratory Helper	1 Senior Health Educator	
1 Supervising Microbiologist	2 Health Educator	
10 Requested Total	3 Health Education Assistant I/II	
	11 Requested Total	

Health and Sanitation



Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Increase the daily consumption of healthy foods and increase physical activity of County residents.

Objective 1: Reduce the mortality rate attributable to obesity-related chronic diseases.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Age-adjusted mortality rate attributable to heart disease, per 100,000 population	136.4	134.2	103.4	136.9	103.4
Age-adjusted mortality rate attributable to diabetes, per 100,000 population	33.0	34.7	30.4	34.4	30.4
Age-adjusted mortality rate attributable to stroke, per 100,000 population	40.6	37.7	34.8	38.9	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. Our 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Proportion of adults who are overweight or obese	70.0%	70.0%	59.0%	77.6%	59.0%
Proportion of 7 th graders who are not physically fit	44.2%	41.9%	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. Our 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Incidence rate of chlamydia, per 100,000 population.	665.1	705.2	560.5	718.4	560.5
Incidence rate of gonorrhea, per 100,000 population.	181.1	176.8	88.9	176.8	88.9

The County ranks number one and number three for worst chlamydia and gonorrhea rates, respectively, in California. Chlamydia and gonorrhea infection can increase the risk of HIV transmission. Sexually transmitted infections also have direct effects on reproductive health. Both chlamydia and gonorrhea can cause infertility in the patient and increase the risk of miscarriage, preterm birth, and low birth weight births. Moreover, chlamydia and gonorrhea can be transmitted to newborns causing eye infections and pneumonia. The Department has a Disease Control Division, focused on surveillance, to protect the community from the spread of diseases and educate the public on prevention. The Disease Control Division also works directly with healthcare providers to ensure the proper testing and treatment of patients. Due to high and rapidly increasing rates of sexually transmitted infections in Kern 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Rate of births to mothers aged 15-19 years, per 1,000.	53.2	49.0	48.8	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



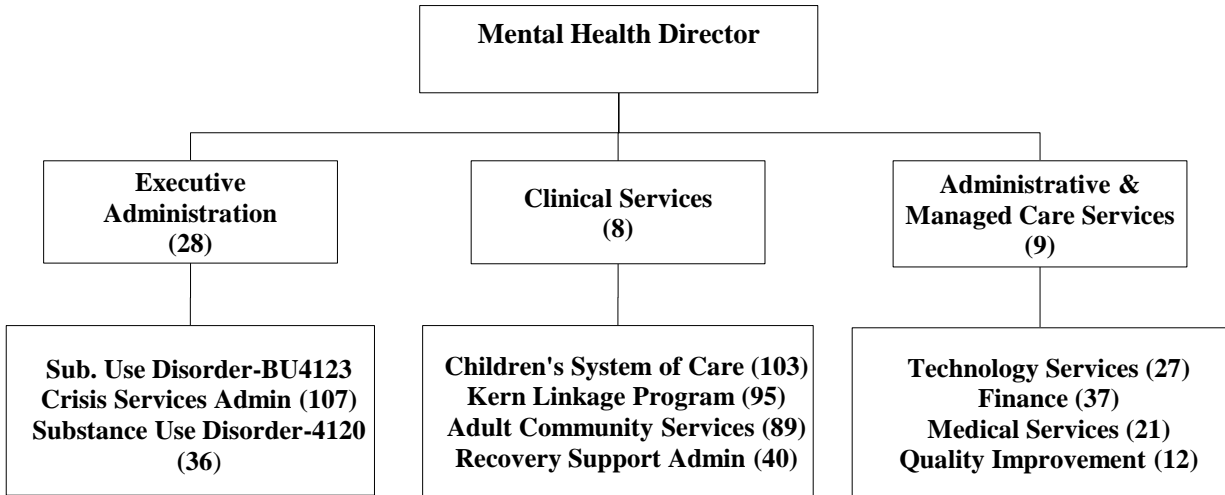
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Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Health and Sanitation

Fiscal Year 2014-15 and 2015-16 Accomplishments

- Provided services to 20,855 unique Mental Health clients and to 4,807 unique Substance Use Disorder (SUD) clients; 24,389 unique individuals received services system wide.
- Increased units of service an average of 11% this fiscal year over last fiscal year.
- Kern Stop Meth Now Coalition has continued to expand its work and was awarded a Drug-Free Communities grant in the amount of \$650,000.
- Established, in partnership with other agencies the Sustained Treatment and Recovery Court program. The program diverts person with mental illness involved with the criminal justice system to appropriate treatment.
- The department was awarded a \$1.7 million grant from the California Health Facilities Financing Authority to develop a crisis stabilization unit in Ridgecrest.
- Completed the 2016 implementation plan for the Drug Medi-Cal Organized Delivery System program under the 1115 Waiver that will significantly expand the nature and scope of substance use disorders in the County.
- Established a Lean Six Sigma Team to enhance efficiency and assure quality care to clients.
- Expanded mental health and substance use disorder jail services and expanded the scope of the Mobile Evaluation Team to include co-response teams with the Kern County Sheriff’s Office and Bakersfield Police Department.



Mental Health Services Department

Department Head: Bill Walker

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4120 and 4121

Description of Major Services

The Mental Health Department focuses its efforts on ensuring access to high quality mental health services throughout the County. The department serves as a community-based outpatient treatment system of care and works diligently to minimize hospitalization, promote less costly treatment modes, and ultimately help County residents recover from their illnesses. 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, positive, impact on these efforts. MHSA funded programs are augmenting the role of the department by providing consumer-driven services to previously underserved populations.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$3,476,515	\$0	\$13,700,000	\$13,700,000	\$14,895,000
Salaries and Benefits	45,906,384	56,484,563	50,768,017	71,394,003	71,394,003	71,394,003
Services and Supplies	38,340,387	44,403,382	40,878,423	52,509,802	52,509,802	49,702,102
Other Charges	10,226,683	13,928,352	14,644,751	14,363,797	14,363,797	14,363,797
Capital Assets	7,154	235,700	109,075	2,188,001	2,188,001	993,001
Other Financing Uses	398	2,404,350	2,000,795	4,404,474	0	3,773,038
TOTAL EXPENDITURES	\$94,481,006	\$120,932,862	\$108,401,061	\$158,560,077	\$154,155,603	\$155,120,941
REVENUE:						
Use of Money/Property	\$134,316	\$73,000	\$347,920	\$150,000	\$150,000	\$150,000
Intergovernmental	3,116,647	2,539,794	2,467,091	4,463,267	4,463,267	4,513,267
Charges for Services	41,153,595	34,865,818	44,078,862	59,596,507	59,596,507	56,596,507
Miscellaneous	457,475	337,148	767,575	380,480	380,480	380,480
Other Financing Sources:						
General Fund Contribution	1,173,748	1,634,750	1,173,748	1,173,749	1,399,541	1,399,541
2011 Program Realignment	20,052,115	20,694,632	21,600,599	21,234,146	21,008,354	21,008,354
2011 Realignment	22,761,468	22,657,898	22,663,473	22,657,898	22,657,898	22,657,898
Mental Health Services Act	22,121,215	29,633,433	12,397,125	31,203,031	32,203,031	32,203,031
TOTAL REVENUE	\$110,970,579	\$112,436,473	\$105,496,393	\$140,859,078	\$141,859,078	\$138,909,078
NET FUND COST	(\$16,489,573)	\$8,496,389	\$2,904,668	\$17,700,999	\$12,296,525	\$16,211,863

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Operating expenses of \$52.5 million are comprised mostly of contracted and specialized professional services, and make up the majority of the department's expenditures within the services and supplies category. Staffing expenses of \$71.3 million are the other major expenditure category for the department. Together, these expenditure categories support programs and clinics that provide mental health services to County residents. State, federal, and realignment revenue are provided through sales tax, vehicle license fees, Medi-Cal, Mental Health Services Act (MHSA), the Assembly Bill 109 (AB 109) Public Safety Realignment program, and federal grants.



The department's primary sources of revenue in FY 2016-17 are Medi-Cal Fees, Realignment, and MHSA funding. Funds for the programs operated within this budget unit are provided by sources outside the General Fund. In order to qualify for some of the funding from the State, a County General Fund contribution in the amount of \$771,124 is required and is appropriated in the Mental Health – County Contribution budget unit 4127. In addition to the General Fund contribution, \$402,624 in 1991 Realignment Vehicle License Fee revenue and \$225,795 in one-time prior year 1991 Realignment growth funds are included.

Budget Changes and Operational Impacts

The department added 44 new, permanent, positions at the end of FY 2014-15 to meet the increased demand on services resulting from implementation of expanded Medi-Cal services under the Affordable Care Act (ACA). Despite efforts, the department continues to have difficulty filling its 587 authorized permanent positions. Recently the department restructured its human resources function to work in tandem with the Human Resources Division of the County Administrative Office to ensure staff is available to provide services.

Under ACA, the newly eligible population qualifies for 100% reimbursement under the Federal Financial Participation reimbursement methodology. After 2016, Medi-Cal will cover no less than 90% of costs on a permanent basis for newly eligible Medi-Cal beneficiaries. Overall, the department's revenue and expenditure are increasing compared to FY 2015-16 due to the increased staffing level costs and corresponding increase in Medi-Cal and MHSA revenue.

In 2011, the State realigned the assignment of program and fiscal responsibility to local governments (2011 Realignment). The services that were previously funded with 1991 Mental Health Program Realignment are now supported by a guaranteed revenue source within the 2011 Realignment structure. 2011 Realignment funds are transferred in equal monthly payments, relieving the burden of variability in timing of tax receipts that often created cash flow concerns under the previous 1991 Realignment disbursement model. The department's share of 2011 Realignment funding will be \$22.6 million in FY 2016-17.

State realignment also brought a new funding source to Mental Health in 2011 via Assembly Bill 109 (AB 109), also known as the Public Safety Realignment Act of 2011. This act shifted a large portion of the offender population responsibilities from the State to local governments. Mental Health's AB 109 allocation is \$2.6 million for FY 2016-17 and will be used to provide staffing and increased contractor funding for both in-custody and outpatient mental health programs and services for the AB 109 population.

Beginning in FY 2012-13, two additional programs were added to the State's 2011 Realignment budget plan; Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and Mental Health Managed Care. EPSDT is a federally mandated program that requires the County, as the State's contractor, to provide Medi-Cal beneficiaries under the age of 21 with all medically necessary specialty mental health services. The Mental Health Managed Care program provides Medi-Cal beneficiaries with specialty mental health services. The services provided under this plan include psychiatric inpatient hospital services and outpatient specialty mental health

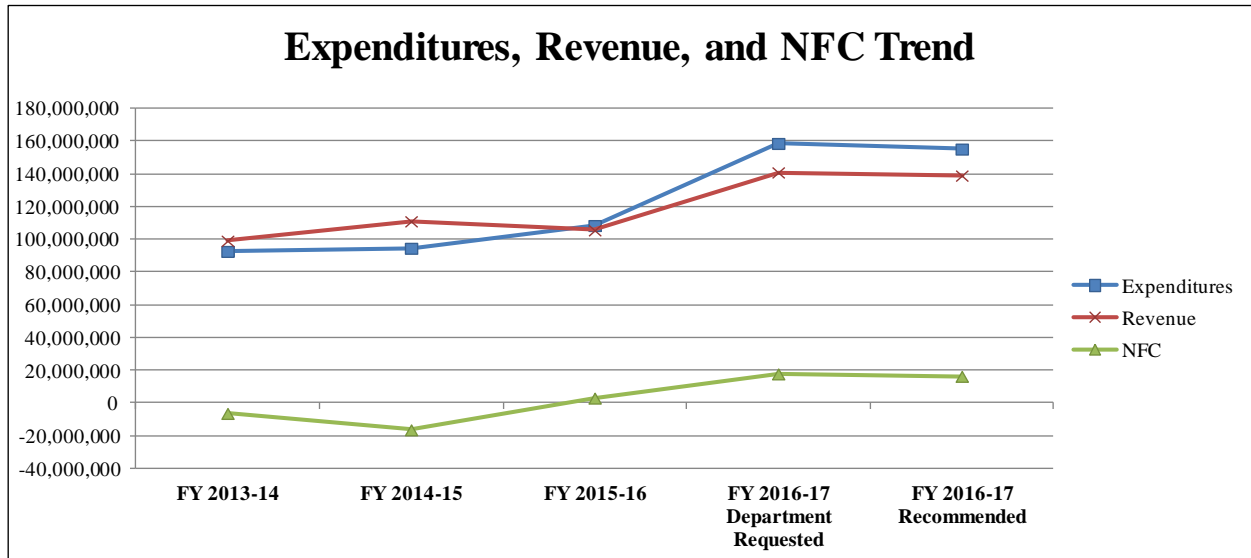
services. The department's EPSDT and Mental Health Managed Care allocations in FY 2016-17 will be \$10.5 million and \$7.2 million, respectively.

MHSA funding is set at \$32.2 million in FY 2016-17 and will be used to provide community and support services as well as prevention and early intervention services to County residents. Overall, the FY 2016-17 recommended budget provides the department with the desired flexibility to continue to meet the demands and challenges of providing quality mental health services to County residents. The department will use \$12.2 million in available fund balance carry forward from FY 2015-16 to offset the department's remaining operating fund costs.

The coming fiscal year will continue to bring service delivery growth for the department as newly enrolled Medi-Cal recipients under the ACA engage the system for services. The department anticipates a continued and ongoing increase in Medi-Cal funding in the coming fiscal year as current and new authorized positions are filled.

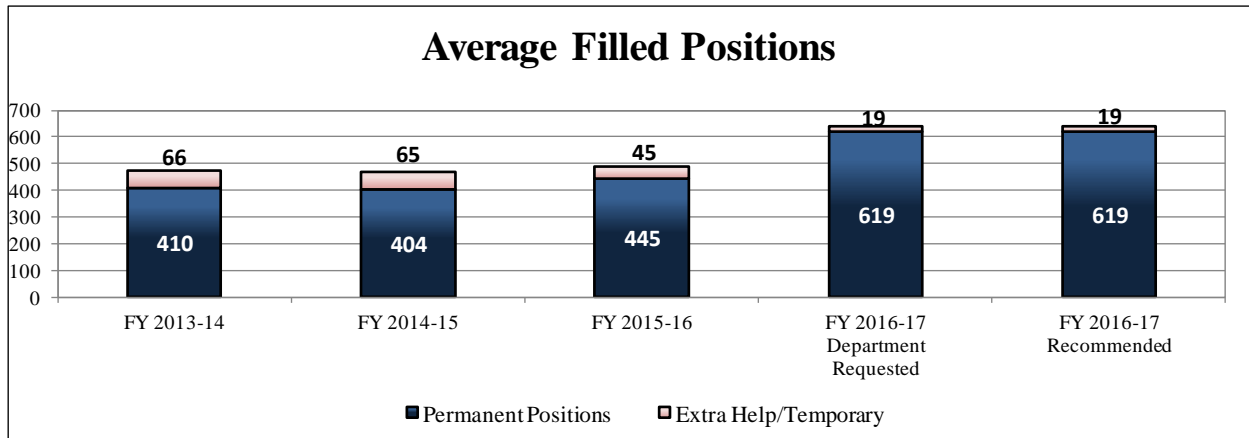
Finally, the department set an appropriation for contingencies in the amount of \$5 million for the expected repayment to the State for cost report settlements. This payback is a result of the department claiming certain ineligible costs in prior years. Funds will be repaid once the State completes its settlement processes. The department has improved its cost reporting and allocation practices to mitigate future paybacks. Additional appropriations for contingencies include \$3 million for the anticipated cost of implementing the mandated Children's Continuum of Care for foster children; \$2.7 million for anticipated cost to renovate Mary K. Shell building; \$500,000 for technology projects; \$1.1 million for the construction of the Ridgcrest crisis stabilization unit that is being funded with a grant from the California Health Facilities Financing Authority and an additional \$2.5 million for the anticipated cost of the new Drug Medi-Cal Organized Delivery System program.

Health and Sanitation



Staffing Changes and Operational Impacts

The department added 44 full time positions at the end of FY 2014-15 to meet the increased demand on services resulting from implementation of expanded Medi-Cal services under the ACA. The department is requesting the addition of 34 full time positions and the deletion of two positions to continue to meet the increased demand for services including services to the AB109 population. The estimated net annual cost of the new positions is \$3,923,000 and it is funded with an increase of Mental Health Services Act allocation, additional AB109 allocations and an anticipated increase in Federal Financial Participation through Medi-Cal billings for direct services.



Health and Sanitation

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	410	404	445	619	619
Extra Help/Temporary	66	65	45	19	19
Total Positions	476	469	490	638	638
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	404	393	435	N/A	N/A
Extra Help/Temporary (FTE)	53	54	34	N/A	N/A
Total Positions	457	447	469	N/A	N/A
SALARIES & BENEFITS	\$46,945,278	\$45,906,384	\$50,768,017	\$71,394,003	\$71,394,003

Summary of Authorized Positions

The department has 587 authorized permanent positions. The recommended budget includes the addition of 34 positions: of one (1) Mental Health Unit Supervisor position, one (1) Mental Health Planning Analyst position, one (1) Substance Abuse Specialist position, one (1) Special Projects Manager position, two (2) Mental Health Nurse I/II positions, one (1) Staff Nurse position, one (1) Vocational Nurse I/II position, one (1) Technology Services Supervisor position, one (1) Systems Analyst I/II position, two (2) Senior Information Systems Specialist positions, one (1) Help Desk Technician II position, one (1) Information System Specialist I/II



position, one (1) Fiscal Support Supervisor position, two (2) Office Services Technician positions, five (5) Mental Health Therapist I/II positions, eleven (11) Mental Health Recovery Specialist I/II/III positions, one (1) Supervising Patient Rights Advocate position, and the deletion of one (1) Psychiatrist III position and one (1) Office Services Specialist position. All positions have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Executive Administration	28	1	0	29	29	0	29
Finance Administration	36	1	0	37	37	0	37
Technology Services	20	8	(1)	27	27	0	27
Adult System of Care	88	2	0	90	90	0	90
Medical Services	22	0	(1)	21	21	0	21
Children's System of Care	103	0	0	103	103	0	103
Crisis Services Administration	106	1	0	107	107	0	107
Kern Linkage Program	86	14	0	100	100	0	100
Recovery Support Admin.	40	0	0	40	40	0	40
Substance Abuse Disorders	30	6	0	36	36	0	36
Quality Improvement Division	11	1	0	12	12	0	12
Administration & Managed Care Svcs.	9	0	0	9	9	0	9
Clinical Services	8	0	0	8	8	0	8
Total	587	34	(2)	619	619	0	619

Executive Administration	Finance Administration	Technology Services
<p><u>Classification</u></p> <p>1 Director of Mental Health Services 2 Departmental Analyst I/II 1 Program Support Supervisor 1 Program Specialist I/II 1 Substance Abuse Specialist I/II 2 Sr. Human Resources Specialist 2 Human Resources Specialist I/II 1 Office Services Coordinator 1 Office Services Specialist 3 Office Services Technician 2 Office Services Assistant 2 MH Therapist I/II 1 Family Advocate 2 MH Recovery Specialist I/II/III 1 Recovery Specialist Aide 3 Patient Rights Advocate 2 Mental Health Supervisor I/II</p> <hr/> <p>28 Current Total</p> <p><u>Additions/(Deletions)</u></p> <p>1 Supervising Patient Rights Advocate</p> <hr/> <p>29 Requested Total</p>	<p><u>Classification</u></p> <p>1 Business Manager 1 Program Specialist I/II 1 Contract System Supervisor 6 Accountant I/II/III 4 Billing Office Specialist III 1 System Analyst I/II 2 Mail Clerk I/II 5 Fiscal Support Specialist 14 Fiscal Support Technician 1 Office Services Specialist</p> <hr/> <p>36 Current Total</p> <p><u>Additions/(Deletions)</u></p> <p>1 Fiscal Support Supervisor</p> <hr/> <p>37 Requested Total</p>	<p><u>Classification</u></p> <p>1 Technology Services Supervisor 1 Technology Services Manager 2 LAN Systems Administrator 4 Sr. Analyst I/II 4 Sr. Info. System Specialist 1 Info. System Spec. I/II -Desk Top 2 Help Desk Technician III 1 Sr. Office Services Specialist 2 Office Services Specialist 1 Office Services Technician 1 MH Unit Supervisor I/II</p> <hr/> <p>20 Current Total</p> <p><u>Additions/(Deletions)</u></p> <p>1 Special Projects Manager 1 Technology Services Supervisor 1 Systems Analyst I/II 2 Sr. Info. System Specialist 1 Info. System Spec. I/II -Desk Top 1 Office Services Technician 1 Help Desk Technician II (1) Office Services Specialist</p> <hr/> <p>27 Requested Total</p>
Adult System of Care	<p><u>Additions/(Deletions)</u></p> <p>1 MH Unit Supervisor I/II 1 Office Services Technician</p> <hr/> <p>90 Requested Total</p>	<p style="text-align: center;">Medical Services</p> <p><u>Classification</u></p> <p>1 Mental Health Medical Director 3 Psychiatrist - Contract 1 BH & Recovery System Admin. 5 Psychiatrist III, Mental Health 1 Nurse Practitioner 1 Senior Office Services Specialist 2 Office Services Technician 4 Medical Assistant I/II 1 MH Unit Supervisor I/II 1 MH Therapist I/II</p> <hr/> <p>22 Current Total</p> <p><u>Additions/(Deletions)</u></p> <p>(1) Psychiatrist III, Mental Health</p> <hr/> <p>21 Requested Total</p>

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Children's System of Care	Crisis Services Administration	Kern Linkage Program
<u>Classification</u>		
1 BH & Recovery System Admin.	1 BH & Recovery System Admin.	1 BH & Recovery System Admin.
1 Administrative Coordinator	1 Administrative Coordinator	1 Administrative Coordinator
1 Program Specialist I/II	1 Program Support Supervisor	1 Program Support Supervisor
1 Clinical Psychologist I/II	1 Program Specialist I/II	1 Program Technician
1 Psychology Intern-Contract	4 Substance Abuse Specialist I/II	1 Clinical Psychologist I/II
5 Substance Abuse Specialist I/II	9 MH Nurse I/II	8 Psychology Intern-Contract
1 MH Nurse I/II	1 Clinical Supervisor	2 Substance Abuse Specialist I/II
1 Staff Nurse	6 Staff Nurse	2 MH Nurse I/II
1 Office Services Specialist	6 Vocational Nurse I/II	7 Vocational Nurse I/II
13 Office Services Technician	2 Office Services Specialist	2 Office Services Specialist
2 Office Services Assistant	13 Office Services Technician	13 Office Services Technician
1 Social Service Worker I/II/III	1 Office Services Assistant	5 MH Unit Supervisor I/II
7 MH Unit Supervisor I/II	6 MH Unit Supervisor I/II	14 MH Therapist I/II
32 MH Therapist I/II	17 MH Therapist I/II	1 MH Planning Analyst
32 MH Recovery Specialist I/II/III	36 MH Recovery Specialist I/II/III	26 MH Recovery Specialist I/II/III
3 MH Recovery Specialist Aide	1 MH Recovery Specialist Aide	1 MH Recovery Specialist Aide
103 Current Total	106 Current Total	86 Current Total
	<u>Additions/(Deletions)</u>	
	1 MH Therapist I/II	2 MH Nurse I/II
	107 Requested Total	1 Vocational Nurse I/II
		1 MH Planning Analyst
		2 MH Therapist I/II
		1 Substance Abuse Specialist I/II
		7 MH Recovery Specialist I/II/II
		100 Requested Total



Recovery Support Administration	Substance Use Disorders	Quality Improvement
<p><u>Classification</u></p> <ul style="list-style-type: none"> 1 BH & Recovery System Admin. 1 Administrative Coordinator 2 Program Specialist I/II 1 Substance Abuse Specialist I/II 1 MH Nurse I/II 1 Vocational Nurse I/II 5 Office Services Technician 1 Office Services Assistant 4 MH Unit Supervisor I/II 6 MH Therapist I/II 14 MH Recovery Specialist I/II/III 3 MH Recovery Specialist Aide <hr/> 40 Current Total 	<p><u>Classification</u></p> <ul style="list-style-type: none"> 2 Administrative Coordinator 1 Program Support Supervisor 1 Substance Abuse Specialist I/II 1 Sr. Office Services Specialist 1 Office Services Specialist 5 Office Services Technician 4 MH Unit Supervisor I/II 6 MH Therapist I/II 3 MH Planning Analyst 5 MH Recovery Specialist 1 MH Recovery Specialist Aide <hr/> 30 Current Total <p style="text-align: center;"><u>Additions/(Deletions)</u></p> <ul style="list-style-type: none"> 2 MH Therapist I/II 1 Staff Nurse 3 MH Recovery Specialist I/II/II <hr/> 36 Requested Total 	<p><u>Classification</u></p> <ul style="list-style-type: none"> 1 BH & Recovery System Admin. 1 Programmer I/II 1 Office Services Specialist 1 Office Services Technician 3 MH Unit Supervisor I/II 1 MH Planning Analyst 3 MH Recovery Specialist I/II/III <hr/> 11 Current Total <p style="text-align: center;"><u>Additions/(Deletions)</u></p> <ul style="list-style-type: none"> 1 MH Recovery Specialist I/II/III <hr/> 12 Requested Total
<p style="text-align: center;">Administrative and Managed Care Services</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Deputy Director of MH Services 1 BH & Recovery System Admin. 1 Special Projects Manager 2 Coord. of Admin. and Legis. Analysis 1 Program Support Supervisor 1 Office Services Technician 1 MH Recovery Specialist I/II/III 1 Maintenance Worker II <hr/> 9 Current Total 	<p style="text-align: center;">Clinical Services</p> <p><u>Classification</u></p> <ul style="list-style-type: none"> 1 Deputy Director of MH Services 1 Administrative Coordinator 1 Department Analyst I/II 1 Marketing and Promotion Coord. 1 Program Specialist I/II 1 Program Support Supervisor 1 Sr. Office Services Specialist 1 Office Services Technician <hr/> 8 Current Total 	

Health and Sanitation



Fiscal Year 2016-17 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	2013-14 Adopted	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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	73% reduction	67% reduction	75% reduction	52% reduction	75% reduction
Percent change in the number of days of incarceration of individuals in their first year of mental health treatment compared to the year prior to treatment	77% reduction	70% reduction	80% reduction	61% reduction	80% reduction
Percent change in the number of days of homelessness of individuals in their first year of mental health treatment compared to the year prior to treatment.	58% reduction	66% reduction	70% reduction	58% reduction	80% reduction

The Department’s primary mission is to reduce those life impairments that consumers experience due to their mental illness. The above measurements reflect changes in the most severe consequences of psychiatric illness including hospitalization, incarceration and homelessness. Significant reductions in these areas also reduce the costs to the County and the community in general. Currently, Kern County Mental Health 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

Measurement	2013-14 Adopted	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of clients self-reporting progress of their recovery from serious mental illness while still in treatment	69%	75%	70%	75%	70%
Percentage of adults receiving mental health services who are satisfied or very satisfied with the Department’s services	93%	88%	90%	88%	90%
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the Department’s services	95%	89%	90%	89%	90%

Consumer perception of progress in treatment and satisfaction is essential in assessing the clinical outcomes from the department’s services and required by the California Department of Health Care services (DHCS). During the past year, the department has maintained overall client satisfaction averages that are at or above the State averages for other County mental health programs in California. Since beginning to collect client self-report of progress while in treatment, the overall percentage of clients who reported treatment progress has increased and we expect to maintain these numbers and expand these measurement across 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	2013-14 Adopted	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of children in foster care who receive mental health services	52%	44%	55%	44%	47%

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.



<i>Objective 2: Decrease recidivism with inpatient services for AB109 Individuals</i>					
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
As measured by reduction in the number of inpatient admissions.	N/A	N/A	25%	25%	25%
<p>This measurement is initiated with the development of the AB109 co-response program that is being provided by KCSO, BPD, and Kern County Mental Health. The joint effort is in response to the National movement of integrating Mental Health and Law Enforcement Services for successful outcomes, as well as the high rate of recidivism (incarceration and inpatient psychiatric services) of those who are released to the community without proper follow-up. It is projected that the decrease in recidivism, both inpatient psychiatric services and incarceration, will be the results of increased referral and linkage to outpatient MH treatment. The department is in the process of developing standards for this objective.</p>					

Health and Sanitation



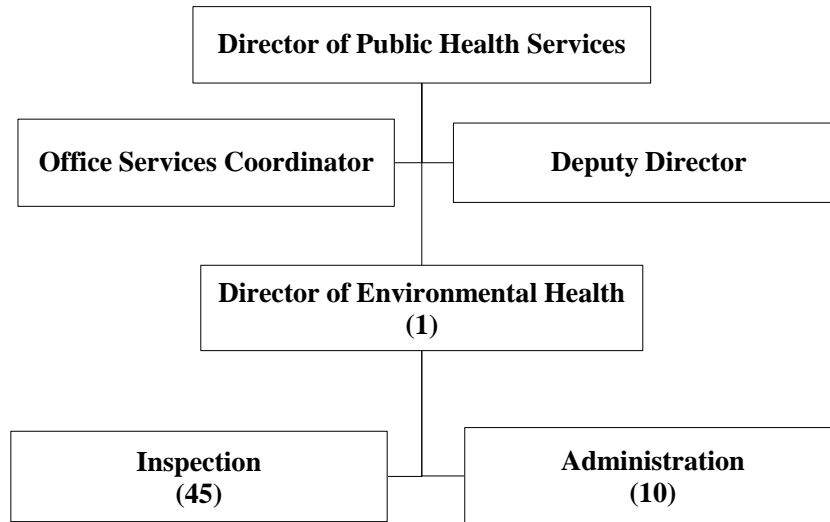
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Mission Statement

Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.

Organizational Chart



Health and Sanitation

Fiscal Year 2014-15 and 2015-16 Accomplishments

- The division implemented a risk-based tobacco retailer 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.
- The division continued to assist local businesses through the Performance Incentive Program (PIP), which reduced inspections and fees for facilities that demonstrate high levels of compliance. A total of 149 facilities participated in the PIP, which account for a total of \$347,325 in savings for businesses in FY 2014-15.
- The division implemented a mandatory food safety education course for facilities who have demonstrated a lack of appropriate food safety competency.
- The division implemented a risk-based hotel/motel inspection program, incentivizing compliance and allocating resources to areas of greatest risk.
- The division joined the California Environmental Reporting System, providing an electronic, enhanced database of inspection and enforcement data for first responders.
- The division 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 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,837,013	\$6,654,758	\$5,593,436	\$6,412,456	\$6,372,456	\$6,374,267
Services and Supplies	1,380,086	1,233,000	1,275,803	1,283,336	1,428,071	1,430,938
Other Charges	0	0	0	408,597	408,597	408,597
Capital Assets	168,358	0	63,575	0	0	0
TOTAL EXPENDITURES	\$7,385,457	\$7,887,758	\$6,932,814	\$8,104,389	\$8,209,124	\$8,213,802
Expend. Reimb.	(\$99,218)	(\$118,866)	\$0	(\$238,510)	(\$238,510)	\$0
TOTAL NET EXPENDITURES	\$7,286,239	\$7,768,892	\$6,932,814	\$7,865,879	\$7,970,614	\$8,213,802
REVENUE:						
Licenses and Permits	\$2,948,031	\$3,550,905	\$3,506,986	\$3,639,433	\$3,639,433	\$3,639,433
Fines and Forfeitures	49,125	50,000	25,980	40,000	40,000	40,000
Intergovernmental	642,759	449,338	338,651	341,573	341,573	243,802
Charges for Services	3,277,875	3,463,075	3,577,155	3,826,693	3,826,693	4,065,203
Miscellaneous	(30,853)	5,574	30,612	20,500	20,500	20,500
Other Financing Sources:						
Hazardous Waste Settlements	411,527	100,000	31,840	0	250,000	250,000
Tobacco Education Program	134,717	150,000	0	0	0	0
Contribution to Environ. Health	0	0	0	0	0	209,174
TOTAL REVENUE	\$7,433,181	\$7,768,892	\$7,511,224	\$7,868,199	\$8,118,199	\$8,468,112
NET GENERAL FUND COST	(\$146,942)	\$0	N/A	N/A	N/A	N/A
NET FUND COST	N/A	N/A	(\$578,410)	(\$2,320)	(\$147,585)	(\$254,310)

Major Expenditures and Revenue in FY 2016-17 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.

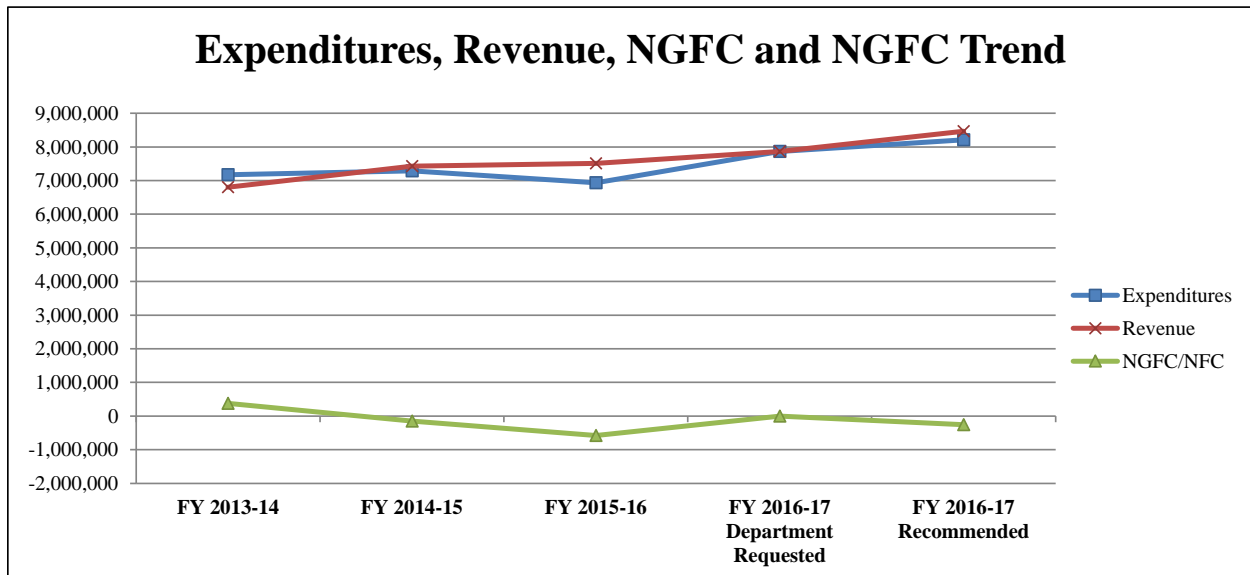
Budget Changes and Operational Impacts

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 anticipated to increase due to changes in the fee schedule used by the division. Salaries and benefits are anticipated to increase primarily due to the planned filling of currently vacant positions. Other charges is a new expenditure for the division in FY 2016-17 that is comprised of Countywide Cost Allocation Plan charges that the division incurs as a non-General Fund budget.

The fund balance as of June 30, 2016 was \$388,662. The ending fund balance, plus the budgeted operational surplus for FY 2016-17, will be placed in a general designation. The estimated general designation balance as of June 30, 2017 is \$642,972. This funding will be available for the division to use in the event of unplanned future expenditures or revenue fluctuations.

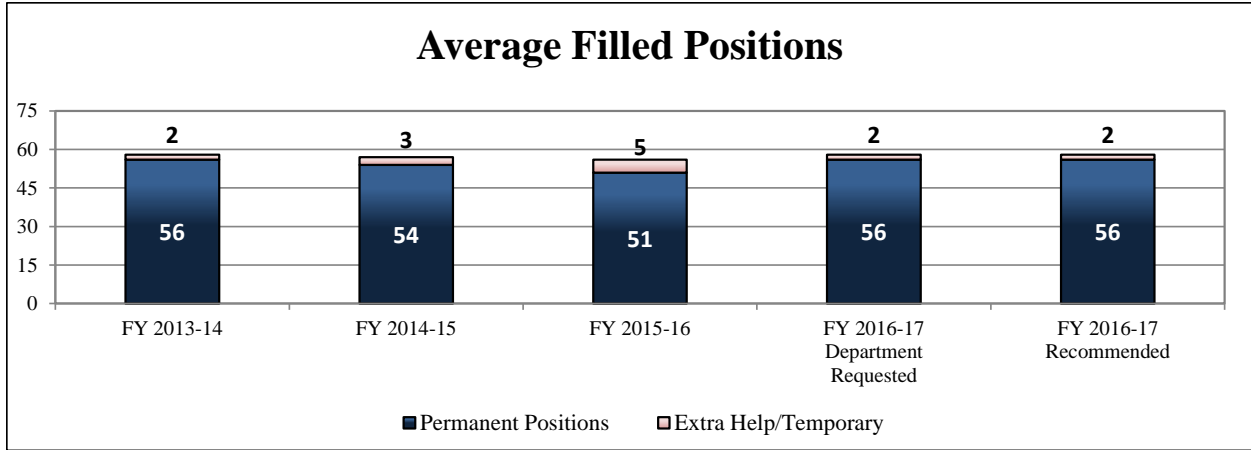
Health and Sanitation



Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) Fiscal Support Technician position, one (1) Senior Health Educator position, one (1) Programmer I/II-Systems Analyst I/II position, and the addition of one (1) Chief Environmental Health Specialist and one (1) Senior Systems Analyst position, at an annual net savings of approximately \$14,500.





Health and Sanitation

4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	56	54	51	56	56
Extra Help/Temporary	2	3	5	2	2
Total Positions	58	57	56	58	58
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	57	55	52	N/A	N/A
Extra Help/Temporary (FTE)	2	2	5	N/A	N/A
Total Positions	59	57	57	N/A	N/A
SALARIES & BENEFITS	\$6,053,285	\$5,837,013	\$5,593,436	\$6,412,456	\$6,374,267

Summary of Authorized Positions

The division currently has 57 authorized positions. The recommended budget includes 56 authorized positions, of which all have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	12	1	(2)	11		11	0	11
Inspection	45	1	(1)	45		45	0	45
Total	57	2	(3)	56		56	0	56



Administration	Inspection
<u>Classification</u>	<u>Classification</u>
Accountant I/II/III	Building Plans Technician
4 Fiscal Support Specialist	6 Waste Management Tech I/II
1 Fiscal Support Technician	1 Chief Environmental Health Spec
1 Director of Environmental Health	1 Engineering Technician I/II/III
1 Office Services Specialist	5 Environmental Health Spec IV
1 Office Services Technician	1 Hazardous Materials Spec IV
1 Senior Office Services Specialist	2 Hazardous Materials Spec I/II/III
1 Fiscal Support Supervisor	25 Environ Health Spec Training/I/II
1 GIS Specialist	3 Environmental Health Technician I/II/III
1 Programmer I/II-Sys Analyst I/II	1 Senior Health Educator
12 Current Total	45 Current Total
<u>Additions/Deletions</u>	<u>Additions/Deletions</u>
(1) Fiscal Support Technician	(1) Senior Health Educator
(1) Programmer I/II-Sys Analyst I/II	1 Chief Environmental Health Spec
1 Senior Systems Analyst	45 Requested Total
11 Requested Total	

Health and Sanitation



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.28	.41	.28	0.40	.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.	1.61	1.23	1.20	1.64	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.	1.17	1.09	1.00	1.47	1.00
Average number of critical risk factor violations, per facility inspected, of hotels and motels which presents an immediate or potential threat to public health.	N/A	1.84	2.0	2.06	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 incentive these businesses to comply with regulations.

Objective: Enhance protection of the community through industry training and education.

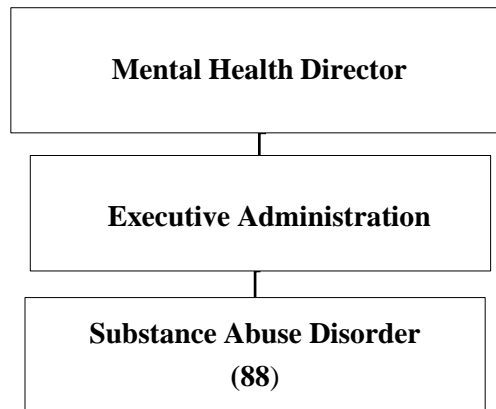
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of people trained on food safety.	N/A	287	200	108	200
Number of people trained on handling of hazardous waste and materials.	N/A	1,053	300	1,190	1,200

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.

Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Provided services to 20,855 unique Mental Health clients and to 4,807 unique Substance Use Disorder (SUD) clients; 24,389 unique individuals received services system wide.
- Increased units of service an average of 11% this fiscal year over last fiscal year.
- Kern Stop Meth Now Coalition has continued to expand its work and was awarded a Drug-Free Communities grant in the amount of \$650,000.
- Established, in partnership with other agencies the Sustained Treatment and Recovery Court program. The program diverts person with mental illness involved with the criminal justice system to appropriate treatment.
- The department was awarded a \$1.7 million grant from the California Health Facilities Financing Authority to develop a crisis stabilization unit in Ridgecrest.
- Completed the 2016 implementation plan for the Drug Medi-Cal Organized Delivery System program under the 1115 Waiver that will significantly expand the nature and scope of substance use disorders in the County.
- Established a Lean Six Sigma Team to enhance efficiency and assure quality care to clients.
- Expanded mental health and substance use disorder jail services and expanded the scope of the Mobile Evaluation Team to include co-response teams with the Kern County Sheriff's Office and Bakersfield Police Department.

Mental Health – Substance Use Disorders

Department Head: Bill Walker

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4123

Description of Major Services

The Mental Health Substance Abuse Program provides a variety of treatment and prevention programs to meet the needs of the community. The Substance Abuse program meets Health and Safety Code §11800 to administer, coordinate and monitor the County alcohol program, and §11962 to administer, coordinate, and monitor the County drug program. In addition, the Substance Abuse program functions as the lead agency for implementation of Proposition 36.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,922,718	\$4,044,729	\$3,136,491	\$8,342,009	\$8,342,009	\$8,342,009
Services and Supplies	9,905,467	11,290,470	11,598,134	12,297,245	12,199,081	12,171,742
Other Charges	551,995	380,527	361,667	286,941	286,941	286,941
TOTAL EXPENDITURES	\$13,380,180	\$15,715,726	\$15,096,292	\$20,926,195	\$20,828,031	\$20,800,692
REVENUE:						
Intergovernmental	\$3,917,326	\$4,300,523	\$4,211,252	\$4,621,052	\$4,621,052	\$4,593,713
Charges for Services	7,063,692	5,791,799	5,873,607	6,747,366	6,747,366	6,747,366
Miscellaneous	165	0	-88	0	0	0
Other Financing Sources:						
General Fund Contribution	307,688	307,689	307,689	307,691	209,527	209,527
2011 Realignment	5,235,031	4,945,721	5,494,219	8,891,547	8,891,547	8,891,547
Alcoholism Program	72,587	72,587	72,587	130,251	130,251	130,251
Alcohol Abuse Education/Prev.	61,748	61,748	61,748	157,198	157,198	157,198
Drug Program Fund	157,565	25,251	25,251	71,090	71,090	71,090
TOTAL REVENUE	\$16,815,802	\$15,505,318	\$16,046,265	\$20,926,195	\$20,828,031	\$20,800,692
NET FUND COST	(\$3,435,622)	\$210,408	(\$949,973)	\$0	\$0	\$0

Health and Sanitation

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The department's largest expense items in FY 2016-17 will be salaries and benefits (\$8.3 million) and funds disbursed via service delivery contracts for substance abuse counseling and treatment (\$11.5 million). Overall, the department's revenue is anticipated to increase as a result of the reallocation of 2011 Realignment funds from Budget Unit 4120-Mental Health Services and an anticipated increase in the Federal Financial Participation through Medi-Cal billings for direct services to new individuals eligible under the Drug Medi-Cal Organized Delivery System Program.

Funds for the programs operated within this budget unit are provided by sources outside the General Fund. In order to qualify for some of the funding, a County General Fund contribution

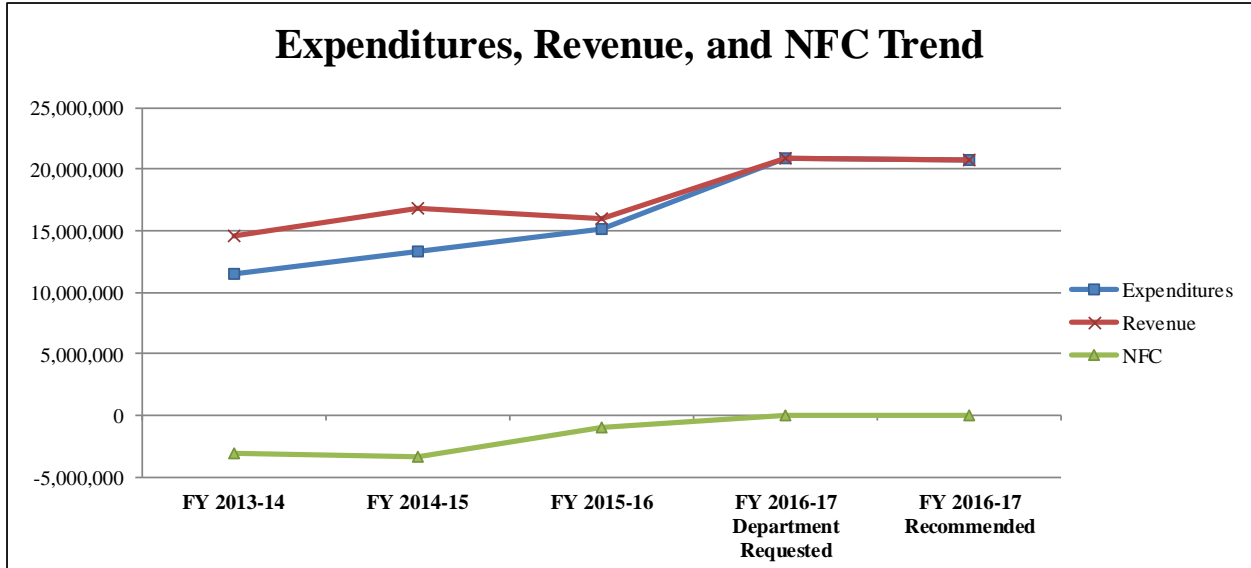
in the amount of \$111,363 is required and is appropriated in the Mental Health – County Contribution budget unit 4127. The County contributes an additional \$98,163 to this budget unit for assistance with gang suppression activities. Funding for this program was reduced by 50% from \$196,326 to mitigate fiscal constraints on the County General Fund.

Budget Changes and Operational Impacts

The Criminal Justice Realignment Act, also known as AB 109, provides a funding source to the department. AB 109 Realignment funds are split between Mental Health and Substance Use Disorder services, with the majority of funding applied to direct services delivered by the department and contracted providers, housing, and medications. Substance Use Disorders' programmatic allocation of AB 109 funding in FY 2016-17 is \$2.6 million, which will be used to provide evidence-based treatment to inmates in the Lerdo Jail Facility and community-based treatment for the released AB 109 population. The Substance Abuse Prevention and Treatment block grant will provide approximately \$3.9 million in funding to the department in FY 2016-17.

With the rollout of 2011 Realignment, the State shifted program responsibilities and corresponding revenue to local government. This plan realigned several substance abuse treatment programs that were previously funded through the State Department of Alcohol and Drug Programs. The realigned programs include Regular and Perinatal Drug Medi-Cal, Regular and Perinatal Non Drug Medi-Cal, and Drug Courts. Funding levels remain relatively consistent with pre-realignment levels, and no service impacts have been experienced with this change. 2011 Realignment funding amounts to \$6.2 million in the recommended budget. This amount includes \$2,773,876 of 2011 Realignment funds that were previously allocated to Budget Unit 4120-Mental Health Services in order to provide services under the Drug Medi-Cal Organized Delivery System Program.

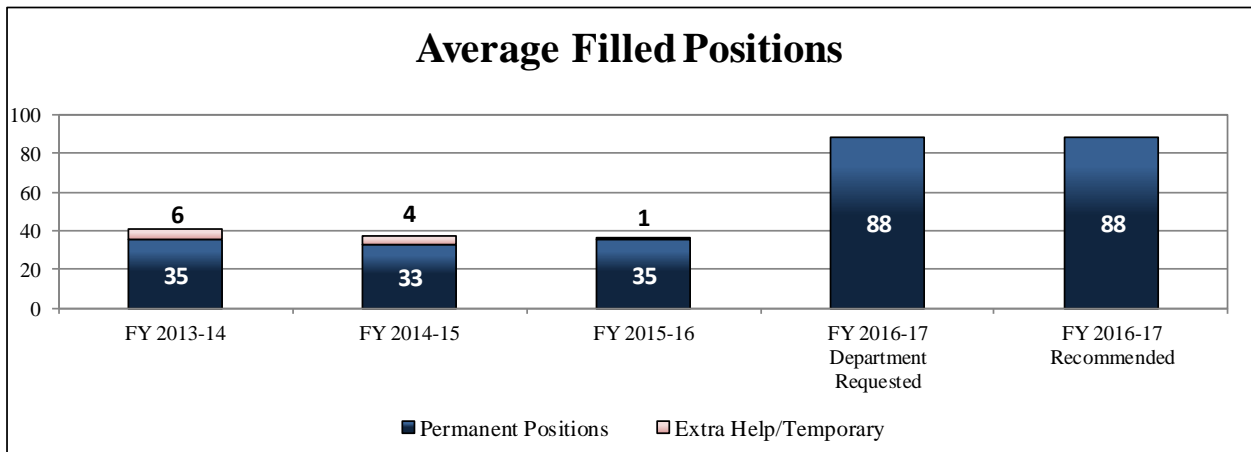
The coming fiscal year will bring continued service delivery growth for the Department as newly enrolled Medi-Cal recipients under the Affordable Care Act (ACA) engage the system for services. The department will continue to provide the existing Medi-Cal substance use disorder treatment services including: Outpatient drug free treatment, intensive outpatient treatment, naltrexone treatment, narcotic treatment, perinatal residential substance use disorder services and detoxification in a hospital. In addition, under the Drug Medi-Cal Organized Delivery System Program approved by the Center for Medicare and Medicaid Services (CMS) under the Section 1115 Waiver, the department will be required to provide a significant number of additional services that include: early intervention, additional outpatient services, residential treatment not limited to perinatal, withdrawal management, recovery services, case management, and behavioral and physical integration. The department is in the process of finalizing the required implementation plan and expects approval by CMS in the fall. The department's recommended budget includes the addition of forty new positions to address the services under the Drug Medi-Cal Organized Delivery System Program.



Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the addition of forty new positions to address the services under the Drug Medi-Cal Organized Delivery System Program. The program was approved by Center for Medicare and Medicaid Services under the Section 1115 Waiver. The estimated annual cost of the new positions is \$4,645,000 and it is funded by reallocating \$2,773,876 of 2011 Realignment funds from Budget Unit 4120-Mental Health Services and an anticipated increase in Federal Financial Participation through Medi-Cal billings for direct services.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	35	33	35	88	88
Extra Help/Temporary	6	4	1	0	0
Total Positions	41	37	36	88	88
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	32	34	N/A	N/A
Extra Help/Temporary (FTE)	5	4	1	N/A	N/A
Total Positions	38	36	35	N/A	N/A
SALARIES & BENEFITS	\$3,293,332	\$2,922,718	\$3,136,491	\$8,342,009	\$8,342,009

Summary of Authorized Positions

The department has 48 authorized permanent positions and will add forty new positions to address the services mandated under the Drug Medi-Cal Organized Delivery System Program under the Section 1115 waiver approved by the Center for Medicare and Medicaid Services. The new positions include: One (1) Special Project Manager position, two (2) Administrative Coordinator positions, nine (9) Substance Abuse Specialist I/II positions, seven (7) Office Services Technician positions, three (3) Mental Health Unit Supervisor I/II positions, thirteen (13) Mental Health Therapist positions, one (1) Mental Health Recovery Specialist I/II/III position and four (4) Mental Health Recovery Specialist Aide positions. 88 positions have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Total	Filled	Vacant	Total
				Requested			
Substance Abuse Administration	48	40	0	88	88	0	88
Total	48	40	0	88	88	0	88

Substance Use Disorders

Classification

- 1 Behavioral Health & Recovery System Administrator
- 2 Program Coordinator
- 1 Program Specialist I/II
- 14 Substance Abuse Specialist I/II
- 4 Youth Prevention Specialist I/II
- 1 Contract System Supervisor
- 1 Systems Analyst I/II
- 2 Fiscal Support Technician
- 1 Sr. Office Services Specialist
- 9 Office Services Technician
- 1 Mental Health Unit Supervisor II
- 1 Mental Health Therapist I/II
- 4 MH Planning Analyst
- 6 MH Recovery Specialist I/II/III

- 48 **Current Total**

Additions/(Deletions)

- 1 Special Projects Manager
- 2 Administrative Coordinator
- 9 Substance Abuse Specialist I/II
- 7 Office Services Technician
- 3 Mental Health Unit Supervisor I/II
- 13 Mental Health Therapist I/II
- 1 MH Recovery Specialist I/II/III
- 4 MH Recovery Specialist Aide

- 88 **Requested Total**

Health and Sanitation



Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Improve the health of children and adults with preventative services.

Objective 1: Maintain the KernStopMethNow collaborative to increase the awareness of the negative impact methamphetamine use has in Kern County.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average attendance at each quarterly meeting of the task force	33	33	35	35	40
Average number of community events each month sponsored by the task force	25	33	50	2	2
Number of participants attending community events	1,200	130	1,700	468	500
Average number of social media participants each month	601	800	1,200	21,784	20,000
Average viewing audience for each public service announcement	N/A	384,000	350,000	172,100	175,000
Average number of parents exposed to prevention messages	40	150	200	116	150
Average number of hours per month in support meetings	633	644	650	3	25
Number of participants attending substance abuse training	200	600	850	1,267	1,000
Number of outreach events attended by the task force members	6	5	24	28	24

Methamphetamine use and abuse is affecting every private and public sector in Kern County. Local data demonstrates the prevalence of the problem in the everyday activities of every major county department. The causal antecedent conditions include risk factors associated with families, employment, public safety, and early onset of use among youth. The mission of the task force is to strengthen collaboration among communities working to prevent and reduce substance use. The task force meets quarterly, is organized into four sub-committees, participates in the development of geo-political specific coalitions, sponsors mass and social media to disseminate information and conducts a plethora of outreach, training and technical assistance activities to build awareness and mobilization. The short-term goal is to continue to recruit communities to mobilize their prevention efforts; the long-term goal is to reduce the incidence of abuse. Challenges include despair and hopelessness, positive attitudes toward use, and insufficient evidence-based practices. The opportunities include strengthening families, youth, business, faith communities and criminal justice to create a perception that drug use is socially unacceptable.

Goal 2: Increase public safety with effective rehabilitation for persons with substance use disorders.
Objective 1: Increase enrollment for individuals requiring substance use disorder treatment in Kern County.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of individuals referred to treatment by criminal justice or child welfare each month.	N/A	N/A	300	281	320
Number of residential beds available each month	N/A	28	30	37	45
Number of outpatient treatment slots available each month	N/A	1,137	1,150	1245	1205
Number of methadone slots available each month	N/A	1,150	1,250	1425	1425
Average monthly enrollment in residential programs	N/A	45	50	28	48
Average monthly enrollment in outpatient programs	N/A	696	700	709	515
Average monthly enrollment in methadone programs	N/A	700	1,200	1136	1300
Percent reduction of jail days measured at discharge from programs	85.2%	88.9 %	55%	65%	65%

The substance abuse system of care is organized into five levels of care; all outlying areas in the county have a minimal outpatient programs. The more intensive levels of care, in addition to outpatient programs, are located in Bakersfield. Historically, about 5% of individuals require residential placement, 15% require an intensive level of outpatient and the remaining 80% of individuals are served in outpatient programs. The department utilizes patient placement criteria to screen and refer individuals to treatment to enhance access and utilize limited resources through managed care principles. On a daily average, approximately 1,600 individuals are enrolled in programs throughout the county. With the advent of health care reform and expanded populations eligible to receive services, it is unknown if sufficient capacity will be available to meet the need.

Objective 2: Increase the number of individuals successfully completing treatment in Kern County.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average length of stay in residential programs	45	45	45	29	45
Average length of stay in outpatient programs	100	89	90	68	90
Average length of stay in methadone programs	N/A	49	60	92	365
Completion rates for outpatient programs	N/A	33%	50%	24%	25%
Completion rates for residential programs	N/A	75%	80%	51%	55%
Percentage of adults participating in substance abuse treatment who report being satisfied with services	87%	85%	85%	86%	85%

In collaboration with criminal justice and treatment providers, the criteria for “Successful Completion” includes attendance, negative drug screens, and credible plans for employment/education, social support and relapse triggers related to physical or mental health issues. The system of care manages an average 45-day length of stay in residential programs, 180 days for intensive outpatient and 90 days for outpatient programs. These measurements are based upon scientific literature regarding the treatment of substance use disorders. The most current data indicates the completion rate is 40.2%. This rate is based upon a population that has been coerced into treatment. With the advent of health care reform, this rate may decline when more individuals without external support enter into treatment programs.

County Contribution – Mental Health Services

Department Head: Bill Walker
 Fund: General
 Budget Unit: 4127

Function: Health and Sanitation
 Activity: Health

Description of Major Services

This budget unit has been established to facilitate the appropriation of the General Fund contribution to the Mental Health Services Department. Appropriations within this budget unit will be transferred to the Mental Health Services operating budget unit 4120 and Mental Health Services – Substance Use Disorders operating budget unit 4123.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,481,438	\$1,942,439	\$1,481,437	\$1,539,815	\$1,609,068	\$1,609,068
TOTAL NET EXPENDITURES	\$1,481,438	\$1,942,439	\$1,481,437	\$1,539,815	\$1,609,068	\$1,609,068
REVENUE:						
Intergovernmental	\$733,908	\$863,626	\$402,624	\$461,002	\$628,419	\$628,419
TOTAL REVENUE	\$733,908	\$863,626	\$402,624	\$461,002	\$628,419	\$628,419
NET GENERAL FUND COST	\$747,530	\$1,078,813	\$1,078,813	\$1,078,813	\$980,649	\$980,649

Health and Sanitation

Major Expenditures and Revenue in FY 2016-17 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 to Substance Use Disorders budget unit 4123 for assistance with gang suppression activities. Funding for this program was reduced by 50% from \$196,326 to mitigate fiscal constraints on the County General Fund.

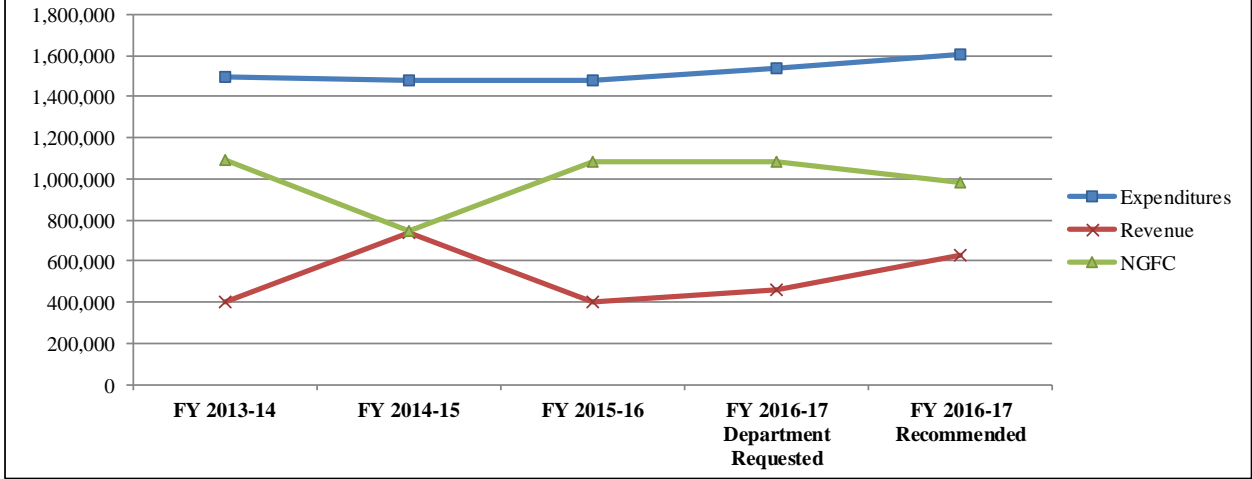
In addition to the MOE and General Fund contribution, the Mental Health Services operating budget unit 4120 will receive \$402,624 in 1991 Realignment Vehicle License Fees (VLF) revenue and \$225,795 in one-time prior year 1991 Realignment growth funds.

Budget Changes and Operational Impacts

The recommended budget represents the mandated funding in accordance with MOE requirements. Gang suppression funding has been reduced; however the department has indicated there will be no significant service level impacts as other funding sources will be utilized to backfill the reduction.



Expenditures, Revenue, and NGFC Trend



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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$209,174
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$209,174
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$97,771
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$97,771
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$111,403

Health and Sanitation

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

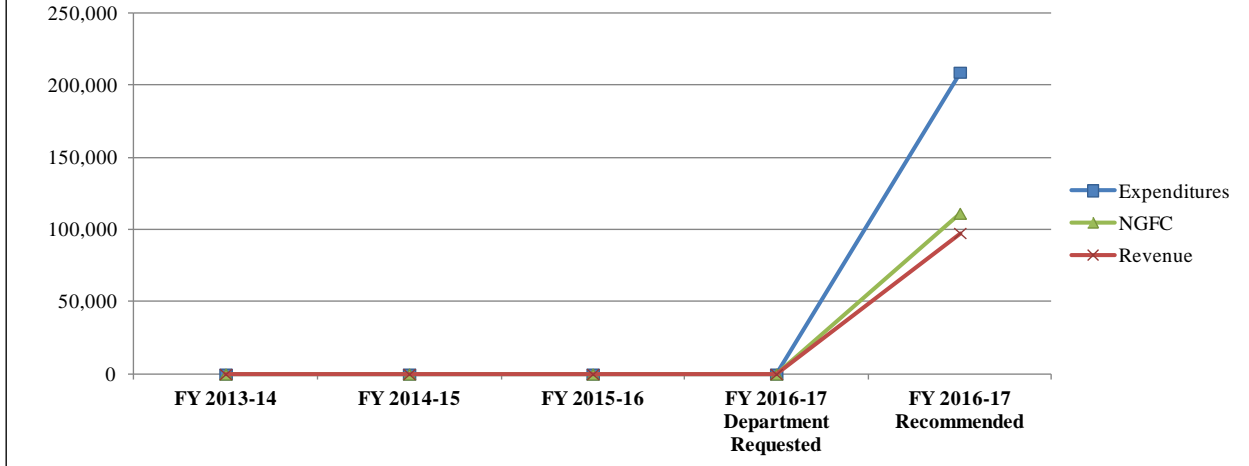
The recommended budget includes a contribution of \$209,174, which is offset by \$97,771 of Health program realignment revenue budgeted to meet the County's responsibility of providing environmental health services. Also included is \$111,403 of prior year revenue for Environmental Health Services.

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.



Expenditures, Revenue, and NGFC Trend



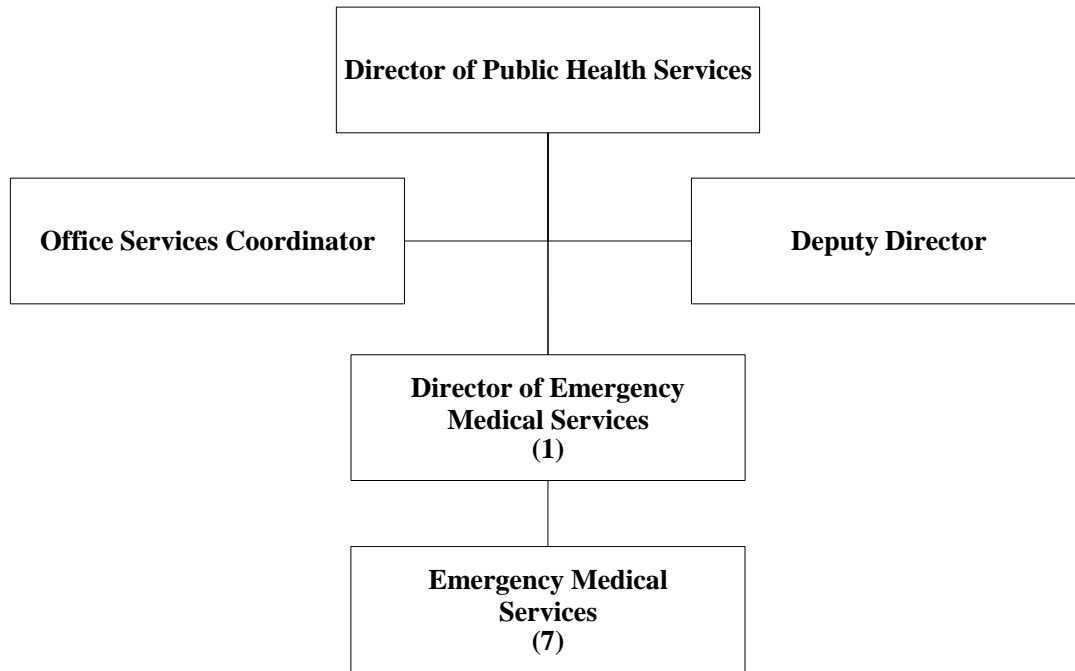
Health and Sanitation



Mission Statement

Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.

Organizational Chart



Health and Sanitation

Fiscal Year 2014-15 and 2015-16 Accomplishments

- The division implemented the Vial of Life program which is designed to provide pertinent information to first responders so appropriate medical care can be provided in the event of an emergency.
- The division implemented Pulse Point, a free smart phone application designed to connect the local 911 system with cardiopulmonary resuscitation (CPR) trained citizens, by sending out alerts of nearby cardiac arrest situations.
- The division implemented a hands-only CPR training program for County employees. As of March 2016, approximately 400 County employees have received training.
- The division implemented a stroke system of care quality improvement plan. Kern Medical, San Joaquin, Bakersfield Memorial, Bakersfield Heart, and Mercy hospitals were designated as primary stroke centers, allowing the hospitals to coordinate with paramedics to quickly assess stroke emergencies.



Emergency Medical Services

Department Head: Matt Constantine

Function: Health and Sanitation

Fund: General

Activity: Hospital Care

Budget Unit: 4200

Description of Major Services

The Emergency Medical Services (EMS) Division is responsible for monitoring the delivery of emergency medical services and coordinating system participation throughout the County. EMS system participants include fire departments, ambulance companies, other emergency service providers, hospitals, and the public. EMS continually monitors the performance standards of community ambulance providers and ensures compliance with contract requirements. The division provides certification and accreditation of County pre-hospital personnel, including certification and re-certification for emergency medical technicians (EMT), paramedics, specialized nurses and specialized dispatchers. The division administers the Countywide trauma system and manages Emergency Medical Payments which partially reimburses hospitals and physicians for County indigent services.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$683,934	\$905,969	\$706,343	\$804,109	\$803,990	\$804,232
Services and Supplies	320,630	584,401	394,704	734,047	734,129	734,543
Other Financing Uses	0	146,713	0	0	0	78,833
TOTAL EXPENDITURES	\$1,004,564	\$1,637,083	\$1,101,047	\$1,538,156	\$1,538,119	\$1,617,608
Expend. Reimb.	(\$79,585)	(\$94,121)	(\$56,514)	(\$110,013)	(\$110,013)	(\$110,013)
TOTAL NET EXPENDITURES	\$924,979	\$1,542,962	\$1,044,533	\$1,428,143	\$1,428,106	\$1,507,595
REVENUE:						
Licenses and Permits	\$189,741	\$152,402	\$202,091	\$169,382	\$169,382	\$169,382
Intergovernmental	66,347	127,492	100,771	397,492	397,492	397,492
Charges for Services	134,000	271,484	134,000	268,271	268,271	268,271
Miscellaneous	400	500	(13)	500	500	500
Other Financing Sources:						
Emergency Medical Services Fund	456,689	747,738	449,332	499,384	499,384	499,384
EMS Week - Donations	24,063	0	0	0	0	0
County Service Area #40.1 EMS	4,418	3,200	4,804	3,200	3,200	3,200
TOTAL REVENUE	\$875,658	\$1,302,816	\$890,985	\$1,338,229	\$1,338,229	\$1,338,229
Less Available BSI *	\$0	(\$146,713)	\$0	\$0	\$0	(\$78,833)
NET GENERAL FUND COST	\$49,321	\$93,433	\$153,548	\$89,914	\$89,877	\$90,533
BSI Ending Balance *	\$131,928	N/A	\$146,713	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

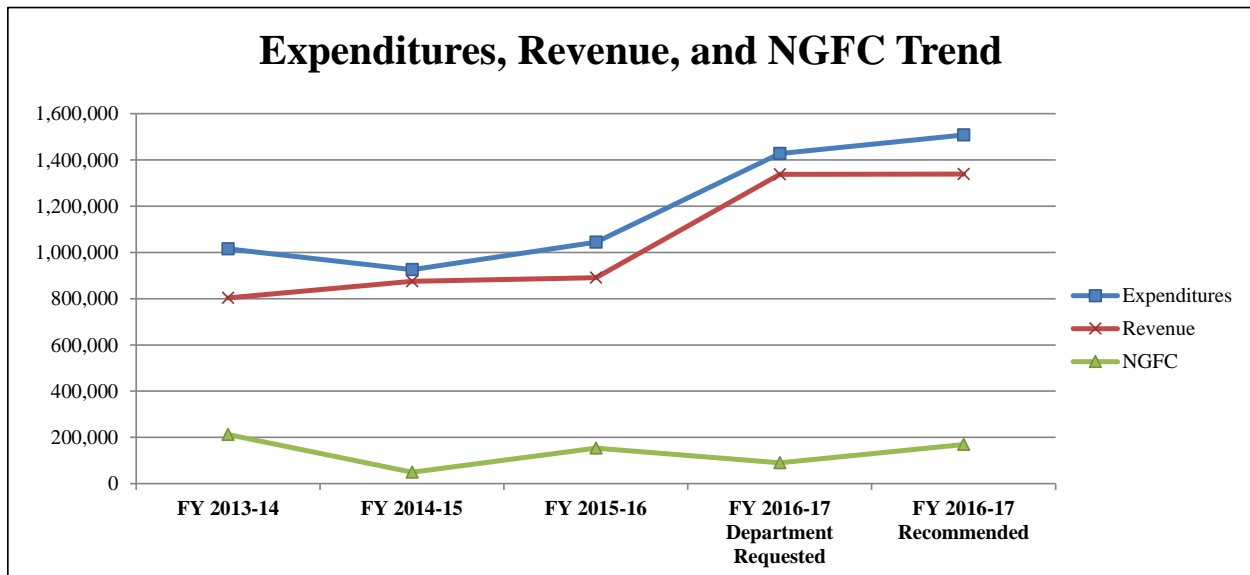
The division receives revenue for issuing ambulance permits, issuing certifications and re-certifications, performing oversight of trauma systems at Kern Medical Center and for medical



assessment fees collected from court fines and penalties. The largest expenditure category for the division is staffing costs which are anticipated to increase from the filling of a currently vacant position.

Budget Changes and Operational Impacts

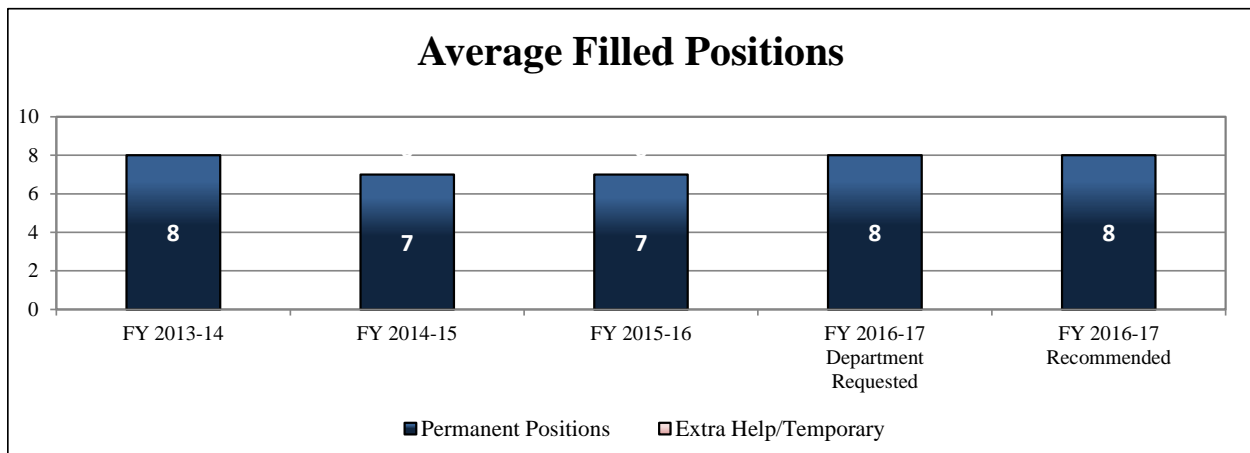
Intergovernmental revenue is anticipated to increase primarily due to a new Ebola regional planning grant in the amount of \$270,000. The increase in charges for services revenue is primarily due to a revision of the ambulance rates process that required service providers to reimburse the division for contracted rate reviews, if needed. This would have no net impact on the division as services and supplies would incur an identical expenditure.



Health and Sanitation

Staffing Changes and Operational Impacts

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



4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	8	7	7	8	8
Extra Help/Temporary	0	0	0	0	0
Total Positions	8	7	7	8	8
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	9	7	7	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	9	7	7	N/A	N/A
SALARIES & BENEFITS	\$922,523	\$683,934	\$706,343	\$804,109	\$804,232

Summary of Authorized Positions

The division has eight authorized permanent positions, all of which have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Emergency Medical Services	8	0	0	8	8	0	8
Total	8	0	0	8	8	0	8

Emergency Medical Services

Classification

- 1 Director of Emergency Medical Services
- 1 Senior Emergency Medical Services Coordinator
- 5 Emergency Medical Services Coordinator
- 1 Office Services Technician
- 8 Requested Total**



Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Ensure patients receive optimal, high-quality and timely emergency medical care to improve survival rates.

Objective 1: Regulate and monitor emergency medical service system participants

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of paramedic compliance with treatment protocols	95%	94.5%	90%	90%	90%
Percentage of instances in which ground ambulances arrive on the scene within the required response time for Priority 1, Priority 2, and Priority 3 calls	97%	97.6%	90%	97%	90%
Percentage of compliance data submitted accurately and timely by each contracted ambulance service provider.	N/A	94.2%	95%	98%	95%
Percentage of compliance data submitted accurately and timely by specialty care centers.	N/A	52%	90%	100%	90%
Percentage of ePCR data submitted within the fifteen hour time requirement.	N/A	100%	90%	99%	90%
Percentage of BLS ambulances responded to ALS designated calls.	N/A	≤ 3%	0.08%	.03%	0.08%
Percentage of EMT enforcement related actions managed within State allotted timelines.	N/A	100%	100%	100%	100%

Emergency medical service system participants provide specific medical treatments dependent upon the signs and symptoms a patient is displaying. Compliance with established protocols ensures appropriate medical care is provided. The division obtains these performance measures monthly and reviews for compliance. Areas out of compliance are addressed within the following month in an attempt to improve performance timely.

Health and Sanitation

Objective 2: Regulate and monitor pre-hospital training programs and evaluate current protocols, policies, and procedures to ensure application of current evolving medical practices and Countywide implementation.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Audit pre-hospital continuing education provider programs for compliance with State and local requirements.	N/A	72%	30%	65%	90%
Audit paramedic training programs for compliance with State and local requirements.	N/A	50%	30%	100%	50%
Audit EMT training programs for compliance with State and local requirements.	N/A	100%	50%	83%	75%
Percentage of paramedic protocols reviewed by the division and updated to current medical practices.	N/A	100%	95%	100%	95%
Percentage of current EMT protocols reviewed by the division and updated to current medical practices.	N/A	100%	95%	100%	95%
Percentage of current inventory policies reviewed by the division and updated to current medical equipment standards.	N/A	100%	95%	100%	95%

Due to ever evolving medical practices, it is essential that emergency medical service system participants are receiving regular continuing education and training and that protocols are continually updated to reflect such changes.



Goal 2: Maintain the ability to appropriately respond to medical emergencies during times of disaster.

Objective 1: Ensure division staff is appropriately trained to coordinate a response in the event of a disaster

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Staff participating in discussion based exercises.	N/A	7	≥ 3	5	≥ 3
Staff participating in functional exercises.	N/A	6	≥ 2	3	≥ 2

Continual participation in disaster preparedness exercises allows the division to evaluate the readiness of staff to respond in the event of a disaster and to provide staff with the tools necessary to adequately respond in the event of a disaster.

Objective 2: Ensure local providers are appropriately trained to respond in the event of a disaster.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Participate in multi-agency training exercises.	N/A	10	≥ 3	5	≥ 3

Practicing disaster response with other agencies during exercises allows for a more coordinated approach to caring for the community.

Health and Sanitation



County Contribution – Kern Medical Center

Department Head: John Nilon
 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$0	\$0	\$0	\$0	\$0	\$30,499,376
Other Financing Uses	42,677,109	37,591,234	33,155,702	29,142,441	29,610,837	0
TOTAL EXPENDITURES	\$42,677,109	\$37,591,234	\$33,155,702	\$29,142,441	\$29,610,837	\$30,499,376
REVENUE:						
Intergovernmental	\$11,910,654	\$2,310,769	\$2,310,768	\$2,310,769	\$2,310,769	\$1,108,963
Charges for Services	0	0	0	0	600,000	600,000
TOTAL REVENUE	\$11,910,654	\$2,310,769	\$2,310,768	\$2,310,769	\$2,910,769	\$1,708,963
NET GENERAL FUND COST	\$30,766,455	\$35,280,465	\$30,844,934	\$26,831,672	\$26,700,068	\$28,790,413

Health and Sanitation

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

This budget unit accounts for \$30.5 million in 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 \$23.7 million for medical services to adults and juveniles (\$19.8 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 \$600,000 received for care of Federal inmates. The remaining County contribution is comprised of \$4.6 million to cover the cost of medically indigent residents, to reimburse the Hospital Authority for the Cost of performing forensic examinations and approximately \$2 million in a capital contribution that was previously allocated but not distributed during FY 2015-16. The funds will be used for the purchase of equipment that has exhausted its useful life or is critical to provide patient care.

As in prior years, some of the County’s costs for providing care to the medically indigent are offset by an allocation of 1991 Health Realignment derived from sales taxes and vehicle license fees. Due to the State’s new Realignment methodology approved under Assembly Bill 85 (AB 85), the County anticipates only \$662,022 in funding from 1991 Health Realignment in FY 2016-17 as a result of the hospital’s enhanced Medi-Cal reimbursement for the previously



uninsured. An additional \$446,941 in 1991 Health Realignment is included from carry-forward growth funds received in FY 2015-16.

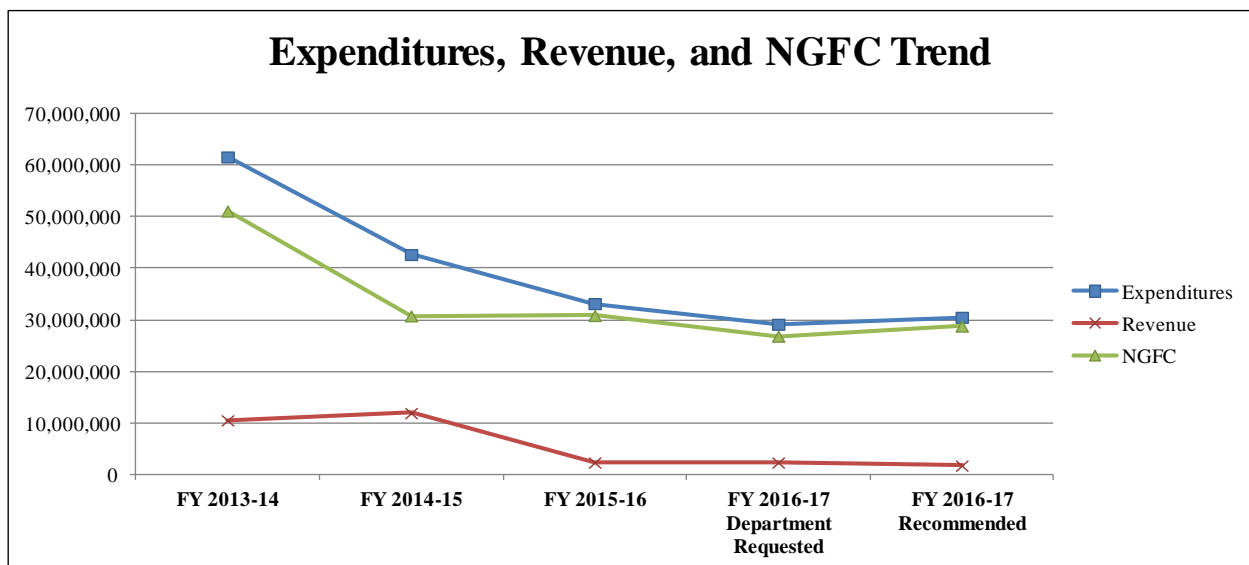
Budget Changes and Operational Impacts

The contributions appropriated in this budget unit were formerly provided to Kern Medical Center Enterprise Fund, a county department. On September 26, 2014, Governor Brown approved Assembly Bill 2546-Salas which gave the County Board the authority to establish by ordinance, the Hospital Authority to manage, administer, and control Kern Medical Center, the County-owned and operated hospital. Through Health and Safety Code Section 101852 the California Legislature authorized the County to establish the Hospital Authority and to transfer the ownership, control, management, and operations of Kern Medical Center to the Hospital Authority. On October 6, 2015, The County Board of Supervisors enacted Ordinance No. A356, as amended, that added Chapter 2.170 to Title 2 of the Ordinance Code of the County of Kern (the “Ordinance”) concerning the creation of the Hospital Authority. The Ordinance was effective on November 6, 2015. Effective July 1, 2016, the Hospital Authority owns and operates Kern Medical Center, which continues as a designated public hospital and safety net provider. The medical facilities transferred to the Hospital Authority and governed, maintained, operated and administered by the Hospital Authority consist of substantially all of the facilities, equipment, supplies, personnel, and operations comprising Kern Medical Center and other facilities, clinics, and programs which delivered medical services. The County will continue to retain ultimate responsibility for indigent medical care pursuant to Section 17000 of the Welfare and Institution Code. The Hospital Authority will provide or arrange for the provision of health care services to indigent residents of the County to satisfy some or all of the County’s obligation. The Board of Supervisors adopted a personnel transition plan for the transition of employees from the County to the Hospital Authority. Employees of Kern Medical Center or the County on the date of transfer of July 1, 2016, who became Hospital Authority employees retained their existing or equivalent classifications and job descriptions upon transfer to the Hospital Authority, receive comparable pension benefits (if permissible pursuant to relevant pension plan terms) and their existing salaries and other benefits that include but are not limited to vacation, sick leave, personal leave, health care, retiree health benefits, and deferred compensation plans. The Hospital Authority will provide same level of employee benefits for a period of 24 months after the effective date of the transfer of Kern Medical Center to the Hospital Authority, to the extent required by applicable memoranda of understanding, other agreements, or laws. The Hospital Authority is governed by a seven (7) member governing board, which is known as the Hospital Authority Board of Governors. The Board of Governors is appointed by the Board of Supervisors. The Board of Supervisors adopted the initial governing bylaws for the Hospital Authority, which may be amended from time to time, for implementation by the Board of Governors. The Board of Supervisors retains the right to approve certain actions and activities of the Hospital Authority, to ensure the transfer of Kern Medical Center constitutes an ongoing material benefit to the County and its residents. The Board of Supervisors, in its discretion, may dissolve the Hospital Authority at any time, for any reason or for no reason.

The County and the Hospital Authority have entered into multiple agreements with respect to certain health care, administrative, and financial services. These agreements contemplate certain financial relationships between the County and the Hospital Authority including the County’s

financial support in the form of loans and/or grants, the Hospital Authority assumption of certain liabilities of the County incurred in connection with prior operations of Kern Medical Center, the continued provision of certain health care services to residents of the County and inmates and the County’s consent for the Hospital Authority to participate in and receive, and otherwise access, certain County general purpose (General Fund) funds and local revenue funds (1991 Realignment) identified or earmarked for health care services to the indigent, including Medi-Cal beneficiaries and uninsured patients.

Since Kern Medical Center is a Hospital Authority owned and operated facility in FY 2016-17, the recommended budget provides for \$30.5 million in payments to the Kern County Hospital Authority under services and supplies, instead of providing for a transfer of the funds to the Kern Medical Center Enterprise Fund.



Health and Sanitation



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Mission Statement

Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.

Organizational Chart



Health and Sanitation

Fiscal Year 2014-15 and 2015-16 Accomplishments

- The division 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.
- The division opened a new medical therapy unit at Thompson Junior High School in replacement of the 34th Street facility. This relocation will allow better service delivery to the population being served.
- The division provided intensive case management for 6,368 children under the age of 21 during FY 2014-15 to ensure they realize maximum physical and social potential.
- The division provided medical therapy services to over 500 local children suffering from extremely disabling medical conditions during FY 2014-15.



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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,493,885	\$7,231,557	\$5,633,975	\$7,180,398	\$7,150,650	\$7,153,573
Services and Supplies	1,821,552	1,878,431	1,456,915	1,902,274	1,891,910	1,893,841
TOTAL EXPENDITURES	\$7,315,437	\$9,109,988	\$7,090,890	\$9,082,672	\$9,042,560	\$9,047,414
Expend. Reimb.	\$0	\$0	(\$22,660)	(\$42,125)	(\$42,125)	(\$42,125)
TOTAL NET EXPENDITURES	\$7,315,437	\$9,109,988	\$7,068,230	\$9,040,547	\$9,000,435	\$9,005,289
REVENUE:						
Intergovernmental	\$7,356,719	\$8,494,470	\$7,196,418	\$8,462,844	\$8,462,844	\$8,462,844
Charges for Services	94,105	131,900	98,184	92,002	92,002	92,002
Miscellaneous	7,800	25,000	3,898	9,900	9,900	9,900
TOTAL REVENUE	\$7,458,624	\$8,651,370	\$7,298,500	\$8,564,746	\$8,564,746	\$8,564,746
NET GENERAL FUND COST	(\$143,187)	\$458,618	(\$230,270)	\$475,801	\$435,689	\$440,543

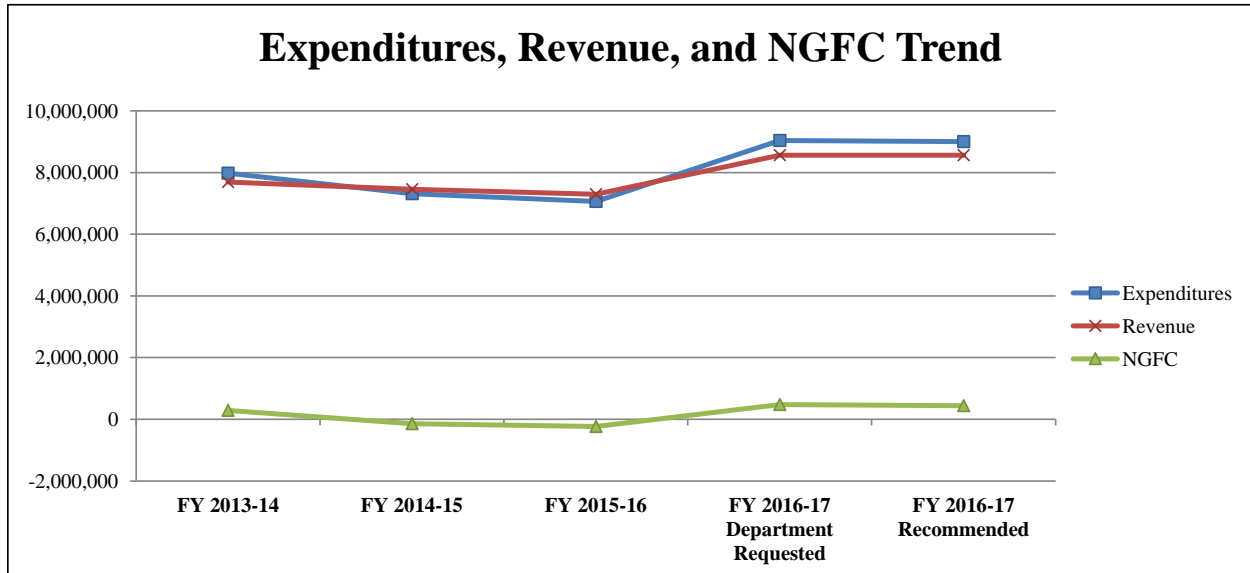
Health and Sanitation

Major Expenditures and Revenue in FY 2016-17 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

Salaries and benefits are anticipated to increase 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.

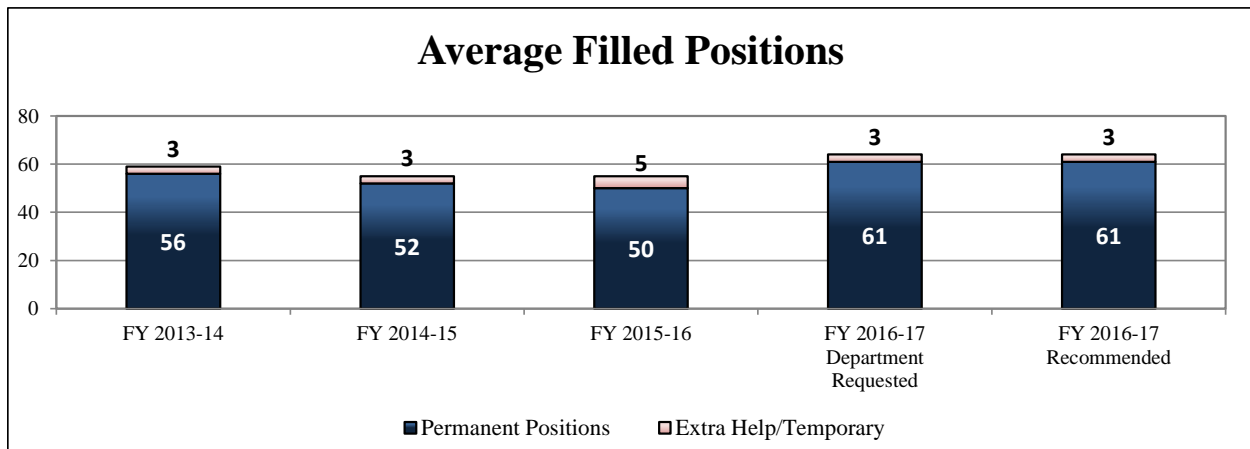


Health and Sanitation

Staffing Changes and Operational Impacts

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

The recommended budget includes holding vacant and unfunded one (1) Program Support Supervisor position, one (1) Occupational/Physical Therapist position, one (1) Assistant Program Director position, and one (1) Fiscal Support Specialist position, at an annual savings of approximately \$560,000.



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	56	52	50	61	61
Extra Help/Temporary	3	3	5	3	3
Total Positions	59	55	55	64	64
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	53	48	46	N/A	N/A
Extra Help/Temporary (FTE)	2	2	4	N/A	N/A
Total Positions	55	50	50	N/A	N/A
SALARIES & BENEFITS	\$6,138,622	\$5,493,885	\$5,633,975	\$7,180,398	\$7,153,573

Summary of Authorized Positions

The division currently has 65 authorized permanent positions, of which 61 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	52	0	0	52	48	4	52
Therapy	13	0	0	13	13	0	13
Total	65	0	0	65	61	4	65

Administration	Therapy
Classification	Classification
1 Special Projects Manager	1 Supervising Therapist
2 Program Support Supervisor	6 Occupational/Physical Therapist
3 Program Specialist I/II	2 Therapy Supervisor
12 Program Technician	2 Therapy Aide
1 Occupational/Physical Therapist	2 Office Services Technician
2 Public Health Nurse III	13 Requested Total
17 Public Health Nurse Jr./I/II	
1 Programmer I/II	
2 Fiscal Support Technician	
2 Fiscal Support Specialist	
1 Office Services Specialist	
1 Billing Office Specialist I/II	
6 Office Services Technician	
1 Assistant Program Director	
52 Requested Total	

Health and Sanitation



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of days to determine medical eligibility of referrals	N/A	3.7 days	≤ 5 days	3.2 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



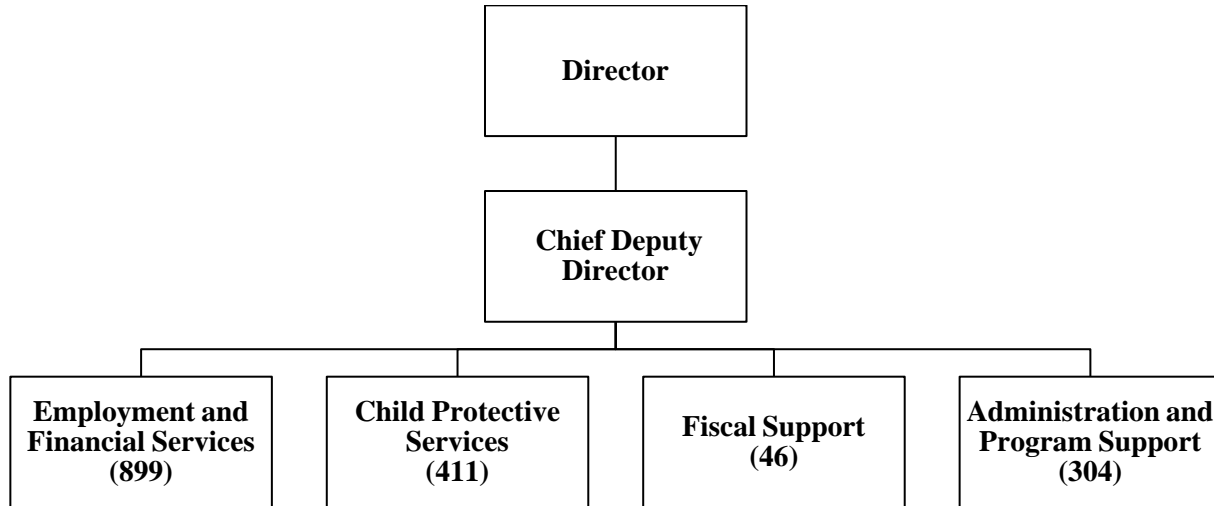
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Mission Statement

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 2014-15 and 2015-16 Accomplishments

- Conducted nine Job Fest events throughout Kern County with more than 550 employers from various industries resulting in more than 800 successful job placements to date.
- Awarded CalWORKs augmentation grant to participate in the Housing Support Program and serving homeless families.
- Installed lobby kiosks in district offices as a technology solution to streamline efficiencies and improve customer service.
- Expanded services and support to the Dream Center by co-locating staff to promote safety and self-sufficiency for foster youth aging out of the foster care system.
- Collaborated with organizations involved in the Community Healthcare Initiative to serve up to 500 uninsured families by hosting two "Healthcare Days at the Mall" to provide easy access to enrollment for uninsured consumers.
- Hosted Medi-Cal and CalFresh training for over 90 participants from 23 various health care organizations to equip them with information about the two programs in order to best serve our community.
- Converted to Microsoft 365 and implemented technology enhanced usage to all social workers to better serve clients.

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 foster family home licensing.

Most public assistance programs administered by the department are controlled by federal and/or State laws, and are regulated and supervised by the State Department of Social Services (CDSS). The department continues to direct its efforts to a family –focused service delivery system which includes initiatives such as 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 Revenues

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$134,360,892	\$148,206,208	\$146,427,167	\$150,836,858	\$148,375,028	\$148,483,057
Services and Supplies	34,500,795	45,043,536	35,473,347	40,333,293	39,542,600	39,611,787
Other Charges	13,560,399	17,671,361	18,137,543	17,939,559	17,939,559	17,939,559
Capital Assets	502,629	112,500	0	335,700	335,700	335,700
TOTAL EXPENDITURES	\$182,924,715	\$211,033,605	\$200,038,057	\$209,445,410	\$206,192,887	\$206,370,103
REVENUE:						
Use of Money/Property	\$30,243	\$17,333	\$45,573	\$36,275	\$36,275	\$36,275
Intergovernmental	127,750,401	165,293,813	158,229,003	160,948,590	160,310,738	160,487,954
Charges for Services	117,948	97,990	149,083	183,135	183,135	183,135
Miscellaneous	79,382	47,247	127,619	26,265	26,265	26,265
Other Financing Sources:						
2011 Realignment	22,798,690	25,160,763	23,127,128	26,627,306	25,262,752	25,262,752
County Contribution	11,775,016	28,791,766	28,791,766	17,917,526	16,667,409	16,667,409
Social Services Realignment	1,313,411	1,658,288	1,602,679	1,469,386	1,469,386	1,469,386
Wraparound Services	737,980	832,515	244,883	2,236,927	2,236,927	2,236,927
TOTAL REVENUE	\$164,603,071	\$221,899,715	\$212,317,734	\$209,445,410	\$206,192,887	\$206,370,103
NET FUND COST	\$18,321,644	(\$10,866,110)	(\$12,279,677)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling \$148.5 million which covers employee costs for the administration and operation of various programs such as CalWORKs, CalFresh, Child Protective Services, Adoptions, and Foster Care. Services and supplies are budgeted at \$39.6 million which includes the cost associated with community providers for services required under several programs. Other charges are budgeted at \$17.9 million and include reimbursements to other County departments for professional services for programs as well as administrative costs through the county-wide cost allocation plan.

The largest revenue source for the department is federal and State reimbursements in the amount of \$160.5 million. The majority of funding for the department's various programs is funded by federal and State funds, however many programs have a County share of cost which is the portion the County is responsible for funding. The County's responsibility is funded by \$25.3 million in 2011 Realignment revenues, \$1.5 million in 1991 Realignment revenues, and \$16.7 million in General Fund contribution. Realignment revenues are derived from sales taxes and vehicle license fee collections of the State and as such are contingent upon the stability of the economy.

Budget Changes and Operational Impacts

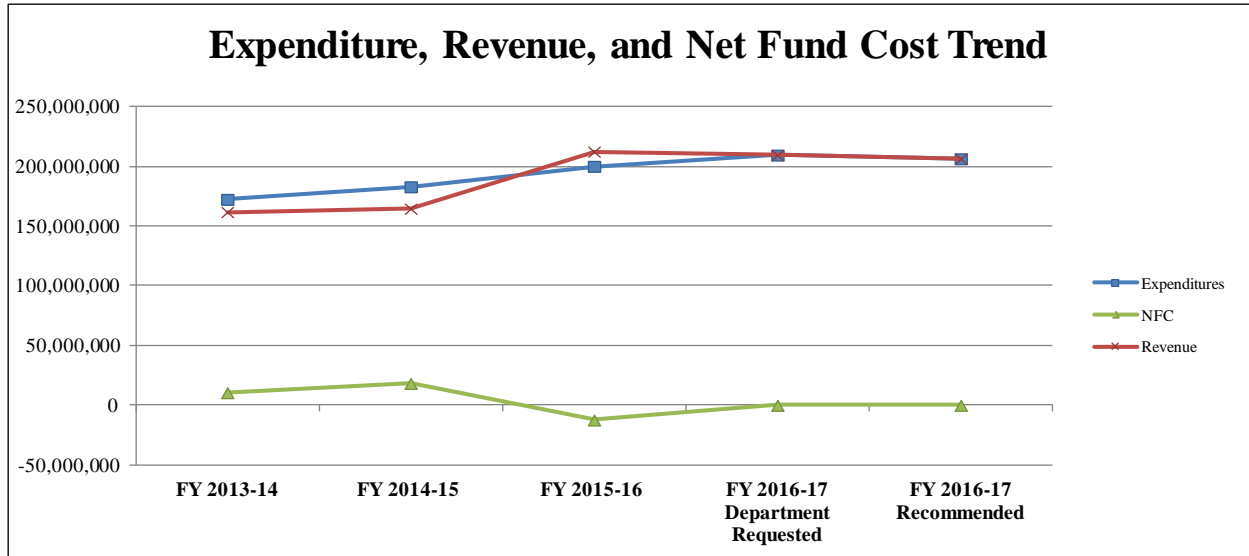
The recommended budget includes an increase in appropriation of approximately \$6.2 million due primarily to an increase in CalWORKs Child Care Contracts and an increased utilization of the CalWORKs Mental Health/Substance Abuse Allocation. The budget continues to include a General Fund contribution for expanded Phase 1 Differential Response services provided by the Kern County Network for Children, however, the contribution has been reduced by 10% which

makes it \$504,000 for FY 2016-17. Also included is a 50% decrease to Gang Contracts, which equates to \$734,693.

Intergovernmental revenue is increasing \$2.3 million primarily due to increases in federal and State reimbursements of public assistance administration costs. Other financing sources are decreasing by \$8.2 million overall. The decrease is the net effect of an increase in 2011 Realignment for Child Welfare Services of \$2.1 million, an increase in Wraparound revenue of \$2 million, and a decrease of \$12.1 million in General Fund contribution primarily the result of a \$10.6 million one-time increase in the FY 2015-16 County Contribution. There are no impacts directly related to the one-time increase as it covered a fund balance shortfall experienced at June 30, 2015, and was not used for department operations in FY 2015-16. At June 30, 2016, the fund balance in the Human Services Administration fund was \$1,054,532 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 5% reduction in General Fund contribution of \$918,848 by holding 24 positions vacant in Child Protective Services, 19 of which are Social Services Worker positions, and four (4) positions in the CalFresh program. Impacts of holding these positions vacant are as follows:

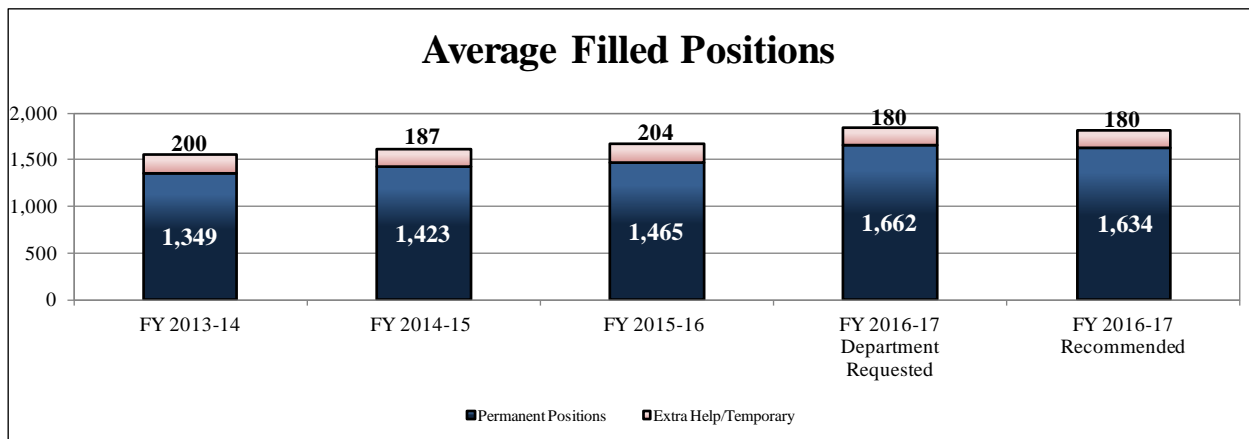
- Social Workers will be challenged to meet State regulations which require monthly face to face contact with children in their placements and parents as well as required monthly contact with caregivers.
- Reasonable services will most likely be impaired due to workload increases which will impact parent's 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.
- Social Workers will experience difficulty in updating the Child Welfare Services/Case Management System to document face to face contacts which could lead to less than thorough assessments regarding safety and risk / strength and needs of a family resulting in direct services being prolonged.
- An increase in foster care entry rates and the associated costs are very likely as Social Workers could find it difficult to provide a thorough assessment and remove children from their homes as a precautionary measure.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of two (2) Office Services Assistant positions, one (1) Fiscal Support Specialist position, and one (1) Human Services Resource Family Specialist position along with the deletion of two (2) Office Services Technician positions, one (1) Group Counselor I/II/III position, and one (1) Human Services Technician I/II/III position. The net savings of these additions and deletions is \$1,689. The department funds all of its authorized permanent positions and 180 extra help positions; however, an adjustment of \$8.9 million is included in total salaries to account for both the savings related to staff turnover as well as the savings from holding vacant nineteen (19) Social Service Worker I/II/III/IV/V positions, three (3) Office Services Technician positions, and (2) Social Service Supervisor I/II positions in the Child Protective Services Bureau as well as four (4) Human Services Technician I/II/III positions in the CalFresh program in order to meet the FY 2016-17 County Contribution guideline.

Public Assistance



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	1,349	1,423	1,465	1,662	1,634
Extra Help/Temporary	200	187	204	180	180
Total Positions	1,549	1,610	1,669	1,842	1,814
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,355	1,433	1,488	N/A	N/A
Extra Help/Temporary (FTE)	186	171	187	N/A	N/A
Total Positions	1,541	1,604	1,675	N/A	N/A
SALARIES & BENEFITS	\$130,214,690	\$134,360,892	\$146,427,167	\$150,836,858	\$148,483,057

Position Summary

The department has 1,662 authorized permanent 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 \$8.9 million to reflect the anticipated attrition rate. However, in order to meet the FY 2016-17 County Contribution guideline, it will be necessary to hold 24 positions vacant in Child Protective Services and four (4) positions vacant in Employment and Financial Services.

Public Assistance

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin and Program Support	305	3	(2)	306	306	0	306
Fiscal Support	45	0	0	45	45	0	45
Child Protective Services	412	1	(1)	412	388	24	412
Employment and Financial Svcs	900	0	(1)	899	895	4	899
Total	1,662	4	(4)	1,662	1,634	28	1,662



Administration and Program Support	Fiscal Support	Child Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Assistant Director	1 Assistant Director
1 Chief Deputy Director	1 Sr Office Services Specialist	1 Sr Office Services Specialist
1 Assistant Director	3 Administrative Coordinator	9 Human Service Program Specialist
1 Office Services Coordinator	7 Accountant I/II/III	6 Office Services Specialist
3 Program Director	12 Fiscal Support Specialist	4 Program Director
11 Assistant Program Director	4 Fiscal Support Supervisor	2 Administrative Coordinator
2 Accountant I/II/III	14 Fiscal Support Technician	43 Social Services Supervisor I/II
12 Office Service Specialist	1 Office Services Specialist	250 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	20 Office Services Technician
1 Marketing and Promo Associate	<u>45</u> Current Total	2 Office Services Assistant
49 Human Services Technician I/II/III	<u>Additions/(Deletions)</u>	9 Legal Processing Technician I/II
1 Human Resource Manager	1 Fiscal Support Specialist	7 Group Counselor III
1 Special Projects Manager	<u>46</u> Requested Total	23 Group Counselor I/II
3 Human Service Program Specialist		1 Cook III
6 Administrative Coordinator		1 Cook I/II
15 Human Services Supervisor	Employment and Financial Services	1 Food Services Worker I/II
12 Fiscal Support Specialist		2 Housekeeper
6 Fiscal Support Technician		6 Senior Paralegal
1 Senior HR Analyst	<u>Classification</u>	<u>412</u> Current Total
1 Human Resources Specialist I/II	1 Assistant Director	<u>Additions/(Deletions)</u>
12 Social Service Supervisor I/II	1 Sr Office Services Specialist	(1) Group Counselor I/II
54 Social Service Worker I/II/III/IV/V	1 Administrative Coordinator	<u>411</u> Requested Total
43 Office Services Technician	14 Office Services Specialist	
4 Stock Clerk	5 Program Director	
1 Human Services Facilities Mgr	15 Assistant Program Director	
9 Building Services Worker	532 Human Services Technician I/II/III	
5 Mail Clerk I/II	2 Human Services Technician IV	
1 Maintenance Supervisor	4 Fiscal Support Technician	
6 Maintenance Worker I/II/III/IV	1 Disability Advocate	
1 Sup Building Services Worker	85 Human Services Supervisor	
1 Supervising Mail Clerk	66 Office Services Technician	
1 Utility Worker	27 Office Services Assistant	
1 Warehouse Supervisor	17 Program Specialist I/II	
1 GIS Technician I/II	19 Social Services Supervisor I/II	
2 Computer Operator I/II/III	108 Social Service Worker I/II/III/IV/V	
1 Database Analyst I/II	2 Program Support Supervisor	
2 Fiscal Support Supervisor	<u>900</u> Current Total	
1 Graphic Artist	<u>Additions/(Deletions)</u>	
2 LAN Systems Analyst	(1) Human Services Technician I/II/III	
1 Technology Services Manager	<u>899</u> Requested Total	
4 Technology Services Supervisor		
1 Senior System Analyst		
1 Office Services Assistant		
4 Systems Analyst I/II		
2 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		
<u>306</u> Current Total		
<u>Additions/(Deletions)</u>		
1 Human Services Resource Family Specialist		
(2) Office Services Technician		
2 Office Services Assistant		
<u>307</u> Requested Total		

Public Assistance



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Estimate*	2016-17 Goal
Children who did not experience recurring of maltreatment while in the care of parent/guardians within six months of initial incident.	91.6%	91%	93%	91%	N/A
Children who were not victims of substantiated maltreatment by foster parent or facility staff while in out-of-home care.	100%	100%	100%	99.9%	N/A
Children reentering foster care within 12 months of being discharged for reunification with their families.	10.8%	12%	12%	12%	N/A
Children who have less than 3 placement changes in foster homes.	76.4%	76.7%	77.3%	77.3%	N/A
Children who are reunited with their families within 12 months of their removal.	64.8%	63.6%	75.2%	65.7%	N/A
Children that are adopted within 24 months of removal from their families.	57.3%	57%	53%	55.7%	N/A
Percent of all children with a substantiated allegation during the 12-month period, whom had another substantiated allegation within 12 months.	N/A	N/A	N/A	N/A	9.1%
Rate of victimization per day of all children in care during the 12-month period.	N/A	N/A	N/A	N/A	8.50 days
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	N/A	N/A	8.3%
Rate of placement moves per day of all children whom entered care in the 12-month period.	N/A	N/A	N/A	N/A	4.12 days
Percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months.	N/A	N/A	N/A	N/A	40.5%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	95%	94.1%	95%	95%	95%
Timely Response Compliance – Immediate	94.5%	96.5%	90%	95.8%	90%
Timely Response Compliance – 10-day	92.5%	95.4%	90%	94.4%	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. The new Federal measures have been updated accordingly in this report and include recurrence of maltreatment within 12 months, the rate of maltreatment in foster care during a 12 month period, re-entry to foster care within 12 months, placement stability rate, and permanency within 12 months. The goals adopted for the Federal measures are based on the national standards. The remaining three measures are state measures, including face-to-face visits, timely response to immediate referrals, and timely response to 10-day referrals. The goals adopted for the state measures are based on the state standards. The three state measures are estimated to meet or exceed the state standards. Kern’s System Improvement Plan (SIP) 2012-17 strategies are in the process of planning for expansion and are expected to have positive impact on the measures. The Crisis Responders Program is expected to expand from working with the Kern County Sheriff’s Office to now include Bakersfield Police Department beginning January 2016. The Early Intervention Services (EIS) program conducts developmental screenings of children ages 0-2 that are in foster care and in Voluntary Family Maintenance. The EIS expansion will include developmental screenings for all children ages 0-2 with a substantiated allegation of abuse or neglect. *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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Estimate*	2016-17 Goal
All Families participating in work-related activities.	14.5%	19.7%	19%	15.1%	19%
Two-Parent families participating in work-related activities.	16.3%	23.2%	19%	16.5%	19%
Adults who are working in paid employment that receives CalWORKs.	27.4%	28.3%	27%	26.8%	27%
Adults who are still working three months after their CalWORKs is discontinued.	79.3%	77.9%	82%	81.8%	82%
CalFresh benefits accurately administered.	98.4%	99.2%	95%	97.1%	95%
Medi-Cal intake cases that are processed within the State mandated timeframes.	N/A	N/A	90%	90%	90%

California continues to struggle with meeting the Federal Work Participation Rate (WPR) of 50% for All Families cases and 90% for Two-Parent cases. The department continues to implement innovative strategies such as Paid Work Experience and targeted job development in industries that offer entry level employment as means of improving the County's WPR and promoting full-time employment/self-sufficiency. When comparing Kern County's WPR from FFY 2013-14 to FFY 2014-15, it is evident that efforts are beginning to pay off as the WPR for All Families has increased by 5.2% and the WPR for Two-Parent has increased by 6.3%. During FFY 2015-16 the department anticipates some regulatory changes that will need to be implemented stemming from TANF Reauthorization at the Federal level. Kern continues to sustain a low CalFresh error rate resulting in fiscal sanction avoidance. Counties are being held harmless by the Department of Health Care Services for Medi-Cal performance standards until further notice.

*Estimates are based on the most recent State reporting available.

Public Assistance



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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.

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$80,590,189	\$103,915,685	\$115,092,151	\$96,021,453	\$92,361,434	\$18,136,795
TOTAL EXPENDITURES	\$80,590,189	\$103,915,685	\$115,092,151	\$96,021,453	\$92,361,434	\$18,136,795
REVENUE:						
Intergovernmental	\$66,269,849	\$69,464,265	\$76,605,741	\$65,963,937	\$69,240,019	\$1,469,386
TOTAL REVENUE	\$66,269,849	\$69,464,265	\$76,605,741	\$65,963,937	\$69,240,019	\$1,469,386
NET GENERAL FUND COST	\$14,320,340	\$34,451,420	\$38,486,410	\$30,057,516	\$23,121,415	\$16,667,409

Public Assistance

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

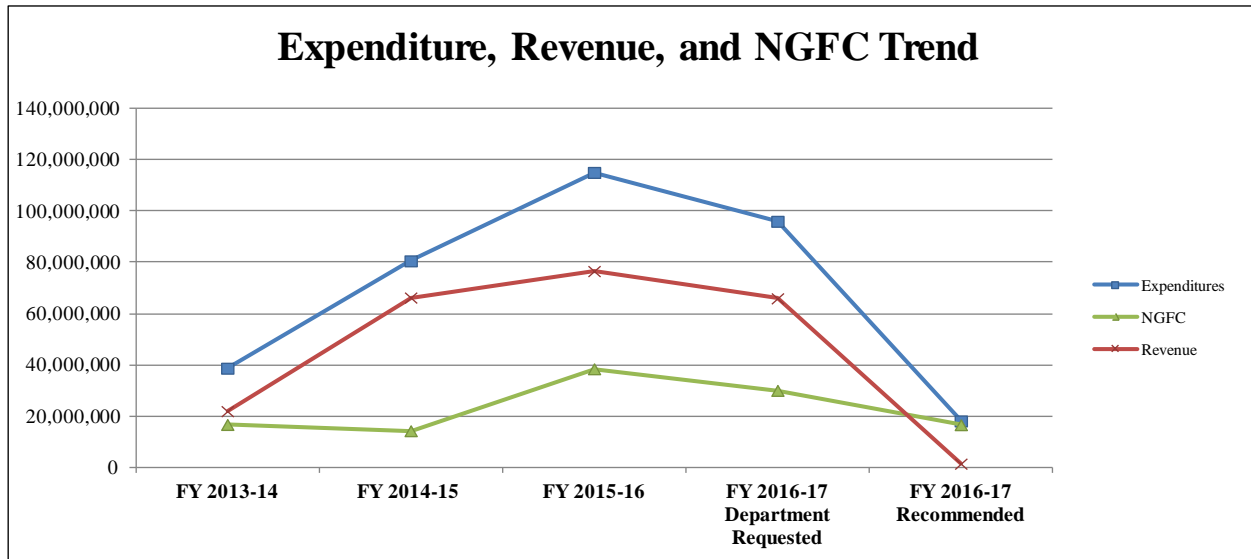
The recommended budget provides \$18.1 million to budget unit 5120, Human Services Administration. This contribution is funded by Social Services Program Realignment revenues of \$1.5 million and a General Fund contribution of \$16.7 million. In prior fiscal years, the contribution for budget unit 5220, Human Services Direct Aid was also included in this budget unit. Beginning in FY 2016-17, the contribution to budget unit 5220 will be made out of budget unit 5125, County Contribution - Human Services Direct Financial Aid.

Budget Changes and Operational Impacts

The recommended budget includes an overall reduction of appropriation of \$96.9 million, the majority of which is the result of the General Fund contribution for Human Services Direct Aid being moved to budget unit 5125, but also includes a 5% net general fund cost reduction from the prior year contribution in the amount of \$918,848, a 50% reduction to funding for Gang Prevention contracts in the amount of \$734,693, and a 10%, or \$56,000, reduction to funding for the expansion of Phase 1 Differential Response services provided by Kern County Network for Children, all of which affect the General Fund contribution to Human Services Administration.

See Human Services Administration budget unit 5120 for discussion on service level impacts resulting from the FY 2016-17 reduction in county contribution.





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.

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$74,224,639
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$74,224,639
REVENUE:						
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$67,770,633
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$67,770,633
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$6,454,006

Public Assistance

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The recommended budget provides \$74.2 million to budget unit 5220, Human Services Direct Financial Aid. In prior fiscal years, this contribution was included in budget unit 5121.

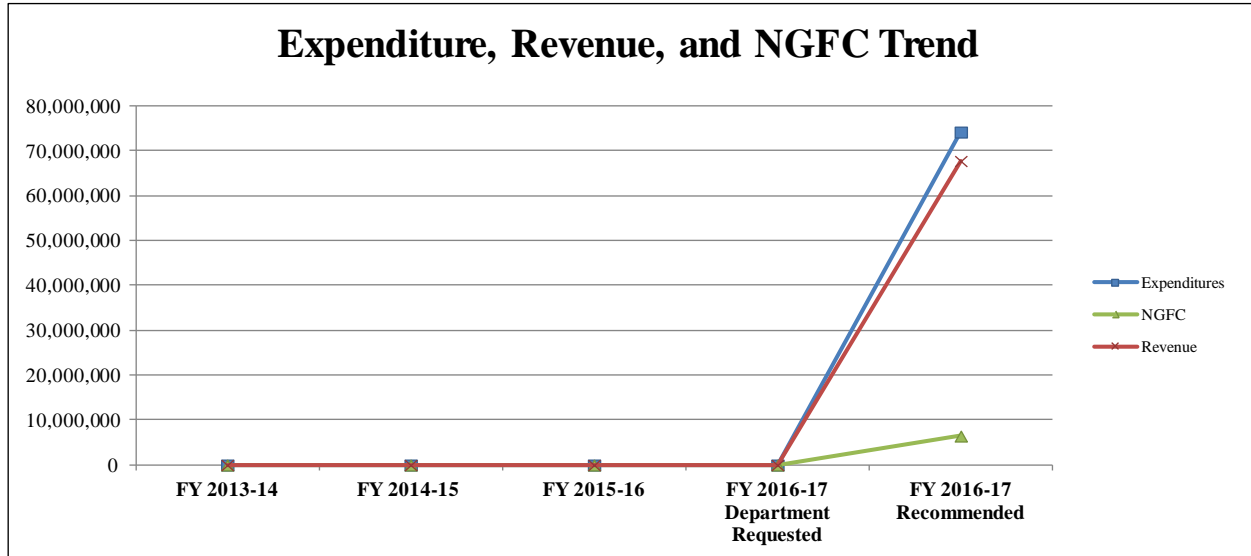
This contribution is funded by Social Services Program Realignment revenue of \$23.4 million, redirected 1991 Health Services Program Realignment for Child Poverty and Family Support revenue of \$30.4 million, \$14 million of CalWORKs Maintenance of Effort Vehicle License Fees, and a General Fund contribution of \$6.5 million.

Budget Changes and Operational Impacts

The recommended budget includes an overall decrease from FY 2015-16 actual of approximately \$7.4 million in appropriations budgeted to be transferred to Human Services Direct Financial Aid due to FY 2014-15 growth funds being included in FY 2015-16 actual and a decrease in General Fund contribution. The FY 2016-17 recommended General Fund contribution reflects a decrease of \$3.2 million as a result of a one-time contribution in FY 2015-16 that was necessary to



backfill a shortfall in fund balance at June 30, 2015. See Human Services - Direct Financial Aid budget unit 5220 for further discussion.



Public Assistance



Human Services – Direct Financial Aid

Department Head: Dena Murphy

Function: Public Assistance

Fund: Human Services – Direct Financial Aid

Activity: Direct Financial Aid

Budget Unit: 5220

Description of Major Services

The Department of Human Services Direct Financial Aid accounts for direct financial assistance payments to eligible recipients. The largest component of financial aid is direct aid payments to eligible needy families under the Temporary Assistance for Needy Families (TANF) program. The primary recipients of aid are families eligible for TANF such as CalWORKs, CalFresh, and other programs. As required by State law, the County provides funding for general assistance payments to indigent adults. Families who adopt children throughout the County are also eligible for assistance payments. Foster care payments made on behalf of children placed in a County foster family home, a foster family agency, or a group home after becoming a dependent of the court and funding for Assembly Bill 12 (AB 12), which extends foster care services to transitional youth to age 21 are also made from this fund.

Summary of Expenditures and Revenues

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$204,293,677	\$213,410,058	\$213,869,845	\$224,017,296	\$223,774,619	\$223,774,619
TOTAL EXPENDITURES	\$204,293,677	\$213,410,058	\$213,869,845	\$224,017,296	\$223,774,619	\$223,774,619
REVENUE:						
Intergovernmental	\$99,197,080	\$107,771,078	\$94,465,605	\$107,936,377	\$107,936,377	\$107,936,377
Miscellaneous	1,870,561	2,161,671	2,289,427	2,470,300	2,470,300	2,543,989
Non-Revenue Receipts	0	0	25	0	0	0
Other Financing Sources:						
2011 Realignment	31,437,911	41,651,896	42,501,767	36,976,080	39,143,303	39,143,303
County Contribution	2,545,323	5,459,251	9,639,551	12,139,988	6,454,006	6,454,006
Social Services Realignment	19,177,557	22,881,950	22,984,535	20,170,081	23,446,163	23,446,163
Family Support - Realignment	37,127,988	27,879,510	29,045,815	26,110,870	26,110,870	26,110,870
Child Poverty Realignment	3,828,726	4,257,577	9,678,381	4,257,577	4,257,577	4,257,577
CalWORKs VLF Realignment	4,822,169	12,786,940	14,556,299	13,956,023	13,956,023	13,956,023
TOTAL REVENUE	\$200,007,315	\$224,849,873	\$225,161,405	\$224,017,296	\$223,774,619	\$223,848,308
NET FUND COST	\$4,286,362	(\$11,439,815)	(\$11,291,560)	\$0	\$0	(\$73,689)

Public Assistance

Major Expenditures and Revenue in FY 2016-17 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 \$121 million. Adoptions Assistance and Foster Care Assistance are budgeted at \$38.2 million and \$53.4 million, respectively. In addition, \$1.6 million is included for General Assistance.



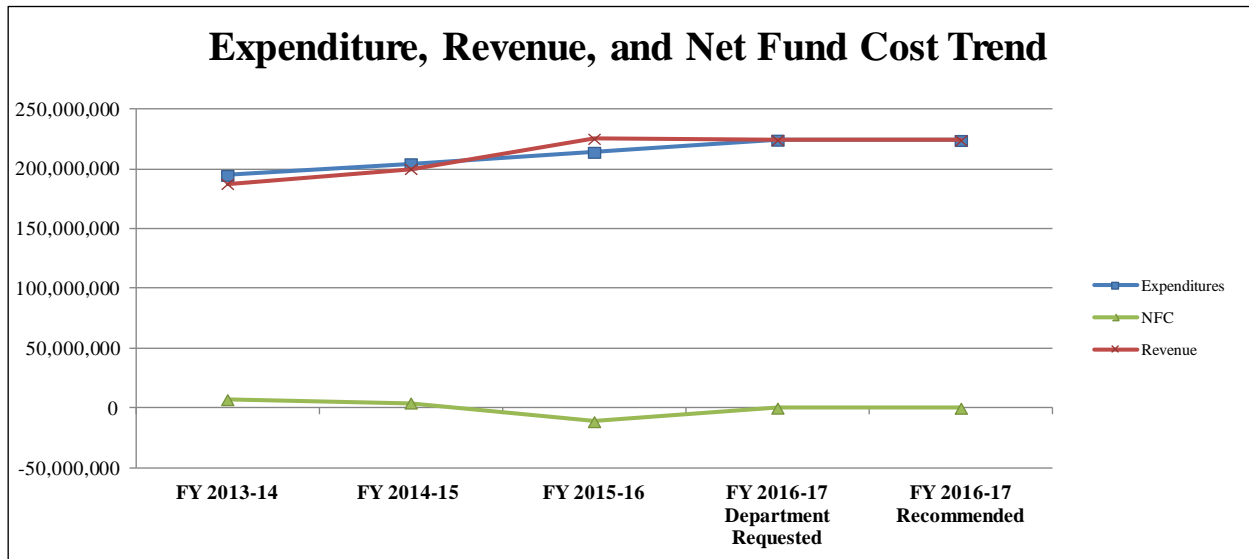
Major revenue sources of the department include \$72.7 million in federal funds and \$132.8 million in 1991 Realignment and 2011 Realignment funding.

Budget Changes and Operational Impacts

The recommended budget includes a \$9.1 million increase in expenditures over FY 2015-16 as a result of anticipated increases in Adoptions and Foster Care payments due to an increase in caseloads, aid payments, and impacts of the federal discount rate.

Realignment revenue is budgeted at a \$11.9 million decrease from FY 2015-16 primarily due to a \$7.6 million carry forward included in FY 2015-16 and \$3.7 million in growth funds being included in FY 2015-16. Intergovernmental revenue is anticipated to increase \$13.5 million over FY 2015-16 actual 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. At June 30, 2016, the fund balance was a deficit of \$73,689. Revenue associated with client repayments has been identified to cover the deficit. The recommended budget is anticipated to be sufficient to cover the County's financial responsibility of providing financial assistance to eligible recipients in the community.

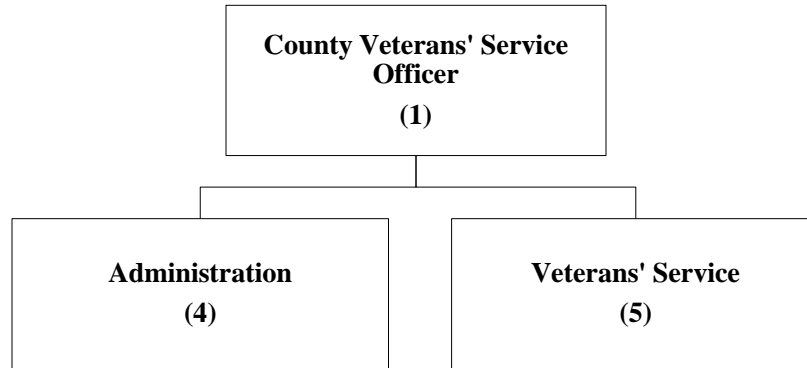
Public Assistance



Mission Statement

The Veterans' Services Department promotes veterans' rights, veterans' issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for all veterans and their families.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Collected \$841,778 in monthly cash benefits to local veterans from the U.S. Department of Veterans Affairs in FY 2014-15 which is an increase of 6% from FY 2013-14. Annual payments total \$10,101,336 in FY 2014-15.
- Collected \$8,170,769 in one-time payments in FY 2014-15 for veterans consisting of single and retroactive payments.
- Saved over \$1 million for veterans and their families with College Tuition Fee Waiver applications.
- Increased Medi-Cal referrals to 477 in FY 2015-16 from 49 in FY 2014-15 through a collaboration with Kern County Department of Human Services.
- Awarded a grant from Chevron, USA for \$250,000 for the Kern Patriot Partnership both in FY 2014-15 and FY 2015-16. As part of this project, a Veterans Employment Portal was developed with 38 committed employers. A total of 71 veterans were hired since the launch of the portal 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 50% of a goal to convert all paper files to electronic file with VetPro system which includes a total of 30,000 files.
- Produced over 3,000 Kern County Veterans Identification Cards through public/private partnership with Rio Tinto Minerals, Inc.

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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$890,207	\$1,092,306	\$1,080,782	\$1,169,122	\$1,169,122	\$1,169,521
Services and Supplies	73,727	400,766	146,178	87,327	87,342	87,901
Other Charges	0	50	0	50	50	50
Other Financing Uses	0	108,394	0	0	0	575,601
TOTAL EXPENDITURES	\$963,934	\$1,601,516	\$1,226,960	\$1,256,499	\$1,256,514	\$1,833,073
REVENUE:						
Intergovernmental	\$212,473	\$200,000	\$175,516	\$212,000	\$212,000	\$212,000
Miscellaneous	260,000	0	250,000	129,431	129,431	0
Other Financing Sources:						
Veterans Grant & Donation Fund	0	0	0	0	0	129,431
TOTAL REVENUE	\$472,473	\$200,000	\$425,516	\$341,431	\$341,431	\$341,431
Less Available BSI *	\$0	(\$108,394)	\$0	\$0	\$0	(\$172,236)
NET GENERAL FUND COST	\$491,461	\$1,293,122	\$801,444	\$915,068	\$915,083	\$1,319,406
BSI Ending Balance *	\$77,001	N/A	\$108,394	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Public Assistance

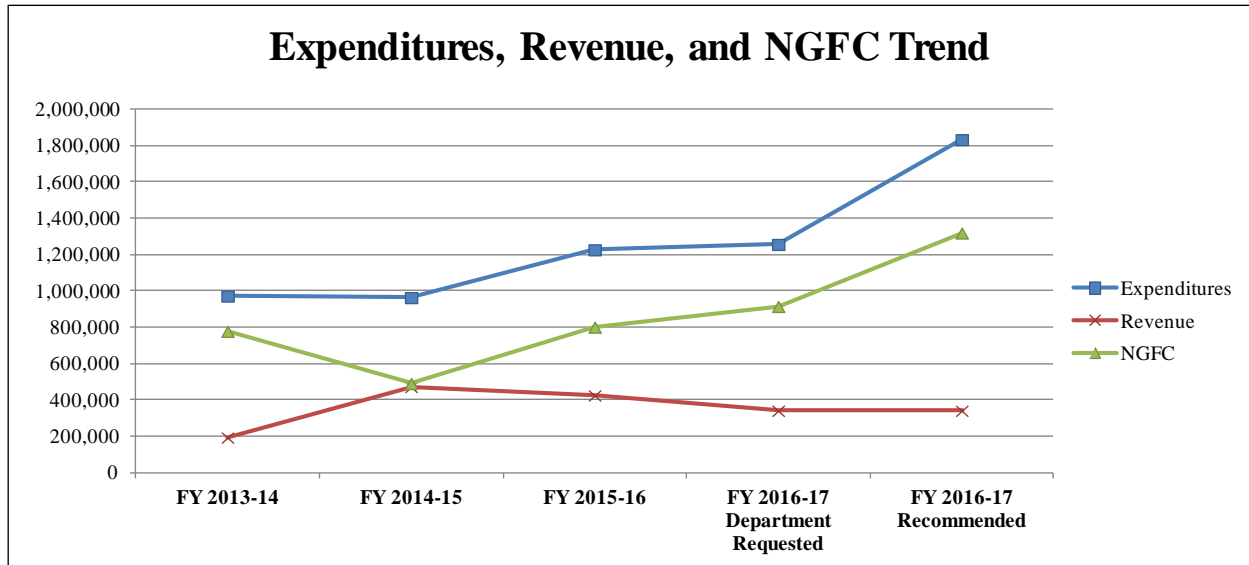
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures in this budget unit are associated with staffing costs to perform the services provided by the Veterans' Service Department. The department is primarily funded by an allocation of Net General Fund Cost. Additional sources of revenue include state funding and grants and donations.



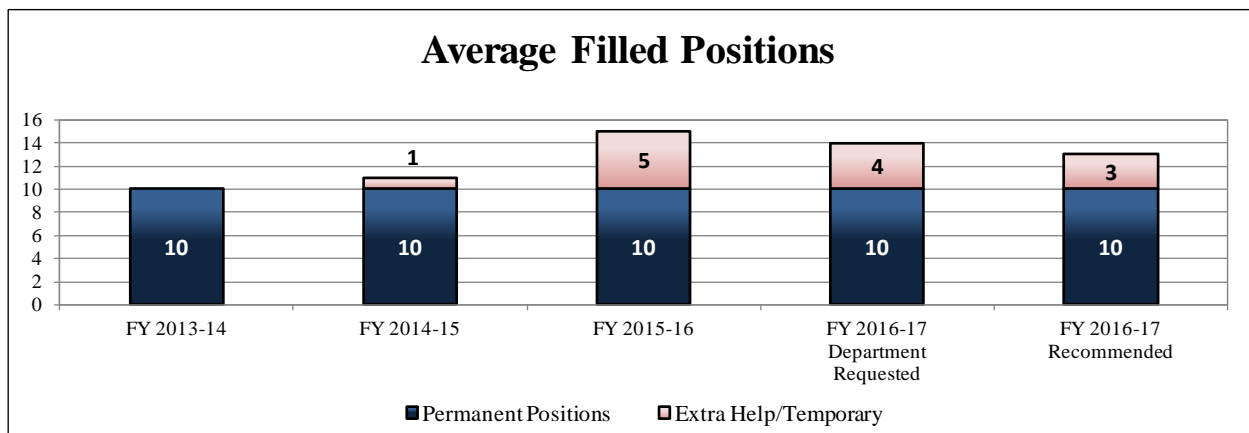
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits due to health insurance costs and an increase in filled positions. Other Financing Uses of \$403,365 account for grant funds to be transferred into the newly created grants and donations fund; the department anticipates using \$129,431 of grant funds to cover staffing and supply costs related to the Kern Patriot Partnership. The department is expecting a slight increase in intergovernmental revenues as a result of an increase in claimed workload units. The department does not anticipate service level impacts as a result of the 5% reduction in NGFC.



Staffing Changes and Operational Impacts

The recommended budget includes funding one (1) Office Services Assistant position previously left vacant and unfunded. The budget includes a reduction of extra help staff as two positions transitioned into contracted positions.



Public Assistance



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	10	10	10	10	10
Extra Help/Temporary	0	1	5	4	3
Total Positions	10	11	15	14	13
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	10	10	10	N/A	N/A
Extra Help/Temporary (FTE)	0	1	3	N/A	N/A
Total Positions	10	11	13	N/A	N/A
SALARIES & BENEFITS	\$852,231	\$890,207	\$1,080,782	\$1,169,122	\$1,169,521

Summary of Authorized Summary

The budget has 10 authorized positions which are all budgeted to be filled in FY 2016-17. The department has included funding for 2 extra help positions and 2 contract employees primarily devoted to the functions of the Kern Patriot Partnership, and 1 extra help position dedicated to departmental duties.

Public Assistance

Division	Authorized	Additions	Requested	Filled	Vacant	Total
			Total			
Administration	10	0	10	10	0	10
Total	10	0	10	10	0	10

Administration	
<u>Classification</u>	
1	County Veterans Service Officer
1	Veterans Service Manager
1	Administrative Coordinator
1	Supervising Veterans Service Representative
1	Office Service Specialist
1	Office Service Assistant
4	Veterans Service Representative I/II
10	Requested Total



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of client contacts	15,363	15,532	13,500	16,467	15,500
Number of veteran dependents who applied for and were granted the California Department of Veterans Affairs College Fee Waiver	335	437	350	402	350
Number of outreach events	16	23	25	27	35

This indicator measures the department's total number of contacts with clients in the office; additionally, department staff perform outreach activities to provide detailed information and to urge veterans to visit our 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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. We are leveraging resources to be able to send additional staff members to more comprehensive training.

Public Assistance



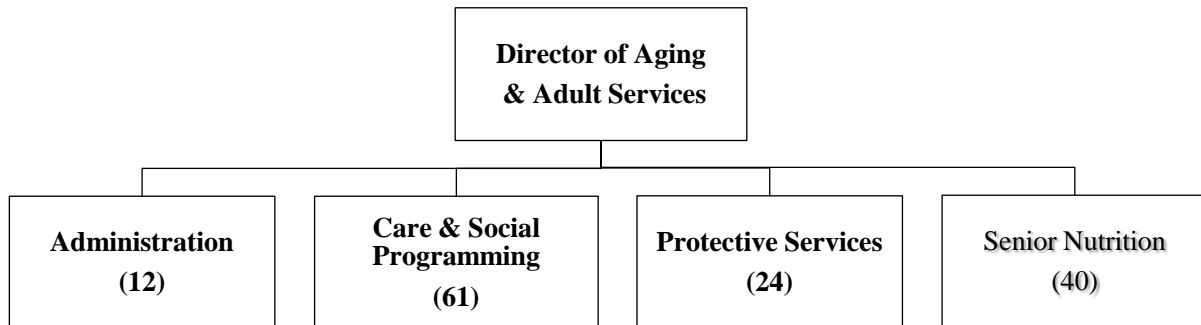
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Mission Statement

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 2014-15 and 2015-16 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 Mental Health on providing services to isolated seniors through the volunteer senior outreach program.
- Sponsored healthy harvest health and resource fair providing free flu vaccines to seniors 60 and over. Partnered with Animal Services Department to provide free pet vaccinations, micro-chipping and licensing for seniors 62 and over.
- Distributed 30,000 farmers market produce coupons to seniors, with a redemption rate of 72%.
- Created an intakes unit for In Home Supportive Services to allow staff to concentrate on timely application processing and community services to help seniors remain safely in their own homes.
- Partnered with Emergency Services to identify at-risk seniors and disabled adults during flooding and El Nino events.
- Added In-Home Supportive Services Orientations to recruit providers in outlying areas of the county.
- Emergency cooling centers were provided at thirteen locations throughout the County in FY 2014-15 and FY 2015-16.



Aging and Adult Services

Department Head: Lito Morillo
 Fund: Aging and Adult Services
 Budget Unit: 5610

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The Department of Aging and Adult Services administers federal, State, and local funds to provide services to elderly and disabled adults. Programs and services coordinated by the department include the In-Home Supportive Services program, abuse prevention, nutrition, homemaker, conservator, disease prevention and health promotion, insurance counseling, as well as substantial information and referral assistance.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$10,214,983	\$11,518,660	\$11,096,840	\$11,688,187	\$11,683,700	\$11,731,556
Services and Supplies	3,261,683	3,482,952	\$3,465,340	3,345,490	3,336,011	3,424,122
Other Charges	1,314,338	1,127,067	\$1,117,332	1,114,238	1,094,238	1,114,738
Capital Assets	178,841	5,000	\$53,330	33,000	33,000	46,500
Other Financing Uses	150,435	0	0	0	0	0
TOTAL EXPENDITURES	\$15,120,280	\$16,133,679	\$15,732,842	\$16,180,915	\$16,146,949	\$16,316,916
REVENUE:						
Use of Money/Property	\$18,000	\$10,000	\$32,607	\$22,113	\$22,113	\$22,113
Intergovernmental	9,940,964	10,231,795	\$10,615,964	10,470,525	10,460,525	10,395,353
Charges for Services	1,738,652	1,806,970	\$1,715,811	1,752,376	1,752,376	1,781,456
Miscellaneous	258,232	270,000	\$283,241	269,200	269,200	269,200
Other Financing Sources:						
General Fund Contribution	463,351	799,050	799,050	934,670	910,704	759,098
Social Services Realignment	723,327	722,439	708,249	745,372	745,372	745,372
2011 Realignment	1,400,468	1,463,597	1,588,942	1,474,474	1,474,474	1,474,474
TOTAL REVENUE	\$14,542,994	\$15,303,851	\$15,743,864	\$15,668,730	\$15,634,764	\$15,447,066
NET FUND COST	577,286	\$829,828	(\$11,022)	\$512,185	\$512,185	\$869,850

Public Assistance

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

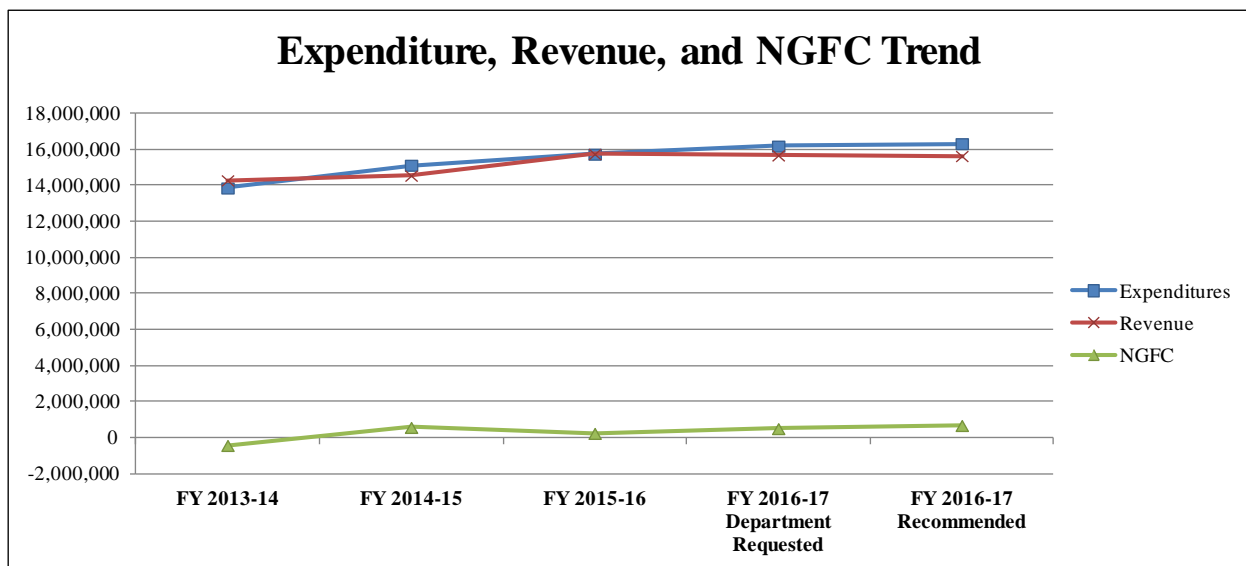
Staffing expenses of \$11.7 million fund 187 budgeted positions, of which 131 are permanent positions and 42 are extra-help/temporary positions. Services and supplies expenditures of \$3.4 million consist of cost for contracted services for adult protective services, supportive services, senior nutrition programs and California Department of Aging programs. The department is primarily funded through federal and State sources of \$10.4 million that include revenue for senior nutrition, protective services, and supportive services. Additionally, the department receives approximately \$1.5 million in 2011 Realignment revenue, \$745,372 in 1991 Social Services Realignment, and \$759,098 in General Fund contribution.



Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits in FY 2016-17 as a result of an increase in minimum wage effective January 1, 2017 and providing nutrition services previously contracted to vendors. A portion of increased salaries and benefits is offset by increased revenue from federal and State sources.

Revenue is expected to increase in FY 2016-17 due to an anticipated increase in reimbursable activities for the IHSS program. The Aging and Adult Services fund balance at June 30, 2016 was \$854,297, all of which has been budgeted in FY 2016-17. In addition, the use \$15,553 of general designation is included in the recommended budget. The remaining \$1,045,640 will remain in the general designation in order to mitigate future downturns in realignment revenue and to help minimize service level impacts resulting from the increases in minimum wage.



Public Assistance

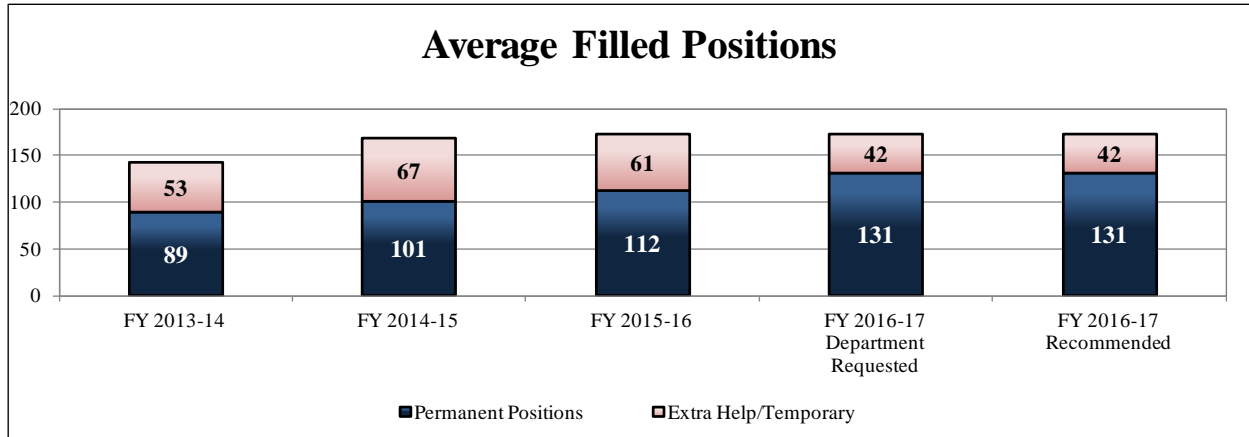
Staffing Changes and Operational Impacts

The recommended budget includes funding for 131 permanent authorized positions and 42 extra-help/temporary positions.

The department has requested to add four (4) Office Services Technician positions, one (1) Senior Information Systems Specialist position, and three (3) Senior Home Delivery Driver positions. The department has also requested to delete four (4) Food Service Worker II positions, one (1) Human Services Aide position, one (1) Mental Health Unit Supervisor position, and one (1) Office Services Assistant position. The net cost of these changes is approximately \$227,000, which will primarily be funded with Department of Social Services and California Department on Aging funds. Nearly \$132,000 of the increase is attributable to the temporary addition of a Senior Information Systems Specialist position to allow for a new employee to train several months with the incumbent who is retiring in late FY 2016-17. The department intends to delete the additional Senior Information System Specialist position next fiscal year. In addition, the department will hold six positions vacant and unfunded: one (1)



Program Specialist II position, one (1) Human Services Aide position, one (1) Senior Nutrition Site Coordinator position, and three (3) Cook I/II/III positions.



4-Year Staffing Trend

	Actual			Department	
	FY 2012-13	FY 2013-14	FY 2014-15	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2016-17	
Permanent Positions	89	101	112	131	131
Extra Help/Temporary	53	67	61	42	42
Total Positions	142	168	173	173	173
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	86	97	102	N/A	N/A
Extra Help/Temporary (FTE)	29	36	36	N/A	N/A
Total Positions	115	133	138	N/A	N/A
SALARIES & BENEFITS	\$9,001,000	\$10,214,983	\$11,096,840	\$11,688,187	\$11,731,556

Public Assistance

Summary of Authorized Positions

The department currently has 136 authorized positions. The recommended budget includes 137 authorized positions, of which 131 are budgeted during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	11	1	0	12	12	0	12
Care & Social Programing	59	4	(2)	61	59	2	61
Adult Protective Services	25	0	(1)	24	24	0	24
Senior Nutrition	41	3	(4)	40	36	4	40
Total	136	8	(7)	137	131	6	137



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
1 Accountant III	8 Social Worker III	18 Social Worker III
1 Accountant II	22 Social Worker I/II	1 Mental Health Unit Supervisor
1 Sr. Information Systems Specialist	1 Assistant Program Director	1 Mental Health Recovery Specialist
2 Administration Coordinator	1 Fiscal Support Assitant	1 Legal Secretary
1 Fiscal Support Specialist	1 Office Services Assistant	25 Current Total
2 Fiscal Support Technician	5 Office Services Technician	<u>Additions/(Deletions)</u>
1 Senior Office Services Specialist	2 Office Services Specialist	(1) Mental Health Unit Supervisor
11 Current Total	1 Program Support Supervisor	24 Requested Total
<u>Additions/(Deletions)</u>	1 Program Specialist II	
1 Sr. Information Systems Specialist	1 Program Technician (Part time)	
12 Requested Total	7 Program Technician	
	2 Human Services Aide	
	59 Current Total	
	<u>Additions/(Deletions)</u>	
	4 Office Services Technician	
	(1) Human Services Aide	
	(1) Office Services Assistant	
	61 Requested Total	
Senior Nutrition		
<u>Classification</u>		
2 Sr. Nutrition Prgm Coordinator		
3 Cook III		
10 Cook I/II		
10 Senior Nutrition Site Coordinator		
5 Food Service Worker II		
1 Food Service Worker I		
10 Senior Home Delivery Driver		
41 Current Total		
<u>Additions/(Deletions)</u>		
3 Senior Home Delivery Driver		
(4) Food Service Worker II		
40 Requested Total		

Public Assistance



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of community education presentations	N/A	178	150	172	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 our public website. The number of community presentations was a new performance measure for FY 2014-15.

Objective 2: Investigate reported abuse and exploitation effectively.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of urgent adult protective services referrals responded to within 18 hours	100%	100%	100%	100%	100%
Percentage of adult protective services referrals responded to within the state mandate of ten days	99%	99%	100%	99%	100%
Number of adult protective services referrals investigated	2,986	2,986	2,900	3,953	4,000
Total number of adult protective services referrals	3,405	3,741	3,300	4,529	4,400

State guidelines mandate that referrals to Adult Protective Services be resolved within ten days of receipt. Also, there must be a response to an urgent referral within 18 hours. The department has been able to continue to meet both of these requirements, even with increasingly complex cases, particularly those dealing with financial abuse.

Goal 2: Support the dignity and independence of our senior and disabled adult population.

Objective 1: Provide outreach, information, and education about services available to seniors and disabled adults.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of information and assistance contacts	12,936	32,740	29,200	36,416	37,250
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	\$1,270,530	\$1,279,686	\$1,200,000	\$2,002,624	\$1,365,000
Number of HICAP contacts	9,510	10,615	10,800	29,088	30,000

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 implementation of the Affordable Care Act and recent changes to Medicare, was expected to result in a reduced number of HICAP cases last year, but did not. 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.

Objective 2: Effectively and efficiently administer service programs for eligible seniors and disabled adults.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of senior meals served	378,652	379,235	380,000	354,556	370,000
Percentage of case assessments for In Home Supportive Services completed within 45 days or less.	96%	76%	100%	76%	90%
Number of initial case reviews for In Home Supportive Services Quality Assurance	252	308	308	311	311
Number of cases per worker for In Home Supportive Services	245	255	250	292	330

The department administers the Senior Nutrition Program, which provides lunchtime meals through congregate (senior centers) and home delivered to those 60 years and older. The department assumed provision of services at some previously contracted sites. This has resulted in increased attendance at those sites and more meals served. The department also administers the In Home Supportive Services Program (IHSS) which provides in home care to individuals on Medi-Cal and who are at risk of out of home care if services were not provided. The goal of all initial case assessments being completed within 45 days has continued to be somewhat elusive, due to continued staff turnover. We have seen an increase in caseloads due to the Affordable Care Act. More clients have become eligible for services because they are on Medi-Cal. The department has reorganized the functions of our IHSS social service workers. A separate, non-case carrying unit handles all our intakes of new clients. This has increased the actual case count for the rest of IHSS. Quality assurance is a top priority for the department. We continue to staff and promote quality case management. State standards for Quality Assurance case review completion were achieved. IHSS now requires a maintenance of effort payment, which has stabilized our costs and revenue for in home supportive services administration. We expect to be able to continue to provide services at our current level again this year. However, if the funding for our nutrition, caregiver, and legal assistance services continues to be a target of funding cuts, that may not be possible in the future.

Public Assistance



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County Contribution – Aging and Adult Services

Department Head: Lito Morillo
 Fund: General
 Budget Unit: 5611

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Aging and Adult Services Department to provide funding for abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,186,677	\$1,531,075	\$1,507,298	\$1,680,043	\$1,656,077	\$1,504,471
TOTAL EXPENDITURES	\$1,186,677	\$1,531,075	\$1,507,298	\$1,680,043	\$1,656,077	\$1,504,471
REVENUE:						
Intergovernmental	\$723,327	\$722,439	\$706,824	\$745,372	\$745,372	\$745,373
TOTAL REVENUE	\$723,327	\$722,439	\$706,824	\$745,372	\$745,372	\$745,373
NET GENERAL FUND COST	\$463,350	\$808,636	\$800,474	\$934,671	\$910,705	\$759,098

Public Assistance

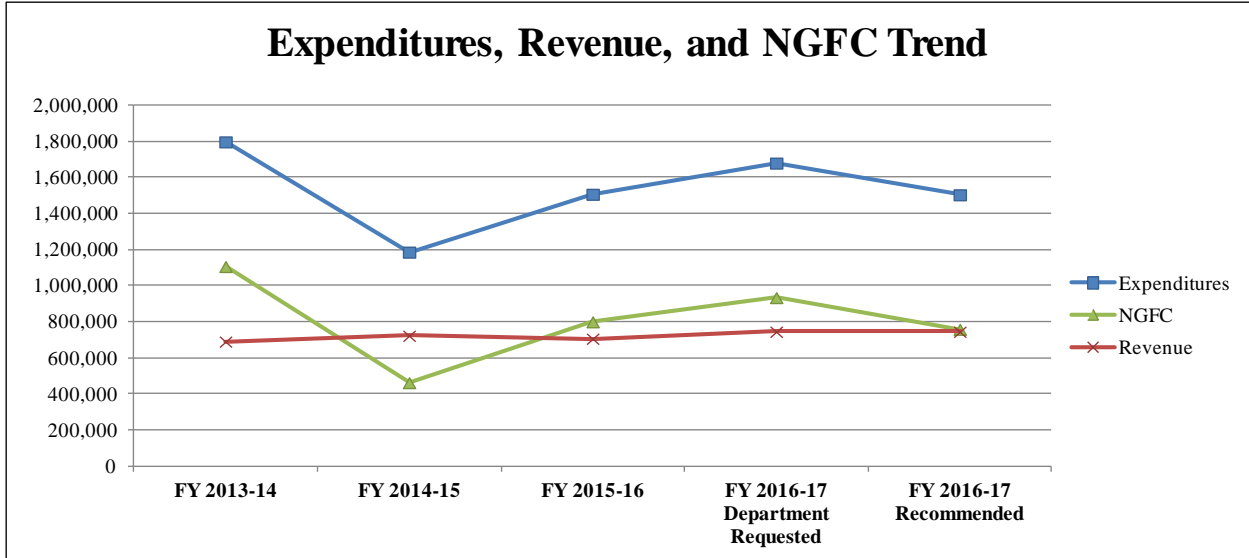
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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 \$745,373, with the remainder being funded by a General Fund contribution.

Budget Changes and Operational Impacts

The recommended budget includes a 5% decrease in Net General Fund Cost from FY 2015-16. 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



County Contribution – In-Home Supportive Services

Department Head: Lito Morillo
 Fund: General
 Budget Unit 5810

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

This budget unit facilitates the appropriation of the County contribution for the In-Home Supportive Services (IHSS) program, which is administered by the Aging and Adult Services Department. State Law mandates that the County provide services to qualified aged and blind persons with disabilities in order for them to remain in their homes and avoid being institutionalized.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$8,089,269	\$8,079,327	\$7,841,343	\$8,335,805	\$8,335,805	\$8,335,805
TOTAL EXPENDITURES	\$8,089,269	\$8,079,327	\$7,841,343	\$8,335,805	\$8,335,805	\$8,335,805
REVENUE:						
Intergovernmental	\$8,089,269	\$8,079,327	\$7,841,343	\$8,335,805	\$8,335,805	\$8,335,805
TOTAL REVENUE	\$8,089,269	\$8,079,327	\$7,841,343	\$8,335,805	\$8,335,805	\$8,335,805
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Public Assistance

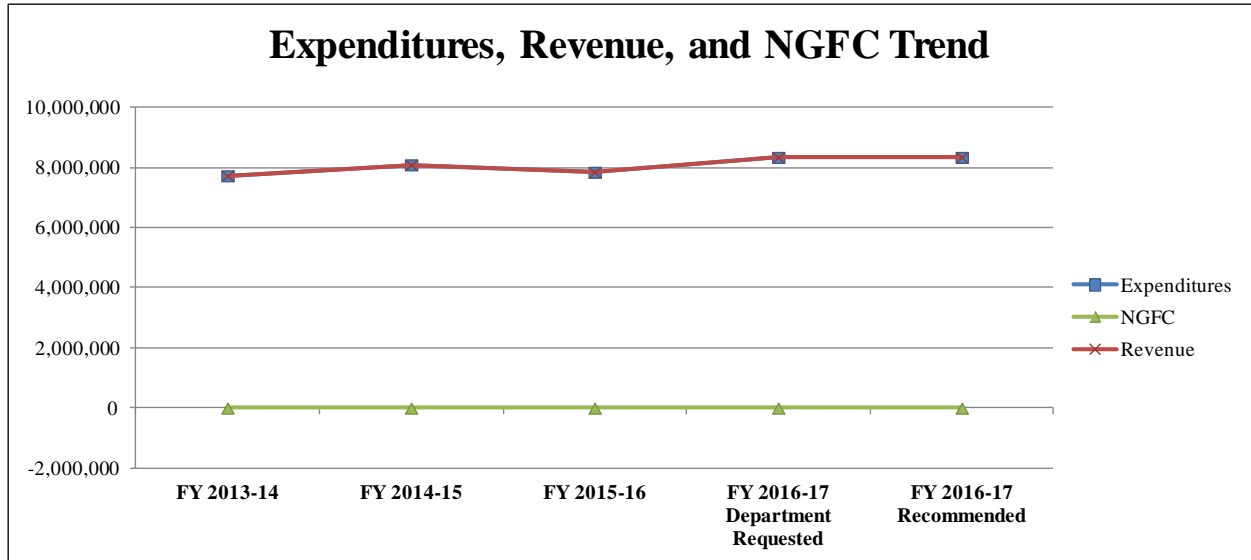
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The recommended budget includes a contribution of \$8.3 million to cover the IHSS Maintenance of Effort (MOE) with the State as well as the County’s administrative costs of the IHSS Public Authority. Social services program realignment revenue in the amount of \$8.3 million offsets the County’s local match requirement.

Budget Changes and Operational Impacts

The recommended budget provides for the mandated MOE funding; there are no significant changes or operational impacts.





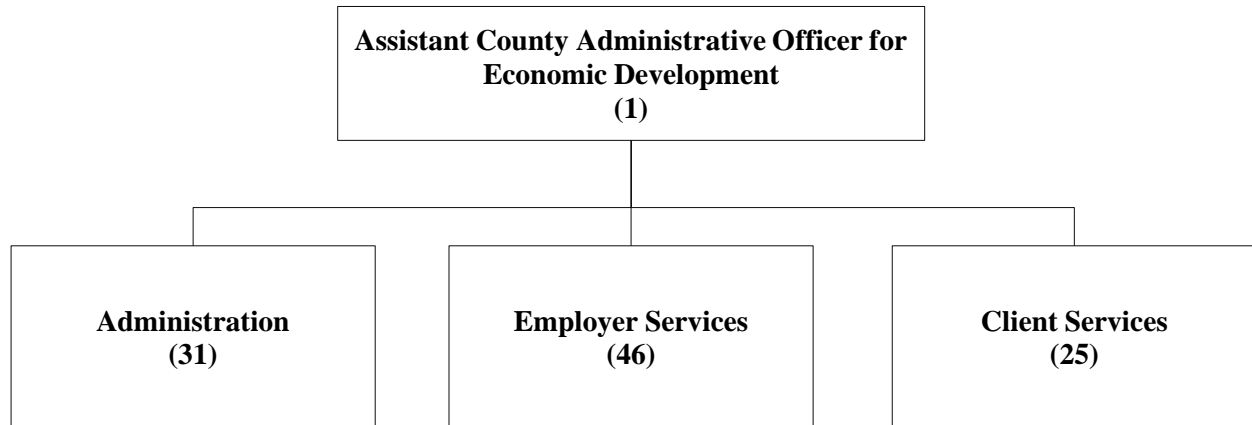
Public Assistance



Mission Statement

To provide expertise and leadership to ensure that the workforce development system prepares people for current and future jobs that improve the economic conditions of the community.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Served over 41,000 customers by providing over 326,000 units of service through America's Job Center of California (AJCC).
- In the past two years, entered into 72 On-the-Job Training contracts with employers totaling over \$327,000.
- Partnered with local unions to provide pre-apprenticeship training for the Infrastructure Employment Project.
- The department met or exceeded all federal performance standards.
- Continued partnerships with local unions to provide pre-apprenticeship training for the Infrastructure Employment Project.
- Nearly 250 employer recruitment fairs were coordinated with AJCC staff.
- Partnered with the Department of Mental Health to implement the Transitional Aged Youth program.
- Operated the highly effective Paid Work Experience and Job Placement programs on behalf of the Department of Human Services.
- Operated a temporary jobs program providing work experience in drought effected areas.
- The department met or exceeded all goals of the Farmworker Program.

Public Assistance



Employers' Training Resource

Department Head: John Nilon

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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$8,426,732	\$10,513,636	\$9,007,835	\$10,476,990	\$10,476,990	\$10,650,880
Services and Supplies	1,613,845	2,261,043	1,614,215	2,123,300	2,123,300	2,404,700
Other Charges	220	0	0	181	181	181
Capital Assets	40,231	0	0	81,000	81,000	0
Other Financing Uses	0	5,000	0	37,844	37,844	37,844
TOTAL EXPENDITURES	\$10,081,028	\$12,779,679	\$10,622,050	\$12,719,315	\$12,719,315	\$13,093,605
Expend. Reimb.	(\$17,863)	(\$128,993)	(\$99,816)	(\$179,845)	(\$179,845)	(\$179,845)
TOTAL NET EXPENDITURES	\$10,063,165	\$12,650,686	\$10,522,234	\$12,539,470	\$12,539,470	\$12,913,760
REVENUE:						
Miscellaneous	\$48	\$1,000	\$19	\$1,000	\$1,000	\$1,000
Other Financing Sources:						
ETR - WIOA	9,923,018	12,629,686	10,522,216	12,518,471	12,518,471	12,892,760
ETR - Non-WIOA	122,151	20,000	0	20,000	20,000	20,000
TOTAL REVENUE	\$10,045,217	\$12,650,686	\$10,522,235	\$12,539,471	\$12,539,471	\$12,913,760
NET GENERAL FUND COST	\$17,948	\$0	(\$1)	(\$1)	(\$1)	\$0

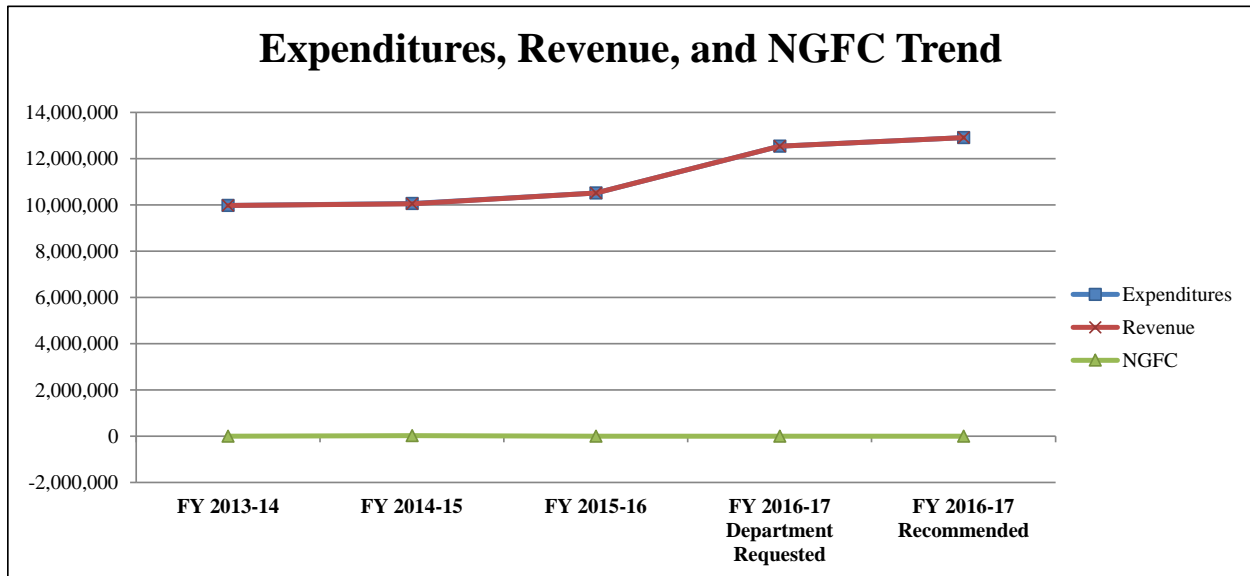
Public Assistance

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Major expenditures for FY 2016-17 include salaries and benefits of \$10.7 million to fund 97 budgeted permanent positions. The costs in this budget unit are funded primarily by operating transfers in from budget unit 8907, Employers' Training Resource – WIOA.

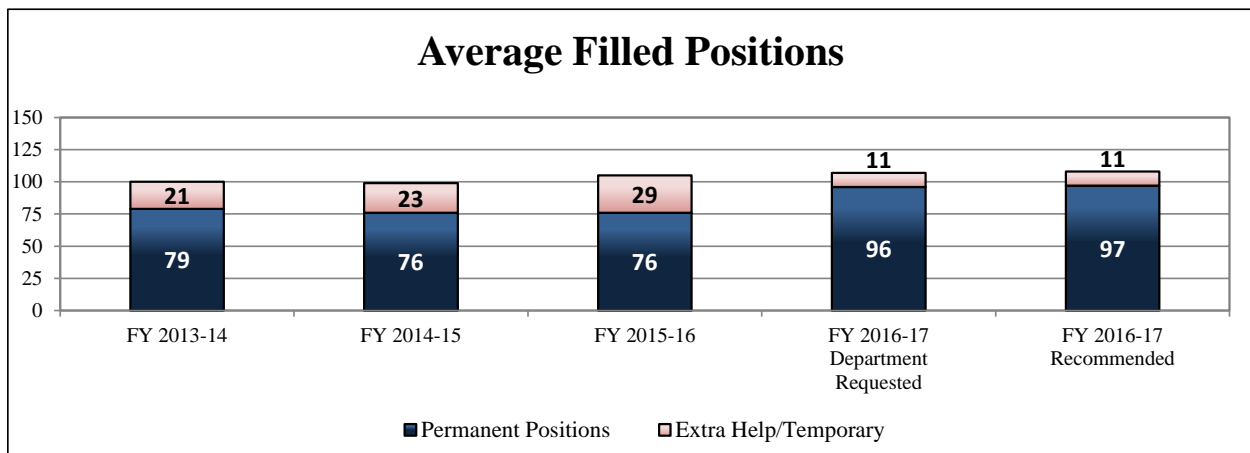
Budget Changes and Operational Impacts

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) Media Services Coordinator position and one (1) Contracts Administration Assistant position, and the deletion of two (2) Program Support Supervisor positions, at an estimated net savings of \$8,500. The following positions will be held vacant and unfunded: one (1) Fiscal Support Specialist, one (1) Senior Office Services Specialist, one (1) Systems Analyst I/II-Programmer I/II, two (2) Office Services Assistant, and one (1) Program Support Supervisor.



Public Assistance



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	79	76	76	96	97
Extra Help/Temporary	21	23	29	11	11
Total Positions	100	99	105	107	108
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	77	76	74	N/A	N/A
Extra Help/Temporary (FTE)	18	20	24	N/A	N/A
Total Positions	95	96	98	N/A	N/A
SALARIES & BENEFITS	\$8,451,482	\$8,426,732	\$9,007,835	\$10,476,990	\$10,650,880

Summary of Authorized Positions

The department has 103 authorized permanent positions, of which 97 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	30	2	0	32	30	2	32
Employer's Services	48	0	(2)	46	43	3	46
Client Services	25	0	0	25	24	1	25
Total	103	2	(2)	103	97	6	103

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	2 Syst. Analyst I/II-Programmer I/II
1 Business Manager	21 Program Specialist I/II	1 Sr Office Services Specialist
3 Accountant I/II/III	2 Office Services Assistant	5 Office Services Technician
1 Administrative Coordinator	6 Program Support Supervisor	1 Program Coordinator
2 Fiscal Support Specialist	2 Program Coordinator	1 Program Support Supervisor
2 Fiscal Support Technician	4 Office Services Technician	14 Program Specialist I/II
2 Supervising Dept Analyst	48 Current Total	25 Requested Total
8 Departmental Analyst I/II	<u>Additions/(Deletions)</u>	
1 LAN Systems Administrator	(2) Program Support Supervisor	
2 Info Systems Specialist I/II/III/Sr	46 Requested Total	
1 Sr Office Services Specialist		
1 Marketing & Promo Asso./Asst.		
1 Program Coordinator		
1 Officer Services Coordinator		
1 Graphic Artist		
1 Office Services Technician		
30 Current Total		
<u>Additions/Deletions</u>		
1 Contracts Administration Asst		
1 Media Services Coordinator		
32 Requested Total		

Public Assistance



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percent of surveyed employers who would use American's Job Center of California (AJCC) again for potential hires	No survey	92%	90-95%	95%	90-95%
Number of employers who utilize AJCC for recruitments and job fairs	50	50	45-55	55	55-60
Number of employers who utilize On the Job Training (OJT)	37	25	35	27	35
Number of OJTs written	75	54	65	61	65
Amount employers saved by using OJTs	\$178,727	\$194,660	\$200,000	\$165,511	\$200,000
Number of employers who actively contribute time to the Workforce Development Board and forums	22	21	50-60	54	50-60
Number of employers with job openings	585	773	600	621	600
Number of job openings	6,986	9,757	4,000	1,786	4,000
Number of job orders	2,782	1,964	2,500	1,519	2,500
Participant wages upon entering the workforce	\$8-60/hr	\$9-60/hr	\$9-20/hr	\$9-25/hr	\$10-30/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. Number of job openings and orders are down due to poor economic conditions, which reduces employer job availability.

Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Workforce Investment Act (WIOA) Adult enrolled clients employed first quarter after exit from program	73.3%	72%	70%	68%	70%
CalWORKs recipients employed upon program completion	22%	20%	35%	22%	25%
Average annual income of WIOA clients at employment	\$26,720	\$26,000	\$25,400	\$26,000	\$26,500
WIOA program participants who are satisfied or highly satisfied with services received	96%	95%	85%	92.5%	90%
Number of jobseekers attending WIOA orientations in English	6,156	4,895	4,500	4,756	4,800
Number of jobseekers attending Farmworker Orientation	748	311	200	186	250

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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
WIOA Youth placement in employment or post-secondary education at exit	64.7%	64.5%	65.0%	67.0%	67%
WIOA Youth attainment of degree or certificate upon exit	65.2%	64.1%	64.0%	65.0%	66.0%
WIOA out-of-school youth literacy/numeracy gain rate	26.2%	36.7%	40.5%	42.0%	42.5%

Youth are the future of the local economy. Employers' Training Resource collaborates with local school districts and public and private agencies to assist with helping youth, both in-school and out-of-school, in developing work readiness, career awareness, and providing them with the skills to meet some of the challenges they face as they ready themselves to enter the workforce.

Public Assistance



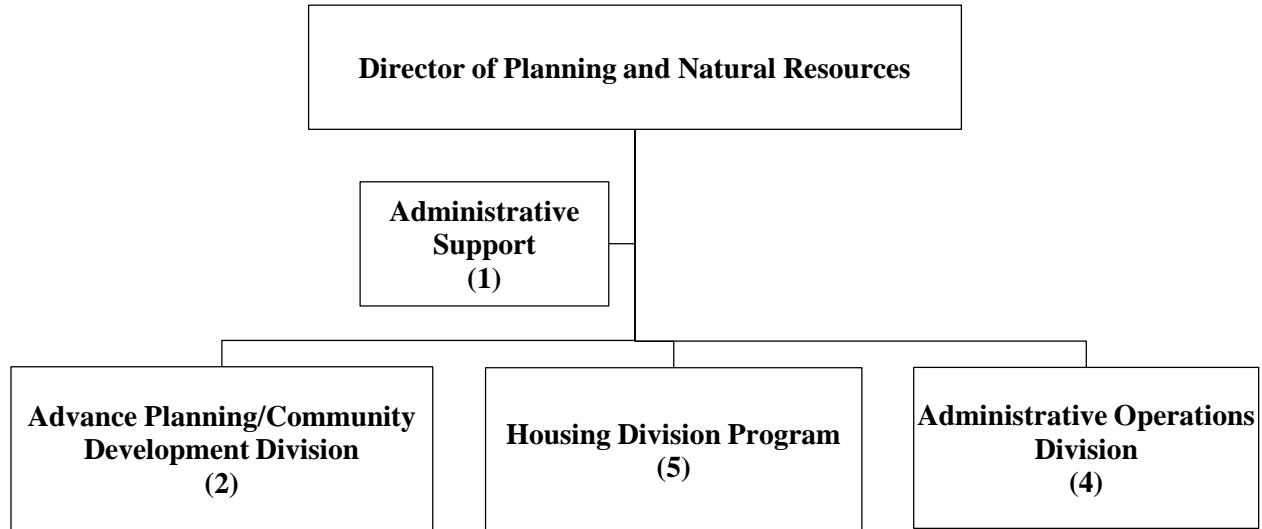
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Mission Statement

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 2014-15 and 2015-16 Accomplishments

- Expended \$2,935,299 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 Leroy Jackson Park Improvements (Ridgecrest), Weedpatch Sewer Hook-Up Program, Arvin Street Improvements, Boys and Girls Club Facility Improvements (East Bakersfield), Arvin Fire Station 54 Improvements, Ben Austin Senior Center Waste Water System Improvements (south Bakersfield), Oildale Street Improvements (Decatur St.), and Rexland Acres Park Improvements (south Bakersfield).
- Expended \$92,325 of Emergency Solutions Grants funds (ESG) to support nonprofit shelter provider programs in Kern County.
- Completed two Home Investment Partnership Act (HOME) multi-family agreements to assist with the financing of 68 rental units. Project completion is contingent on applicants' successful competition for federal tax credits, other financing commitments, and two or more years for construction.



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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,212,730	\$1,275,403	\$1,213,788	\$1,258,065	\$1,258,065	\$1,258,431
Services and Supplies	270,000	232,243	219,129	186,106	186,106	177,032
Capital Assets	0	0	0	0	0	10,000
TOTAL EXPENDITURES	\$1,482,730	\$1,507,646	\$1,432,917	\$1,444,171	\$1,444,171	\$1,445,463
Expend. Reimb.	\$0	\$0	(\$9,675)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$1,482,730	\$1,507,646	\$1,423,242	\$1,444,171	\$1,444,171	\$1,445,463
REVENUE:						
Miscellaneous	\$0	\$0	\$122	\$0	\$0	\$0
Other Financing Sources:						
Community Development Prog	1,296,504	1,279,883	1,224,621	1,242,210	1,242,210	1,243,924
Emergency Shelter Grant	26,974	68,660	20,309	74,786	74,786	74,364
Home Investment Trust	159,252	159,103	178,190	127,175	127,175	127,175
TOTAL REVENUE	\$1,482,730	\$1,507,646	\$1,423,242	\$1,444,171	\$1,444,171	\$1,445,463
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

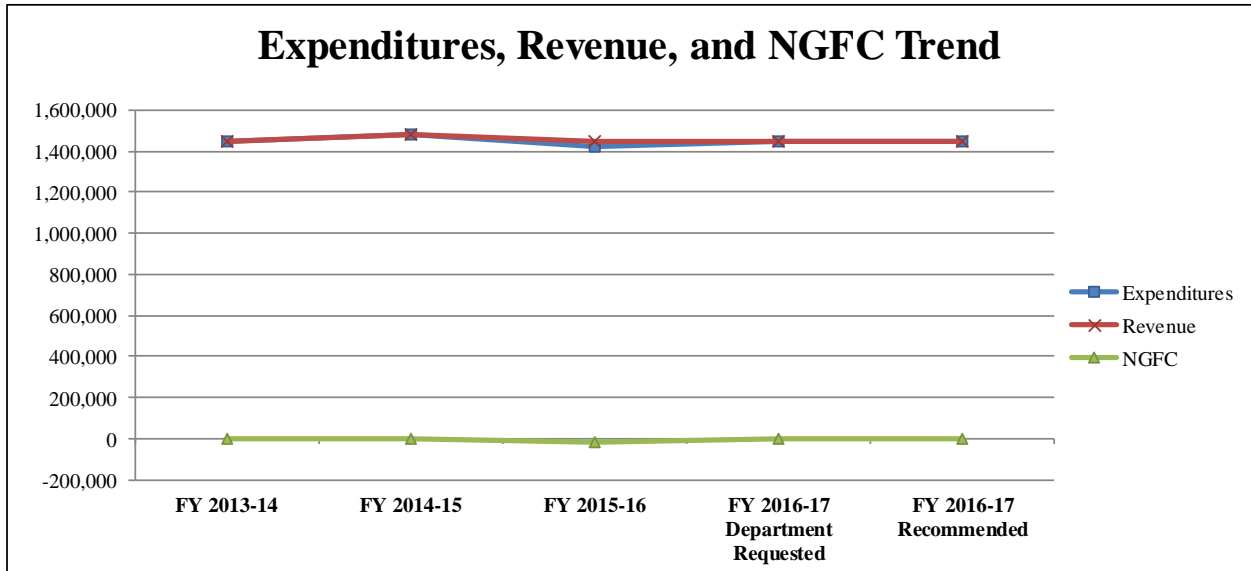
Public Assistance

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The major expenditures for the division include the staff and related expenditures related to the administration of the grant programs. The expenditures are funded with an allocation of the grants. There is no General Fund contribution to this budget unit.

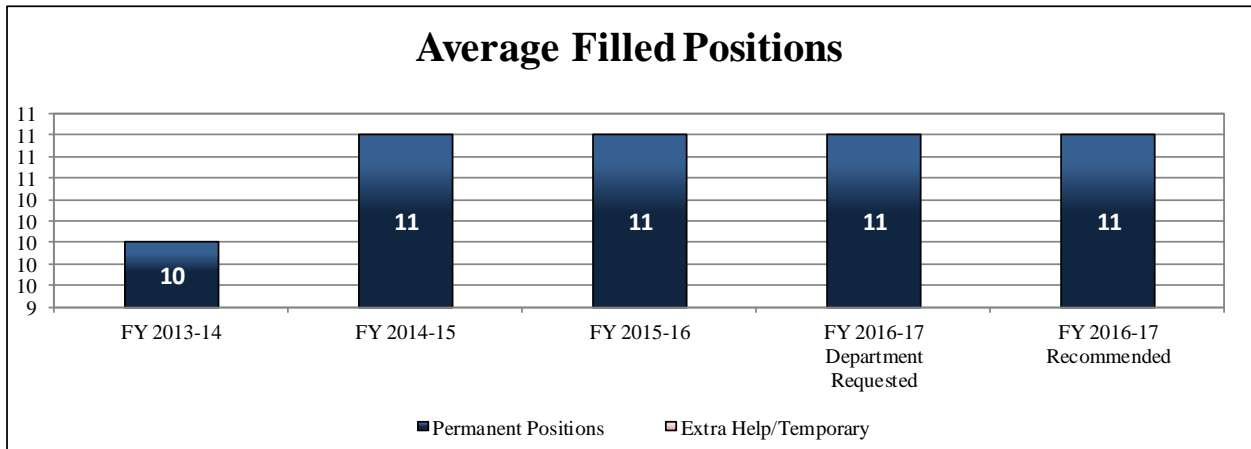
Budget Changes and Operational Impacts

The recommended budget includes funding similar to FY 2015-16, allowing the division to continue operations without any impacts to service levels.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 11 permanent positions, and holds vacant one (1) unfunded Housing Inspector position which was also unfunded in FY 2015-16.



Public Assistance



	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	10	11	11	11	11
Extra Help/Temporary	0	0	0	0	0
Total Positions	10	11	11	11	11
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	11	12	11	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	11	12	11	N/A	N/A
SALARIES & BENEFITS	\$1,123,413	\$1,212,730	\$1,213,788	\$1,258,065	\$1,258,431

Summary of Authorized Positions

The department has 12 authorized permanent positions, of which 11 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Planning/Community Development	2	0	0	2	2	0	2
Housing	5	0	0	5	4	1	5
Administrative/Fiscal	5	0	0	5	5	0	5
Total	12	0	0	12	11	1	12

Public Assistance

Housing	Administrative/Fiscal	Planning/Community Development
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Housing Program Manager	1 Administrative Coordinator	2 Planner I/II/III
1 Housing Rehab Program Supv.	1 Sr. Office Services Specialist	2 Requested Total
1 Housing Rehabilitation Technician	2 Accountant I/II/III	
1 Housing Inspector	1 Fiscal Support Specialist	
1 Fair Housing Coordinator	5 Requested Total	
5 Requested Total		



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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.	74.16%	≥99.42%	≥70%	91.79%	≥70%
Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.	\$3,077,459	\$3,037,396	≥\$2,606,534	\$2,537,842	≥\$2,214,041

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 2016-17 and in years to come.

Goal 2: Improve fiscal efficiency/responsibility of County.

Objective 1: Improve and increase affordable housing for the community.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation grant funds.	1	0	3	3	5
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	32	67	80	44	60
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	1.48	≤1.5	1.98	≤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 the coming fiscal year.

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



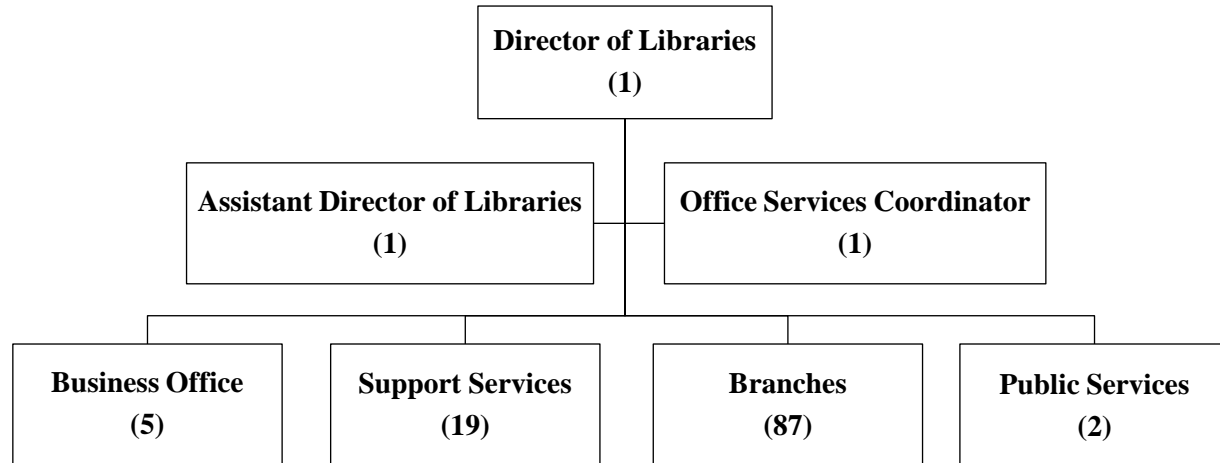
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Mission Statement

Kern County Library provides access to resources that enrich lives.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Efficiently used funding approved by the Board of Supervisors to open all branches one extra day a week.
- Installed self-check units to assist the public to more efficiently checkout library materials.
- Implemented two grants totaling \$40,000 in funding.
- Extended the "One Book, One Bakersfield, One Kern" program. In 2014, over 11,000 people attended 38 programs.
- Implemented the summer lunch program; 3,563 meals were served in 43 days with 5,135 (children and adults) in attendance. There were 14 programs offered attended by 1,602 patrons.
- Developed a partnership with the City of Shafter for a literacy center.
- Buttonwillow moved to new building; Mojave move to county building completed.
- Upgraded Wi-Fi technologies.

Library

Department Head: Nancy Kerr
Fund: General
Budget Unit: 6210

Function: Education
Activity: Education

Description of Major Services

The Library Department operates 27 free public library facilities, including three bookmobiles, to provide book lending, inter-library loan, reference, audiovisual, computer and other literacy information services to all County residents. The department provides enrichment and motivational programs to enhance the quality of life for citizens of all ages.

Summary of Expenditures and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,732,757	\$6,009,666	\$5,579,002	\$5,583,028	\$5,583,028	\$5,590,793
Services and Supplies	1,779,687	1,790,257	2,000,986	1,891,959	1,891,959	1,896,298
Other Charges	0	425	0	418	418	418
Capital Assets	0	0	10,883	0	0	35,000
Other Financing Uses	0	161,858	0	0	0	192,626
TOTAL EXPENDITURES	\$7,512,444	\$7,962,206	\$7,590,871	\$7,475,405	\$7,475,405	\$7,715,135
REVENUE:						
Use of Money/Property	\$70,218	\$67,500	\$68,586	\$67,500	\$67,500	\$67,500
Intergovernmental	36,500	0	89,000	0	0	0
Charges for Services	298,466	300,000	284,165	300,000	300,000	300,000
Miscellaneous	79,592	75,000	74,095	75,000	75,000	75,000
Other Financing Sources:						
Kern County Library Donations	171,277	18,000	108,224	18,000	18,000	53,000
TOTAL REVENUE	\$656,053	\$460,500	\$624,070	\$460,500	\$460,500	\$495,500
Less Available BSI *	\$0	(\$161,858)	\$0	\$0	\$0	(\$192,626)
NET GENERAL FUND COST	\$6,856,391	\$7,339,848	\$6,966,801	\$7,014,905	\$7,014,905	\$7,027,009
BSI Ending Balance *	\$143,160	N/A	\$161,858	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Education

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

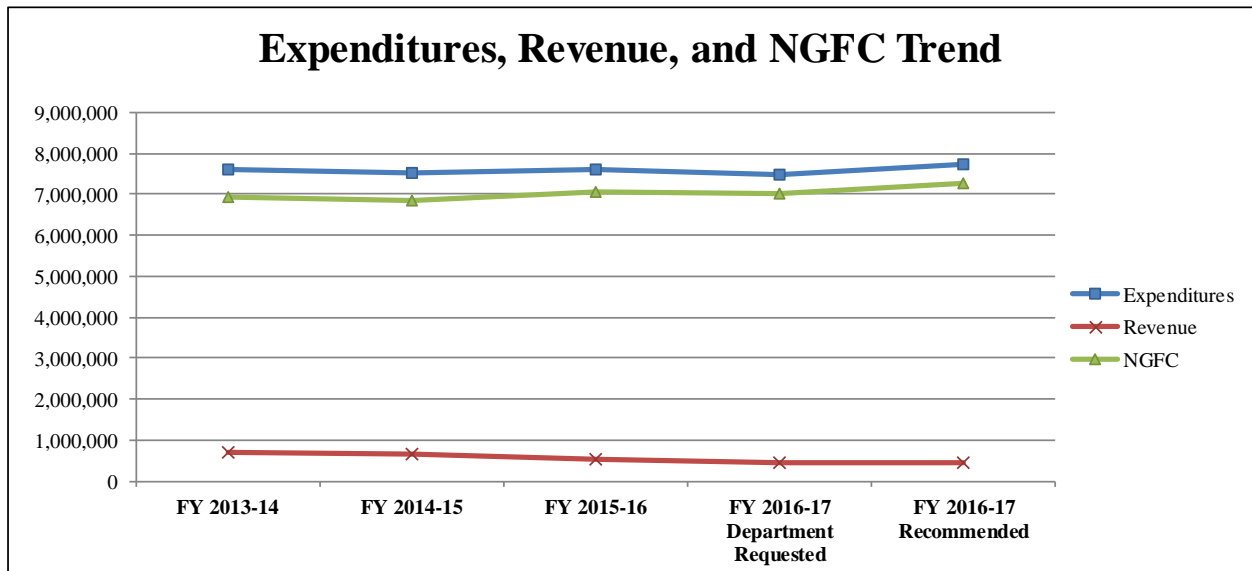
Staffing expenses are the largest portion of the department's expenditures for FY 2016-17, which includes staffing for all the library facilities and the mobile units at the FY 2015-16 levels. Services and supplies expenditures of \$1.9 million include operating expenses for branch locations, memberships, and library books and materials. Funding for books is established in the recommended budget at \$389,205. 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.



The department is primarily funded by an allocation of Net General Fund Cost. The transfer from the County Library donation fund is used to cover the contract for Ebooks. Throughout the fiscal year, funds are transferred to purchase materials and enhancements of services. During FY 2015-16, \$108,224 was transferred from the Library Donation Fund and used for library materials and reading programs.

Budget Changes and Operational Impacts

The recommended budget allows the department to maintain current levels of service and continue to meet its mission with no change in hours of operation. The recommended budget provides funding that will support 37,856 combined hours of opening at all 27 library facilities, which is the same as the estimated hours of opening in FY 2015-16. The decrease in intergovernmental revenue is associated with one-time grant funding received in FY 2015-16 to help the growing Spanish-speaking population 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 5% reduction in NGFC in FY 2016-17, the department will need to hold six positions vacant and unfunded and use approximately \$161,858 of its accumulated Budget Savings Incentive (BSI) credits.

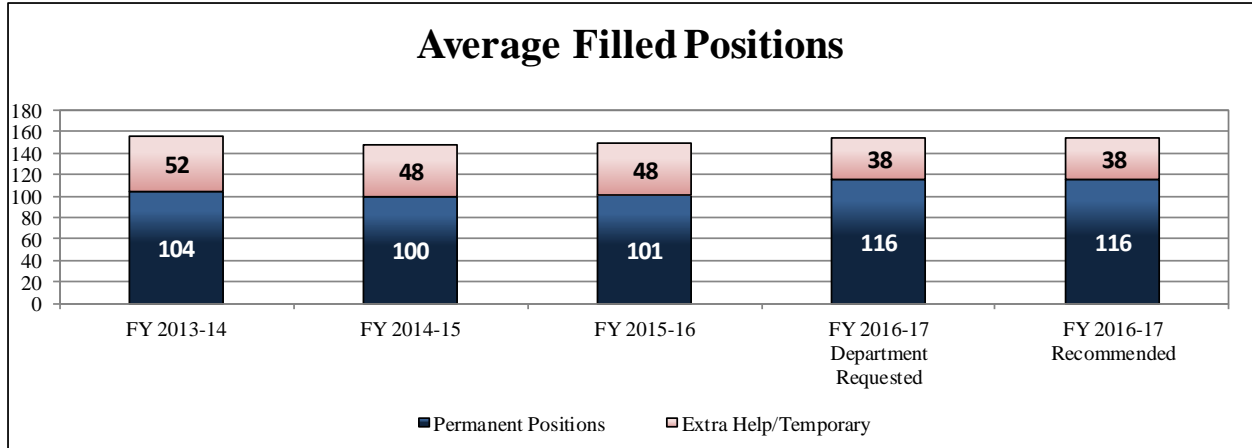


Education

Staffing Changes and Operational Impacts

The recommended budget includes funding for 116 authorized permanent positions and 38 extra help positions. The department will hold six positions vacant and unfunded: four (4) Librarian II positions, one (1) Fiscal Support Assistant position and one (1) Assistant Director position.





4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	104	100	101	116	116
Extra Help/Temporary	52	48	48	38	38
Total Positions	156	148	149	154	154
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	78	78	75	N/A	N/A
Extra Help/Temporary (FTE)	25	22	24	N/A	N/A
Total Positions	103	100	99	N/A	N/A
SALARIES & BENEFITS	\$5,771,445	\$5,732,757	\$5,579,002	\$5,583,028	\$5,590,793

Education

Summary of Authorized Positions

The department currently has 122 authorized permanent positions. The recommended budget includes 122 authorized positions, of which 116 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	0	0	10	8	2	10
Support Services	19	0	0	19	19	0	19
Branch Staff	91	0	0	91	87	4	91
Public Services	2	0	0	2	2	0	2
Total	122	0	0	122	116	6	122



Administration	Support Services	Branch Staff
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Libraries	2 Librarian II	3 Librarian III
2 Assistant Director of Libraries	2 Library Associate	4 Librarian II
1 Business Mnager	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 PT
1 Departmental Aide	2 Light Vehicle Driver	5 Office Services Assistant
<u>10</u> Requested Total	<u>5</u> Departmental Aide	6 Office Services Assistant PT
	19 Requested Total	<u>43</u> Departmental Aide
		91 Requested Total
 Public Services		
<u>Classification</u>		
1 Marketing/Promotional Assistant		
1 Graphic Artist PT		
<u>2</u> Requested Total		

Education



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average attendance per hour of operation	28	29	30	29	30
Number of registered users	153,202	151,710	155,000	148,509	150,000
Number of items checked out annually	1,325,113	1,258,740	1,300,000	1,078,403	1,100,000
Percentage of registered users as portion of County Population	16%	17%	17%	17%	17%
Number of programs offered	2,478	3,123	3,000	3,543	3,300
Number of participants in programs	55,889	58,479	55,000	64,428	60,000
Number of hours computers used	N/A	N/A	155,000	136,712	140,000

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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Total operating hours of library facilities	32,931	36,547	36,510	36,510	36,510
Total number of materials available to the public	992,466	924,927	900,000	880,564	900,000
Average population served per staff full-time equivalent (FTE)	9,737	9,692	9,700	9,780	9,800
Total public computer users	215,199	225,926	225,000	190,337	200,000
Total E-books and E-audio offered	N/A	N/A	17,000	15,165	17,000
Total number of website views	N/A	N/A	850,000	1,212,383	1,400,000

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

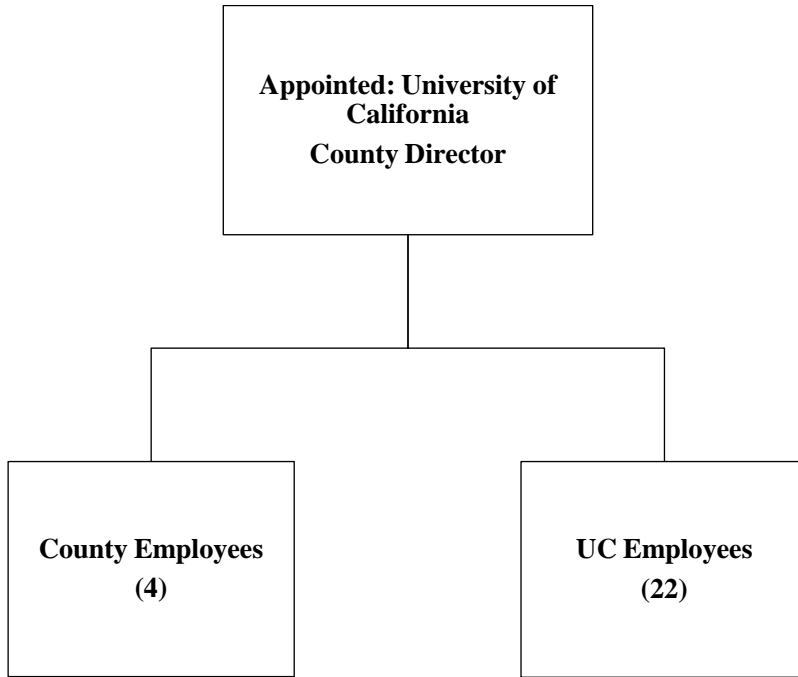
Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Services/Programs provided in coordination with other agencies	N/A	N/A	25	708	600
Grants received	N/A	N/A	4/\$125,000	1/\$95,000	4/\$125,000

It is the Library's goal to enrich the lives of the County residents by providing services in a more efficient and effective manner. Exploring partnerships and providing programs in conjunction with other County agencies or community groups will enhance the reach of the library and will serve to better connect residents with educational and enrichment opportunities.

Mission Statement

To serve California through the creation, development and application of knowledge in agricultural, natural and human resources.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Provided essential drought management strategies to County growers and consumers to reduce water consumption and maintain optimum yield of crops through the department’s research.
- Conducted classes in Bakersfield, Ridgecrest, and Tehachapi through the Horticulture for Landscape, Gardens, and Orchards program, which provides up-to-date horticultural and xeriscaping practices to Kern County’s urban/suburban population.
- The expanded Food and Nutrition Education Program and UC CalFresh nutrition education program improved nutrition, food safety, and family financial behaviors in thousands of County families. In FY 2015-16, 400 adults graduated from the program.
- FY 2014-15, 4-H volunteers totaled 820 youth and 235 adults that participated in the various outreach programs that promote leadership skills among the County’s youth.

Education



Farm and Home Advisor

Farm Advisor: Brian Marsh
Fund: General
Budget Unit: 6310

Function: Education
Activity: Education

Description of Major Services

The Farm and Home Advisor is a cooperative extension of the University of California (UC) and the United States Department of Agriculture. This budget unit was established to facilitate the County contribution to this collaboration by providing funds for administrative support, under a Memorandum of Understanding with the University of California. The UC cooperative extension develops and distributes information on the County's production and consumption of agricultural products and relays the County's agricultural needs to the University for research on product quality and yield improvements. The UC cooperative also operates the 4-H youth program, Adult and Youth Expanded Family Nutrition Education program, and the Horticultural Outreach and Education program.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$310,618	\$298,724	\$332,325	\$343,902	\$343,902	\$343,902
Services and Supplies	90,248	107,141	100,007	110,389	106,409	106,409
Other Financing Uses	0	79,028	0	0	0	0
TOTAL EXPENDITURES	\$400,866	\$484,893	\$432,332	\$454,291	\$450,311	\$450,311
REVENUE:						
Miscellaneous	\$56	\$642	\$256	\$252	\$252	\$252
Non-Revenue Receipts	0	800	0	20	20	20
TOTAL REVENUE	\$56	\$1,442	\$256	\$272	\$272	\$272
Less Available BSI *	\$0	(\$79,028)	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$400,810	\$404,423	\$432,076	\$454,019	\$450,039	\$450,039
BSI Ending Balance *	\$79,028	N/A	\$40,583	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Education

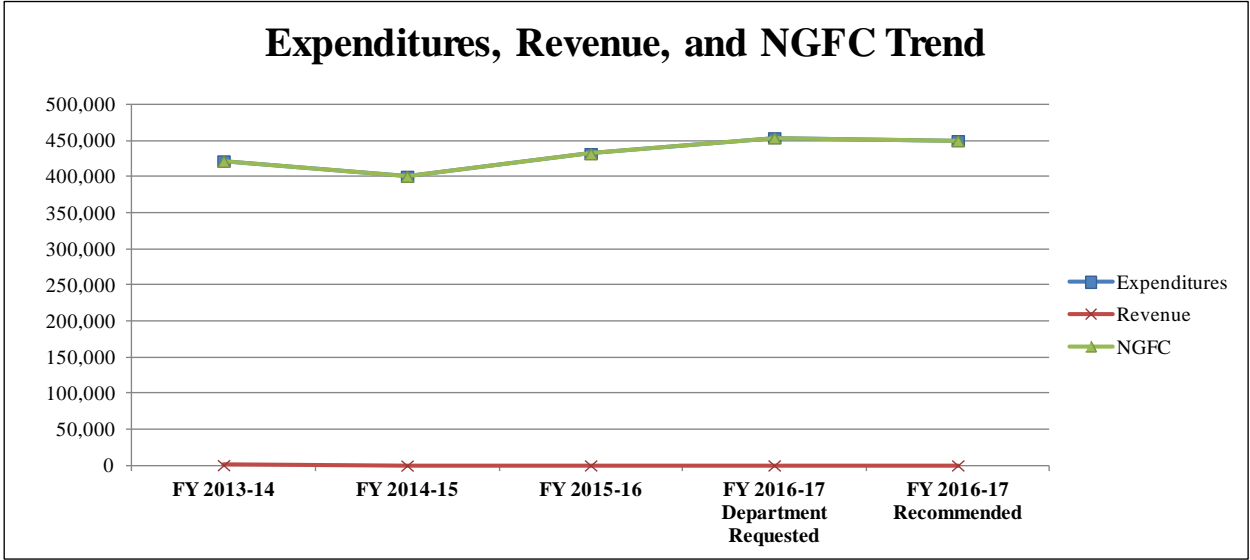
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

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 due to the suspended sale of printed materials and lack of mileage reimbursement following the transfer of vehicles to UC ownership. The department is funded by an allocation of Net General Fund Cost to cover the requirements stated in the Memorandum of Understanding.



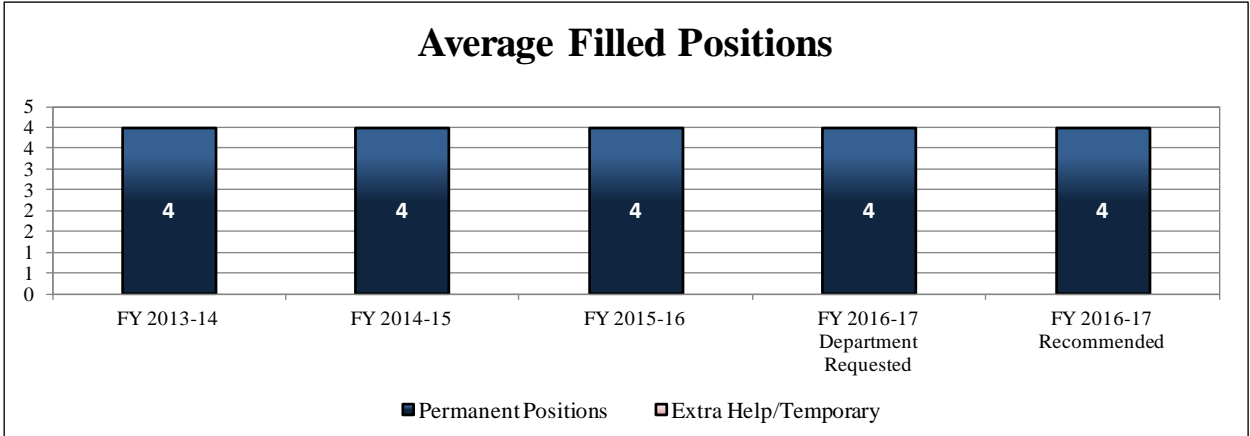
Budget Changes and Operational Impacts

The recommended budget provides the department with funding for staff and services and supplies as required by the Memorandum of Understanding. Beginning in FY 2016-17, the department will receive an allocation of the Net General Fund Cost that meets the requirements stated in the MOU and is no longer eligible to accrue Budget Saving Incentive (BSI) Credits. The slight reduction in service and supplies is the result of a decrease in the vehicle contribution to the UC, which is based upon County garage rates and fuel costs.



Staffing Changes and Operational Impacts

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



Education



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
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	\$305,281	\$310,618	\$332,325	\$343,902	\$343,902

Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2016-17 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

Education

Administration	
Classification	
1	Office Service Coordinator
1	Fiscal Support Technician
1	Office Service Technician
1	Ag. Field Equipment Specialist
4	Requested Total



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	100%	99.6%	100%	100%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards.	98.7%	98.1%	100%	100%	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 the 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of first year 4-H Youth members that re-enroll.	84%	68%	75%	71%	75%
Percentage of first year 4-H Adult volunteers that re-enroll.	100%	71%	75%	92%	75%
Number of children reached through participation in the Expanded Food & Nutrition Education Program (EFNEP) for youth.	9852	7219	6000	6823	6000

The main goal of the 4-H Youth Development Program is the promotion of citizenship, leadership and life-skills. 4-H club programs utilize the knowledge and dedication of adult volunteers who guide the youth in the various 4-H projects and leadership building tasks. The longer a young person participates in 4-H, the more likely they are to experience the opportunities for growth this program offers. The goal is therefore to increase the year-to-year retention rates of both youth members and adult volunteers. Although FY 2015-16 goal was not met, the department increased re-enrollment from the previous fiscal year.

The EFNEP program prioritizes strategies to improve the diet and health of low-income children and families. Local teachers, who have been trained by the department, 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of participants that report a gain in useful knowledge from Agriculture trainings.	99%	99%	100%	99%	100%
Number of newsletters issued, articles published, seminars held, or other educational outreach efforts conducted during the fiscal year designed to benefit Kern County agriculture.	259	243	250	267	250

Farm advisors present the results of research addressing multiple areas of concern for Kern County agriculture. The measures allow for both qualitative and quantitative assessment of 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



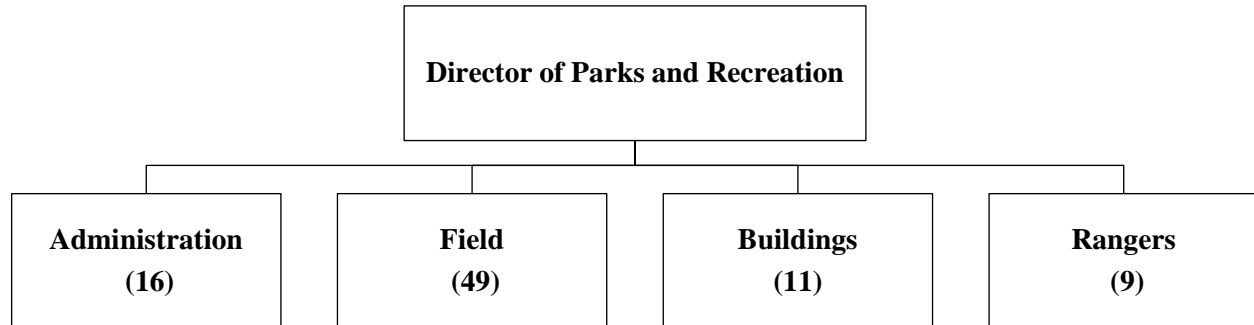
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Mission Statement

The Kern County Parks and Recreation Department develops and maintains a safe, accessible, high-quality regional system of parks, open spaces, landscapes and recreational facilities to support and enhance the quality of life for our residents and visitors.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 Accomplishments

- Secured a \$250,000 grant for a walking path, with lighting and exercise equipment at Potomac Park.
- Developed the County’s first dog park at Leroy Jackson Park in collaboration with District 1, community donations and community volunteer support.
- Transferred ownership of Blanco Little League facilities and equipment to Westside Recreation and Park District and ownership of DiGiorgio Park to the City of Arvin.
- Continued to rehabilitate park facilities throughout the County including construction of new pedestrian walking path with lighting and fitness equipment at Lamont Park; worked with the Tree Foundation and IKEA to plant trees at Hart Park; and opened a new restroom in Mt. Mesa Park.

Recreation and Culture



Parks and Recreation

Department Head: Robert Lerude
Fund: General
Budget Unit 7100

Function: Recreation and Culture
Activity: Recreation Facilities

Description of Major Services

The Parks and Recreation Department operates eight regional and forty neighborhood parks with recreational facilities that include lakes, campgrounds, group picnic areas, playgrounds, bike trails and ball fields. The department also operates seventy-six County buildings, which include veterans' halls, senior centers, community buildings, and recreation buildings. The department also provides administrative support for the Golf Course Enterprise Fund, Wildlife Resources Commission, Parks and Recreation Commission, and the Heritage Commission. In addition, the department maintains landscape areas around many County facilities.

Summary of Expenditures and Revenue

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$7,160,857	\$7,756,725	\$7,220,674	\$7,502,713	\$7,502,713	\$7,489,793
Services and Supplies	4,402,676	4,527,510	4,206,962	4,644,614	4,644,614	4,679,183
Other Charges	117,064	235,618	18,734	14,620	14,620	14,620
Capital Assets	196,201	130,340	143,400	0	0	0
Other Financing Uses	2,098	305,406	0	30	30	466,399
TOTAL EXPENDITURES	\$11,878,896	\$12,955,599	\$11,589,770	\$12,161,977	\$12,161,977	\$12,649,995
Expend. Reimb.	(\$39,302)	(\$30,252)	(\$25,018)	(\$30,180)	(\$30,180)	(\$30,180)
TOTAL NET EXPENDITURES	\$11,839,594	\$12,925,347	\$11,564,752	\$12,131,797	\$12,131,797	\$12,619,815
REVENUE:						
Fines and Forfeitures	\$19,710	\$17,569	\$27,325	\$23,329	\$23,329	\$23,329
Use of Money/Property	217,720	232,961	263,871	252,229	252,229	252,229
Intergovernmental	1,727	0	477	0	0	0
Charges for Services	1,640,007	1,756,241	1,764,616	1,739,821	1,739,821	1,739,821
Miscellaneous	17,256	1,880	9,164	4,730	4,730	4,730
Other Financing Sources:						
Sales-Fixed Assets	0	0	500	0	0	0
Litter Fine Fund	2,647	0	0	0	0	0
Off Hwy Motor Vehicle License	21,379	70,000	56,447	0	0	0
Donation Fund	9,385	0	0	0	0	0
Wildlife Resources	3,060	0	0	5,000	5,000	5,000
Realignment 2011	12,000	30,000	4,500	81,277	81,277	81,277
TOTAL REVENUE	\$1,944,891	\$2,108,651	\$2,126,900	\$2,106,386	\$2,106,386	\$2,106,386
Less Available BSI *	\$0	(\$305,406)	\$0	\$0	\$0	(\$466,369)
NET GENERAL FUND COST	\$9,894,703	\$10,511,290	\$9,437,852	\$10,025,411	\$10,025,411	\$10,047,060
BSI Ending Balance *	\$253,073	N/A	\$305,406	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

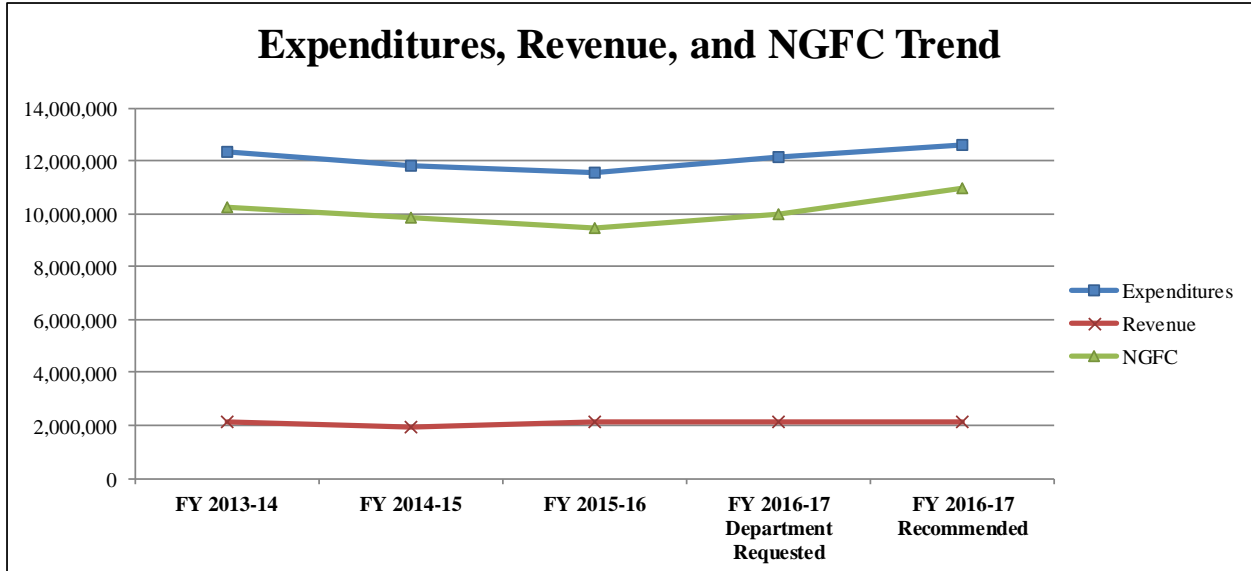
Staffing costs of \$7.5 million fund 78 positions for the administration, operations and maintenance of the County's numerous parks and County buildings. Services and supplies appropriations of \$4.6 million include utilities, maintenance, insurance, and fleet costs. The department is primarily funded by an allocation of Net General Fund Cost. Revenue sources of \$2.1 million represents fees from camping, fishing, park entrance, facility use, permits, and concession agreements.

Budget Changes and Operational Impacts

Salaries and benefits will be higher than in FY 2015-16 due to the department's desire to fill previously vacant positions to meet operational demands. The department continued with the evaluation of the maintenance needs in remote locations, as well as the restructuring of the department organizational structure, specifically the Park Rangers. These operational reviews lead to the department not filling funded Parks Rangers and Groundkeeper positions, resulting in lower salaries and benefit costs in FY 2015-16.

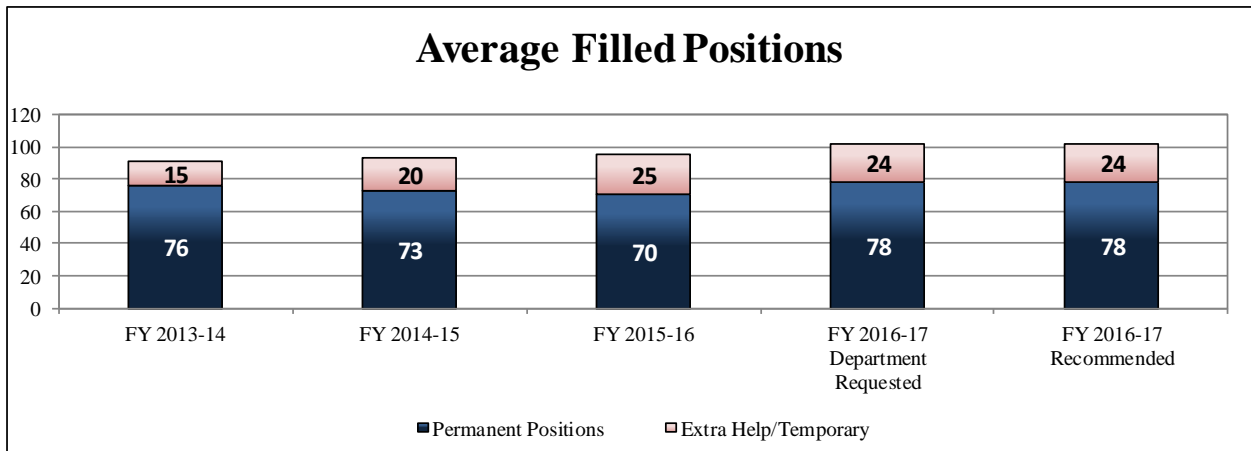
The recommended budget provides funding that will allow the department to fund 78 of the 85 authorized positions. In order to meet the 5% reduction in NGFC in FY 2016-17, the department will need to hold seven positions vacant and unfunded. Park maintenance will remain at similar levels as FY 2015-16 through the use of extra-help positions.

Services and supplies are recommended at an increased level in FY 2016-17, primarily as a result of implementing a full year of privatization services in Phase III areas (Frazier Park, Ford City, Valley Acres, Derby Acres, and Fellows) and to cover anticipated utility expenses. The department continued to monitor drought related restrictions in FY 2015-16 and implemented water conservation programs to reduce water usage at parks and recreational facilities, resulting in lower services and supplies cost in FY 2015-16.



Staffing Changes and Operational Impacts

The department currently has 94 authorized positions and will delete eight (8) vacant Groundskeeper I/II positions, one (1) Fiscal Support Technician position, one (1) Supervising Park Ranger position and will add one (1) Fiscal Support Supervisor position to better meet operational needs. In addition, the department will hold vacant and unfunded one (1) Groundskeeper III position, three (3) Building Services Worker positions, and three (3) Park Ranger positions. Since the eight (8) Groundskeeper I/II positions were vacant and unfunded in FY 2015-16, the deletions should have negligible impact on department operations. The recommended budget includes the use of 24 extra-help positions.



Recreation and Culture



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	76	73	70	78	78
Extra Help/Temporary	15	20	25	24	24
Total Positions	91	93	95	102	102
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	7	6	69	N/A	N/A
Extra Help/Temporary (FTE)	3	1	21	N/A	N/A
Total Positions	10	7	90	N/A	N/A
SALARIES & BENEFITS	\$7,479,930	\$7,160,857	\$7,220,674	\$7,502,713	\$7,489,793

Summary of Authorized Positions

The department currently has 94 authorized permanent positions. The recommended budget includes 85 authorized positions, of which 78 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	16	1	(1)	16	16	0	16
Field	57	0	(8)	49	48	1	49
Buildings	11	0	0	11	8	3	11
Rangers	10	0	(1)	9	6	3	9
Total	94	1	(10)	85	78	7	85

Recreation and Culture



Administration	Field	Buildings
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Parks and Recreation	4 Area Park Supervisor	1 Sr. Building Services Worker
1 Business Manager	6 Park Supervisor	4 Building Services Worker I/II
1 Sr. Office Services Specialist	8 Maintenance Worker IV/III/II/I	6 Building Services Worker III
1 Park Superintendent	14 Groundskeeper III	11 Requested Total
2 Planner III/II/I	13 Groundskeeper I/II	
1 Park Ranger Manager	1 Maintenance Plumber	
2 Administrative Coordinator	1 Maintenance Electrician	
2 Fiscal Support Supervisor	3 Equipment Operator	
1 Fiscal Support Specialist	1 Sr. Mower Repair Mechanic	
4 Fiscal Support Technician	3 Tree Trimmer II	
16 Current Total	1 Tree Trimmer III	
<u>Additions/Deletions</u>	2 Park Caretaker	
1 Fiscal Support Supervisor	57 Current Total	
(1) Fiscal Support Technician	<u>Additions/Deletions</u>	
16 Requested Total	(8) Groundskeeper I/II	
	49 Requested Total	
Range rs		
<u>Classification</u>		
3 Supervising Park Ranger		
4 Park Ranger II		
3 Park Ranger Trainee		
10 Current Total		
<u>Additions/Deletions</u>		
(1) Supervising Park Ranger		
9 Requested Total		



Fiscal Year 2016-17 Goals, Objectives, and Performance Measures

Goal 1: Promote beautification in parks and increase accessibility to recreational resources and opportunities

Objective 1: Increase tree planting and remove hazardous trees

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Ratio of trees planted to trees removed across the County by Parks Department	157/307	160/80	160/100	13/211	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. During FY 2013-14 the department planted a greater number of trees than were removed. The goal for FY 2015-16 was to continue to plant an equal or greater number of trees than were being removed. The department did not experience the high volume of grants and community involved projects and were not able to reach the adopted goal for FY 2015-16. Additionally, with the current historic drought, planting trees in FY 2015-16 did not become a priority, but rather saving the current trees became the highest priority. The drought caused trees that were not healthy, or native to the valley to die, which caused the increase in number of trees removed in FY 2015-16.

Objective 2: Removing graffiti as quickly as possible to prevent further occurrences and increase beautification.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average number of days to remove graffiti on Parks property	1.5	1.0	.5	1	N/A

By removing graffiti quickly, the department prevents further occurrences from happening as quickly, and enhances the beautification of County parks, and facilities. The department's actual performance was above its adopted goal and it is expected that the department will maintain its performance in FY 2016-17. The department was able to have graffiti removed quickly as in past years, and did not experience a large increase in complaints. The department is eliminating this performance measure as it does not provide a meaningful evaluation of performance.

Objective 3: To track utilization of website to make reservations and to purchase boat permits

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Total transactions processed in reservations system.	N/A	3,084	3,500	4,074	4100

Through its website, the department will provide the public with access to make reservations 24-hours a day, 365 days a year. The department's actual performance exceeded its adopted goal and it is expected that the department will continue to increase its performance in FY 2016-17.

Goal 2: Enhance public safety in County parks and facilities

Objective 1: Improve public safety of park patrons and quality of life for residents living near neighborhood parks through targeted enforcement of specific crimes in the county regional and neighborhood parks, lakes and recreations areas

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of DUI and boating under the influence reports	N/A	20	25	11	30
Number of alcohol and tobacco ordinance enforcement	N/A	100	75	106	100
Number of vandalism reports outside of graffiti reports	N/A	30	15	10	10
Number of graffiti reports	N/A	40	20	8	15

Park rangers and security officers patrol lakes to ensure boaters are operating safely and legally; and provide a patrol presence within parks to encourage compliance with regulation, answer questions related to camping, fire, fishing, and vehicle operation; observe and intervene in disturbances related to alcohol use and visitor conflicts, and vehicle code and parking regulations. In addition to the regional parks the Park Rangers regularly patrol, they are also patrolling County neighborhood parks and facilities. The expansion into County parks and recreational facilities outside the regional parks resulted in higher number of ordinance enforcements.

Recreation and Culture



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

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Contacts with homeless individuals	N/A	100	75	457	200
Homeless individuals issued citations/booked into jail	N/A	15	15	180	N/A
Referrals to homeless facilities and programs	N/A	100	50	129	100

Many of the homeless in the county parks have outstanding warrants and/or social services needs. As the rangers expand their activities into neighborhood parks outside their regional park home stations, they will encounter homeless people in need of various social services, including mental health services, or with arrest warrants. The three performance measures were newly instituted for FY 2014-15, so no historical data is available. The department's actual performance of referrals to homeless facilities and programs was well above its adopted goal and it is expected that the department will continue to improve its performance this fiscal year. The department is eliminating the second performance measure as it does not provide a meaningful evaluation of performance.



Debt Service

Department Head: John Nilon
Fund: General
Budget Unit: 8120

Function: Debt Service
Activity: Interest on Long Term Debt

Description of Major Services

This budget unit is used to make annual debt service payments for County projects and equipment financed on a long-term basis, and to pay interest on the County's short term cash flow borrowing. The County Administrative Office administers this budget unit.

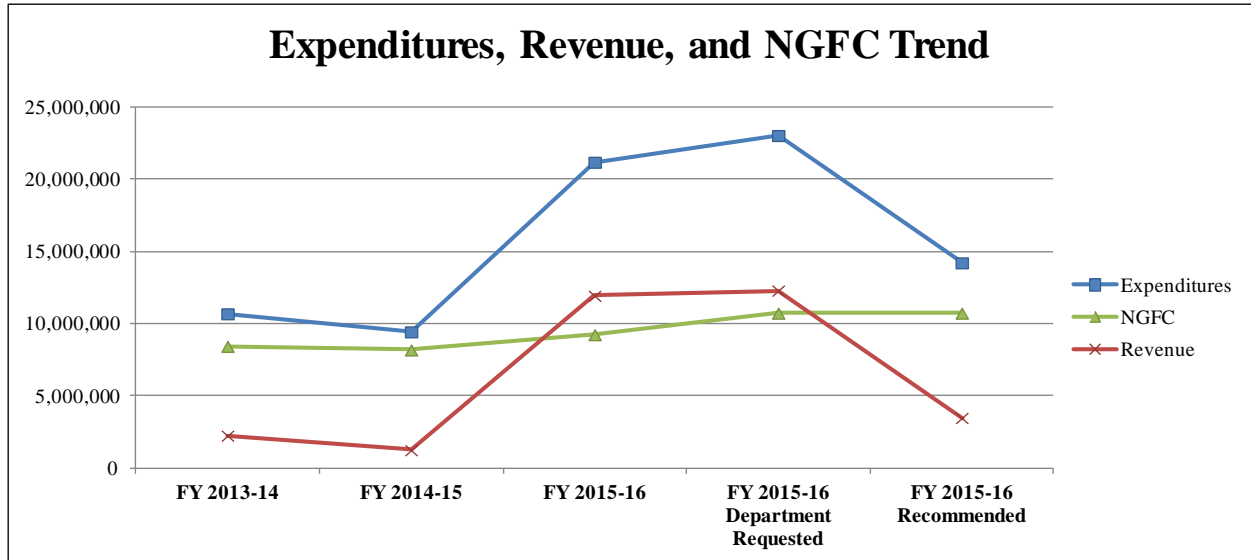
Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$538,384	\$1,350,220	\$728,551	\$1,347,810	\$1,347,810	\$1,347,810
Other Charges	8,910,737	21,700,288	20,470,004	21,702,574	12,892,574	12,882,107
TOTAL EXPENDITURES	\$9,449,121	\$23,050,508	\$21,198,555	\$23,050,384	\$14,240,384	\$14,229,917
REVENUE:						
Use of Money/Property	\$758,000	\$11,810,000	\$11,810,000	\$11,810,000	\$3,000,000	\$2,989,533
Miscellaneous	0	0	2,444	0	0	0
Other Financing Sources:						
Community Development Program	495,664	494,510	494,509	494,386	494,386	494,386
TOTAL REVENUE	\$1,253,664	\$12,304,510	\$12,306,953	\$12,304,386	\$3,494,386	\$3,483,919
NET GENERAL FUND COST	\$8,195,457	\$10,745,998	\$8,891,602	\$10,745,998	\$10,745,998	\$10,745,998

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The recommended budget includes sufficient appropriations to cover debt service payments for the 2009 Certificates of Participation, the 2011 Refunding Certificates of Participation, the 2007 California Infrastructure and Economic Development Bank Loan, in addition to the anticipated interest cost of the FY 2016-17 Tax and Revenue Anticipation Notes. Appropriations are included for the estimated costs for vacant space in the Southeast Bakersfield Community Services Center that have increased with the relocation of some of the Employers' Training Resource employees and the Sheriff Civil Unit to other facilities. The major source of funding for this budget unit is an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget includes a decrease in other charges as a result of lower anticipated total interest cost associated with the FY 2016-17 Tax and Revenue Anticipation Notes. The decrease in Use of Money/Property revenue is due to a lower anticipated premium on the FY 2016-17 Tax and Revenue Anticipation Notes.



Debt Service



COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As of June 30, 2016

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	FY 2016-2017 Payment Obligation
Certificates of Participation				
2009 Certificates of Participation (Capital	General Fund	\$83,910,000	August 1, 2035	\$6,936,685
2011 Solid Waste Refunding (Solid Waste System Improvements)	Solid Waste Enterprise Fund	1,955,000	August 1, 2016	1,986,769
2011 Refunding Certificates of Participation (Capital Improvement Projects)	General /Kern Medical Center/Fire Funds	6,530,000	November 1, 2019	2,197,125
Subtotal Certificates of Participation		\$92,395,000		\$11,120,579
Privately Placed and Other Obligations				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	\$3,149,360	January 12, 2026	\$468,227
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	4,568,006	August 1, 2026	493,324
Equipment Capital Leases	Various Funds ¹	7,310,108	Various	3,334,293
Kern Public Services Financing Authority Lease Revenue Refunding Bonds, 2010 Series	Various Funds ²	9,510,000	March 1, 2032	905,471
Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	5,870,000	August 1, 2022	934,944
Subtotal Private Placement and Other Obligations		\$34,228,665		\$6,136,259
Pension Obligation Bonds³				
Taxable Pension Obligation Bonds Series 1995	Various Funds	\$41,923,443	August 15, 2021	\$35,805,000
Taxable Pension Obligation Refunding Bonds Series 2003A	Various Funds	183,152,067	August 15, 2027	20,228,890
Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
Subtotal Pension Obligation Bonds		\$294,335,506		\$58,126,390
Total Long-Term Debt		\$420,959,171		\$75,383,228
Short-Term Debt				
FY 2016-17 Tax and Revenue Anticipation Notes	General Fund	\$160,000,000	June 30, 2017	\$163,518,889

¹ The debt service payments for the Equipment Capital Leases is made from the budget units owning the equipment.

² The debt service payments for the Kern Public Services Financing Authority Lease Revenue Refunding Bonds, 2010 Series is made with the lease payments from the entities occupying the facility

³ The debt service payments for all Pension Obligation Bonds are made on a pro rata basis between various County funds proportional to the amount of salary costs incurred in those funds.



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Appropriations for Contingencies

Department Head: John Nilon
 Fund: General
 Budget Unit: 1970

Function: General Government
 Activity: Appropriation for Contingencies

Description of Major Services

The Appropriations for Contingencies budget unit accounts for General Fund resources set aside to help protect the County from unforeseen increases in expenditures or reductions in revenue, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In doing so, it is also intended to help avoid undue service level fluctuations during periods of economic instability. The County Administrative Office administers this budget unit.

Summary of Appropriations					
	<u>FY 2014-15</u>	<u>FY 2015-16</u>	<u>FY 2016-17</u>		
	Adopted Budget	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:					
Contingencies	\$8,341,240	\$7,770,110	\$4,750,000	\$6,700,000	\$9,375,607
TOTAL APPROPRIATIONS	\$8,341,240	\$7,770,110	\$4,750,000	\$6,700,000	\$9,375,607
NET GENERAL FUND COST	\$8,341,240	\$7,770,110	\$4,750,000	\$6,700,000	\$9,375,607

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

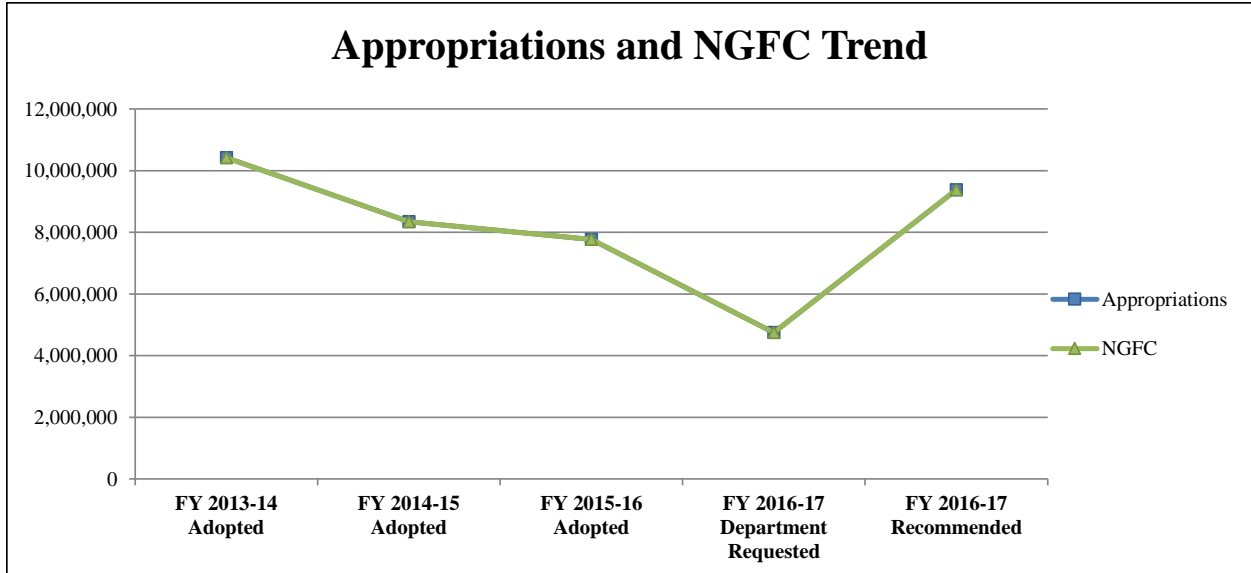
Expenditures are not incurred in this budget unit but rather appropriations are transferred to other General Fund budget units under limited circumstances if approved by the Board of Supervisors. The recommended budget includes the appropriation of 1% of General Fund general purpose revenue in the amount of \$4 million to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting the County’s operations that could not have been reasonably anticipated. In addition, \$500,000 is appropriated for other uncertainties departments may encounter such as emergency maintenance projects and other unforeseen circumstances. The budget unit is funded through an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

In addition to the standard general purpose contingencies identified above, the recommended budget includes set asides for the following:

- \$200,000 for Animal Services spay/neuter activities.
- \$4,000,000 for coverage of potential uninsured litigation costs. These appropriations will only be used if actual uninsured litigation costs exceed the \$1.14 million budgeted in the County Counsel budget.
- \$675,607 for coverage of potential operational costs related to Fire Station 13.





Summary of Provisions for Reserves and Designations

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17	
Governmental Funds					
00001	General Fund				
	Reserve - General	\$40,000,000	\$0	\$0	\$40,000,000
	Reserve - Tax Litigation	6,624,760	1,000,000	0	5,624,760
	Designation - DHS Working Capital	20,452,848	0	6,000,000	26,452,848
	Designation - RenewBiz	1,413,196	670,000	0	743,196
	Designation - Blight Remediation	710,000	0	0	710,000
	Designation - Retirement	17,613,330	4,855,454	0	12,757,876
	Designation - Infrastructure Replacement	14,943,715	5,760,784	0	9,182,931
	Designation - EH Program Enhancement	91,403	91,403	0	00
	Designation - EH Displaced Tenants	20,000	20,000	0	00
	Designation - Fire Station 64 Replacement	355,000	0	0	355,000
	Designation - Road Improvements	400,000	0	400,000	800,000
	Designation - Lost Hills	125,000	0	0	125,000
	Designation - KMC Working Capital	44,823,070	6,000,000	0	38,823,070
	Designation - IT Projects	192,657	0	0	192,657
	Designation - Sheriff Aircraft	1,193,375	0	0	1,193,375
	Designation - WESTARZ	147,705	0	0	147,705
	Designation - Jail Operations	7,500,000	0	0	7,500,000
	General Fund Subtotal	\$156,606,059	\$18,397,641	\$6,400,000	\$144,608,418
	Special Revenue Funds				
	<u>Operating Special Revenue Funds</u>				
00007	Road				
	Designation - General	\$0	\$0	\$6,491,468	\$6,491,468
00011	Structural Fire				
	Reserve - Tax Litigation	\$1,800,000	\$1,800,000	\$0	\$0
	Designation - Infrastructure Replacement	62,252	62,252	0	0
	Designation - General	1,953,835	1,953,835	0	0
	Designation - Capital Projects	1,842,093	1,842,093	0	0
	Structural Fire Subtotal	\$5,658,180	\$5,658,180	\$0	\$0
00120	Building Inspections				
	Reserve - General	\$1,094,859	\$1,094,859	\$0	\$0
	Designation - General	12,405,908	0	3,537,568	15,943,476
	Building Inspections Subtotal	\$13,500,767	\$1,094,859	\$3,537,568	\$15,943,476
00130	Department of Human Services - Administration				
	Designation - General	\$0	\$0	\$1,054,532	\$1,054,532
00141	Mental Health fund				
	Designation - General	\$28,550,090	\$11,341,694	\$0	\$17,208,396
00145	Aging and Adult Services				
	Designation - General	\$1,061,193	\$15,553	\$0	\$1,045,640
00183	Kern County Department of Child Support				
	Designation - General	\$831,746	\$61,003	\$0	\$770,743
22066	Environmental Health Services				
	Designation - General	\$0	\$0	\$642,972	\$642,972
	Operating Special Revenue Funds Subtotal	\$49,601,976	\$18,171,289	\$11,726,540	\$43,157,227
	<u>Non-Operating Special Revenue Funds</u>				
00160	Wildlife Resources				
	Designation - General	\$14,375	\$11,533	\$447	\$3,289
00161	Timber Harvest				
	Designation - General	\$36,892	\$0	\$460	\$37,352
00163	Probation Juvenile Justice Realignment				
	Designation - General	\$1,618,517	\$517,324	\$0	\$1,101,193
00164	Real Estate Fraud				
	Designation - General	\$415,286	\$0	\$83,272	\$498,558
00170	Off Hwy Motor Vehicle Licenses				
	Designation - General	\$510,244	\$0	\$32,587	\$542,831

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
00171	Planned Local Drainage - Shalimar			
	Designation - Infrastructure Replacement	\$9,535	\$0	\$1,105
	Designation - General	988	988	0
	Planned Local Drainage - Shalimar Subtotal	\$10,523	\$988	\$1,105
00172	Planned Local Drainage - Brundage			
	Designation - Infrastructure Replacement	\$129,417	\$0	\$2,604
	Designation - General	1,210	1,210	0
	Planned Local Drainage - Brundage Subtotal	\$130,627	\$1,210	\$2,604
00173	Planned Local Drainage - Orangewood			
	Designation - Infrastructure Replacement	\$841,149	\$0	\$10,078
	Designation - General	1,109	1,109	0
	Planned Local Drainage - Orangewood Subtotal	\$842,258	\$1,109	\$10,078
00174	Planned Local Drainage - Breckenridge			
	Designation - Infrastructure Replacement	\$34,115	\$0	\$1,613
	Designation - General	1,233	1,233	0
	Planned Local Drainage - Breckenridge Subtotal	\$35,348	\$1,233	\$1,613
00175	Range Improvement Section 15			
	Designation - General	\$51,917	\$0	\$11,117
00176	Planned Local Drainage - Oildale			
	Designation - Infrastructure Replacement	\$186,963	\$0	\$1,993
00177	Range Improvement Section 3			
	Designation - General	\$41,580	\$11,697	\$0
00179	Probation Training Fund			
	Designation - General	\$78,785	\$0	\$2,003
00180	DNA Identification			
	Designation - General	157,129	90,000	33,285
00181	Local Public Safety			
	Designation - General	\$8,511,335	\$0	\$1,295,717
00182	Sheriff Training Fund			
	Designation - General	\$85,292	\$0	\$350
00184	Automated Fingerprint Fund			
	Designation - General	\$179,754	\$0	\$157,621
00186	Juvenile Justice Facility Temp Construction Fund			
	Designation - General	\$8,989	\$0	\$211
00187	Emergency Medical Services			
	Designation - General	\$1,307,529	\$0	\$745,113
00188	Automated County Warrant System			
	Designation - General	\$35,233	\$1,944	\$0
00190	Domestic Violence Program			
	Designation - General	\$96,780	\$0	\$19,063
00191	Criminal Justice Facilities Construction			
	Designation - General	\$1,132,724	\$0	\$566,374
00193	Courthouse Construction Fund			
	Designation - General	\$50	\$0	\$0
00194	Recorders Social Security Number Truncation			
	Designation - General	\$331,126	\$5,448	\$0
00195	Alcoholism Program			
	Designation - General	\$64,739	\$12,469	\$0
00196	Alcohol Abuse Education Prevention			
	Designation - General	\$119,663	\$71,348	\$0
00197	Drug Program			
	Designation - General	\$73,717	\$60,036	\$0
00198	Recorders Modernization			
	Designation - General	\$1,644,780	\$0	\$413,454
00199	Micrographic/Recorder Fund			
	Designation - General	\$46,774	\$45,722	\$0
00264	Tax Loss Reserve			
	Reserve - 1% Teeter Plan	\$10,028,972	\$0	\$0
	Designation - General	51,709,569	1,704,462	0
	Tax Loss Reserve Subtotal	\$61,738,541	\$1,704,462	\$0

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17	
00266	Redemption System				
	Designation - General	\$2,058,008	\$423,160	\$0	\$1,634,848
00270	Abatement Cost				
	Designation - General	\$37,825	\$0	\$23,807	\$61,632
22010	County Local Revenue Fund 2011				
	Designation - AB109	\$4,716,695	\$0	\$181,033	\$4,897,728
	Designation - General	3,214,314	0	6,107,095	9,321,409
	County Local Revenue Fund 2011 Subtotal	\$7,931,009	\$0	\$6,288,128	\$14,219,137
22021	Animal Care Donations				
	Designation - General	\$115	\$0	\$0	\$115
22023	Animal Care				
	Designation - General	\$76	\$0	\$0	\$76
22027	Sterilization Fund				
	Designation - General	\$25,041	\$6,135	\$0	\$18,906
22036	Board of Trade Advertizing				
	Designation - General	\$226,820	\$0	\$60,295	\$287,115
22042	General Plan Administration Sub charge				
	Designation - General	\$843,932	\$0	\$13,806	\$857,738
22045	County-wide Crime Prevention				
	Designation - General	\$9,440	\$0	\$716	\$10,156
22046	Sheriff Electronic Monitoring				
	Designation - General	\$0	\$0	\$95,740	\$95,740
22064	District Attorney Local Forfeiture Fund				
	Designation - General	\$115,450	\$0	\$41,707	\$157,157
22069	Public Health Miscellaneous				
	Designation - General	\$30,764	\$7,849	\$0	\$22,915
22073	Health - MAA/TCM				
	Designation - General	\$166,974	\$16,877	\$0	\$150,097
22075	MMP State Fee				
	Designation - General	\$0	\$0	\$1,188	\$1,188
22076	Child Restrainer Loaner Program				
	Designation - General	\$76,941	\$32,366	\$0	\$44,575
22079	District Attorney Equipment/Automation				
	Designation - General	\$432,258	\$69,843	\$0	\$362,415
22085	Mental Health Services Act				
	Designation - General	\$36,694,533	\$0	\$22,274,771	\$58,969,304
22086	MHSA Prudent Reserve				
	Designation - General	\$12,432,616	\$0	\$4,264,048	\$16,696,664
22087	Criminalistics Laboratories				
	Designation - General	\$173,471	\$0	\$164,223	\$337,694
22097	Asset Forfeiture 15 Percent				
	Designation - General	\$5,236	\$0	\$93	\$5,329
22098	Probation Asset Forfeiture				
	Designation - General	\$71,357	\$7,985	\$0	\$63,372
22107	Asset Forfeiture Federal				
	Designation - General	\$40,833	\$0	\$17,795	\$58,628
22121	Truck 21 Replacement				
	Designation - General	\$14	\$0	\$3,573	\$3,587
22122	Fixed Wing Aircraft				
	Designation - General	\$1	\$0	\$520	\$521
22123	Vehicle/Apparatus				
	Designation - General	\$239,729	\$0	\$206,399	\$446,128
22125	Hazardous Waste Settlements				
	Designation - General	\$275,307	\$0	\$422,089	\$697,396
22126	Sheriff's Rural Crime				
	Designation - General	\$6,663	\$0	\$17,473	\$24,136
22127	Sheriff's California Identification				
	Designation - General	\$1,903,377	\$680,079	\$0	\$1,223,298
22128	Sheriff's Civil Subpoenas				
	Designation - General	\$30,137	\$9,812	\$0	\$20,325

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17	
22129	KNET Special Asset Forfeiture				
	Designation - General	\$281,153	\$0	\$9,713	\$290,866
22131	Sheriff's Drug Abuse Gang Diversion				
	Designation - General	\$136,597	\$0	\$65,126	\$201,723
22132	Sheriff's Training				
	Designation - General	\$55,384	\$39,033	\$0	\$16,351
22133	Sheriff - Work Release				
	Designation - General	\$22,836	\$0	\$17,584	\$40,420
22137	Sheriff - State Forfeiture				
	Designation - General	\$264,155	\$212,463	\$0	\$51,692
22138	Sheriff - Civil Automated				
	Designation - General	\$805,783	\$0	\$226,530	\$1,032,313
22140	Sheriff's Firearms				
	Designation - General	\$41,308	\$0	\$2,274	\$43,582
22141	Sheriff - Judgment Debtor Fee				
	Designation - General	\$654,524	\$134,319	\$0	\$520,205
22142	Sheriff - Community Resources				
	Designation - General	\$8,031	\$1,427	\$0	\$6,604
22143	Sheriff's Volunteer Services Group				
	Designation - General	\$106,222	\$1,411	\$0	\$104,811
22144	Sheriff Controlled Substances				
	Designation - General	\$752,553	\$548,168	\$0	\$204,385
22153	Bakersfield Planned Sewer # 1				
	Designation - Infrastructure Replacement	\$2,579,621	\$123,749	\$0	\$2,455,872
22156	DIVCA Local Franchise Fee				
	Designation - General	\$159,361	\$0	\$236,841	\$396,202
22158	Bakersfield Planned Sewer # 2				
	Designation - Infrastructure Replacement	\$318,264	\$551	\$0	\$317,713
	Designation - General	174	174	0	0
	Bakersfield Planned Sewer # 2 Subtotal	\$318,438	\$725	\$0	\$317,713
22160	Sheriff's CAL-MMET				
	Designation - General	\$13,175	\$0	\$111	\$13,286
22161	HIDTA - State Asset Forfeiture				
	Designation - General	\$46,274	\$0	\$887	\$47,161
22162	CAL - MMET State Asset Forfeiture				
	Designation - General	\$695,941	\$0	\$30,403	\$726,344
22163	High Tech Equipment				
	Designation - General	\$3,986	\$0	\$37	\$4,023
22164	Bakersfield Planned Sewer # 3				
	Designation - Infrastructure Replacement	\$3,412	\$0	\$650	\$4,062
	Designation - General	602	602	0	0
	Bakersfield Planned Sewer # 3 Subtotal	\$4,014	\$602	\$650	\$4,062
22166	Bakersfield Planned Sewer # 4				
	Designation - General	\$71,061	\$0	\$17,640	\$88,701
22167	Bakersfield Planned Sewer # 5				
	Designation - Infrastructure Replacement	\$77,784	\$0	\$1,451	\$79,235
	Designation - General	612	612	0	0
	Bakersfield Planned Sewer # 5 Subtotal	\$78,396	\$612	\$1,451	\$79,235
22173	County Planned Sewer Area A				
	Designation - Infrastructure Replacement	\$0	\$0	\$1,262	\$1,262
22177	County Planned Sewer Area B				
	Designation - General	\$932	\$0	\$15	\$947
22184	County Service Area 71 Septic Abandonment				
	Designation - Infrastructure Replacement	\$1,050,590	\$0	\$26,357	\$1,076,947
22185	Wraparound Savings				
	Designation - General	\$3,238,742	\$0	\$1,050,730	\$4,289,472
22187	Recorders Electronic Recordings				
	Designation - General	\$89,596	\$84,002	\$0	\$5,594
22188	Firework Violations				
	Designation - General	\$104,650	\$0	\$42,868	\$147,518

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
22190 Community Corrections Performance Incentive				
Designation - General	\$16,882	\$0	\$406,150	\$423,032
22194 Veterans Grant Fund				
Designation - General	\$0	\$0	\$273,934	\$273,934
22195 Park Donations				
Designation - General	\$20,823	\$0	\$12,761	\$33,584
22197 Industrial Firefighter Vehicle				
Designation - General	\$0	\$0	\$53,898	\$53,898
24026 Victim Services				
Designation - General	\$0	\$0	\$27,680	\$27,680
24028 District Attorney - Federal Forfeiture				
Designation - General	\$212,070	\$0	\$13,696	\$225,766
24038 District Attorney - Court Ordered Penalties				
Designation - General	\$1,909,789	\$333,476	\$0	\$1,576,313
24042 Fire Department Donations				
Designation - General	\$34,982	\$6,798	\$0	\$28,184
24043 State Fire				
Designation - General	\$1,169,401	\$0	\$23,189	\$1,192,590
24044 Fire - Hazard Reductions				
Designation - General	\$452,591	\$166,082	\$0	\$286,509
24047 Fire - Helicopter Operations				
Designation - General	\$1,198,783	\$0	\$403,507	\$1,602,290
24050 Mobile Fire Kitchen				
Designation - General	\$2,959	\$0	\$18	\$2,977
24057 Inmate Welfare - Sheriff Correctional Facility				
Designation - General	\$3,086,911	\$2,396,677	\$0	\$690,234
24060 Juvenile Inmate Welfare				
Designation - General	\$203,982	\$0	\$17,960	\$221,942
24063 Community Recidivism Reduction - CCP				
Designation - General	\$250,000	\$0	\$0	\$250,000
24066 Kern County Children				
Designation - General	\$424,233	\$0	\$283,072	\$707,305
24067 Kern County Library Donations				
Designation - General	\$419,723	\$0	\$94,926	\$514,649
24086 Peace Officer's Training				
Designation - General	\$534	\$0	\$23	\$557
24088 Core Area Metro Bakersfield Impact Fee				
Designation - General	\$1,106,475	\$0	\$858,184	\$1,964,659
24089 Metro Bakersfield Transportation Impact Fee				
Designation - General	\$9,265,458	\$0	\$1,626,900	\$10,892,358
24091 Rosamond Transportation Impact Fee				
Designation - General	\$594,126	\$0	\$174,205	\$768,331
24095 Bakersfield Mitigation				
Designation - General	\$1,498,397	\$0	\$102,981	\$1,601,378
24096 Tehachapi Transportation Impact Fee				
Designation - General	\$17,100	\$0	\$107	\$17,207
24097 Tehachapi Transportation Impact Fee Non-Core				
Designation - General	\$1,800,609	\$0	\$258,345	\$2,058,954
24098 Project Impact Mitigation Fund				
Designation - General	\$14,383,900	\$0	\$83,259	\$14,467,159
24105 Jamison Center				
Designation - General	\$100,969	\$10,042	\$0	\$90,927
24125 Strong Motion Instrumentation				
Designation - General	\$8,598	\$0	\$48,248	\$56,846
24126 Tobacco Education Control Program				
Designation - General	\$31,643	\$427	\$0	\$31,216
24137 Vital and Health Statistics - Health Department				
Designation - General	\$79,118	\$0	\$10,799	\$89,917
24138 Vital and Health Statistics - Recorder				
Designation - General	\$434,536	\$0	\$66,301	\$500,837

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
24139	Vital and Health Statistics - County Clerk			
	\$1,884	\$422	\$0	\$1,462
24300	Oildale Revitalization Fund			
	\$8,420	\$8,420	\$0	\$0
25120	Parcel Map In-Lieu Fees			
	\$150,041	\$52,560	\$0	\$97,481
	\$193,803,657	\$7,912,044	\$43,845,460	\$229,737,073
	Non-Operating Special Revenue Funds Subtotal			
	\$243,405,633	\$26,083,333	\$55,572,000	\$272,894,300
	Special Revenue Funds Subtotal			
	Capital Project Funds			
00004	ACO - General			
	\$2,294,468	\$0	\$277	\$2,294,745
00012	ACO - Structural Fire			
	\$276,670	\$0	\$422	\$277,092
00211	KHS Excess Reserves			
	\$1,999,074	\$1,999,074	\$0	\$0
00221	2009 COP Capital Projects			
	\$19,489	\$19,489	\$0	\$0
00235	Tobacco Securitization Proceeds - Cap Projects			
	\$35,144,914	\$0	\$0	\$35,144,914
	21,807	0	437	22,244
	\$35,166,721	\$0	\$437	\$35,167,158
	\$39,756,422	\$2,018,563	\$1,136	\$37,738,995
	Capital Project Funds Subtotal			
	\$439,768,114	\$46,499,537	\$61,973,136	\$455,241,713
	Total Governmental Funds			

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
Other Funds				
Other Agencies				
Public Employment Grant Program				
29055	Employers Training Resources - Non-WIOA			
	Designation - General	\$200,105	\$0	\$0
29060	Employers Training Resources - WIOA			
	Designation - General	\$0	\$0	\$1,661,616
	Public Employment Grant Program Subtotal	\$200,105	\$0	\$1,661,616
Community Development Grant Funds				
29089	Community Development - Other Funding Source			
	Designation - General	\$80,149	\$0	\$0
	Community Development Grant Funds Subtotal	\$80,149	\$0	\$80,149
Internal Service Funds				
30010	Group Health Self-Insurance Program - ISF			
	Reserve - Deposits with Others	\$1,778,500	\$0	\$0
30012	G.S. Garage Internal Service Fund			
	Designation - Vehicle Replacements	\$3,535,632	\$0	\$100,000
	Internal Service Funds Subtotal	\$5,314,132	\$0	\$5,414,132
Enterprise Funds				
35005	Airport Enterprise Fund			
	Reserve - Imprest Cash	\$1,350	\$0	\$0
35050	Solid Waste Management Enterprise Fund			
	Reserve - Imprest Cash	\$10,200	\$0	\$0
	Designation - Article 5 Financial Assurance	2,000,000	0	0
	Designation - Bena SLF Phase 2A Closure/Postclosure	3,515,600	0	268,513
	Designation - Boron SLF Closure/Postclosure	1,085,896	0	9,343
	Designation - Mojave/Rosamond SLF Phase I	2,830,105	0	0
	Designation - Ridgecrest/Inyokern SLF Closure/Postclosure	5,211,322	0	199,340
	Designation - Shafter SCO/SLF Closure/Postclosure	6,153,572	0	329,283
	Designation - Taft SLF Closure/Postclosure	1,592,405	0	67,386
	Designation - Tehachapi SLF Closure/Postclosure	2,963,295	0	71,476
	Designation - Capital Projects	9,646,374	3,159,930	0
	Solid Waste Management Enterprise Fund Subtotal	\$35,008,769	\$3,159,930	\$945,341
	Enterprise Funds Subtotal	\$35,010,119	\$3,159,930	\$32,795,530
Special Districts				
County Service Areas				
40515	County Service Area # 3			
	Designation - General	\$2,884	\$673	\$0
40520	County Service Area # 4			
	Designation - General	\$8,941	\$2,015	\$0
40525	County Service Area # 5			
	Designation - General	\$8,186	\$209	\$0
40530	County Service Area # 6			
	Reserve - General	\$187	\$187	\$0
	Designation - General	20,328	0	113
	County Service Area # 6 Subtotal	\$20,515	\$187	\$113
40535	County Service Area # 7			
	Designation - General	\$1,153	\$140	\$0
40540	County Service Area # 8			
	Designation - General	\$29,632	\$0	\$1,702
40545	County Service Area # 9			
	Designation - Infrastructure Replacement	\$4,848	\$0	\$0
	Designation - General	38,462	1,269	0
	County Service Area # 9 Subtotal	\$43,310	\$1,269	\$0
40548	County Service Area # 10 Zone 6			
	Designation - Infrastructure Replacement	\$77,315	\$656	\$0



	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17	
40550	County Service Area # 10				
	Designation - General	\$26,188	\$433	\$0	\$25,755
40555	County Service Area # 11				
	Designation - General	\$51,870	\$531	\$0	\$51,339
40556	County Service Area # 1 Zone 4				
	Designation - General	\$0	\$0	\$21,480	\$21,480
40557	County Service Area # 11 Zone 5				
	Designation - Infrastructure Replacement	\$15,755	\$0	\$0	\$15,755
	Designation - General	0	0	14,207	14,207
	County Service Area # 11 Zone 5 Subtotal	\$15,755	\$0	\$14,207	\$29,962
40595	County Service Area # 13				
	Designation - General	\$1,308	\$0	\$175	\$1,483
40600	County Service Area # 14				
	Designation - Infrastructure Replacement	\$19,375	\$0	\$0	\$19,375
	Designation - General	10,107	0	4,625	14,732
	County Service Area # 14 Subtotal	\$29,482	\$0	\$4,625	\$34,107
40605	County Service Area # 15				
	Designation - General	\$53,805	\$7,052	\$0	\$46,753
40607	County Service Area # 15 Zone 5				
	Designation - Infrastructure Replacement	\$683	\$0	\$0	\$683
	Designation - General	304	287	0	17
	County Service Area # 15 Zone 5 Subtotal	\$987	\$287	\$0	\$700
40609	County Service Area #15 Zone 4				
	Designation - General	\$3,984	\$0	\$1,644	\$5,628
40610	County Service Area #16				
	Designation - General	\$27,317	\$0	\$132	\$27,449
40615	County Service Area #17				
	Designation - General	\$23,712	\$0	\$8,134	\$31,846
40616	County Service Area # 17 Zone 1				
	Designation - Infrastructure Replacement	\$67,000	\$60,370	\$0	\$6,630
	Designation - General	33,271	33,271	0	0
	County Service Area # 17 Zone 1 Subtotal	\$100,271	\$93,641	\$0	\$6,630
40617	County Service Area #17 Zone 2				
	Designation - General	\$158,948	\$11,807	\$0	\$147,141
40618	County Service Area #17 Zone 3				
	Designation - General	\$16,461	\$6,148	\$0	\$10,313
40620	County Service Area # 18				
	Designation - General	\$38,645	\$0	\$2,203	\$40,848
40626	County Service Area # 18 Zone 5				
	Designation - General	\$8,004	\$1,135	\$0	\$6,869
40627	County Service Area #18 Zone 6				
	Designation - Infrastructure Replacement	\$18,560	\$10,913	\$0	\$7,647
40628	County Service Area # 18 Zone 7				
	Designation - Infrastructure Replacement	\$30,000	\$12,099	\$0	\$17,901
	Designation - General	1,639	1,639	0	
	County Service Area # 18 Zone 7 Subtotal	\$31,639	\$13,738	\$0	\$17,901
40630	County Service Area # 20				
	Designation - Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
	Designation - General	38,668	3,331	0	35,337
	County Service Area # 20 Subtotal	\$78,668	\$3,331	\$0	\$75,337
40635	County Service Area # 21				
	Designation - Infrastructure Replacement	\$2,750	\$0	\$0	\$2,750
	Designation - General	3,464	36	0	3,428
	County Service Area # 21 Subtotal	\$6,214	\$36	\$0	\$6,178
40640	County Service Area # 22				
	Designation - Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
	Designation - General	20,331	1,146	0	19,185
	County Service Area 22 Subtotal	\$60,331	\$1,146	\$0	\$59,185
40645	County Service Area # 23				
	Designation - Infrastructure Replacement	\$46,682	\$0	\$344	\$47,026

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
40648	County Service Area # 23 Zone 1			
	Designation - Infrastructure Replacement	\$2,500	\$0	\$2,500
	Designation - General	925	0	930
	County Service Area # 23 Zone 1	\$3,425	\$0	\$3,430
40650	County Service Area # 24			
	Designation - General	\$3,936	\$428	\$3,508
40660	County Service Area # 26			
	Designation - General	\$27,231	\$0	\$27,244
40665	County Service Area # 27			
	Designation - Infrastructure Replacement	\$4,432	\$0	\$4,432
	Designation - General	82,463	0	84,010
	County Service Area # 27 Subtotal	\$86,895	\$0	\$88,442
40666	County Service Area #27 Zone 2			
	Designation - Infrastructure Replacement	\$45,847	\$556	\$45,291
40675	County Service Area # 29			
	Designation - General	\$1,146	\$153	\$993
40676	County Service Area # 30 Zone 6			
	Designation - Infrastructure Replacement	\$84,231	\$0	\$84,231
	Designation - General	0	0	450
	County Service Area # 30 Zone 6 Subtotal	\$84,231	\$0	\$84,681
40680	County Service Area # 30			
	Designation - General	\$72,478	\$6,544	\$65,934
40682	County Service Area # 30 Zone 2			
	Designation - Infrastructure Replacement	\$5,309	\$710	\$4,599
40685	County Service Area # 31			
	Designation - Infrastructure Replacement	\$2,000	\$0	\$2,000
	Designation - General	1,644	0	275
	County Service Area # 31 Subtotal	\$3,644	\$0	\$3,919
40690	County Service Area # 32			
	Designation - General	\$1,128	\$436	\$692
40700	County Service Area 34			
	Designation - General	\$42,251	\$4,048	\$38,203
40710	County Service Area # 36			
	Designation - General	\$94,070	\$3,867	\$90,203
40711	County Service Area # 36 Zone 1			
	Designation - Infrastructure Replacement	\$1,273	\$0	\$1,273
	Designation - General	3,599	0	3,315
	County Service Area # 36 Zone 1 Subtotal	\$4,872	\$0	\$8,187
40712	County Service Area # 36 Zone 2			
	Designation - General	\$3,817	\$0	\$1,113
40713	County Service Area # 36 Zone 3			
	Designation - Infrastructure Replacement	\$3,946	\$0	\$3,946
	Designation - General	1,146	171	0
	County Service Area # 36 Zone 3	\$5,092	\$171	\$4,921
40715	County Service Area #37			
	Designation - General	\$46,171	\$1,997	\$0
40720	County Service Area # 38			
	Designation - General	\$2,600	\$351	\$0
40722	County Service Area # 39 Zone 4			
	Designation - Infrastructure Replacement	\$23,257	\$496	\$0
40723	County Service Area # 39 Zone 5			
	Designation - Infrastructure Replacement	\$1,692	\$0	\$0
	Designation - General	282	0	260
	County Service Area # 39 Zone 5 Subtotal	\$1,974	\$0	\$2,234
40724	County Service Area # 40.1 EMS			
	Designation - General	\$149,493	\$0	\$94,669
40725	County Service Area # 39			
	Designation - Infrastructure Replacement	\$7,737	\$3,469	\$0
	Designation - General	88	88	0
	County Service Area # 39 Subtotal	\$7,825	\$3,557	\$4,268

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
40726	County Service Area # 39 Zone 1			
	Designation - Infrastructure Replacement	\$9,191	\$0	\$9,191
	Designation - General	14,606	0	20,167
	County Service Area # 39 Zone 1 Subtotal	\$23,797	\$0	\$29,358
40727	County Service Area # 39.2 Zone 2			
	Designation - Infrastructure Replacement	\$16,083	\$2,138	\$0
40733	County Service Area # 39 Zone 8			
	Designation - General	\$131,327	\$54,376	\$0
40737	County Service Area # 38 Zone 2			
	Designation - Infrastructure Replacement	\$11,924	\$5,804	\$0
40740	County Service Area # 42			
	Designation - Infrastructure Replacement	\$17,426	\$0	\$0
	Designation - General	0	0	92
	County Service Area # 42 Subtotal	\$17,426	\$0	\$92
40745	County Service Area # 43			
	Designation - Infrastructure Replacement	\$5,000	\$0	\$0
	Designation - General	46,559	2,012	0
	County Service Area # 43 Subtotal	51,559	2,012	0
40750	County Service Area # 44			
	Designation - General	\$31,096	\$2,569	\$0
40755	County Service Area # 45			
	Designation - General	\$3,961	\$148	\$0
40765	County Service Area # 47			
	Designation - General	\$12,770	\$433	\$0
40785	County Service Area # 51			
	Designation - Infrastructure Replacement	\$5,058	\$1,404	\$0
40790	County Service Area # 52			
	Designation - Infrastructure Replacement	\$2,609	\$0	\$0
	Designation - General	43,080	2,116	0
	County Service Area # 52 Subtotal	\$45,689	\$2,116	\$0
40796	County Service Area # 53 Zone 1			
	Designation - Infrastructure Replacement	\$5,000	\$0	\$0
	Designation - General	5,238	1,124	0
	County Service Area # 53 Zone 1 Subtotal	\$10,238	\$1,124	\$0
40800	County Service Area # 54			
	Designation - General	\$17,925	\$0	\$263
40805	County Service Area # 55			
	Designation - General	\$4,863	\$0	\$71
40810	County Service Area # 56			
	Designation - General	\$3,819	\$0	\$65
40820	County Service Area # 58			
	Designation - Infrastructure Replacement	\$15,000	\$0	\$0
	Designation - General	9,016	702	0
	County Service Area # 58 Subtotal	\$24,016	\$702	\$0
40830	County Service Area # 60			
	Designation - Infrastructure Replacement	\$100,000	\$0	\$0
	Designation - General	163,805	92,903	0
	County Service Area # 60 Subtotal	\$263,805	\$92,903	\$0
40831	County Service Area # 60 Zone 1			
	Designation - General	\$33,028	\$8,822	\$0
40832	County Service Area # 60 Zone 2			
	Designation - Infrastructure Replacement	\$250,789	\$112,577	\$0
	Designation - General	138,431	138,431	0
	County Service Area # 60 Zone 2 Subtotal	\$389,220	\$251,008	\$0
40836	County Service Area # 61 Zone 1			
	Designation - General	\$23,043	\$4,865	\$0
40837	County Service Area # 61 Zone 2			
	Designation - General	\$2,551	\$199	\$0
40838	County Service Area # 61 Zone 3			
	Designation - General	\$11,883	\$0	\$1,437

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
40839	County Service Area # 61 Zone 4			
	Designation - General	\$4,699	\$0	\$322
40840	County Service Area # 62			
	Designation - Infrastructure Replacement	\$380	\$0	\$0
	Designation - General	8,958	852	0
	County Service Area # 62 Subtotal	\$9,338	\$852	\$0
40845	County Service Area # 63			
	Designation - General	\$38,912	\$0	\$2,314
40846	County Service Area # 63 Zone 1			
	Designation - General	\$5,751	\$0	\$34,422
40847	County Service Area # 63 Zone 2			
	Designation - Infrastructure Replacement	\$22,626	\$0	\$0
	Designation - General	0	0	153
	County Service Area # 63 Zone 2 Subtotal	\$22,626	\$0	\$153
40848	County Service Area # 63 Zone 3			
	Designation - Infrastructure Replacement	\$17,231	\$0	\$0
	Designation - General	12,148	3,211	0
	County Service Area # 63 Zone 3 Subtotal	\$29,379	\$3,211	\$0
40849	County Service Area # 63 Zone 4			
	Designation - Infrastructure Replacement	\$12,600	\$0	\$0
	Designation - General	197,751	15,487	0
	County Service Area # 63 Zone 4 Subtotal	\$210,351	\$15,487	\$0
40851	County Service Area # 63 Zone 5			
	Designation - General	\$795	\$0	\$9,035
40852	County Service Area # 63 Zone 6			
	Designation - General	\$38,304	\$7,761	\$0
40855	County Service Area # 65			
	Designation - Infrastructure Replacement	\$8,396	\$0	\$0
	Designation - General	74,785	0	14,758
	County Service Area # 65 Subtotal	\$83,181	\$0	\$14,758
40856	County Service Area # 65.1			
	Designation - Infrastructure Replacement	\$8,000	\$689	\$0
	Designation - General	1,713	1,713	0
	County Service Area # 65.1 Subtotal	\$9,713	\$2,402	\$0
40860	County Service Area # 66			
	Designation - Infrastructure Replacement	\$2,000	\$0	\$0
	Designation - General	7,855	1,054	0
	County Service Area # 66 Subtotal	\$9,855	\$1,054	\$0
40862	County Service Area # 66 Zone 2			
	Designation - General	\$2,980	\$0	\$64
40863	County Service Area # 66 Zone 3			
	Designation - Infrastructure Replacement	\$564	\$0	\$0
	Designation - General	\$0	\$0	\$7,701
	County Service Area # 66 Zone 3 Subtotal	\$564	\$0	\$7,701
40864	County Service Area # 66 Zone 4			
	Designation - Infrastructure Replacement	\$613	\$0	\$0
	Designation - General	0	0	5,603
	County Service Area # 66 Zone 4 Subtotal	\$613	\$0	\$5,603
40865	County Service Area # 67			
	Designation - General	\$4,449	\$0	\$80
40875	County Service Area # 69			
	Designation - Infrastructure Replacement	\$22,625	\$0	\$0
	Designation - General	0	0	125
	County Service Area # 69 Subtotal	\$22,625	\$0	\$125
40885	County Service Area # 71			
	Designation - General	\$11,942	\$0	\$39,198
40886	County Service Area # 71 Zone 1			
	Designation - General	\$50,750	\$5,439	\$0
40887	County Service Area # 71 Zone 2			
	Designation - General	\$80,198	\$3,354	\$0

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17	
40888	County Service Area # 71 Zone 3				
	Designation - General	\$353,037	\$144,284	\$0	\$208,753
40890	County Service Area # 72				
	Designation - General	\$1,541	\$741	\$0	\$800
40893	County Service Area # 71 Zone 5				
	Designation - General	\$160,837	\$4,678	\$0	\$156,159
40894	County Service Area # 71 Zone 6				
	Designation - Infrastructure Replacement	\$2,000	\$196	\$0	\$1,804
	Designation - General	1	1	0	
	County Service Area # 71 Zone 6 Subtotal	\$2,001	\$197	\$0	\$1,804
40895	County Service Area # 71 Zone 7				
	Designation - Infrastructure Replacement	\$146,014	\$99,281	\$0	\$46,733
	Designation - General	58,623	58,623	0	
	County Service Area # 71 Zone 7 Subtotal	\$204,637	\$157,904	\$0	\$46,733
40896	County Service Area # 71 Zone 8				
	Designation - General	\$415,948	\$119,222	\$0	\$296,726
40901	County Service Area # 71 Zone 9				
	Designation - Infrastructure Replacement	\$25,000	\$6,369	\$0	\$18,631
	Designation - General	831	831	0	0
	County Service Area # 71 Zone 9 Subtotal	\$25,831	\$7,200	\$0	\$18,631
40904	County Service Area # 81				
	Designation - General	\$17,568	\$2,269	\$0	\$15,299
40906	County Service Area # 85				
	Designation - Infrastructure Replacement	\$40,000	\$12,166	\$0	\$27,834
	Designation - General	557	557	0	0
	County Service Area # 85 Subtotal	\$40,557	\$12,723	\$0	\$27,834
40908	County Service Area # 71 Zone 10				
	Designation - Infrastructure Replacement	\$115,646	\$55,492	\$0	\$60,154
40910	County Service Area # 87.2				
	Designation - General	\$4,172	\$0	\$461	\$4,633
40911	County Service Area # 87				
	Designation - General	\$212	\$0	\$8,992	\$9,204
40913	County Service Area # 89				
	Designation - Infrastructure Replacement	\$2,149	\$0	\$0	\$2,149
	Designation - General	0	0	3,397	3,397
	County Service Area # 89 Subtotal	\$2,149	\$0	\$3,397	\$5,546
40914	County Service Area # 91				
	Designation - Infrastructure Replacement	\$2,974	\$0	\$0	\$2,974
	Designation - General	563	268	0	295
	County Service Area # 91 Subtotal	\$3,537	\$268	\$0	\$3,269
40915	County Service Area # 92				
	Designation - Infrastructure Replacement	\$1,958	\$919	\$0	\$1,039
40916	County Service Area # 92 Zone 1				
	Designation - General	\$16,749	\$0	\$3,110	\$19,859
40917	County Service Area # 92 Zone 2				
	Designation - Infrastructure Replacement	\$11,726	\$45	\$0	\$11,681
40918	County Service Area # 95 - Construction				
	Designation - Infrastructure Replacement	\$49,023	\$0	\$0	\$49,023
	Designation - General	37,491	29,417	0	8,074
	County Service Area # 95 - Construction Subtotal	\$86,514	\$29,417	\$0	\$57,097
40920	County Service Area # 94				
	Designation - Infrastructure Replacement	\$3,314	\$0	\$0	\$3,314
	Designation - General	289	0	446	735
	County Service Area # 94 Subtotal	\$3,603	\$0	\$446	\$4,049
40921	County Service Area # 94 Zone 1				
	Designation - Infrastructure Replacement	\$9,077	\$13	\$0	\$9,064
40922	County Service Area # 97 Zone 1				
	Designation - Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
	Designation - General	94	0	20	114
	County Service Area # 97 Zone 1 Subtotal	\$5,094	\$0	\$20	\$5,114

	Estimated Available Reserves/ Designations Balance as of June 30, 2016	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2016-17	Total Reserves/ Designations for FY 2016-17
40923 County Service Area # 97 Zone 2				
Designation - Infrastructure Replacement	\$26,839	\$0	\$0	\$26,839
Designation - General	0		88	88
County Service Area # 97 Zone 2 Subtotal	\$26,839	\$0	\$88	\$26,927
40925 County Service Area # 97				
Designation - Infrastructure Replacement	\$14,464	\$0	\$0	\$14,464
Designation - General	0	0	76	76
County Service Area # 97 Subtotal	\$14,464	\$0	\$76	\$14,540
County Service Areas Subtotal	\$5,003,262	\$1,184,216	\$294,260	\$4,113,306
<u>Sanitation Districts</u>				
40313 Ford City-Taft Heights Sanitation Maintenance and Operations				
Designation - Capital Projects	\$441,062	\$0	\$1,568,686	\$2,009,748
40332 Kern Sanitation Authority				
Designation - Capital Projects	\$4,490,794	\$3,053,239	\$0	\$1,437,555
Sanitation Districts Subtotal	\$4,931,856	\$3,053,239	\$1,568,686	\$3,447,303
40491 IHSS Public Authority				
Designation - General	\$1,032,530	\$163,303	\$0	\$869,227
Special District Subtotal	\$10,967,648	\$4,400,758	\$1,862,946	\$8,429,836
Total Other Funds	\$51,572,153	\$7,560,688	\$4,569,903	\$48,581,368
Total County Reserves/Designations	\$491,340,267	\$54,060,225	\$66,543,039	\$503,823,081

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Employers' Training Resource - WIOA

Department Head: John Nilon

Function: Public Assistance

Fund: Employers' Training Resource – WIOA

Activity: Other Assistance

Budget Unit 8907

Description of Major Services

The Employers' Training Resource Department (ETR) administers the federal Workforce Innovation and Opportunity Act (WIOA), 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

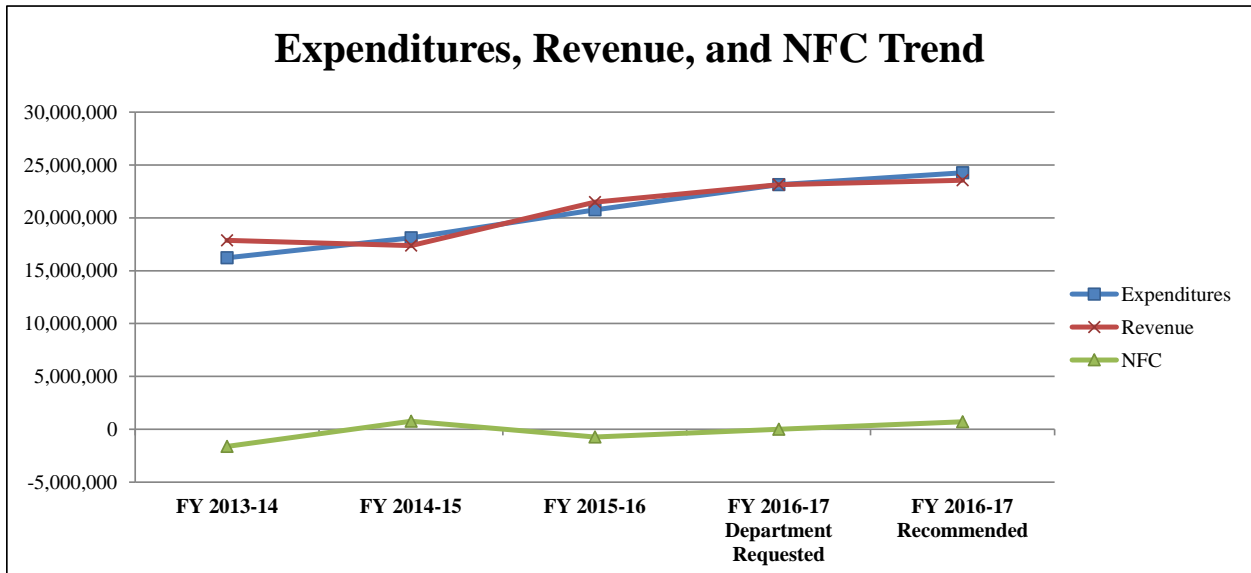
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$921,346	\$0	\$0	\$0	\$0
Services and Supplies	3,288	30,000	233	10,000	10,000	50,000
Other Charges	8,281,566	8,810,153	10,235,575	10,610,651	10,610,651	11,324,022
Other Financing Uses	9,832,033	12,629,686	10,522,217	12,518,471	12,518,471	12,892,760
TOTAL EXPENDITURES	\$18,116,887	\$22,391,185	\$20,758,025	\$23,139,122	\$23,139,122	\$24,266,782
REVENUE:						
Use of Money/Property	\$6,880	\$6,880	\$7,057	\$10,000	\$10,000	\$10,000
Intergovernmental	13,310,393	15,798,721	15,125,932	16,222,426	16,222,426	16,527,010
Charges for Services	3,767,360	4,640,821	5,518,779	6,415,465	6,415,465	6,490,465
Miscellaneous	0	100	340	100	100	100
Other Financing Sources:						
2011 Realignment	436,473	481,132	843,238	481,132	533,560	533,560
Emp. Training Resource Non-WIOA	(145,364)	10,000	0	10,000	10,000	10,000
TOTAL REVENUE	\$17,375,742	\$20,937,654	\$21,495,346	\$23,139,123	\$23,191,551	\$23,571,135
NET FUND COST	\$741,145	\$1,453,531	(\$737,321)	(\$1)	(\$52,429)	\$695,647

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The recommended budget includes \$11.3 million, or 47% of total funds, to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. Another \$12.9 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 \$23.6 million, primarily U.S. Department of Labor WIOA funding, support federal programs administered by ETR. The fund balance as of June 30, 2016 was \$2.4 million, which is sufficient to cover the budgeted net fund cost of \$695,647. The remaining fund balance has been designated, for an estimated designation balance of \$1.7 million as of June 30, 2017.

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: John Nilon

Function: Public Assistance

Fund: Emp Training Resource Non-WIOA

Activity: Other Assistance

Budget Unit: 8916

Description of Major Services

The Employers' Training Resource Non-WIOA budget unit 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.

Public Employment

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$824,728	\$90,000	\$397	\$190,000	\$190,000	\$190,000
Other Charges	15,389	50,000	7,360	50,000	50,000	50,000
Other Financing Uses	122,500	30,000	0	30,000	30,000	30,000
TOTAL EXPENDITURES	\$962,617	\$170,000	\$7,757	\$270,000	\$270,000	\$270,000
REVENUE:						
Use of Money/Property	\$1,643	\$1,200	\$2,265	\$2,200	\$2,200	\$2,200
Charges for Services	0	0	0	120,000	120,000	120,000
Miscellaneous	810,244	0	0	51,000	51,000	51,000
Other Financing Sources:						
Sales of Assets	1,808	3,000	0	3,000	3,000	3,000
TOTAL REVENUE	\$813,695	\$4,200	\$2,265	\$176,200	\$176,200	\$176,200
NET FUND COST	\$148,922	\$165,800	\$5,492	\$93,800	\$93,800	\$93,800

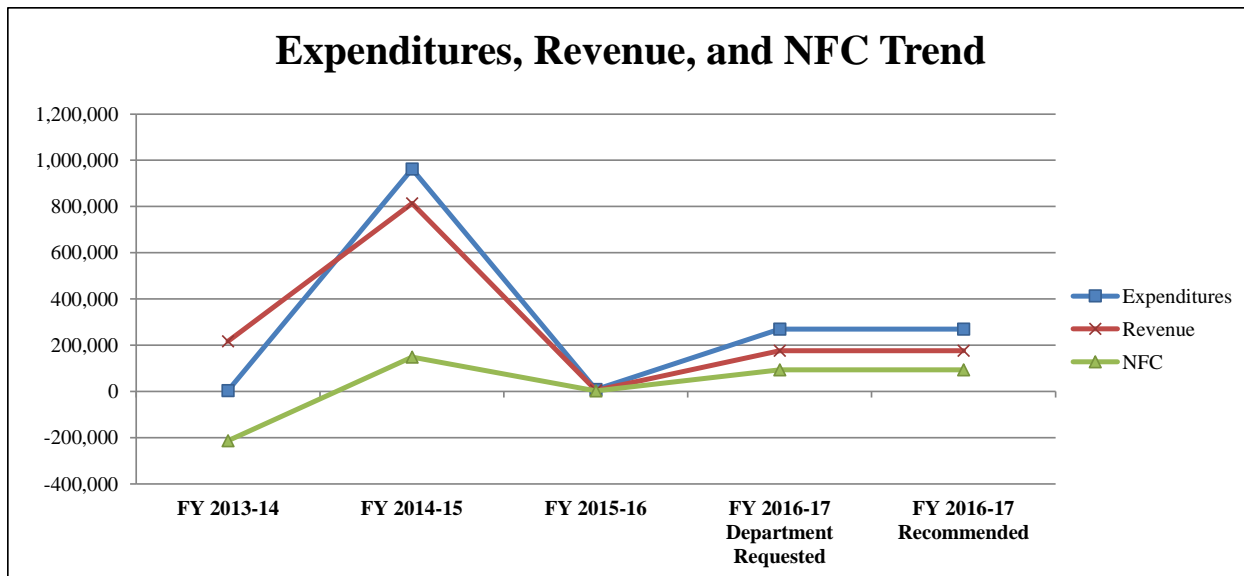
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Services and supplies of \$190,000 and other charges of \$50,000 are estimated to be adequate to cover expenditures that may arise through the normal course of business during FY 2016-17 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 \$30,000 reimburse expenditures incurred in the department's operating budget units 5923 Administration and 8907 Employers' Training Resource – WIOA, for which federal funding is not available. Increases to charges for services revenue and services and supplies expenditures in the amount of \$120,000 are from a new food service training agreement that is anticipated to generate revenue from cafeteria sales.

Public Employment



Community Development Block Grant Program

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: Community Development Program

Activity: Other Assistance

Budget Unit: 8920

Description of Major Services

The Community Development Block Grant Program (CDBG) is one of the longest continuously run programs at the U.S. Department of Housing and Urban Development (HUD). HUD provides funding to States and local governments. Community Development, division of Planning and Community Development Department, provides CDBG funds to local programs or projects that ensure decent affordable housing, and certain local economic development activities. Projects and programs must assist people with low to moderate incomes, eliminate physical blight, or meet other qualifying criteria.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$2,327,454	\$0	\$1,142,100	\$1,142,100	\$1,992,826
Services and Supplies	1,582,824	6,148,384	0	5,802,471	5,802,471	5,591,227
Other Charges	(88,649)	52,644	0	1,604,311	1,604,311	1,604,271
Other Financing Uses	2,243,938	2,255,608	2,103,252	1,787,425	1,787,425	1,789,065
TOTAL EXPENDITURES	\$3,738,113	\$10,784,090	\$2,103,252	\$10,336,307	\$10,336,307	\$10,977,389
REVENUE:						
Intergovernmental	\$3,669,101	\$10,564,821	\$3,555,756	\$10,171,307	\$10,171,307	\$10,812,389
Miscellaneous	97,423	160,000	147,900	160,000	160,000	142,581
Other Financing Sources:						
CD-Home Investment Trust	5,000	5,000	9,165	5,000	5,000	5,000
TOTAL REVENUE	\$3,771,524	\$10,729,821	\$3,712,821	\$10,336,307	\$10,336,307	\$10,959,970
NET FUND COST	(\$33,411)	\$54,269	(\$1,609,569)	\$0	\$0	\$17,419

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

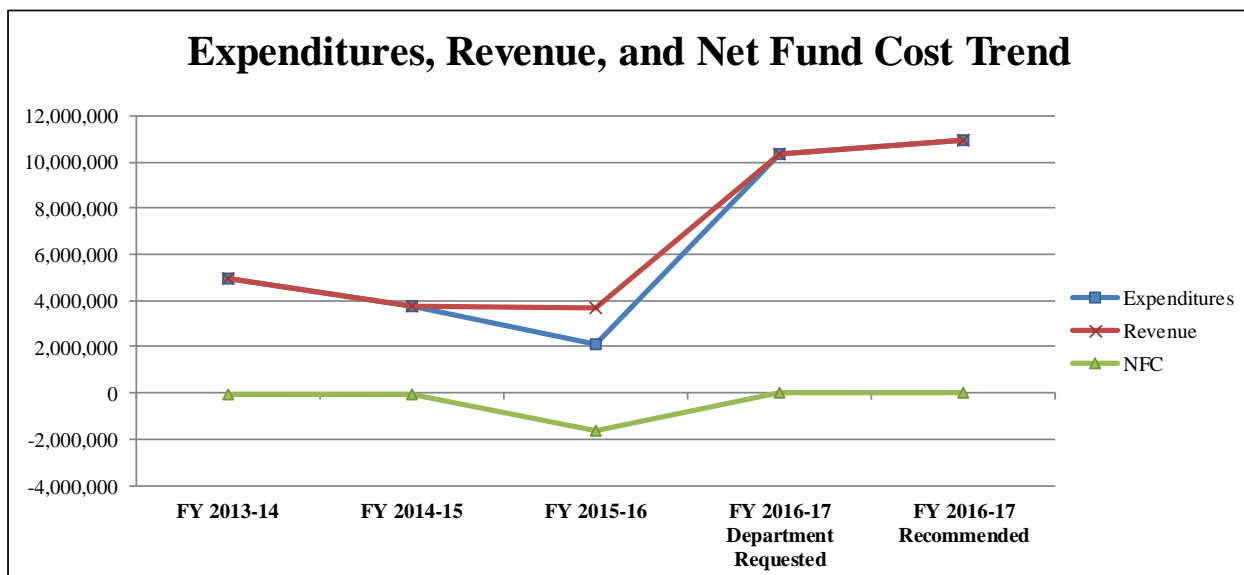
The recommended budget is a reflection of available federal allocation to the County. The majority of expenditures are associated with projects. Other financing uses include reimbursement to Community Development for the administration of the program. There is no cost to the General Fund. Projects proposed for approval by both the Board of Supervisors and HUD for FY 2016-17 are:

- *Heritage Park Improvements:* Design and construction of improvements to County-owned land to serve the East Bakersfield community.
- *California Infrastructure Bank Loan Payment:* Loan payment for the construction of street and drainage improvements in unincorporated East Bakersfield and Lamont.
- *Oswell Frontage Road Pedestrian Improvements:* Design and construction of improvements in the public right-of-way for pedestrians crossing Oswell Street.

- *Virginia Avenue Pedestrian and Sidewalk Improvements:* Design, construction and removal of barriers to access within the public right-of-way.
- *City of California City Balsitis Park Improvements:* Design and construction of Americans with Disabilities Act (ADA) compliant park improvements including improvements to the restroom, pathways, playground area and parking lot stalls.
- *City of Shafter Street Median Improvements:* Design and installation of drought tolerant plants and drip irrigation within the median of Lerdo Highway between Mannel Avenue and Beech Avenue.
- *South Taft Community Pedestrian Improvements:* Design and construction in the public right-of-way to benefit the residents of South Taft.
- *Mojave Community Pedestrian Improvements:* Design and construction of pedestrian and related street improvements providing a safe route east of the State Route 14 to the community shopping center.
- *District 1 Housing Rehabilitation Program:* Provides funds and grants for improvements to dwellings occupied by qualifying low income and moderate income and senior households located in Kern County Supervisorial District 1.

Budget Changes and Operational Impacts

The recommended budget provides adequate funding to support the Community Development Block Grant Program pursuant to the Housing and Community Development Act. Revenue and expenditures fluctuate annually based on identified eligible projects. The net fund cost of \$17,419 represents the fund balance available at June 30, 2016 to be used toward operations in FY 2016-17.



Economic Development – Revolving Loan Program

Department Head: Lorelei H. Oviatt
 Fund: CD-ED Revolving Loan
 Budget Unit 8921

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The U.S. Economic Development Administration provided funds to establish the Economic Development Revolving Loan Program. The loans provide qualified applications with financial assistance to support the retention and creation of jobs for County residents. The loans are intended to fill a financing gap beyond the amount of private financing that can be raised by qualified applicants. The Community Development Division of the Planning and Natural Resources department administers the program.

CD Grant Programs

	Summary of Expenditures and Revenue					
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,348
TOTAL EXPENDITURES	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,348
NET FUND COST	\$0	\$422,349	\$0	\$422,348	\$422,348	\$422,348

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

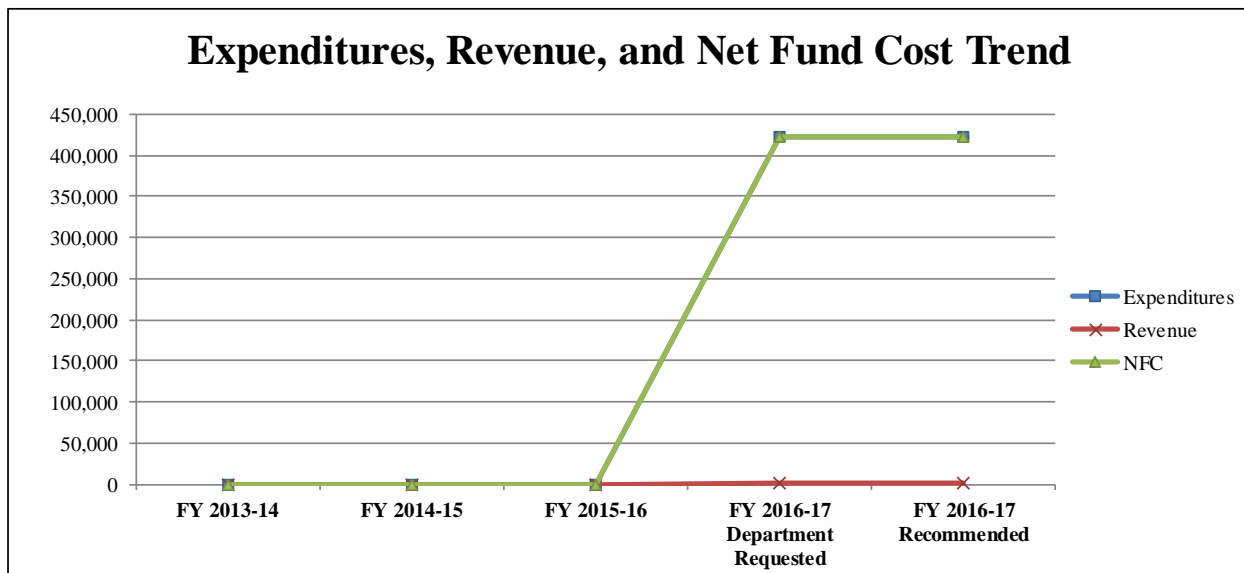
All budgeted appropriations are established to ensure funding is available for qualifying applicants. The fund balance available at June 30, 2016 was \$422,348 which will be utilized to establish spending authority in order to provide funding to eligible businesses. This program has no cost to the General 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.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$366,334	\$992,518	\$360,172	\$912,046	\$912,046	\$853,180
Other Financing Uses	25,070	68,660	25,375	47,117	74,786	73,682
TOTAL EXPENDITURES	\$391,404	\$1,061,178	\$385,547	\$959,163	\$986,832	\$926,862
REVENUE:						
Intergovernmental	\$391,405	\$1,061,178	\$385,548	\$959,163	\$986,832	\$926,862
TOTAL REVENUE	\$391,405	\$1,061,178	\$385,548	\$959,163	\$986,832	\$926,862
NET FUND COST	(\$1)	\$0	(\$1)	\$0	\$0	\$0

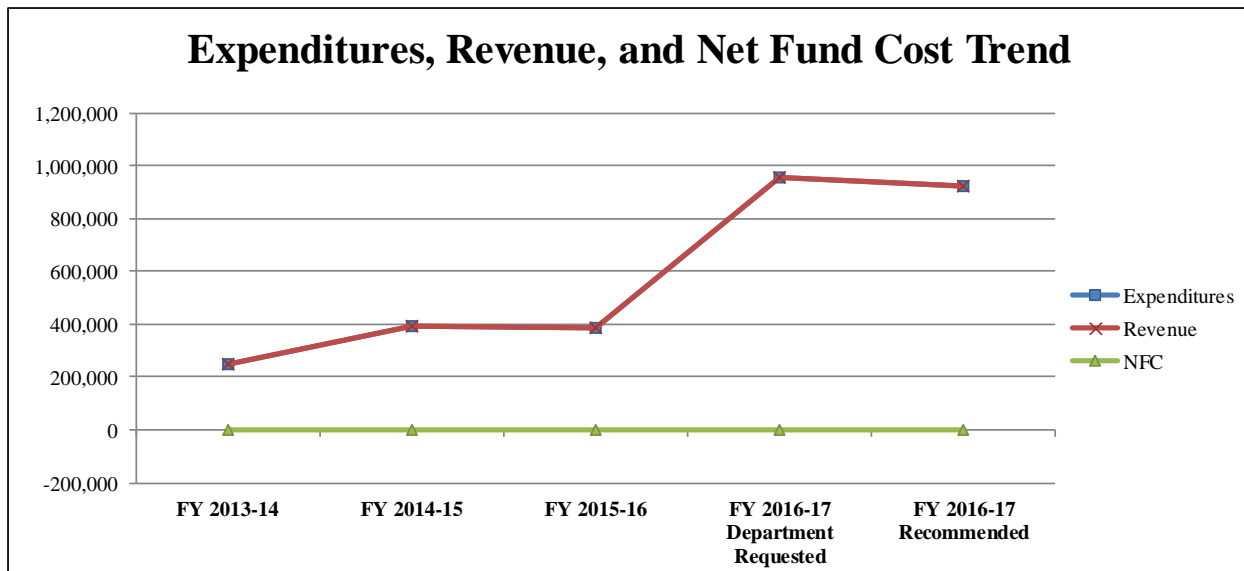
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures are associated with projects and administrative cost. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

The recommended budget reflects an increase of \$541,315 in funding as compared to FY 2015-16 actual expenditures, which is offset by an increase in revenue in the same amount. This increase is primarily due to the department having prior year carry forward grant funding allocations from the U.S. Department of Housing and Urban Development.

CD Grant Programs



Neighborhood Stabilization Program

Department Head: Lorelei H. Oviatt
 Fund: CD-NSP Grant
 Budget Unit 8933

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The U.S. Department of Housing and Urban Development provided funds for the Neighborhood Stabilization Program (NSP) for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. NSP refers to funds authorized under Division B, Title III of the Housing and Economic Recovery Act of 2008, which provided NSP grants to states and selected local governments on a formula basis. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The Community Development Division of the Planning and Natural Resources department administers the program.

CD Grant Programs

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$48,353	\$0	\$56,215	\$56,215	\$56,215
Other Financing Uses	0	5,373	5,373	6,246	6,246	6,246
TOTAL EXPENDITURES	\$0	\$53,726	\$5,373	\$62,461	\$62,461	\$62,461
REVENUE:						
Intergovernmental	\$0	\$0	\$5,373	\$62,461	\$62,461	\$0
Miscellaneous	53,726	0	8,735	0	0	0
TOTAL REVENUE	\$53,726	\$0	\$14,108	\$62,461	\$62,461	\$0
NET FUND COST	(\$53,726)	\$53,726	(\$8,735)	\$0	\$0	\$62,461

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The U.S. Department of Housing and Urban Development (HUD) notified Community Development that a new funding period has begun and funding will be available under this grant program in FY 2016-17. Revenue will be budgeted in FY 2016-17 when final allocations are approved under the new funding period. This program will utilize the fund balance at June 30, 2016 in the amount of \$62,461 for operations in FY 2016-17.

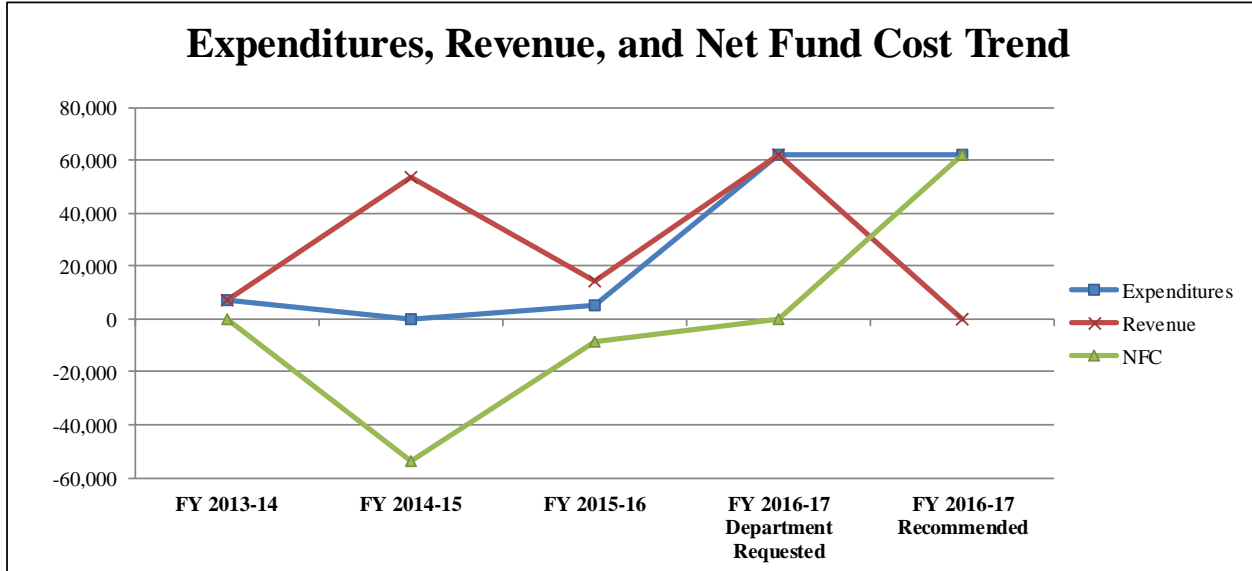
Budget Changes and Operational Impacts

Revenue collected in FY 2015-16 intended for operational expenditures will be carried forward for use in FY 2016-17 in the amount of \$8,735. The fund balance available at June 30, 2016 was



\$62,461 and will be used toward the budget in FY 2016-17 to be used to stabilize communities that have suffered from foreclosure and abandonment.

CD Grant Programs



Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt
Fund: CD-Home Investment Trust
Budget Unit 8936

Function: Public Assistance
Activity: Other Assistance

Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Home Investment Partnership Program through grants that must be used for eligible activities and projects, such as expanding the supply of decent, safe, sanitary and affordable housing; strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing; and extending and strengthening partnerships between all levels of government and the private sector. The Community Development Division of the Planning and Natural Resources department administers the program.

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,706,114	\$0	\$350,000	\$350,000	\$1,077,239
Services and Supplies	1,694,762	5,846,044	2,851,732	5,062,940	5,062,940	4,962,122
Other Financing Uses	176,619	164,103	161,919	132,175	132,175	132,857
TOTAL EXPENDITURES	\$1,871,381	\$7,716,261	\$3,013,651	\$5,545,115	\$5,545,115	\$6,172,218
REVENUE:						
Intergovernmental	\$443,682	\$7,299,300	\$2,755,662	\$5,195,115	\$5,195,115	\$5,736,369
Miscellaneous	1,099,329	350,000	275,781	350,000	350,000	350,000
TOTAL REVENUE	\$1,543,011	\$7,649,300	\$3,031,443	\$5,545,115	\$5,545,115	\$6,086,369
NET FUND COST	\$328,370	\$66,961	(\$17,792)	\$0	\$0	\$85,849

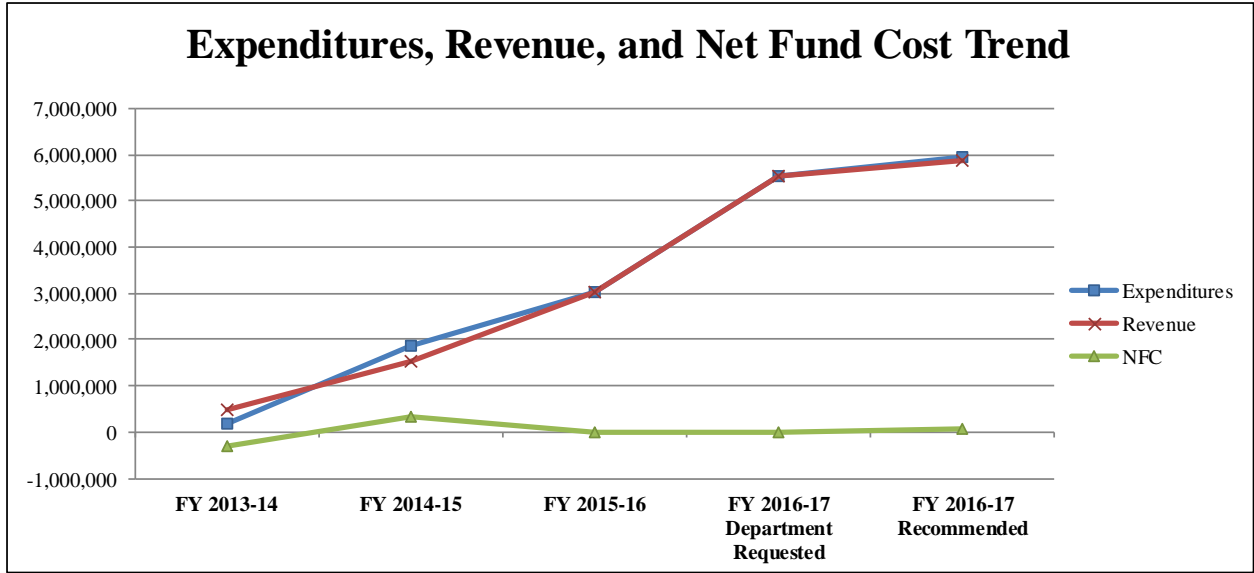
Major Expenditures and Revenue in FY 2016-17 Recommended Budget

The majority of expenditures are associated with projects and administrative cost funded through the federal program. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

The department has multiple projects that crossover fiscal years. The recommended budget provides an increase of approximately \$2.9 million in funding over FY 2015-16 actual costs in anticipation of the completion of multiple projects. The fund balance as of June 30, 2016 was \$85,849 which will be used toward expenditures budgeted in FY 2016-17. A listing of proposed projects is included within the Community Development Program budget unit 8920.

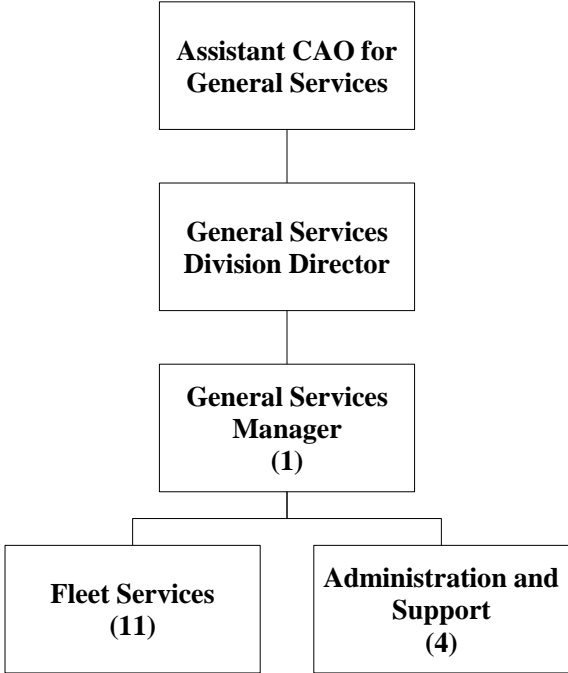
CD Grant Programs



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 2014-15 and 2015-16 Accomplishments

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence.
- Fleet Services maintains approximately 1,350 County vehicles.
- Fleet completed an average of 346 work orders per month, or 4,152 per year for repairs and preventive maintenance of County vehicles.
- Fleet Services had a ratio of 135:1 vehicles per mechanic compared to the industry average ratio of 75:1.
- Fleet Services tracked vehicle warranties, saving approximately \$65,300 per year in repairs to County Vehicles.



Garage

Department Head: John Nilon
 Fund: General Services Garage
 Budget Unit: 8950

Function: Internal Service Fund
 Activity: Other General

Description of Major Services

The Garage administers and maintains vehicles assigned to County departments and is managed by the General Services Division of the County Administrative Office. Services provided include vehicle maintenance including lubrication, steam cleaning and vehicle washing. Vehicle repairs include body and engine repair and overhaul, special body fabrication and brake services. Funding requirements for purchasing replacement and additional vehicles are included in this budget unit.

To provide flexibility in addressing departments' needs, the Garage offers vehicle maintenance services under three different plans. In Plan 1, the Garage owns the vehicle and provides full-service maintenance and replacement. In Plan 2, full-service maintenance is provided, but County departments own and replace the vehicle. In Plan 3, maintenance is provided to department-owned vehicles on a time-and-materials basis. Also, due to the on-going fiscal constraints facing departments, the Garage has a "Modified Plan 1" option to better assist departments that have experienced budget reductions. This option allows departments to defer purchase of replacement vehicles and extend service for existing vehicles at a reduced cost.

Internal Service Fund

Summary of Expenses and Revenue

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,923,374	\$2,090,711	\$1,756,683	\$1,290,939	\$1,290,939	\$1,292,981
Services and Supplies	1,779,755	1,488,227	1,205,350	1,175,781	1,175,781	1,176,922
Other Charges	1,069,756	1,212,291	1,101,108	1,184,012	1,184,012	1,184,012
Capital Assets	1,174,453	685,260	682,365	1,522,310	1,522,310	1,522,310
TOTAL EXPENSES	\$5,947,338	\$5,476,489	\$4,745,506	\$5,173,042	\$5,173,042	\$5,176,225
REVENUE:						
Use of Money/Property	\$15,681	\$15,000	\$33,793	\$15,000	\$15,000	\$15,000
Charges for Services	4,767,268	4,845,298	4,042,512	3,812,796	3,812,796	3,812,796
Miscellaneous	211,577	107,650	292,184	119,310	119,310	119,310
Non-revenue Receipts	893,540	1,000,001	888,817	1,000,001	1,000,001	1,000,001
Other Financing Sources:						
Sales of Assets	113,222	32,004	43,568	102,459	102,459	102,459
TOTAL REVENUE	\$6,001,288	\$5,999,953	\$5,300,874	\$5,049,566	\$5,049,566	\$5,049,566
INCR./ (DECR.) IN RETAINED EARNINGS	\$53,950	\$523,464	\$555,368	(\$123,476)	(\$123,476)	(\$126,659)



Major Expenses and Revenue in FY 2016-17 Recommended Budget

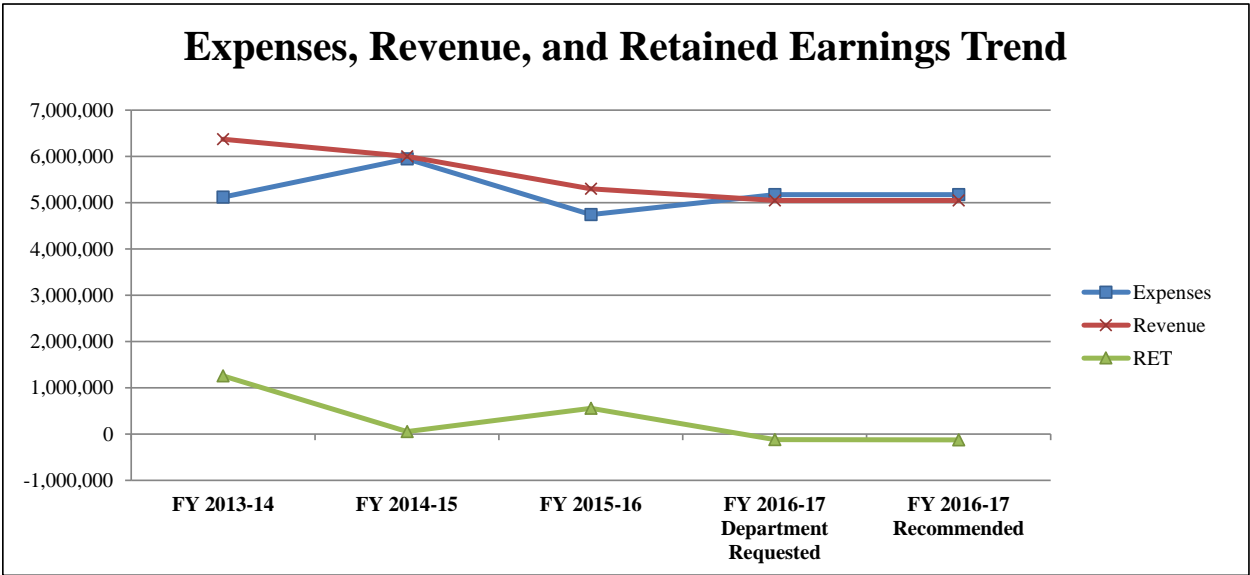
Major expenses for the department include new vehicle purchases for customer departments and the supplies needed to service the vehicles. Remaining expenses cover the staffing needed to service customer vehicles and respond to service requests. Revenue for the department is primarily derived from charges to departments for vehicle purchases and services provided.

Budget Changes and Operational Impacts

The recommended budget includes the purchase of 66 vehicles at a cost of \$1.5 million. In FY 2015-16 the department budgeted 26 vehicle purchases, which accounts for the variance in capital assets expenses. The decrease in the services and supplies object is primarily due to a decrease in the number of vehicles that will be serviced, resulting in fewer parts being needed. Salaries and benefits have been decreased to reflect the lower staffing levels needed for the reduced fleet size.

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, 2016 was a deficit of \$3.1 million due to the inclusion of approximately \$4.9 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, 2016 was \$1.8 million. A retained earnings balance of \$1.6 million is anticipated for June 30, 2017. The estimated balance in the vehicle replacement designation as of June 30, 2017 is \$3.6 million.

Internal Service Fund

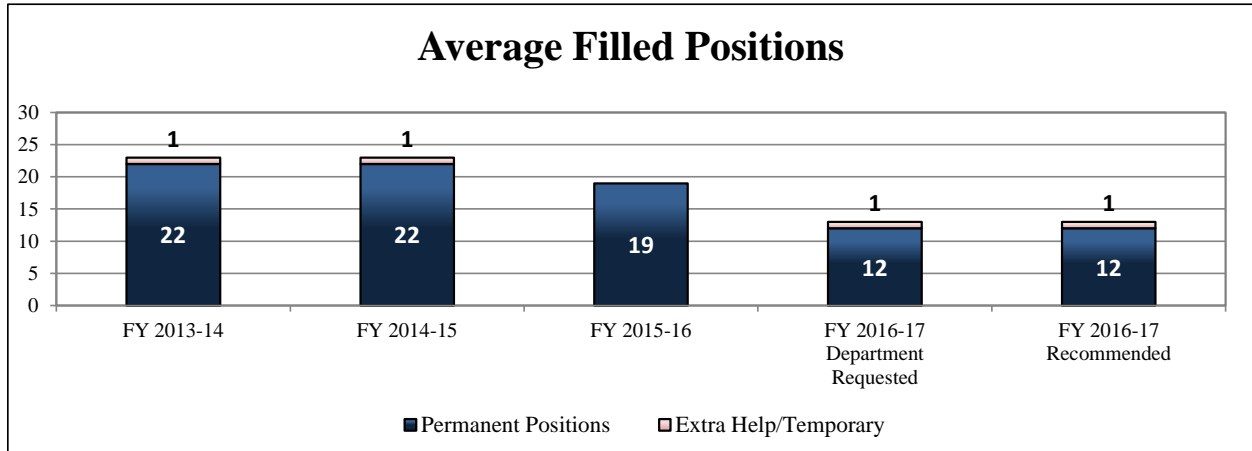


Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The division intends to hold vacant and unfunded two (2) Automotive Mechanic I/II/Sr. positions, one (1) Heavy



Equipment Mechanic position, and one (1) Garage Shift Supervisor position, at an estimated annual savings of approximately \$480,000.



Internal Service Fund

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	22	22	19	12	12
Extra Help/Temporary	1	1	0	1	1
Total Positions	23	23	19	13	13
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	19	21	19	N/A	N/A
Extra Help/Temporary (FTE)	1	1	0	N/A	N/A
Total Positions	20	22	19	N/A	N/A
SALARIES & BENEFITS	\$1,749,966	\$1,923,374	\$1,756,683	\$1,290,939	\$1,292,981

Summary of Authorized Positions

The division has 16 authorized permanent positions, of which 12 have been budgeted to be filled during FY 2016-17 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration and Support	5	0	0	5	4	1	5
Fleet Services	11	0	0	11	8	3	11
Total	16	0	0	16	12	4	16



Administration and Support		Fleet Services	
<u>Classification</u>		<u>Classification</u>	
1	General Services Manager	8	Automotive Mechanic I/II/Sr.
2	Garage Shift Supervisor	1	Heavy Equipment Mechanic
1	Auto Parts Storekeeper I/II	2	Automotive Service Worker I/II
1	Light Vehicle Driver		
5	Requested Total	11	Requested Total

Internal Service Fund



Fiscal Year 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Average percentage of fleet available on a daily basis	98%	98%	95%	96%	95%

With a ratio of vehicles to technicians at an above average level of 135:1, regular reviews of processes for improvement, and training, the department continues to meet or exceed its goal for fleet availability.

Objective: Automotive technicians are at a productivity level of 90% or greater.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Percentage of productive hours of total paid hours	N/A	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 department technicians have exceeded the industry standard of 75% -to 80%.

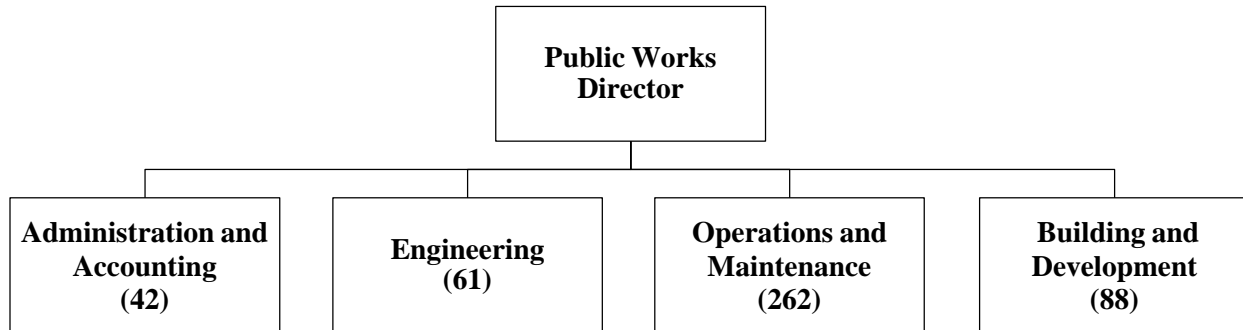
Internal Service Fund



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 2014-15 and 2015-16 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 \$20 million and locally funded road projects of more than \$6 million.
- Installed over 200 bus stop signs identifying Kern Transit and the individual route information in cities throughout Kern County.
- Developed a new website www.KernTransit.org for which visits to the website went from 2,000 per month to over 20,000 per month.
- Facilitated permit issuance of large-scale utility solar and other large construction projects.
- Implemented regulations in December 2015 to comply with the Model Water Efficient Landscape Ordinance.
- Completed the County Service Area (CSA) 71 Sewer Master Plan Update in preparation for public meetings to discuss and finalize. This will result in revised impact fees to fund sewer infrastructure in CSA 71.
- Obtained Board of Supervisors' approval for the Countywide Organics Diversion Strategy and the Unincorporated Kern County Source Reduction and Recycling Element 2015 Amendment.
- Completed design and construction of the Taft Landfill module 2 liner, Bena Sanitary Landfill entrance road, Bena Sanitary Landfill Phase 2 closure vegetation, Shafter-Wasco Sanitary Landfill entrance road, Shafter-Wasco Sanitary Landfill green waste recycling concrete pad and Ridgecrest Sanitary Landfill water tank projects.

Internal Service Fund

Public Works

Department Head: Craig Pope, Appointed
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: Administration and Accounting, Engineering, Operations and Maintenance and Building and Development.

Internal Service Fund

	Summary of Expenses and Revenue					
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$0	\$49,745,839	\$41,722,467	\$50,261,035	\$50,261,035	\$50,296,752
Services and Supplies	0	10,325,181	9,280,974	7,401,419	7,827,368	7,791,651
Other Charges	0	0	27,863	0	0	0
Capital Assets	0	0	39,200	27,000	27,000	27,000
Other Financing Uses	0	0	0	4,425,949	4,000,000	4,000,000
TOTAL EXPENSES	\$0	\$60,071,020	\$51,070,504	\$62,115,403	\$62,115,403	\$62,115,403
REVENUE:						
Use of Money/Property	\$0	\$30,960	\$16,745	\$10,000	\$10,000	\$10,000
Charges for Services	0	55,773,312	47,641,859	57,107,493	57,107,493	57,107,493
Miscellaneous	0	0	1,095	0	0	0
Other Financing Sources:						
Sale of Fixed Assets	0	0	265	0	0	0
Community Development Program	0	0	152,664	0	0	0
County Contribution	0	6,264,238	6,264,238	4,997,910	4,997,910	4,997,910
TOTAL REVENUE	\$0	\$62,068,510	\$54,076,866	\$62,115,403	\$62,115,403	\$62,115,403
INCR/(DECR) IN RETAINED EARNINGS	\$0	(\$1,997,490)	(\$3,006,362)	\$0	\$0	\$0

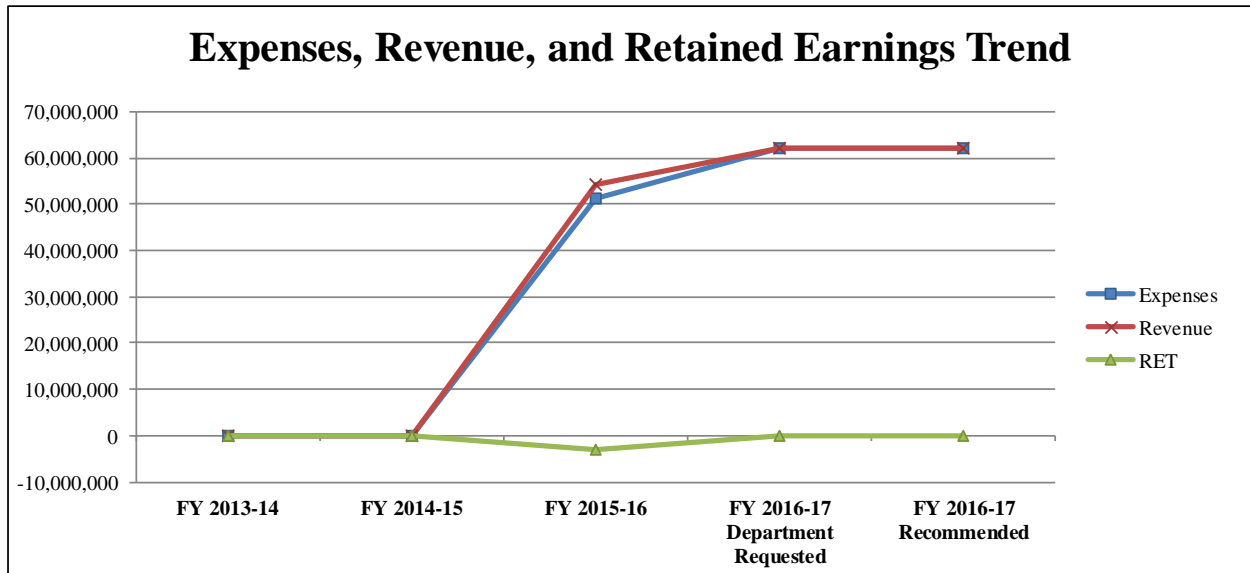
Major Expenses and Revenue in FY 2016-17 Recommended Budget

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 of the Internal Service Fund in the amount of \$4.7 million and reimbursed from the user budget units similar to salaries and benefits.

Budget Changes and Operational Impacts

The recommended budget includes the contribution that was previously allocated to the Roads Department. The nearly \$5 million contribution is budgeted as revenue within this fund, \$4 million will be passed through to the Road Fund for countywide road maintenance with the remaining contribution used for general public works projects. The department has budgeted to receive \$52.5 million in labor reimbursements and \$4.7 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, 2016 was \$2.8 million, the 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.

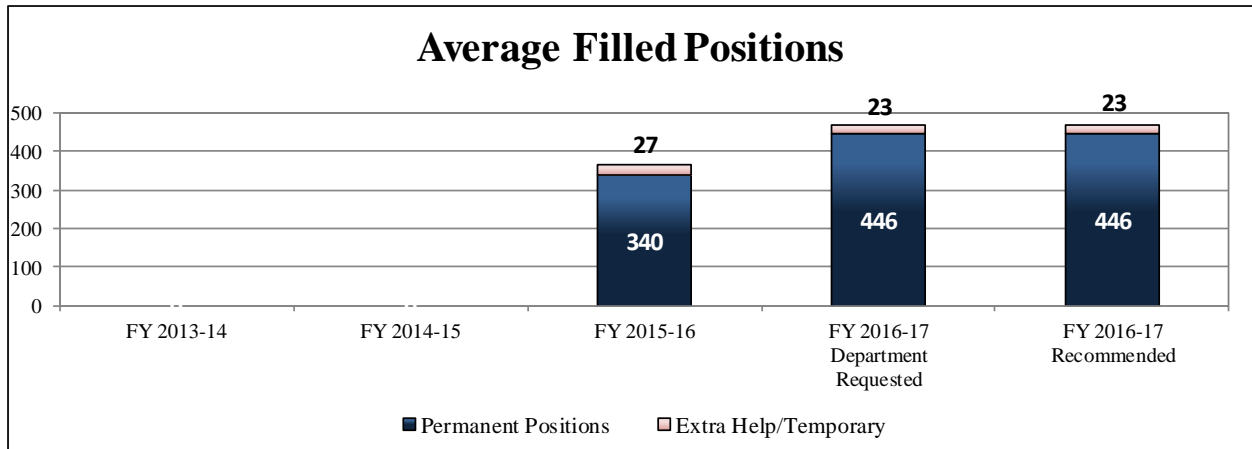


Internal Service Fund

Staffing Changes and Operational Impacts

The recommended budget includes all authorized positions that were transferred from the Roads, Kern Regional Transit, Waste Management, Engineering, Surveying and Permitting Services, Code Compliance and Building Inspection budget units effective July 2015. The recommended budget includes 455 authorized positions after the deletion of one (1) Senior Traffic Signal Technician position and the additions of one (1) Sr. Fiscal and Administrative Services Officer position, two (2) Disposal Site Gate Attendants positions, one (1) Traffic Signal Technician position, one (1) Waste Management Technician I/II position, one (1) Real Property Agent I/II/III position and one (1) Waste Management Aide position, at an annual estimated cost of \$300,000





Internal Service Fund

4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	0	0	340	446	446
Extra Help/Temporary	0	0	27	23	23
Total Positions	0	0	367	469	469
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	0	0	340	N/A	N/A
Extra Help/Temporary (FTE)	0	0	27	N/A	N/A
Total Positions	0	0	367	N/A	N/A
SALARIES & BENEFITS	\$0	\$0	\$41,722,467	\$50,261,035	\$50,296,752

Summary of Authorized Positions

The department currently has 449 authorized permanent positions. The recommended budget includes 455 permanent positions of which 446 have been budgeted to be filled during FY 2016-17 as indicated below. The department will hold vacant 9 positions, including four (4) Road Maintenance Workers, one (1) Maintenance Painter, one (1) Office Services Technician, one (1) Fiscal Support Technician, one (1) Fiscal Support Specialist and one (1) Code Compliance Officer position.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration & Accounting	42	1	0	43	43	40	3	43
Engineering	60	1	0	61	61	61	0	61
Operations & Maintenance	258	5	(1)	262	262	257	5	262
Building & Development	89	0	0	89	89	88	1	89
Total	449	7	(1)	455	455	446	9	455



Operations & Maintenance	Building & Development	Administration & Accounting
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Director	1 Director of ESPS	1 Director
2 Public Works Manager	1 Administrative Coordinator	1 Public Works Manager
1 Special Projects Manager	1 Housing Rehab Program Spec.	1 Special Projects Manager
3 Administrative Coordinator	1 Code Compliance Supervisor	1 Administrative Services Officer
1 Office Services Specialist	9 Code Compliance Officer	5 Accountant I/II/III
1 Sr Office Services Specialist	1 Sr. Office Services Specialist	1 Business Manager
1 Office Services Technician	6 Office Services Technician	3 Administrative Coordinator
1 Marketing Promotions Asst.	1 Office Services Assistant	1 Contract Administrator
3 Engineering Manager	3 Engineering Manager	2 Sr. Office Services Specialist
5 Supervising Engineer	2 Supervising Engineer	1 Office Services Coordinator
7 Engineer I/II/III/III-C	1 Engineer Support Supervisor	1 Office Services Specialist
7 Engineer Tech I/II/III	2 GIS Specialist	3 Office Services Technician
1 Engineer Aide I/II/III	10 Engineer I/II/III/III-C	1 Office Services Assistant
3 Waste Management Supervisor	12 Engineer Tech I/II/III	2 Fiscal Support Supervisor
14 Waste Management Specialist I/II/II	1 Principal Building Inspector	9 Fiscal Support Specialist
6 Waste Mgmt. Support Supervisor	3 Supervising Building Inspector	8 Fiscal Support Technician
23 Waste Management Tech I/II	17 Building Inspector/ C	1 Supervising Engineer
19 Waste Management Aide I/II/III	2 Building Inspector Spec.-C	42 Current Total
2 Supv. Disposal Site Gate Attendant	7 Building Plans Technician	<u>Additions and Deletions</u>
22 Disposal Site Gate Attendant	1 Fiscal Support Technician	1 Sr. Fiscal & Admin Services Ofcr.
2 Road Superintendent	7 Engineering Aide I/II/III	43 Requested Total
12 Supv. Road Maint. Worker I/II	89 Requested Total	
81 Road Maintenance Worker I/II/III		
1 Equipment Maint. Superintendent		
1 Supv. Heavy Equipment Mechanic		
14 Heavy Equipment Mechanic		
2 Senior Traffic Signal Technician		
2 Traffic Signal Technician I/II		
1 Hwy Paint Equipment Superintendent		
12 Maintenance Painter		
1 Warehouse Supervisor		
1 Auto Mechanic		
2 Auto Services Worker		
3 Auto Parts Storekeeper I/II		
258 Current Total		
<u>Additions and Deletions</u>		
1 Waste Management Tech I/II		
2 Disposal Site Gate Attendant I/II		
(1) Senior Traffic Signal Technician		
1 Traffic Signal Technician I/II		
1 Waste Management Aide I/II/III		
262 Requested Total		

Internal Service Fund



Engineering**Classification**

- 1 Assistant Director
- 2 Sr. Engineering Manager
- 3 Engineering Manager
- 1 Public Works Manager
- 1 Administrative Coordinator
- Office Services Specialist
- 1 Office Services Technician
- 1 Waste Management Specialist
- 4 Supervising Engineer
- 2 Engineer Support Supervisor
- 18 Engineer I/II/III/III-C
- 11 Engineer Technician I/II/III
- 11 Engineer Aide I/II/III
- Drafting Technician
- 1 Supervising Planner
- 2 Planner I/II/III
- 1 Real Property Agent I/II/III

60 **Current Total****Additions/Deletions**

- 1 Real Property Agent I/II/III

61 **Requested Total**

Internal Service Fund

Group Health and Dental Self-Insurance Program

Department Head: John Nilon
 Fund: Group Health and Dental
 Budget Unit: 8960

Function: Internal Service Fund
 Activity: Employee Health Benefits

Description of Major Services

The Group Health Self-Insurance Program is used to fund the County's employee medical, dental, and vision benefit plan programs. This budget unit is used to pay all self-funded medical and dental claims, medical and dental plan premiums, County administration costs, third-party administration costs, and Employee Assistance Program and Employee Wellness Program administration costs. The Human Resources Division of the County Administrative Office administers this budget unit.

	FY 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,000,000	\$0	\$0	\$0	\$0
Services and Supplies	7,898,877	9,619,704	8,220,678	9,354,176	9,354,176	9,354,176
Other Charges	130,983,592	127,953,401	129,568,687	131,225,269	131,225,269	131,225,269
TOTAL EXPENSES	\$138,882,469	\$138,573,105	\$137,789,365	\$140,579,445	\$140,579,445	\$140,579,445
REVENUE:						
Use of Money/Property	\$94,149	\$95,000	\$100,291	\$95,000	\$95,000	\$95,000
Intergovernmental	28,086	25,000	30,416	25,000	25,000	25,000
Charges for Services	121,711,685	139,950,000	139,882,954	144,450,000	144,450,000	144,450,000
Miscellaneous	4,695	0	(2,646)	2	2	2
TOTAL REVENUE	\$121,838,615	\$140,070,000	\$140,011,015	\$144,570,002	\$144,570,002	\$144,570,002
INCR./(DECR.) IN RETAINED EARNINGS	(\$17,043,854)	\$1,496,895	\$2,221,650	\$3,990,557	\$3,990,557	\$3,990,557

Internal Service Fund

Major Expenses and Revenue in FY 2016-17 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 is exploring changes to health plan cost-sharing and employee wellness and education in an effort to reduce overall claims expenses for self-funded plan options. Revenue consists of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees. Revenue is anticipated to increase slightly, primarily due to an increase in the employer contribution, in order to ensure adequate reserves are maintained.

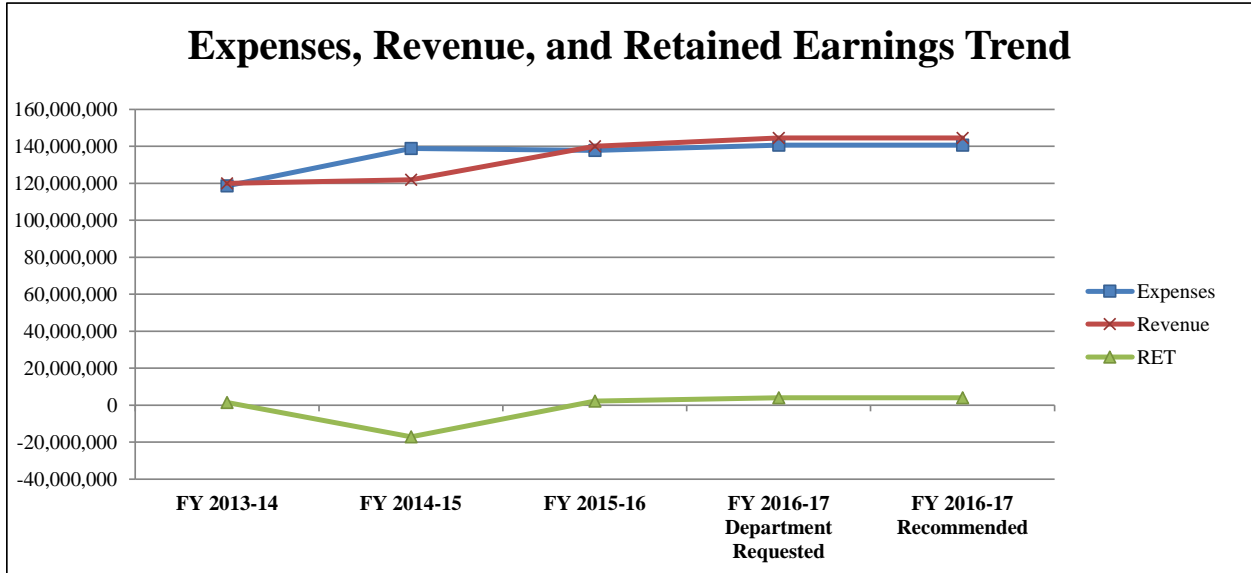
Reserves have been significantly depleted after reduced charges to departments and unexpected claims fluctuation. The retained earnings balance at June 30, 2016 was \$4.9 million. An increase

of \$3.9 million is included to stabilize rates in future years, resulting in an estimated retained earnings balance of \$8.8 million for June 30, 2017.

Budget Changes and Operational Impacts

Charges for services revenue is budgeted to increase, primarily due to an increase in the employer contribution. 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: John Nilon

Function: Internal Service Fund

Fund: Retiree Group Health

Activity: Other Post Employment Benefits

Budget Unit: 8965

Description of Major Services

The Retiree Group Health Program budget unit is used to pay the County's contributions to the Retiree Health Insurance Stipend and Retiree Health Premium Supplement Programs, and for administration costs. The Stipend Program provides a monthly stipend to all County retirees, which helps to offset the premium cost of medical benefits purchased by retirees through a County administered retiree health plan. The Retiree Health Premium Supplement Program (RHPSP) originated as a negotiated item for all employee unions. It was designed to further assist retirees under the age of 65 in paying for their medical benefits purchased through a County administered retiree health plan until they are Medicare eligible. The Human Resources Division of the County Administrative Office administers this budget unit.

Summary of Expenses and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$500,000	\$0	\$500,000	\$500,000	\$500,000
Salaries and Benefits	8,411,344	9,000,000	8,639,135	9,000,000	9,000,000	9,000,000
Services and Supplies	169,359	234,300	195,863	334,300	334,300	334,300
Other Charges	108,680	81,510	24,983	(63,113)	(63,113)	(63,113)
TOTAL EXPENSES	\$8,689,383	\$9,815,810	\$8,859,981	\$9,771,187	\$9,771,187	\$9,771,187
REVENUE:						
Use of Money/Property	\$14,811	\$15,000	\$16,599	\$17,000	\$17,000	\$17,000
Charges for Services	69,390	9,280,000	8,745,712	9,150,000	9,150,000	9,150,000
Miscellaneous	8,411,344	0	0	0	0	0
TOTAL REVENUE	\$8,495,545	\$9,295,000	\$8,762,311	\$9,167,000	\$9,167,000	\$9,167,000
INCR./(DECR.) IN RETAINED EARNINGS	(\$193,838)	(\$520,810)	(\$97,670)	(\$604,187)	(\$604,187)	(\$604,187)

Internal Service Fund

Major Expenses and Revenue in FY 2016-17 Recommended Budget

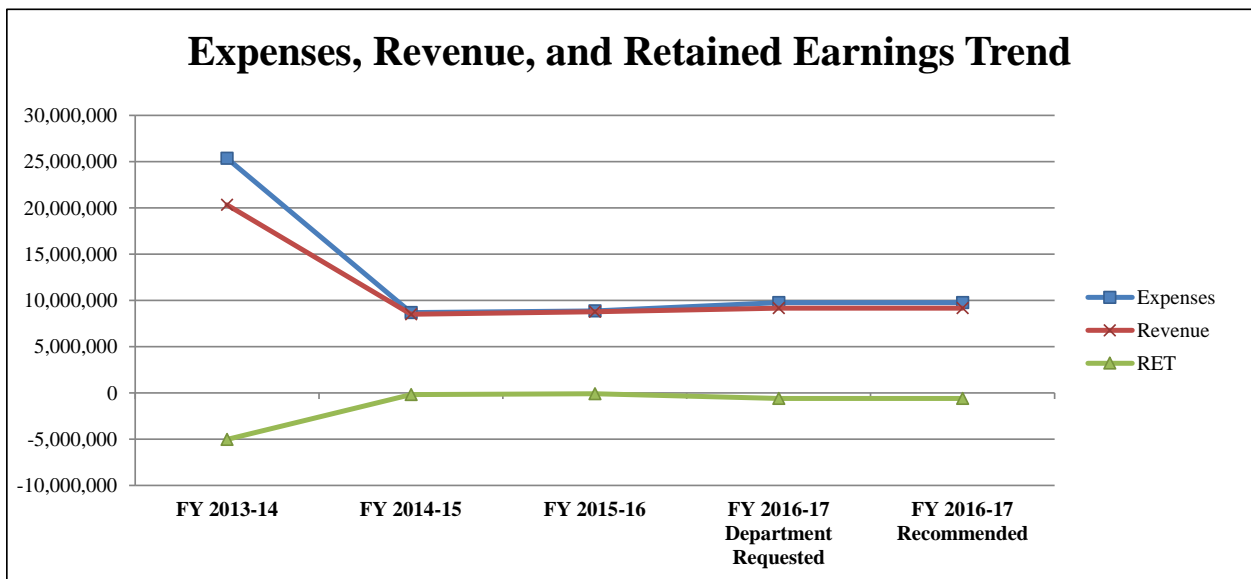
This budget unit incurs costs for the retiree health benefits programs and receives monthly reimbursement from the Other Post-Employment Benefits (OPEB) irrevocable trust fund for actual expenses. Both the Stipend and RHPSP assist in paying monthly health benefits costs for qualified County or special district retirees and their dependents or beneficiaries. Based on current beneficiaries receiving benefits, total annual expenses are estimated at \$10 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

Earlier this year eligible employees were given the option to opt-out of the RHPSP and Stipend programs. This will alter the revenue stream to the OPEB trust, and 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 as of June 30, 2016 was \$3.2 million. A retained earnings balance of \$2.6 million is anticipated for June 30, 2017.

Internal Service Fund



General Liability Self-Insurance Program

Department Head: Theresa Goldner

Function: Internal Service Fund

Fund: Liability Self-Insurance Program

Activity: Insurance Programs

Budget Unit: 8970

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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,480,588	\$6,323,369	\$6,274,206	\$7,258,763	\$7,258,763	\$7,258,763
Other Charges	7,027,703	9,497,057	5,293,750	14,173,770	14,120,247	14,120,247
TOTAL EXPENSES	\$12,508,291	\$15,820,426	\$11,567,956	\$21,432,533	\$21,379,010	\$21,379,010
REVENUE:						
Use of Money/Property	\$52,539	\$41,000	\$118,985	\$41,000	\$41,000	\$41,000
Charges for Services	18,477,532	13,193,422	13,190,060	13,653,416	13,653,416	12,976,219
Miscellaneous	1,477	0	3,092,100	0	0	0
TOTAL REVENUE	\$18,531,548	\$13,234,422	\$16,401,145	\$13,694,416	\$13,694,416	\$13,017,219
INCR./(DECR.) IN RETAINED EARNINGS	\$6,023,257	(\$2,586,004)	\$4,833,189	(\$7,738,117)	(\$7,684,594)	(\$8,361,791)

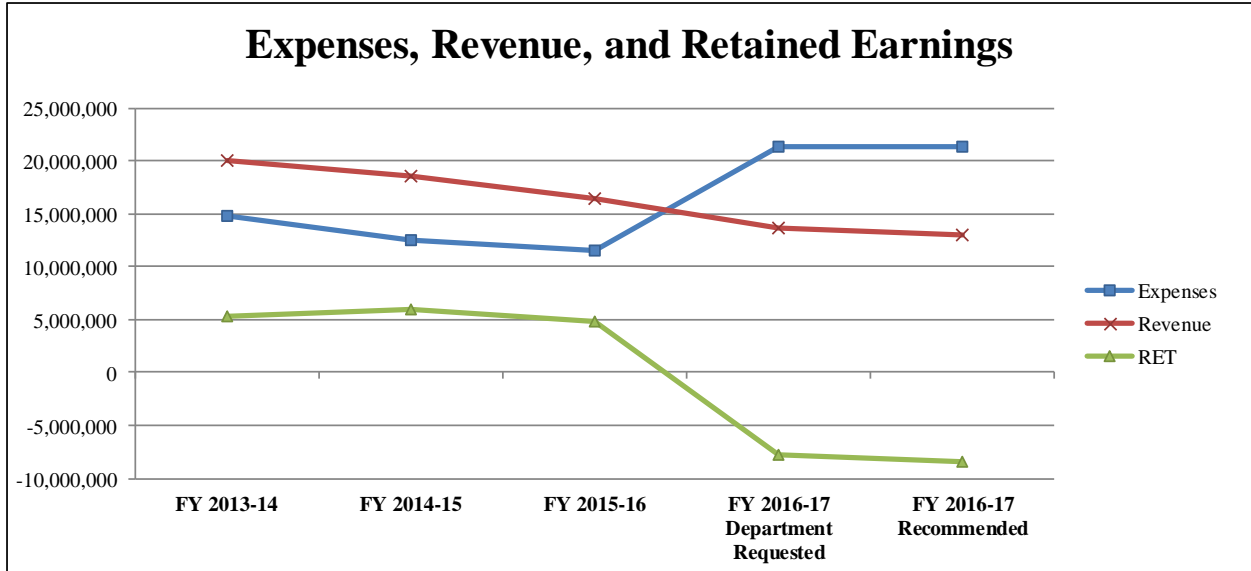
Internal Service Fund

Major Expenses and Revenue in FY 2016-17 Recommended Budget

The primary expenses of this budget unit are insurance expenses, legal costs and anticipated settlements. 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 at a level sufficient to cover the anticipated cost and a 50% reserve of estimated expenses. In FY 2015-16, an additional \$3,087,715 in proceeds from a legal settlement was received from the County's excess insurance policy. Other charges are budgeted at \$14.1 million, an increase of \$8.8 million from FY 2015-16. Several settlements budgeted in FY 2015-16 did not settle and are continued in FY 2016-17. The retained earnings balance as of June 30, 2016 was \$18 million. The department anticipates decreasing retained earnings by \$8.4 million to offset expenses. A retained earnings balance of \$10.3 million is anticipated for June 30, 2017.



Internal Service Fund



Unemployment Compensation Insurance Program

Department Head: John Nilon

Function: Internal Service Fund

Fund: Unemployment Compensation

Activity: Unemployment Self-Insurance

Budget Unit: 8980

Description of Major Services

This budget unit is used to pay the cost of administering and operating the County’s unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The Human Resources Division of the County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$11,498	\$22,000	\$13,803	\$23,000	\$23,000	\$23,000
Other Charges	2,848,550	2,927,579	2,734,437	2,904,017	2,904,017	2,904,017
TOTAL EXPENSES	\$2,860,048	\$2,949,579	\$2,748,240	\$2,927,017	\$2,927,017	\$2,927,017
REVENUE:						
Use of Money/Property	\$8,577	\$6,000	\$15,767	\$16,000	\$16,000	\$16,000
Charges for Services	2,468,750	2,966,828	2,848,404	2,920,438	2,920,438	2,920,438
TOTAL REVENUE	\$2,477,327	\$2,972,828	\$2,864,171	\$2,936,438	\$2,936,438	\$2,936,438
INCR./(DECR.) IN RETAINED EARNINGS	(\$382,721)	\$23,249	\$115,931	\$9,421	\$9,421	\$9,421

Internal Service Fund

Major Expenses and Revenue in FY 2016-17 Recommended Budget

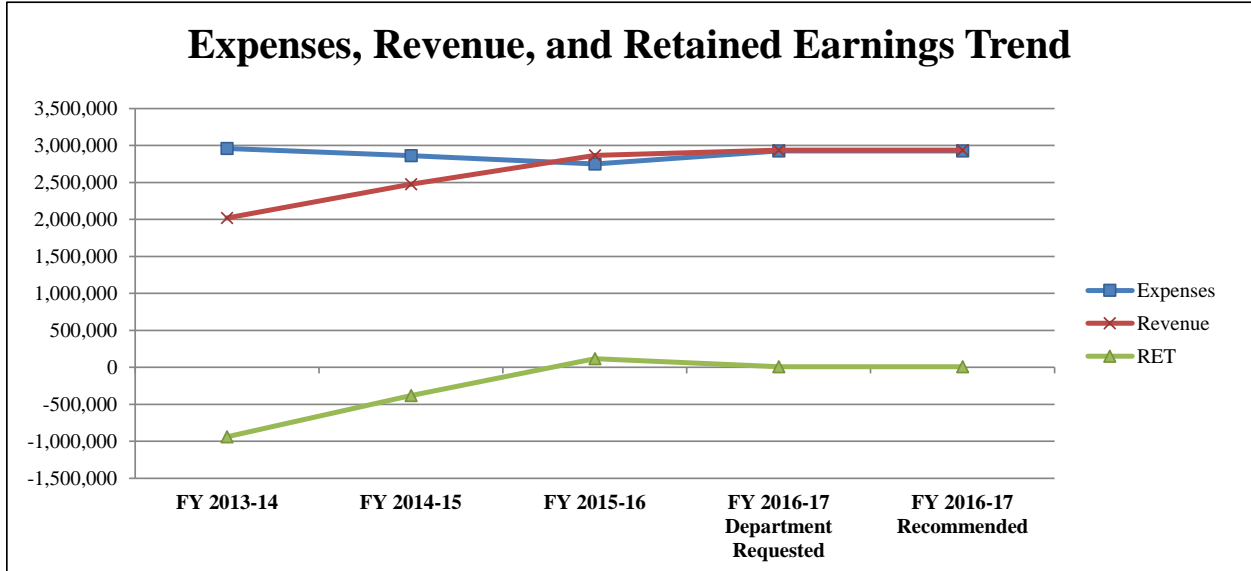
The majority of expenses in this budget unit are payment of actual unemployment benefit claims. Future unemployment costs are not easily estimated, as unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim. The availability of other employment in the community also has an effect on the County’s claims. The maximum unemployment claim is \$11,700, based on the claimant drawing the maximum weekly benefit of \$450 for the first 26 weeks of unemployment. Revenue in this budget unit is primarily comprised of charges to County departments based on each individual department’s actual unemployment experience and claims.

Budget Changes and Operational Impacts

Based on trends in recent years, it is expected that the unemployment claims for eligible former employees will increase, resulting in increased expenses. Charges to departments have been increased slightly to help maintain adequate reserves. The retained earnings balance as of June



30, 2016 was \$665,454. A retained earnings balance of \$674,875 is anticipated for June 30, 2017.



Internal Service Fund



Workers' Compensation Self-Insurance Program

Department Head: Theresa Goldner

Function: Internal Service Fund

Fund: Workers Compensation Program

Activity: Insurance Programs

Budget Unit: 8990

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.

	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$4,874,241	\$5,954,846	\$5,162,675	\$5,834,501	\$5,834,501	\$5,834,501
Other Charges	11,140,303	13,667,753	12,483,548	14,003,436	14,799,391	14,799,391
TOTAL EXPENSES	\$16,014,544	\$19,622,599	\$17,646,223	\$19,837,937	\$20,633,892	\$20,633,892
REVENUE:						
Use of Money/Property	\$57,686	\$42,000	\$97,561	\$42,000	\$42,000	\$42,000
Intergovernmental	0	0	62,254	0	0	0
Charges for Services	17,775,410	17,168,992	17,159,878	16,766,402	16,766,402	16,231,369
Miscellaneous	708,065	300,000	453,296	300,000	300,000	300,000
TOTAL REVENUE	\$18,541,161	\$17,510,992	\$17,772,989	\$17,108,402	\$17,108,402	\$16,573,369
INCR./(DECR.) IN RETAINED EARNINGS	\$2,526,617	(\$2,111,607)	\$126,766	(\$2,729,535)	(\$3,525,490)	(\$4,060,523)

Internal Service Fund

Major Expenses and Revenue in FY 2016-17 Recommended Budget

The Workers' Compensation Self-Insurance Program is financed through direct charges to County departments largely based on each department's claims history. The primary expense for the program is claims costs of injured workers.

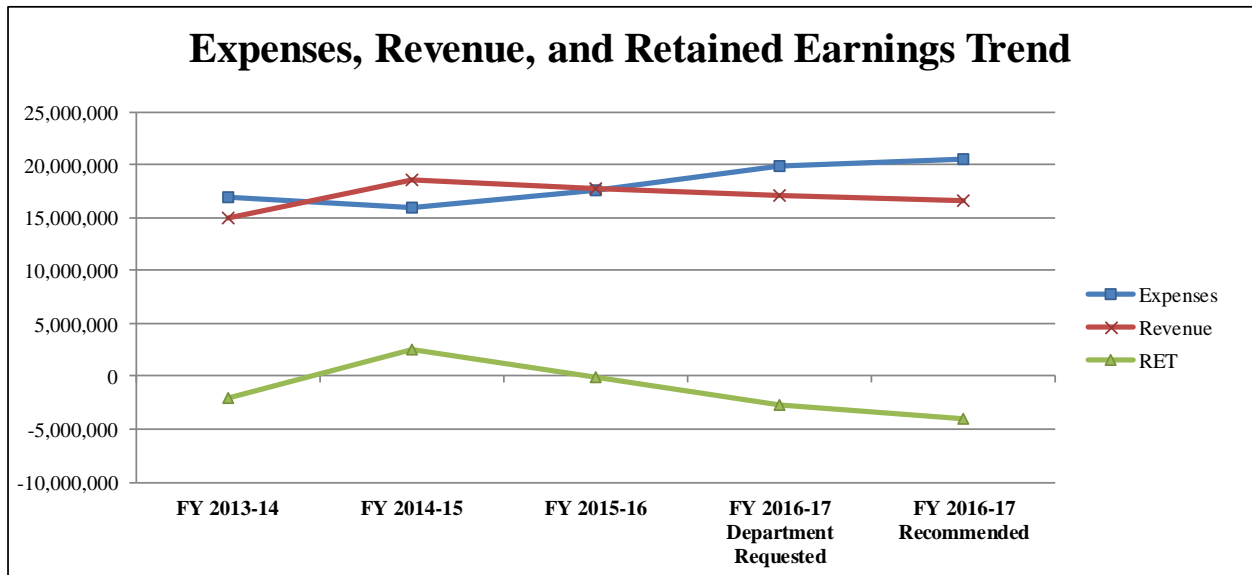
Budget Changes and Operational Impacts

The recommended budget includes increased appropriations compared to FY 2015-16 actual costs to reflect a projected increase in claims costs, and changes in administrative costs from the Risk Management Division as a result of Kern Medical Center transitioning to the Kern County Hospital Authority. Charges for services have decreased slightly for FY 2016-17. 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, 2016 was \$11.5 million. The department anticipates decreasing retained earnings by \$4 million to offset expenses. A retained earnings balance of \$8.7 million is anticipated for June 30, 2017, that will be used for future fiscal years.



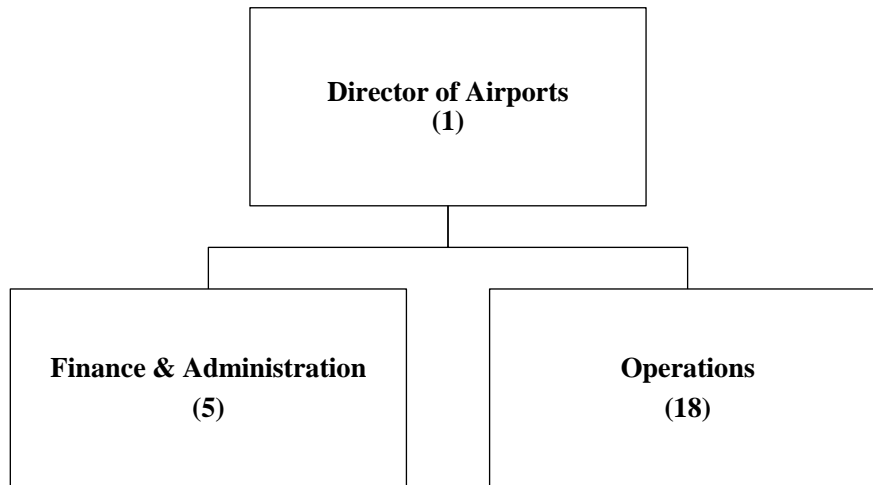
Internal Service Fund



Mission Statement

The Department of Airports mission is to build a world class, quality airport system that focuses on the customer, complements Kern County's economy, and promotes safe and efficient operations.

Organizational Chart



Fiscal Year 2014-15 and 2015-16 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, Houston, and Denver.
- Upgraded the assets for which the department is responsible, including major maintenance in the William M. Thomas Terminal.
- Completed a significant runway re-painting at Meadows Field Airport providing increased flight safety.
- Completed the 2015 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.
- Began Phase I of the Runway 30R/12L Rehabilitation Project. The ground breaking ceremony was held on March 2016 to kick-off the 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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$89,991	\$0	\$0	\$0	\$0
Salaries and Benefits	2,111,870	2,355,697	2,352,937	2,464,564	2,464,564	2,465,870
Services and Supplies	2,391,564	2,142,495	1,593,037	2,146,207	2,146,207	2,144,901
Other Charges	3,553,168	3,582,954	4,086,855	4,546,721	4,546,721	4,546,721
Non-Operating Expenses	935,143	937,890	0	0	0	0
Capital Assets	2,251,647	17,350,372	3,687,558	15,251,065	15,301,065	15,301,065
TOTAL EXPENSES	\$11,243,392	\$26,459,399	\$11,720,387	\$24,408,557	\$24,458,557	\$24,458,557
REVENUE:						
Taxes	\$615,661	\$690,000	\$664,464	\$741,000	\$741,000	\$741,000
Licenses and Permits	8,500	11,000	8,500	8,500	8,500	8,500
Fines and Forfeitures	1,355	1,200	225	240	240	240
Use of Money/Property	3,148,657	3,500,553	3,076,643	3,490,391	3,490,391	3,490,391
Intergovernmental	1,972,400	18,086,775	6,090,286	15,872,852	14,299,862	25,424,818
Charges for Services	205,220	237,114	231,054	298,078	298,078	298,078
Miscellaneous	139,137	154,004	357,618	193,856	193,856	193,856
Non-Revenue Receipts	3,412,280	3,500,000	3,062,671	3,500,000	3,500,000	3,500,000
Other Financing Sources:						
General	238,476	278,753	278,753	328,473	328,473	328,473
TOTAL REVENUE	\$9,741,686	\$26,459,399	\$13,770,214	\$24,433,390	\$22,860,400	\$33,985,356
INC./(DECR.) IN RETAINED EARNINGS	(\$1,501,706)	\$0	\$2,049,827	\$24,833	(\$1,598,157)	\$9,526,799

Enterprise Funds

Major Expenses and Revenue in FY 2016-17 Recommended Budget

The Department of Airports recommended budget includes staffing expenses of \$2.4 million to fund 22 positions that provide support for seven County-operated airports. Expenses for services and supplies of \$2.1 million include property insurance, utilities, other professional services, and general maintenance. In addition, expenses of \$3.6 million are budgeted to cover county-wide cost allocation charges and depreciation. The department has also included debt service payments totaling \$934,944 and capital expenses of \$15 million for Phase II of the Runway 30R

Rehabilitation project at Meadows Field Airport, which will be primarily funded with federal reimbursements.

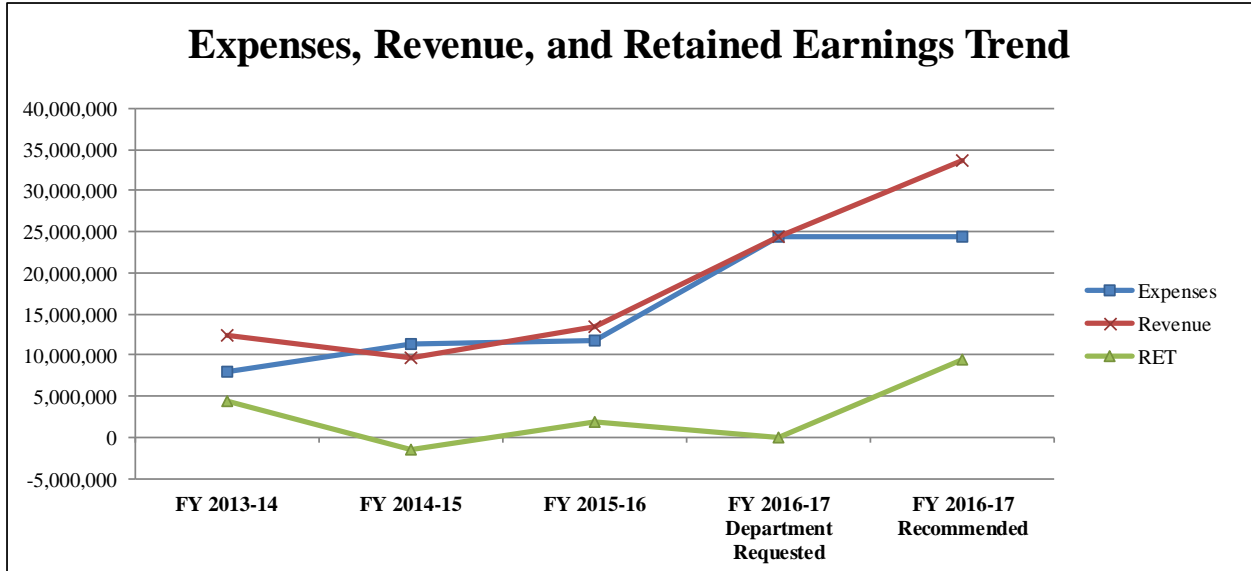
The County's airports produce revenue to operate and maintain the airport system. The recommended budget includes \$3.5 million in revenue associated to space rentals, concessions and user fees. Additionally, the Meadows Field Airport receives a County contribution from the General Fund from property taxes collected in the Airport Economic Opportunity Area. State and federal grants are significant sources of revenue to construct, improve and maintain airport infrastructure.

Budget Changes and Operational Impacts

The recommended budget provides the department with funding for 22 permanent authorized positions and two extra help positions. Appropriations of \$16.2 million are included in capital assets, of which \$15 million is estimated for the Meadows Field Runway 30R rehabilitation project. This project is the second phase in a series of improvements to enhance the runway and improve the competitiveness, efficiency and bring the surface 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 I and Phase II of the Runway 30R rehabilitation project. Approximately \$11 million will cover prior year encumbrances for Phase I of the rehabilitation project. Other revenue sources are increasing slightly as a result of landing fees, two new airline operating agreements and the new flight training facility tenant.

While the Airports Enterprise fund has approximately \$2.1 million in short-term unrestricted cash that can be used to support the operations of the division, the retained earnings at June 30, 2016 was a deficit of \$16.9 million. The deficit is due to the inclusion of approximately \$10.5 million of long-term liabilities associated with pension obligations and certificates of participation. 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 the Phase I of the Runway 30R rehabilitation project in the amount of \$12.4 million were encumbered during FY 2015-16 and reduced retained earnings at June 30, 2016. Reimbursement from Federal Aviation Administration is included in the FY 2016-17 recommended budget.

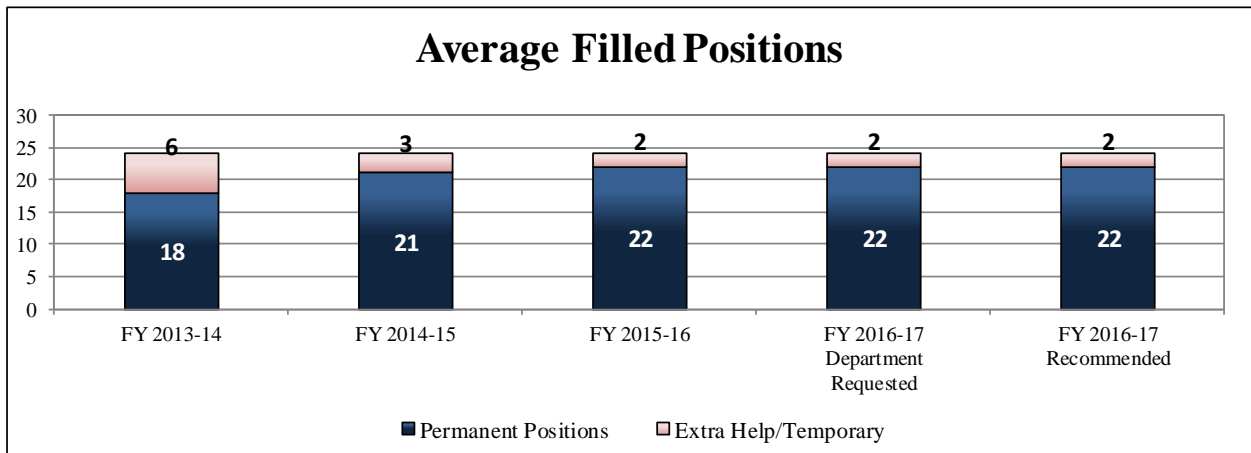
After adjusting for long-term debt and the project encumbrances, the estimated budgetary retained earnings balance as of June 30, 2016, is approximately \$3 million. The department is anticipating utilizing \$2.8 million in FY 2016-17 to cover the 10% local match of the project costs.



Staffing Changes and Operational Impacts

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

Enterprise Funds



4-Year Staffing Trend	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
				FY 2016-17	
AVERAGE FILLED POSITIONS					
Permanent Positions	18	21	22	22	22
Extra Help/Temporary	6	3	2	2	2
Total Positions	24	24	24	24	24
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	19	21	23	N/A	N/A
Extra Help/Temporary (FTE)	4	2	2	N/A	N/A
Total Positions	23	23	25	N/A	N/A
SALARIES & BENEFITS	\$1,997,597	\$2,111,870	\$2,352,937	\$2,464,564	\$2,465,870

Summary of Authorized Positions

The department has 24 permanent positions, of which 22 have been budgeted to be filled during FY 2015-16 as indicated below. The department will hold two positions vacant and unfunded: one (1) Airport Police Officer I/II position and one (1) Airports Maintenance Supervisor 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	16	2	18
Total	24	0	0	24	22	2	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 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of available seats offered by airlines	176,092	181,489	196,500	159,400	165,514
Number of enplaned passengers	135,938	133,906	145,000	145,500	151,000
Number of destinations offered by airlines	5	4	5	4	5
Number of aircraft operations	73,863	50,471	65,000	50,535	56,000
Number of community air service presentations	4	6	7	7	6
Number of airline service meetings	N/A	7	8	9	10

An increased effort is being made by the department to recruit new airlines and expand current service in order to bring both customer satisfaction and economic benefit to the County. The recent announcement of a new airline coming to Meadows Field is proof that the efforts are working. The reductions in estimated and future goals of aircraft operations reflect the reduction in available seats and enplaned passengers with the loss of two Houston flights as a result of lower oil prices. Additional efforts tied to the Air Service Incentive plan are expected to expand future air service through 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	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2014-15 Actual	2016-17 Goal
Number of safety violations from the Federal Aviation Administration (FAA)	2	2	0	0	0
Number of safety violations from the California Department of Transportation Division of Aeronautics (DOT)	0	0	0	0	0
Number of security violations from Transportation Security Administration (TSA)	0	0	0	0	0
Job related injuries	2	0	0	1	0
Completed airport construction projects	3	4	1	1	3

The department continues to strive for perfection in safety and security in all operations, aircraft movement areas, passenger facilities, and employee activities. Continued training and monitoring for safe practices are employed daily. Goals for these measurements will always be zero, and the department has proven for many years that these goals are attainable. The goal for number of completed airport construction projects for FY 2015-16 decreases, however the magnitude of the project is much more extensive than any project completed at Meadows Field Airport in the past several years. The Runway 30R/12L Rehabilitation Project in Phase I is underway and should be completed by the fall of 2016.

Golf Course Enterprise Fund

Department Head: Robert Lerude
Fund: Golf Course Enterprise
Budget Unit: 8991

Function: Recreation and Culture
Activity: Recreation Facilities

Description of Major Services

The Golf Course Enterprise Fund is used to account for the operation of three County-owned golf courses; North Kern, Kern River, and Buena Vista. Private contractors operate the golf courses under land lease agreements. The Parks and Recreation Department provides administrative support to the Golf Course Enterprise Fund.

Summary of Expenses and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$240,599	\$275,500	\$138,015	\$275,530	\$275,530	\$275,530
Other Charges	255,484	217,947	78,465	97,119	97,119	97,119
TOTAL EXPENSES	\$496,083	\$493,447	\$216,480	\$372,649	\$372,649	\$372,649
REVENUE:						
Use of Money/Property	\$5,647	\$4,911	\$8,089	\$7,694	\$7,694	\$7,694
Charges for Services	281,648	300,000	198,948	208,000	208,000	208,000
Non-revenue Receipts	148,206	148,206	148,206	148,206	148,206	148,206
TOTAL REVENUE	\$435,501	\$453,117	\$355,243	\$363,900	\$363,900	\$363,900
INCR./(DECR.) IN RETAINED EARNINGS	(\$60,582)	(\$40,330)	\$138,763	(\$8,749)	(\$8,749)	(\$8,749)

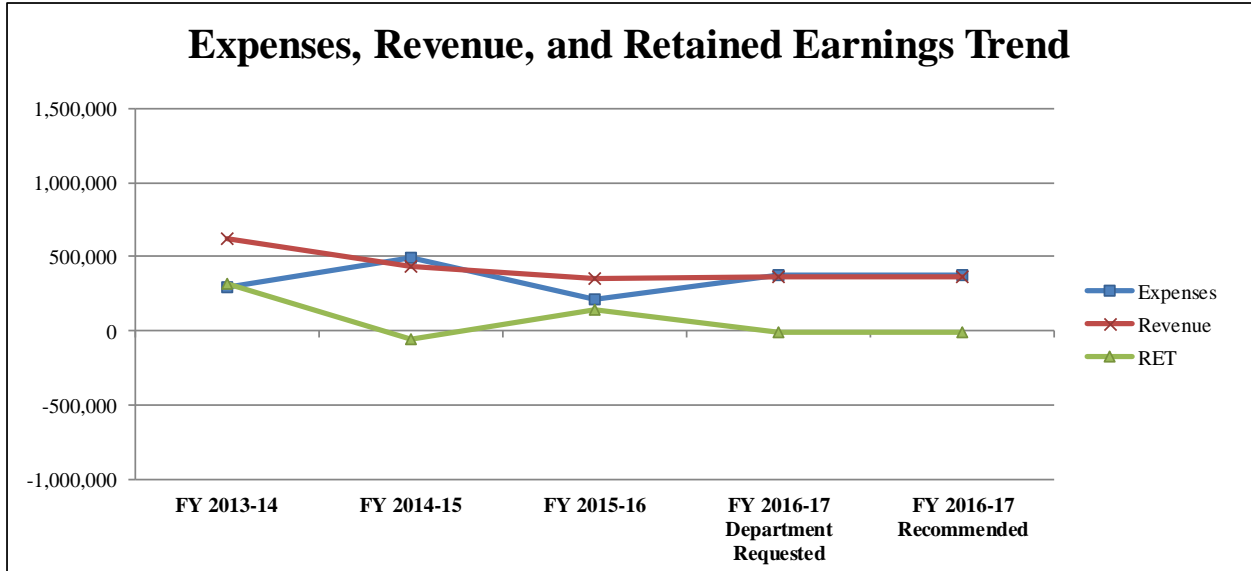
Enterprise Funds

Major Expenses and Revenue in FY 2016-17 Recommended Budget

Revenue is primarily generated from land lease agreements and is deposited into the Golf Course Enterprise Fund where it is used for necessary capital and infrastructure maintenance projects at the golf courses and to reimburse the Parks and Recreation Department for administrative support.

Budget Changes and Operational Impacts

The recommended budget includes an appropriation of \$75,000 per golf course for ongoing maintenance. Increases in services and supplies and other charges are due to an increase in anticipated maintenance related to HVAC equipment, irrigation software system and water pump repair for courses. The retained earnings at June 30, 2016 is \$1.2 million of which the department anticipates using \$8,749 in FY 2016-17.



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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$12,852,189	\$13,403,710	\$13,112,829	\$13,422,880	\$13,422,880	\$13,422,880
Other Charges	14,339	17,190	17,188	17,912	17,912	17,912
TOTAL EXPENSES	\$12,866,528	\$13,420,900	\$13,130,017	\$13,440,792	\$13,440,792	\$13,440,792
REVENUE:						
Taxes	\$12,732,932	\$12,985,208	\$13,092,933	\$13,071,170	\$13,071,170	\$13,071,170
Fines and Forfeitures	197,714	205,480	213,786	207,140	207,140	207,140
Use of Money/Property	3,525	2,430	5,008	3,300	3,300	3,300
Charges for Services	(9,626)	(9,630)	(9,679)	(9,675)	(9,675)	(9,675)
TOTAL REVENUE	\$12,924,545	\$13,183,488	\$13,302,048	\$13,271,935	\$13,271,935	\$13,271,935
INCR/(DECR) IN RETAINED EARNINGS	\$58,017	(\$237,412)	\$172,031	(\$168,857)	(\$168,857)	(\$168,857)

Enterprise Funds

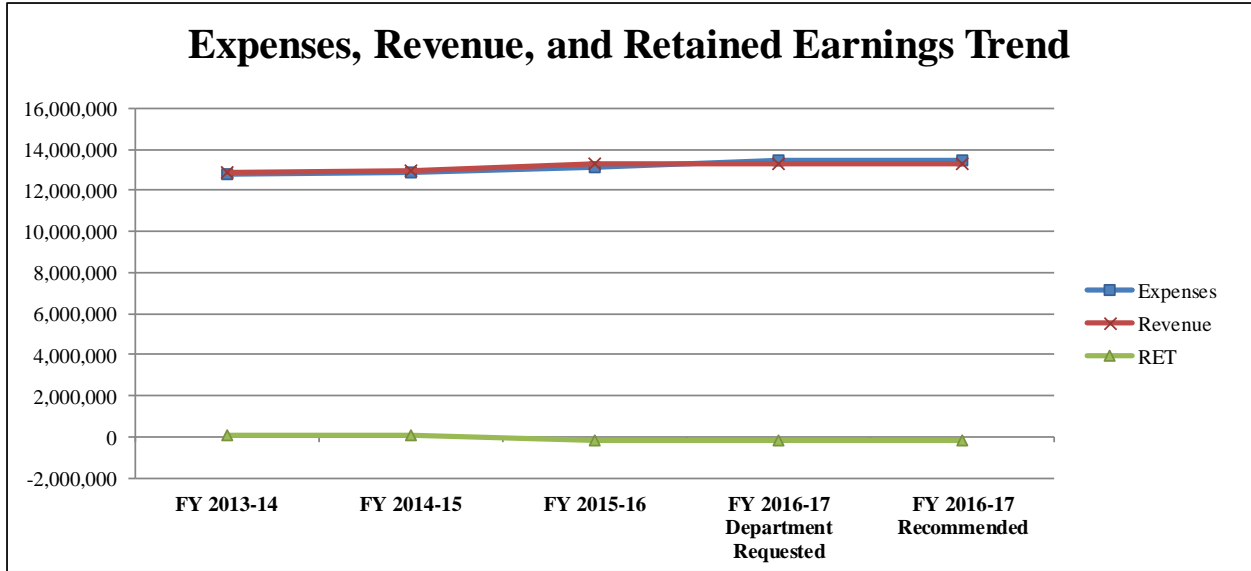
Major Expenses and Revenue in FY 2016-17 Recommended Budget

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 2015-16, increasing slightly due to general inflation. The retained earnings balance as of June 30, 2016 was \$2.4 million. The department is budgeting to utilize approximately \$169,000 of retained earnings toward expenses in FY 2016-17.





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 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$294,222	\$0	\$0	\$0	\$0	\$0
Services and Supplies	7,363,205	8,514,504	8,400,252	8,947,708	8,947,708	8,947,708
Other Charges	1,125,040	1,188,903	1,484,824	1,522,000	1,522,000	1,522,000
Capital Assets	5,637,356	3,788,990	92,306	3,636,490	3,636,490	3,636,490
TOTAL EXPENSES	\$14,419,823	\$13,492,397	\$9,977,382	\$14,106,198	\$14,106,198	\$14,106,198
REVENUE:						
Taxes	\$5,456,948	\$6,430,385	\$5,126,087	\$6,268,233	\$6,268,233	\$6,268,233
Use of Money/Property	67,859	63,068	64,986	62,748	62,748	62,748
Intergovernmental	2,190,896	4,615,773	(1,985,286)	4,530,063	4,530,063	4,530,063
Charges for Services	982,449	920,000	987,639	1,363,895	1,363,895	1,363,895
Miscellaneous	1,077,975	250,527	22,795	361,983	361,983	361,983
Other Financing Sources:						
Fixed Asset Sales	0	36,000	10,013	6,000	6,000	6,000
Non-Revenue Receipts	998,557	1,176,644	1,472,565	1,513,276	1,513,276	1,513,276
TOTAL REVENUE	\$10,774,684	\$13,492,397	\$5,698,799	\$14,106,198	\$14,106,198	\$14,106,198
INCR/(DECR) IN RETAINED EARNINGS	(\$3,645,139)	\$0	(\$4,278,583)	\$0	\$0	\$0

Enterprise Funds

Major Expenses and Revenue in FY 2016-17 Recommended Budget

The activities of Kern Regional Transit are funded primarily from Sales and Use Tax for local transportation, State Public Transportation Modernization, Improvement, and Service Enhancement Account Program and funding from the State Department of Transportation Section 5311 that provides funding for public transit in non-urbanized areas. The primary expenditures for the division include purchase of buses and other capital assets and contracts for transportation services.



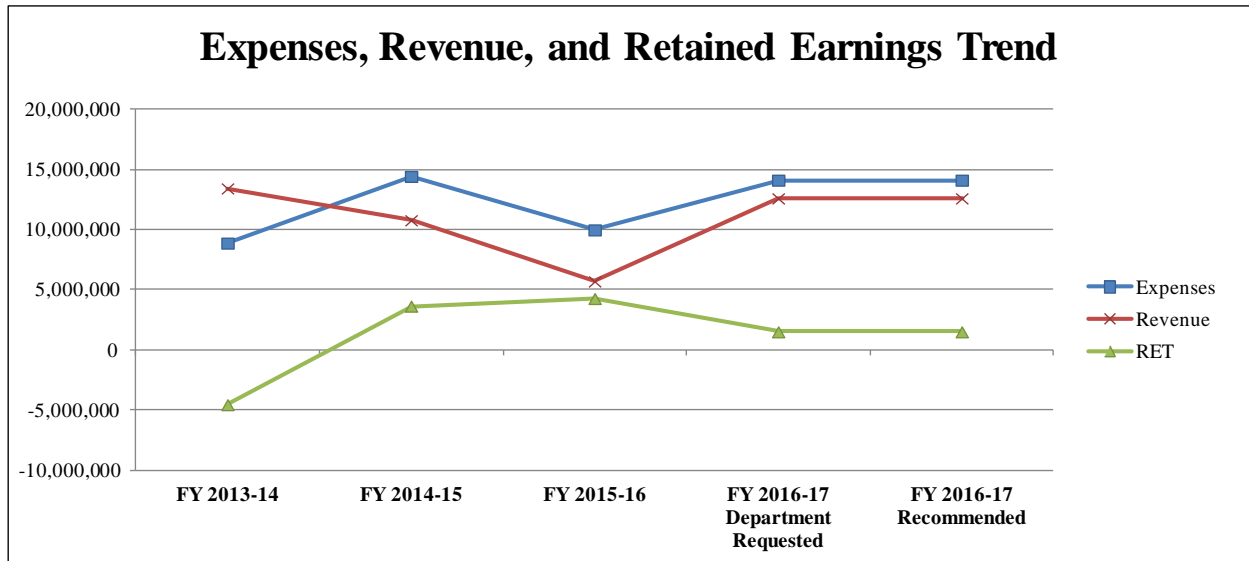
Budget Changes and Operational Impacts

As part of the consolidation of the Public Works budget units into an internal service fund (ISF), appropriations for salaries and benefits have been shifted to services and supplies to reimburse the ISF for labor for which the division has budgeted \$860,000. The division plans to purchase four 40 foot diesel buses required to replace aging buses and three 16 passenger buses to enhance services due to increased ridership. The buses will be funded with an allocation from the federal Congestion Mitigation and Air Quality Grant.

The Board of Supervisors approved a fare increase on June 7, 2016 to be effective July 7, 2016 countywide, increasing fare box revenue to \$1.4 million. The fare schedule is consistent across the County and a new 30 day pass is now offered to riders.

While the Kern Regional Transit Enterprise Fund has approximately \$2.1 million in unrestricted cash that can be used to support operations of the division, the retained earnings at June 30, 2016 was a deficit of \$3.6 million due to the inclusion of approximately \$842,000 in long-term liabilities associated with pension obligation bonds representing future costs that will be funded with future revenue and the deferral of \$4 million in revenue received in FY 2015-16 that is included in the FY 2016-17 budget. After adjusting for these obligations, the budgetary retained earnings balance at June 30, 2016 was approximately \$1.2 million. The division has not budgeted to use any retained earnings for operations in FY 2016-17.

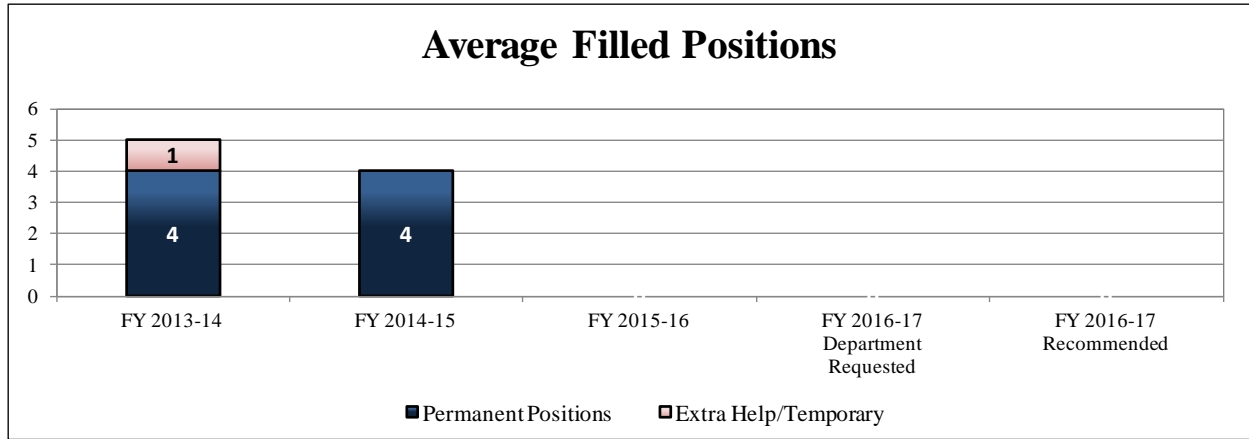
Enterprise Funds



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 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	0	0	0
Extra Help/Temporary	1	0	0	0	0
Total Positions	5	4	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	0	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	5	4	0	N/A	N/A
SALARIES & BENEFITS	\$336,248	\$294,222	\$0	\$0	\$0

Enterprise Funds

Summary of Authorized Positions

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

FY 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Total number of passengers annually who board a Kern Regional Transit bus	617,412	581,000	620,000	617,000	630,000
Annual requests for additional services	28	20	N/A	15	18
Average cost per passenger per mile	\$1.00	\$1.08	N/A	\$1.17	\$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. Kern County’s ridership continues to push the division to continue with improved performance. The division was planning to discontinue performance measures for annual requests and average cost per mile during the FY 2015-16 budget, but it was determined soon after that the measurements accurately reflect the goals of the division. The division will continue to meet the needs and expectations of Kern County citizens.



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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 consist of seven active landfills, seven recycling/transfer stations, and three special waste facilities. The division administers the County's solid waste franchise program which authorizes and regulates trash collection by private haulers in some of the County unincorporated areas, and state mandated waste diversion and recycling programs. The division also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps.

Summary of Expenses and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$13,799,325	\$0	\$0	\$0	\$0	\$0
Services and Supplies	15,989,433	36,985,038	30,502,810	37,524,821	37,524,821	37,535,164
Other Charges	5,499,893	7,953,520	6,324,594	6,845,530	6,845,530	6,845,530
Capital Assets	1,365,165	7,230,120	1,389,372	8,169,285	8,169,285	8,753,285
TOTAL EXPENSES	\$36,653,816	\$52,168,678	\$38,216,776	\$52,539,636	\$52,539,636	\$53,133,979
REVENUE:						
Taxes	\$22,531,342	\$22,871,606	\$22,735,710	\$23,215,440	\$23,215,440	\$23,215,440
Fines and Forfeitures	313,103	275,333	282,651	279,500	279,500	279,500
Use of Money/Property	353,923	488,961	630,114	492,039	492,039	492,039
Intergovernmental	257,770	208,410	236,202	208,000	208,000	208,000
Charges for Services	17,651,481	16,832,485	16,617,673	16,672,629	16,672,629	16,672,629
Miscellaneous	321,119	213,500	482,466	300,000	300,000	300,000
Other Financing Sources:						
Non-Revenue Receipts	2,405,052	4,630,000	3,005,826	4,000,000	4,000,000	4,000,000
TOTAL REVENUE	\$43,833,790	\$45,520,295	\$43,990,642	\$45,167,608	\$45,167,608	\$45,167,608
INCR/(DECR) IN RETAINED EARNINGS	\$7,179,974	(\$6,648,383)	\$5,773,866	(\$7,372,028)	(\$7,372,028)	(\$7,966,371)

Enterprise Funds

Major Expenses and Revenue in FY 2016-17 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

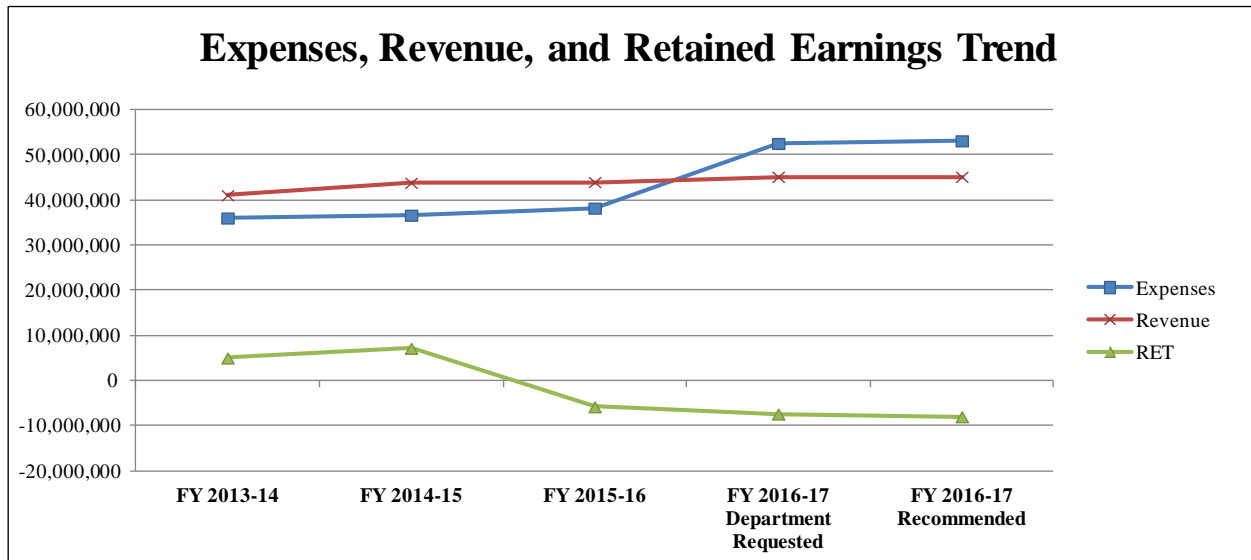
The recommended budget includes funding for \$1.3 million in large capital asset purchases, and \$7.4 million in capital projects and improvements for solid waste facilities throughout the County.

The Board of Supervisors adopted an organics strategy in March 2015 in order to enhance the green waste recycling program to assist the Cities and the County in meeting State waste diversion mandates; the division will continue to improve this program in the coming year. The division and local haulers will begin a pilot food waste diversion program in the fall of 2016.

The division is budgeting to receive \$23.1 million in land use fee revenue from collections on the tax roll in addition to \$11.5 million from gate fee revenue collected at the waste sites.

While the Waste Management Department has approximately \$48.9 million in short term unrestricted cash that can be used to support the operations of the division, the retained earnings as of June 30, 2016 was \$4.2 million due to the inclusion of approximately \$44.6 million in long term liabilities associated with pollution remediation obligations, future closure and post-closure maintenance and pension obligation bonds. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue or existing reserves. After adjusting for long-term debt, the budgetary retained earnings balance as of June 30, 2016 is approximately \$48.8 million. The division is anticipating utilizing approximately \$8 million in FY 2016-17.

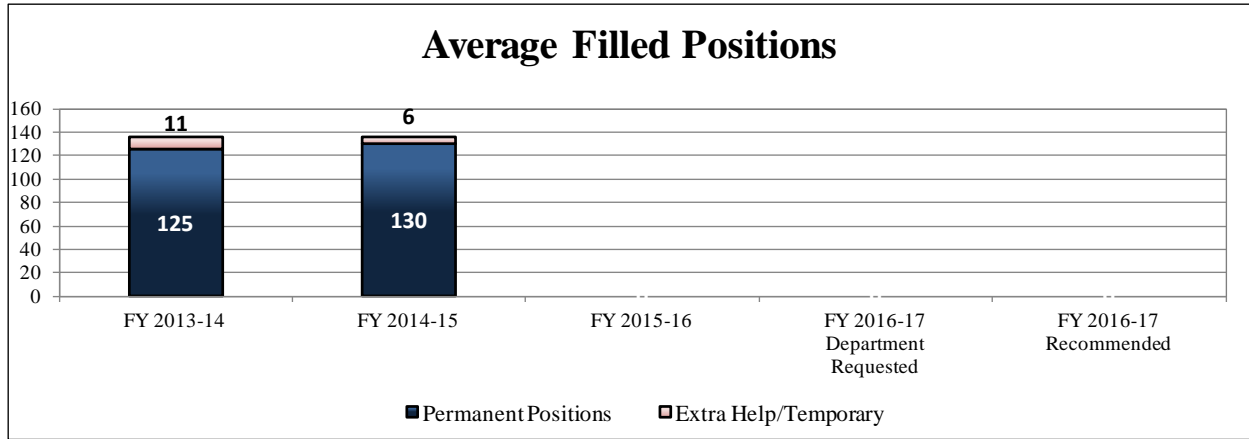
Enterprise Funds



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 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	125	130	0	0	0
Extra Help/Temporary	11	6	0	0	0
Total Positions	136	136	0	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	124	129	0	N/A	N/A
Extra Help/Temporary (FTE)	8	5	0	N/A	N/A
Total Positions	132	134	0	N/A	N/A
SALARIES & BENEFITS	\$13,612,513	\$13,799,325	\$0	\$0	\$0

Enterprise Funds

Summary of Authorized Positions

There are no authorized positions within this budget unit.



FY 2016-17 Goals, Objectives and Performance Measures

GOAL 1: Assure Solid Waste Management Facilities and Operations are Conducted Safely and Minimize Impact on the Environment

Objective: Promote public and environmental safety by complying with State of California regulations related to environmentally safe management of solid waste and preventing hazardous and other unapproved waste disposal at landfills and transfer stations.

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Regulatory compliance rate for active landfills and transfer stations	99.94%	97%	100%	93.57%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	456 Tons	467 Tons	450-475 Tons	533 Tons	500 Tons
Percentage of disposal reduced by department recycling programs	14%	18%	15% - 19%	18%	15% - 19%

Solid Waste Operations and Special Waste Facilities continue to work diligently to minimize operational concerns in regards to regulatory compliance. In FY 2015-16 the sites achieved a 94% compliance rating for the 137 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 division also continues to strive to increase the amount of materials diverted or recycled through County diversion programs. The division has implemented additional recycling programs in response to extended producer responsibility legislation such as mattress and carpet recycling which reduces disposal tonnages and extends the life of disposal facilities. The division is preparing to enhance existing organics recycling programs at various disposal facilities throughout Kern County in response to mandatory organics recycling legislation. The Metro Bakersfield Special Waste Facility expanded hours of operation for residents to divert household hazardous waste items from 3 days a week to 4 days a week. Also, 7 additional household hazardous waste collection events were provided to outlying communities throughout the County in FY 2015-16.

GOAL 2: Fulfill Solid Waste Management Mission by Meeting the Needs of County Customers Cost Effectively

Objective: Operate cost effectively

Measurement	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Cost of operating department recycling programs per ton recycled	\$40.00	Not available	\$40-\$50	Not available	\$40-\$50
Cost of operating landfills per ton of waste handled	\$23.43	Not available	\$21.82-\$23.40	Not available	\$21.82-\$23.40
Cost of operating transfer stations per ton of waste handled	\$76.47	Not available	\$75-\$85	Not available	\$75-\$85
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	\$3,544	Not available	\$4,100	Not available	\$4,100

Solid Waste cost information has migrated to a joint cost accounting program within Public Works in FY 2015-16. This migration terminated the use of the previous program used to calculate the performance measurements listed above at the end of FY 2014-15 so year-end actuals are not currently available. FY 2015-16 and subsequent FY information should become available once the new cost accounting program is fully operational.

Enterprise Funds

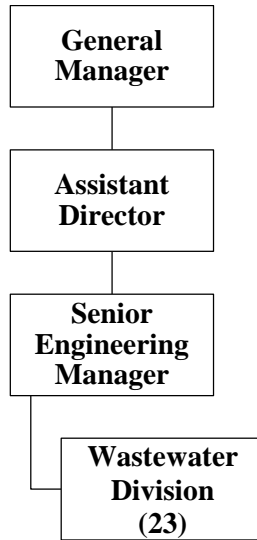
Enterprise Funds



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 2014-15 and 2015-16 Accomplishments

- Completed an agreement with the City of Taft to operate the City of Taft and Taft Federal Detention Facility wastewater treatment plants and provide sewer collection system maintenance.
- Completed design and construction documents and successfully selected low bidder for the Motor Control Center-1 replacement.
- Completed design and installation of the security system additions within the Kern Sanitation Authority plant.
- Completed design and construction of the dissolved oxygen metering system.
- Completed design and construction of the Administration Building refurbishments.
- Completed Request for Qualifications process to award a 5-year contract for “on call and as needed” professional wastewater engineering services.
- Completed design and construction of 297 feet of sewer segment replacement project.
- Completed design and construction of a 13 sewer manhole maintenance project.

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 created 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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,620,415	\$2,366,219	\$1,859,578	\$2,360,194	\$2,360,194	\$2,360,519
Services and Supplies	1,238,349	1,977,421	1,384,901	2,284,611	2,369,611	2,369,704
Other Charges	400,443	525,650	392,701	414,200	414,200	414,200
Capital Assets	301,825	608,900	211,816	659,000	659,000	659,000
TOTAL EXPENSES	\$3,561,032	\$5,478,190	\$3,848,996	\$5,718,005	\$5,803,005	\$5,803,423
REVENUE:						
Taxes	\$2,609,187	\$2,636,310	\$2,666,908	\$2,628,690	\$2,628,690	\$2,628,690
Licenses and Permits	7,964	0	1,547	0	0	0
Fines and Forfeitures	62,954	63,060	69,126	62,460	62,460	62,460
Use of Money/Property	111,160	121,640	132,094	112,630	112,630	112,630
Charges for Services	812,121	1,339,350	1,135,078	1,548,714	1,548,714	1,548,714
Miscellaneous	18,203	109,770	53,336	60,680	60,680	60,680
Other Financing Sources	344,139	475,000	342,053	400,000	400,000	400,000
TOTAL REVENUE	\$3,965,728	\$4,745,130	\$4,400,142	\$4,813,174	\$4,813,174	\$4,813,174
INC/(DECR) IN RETAINED EARNINGS	\$404,696	(\$733,060)	\$551,146	(\$904,831)	(\$989,831)	(\$990,249)

Special Districts

Major Expenses and Revenue in FY 2016-17 Recommended Budget

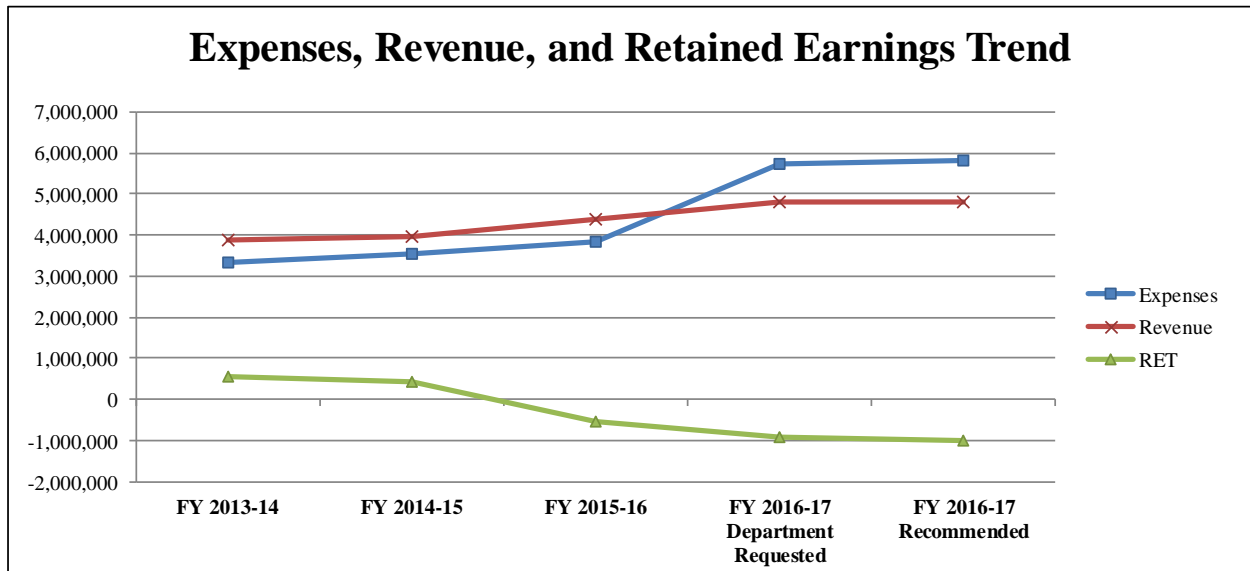
The largest expense for the district is staffing costs required to operate and maintain the system and wastewater treatment plant. Services and supplies include costs associated with the equipment and materials needed to service and maintain the sanitation resources of the district as well as maintenance projects needed throughout the fiscal year. The primary revenue sources for this budget unit 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

The recommended budget for the district includes sufficient appropriations to cover budgeted staffing changes. Capital asset purchases for the year include one (1) hydro-vac truck, one (1)

one-ton flatbed truck and one (1) sludge pump. Sewer service charges for the district will not include a consumer price index rate increase during FY 2016-17 and will be evaluated for future years.

While the Kern Sanitation District has approximately \$6.6 million in short term unrestricted cash that can be used to support the operations of the division, the retained earnings as of June 30, 2016 was a deficit of \$2.1 million due to the inclusion of approximately \$4.6 million in long term liabilities associated pension obligation bonds. These liabilities do not come due within the current year budget and represent future costs that will be funded with future revenue or existing reserves. After adjusting for long-term debt, the budgetary retained earnings balance as of June 30, 2016 is approximately \$2.5 million.

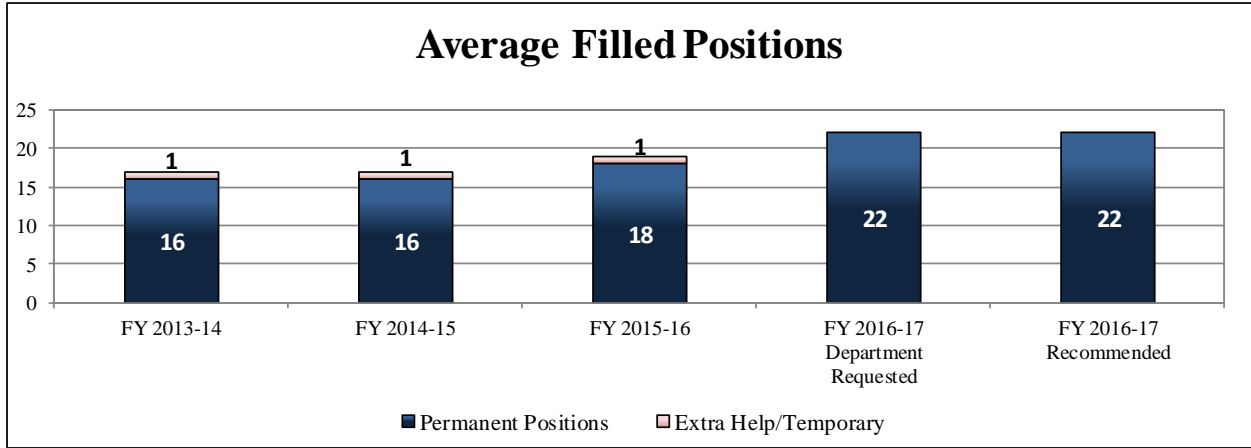


Staffing Changes and Operational Impacts

The recommended budget includes funding for the addition of one (1) Sewer Collection Systems Supervisor position and one (1) Administrative Coordinator position. The district will also modify two (2) Sewer Maintenance Workers from part-time to full-time. To aid in offsetting the cost of these changes, the district will be deleting one (1) Fiscal Support Technician and holding one (1) Wastewater Treatment Plant Operator Trainee vacant. These changes will cost the district an additional \$143,000 in FY 2016-17.

Special Districts





4-Year Staffing Trend

	Actual			Department	
	FY 2013-14	FY 2014-15	FY 2015-16	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	16	16	18	22	22
Extra Help/Temporary	1	1	1	0	0
Total Positions	17	17	19	22	22
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	16	16	18	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	17	17	19	N/A	N/A
SALARIES & BENEFITS	\$1,614,953	\$1,620,415	\$1,859,578	\$2,360,194	\$2,360,519

Special Districts

Summary of Authorized Positions

The recommended budget includes funding for 22 of the 23 authorized positions. The district will hold vacant and unfunded one (1) Wastewater Treatment Plant Operator Trainee position. The district will be adding of one (1) Administrative Coordinator position and one (1) Sewer Collection Systems Supervisor, changing two (2) Sewer Maintenance Worker positions from a part-time schedule to full-time and deleting of one (1) Fiscal Support Technician position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Wastewater	22	4	(3)	23	22	1	23
Total	22	4	(3)	23	22	1	23



Wastewater Division	
Classification	
2	Wastewater Specialist I/II
1	Wastewater Technologist I/II
12	Wastewater Treatment Plant Operator Trainee/I/II/III
4	Sewer Maintenance Worker I/II
1	Fiscal Support Technician
1	Waste Management Specialist I/II/III
1	Building Services Worker I/II/III
22	Current Total
Additions/Deletions	
1	Administrative Coordinator
1	Sewer Collections Systems Supervisor
2	Full-time Sewer Maintenance Worker I/II
(2)	Part-time Sewer Maintenance Worker I/II
(1)	Fiscal Support Technician
23	Requested Total

FY 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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 (KSA) 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Number of sewer system overflows onto private property	0	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 continues to promptly respond to all sewer system overflows. KSA sewer crew staff are set up for 24/7 emergency response. Though KSA has not met the goal for FY 2015-16, they have provided additional maintenance to sewer lines located 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Annual charge for sewer service for a single family residence	\$158.68	\$160.63	\$162.58	\$162.58	\$162.58

Kern Sanitation Authority has continued to provide cost effective service to its customers. Annual Consumer Price Index (CPI) increase is based on the change in CPI consistent with the Ordinance. The increase was necessary due to general inflationary factors and to keep a sustainable flow of revenue for capital and major maintenance projects. No CPI rate increase in service charges is proposed for FY 2016-17.

Special Districts



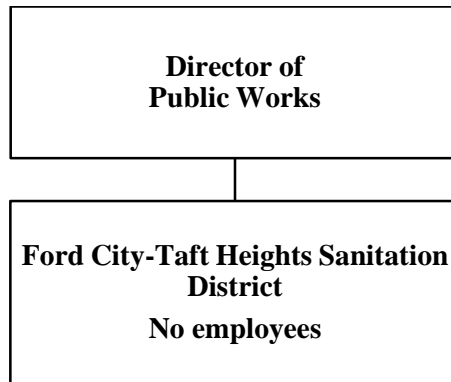
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Mission Statement

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 2014-15 and 2015-16 Accomplishments

- Successfully completed the second 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 and successfully completed the design, construction documents, and selection of low bidding contractor for the Wastewater Treatment Plant Improvements Project.
- Completed design and construction of a 531 feet length sewer segment replacement with new sewer manhole installation project.
- Completed design and construction of a 20 sewer manhole installation and maintenance project.

Special Districts



Ford City-Taft Heights Sanitation District

Department Head: Craig Pope

Function: Health and Sanitation

Fund: Ford City-Taft Heights Sanitation

Activity: Sanitation

Budget Unit: 9146

Description of Major Services

The Ford City-Taft Heights Sanitation District is a County Sanitation District which manages wastewater from the unincorporated areas of Ford City and Taft Heights. Sewer collection for the communities joins the City of Taft system and gravity flows to the Taft Wastewater Treatment Plant. The Taft Wastewater Treatment Plant is jointly owned by the City of Taft (52%) and the district (48%). 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 2014-15		FY 2015-16		FY 2016-17	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$884,262	\$1,101,190	\$850,873	\$1,000,570	\$1,000,570	\$1,000,570
Other Charges	76,840	130,410	94,487	62,260	62,260	62,260
TOTAL EXPENSES	\$961,102	\$1,231,600	\$945,360	\$1,062,830	\$1,062,830	\$1,062,830
REVENUE:						
Taxes	\$652,167	\$700,900	\$728,203	\$785,100	\$785,100	\$785,100
Fines and Forfeitures	18,051	25,200	16,811	21,700	21,700	21,700
Use of Money/Property	4,752	5,000	7,027	6,200	6,200	6,200
Charges for Services	21,291	23,550	23,984	25,730	25,730	25,730
Miscellaneous	17,907	8,260	8,075	2,280	2,280	2,280
Other Financing Sources	53,862	110,000	74,079	100,000	100,000	100,000
TOTAL REVENUE	\$768,030	\$872,910	\$858,179	\$941,010	\$941,010	\$941,010
INC/(DECR) IN RETAINED EARNINGS	(\$193,072)	(\$358,690)	(\$87,181)	(\$121,820)	(\$121,820)	(\$121,820)

Special Districts

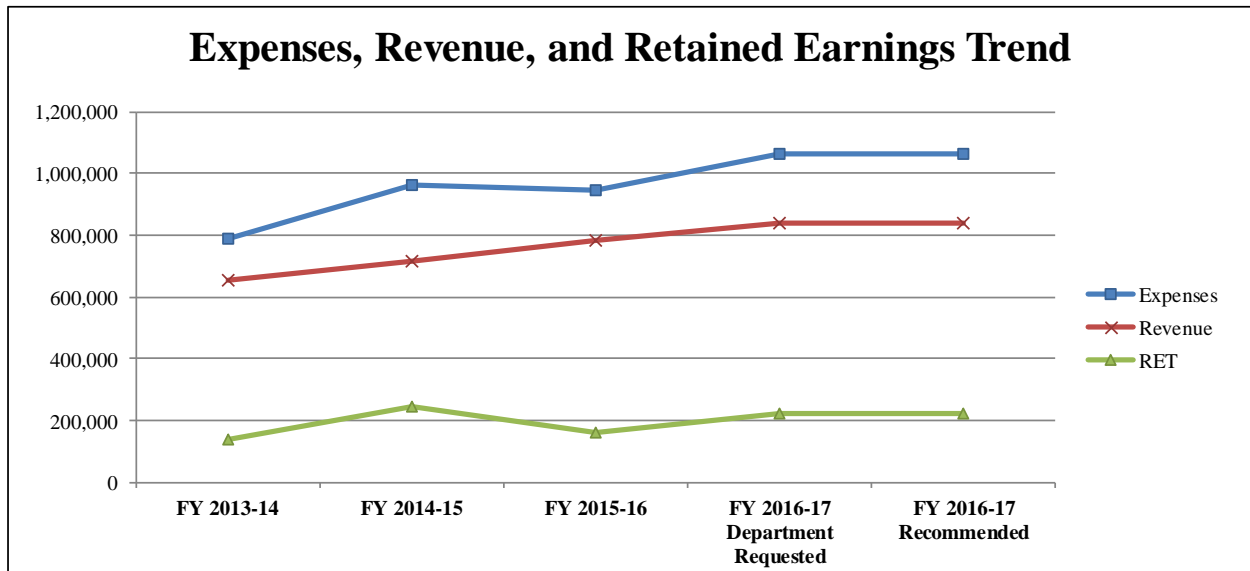
Major Expenses and Revenue in FY 2016-17 Recommended Budget

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 the 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 to the City of Taft its portion of the U.S. Department of Agriculture Rural Development loan secured for a major plant upgrade. The loan amount of \$3,619,000 will be repaid over 20 years at a reduced interest rate of 2.5%. The district is responsible for 48% of the debt service payment. On May 10, 2016, the Ford City-Taft Heights Sanitation District Board approved a \$30.27 per equivalent single-family dwelling fee increase for FY 2016-17 for the third year of a consecutive four year increase to fund increased annual costs resulting from the improvements at the plant.

The district’s retained earnings as of June 30, 2016 was \$1.7 million, of which \$121,800 will be used for the 2016-17 budget with the remaining \$1.6 million increasing the designation for future capital improvements.



Special Districts



FY 2016-17 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 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. Kern Sanitation Authority (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	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Actual	2016-17 Goal
Annual charge for sewer service for a single family residence	\$258.72	\$288.99	\$319.26	\$319.26	\$349.53

The Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The increase for FY 2016-17 is required to pay the District’s share of improvements to the City of Taft wastewater treatment plant. FY 2016-17 is the third year of a four year rate increase required for improvements made to the plant. The rate increase is being spread over four years in order 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 disable individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

Summary of Expenditures and Revenue						
	FY 2014-15	FY 2015-16		FY 2016-17		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$52,775	\$67,211	\$52,196	\$45,587	\$45,587	\$45,587
Other Charges	8,327,395	8,656,382	8,626,038	8,908,589	8,908,589	8,930,501
TOTAL EXPENDITURES	\$8,380,170	\$8,723,593	\$8,678,234	\$8,954,176	\$8,954,176	\$8,976,088
REVENUE:						
Use of Money/Property	\$2,829	\$2,500	\$2,567	\$2,500	\$2,500	\$2,500
Intergovernmental	725,502	509,384	512,177	517,108	517,108	539,020
Social Services Realignment	8,089,269	8,079,327	7,841,344	8,335,805	8,335,805	8,335,805
TOTAL REVENUE	\$8,817,600	\$8,591,211	\$8,356,088	\$8,855,413	\$8,855,413	\$8,877,325
NET FUND COST	(\$437,430)	\$132,382	\$322,146	\$98,763	\$98,763	\$98,763

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

With the exception of a \$8.4 million mandated County Maintenance of Effort (MOE), federal and State revenue offset all of the financial responsibility for the cost of IHSS Services. The MOE is supported by social services realignment funds of approximately \$8.3 million.

Budget Changes and Operational Impacts

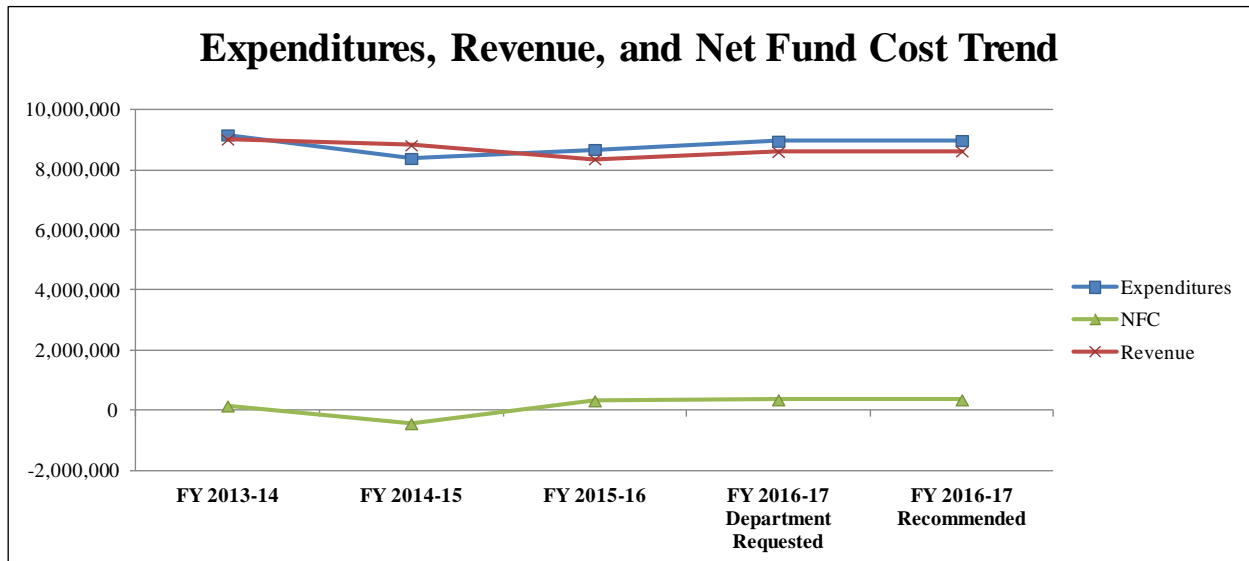
The recommended budget includes a slight increase in other charges that is offset by a similar increase in revenue. The increase in other charges for FY 2016-17 is primarily due to a mandated 3% annual increase to the MOE amount. The Public Authority contracts with the Aging and Adult Services Department for staffing. Thus, personnel costs for the Public Authority are found in budget unit 5610.

Special Districts



The fund balance as of June 30, 2016 is a deficit of \$64,540. The department has a general designation of \$1,032,530 and anticipates using \$163,303 to cover operations and the deficit in fund balance. The remaining \$869,227 will remain in the designation for use to mitigate future year fluctuations in realignment revenue.

The recommended budget provides adequate funding for the IHSS Public Authority to perform its required functions.



Special Districts



Special Revenue Funds

Fund: As listed

Budget Unit: As listed

Description of Major Services

Special revenue funds were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Special revenue funds are transferred to a variety of County departments to fund specific activities. The departments are responsible for the administration of the funds. Funds are transferred into departments as operating transfers-in and are detailed in the Summaries of Expenditures and Revenue for each department as other financing sources. A few special revenue funds expend directly out of the fund. However, the majority of the appropriations recommended below will be transferred into operating budgets in other County funds.

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2015-16				FY 2016-17		Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	Total Recommended Appropriations	
General Government									
Finance									
00264	1113	Tax Loss Reserve	\$6,000,000	\$0	\$0	\$8,000,000	\$0	\$8,000,000	\$6,600,000
00266	1121	Redemption Systems	662,760	0	0	876,222	0	876,222	876,222
Total Finance			\$6,662,760	\$0	\$0	\$8,876,222	\$0	\$8,876,222	\$7,476,222
Property Management									
22156	1611	DIVCA local Franchise Fee	\$510,000	\$81,000	\$0	\$324,000	\$0	\$405,000	\$354,900
Total Property Management			\$510,000	\$81,000	\$0	\$324,000	\$0	\$405,000	\$354,900
Promotion									
22036	1814	Board of Trade - Advertising	\$80,600	\$0	\$0	\$84,225	\$0	\$84,225	\$91,500
Total Promotion			\$80,600	\$0	\$0	\$84,225	\$0	\$84,225	\$91,500
Plant Acquisition									
22153	1950	Bakersfield Planned Sewer 1	\$500	\$500	\$0	\$0	\$0	\$500	\$22,964
22158	1951	Bakersfield Planned Sewer 2	500	500	0	0	0	500	2,358
22164	1952	Bakersfield Planned Sewer 3	500	500	0	0	0	500	34
22166	1953	Bakersfield Planned Sewer 4	500	500	0	0	0	500	9,907
22167	1954	Bakersfield Planned Sewer 5	500	500	0	0	0	500	591
22173	1956	County Planned Sewer Area A	43,970	500	1,000	0	42,500	44,000	1,148
22177	1957	County Planned Sewer Area B	500	500	0	0	0	500	11
22184	1958	CSA 71 Septic Abandonment	500	500	0	0	0	500	17,547
00171	1962	Planned Local Drainage - Shalmar	500	500	0	0	0	500	83
00172	1963	Planned Local Drainage - Brundage	500	500	0	0	0	500	982
00173	1961	Planned Local Drainage - Orangewood	500	500	0	0	0	500	6,301
00174	1964	Planned Local Drainage - Breckenridge	500	500	0	0	0	500	268
00176	1965	Planned Local Drainage - Oildale	500	500	0	0	0	500	1,404
00191	1968	Criminal Justice Facilities Construction	2,885,386	0	0	2,600,000	0	2,600,000	2,614,400
Total Plant Acquisition			\$2,935,356	\$6,500	\$1,000	\$2,600,000	\$42,500	\$2,650,000	\$2,677,998
Total General Government			\$10,188,716	\$87,500	\$1,000	\$11,884,447	\$42,500	\$12,015,447	\$10,600,620
Public Protection									
00180	2111	DNA Identification Fund	\$450,000	\$0	\$0	\$450,000	\$0	\$450,000	\$360,000
00181	2112	Local Public Safety Fund	79,528,916	0	0	78,733,628	0	78,733,628	76,053,621
00188	2113	Automated County Warrant System	44,000	0	0	40,000	0	40,000	40,000
00190	2114	Domestic Violence Fund	150,000	0	0	150,000	0	150,000	150,000
00164	2115	Real Estate Fund	1,269,000	150,000	0	953,800	0	1,103,800	928,400
22064	2181	District Attorney Local Forfeiture	300,000	0	0	50,000	0	50,000	180,000
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	100,000	0	100,000	100,000
24028	2186	District Attorney - Federal Forfeitures	0	0	0	0	0	0	1,500
24038	2187	District Attorney - Court Ordered Penalties	500,000	0	0	750,000	0	750,000	1,000,000
Total Judicial			\$82,414,916	\$150,000	\$0	\$81,300,428	\$0	\$81,450,428	\$78,814,521

Special Revenue Funds



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2015-16			FY 2016-17			
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	Total Recommended	Total Estimated Revenue
Police Protection									
00182	2211	Sheriff Facility - Training	\$240,000	\$0	\$0	\$240,000	\$0	\$240,000	\$240,000
00184	2212	Automated Fingerprint	245,000	0	0	280,000	0	280,000	201,500
22046	2119	Sheriff Electronic Monitoring	0	0	0	0	0	0	45,040
22127	2214	Sheriff California Identification	2,028,750	0	0	1,990,000	0	1,990,000	725,000
22128	2215	Sheriff Civil Subpoenas	0	0	0	0	0	0	10,000
22129	2231	KNET Asset Forfeiture	0	0	0	0	0	0	21,500
22131	2216	Sheriff Drug Abuse Gang Diversion	40,000	0	0	0	0	0	11,000
22132	2217	Sheriff Training Fund	75,000	0	0	105,000	0	105,000	100,200
22133	2218	Sheriff Work Release Fund	450,000	0	0	400,000	0	400,000	400,400
22137	2219	Sheriff State Forfeiture	103,883	0	0	468,279	0	468,279	100,000
22138	2220	Sheriff Civil Automated Fund	224,724	0	0	26,500	0	26,500	175,000
22140	2221	Sheriff Firearms Fund	5,000	0	0	5,000	0	5,000	5,200
22141	2222	Sheriff Judgment Debtor's Fee	185,098	0	0	390,050	0	390,050	180,000
22142	2223	Sheriff Command Resources Fund	11,000	0	0	11,000	0	11,000	600
22143	2224	Sheriff Volunteer Services Fund	15,000	0	0	15,000	0	15,000	9,000
22144	2225	Sheriff Controlled Substances Fund	437,707	0	0	535,968	0	535,968	203,000
22160	2226	Sheriff Cal-MMET	0	0	0	0	0	0	75
22161	2227	HIDTA State Asset Forfeiture	0	0	0	0	0	0	270
22162	2228	Cal-MMET State Asset Forfeiture	0	0	0	50,000	0	50,000	43,500
22196	2233	Rural Crime Impact Fee	0	0	0	132,738	0	132,738	0
22126	2213	Sheriff Rural Crime	0	0	0	0	0	0	10,070
24057	2230	Inmate Welfare Fund	4,436,538	0	0	4,407,500	0	4,407,500	2,021,000
Total Police Protection			\$8,497,700	\$0	\$0	\$9,057,035	\$0	\$9,057,035	\$4,502,355
Detention & Correction									
22010	2300	Public Safety 2011 Realignment	\$72,075,103	\$0	\$2,520,862	\$67,726,149	\$0	\$70,247,011	\$70,297,274
24063	2193	Community Recidivism Reduction CCP	2,984,773	6,181,857	0	0	0	6,181,857	1,059,386
22097	2347	Asset Forfeiture 15 percent	5,000	0	0	5,000	0	5,000	30
00179	2341	Probation Training Fund	263,640	0	0	252,720	0	252,720	350,909
00163	2342	Probation Juvenile Justice Realignment	5,107,317	0	0	4,756,032	0	4,756,032	4,259,820
22098	2343	Probation Asset Forfeiture	0	0	0	10,000	0	10,000	400
24060	2344	Juvenile Inmate Welfare Fund	50,000	0	0	30,000	0	30,000	18,350
22190	2346	Community Corrections Performance Incentive	401,834	0	0	0	0	0	2,500
22107	2348	Probation Federal Asset Forfeiture	20,000	0	0	20,000	0	20,000	15,400
Total Detention & Correction			\$80,907,667	\$6,181,857	\$2,520,862	\$72,799,901	\$0	\$81,502,620	\$76,004,069
Fire Protection									
22121	2417	Fire Truck 21 Replacement Fund	\$3,576	\$0	\$0	\$0	\$0	\$0	\$0
22122	2418	Fixed Wing Aircraft	516	0	0	0	0	0	0
22188	2420	Firework Violations	25,000	0	0	25,000	0	25,000	25,520
24042	2421	Fire Department Donation Fund	15,000	0	0	15,000	0	15,000	500
24043	2422	State Fire Fund	1,087,350	0	0	814,054	0	814,054	0
24044	2423	Fire Hazard Reductions	350,000	0	0	450,000	0	450,000	400,750
24047	2425	Fire Helicopter Operations	850,000	0	0	850,000	0	850,000	405,000
Total Fire Protection			\$2,331,442	\$0	\$0	\$2,154,054	\$0	\$2,154,054	\$831,770
Protective Inspection									
00270	2623	Abatement Cost	\$90,000	\$0	\$0	\$60,000	\$0	\$60,000	\$30,000
24125	2626	Strong Motion Instrumentation	82,000	61,000	0	0	0	61,000	45,000
Total Protective Inspection			\$172,000	\$61,000	\$0	\$60,000	\$0	\$121,000	\$75,000
Other Protection									
00160	2740	Wildlife Resources	\$14,405	\$3,405	\$8,575	\$5,000	\$0	\$16,980	\$5,447
00194	2709	Recorder Social Security Truncation	13,000	0	0	9,700	0	9,700	0
00198	2706	Recorder's Fees	2,097,133	0	0	1,022,634	0	1,022,634	810,040
00199	2707	Micrographic Recorder	62,941	0	0	53,943	0	53,943	0
22187	2708	Recorders Modernization Fund	263,100	0	105,000	159,400	0	264,400	171,200
22042	2751	General Plan Administration Surcharge	1,507,429	0	0	1,802,364	0	1,802,364	511,000
22027	2764	Animal Services Sterilization Fund	48,000	0	0	40,000	0	40,000	30,000
22163	2229	High Technology Equipment	0	0	0	0	0	0	25
00175	2780	Range Improvement Section 15	5,750	0	5,750	0	0	5,750	5,859
00177	2781	Range Improvement Section 3	2,000	0	2,000	0	0	2,000	1,335
Total Other Protection			\$4,013,758	\$3,405	\$121,325	\$3,093,041	\$0	\$3,217,771	\$1,534,906
Total Public Protection			\$178,337,483	\$6,396,262	\$2,642,187	\$168,464,459	\$0	\$177,502,908	\$161,762,621

Special Revenue Funds



Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2015-16		FY 2016-17			Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Fixed Assets	
Public Ways & Facilities								
Public Ways								
24088	3002	Core Area Metro Bakersfield Fee	\$12,096	\$0	\$0	\$0	\$0	\$918,958
24089	3003	Metro Bakersfield Transportation Impact Fee	0	0	0	918,958	0	918,958
24095	3005	Bakersfield Mitigation Fund	450,000	0	0	0	0	0
22198	3020	Oil and Gas Road Maintenance Mitigation	0	0	0	249,130	0	249,130
24300	3100	Oildale Revitalization	0	8,420	0	0	0	8,420
Total Public Ways			\$462,096	\$8,420	\$0	\$1,168,088	\$0	\$1,176,508
Total Public Ways and Facilities			\$462,096	\$8,420	\$0	\$1,168,088	\$0	\$1,176,508
Health & Sanitation								
Health								
22069	4111	Public Health Miscellaneous Fund	\$11,500	\$0	\$0	\$9,755	\$0	\$9,755
22125	4116	Hazardous Waste Settlements	100,000	0	0	250,000	0	250,000
24139	4118	Vital and Health Statistics - County Clerk	2,800	0	0	3,000	0	3,000
24138	4119	Vital and Health Statistics - Recorder	81,150	0	0	82,200	0	82,200
00195	4124	Alcoholism Program	72,587	0	0	130,251	0	130,251
00196	4125	Alcohol Abuse Education/Prevention	61,748	0	0	157,198	0	157,198
00197	4126	Drug Program	25,251	0	0	71,090	0	71,090
22085	4130	Mental Health Services Act	31,144,871	0	0	36,445,813	0	36,445,813
22086	4131	Mental Health Services Act Prudent Reserve	0	0	0	0	0	0
22073	4136	Health - MAA/TCM	13,210	0	0	13,615	0	13,615
22076	4137	Child Restrain Loaner Program	67,701	0	0	65,616	0	65,616
24126	4140	Tobacco Education Control Program	150,000	0	0	166,061	0	166,061
24137	4141	Vital and Health Statistics - Health	72,027	0	0	73,013	0	73,013
22010	4142	Health Services 2011 Realignment	43,321,485	0	0	49,146,536	0	49,146,536
Total Health			\$75,124,330	\$0	\$0	\$86,614,148	\$0	\$86,614,148
Total Health and Sanitation			\$78,637,054	\$1,278,560	\$0	\$104,288,963	\$0	\$105,567,523
Hospital Care								
22108	4150	Managed Care Incentive	\$0	\$0	\$0	\$16,331,395	\$0	\$16,331,395
00187	4201	Emergency Medical Payments	3,512,724	1,278,560	0	499,384	0	1,777,944
22028	8987	Kern Medical Center - Medical Education	0	00	0	844,036	0	844,036
Total Hospital Care			\$3,512,724	\$1,278,560	\$0	\$17,674,815	\$0	\$18,953,375
Total Health and Sanitation			\$78,637,054	\$1,278,560	\$0	\$104,288,963	\$0	\$105,567,523
Public Assistance								
Administration								
22194	5511	Veterans Grants	\$0	\$0	\$0	\$129,431	\$0	\$129,431
22185	5122	Wraparound Savings	1,028,515	196,000	0	2,236,927	0	2,432,927
24066	5123	Kern County Children	509,682	357,700	0	0	0	357,700
24105	5124	Shelter Care	100,000	100,000	0	0	0	100,000
Total Administration			\$1,638,197	\$653,700	\$0	\$2,366,358	\$0	\$3,020,058
Other Assistance								
22010	5300	Human Services 2011 Realignment	\$68,732,286	\$0	\$0	\$64,240,041	\$0	\$64,240,041
Total Other Assistance			\$68,732,286	\$0	\$0	\$64,240,041	\$0	\$63,504,595
Total Public Assistance			\$70,370,483	\$653,700	\$0	\$66,606,399	\$0	\$65,195,332
Education								
Education								
24067	6211	Kern County Library Donations	\$18,000	\$0	\$0	\$53,000	\$0	\$53,000
Total Education			\$18,000	\$0	\$0	\$53,000	\$0	\$87,000
Total Education			\$18,000	\$0	\$0	\$53,000	\$0	\$87,000
Recreation & Culture								
Recreation Facilities								
00170	7103	Off Highway Motor Vehicle License Fees	\$85,221	\$0	\$0	\$106,277	\$0	\$106,277
22195	7104	Park Donations	17,500	8,000	0	0	0	8,000
00161	7101	Parks Tehachapi Mountains	0	0	0	0	0	230
25120	7105	Parcel Map in-lieu fee	117,470	100,000	0	0	0	100,000
Total Recreation Facilities			\$220,191	\$108,000	\$0	\$106,277	\$0	\$214,277
Total Recreation and Culture			\$220,191	\$108,000	\$0	\$106,277	\$0	\$134,460
Total Special Revenue Funds			\$338,234,023	\$8,532,442	\$2,643,187	\$352,571,633	\$42,500	\$363,789,762
								\$332,811,383

Special Revenue Funds



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Other Capital Project Funds

Fund: As listed

Budget Units: As Listed

Description of Major Services

The other capital projects encompass countywide capital projects not accounted for in other budget units. Capital projects are financed through a variety of funding sources including Certificates of Participation, State and federal grants, private contributions, and traffic mitigation fees and are budgeted in the year authorized. Budgeted and actual expenditures and revenues in the table below are listed cumulative for the projects. The projects are managed by the Public Works Department and the General Services Division.

Major Expenditures and Revenue in FY 2016-17 Recommended Budget

Projects approved in prior years but not yet completed total \$169.3 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 includes additional appropriations for the following projects:

- \$400,000 to transfer to the General Fund. Interest earnings from the Tobacco Securitization Tobacco Endowment fund are available for discretionary purposes.
- \$5,708,152 transfer to the Kern County Hospital Authority. Chapter 2.170 to Title 2 of the Ordinance Code created the Kern County Hospital Authority (Hospital Authority) to own and operate Kern Medical Center. Kern Medical Center was transferred to the Hospital Authority July 1, 2016. On May 10, 2012, Kern Health Systems' Board of Directors approved the distribution of \$24 million excess reserves to the three Safety Net health care providers, Clinica Sierra Vista, National Services and Kern Medical Center. Kern Medical Center received \$13 million. The funds and any interest earnings must be used to improve the facilities to enhance access to primary and other medical services. In order to maintain the restriction imposed by Kern Health System, the remaining funds that are being used to finalize the improvements at Kern Medical Center are being transferred to the Hospital Authority.
- \$4,190,908 transfer to the General Fund to fund several major maintenance projects including the reroof of the Juvenile Detention Facility, the Mojave Library, the Kern County Museum Maintenance Shop, Juvenile Justice Center and the Kern River Valley Library and Administration Center as well as the paving of Ridgecrest County Administrative Complex parking lot and other projects designed for water and energy conservation.

SUMMARY OF EXPENDITURES AND REVENUE									
Fund Number	Budget Unit	Description	Cumulative Balances				FY 2016-17		
			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	\$4,190,908	\$4,190,908	\$0
00012	1949	ACO - Structural Fire	\$0	\$0	\$0	\$0	\$200	\$0	\$0
00235	8235	Tobacco Securitization Proceeds - CP							
		8851-Operating Transfer Out	\$27,580,954	\$15,683,635	\$25,980,954	\$14,083,635	\$0	\$0	\$0
Finance									
00235	1947	Tobacco Endowment Interest	\$0	\$0	\$0	\$0	\$400,000	\$400,000	\$0
Public Protection									
Detention and Correction									
00225	1945	8568-Kern County Justice Facility	\$127,031,000	\$32,868,422	\$127,031,000	\$29,868,422	\$0	\$0	\$0
Public Ways and Facilities									
Public Ways									
00220	3009	8325-Seventh Standard Widening Project	\$42,312,001	\$41,443,637	\$42,116,712	\$42,116,711	\$0	\$5,458	\$0
Health and Sanitation									
Hospital Care									
00211	8213	KHS Excess Reserves							
		8851-Operating Transfer Out	\$7,488,593	\$7,488,953	\$0	\$0	\$0	\$0	\$0
		8900-Special or Extraordinary Item					\$4,000	\$5,708,152	\$0
Total Projects			\$204,412,548	\$97,484,647	\$195,128,666	\$86,068,768	\$4,595,108	\$10,304,518	\$0



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

County Service Areas

Description of Major Services

The 125 active County Service Areas (CSAs) were established to provide services that include landscape maintenance, street sweeping, sewer service, and street lighting services. All assessments and fees charged to property owners are limited to covering the cost of providing a special benefit to the property being charged. California law does not permit the fees collected through CSAs to be used to benefit the general public residing outside a CSA. The Engineering, Surveying, and Permit Services Division of the Public Works Department administers all of the CSAs.

Summary of Expenditures and Revenue										
			FY 2015-16				FY 2016-17			
Fund Number	Budget Unit	Description	Adopted Appropriation	Appropriations for Contingencies	Services & Supplies	Other Charges	Capital Assets	Other Financing Uses	Total Recommended Appropriations	Total Estimated Revenue
40515	9103	Edmondson Acres	\$2,400	\$0	\$2,018	\$682	\$0	\$0	\$2,700	\$1,893
40520	9104	Northwest Ranchos	\$7,000	\$400	\$6,556	\$1,544	\$0	\$0	\$8,500	\$6,163
40525	9105	Casa Loma Acres	\$5,100	\$264	\$3,640	\$1,396	\$0	\$0	\$5,300	\$3,932
40530	9106	Highland Knolls	\$15,600	\$794	\$13,129	\$3,277	\$0	\$0	\$17,200	\$15,147
40535	9107	Standard 14-C Taft	\$700	\$0	\$500	\$300	\$0	\$0	\$800	\$585
40540	9108	LaCresta	\$17,000	\$871	\$14,129	\$3,000	\$0	\$0	\$18,000	\$17,226
40545	9109	Hillcrest	\$27,000	\$1,218	\$22,207	\$5,127	\$0	\$0	\$28,552	\$23,222
40548	9300	Sabaloni	\$1,000	\$0	\$5	\$1,106	\$0	\$0	\$1,111	\$1,546
40550	9110	Sabaloni	\$21,900	\$1,089	\$17,677	\$4,434	\$0	\$0	\$23,200	\$19,350
40555	9111	Lakeview	\$33,000	\$1,748	\$26,574	\$7,678	\$0	\$0	\$36,000	\$29,186
40556	9129	Rexland Sewer	\$195,000	\$0	\$181,467	\$20,533	\$0	\$0	\$202,000	\$289,482
40557	9130	Lakeview	\$17,500	\$293	\$6,801	\$1,006	\$0	\$0	\$8,100	\$4,702
40561	9113	Panama/Buena Vista	\$907	\$0	\$5	\$906	\$0	\$0	\$911	\$0
40565	9117	Taft	\$7,380	\$0	\$4	\$7,322	\$0	\$0	\$7,326	\$0
40568	9120	Mojave	\$6,347	\$0	\$6	\$6,251	\$0	\$0	\$6,257	\$0
40572	9128	Alta Vista	\$2,228	\$0	\$6	\$2,196	\$0	\$0	\$2,202	\$0
40595	9150	Bodfish	\$2,000	\$0	\$1,372	\$828	\$0	\$0	\$2,200	\$2,613
40600	9151	Wofford Heights	\$20,800	\$0	\$6	\$21,393	\$0	\$0	\$21,399	\$4,841
40605	9152	Oakhaven	\$24,500	\$1,131	\$22,495	\$4,874	\$0	\$0	\$28,500	\$19,578
40607	9163	Oakhaven	\$200	\$0	\$525	\$375	\$0	\$0	\$900	\$400
40609	9161	Oakhaven	\$2,300	\$0	\$1,617	\$789	\$0	\$0	\$2,406	\$2,485
40610	9153	Mojave	\$20,000	\$896	\$15,471	\$4,974	\$0	\$0	\$21,341	\$32,216
40615	9154	Orangewood	\$61,000	\$2,150	\$49,010	\$11,840	\$0	\$0	\$63,000	\$58,574
40616	9156	Orangewood	\$46,000	\$3,742	\$93,020	\$8,238	\$0	\$0	\$105,000	\$2,853
40617	9162	Orangewood	\$119,000	\$0	\$95,900	\$28,477	\$0	\$0	\$124,377	\$86,200
40618	9165	Orangewood	\$8,500	\$0	\$5,505	\$3,532	\$0	\$0	\$9,037	\$510
40620	9155	Virginia Colony	\$68,000	\$3,000	\$55,540	\$12,675	\$0	\$0	\$71,215	\$61,995
40626	9264	Virginia Colony	\$5,000	\$224	\$3,635	\$2,557	\$0	\$0	\$6,416	\$4,345
40627	9266	Virginia Colony	\$33,000	\$1,467	\$36,506	\$6,027	\$0	\$0	\$44,000	\$2,255
40628	9267	Virginia Colony	\$17,722	\$0	\$14,352	\$4,184	\$0	\$0	\$18,536	\$633
40630	9157	College Avenue	\$45,000	\$2,518	\$40,327	\$9,555	\$0	\$0	\$52,400	\$42,814
40635	9158	Kern Citrus	\$3,500	\$0	\$2,924	\$1,057	\$0	\$0	\$3,981	\$4,200
40640	9159	La Loma	\$43,000	\$2,240	\$34,315	\$8,445	\$0	\$0	\$45,000	\$36,429
40645	9160	Mexican Colony	\$58,000	\$1,500	\$30,847	\$1,994	\$0	\$0	\$34,341	\$21,597
40648	9164	Mexican Colony	\$2,300	\$0	\$1,817	\$583	\$0	\$0	\$2,400	\$2,169
40650	9185	Fairfax	\$2,100	\$0	\$1,816	\$590	\$0	\$0	\$2,406	\$1,790
40655	9186	Ashe Tract	\$4,813	\$0	\$6	\$4,758	\$0	\$0	\$4,764	\$0



Summary of Expenditures and Revenue

FY 2015-16

FY 2016-17

Fund Number	Budget Unit	Description	Appropriations				Other Financing Uses	Recommended Appropriations	Total Estimated Revenue
			Adopted Appropriation	for Contingencies	Services & Supplies	Other Charges			
40660	9187	Ford City	\$17,500	\$800	\$14,131	\$3,639	\$0	\$18,570	\$16,761
40665	9188	Greenfield	\$41,600	\$1,800	\$33,313	\$8,361	\$0	\$43,474	\$37,191
40666	9189	Greenfield	\$1,000	\$0	\$9	\$1,024	\$0	\$1,033	\$917
40675	9230	West Hi Ranchos	\$1,700	\$0	\$1,115	\$641	\$0	\$1,756	\$1,246
40676	9303	Greenacres	\$600	\$0	\$6	\$626	\$0	\$632	\$1,685
40680	9231	Greenacres	\$58,000	\$3,485	\$50,465	\$12,050	\$0	\$66,000	\$50,012
40682	9274	Greenacres	\$2,200	\$0	\$1,259	\$1,139	\$0	\$2,398	\$1,035
40685	9232	Amador	\$3,150	\$0	\$2,003	\$1,297	\$0	\$3,300	\$2,879
40690	9233	Harris School	\$1,600	\$0	\$1,479	\$521	\$0	\$2,000	\$1,397
40700	9235	Descanso Park	\$24,500	\$1,217	\$19,609	\$5,174	\$0	\$26,000	\$17,515
40710	9237	Pioneer Drive	\$60,000	\$3,408	\$50,464	\$12,128	\$0	\$66,000	\$52,797
40711	9364	Pioneer Drive	\$5,278	\$0	\$3,650	\$850	\$0	\$4,500	\$2,523
40712	9365	Pioneer Drive	\$1,400	\$0	\$890	\$510	\$0	\$1,400	\$1,329
40713	9366	Pioneer Drive	\$6,500	\$0	\$6,010	\$490	\$0	\$6,500	\$102
40715	9238	Bel Aire Estates	\$27,000	\$1,418	\$24,208	\$4,974	\$0	\$30,600	\$24,563
40720	9239	Countryside	\$6,000	\$0	\$5,567	\$1,133	\$0	\$6,700	\$5,406
40722	9313	Kern Valley	\$600	\$0	\$402	\$406	\$0	\$808	\$465
40723	9314	Kern Valley	\$100	\$0	\$10	\$91	\$0	\$101	\$296
40724	9242	Pine Mountain Club	\$254,337	\$10,713	\$1,125	\$9,615	\$222,550	\$244,003	\$211,306
40725	9240	Kern Valley	\$404	\$0	\$6	\$3,994	\$0	\$4,000	\$157
40726	9297	Kern Valley Z/B	\$9,500	\$460	\$7,620	\$1,920	\$0	\$10,000	\$11,687
40727	9255	Kern Valley Z/B	\$3,500	\$0	\$2,522	\$1,194	\$0	\$3,716	\$322
40730	9241	Pine Mountain Club	\$366,626	\$2,000	\$2,630	\$41,922	\$0	\$46,552	\$33,858
40733	9256	Kern Valley	\$259,000	\$10,000	\$233,525	\$21,316	\$6,495	\$271,336	\$217,790
40737	9258	Countryside	\$14,000	\$891	\$18,902	\$207	\$0	\$20,000	\$903
40740	9243	Alpine Forest Park	\$400	\$0	\$6	\$394	\$0	\$400	\$349
40745	9244	Lock Lomond	\$35,000	\$1,865	\$28,580	\$7,555	\$0	\$38,000	\$32,368
40750	9245	Keith Addition	\$17,400	\$878	\$14,645	\$3,477	\$0	\$19,000	\$15,086
40755	9246	Panama Mobile Serv.	\$2,613	\$0	\$2,043	\$657	\$0	\$2,700	\$2,603
40765	9249	Highland Terrace	\$9,200	\$442	\$7,375	\$1,810	\$0	\$9,627	\$8,058
40785	9253	O'Neil Cyn	\$3,564	\$0	\$2,267	\$1,673	\$0	\$3,940	\$1,019
40790	9259	Cedarcrest	\$21,500	\$904	\$18,463	\$4,474	\$0	\$23,841	\$19,061
40795	9262	Southgate	\$1,441	\$0	\$6	\$1,415	\$0	\$1,421	\$0
40796	9265	Southgate	\$5,000	\$227	\$3,332	\$1,657	\$0	\$5,216	\$3,136
40800	9263	O'Grady	\$14,500	\$676	\$11,800	\$3,467	\$0	\$15,943	\$13,379
40805	9272	Harvest Moon Ranch	\$3,300	\$0	\$2,580	\$936	\$0	\$3,516	\$2,960
40810	9273	Mustang Ranch	\$6,000	\$250	\$3,530	\$1,720	\$0	\$5,500	\$2,301
40820	9289	Stockdale Ranchos	\$5,800	\$300	\$4,117	\$1,983	\$0	\$6,400	\$4,241
40830	9277	Oildale	\$181,000	\$8,500	\$149,727	\$47,088	\$0	\$205,315	\$125,687
40831	9278	Oildale Z/B	\$25,000	\$1,153	\$22,570	\$6,277	\$0	\$30,000	\$20,861
40832	9276	North Meadows	\$52,500	\$6,882	\$245,100	\$23,018	\$0	\$275,000	\$7,784
40836	9279	West County Z/B	\$9,600	\$450	\$7,471	\$2,079	\$0	\$10,000	\$4,190
40837	9280	West County Z/B	\$1,850	\$50	\$1,416	\$540	\$0	\$2,006	\$1,682
40838	9281	West County Z/B	\$8,500	\$400	\$6,060	\$2,577	\$0	\$9,037	\$8,076
40839	9282	West County Z/B	\$2,800	\$0	\$2,244	\$717	\$0	\$2,961	\$2,908
40840	9283	Randsburg-Johannesburg	\$6,700	\$300	\$4,810	\$2,127	\$0	\$7,237	\$9,103
40845	9284	Rosamond	\$19,500	\$923	\$14,770	\$4,307	\$0	\$20,000	\$16,369
40846	9290	Rosamond	\$86,000	\$3,740	\$37,200	\$21,560	\$0	\$62,500	\$93,835
40847	9291	Rosamond	\$13,700	\$500	\$10,006	\$3,201	\$0	\$13,707	\$453
40848	9292	Rosamond	\$29,600	\$1,800	\$42,770	\$7,430	\$0	\$52,000	\$45,637
40849	9293	Rosamond	\$82,000	\$0	\$83,055	\$8,445	\$0	\$91,500	\$70,783
40851	9294	Westpark Rec. Center	\$118,000	\$4,000	\$91,210	\$4,790	\$0	\$100,000	\$99,039
40852	9295	Westpark Landscaping	\$74,000	\$0	\$72,173	\$4,827	\$0	\$77,000	\$62,022
40855	9286	South Taft	\$20,000	\$680	\$15,063	\$15,257	\$0	\$31,000	\$2,284
40856	9298	South Taft	\$4,000	\$200	\$3,059	\$957	\$0	\$4,216	\$1,039
40860	9287	Lazy Acres	\$5,100	\$250	\$4,623	\$1,194	\$0	\$6,067	\$4,197
40862	9299	Lazy Acres	\$1,900	\$0	\$1,111	\$1,050	\$0	\$2,161	\$1,528



Summary of Expenditures and Revenue

FY 2015-16

FY 2016-17

Fund Number	Budget Unit	Description	Appropriations				Other Financing Uses	Recommended Appropriations	Total Estimated Revenue
			Adopted Appropriation	for Contingencies	Services & Supplies	Other Charges			
40863	9301	Lazy Acres	\$27,500	\$869	\$18,407	\$2,724	\$0	\$22,000	\$3,336
40864	9302	Lazy Acres	\$25,000	\$0	\$20,006	\$4,994	\$0	\$25,000	\$5,712
40865	9288	Pumpkin Center	\$3,000	\$0	\$2,121	\$1,095	\$0	\$3,216	\$2,576
40866	9305	Pumpkin Center	\$6,489	\$0	\$81	\$6,307	\$0	\$6,388	\$0
40875	9307	San Joaquin	\$500	\$0	\$7	\$493	\$0	\$500	\$453
40885	9309	West Bakersfield	\$228,000	\$7,000	\$5,900	\$173,100	\$0	\$186,000	\$120,072
40886	9316	West Bakersfield	\$37,500	\$1,908	\$34,941	\$3,851	\$0	\$40,700	\$31,471
40887	9317	West Bakersfield Z/B	\$65,000	\$3,350	\$61,016	\$4,083	\$0	\$68,449	\$57,489
40888	9319	West Bakersfield	\$565,000	\$26,900	\$530,040	\$95,991	\$0	\$652,931	\$472,298
40890	9318	Rancho Algodon	\$2,000	\$0	\$1,460	\$740	\$0	\$2,200	\$2,192
40893	9321	West Bakersfield	\$80,000	\$3,000	\$58,550	\$24,450	\$0	\$86,000	\$73,654
40894	9322	West Bakersfield	\$1,100	\$0	\$708	\$547	\$0	\$1,255	\$825
40895	9323	West Bakersfield	\$148,000	\$7,205	\$218,335	\$88,860	\$0	\$314,400	\$4,093
40896	9324	West Bakersfield	\$372,000	\$15,000	\$274,300	\$110,700	\$0	\$400,000	\$226,140
40901	9328	West Bakersfield	\$10,247	\$499	\$8,170	\$2,631	\$0	\$11,300	\$3,188
40904	9331	Knudson Drive	\$2,600	\$0	\$1,917	\$883	\$0	\$2,800	\$407
40906	9333	Oswell Street	\$17,500	\$800	\$12,435	\$4,265	\$0	\$17,500	\$811
40908	9344	Multi-use Trail	\$63,000	\$2,400	\$44,775	\$21,825	\$0	\$69,000	\$2,313
40910	9338	Habecker	\$3,600	\$0	\$2,159	\$1,641	\$0	\$3,800	\$3,503
40911	9337	Habecker	\$7,511	\$0	\$1,415	\$2,185	\$0	\$3,600	\$7,082
40913	9339	Core Makr Court	\$8,400	\$237	\$4,715	\$1,648	\$0	\$6,600	\$3,850
40914	9340	Lost Hills	\$1,500	\$0	\$772	\$808	\$0	\$1,580	\$639
40915	9341	South Union	\$16,000	\$400	\$2,062	\$11,538	\$0	\$14,000	\$2,902
40916	9342	South Union	\$14,000	\$701	\$10,585	\$3,214	\$0	\$14,500	\$8,431
40917	9343	South Union	\$1,500	\$0	\$1,002	\$498	\$0	\$1,500	\$235
40918	9345	Lebec	\$3,000	\$1,500	\$30,206	\$1,294	\$0	\$33,000	\$1,730
40920	9347	Buena Vista	\$300	\$0	\$6	\$294	\$0	\$300	\$481
40921	9348	Buena Vista	\$300	\$0	\$106	\$194	\$0	\$300	\$182
40922	9349	Erro Ranch	\$200	\$0	\$26	\$174	\$0	\$200	\$106
40923	9350	Erro Ranch	\$300	\$0	\$131	\$169	\$0	\$300	\$537
40925	9352	Erro Ranch	\$200	\$0	\$76	\$124	\$0	\$200	\$293



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Summary of FY 16-17 Recommended Capital Equipment Purchases/Leases

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #1120</u>					
TREASURER-TAX COLLECTOR	Network Switch	P	1	\$23,000	\$23,000
	Printer	P	3	\$8,000	\$24,000
			4		\$47,000
<u>B.U. #1130</u>					
ASSESSOR	Cashflow Software	P	1	\$127,000	\$127,000
			1		\$127,000
<u>B.U. #1160</u>					
INFORMATION TECHNOLOGY SERVICES	GIS Server	P	1	\$26,500	\$26,500
			1		\$26,500
<u>B.U. #1610</u>					
GENERAL SERVICES	Sheriff Radio and Repeater	P	1	\$27,000	\$27,000
	KGOV Broadcast Equip Phase II	P	1	\$200,000	\$200,000
			2		\$227,000
<u>B.U. #2210</u>					
SHERIFF-CORONER	Night Vision Rifle Scope	P	1	\$11,000	\$11,000
	SUV 4X4 Marked Code 3	P	3	\$67,000	\$201,000
	Detection Sensors	P	2	\$54,250	\$108,500
	Handheld IR Monocular	P	3	\$12,000	\$36,000
	Servers	P	3	\$15,000	\$45,000
	Protective Suit	P	1	\$30,000	\$30,000
	1/2 Ton Pickup	L	6	\$29,566	\$177,396
	Civilian Ford Escape	L	8	\$22,172	\$177,376
	Patrol Explorers	L	33	\$55,515	\$1,831,995
	Explorers SUV	L	4	\$42,805	\$171,220
	Patrol SSV w/MDC	L	4	\$66,837	\$267,348
	SWAT Equipment Truck	L	1	\$260,000	\$260,000
	Patrol Utility	L	30	\$54,574	\$1,637,220
	Patrol SSV - 4x4	L	5	\$71,218	\$356,090
	15-passenger 1 Ton Van	L	5	\$67,875	\$339,375
	12-passenger Cargo Van	L	1	\$29,417	\$29,417
	55-passenger Inmate Transport Bus	L	1	\$596,736	\$596,736
	Compact SUV 4x4	L	4	\$29,712	\$118,848
	Pickups 3/4 Ton	L	2	\$31,438	\$62,876
	Pickup 3/4 Ton Extended Cab	L	1	\$40,000	\$40,000
	Bomb Truck	L	1	\$350,000	\$350,000
	Armored Vehicle	L	1	\$325,000	\$325,000
	Radios	L	51	\$3,614	\$184,314.00
			171		\$7,356,711
<u>B.U. #2340</u>					
PROBATION	Network Management Appliance	P	1	\$15,700	\$15,700
	Network Router	P	1	\$8,400	\$8,400
	Server	P	1	\$12,500	\$12,500
	Network Switch	P	7	\$7,500	\$52,500
			10		\$89,100
<u>B.U. #2625</u>					
BUILDING INSPECTION	Class 1614 Compact SUV 4W	P	4	\$24,725	\$98,900
	Full Size Scanner/Plotter	P	2	\$15,000	\$30,000
			6		\$128,900
<u>B.U. #2700</u>					
RECORDER	SQL Server	P	2	\$12,500	\$25,000
	Network Printer	P	1	\$6,000	\$6,000
			3		\$31,000



<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> (P)urchase or (L)ease	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #2730</u>					
DEVELOPMENT SERVICES AGENCY	Core Switch	P	1	\$35,000	\$35,000
	Server Room UPS	P	1	\$11,000	\$11,000
	Microwave PSB to Downtown	P	1	\$20,000	\$20,000
	Tape Backup Drive	P	1	\$15,000	\$15,000
			4		\$81,000
<u>B.U. #3000</u>					
ROADS DEPARTMENT	550 Chassis Bucket Truck	P	1	\$145,000	\$145,000
	3/4 Ton Pickup 4WD	P	1	\$35,000	\$35,000
	1 Ton Flatbed Truck	P	1	\$36,000	\$36,000
			3		\$216,000
<u>B.U. #4110</u>					
PUBLIC HEALTH	Virtual Server	P	1	\$15,000	\$15,000
			1		\$15,000
<u>B.U. #4120</u>					
MENTAL HEALTH	Training Room Equipment	P	1	\$100,000	\$100,000
	Document Management System	P	1	\$100,000	\$100,000
	Mobile Device Manager	P	1	\$50,000	\$50,000
	Large Servers	P	2	\$25,000	\$50,000
	Small Servers	P	5	\$5,000	\$25,000
	Wi-Fi for All Locations	P	12	\$10,000	\$120,000
	Windows Serve Migration	P	1	\$100,000	\$100,000
	Fax Server	P	1	\$40,000	\$40,000
	Virtualization Software	P	1	\$50,000	\$50,000
	Dash Board Server	P	1	\$20,000	\$20,000
	MS Server	P	1	\$25,000	\$25,000
	Router Model 4134	P	2	\$15,000	\$30,000
	Mental Health Firewall	P	1	\$85,000	\$85,000
	Business Intelligence/Dashboard	P	1	\$70,000	\$70,000
	Infrastructure Refresh	P	3	\$22,667	\$68,001
			34		\$933,001
<u>B.U. #5120</u>					
HUMAN SERVICES	VTC Kiosks	P	13	\$12,900	\$167,700
	Servers/SAN Equipment	P	2	\$15,000	\$30,000
	Network Firewall	P	1	\$138,000	\$138,000
			16		\$335,700
<u>B.U. #5610</u>					
AGING AND ADULT SERVICES	Telecommunications Equip	P	1	\$10,000	\$10,000
	Document Folding Machine	P	1	\$13,500	\$13,500
	Compact 2WD SUV	P	1	\$23,000	\$23,000
			3		\$46,500
<u>B.U. #5940</u>					
COMMUNITY DEVELOPMENT	Office Furniture	P	1	\$10,000	\$10,000
			1		\$10,000
<u>B.U. #8950</u>					
G.S. GARAGE INTERNAL SERVICE FUND	Tire Machine	P	1	\$7,500	\$7,500
	Trailer Dump Body	P	1	\$9,000	\$9,000
	Sedan Compact	P	7	\$17,150	\$120,050
	Sedan Hybrid	P	3	\$30,385	\$91,155
	Sedan Intermediate	P	15	\$19,500	\$292,500
	Sedan Full	P	9	\$21,115	\$190,035
	Sedan Full Law Enforcement	P	3	\$15,450	\$46,350
	Van 7 Passenger	P	2	\$25,500	\$51,000
	Van Mini Cargo	P	2	\$19,500	\$39,000
	Pickup Compact	P	1	\$18,300	\$18,300
	Pickup Half Ton	P	9	\$21,750	\$195,750
	SUV Compact 2W	P	3	\$20,500	\$61,500
	SUV Compact 4W	P	1	\$23,750	\$23,750

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #8950</u>					
G.S. GARAGE INTERNAL	SUV Half Ton	P	2	\$34,000	\$68,000
SERVICE FUND (continued)	Van One Ton Box	P	1	\$23,000	\$23,000
	Pickup 3/4 Ton	P	1	\$22,500	\$22,500
	Pickup 3/4 Ton	P	6	\$35,020	\$210,120
	Crane	P	1	\$52,800	\$52,800
			68		\$1,522,310
<u>B.U. #8954</u>					
PUBLIC WORKS ISF	Rover	P	1	\$27,000	\$27,000
			1		\$27,000
<u>B.U. #8995</u>					
AIRPORTS ENTERPRISE FUND	Fully Equipped LEO SUV	P	1	\$50,000	\$50,000
			1		\$50,000
<u>B.U. #8998</u>					
KERN REGIONAL TRANSIT	Passenger, 22' Bus	P	3	\$113,333	\$339,999
	Diesel Bus	P	4	\$483,988	\$1,935,952
	Mojave Transit Center	P	1	\$394,500	\$394,500
	Bus Stop Enhancement	P	1	\$32,517	\$32,517
	Fare Boxes	P	1	\$883,522	\$883,522
	Automatic Passenger Count	P	1	\$50,000	\$50,000
			11		\$3,636,490
<u>B.U. #8999</u>					
WASTE MANAGEMENT	Flow Cell	P	1	\$6,000	\$6,000
	Security Camera	P	1	\$6,500	\$6,500
	1/2 Ton Pickup	P	2	\$30,000	\$60,000
	Roll-Off Truck	P	1	\$165,000	\$165,000
	Roll-Off Bins	P	12	\$5,833	\$69,996
	Sort Line	P	1	\$175,000	\$175,000
	Grapple Bucket	P	2	\$45,000	\$90,000
	Oil Tanks	P	2	\$17,500	\$35,000
	Forklift	P	1	\$30,000	\$30,000
	Bobcat Track Loader	P	1	\$100,000	\$100,000
	Survey Drone	P	1	\$40,000	\$40,000
	Walking Floor Trailer	P	1	\$90,000	\$90,000
	Loader For Lebec Ts	P	1	\$250,000	\$250,000
	3/4 Ton Pickup, Extended	P	1	\$24,000	\$24,000
	1/2 Ton Pickup	P	1	\$30,000	\$30,000
	Security Cameras	P	3	\$33,333	\$99,999
	SUV 4WD	P	1	\$31,000	\$31,000
			33		\$1,302,495
<u>B.U. #9144</u>					
KERN SANITATION AUTHORITY	Hydrovac Truck	P	1	\$450,000	\$450,000
	Downhole Pole Camera	P	1	\$18,000	\$18,000
	Communication System	P	1	\$6,000	\$6,000
	1 Ton Flatbed Truck	P	1	\$85,000	\$85,000
	Primary Clarifier Sludge	P	1	\$100,000	\$100,000
			5		\$659,000
<u>B.U. #9256</u>					
COUNTY SERVICE AREA #39.8	Circle Chart Recorder	P	1	\$6,495	\$6,495
			1		\$6,495
GRAND TOTAL					\$16,874,202



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Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
General Government							
Legislative and Administrative							
<u>General Fund</u>							
Board of Supervisors - District 4 (B.U. #1014)	0856	Supervisor Field Representative I/II/III/IV/V/VI	(1)	0	\$127,000	(\$127,000)	9/3/2016
		Subtotal B.O.S. - District 4	(1)	0		(\$127,000)	
Administrative Office (B.U. #1020)	0788	Senior Administrative Analyst	1	0	\$178,000	\$178,000	9/3/2016
	0793	Administrative Analyst I/II/III	(1)	0	\$162,000	(\$162,000)	1/2/2017
		Subtotal Administrative Office	0	0		\$16,000	
Total Legislative and Administrative			(1)	0		(\$111,000)	
Finance							
<u>General Fund</u>							
Auditor-Controller (B.U. #1110)	2344	Accountant I/II/III-C	(3)	0	\$141,000	(\$423,000)	4/20/2017
	2845	Fiscal Support Specialist	(1)	0	\$114,000	(\$114,000)	4/20/2017
	2350	Senior Accountant-C	3	0	\$161,000	\$483,000	9/25/2016
		Subtotal Auditor-Controller	(1)	0		(\$54,000)	
Total Other General			(1)	0		(\$54,000)	
Counsel							
<u>General Fund</u>							
County Counsel (B.U. #1210)	2344	Accountant I/II/III	(1)	0	\$134,000	(\$134,000)	9/3/2016
		Subtotal County Counsel	(1)	0		(\$134,000)	
Total Counsel			(1)	0		(\$134,000)	
Total General Government			(3)	0		(\$299,000)	
Public Protection							
Judicial							
<u>General Fund</u>							
District Attorney (B.U. #2180)	3155	Legal Process Technician I/II	1	0	\$79,000	\$79,000	9/3/2016
	3275	Office Services Technician	(3)	0	\$71,000	(\$213,000)	9/3/2016
		Subtotal District Attorney	(2)	0		(\$134,000)	
Total Judicial			(2)	0		(\$134,000)	
Police Protection							
<u>General Fund</u>							
Sheriff (B.U. #2210)	4514	Computer Forensic Specialist	1	0	\$115,000	\$115,000	9/3/2016
	4520	Evidence Technician I/II	(1)	0	\$109,000	(\$109,000)	1/2/2017
		Subtotal Sheriff	0	0		\$6,000	
Total Police Protection			0	0		\$6,000	
Detention and Correction							
<u>General Fund</u>							
Probation (B.U. #2340)	3265	Sr. Office Services Specialist	(1)	0	\$85,000	(\$85,000)	1/2/2017
	2865	Fiscal Support Technician	(2)	0	\$78,000	(\$156,000)	1/2/2017
	3280	Office Services Assistant	(1)	0	\$66,000	(\$66,000)	1/2/2017
	2436	Network Systems Administrator	(1)	0	\$149,000	(\$149,000)	1/2/2017
	2454	Systems Analyst/Programmer I/II	(1)	0	\$143,000	(\$143,000)	1/2/2017
	3069	Sr. Human Resources Specialist	1	0	\$102,000	\$102,000	9/3/2016
	3072	Human Resources Specialist I	2	0	\$85,000	\$170,000	9/3/2016
	2393	Technology Services Supervisor	1	0	\$163,000	\$163,000	9/3/2016
	2483	Help Desk Technician I	1	0	\$75,000	\$75,000	9/3/2016
		Subtotal Probation	(1)	0		(\$89,000)	
Total Detention and Correction			(1)	0		(\$89,000)	
Total Public Protection			(3)	0		(\$217,000)	
Public Ways and Facilities							
Public Ways							
<u>Other Funds</u>							
Public Works (B.U. #8954)	0780	Senior Administrative and Fiscal Services Officer	1	0	\$124,000	\$124,000	9/3/2016
	4150	Real Property Agent I/II/III	1	0	\$124,000	\$124,000	9/3/2016
	1205	Waste Management Technician I/II	1	0	\$107,000	\$107,000	9/3/2016
	1217	Waste Management Aide I/II/III	1	0	\$91,000	\$91,000	9/3/2016
	4980	Disposal Site Gate Attendant I/II	2	0	\$75,000	\$150,000	9/3/2016
	4740	Senior Traffic Signal Technician	(1)	0	\$131,000	(\$131,000)	9/3/2016
	4742	Traffic Signal Technician I/II	1	0	\$115,000	\$115,000	9/3/2016
		Subtotal Public Works	6	0		\$580,000	
Total Public Ways			6	0		\$580,000	
Total Public Ways and Facilities			6	0		\$580,000	



Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Health and Sanitation							
Health							
General Fund							
Public Health (B.U. #4110)	3403	Health Education Assistant I/II	1	0	\$85,000	\$85,000	9/3/2016
	3420	Medical Investigator	2	0	\$90,000	\$180,000	9/3/2016
	2625	Stock Clerk	(2)	0	\$64,000	(\$128,000)	9/3/2016
	2048	Supervising Nurse	(1)	0	\$166,000	(\$166,000)	9/3/2016
	Subtotal Public Health		0	0		(\$29,000)	
Other Funds							
Environmental Health (B.U. #4122)	2865	Fiscal Support Technician	(1)	0	\$78,000	(\$78,000)	9/3/2016
	3395	Senior Health Educator	(1)	0	\$113,000	(\$113,000)	9/3/2016
	2165	Chief Environmental Health Specialist	1	0	\$170,000	\$170,000	9/3/2016
	2454	Programmer I/II-Systems Analyst I/II	(1)	0	\$143,000	(\$143,000)	1/2/2017
	2451	Senior Systems Analyst	1	0	\$149,000	\$149,000	9/3/2016
	Subtotal Environmental Health		(1)	0		(\$15,000)	
Mental Health (B.U. #4120)	1466	Psychiatrist III, Mental Health	(1)	0	\$360,000	(\$360,000)	9/3/2016
	3270	Office Services Specialist	(1)	0	\$67,000	(\$67,000)	9/3/2016
	2481	Help Desk Technician I/II/III	1	0	\$78,000	\$78,000	9/3/2016
	3275	Office Services Technician	2	0	\$75,000	\$150,000	9/3/2016
	3710	Mental Health Therapist I/II	5	0	\$146,000	\$730,000	9/3/2016
	2830	Fiscal Support Supervisor	1	0	\$105,000	\$105,000	9/3/2016
	2009	Mental Health Nurse	2	0	\$175,000	\$350,000	9/3/2016
	2066	Vocational Nurse I/II	1	0	\$101,000	\$101,000	9/3/2016
	3703	Mental Health Unit Supervisor I/II	1	0	\$140,000	\$140,000	9/3/2016
	3715	Mental Health Planning Analyst	1	0	\$90,000	\$90,000	9/3/2016
	1567	Substance Abuse Specialist I/II	1	0	\$80,000	\$80,000	9/3/2016
	3717	Mental Health Recovery Specialist	11	0	\$122,000	\$1,342,000	9/3/2016
	2060	Staff Nurse	1	0	\$137,000	\$137,000	9/3/2016
	0785	Special Projects Manager	1	0	\$175,000	\$175,000	9/3/2016
	2393	Technology Services Supervisor	1	0	\$172,000	\$172,000	9/3/2016
	2454	Systems Analyst I/II	1	0	\$150,000	\$150,000	9/3/2016
	2460	Sr. Information Systems Specialist	2	0	\$143,500	\$287,000	9/3/2016
	2477	Information Systems Specialist I/II-Desktop	1	0	\$120,000	\$120,000	9/3/2016
	3743	Supervising Patients Rights Advocate	1	0	\$143,000	\$143,000	9/3/2016
	Subtotal Mental Health		32	0		\$3,923,000	
Substance Use Disorders (B.U. #4123)	0785	Special Projects Manager	1	0	\$175,000	\$175,000	9/3/2016
	0840	Administrative Coordinator	2	0	\$114,000	\$228,000	9/3/2016
	1567	Substance Abuse Specialist I/II	9	0	\$100,000	\$900,000	9/3/2016
	3275	Offices Services Technician	7	0	\$75,000	\$525,000	9/3/2016
	3703	Mental Health Unit Supervisor I/II	3	0	\$177,000	\$531,000	9/3/2016
	3710	Mental Health Therapist I/II	13	0	\$145,000	\$1,885,000	9/3/2016
	3733	Recovery Specialist Aide	4	0	\$70,000	\$280,000	9/3/2016
	3717	Mental Health Recovery Specialist I/II/III	1	0	\$122,000	\$122,000	9/3/2016
	Subtotal Substance Use Disorders		40	0		\$4,646,000	
Total Health			71	0		\$8,525,000	
Sanitation							
Other Funds							
Kern Sanitation Authority (B.U. #9144)	0840	Administrative Coordinator	1	0	\$108,000	\$108,000	9/3/2016
	1092	Sewer Collections Systems Supervisor	1	0	\$113,000	\$113,000	9/3/2016
	1094	Sewer Maintenance Worker I/II	2	0	\$89,000	\$178,000	9/3/2016
	1094	Sewer Maintenance Worker I/II	0	(2)	\$53,000	(\$106,000)	9/3/2016
	2865	Fiscal Support Technician	(1)	0	\$78,000	(\$78,000)	9/3/2016
	Subtotal Kern Sanitation Authority		3	(2)		\$215,000	
Total Sanitation			3	(2)		\$215,000	
Total Health and Sanitation			74	(2)		\$8,740,000	



Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Public Assistance							
Administration							
<u>Other Funds</u>							
Human Services	2845	Fiscal Support Specialist	1	0	\$90,000	\$90,000	9/3/2016
	3552	Group Counselor I/II	(1)	0	\$89,000	(\$89,000)	9/3/2016
	3736	Human Services Resource Family Specialist	1	0	\$92,000	\$92,000	9/3/2016
	3751	Human Services Technician I/II/III	(1)	0	\$82,000	(\$82,000)	9/3/2016
	3280	Office Services Assistant	2	0	\$66,000	\$132,000	9/3/2016
(B.U. #5120)	3275	Office Services Technician	(2)	0	\$71,000	(\$142,000)	9/3/2016
	Subtotal Human Services		0	0		\$1,000	
Total Administration			0	0		\$1,000	
Other Assistance							
<u>General Fund</u>							
Veterans' Service Department	0890	Veterans Service Representative	(1)	0	\$108,000	(\$108,000)	3/1/2017
(B.U. #5510)	Subtotal Veterans' Services		(1)	0		(\$108,000)	
Employers' Training Resource	0985	Media Services Coordinator	1	0	\$111,000	\$111,000	9/3/2016
(B.U. #5923)	0847	Contracts Administration Assistant	1	0	\$107,000	\$107,000	9/3/2016
	0892	Program Support Supervisor	(2)	0	\$113,000	(\$226,000)	9/3/2016
	Subtotal Employers' Training Resource		0	0		(\$8,000)	
<u>Other Funds</u>							
Aging and Adult Services	5545	Food Service Worker II	(4)	0	\$59,000	(\$236,000)	9/3/2016
(B.U. #5610)	3735	Human Services Aide	(1)	0	\$67,000	(\$67,000)	9/3/2016
	3703	Mental Health Unit Supervisor	(1)	0	\$169,000	(\$169,000)	9/3/2016
	3280	Office Services Assistant	(1)	0	\$66,000	(\$66,000)	9/3/2016
	3275	Office Services Technician	4	0	\$71,000	\$284,000	9/3/2016
	5605	Senior Home Delivery Driver (PT)	0	3	\$55,000	\$165,000	9/3/2016
	2460	Senior Information Systems Specialist	1	0	\$136,000	\$136,000	9/3/2016
	Subtotal Aging and Adult Services		(2)	3		\$47,000	
Total Other Assistance			(3)	3		(\$69,000)	
Total Public Assistance			(3)	3		(\$68,000)	
Recreation and Culture							
Recreation Facilities							
<u>General Fund</u>							
Parks and Recreation	5390	Groundskeeper I/II	(8)	0	\$70,000	(\$560,000)	9/3/2016
(B.U.#7100)	5241	Supervising Park Ranger	(1)	0	\$148,000	(\$148,000)	9/3/2016
	2865	Fiscal Support Technician	(1)	0	\$78,000	(\$78,000)	9/3/2016
	2830	Fiscal Support Supervisor	1	0	\$99,000	\$99,000	9/3/2016
	Subtotal Parks and Recreation		(9)	0		(\$687,000)	
Total Recreation Facilities			(9)	0		(\$687,000)	
Total Recreation and Culture			(9)	0		(\$687,000)	
County Departments - Grand Total			62	1		\$8,049,000	



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SUMMARY OF AVAILABLE FINANCING GOVERNMENTAL FUNDS

	Estimated Fund Balance June 30, 2016 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General Fund				
00001 General	\$41,653,752	\$18,397,641	\$727,000,030	\$787,151,423
Total General Fund	\$41,653,752	\$18,397,641	\$727,000,030	\$787,151,423
Special Revenue Funds				
Operating Special Revenue				
00007 Road	\$15,344,024	0	\$46,990,970	\$62,334,994
00011 Structural Fire	323,043	5,658,180	134,440,383	140,421,606
00120 Building Inspection	5,377,773	1,094,859	5,513,300	11,985,933
00130 Department of Human Services - Admin.	1,054,532	0	206,370,103	207,424,635
00140 Human Services-Direct Fin Aid	(73,689)	0	223,848,308	223,774,619
00141 Mental Health Fund	4,870,169	11,341,694	159,709,770	175,921,633
00145 Aging And Adult Services	854,297	15,553	15,447,066	16,316,916
00183 Kern County Dept of Child Support	(61,003)	61,003	22,280,327	22,280,327
00192 Recorder	821,260	0	3,913,999	4,735,259
22066 Environmental Health Services	388,662	0	8,468,112	8,856,774
Operating Special Revenue Subtotal	\$28,899,068	\$18,171,289	\$826,982,338	\$874,052,695
Non-Operating Special Revenue				
00160 Wildlife Resources	\$447	\$11,533	\$5,447	\$17,427
00161 Timber Harvest Fund	230	0	230	460
00163 Probation Juvenile Justice Realignment Fund	(21,112)	517,324	4,259,820	4,756,032
00164 Real Estate Fraud	258,672	0	928,400	1,187,072
00170 Off-Highway Motor Vehicle License	5,864	0	133,000	138,864
00171 Planned Local Drainage - Shalimar	534	988	83	1,605
00172 Planned Local Drainage - Brundage	912	1,210	982	3,104
00173 Planned Local Drainage - Orangewood	3,168	1,109	6,301	10,578
00174 Planned Local Drainage - Breckenridge	612	1,233	268	2,113
00175 Range Improvement Section 15	11,008	0	5,859	16,867
00176 Planned Local Drainage - Oildale	1,089	0	1,404	2,493
00177 Range Improvement Section 3	(11,032)	11,697	1,335	2,000
00179 Probation Training	(96,186)	0	350,909	254,723
00180 DNA Identification	33,285	90,000	360,000	483,285
00181 Local Public Safety	3,975,724	0	76,053,621	80,029,345
00182 Sheriff Facility Training	350	0	240,000	240,350
00184 Automated Fingerprint	236,121	0	201,500	437,621
00186 Juvenile Justice Facility Temp. Construction	211	0	0	211
00187 Emergency Medical Services	742,557	0	1,780,500	2,523,057
00188 Automated County Warrant System	(1,944)	1,944	40,000	40,000
00190 Domestic Violence Program	19,063	0	150,000	169,063
00191 Criminal Justice Facilities Construction	551,974	0	2,614,400	3,166,374
00194 Recorder's Social Security Truncation	4,252	5,448	0	9,700
00195 Alcoholism Program	32,782	12,469	85,000	130,251
00196 Alcohol Abuse Education/Prevention	20,850	71,348	65,000	157,198
00197 Drug Program Fund	(5,946)	60,036	17,000	71,090
00198 Recorders Modernization	626,048	0	810,040	1,436,088
00199 Micrographic-Recorder	8,221	45,722	0	53,943
00264 Tax Loss Reserve	(304,462)	1,704,462	6,600,000	8,000,000
00266 Redemption Systems	(423,160)	423,160	876,222	876,222
00270 Abatement Cost	53,807	0	30,000	83,807
22010 County Local Revenue Fund 2011	9,140,534	0	180,781,182	189,921,716
22027 Sterilization Fund	3,865	6,135	30,000	40,000
22028 KMC-Medical Education	844,036	0	0	844,036
22036 Board of Trade-Advertising	53,020	0	91,500	144,520
22042 General Plan Admin Surcharge	1,305,170	0	511,000	1,816,170
22045 County-Wide Crime Prev. P.C.1202.5	716	0	0	716
22046 Sheriff-Electronic Monitoring	50,700	0	45,040	95,740
22064 D.A.-Local Forfeiture Trust	(88,293)	0	180,000	91,707



**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2016 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing	
22069	Public Health Miscellaneous	(9,549)	7,849	11,455	9,755
22073	Health-MAA/TCM	(16,842)	16,877	13,580	13,615
22075	MMP State Fee Trust	1,188	0	0	1,188
22076	Child Restraint Loaner Program	(10,250)	32,366	43,500	65,616
22079	District Attorney Equipment/Automation	2,157	69,843	1,000	73,000
22085	Mental Health Services Act	18,363,684	0	40,356,900	58,720,584
22086	MHSA Prudent Reserve	87,204	0	4,176,844	4,264,048
22087	Criminalistics Laboratories	164,223	0	100,000	264,223
22097	Asset Forfeiture 15 Percent	5,063	0	30	5,093
22098	Probation Asset Forfeiture	1,615	7,985	400	10,000
22107	Asset Forfeiture Federal	22,395	0	15,400	37,795
22108	Managed Care Incentive	16,301,395	0	30,000	16,331,395
22121	Truck 21 Replacement	3,573	0	0	3,573
22122	Fixed Wing Aircraft	520	0	0	520
22123	Vehicle/Apparatus	206,399	0	0	206,399
22125	Hazardous Waste Settlements	587,089	0	85,000	672,089
22126	Sheriff's-Rural Crime	7,403	0	10,070	17,473
22127	Sheriff's Cal-Identification	584,921	680,079	725,000	1,990,000
22128	Sheriff's Civil Subpoenas	(19,812)	9,812	10,000	0
22129	KNET Special Asset Forfeiture	(11,787)	0	21,500	9,713
22131	Sheriff's Drug Abuse Gang Diversion	54,126	0	11,000	65,126
22132	Sheriff's Training	(34,233)	39,033	100,200	105,000
22133	Sheriff-Work Release	17,184	0	400,400	417,584
22137	Sheriff-State Forfeiture	155,816	212,463	100,000	468,279
22138	Sheriff's Civil Automated	78,030	0	175,000	253,030
22140	Sheriff's Firearms	2,074	0	5,200	7,274
22141	Sheriff-Judgment Debtors Fee	75,731	134,319	180,000	390,050
22142	Sheriff's Community Resources	8,973	1,427	600	11,000
22143	Sheriff's Volunteer Service Group	4,589	1,411	9,000	15,000
22144	Sheriffs-Controlled Substance	(215,200)	548,168	203,000	535,968
22153	Bakersfield Planned Sewer #1	(146,213)	123,749	22,964	500
22156	DIVCA Local Franchise Fee	286,941	0	354,900	641,841
22158	Bakersfield Planned Sewer #2	(2,583)	725	2,358	500
22160	Sheriff's Cal-MMET	36	0	75	111
22161	HIDTA-State Asset Forfeiture	617	0	270	887
22162	Cal-MMET-State Asset Forfeiture	36,903	0	43,500	80,403
22163	High Tech Equipment	12	0	25	37
22164	Bakersfield Planned Sewer #3	514	602	34	1,150
22166	Bakersfield Planned Sewer #4	8,233	0	9,907	18,140
22167	Bakersfield Planned Sewer #5	748	612	591	1,951
22173	County Planned Sewer Area A	44,114	0	1,148	45,262
22177	County Planned Sewer Area B	504	0	11	515
22184	County Service Area #71 Septic Abandonment	9,310	0	17,547	26,857
22185	Wraparound Savings	2,388,657	0	1,095,000	3,483,657
22187	Recorders Electronic Recording	9,198	84,002	171,200	264,400
22188	Fireworks Violations	42,348	0	25,520	67,868
22190	Comm. Corrections Perform. Incentive Fund	403,650	0	2,500	406,150
22194	Veterans Grant Fund	0	0	403,365	403,365
22195	Parks Donation Fund	20,761	0	0	20,761
22196	Rural Crimes/Environmental Impact Fee	132,738	0	0	132,738
22197	Industrial Firefighting Vehicle	53,898	0	0	53,898
22198	Oil and Gas Road Maintenance	99,130	0	150,000	249,130
24026	Victim Services	27,680	0	0	27,680
24028	District Attorney Federal Forfeiture	12,196	0	1,500	13,696
24038	District Attorney Court Ordered Penalties	(583,476)	333,476	1,000,000	750,000
24042	Fire Dept Donations	7,702	6,798	500	15,000
24043	State Fire	837,243	0	0	837,243
24044	Fire-Hazard Reduction	(116,832)	166,082	400,750	450,000
24047	Fire-Helicopter Operations	848,507	0	405,000	1,253,507



**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2016 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
24050 Mobile Fire Kitchen	18	0	0	18
24057 Inmate Welfare-Sheriff Correctional Facility	(10,177)	2,396,677	2,021,000	4,407,500
24060 Juvenile Inmate Welfare	29,610	0	18,350	47,960
24063 CCP Community Recidivism	5,122,471	0	1,059,386	6,181,857
24066 Kern County Children	448,400	0	192,372	640,772
24067 Kern County Library Donations	60,926	0	87,000	147,926
24086 Peace Officers' Training-Post	23	0	0	23
24088 Core Area Metro Bakersfield Impact Fee	(60,774)	0	918,958	858,184
24089 Metro Bakersfield Transport Impact Fee	2,545,858	0	0	2,545,858
24091 Rosamond Transport Impact Fee	174,205	0	0	174,205
24095 Bakersfield Mitigation	102,981	0	0	102,981
24096 Tehachapi Transp. Impact Fee Core	107	0	0	107
24097 Tehachapi Transp. Impact Fee Non-Core	258,345	0	0	258,345
24098 Project Impact Mitigation Fund	83,259	0	0	83,259
24105 Jamison Center	89,958	10,042	0	100,000
24125 Strong Motion Instrumentation	64,248	0	45,000	109,248
24126 Tobacco Education Control Prog.	15,359	427	150,275	166,061
24137 Vital & Health Stat-Health Department	11,987	0	71,825	83,812
24138 Vital & Health Stat-Recorder	54,501	0	94,000	148,501
24139 Vital & Health Stat-Co. Clerk	378	422	2,200	3,000
24300 Oildale Revitalization Fund	0	8,420	0	8,420
25120 Parcel Map In-Lieu Fees	46,210	52,560	1,230	100,000
Nonoperating Special Revenue Sub Total	\$66,911,795	\$7,912,044	\$332,811,383	\$407,635,222
Total Special Revenue Funds	\$95,810,863	\$26,083,333	\$1,159,793,721	\$1,281,687,917
Capital Projects				
00004 ACO-General	\$277	0	\$4,190,908	\$4,191,185
00012 ACO-Structural Fire	222	0	200	422
00211 KHS Excess Reserves/Capital	3,705,078	1,999,074	4,000	5,708,152
00220 7th Standard Widening Project	5,458	0	0	5,458
00221 2009 COP Capital Projects	(19,489)	19,489	0	0
00235 Tobacco Securitization Proceeds-Cap Projects	437	0	400,000	400,437
Total Capital Projects	\$3,691,983	\$2,018,563	\$4,595,108	\$10,305,654
Total Governmental Funds	\$141,156,598	\$46,499,537	\$1,891,388,859	\$2,079,144,994

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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	\$780,751,423	\$6,400,000	\$787,151,423
Total General Fund	\$780,751,423	\$6,400,000	\$787,151,423
Special Revenue Funds			
Operating Special Revenue Funds			
00007 Road	\$55,843,526	\$6,491,468	\$62,334,994
00011 Structural Fire	140,421,605	0	140,421,605
00120 Building Inspection	8,448,365	3,537,568	11,985,933
00130 Department of Human Services - Admin.	206,370,103	1,054,532	207,424,635
00140 Human Services-Direct Fin Aid	223,774,619	0	223,774,619
00141 Mental Health Fund	175,921,633	0	175,921,633
00145 Aging And Adult Services	16,316,916	0	16,316,916
00183 Kern County Depart. Of Child Support	22,280,327	0	22,280,327
00192 Recorder	4,735,259	0	4,735,259
22066 Environmental Health Services	8,213,802	642,972	8,856,774
Operating Special Revenue Funds Subtotal	\$862,326,155	\$11,726,540	\$874,052,695
Non-Operating Special Revenue Funds			
00160 Wildlife Resources	\$16,980	\$447	\$17,427
00161 Timber Harvest Fund	0	460	460
00163 Probation Juvenile Justice Realignment	4,756,032	0	4,756,032
00164 Real Estate Fraud	1,103,800	83,272	1,187,072
00170 Off-Highway Motor Vehicle License	106,277	32,587	138,864
00171 Planned Local Drainage - Shalimar	500	1,105	1,605
00172 Planned Local Drainage - Brundage	500	2,604	3,104
00173 Planned Local Drainage - Oranewood	500	10,078	10,578
00174 Planned Local Drainage - Breckenridge	500	1,613	2,113
00175 Range Improvement Section 15	5,750	11,117	16,867
00176 Planned Local Drainage - Oildale	500	1,993	2,493
00177 Range Improvement Section 3	2,000	0	2,000
00179 Probation Training Fund	252,720	2,003	254,723
00180 DNA Identification	450,000	33,285	483,285
00181 Local Public Safety	78,733,628	1,295,717	80,029,345
00182 Sheriff's Facility Training	240,000	350	240,350
00184 Automated Fingerprint Fund	280,000	157,621	437,621
00186 Juvenile Justice Facility Temp. Construction	0	211	211
00187 Emergency Medical Services	1,777,944	745,113	2,523,057
00188 Automated County Warrant System	40,000	0	40,000
00190 Domestic Violence Program	150,000	19,063	169,063
00191 Criminal Justice Facilities Construction	2,600,000	566,374	3,166,374
00194 Recorder's Social Security Truncation	9,700	0	9,700
00195 Alcoholism Program	130,251	0	130,251
00196 Alcohol Abuse Education/Prevention	157,198	0	157,198
00197 Drug Program Fund	71,090	0	71,090
00198 Recorders Modernization Fund	1,022,634	413,454	1,436,088
00199 Micrographic-Recorder	53,943	0	53,943
00264 Tax Loss Reserve	8,000,000	0	8,000,000
00266 Redemption Systems	876,222	0	876,222
00270 Abatement Cost	60,000	23,807	83,807



Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22010 County Local Revenue Fund 2011	183,633,588	6,288,128	189,921,716
22027 Sterilization Fund	40,000	0	40,000
22028 KMC-Medical Education	844,036	0	844,036
22036 Board of Trade-Advertising	84,225	60,295	144,520
22042 General Plan Admin Surcharge	1,802,364	13,806	1,816,170
22045 County-Wide Crime Prev. P.C.1202.5	0	716	716
22046 Sheriff-Electronic Monitoring	0	95,740	95,741
22064 District Attorney Local Forfeiture Trust	50,000	41,707	91,707
22069 Public Health Miscellaneous	9,755	0	9,755
22073 Health-MAA/TCM	13,615	0	13,615
22075 MMP State Fee Trust	0	1,188	1,188
22076 Child Restraint Loaner Program	65,616	0	65,616
22079 District Attorney Equipment/Automation	73,000	0	73,000
22085 Mental Health Services Act	36,445,813	22,274,771	58,720,584
22086 MHSA Prudent Reserve	0	4,264,048	4,264,048
22087 Criminalistics Laboratories	100,000	164,223	264,223
22097 Asset Forfeiture 15 Percent	5,000	93	5,093
22098 Probation Asset Forfeiture	10,000	0	10,000
22107 Asset Forfeiture Federal	20,000	17,795	37,795
22108 Managed Care Incentive	16,331,395	0	16,331,395
22121 Truck 21 Replacement	0	3,573	3,573
22122 Fixed Wing Aircraft	0	520	520
22123 Vehicle/Apparatus	0	206,399	206,399
22125 Hazardous Waste Settlements	250,000	422,089	672,089
22126 Sheriff's-Rural Crime	0	17,473	17,473
22127 Sheriff's Cal-Identification	1,990,000	0	1,990,000
22129 KNET Special Asset Forfeiture	0	9,713	9,713
22131 Sheriff's Drug Abuse Gang Diversion	0	65,126	65,126
22132 Sheriff's Training	105,000	0	105,000
22133 Sheriff-Work Release	400,000	17,584	417,584
22137 Sheriff-State Forfeiture	468,279	0	468,279
22138 Sheriff's Civil Automated	26,500	226,530	253,030
22140 Sheriffs Firearms	5,000	2,274	7,274
22141 Sheriff-Judgment Debtors Fee	390,050	0	390,050
22142 Sheriff's Community Resources	11,000	0	11,000
22143 Sheriff's Volunteer Services Group	15,000	0	15,000
22144 Sheriff's Controlled Substance	535,968	0	535,968
22153 Bakersfield Planned Sewer #1	500	0	500
22156 DIVCA Local Franchise Fee	405,000	236,841	641,841
22158 Bakersfield Planned Sewer #2	500	0	500
22160 Sheriff's Cal-MMET	0	111	111
22161 HIDTA-State Asset Forfeiture	0	887	887
22162 Cal-MMET-State Asset Forfeiture	50,000	30,403	80,403
22163 High Tech Equipment	0	37	37
22164 Bakersfield Planned Sewer #3	500	650	1,150
22166 Bakersfield Planned Sewer #4	500	17,640	18,140
22167 Bakersfield Planned Sewer #5	500	1,451	1,951
22173 County Planned Sewer Area A	44,000	1,262	45,262
22177 County Planned Sewer Area B	500	15	515
22184 County Service Area #71 Septic Abandonment	500	26,357	26,857



Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements	
22185	Wraparound Savings	2,432,927	1,050,730	3,483,657
22187	Recorders Electronic Recording	264,400	0	264,400
22188	Fireworks Violations	25,000	42,868	67,868
22190	Comm. Corrections Performance Incentive	0	406,150	406,150
22194	Veterans Grant Fund	129,431	273,934	403,365
22195	Parks Donation Fund	8,000	12,761	20,761
22196	Rural Crimes/Environmental Impact Fee	132,738	0	132,738
22197	Industrial Firefighting Vehicle	0	53,898	53,898
22198	Oil & Gas Road Maintenance	249,130	0	249,130
24026	Victim Services	0	27,680	27,680
24028	District Attorney Federal Forfeiture	0	13,696	13,696
24038	District Attorney Court Ordered Penalties	750,000	0	750,000
24042	Fire Dept Donations	15,000	0	15,000
24043	State Fire	814,054	23,189	837,243
24044	Fire-Hazard Reduction	450,000	0	450,000
24047	Fire-Helicopter Operations	850,000	403,507	1,253,507
24050	Mobile Fire Kitchen	0	18	18
24057	Inmate Welfare-Sheriff Correctional Facilities	4,407,500	0	4,407,500
24060	Juvenile Inmate Welfare	30,000	17,960	47,960
24063	Community Recidivism Reduction CCP	6,181,857	0	6,181,857
24066	Kern County Children	357,700	283,072	640,772
24067	Kern County Library Donations	53,000	94,926	147,926
24086	Peace Officers' Training-Post	0	23	23
24088	Core Area Metro Bakersfield Impact Fee	0	858,184	858,184
24089	Metro Bakersfield Transport Impact Fee	918,958	1,626,900	2,545,858
24091	Rosamond Transport Impact Fee	0	174,205	174,205
24095	Bakersfield Mitigation	0	102,981	102,981
24096	Tehachapi Transportation Impact Fee Core	0	107	107
24097	Tehachapi Transportation Impact Fee Non-Core	0	258,345	258,345
24098	Project Impact Mitigation Fund	0	83,259	83,259
24105	Jamison Center	100,000	0	100,000
24125	Strong Motion Instrumentation	61,000	48,248	109,248
24126	Tobacco Education Control Program	166,061	0	166,061
24137	Vital & Health Stat-Health Department	73,013	10,799	83,812
24138	Vital & Health Stat-Recorder	82,200	66,301	148,501
24139	Vital & Health Stat-Co. Clerk	3,000	0	3,000
24300	Oildale Revitalization Fund	8,420	0	8,420
25120	Parcel Map In-Lieu Fees	100,000	0	100,000
Non-Operational Special Revenue Subtotal		\$363,789,762	\$43,845,460	\$407,635,222
Total Special Revenue Funds		\$1,226,115,917	\$55,572,000	\$1,281,687,917
Capital Projects Funds				
00004	ACO-General	\$4,190,908	\$277	\$4,191,185
00012	ACO-Structural Fire	0	422	422
00211	KHS Excess Reserves/Capital	5,708,152	0	5,708,152
00220	7th Standard Widening Project	5,458	0	5,458
00235	Tobacco Securitization Proceeds-Cap Projects	400,000	437	400,437
Total Capital Projects		\$10,304,518	\$1,136	\$10,305,654
Total Governmental Funds		\$2,017,171,858	\$61,973,136	\$2,079,144,994



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Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2015-16	FY 2015-16	FY 2016-17	Increase /	% Change
		Recommended	Adopted	Recommended	(Decrease) in	
		Net General	Net General	Net General	Net General	From
		Fund Cost	Fund Cost	Fund Cost	Fund Cost	FY 2015-16
			excluding BSI	excluding BSI	excluding BSI	
1011	Board of Supervisors-Dist 1	\$588,964	\$530,483	\$507,549	(\$22,934)	-4.32%
1012	Board of Supervisors-Dist 2	\$539,913	\$532,431	\$508,782	(\$23,649)	-4.44%
1013	Board of Supervisors-Dist 3	\$553,785	\$529,719	\$508,632	(\$21,087)	-3.98%
1014	Board of Supervisors-Dist 4	\$595,918	\$532,018	\$509,278	(\$22,740)	-4.27%
1015	Board of Supervisors-Dist 5	\$540,261	\$531,475	\$506,550	(\$24,925)	-4.69%
1020	Administrative Office	\$3,967,116	\$3,022,731	\$3,044,269	\$21,538	0.71%
1030	Clerk of the Board	\$794,593	\$739,829	\$779,372	\$39,543	5.34%
1040	Special Services	\$5,625,972	\$5,625,972	\$5,136,181	(\$489,791)	-8.71%
1110	Auditor-Controller	\$5,694,957	\$4,776,144	\$4,585,885	(\$190,259)	-3.98%
1120	Treasurer-Tax Collector	\$1,469,088	\$827,083	\$822,336	(\$4,747)	-0.57%
1130	Assessor	\$9,160,643	\$8,438,406	\$8,133,679	(\$304,727)	-3.61%
1160	Information Technology Service	\$10,535,536	\$9,767,762	\$4,458,740	(\$5,309,022)	-54.35%
1210	County Counsel	\$5,003,443	\$3,693,129	\$3,699,450	\$6,321	0.17%
1310	Human Resources	\$2,957,045	\$2,905,408	\$2,768,571	(\$136,837)	-4.71%
1420	Elections	\$3,619,930	\$3,619,930	\$3,439,926	(\$180,004)	-4.97%
1610	General Services	\$9,601,051	\$8,572,909	\$8,235,819	(\$337,090)	-3.93%
1615	Utility Payments-Div General Services	\$4,419,923	\$4,419,923	\$4,776,742	\$356,819	8.07%
1640	Construction Services - Division of General	\$235,023	\$235,023	\$246,768	\$11,745	5.00%
1650	General Services - Major Maintenance	\$13,877,589	\$13,877,589	\$277,999	(\$13,599,590)	-98.00%
1812	Board of Trade	\$630,956	\$583,695	\$950,688	\$366,993	62.87%
1900	Engineering, surveying and Permit Services	\$2,191,920	\$1,880,681	\$1,678,183	(\$202,498)	-10.77%
1960	Capital Projects	(\$180,591)	(\$180,591)	\$19,129	\$199,720	-110.59%
General Government Sub-Total		\$82,423,035	\$75,461,749	\$55,594,528	(\$19,867,221)	-26.33%
2110	Contribution-Trial Court Funding	\$6,533,653	\$6,533,653	\$6,533,653	\$0	0.00%
2116	County Clerk	\$87,505	\$0	\$0	\$0	N/A
2120	Local Emergency Relief	\$0	\$0	\$1,000,000	\$1,000,000	100.00%
2160	Grand Jury	\$289,145	\$289,145	\$183,259	(\$105,886)	-36.62%
2170	Indigent Defense Services	\$6,220,000	\$6,220,000	\$6,220,000	\$0	0.00%
2180	District Attorney	\$18,409,077	\$17,408,650	\$16,915,175	(\$493,475)	-2.83%
2190	Public Defender	\$9,832,842	\$8,821,201	\$8,504,844	(\$316,357)	-3.59%
2200	District Attorney - Forensic Sciences	\$6,459,439	\$5,740,611	\$5,495,142	(\$245,469)	-4.28%
2210	Sheriff-Coroner	\$119,521,354	\$118,989,183	\$115,392,755	(\$3,596,428)	-3.02%
2340	Probation	\$34,768,960	\$33,684,821	\$33,129,517	(\$555,304)	-1.65%
2416	Contribution to Fire	\$0	\$0	\$7,842,978	\$7,842,978	100.00%
2610	Agriculture and Measurement Standards	\$1,970,920	\$1,477,757	\$1,473,052	(\$4,705)	-0.32%
2620	Code Compliance	\$1,400,975	\$1,319,950	\$1,265,963	(\$53,987)	-4.09%
2730	Development Services Agency	\$570,709	\$422,534	\$408,146	(\$14,388)	-3.41%
2750	Planning and Natural Resources	\$3,600,730	\$3,319,253	\$3,549,492	\$230,239	6.94%
2760	Animal Services	\$5,518,332	\$5,472,735	\$5,246,962	(\$225,773)	-4.13%
Public Protection Sub-Total		\$217,377,291	\$209,699,493	\$213,160,938	\$3,461,445	1.65%
3016	Public Works-Public Ways	\$6,316,848	\$6,316,848	\$4,997,910	(\$1,318,938)	-20.88%
3201	Contribution to Airports	\$278,753	\$278,753	\$328,473	\$49,720	17.84%
Public Ways and Facilities Sub-Total		\$6,595,601	\$6,595,601	\$5,326,383	(\$1,269,218)	-19.24%
4110	Public Health	\$6,382,814	\$6,122,094	\$5,951,614	(\$170,480)	-2.78%
4127	Contribution to Mental Health	\$1,078,813	\$1,078,813	\$980,649	(\$98,164)	-9.10%
4134	Contribution to Environmental Health	\$0	\$0	\$111,403	\$111,403	100.00%
4200	Emergency Medical Services	\$240,506	\$93,793	\$90,533	(\$3,260)	-3.48%
4202	KMC-County Contribution	\$35,280,465	\$35,280,465	\$28,790,413	(\$6,490,052)	-18.40%
4300	California Children Services	\$458,618	\$458,618	\$440,543	(\$18,075)	-3.94%
Health and Sanitation Sub-Total		\$43,441,216	\$43,033,783	\$36,365,155	(\$6,668,628)	-15.50%
5121	Human Services Admin. - County Contribution	\$28,992,169	\$28,992,169	\$16,667,409	(\$12,324,760)	-42.51%
5125	Human Services Fin. Aid - County Contribution	\$5,459,251	\$5,459,251	\$6,454,006	\$994,755	18.22%
5510	Veterans Service	\$1,401,516	\$1,293,122	\$1,319,406	\$26,284	2.03%
5611	Aging and Adult Services - County Contribution	\$808,636	\$808,636	\$759,099	(\$49,537)	-6.13%
Public Assistance Sub-Total		\$36,661,572	\$36,553,178	\$25,199,920	(\$11,353,258)	-31.06%



Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2015-16 Recommended Net General Fund Cost	FY 2015-16 Adopted Net General Fund Cost excluding BSI	FY 2016-17 Recommended Net General Fund Cost excluding BSI	Increase / (Decrease) in Net General Fund Cost excluding BSI	% Change From FY 2015-16
6210	Library	\$7,501,706	\$7,339,848	\$7,027,009	(\$312,839)	-4.26%
6310	Farm and Home Advisor	\$483,451	\$404,423	\$450,576	\$46,153	11.41%
Education Sub-Total		\$7,985,157	\$7,744,271	\$7,477,585	(\$266,686)	-3.44%
7100	Parks and Recreation Department	\$10,816,696	\$10,511,290	\$10,047,060	(\$464,230)	-4.42%
Recreation and Cultural Services Sub-Total		\$10,816,696	\$10,511,290	\$10,047,060	(\$464,230)	-4.42%
8120	Debt Service - General Fund	\$10,745,998	\$10,745,998	\$10,745,998	\$0	0.00%
Debt Service Sub-Total		\$10,745,998	\$10,745,998	\$10,745,998	\$0	0.00%
1970	Appropriations for Contingencies					
	General Purpose Contingencies	\$7,770,110	\$7,770,110	\$9,375,607	\$1,605,497	20.66%
	Reserve-Tax Litigation	\$1,045,146	\$1,045,146	\$0	(\$1,045,146)	-100.00%
	Designation DHS Working Capital	\$4,000,000	\$4,000,000	\$6,000,000	\$2,000,000	50.00%
	Designation - RenewBIZ	\$1,139,668	\$1,139,668	\$0	(\$1,139,668)	-100.00%
	Designation - Blight Remediation	\$328,000	\$328,000	\$0	(\$328,000)	-100.00%
	Designation - Infrastructure Replacement	\$2,520,820	\$2,520,820	\$0	(\$2,520,820)	-100.00%
	Designation - Roads Improvements	\$400,000	\$400,000	\$400,000	\$0	0.00%
	Designation - Lost Hills	\$125,000	\$125,000	\$0	(\$125,000)	-100.00%
	Designation - KMC Working Capital	\$14,617,058	\$14,617,058	\$0	(\$14,617,058)	-100.00%
	Designation - Westarz	\$101,705	\$101,705	\$0	(\$101,705)	-100.00%
	Designation - Jail Operations	\$6,000,000	\$6,000,000	\$0	(\$6,000,000)	-100.00%
Contingencies and Reserves/Designation Sub-Total		\$38,047,507	\$38,047,507	\$15,775,607	(\$22,271,900)	-58.54%
TOTAL		\$454,094,073	\$438,392,870	\$379,693,174	(\$58,699,696)	-13.39%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2015-16 Recommended Appropriations	FY 2016-17 Recommended Appropriations	% Change From FY 14-15
GOVERNMENTAL FUNDS				
General Fund				
General Government				
1011	Board of Supervisors-District 1	\$588,964	\$576,811	-2.06%
1012	Board of Supervisors-District 2	\$539,913	\$508,977	-5.73%
1013	Board of Supervisors-District 3	\$553,785	\$539,296	-2.62%
1014	Board of Supervisors-District 4	\$595,918	\$554,664	-6.92%
1015	Board of Supervisors-District 5	\$540,261	\$525,706	-2.69%
1020	Administrative Office	\$4,063,116	\$3,974,545	-2.18%
1030	Clerk of the Board	\$885,193	\$941,592	6.37%
1040	Special Services	\$5,633,472	\$5,161,181	-8.38%
1110	Auditor-Controller	\$6,440,262	\$6,394,301	-0.71%
1120	Treasurer-Tax Collector	\$6,538,041	\$6,462,987	-1.15%
1130	Assessor	\$11,908,004	\$12,404,086	4.17%
1160	Information Technology Service	\$15,493,448	\$10,011,562	-35.38%
1210	County Counsel	\$11,518,028	\$11,875,270	3.10%
1310	Human Resources	\$4,575,732	\$4,176,417	-8.73%
1420	Elections	\$3,880,730	\$4,130,726	6.44%
1610	General Services	\$11,908,732	\$11,453,785	-3.82%
1615	Utility Payments-Division of General Services	\$8,870,644	\$9,022,850	1.72%
1640	Construction Services-Division of General Services	\$1,199,253	\$906,968	-24.37%
1650	General Services-Major Maintenance	\$16,737,723	\$6,433,108	-61.57%
1812	Board of Trade	\$736,641	\$1,421,625	92.99%
1900	Engineering & Survey Services	\$4,678,806	\$3,094,782	-33.86%
1910	Risk Management	\$4,522,831	\$4,251,348	-6.00%
1960	Capital Projects	\$6,524,700	\$4,210,036	-35.48%
General Government Subtotal		\$128,934,197	\$109,032,623	-15.44%
Public Protection				
2110	Contribution-Trial Court Funding	\$17,161,772	\$17,165,381	0.02%
2116	County Clerk	\$570,320	\$620,691	8.83%
2120	Local Emergency Relief	\$0	\$1,000,000	100.00%
2160	Grand Jury	\$289,145	\$183,259	-36.62%
2170	Indigent Defense Services	\$7,557,000	\$7,557,000	0.00%
2180	District Attorney	\$37,106,125	\$36,416,716	-1.86%
2190	Public Defender	\$17,339,216	\$17,161,248	-1.03%
2200	District Attorney-Forensic Sciences Division	\$7,478,151	\$7,428,796	-0.66%
2210	Sheriff-Coroner	\$217,329,194	\$214,336,886	-1.38%
2340	Probation	\$91,049,956	\$89,540,493	-1.66%
2416	Contribution to Fire	\$0	\$7,842,978	100.00%
2610	Agriculture & Measurement Standards	\$7,139,974	\$7,345,136	2.87%
2620	Code Compliance	\$2,007,250	\$1,876,262	-6.53%
2705	Recorder	\$425,000	\$530,021	24.71%
2730	Development Services Agency	\$1,403,673	\$1,502,703	7.06%
2750	Planning and Natural Resources	\$10,737,885	\$12,655,939	17.86%
2760	Animal Services	\$7,296,983	\$7,080,588	-2.97%
Public Protection Subtotal		\$424,891,644	\$430,244,097	1.26%
Public Ways and Facilities				
3016	Public Works-Public Ways	\$6,316,848	\$4,997,910	-20.88%
3201	Contribution To Airports	\$278,753	\$328,473	17.84%
Public Ways and Facilities Subtotal		\$6,595,601	\$5,326,383	-19.24%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2015-16 Recommended Appropriations	FY 2016-17 Recommended Appropriations	% Change From FY 14-15
Health and Sanitation				
4110	Public Health	\$28,226,804	\$30,532,490	8.17%
4127	Contribution to Mental Health	\$1,942,439	\$1,609,068	-17.16%
4134	Contribution to Environmental Health	\$0	\$209,174	100.00%
4200	Emergency Medical Services	\$1,542,962	\$1,507,595	-2.29%
4202	KMC - County Contribution	\$37,591,234	\$30,499,376	-18.87%
4300	California Children Services	\$9,109,988	\$9,005,289	-1.15%
Health and Sanitation Subtotal		\$78,413,427	\$73,362,992	-6.44%
Public Assistance				
5125	Human Services Fin. Aid - County Contribution	\$0	\$74,224,639	100.00%
5121	Human Services Admin. - County Contribution	\$103,915,685	\$18,136,795	-82.55%
5510	Veterans Service	\$1,601,516	\$1,833,073	14.46%
5611	Aging and Adult Services - County Contribution	\$1,531,075	\$1,504,471	-1.74%
5810	IHSS-County Contribution	\$8,079,327	\$8,335,805	3.17%
5923	Employers Training Resource - Administration	\$12,650,686	\$12,913,760	2.08%
5940	Community Development Program	\$1,507,646	\$1,445,463	-4.12%
Public Assistance Subtotal		\$129,285,935	\$118,394,006	-8.42%
Education				
6210	Library	\$7,962,206	\$7,715,135	-3.10%
6310	Farm and Home Advisor	\$484,893	\$450,848	-7.02%
Education Subtotal		\$8,447,099	\$8,165,983	-3.33%
Recreation and Cultural Services				
7100	Parks & Recreation Department	\$12,925,347	\$12,619,815	-2.36%
Recreation and Cultural Services Sub-Total		\$12,925,347	\$12,619,815	-2.364%
Debt Service				
8120	Debt Service - General Fund	\$23,050,508	\$14,229,917	-38.27%
Debt Service Subtotal		\$23,050,508	\$14,229,917	-38.266%
Contingencies				
1970	Appropriations for Contingencies			
	General Purpose Contingencies	\$7,770,110	\$9,375,607	20.66%
Contingencies Subtotal		\$7,770,110	\$9,375,607	20.66%
General Fund Total		\$820,313,868	\$780,751,423	-4.82%
Special Revenue Funds				
Operating Special Revenue Funds				
Public Protection				
2183	Child Support Services	\$22,248,412	\$22,280,327	0.14%
2415	Fire Department	\$147,958,085	\$140,421,605	-5.09%
2624	Approp For Cont-Building Inspection	\$550,000	\$0	-100.00%
2625	Building Inspection	\$7,607,220	\$8,448,365	11.06%
2700	Recorder	\$3,590,378	\$3,913,999	9.01%
2701	Appropriation for Contingencies-Recorder	\$567,074	\$821,260	44.82%
Public Protection Subtotal		\$182,521,169	\$175,885,556	-3.64%
Public Ways and Facilities				
3000	Roads Department	\$66,817,137	\$55,843,526	-16.42%
Public Ways and Facilities Subtotal		\$66,817,137	\$55,843,526	-16.42%

Summary of Recommended Appropriations

Budget Unit and Department		FY 2015-16 Recommended Appropriations	FY 2016-17 Recommended Appropriations	% Change From FY 14-15
Health and Sanitation				
4122	Environmental Health Services	\$7,768,892	\$8,213,802	5.73%
4120	Mental Health	\$117,456,347	\$140,225,941	19.39%
4121	Appropriation for Contingencies-Mental Health	\$3,476,515	\$14,895,000	328.45%
4123	Mental Health-Substance Abuse Program	\$15,715,726	\$20,800,692	32.36%
Health and Sanitation Subtotal		\$144,417,480	\$184,135,435	27.50%
Public Assistance				
5120	Human Services-Administration	\$211,033,605	\$206,370,103	-2.21%
5610	Aging & Adult Services	\$16,133,679	\$16,316,916	1.14%
5220	Human Services-Direct Financial Aid	\$213,410,058	\$223,774,619	4.86%
Public Assistance Subtotal		\$440,577,342	\$446,461,638	1.34%
Operating Special Revenue Fund Subtotal		\$834,333,128	\$862,326,155	3.36%
Non-Operating Special Revenue Funds				
General Government				
1113	Tax Loss Reserve	\$6,000,000	\$8,000,000	33.33%
1121	Redemption Systems Fund	\$662,760	\$876,222	32.21%
1611	Divca Local Franchise Fee	\$510,000	\$405,000	-20.59%
1814	Board of Trade-Advertising	\$80,600	\$84,225	4.50%
1950	Bakersfield Planned Sewer #1	\$500	\$500	0.00%
1951	Bakersfield Planned Sewer #2	\$500	\$500	0.00%
1952	Bakersfield Planned Sewer #3	\$500	\$500	0.00%
1953	Bakersfield Planned Sewer #4	\$500	\$500	0.00%
1954	Bakersfield Planned Sewer #5	\$500	\$500	0.00%
1956	County Planned Sewer Area A	\$43,970	\$44,000	0.07%
1957	County Planned Sewer Area B	\$500	\$500	0.00%
1958	County Service Area #71 Septic Abandonment	\$500	\$500	0.00%
1961	Planned Local Drainage-Orangewood	\$500	\$500	0.00%
1962	Planned Local Drainage-Shalimar	\$500	\$500	0.00%
1963	Planned Local Drainage-Brundage	\$500	\$500	0.00%
1964	Planned Local Drainage-Breckenridge	\$500	\$500	0.00%
1965	Capital Projects-Planned Oildale	\$500	\$500	0.00%
1968	Criminal Justice Facilities	\$2,885,386	\$2,600,000	-9.89%
General Government Subtotal		\$10,188,716	\$12,015,447	17.93%
Public Protection				
2111	DNA Identification	\$450,000	\$450,000	0.00%
2112	Local Public Safety	\$79,528,916	\$78,733,628	-1.00%
2113	Automated County Warrant System	\$44,000	\$40,000	-9.09%
2114	Domestic Violence	\$150,000	\$150,000	0.00%
2115	Real Estate Fraud	\$1,269,000	\$1,103,800	-13.02%
2181	District Attorney - Local Forfeiture	\$300,000	\$50,000	-83.33%
2182	District Attorney - Equipment/Automation	\$73,000	\$73,000	0.00%
2185	Criminalistics Laboratories	\$100,000	\$100,000	0.00%
2187	District Attorney - Court Ordered Penalties	\$500,000	\$750,000	50.00%
2193	CCP Community Recidivism	\$2,984,773	\$6,181,857	107.11%
2211	Sheriff Facilities Training	\$240,000	\$240,000	0.00%
2212	Automated Fingerprint	\$245,000	\$280,000	14.29%
2214	Sheriff's Cal-Identification	\$2,028,750	\$1,990,000	-1.91%
2216	Sheriff's Drug Abuse Gang Diversion	\$40,000	\$0	-100.00%
2217	Sheriff's Training	\$75,000	\$105,000	40.00%
2218	Sheriff-Work Release	\$450,000	\$400,000	-11.11%
2219	Sheriff-State Forfeiture	\$103,883	\$468,279	350.78%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2015-16 Recommended Appropriations	FY 2016-17 Recommended Appropriations	% Change From FY 14-15
2220	Sheriff's Civil Automated	\$224,724	\$26,500	-88.21%
2221	Sheriff's Firearms	\$5,000	\$5,000	0.00%
2222	Sheriff-Judgment Debtors Fee	\$185,098	\$390,050	110.73%
2223	Sheriff's Comm Resources Trust	\$11,000	\$11,000	0.00%
2224	Sheriff's Volunteer Serv Grp	\$15,000	\$15,000	0.00%
2225	Sheriff-Controlled Substance	\$437,707	\$535,968	22.45%
2228	Cal-MMET State Asset Forfeiture	\$0	\$50,000	100.00%
2230	Inmate Welfare-Sheriff Correctional Facilities	\$4,436,538	\$4,407,500	-0.65%
2233	Rural Crimes/Environmental Impact Fee	\$0	\$132,738	100.00%
2300	2300 Public Safety 2011 Realignment	\$72,075,103	\$70,247,011	-2.54%
2341	Probation Training	\$263,640	\$252,720	-4.14%
2342	Probation Juvenile Justice Realignment	\$5,107,317	\$4,756,032	-6.88%
2343	Probation Asset Forfeiture	\$0	\$10,000	100.00%
2344	Juvenile Inmate Welfare	\$50,000	\$30,000	-40.00%
2346	Community Corrections Performance Incentive	\$401,834	\$0	-100.00%
2347	Asset Forfeiture 15 Percent	\$5,000	\$5,000	0.00%
2348	Asset Forfeiture Federal Probation	\$20,000	\$20,000	0.00%
2417	Truck 21 Replacement	\$3,576	\$0	-100.00%
2418	Fixed Wing Aircraft	\$516	\$0	-100.00%
2420	Fireworks Violations	\$25,000	\$25,000	0.00%
2421	Fire Dept Donations	\$15,000	\$15,000	0.00%
2422	State Fire	\$1,087,350	\$814,054	-25.13%
2423	Fire-Hazard Reduction	\$350,000	\$450,000	28.57%
2425	Fire-Helicopter Operations	\$850,000	\$850,000	0.00%
2623	Abatement Cost	\$90,000	\$60,000	-33.33%
2626	Strong Motion Instrumentation	\$82,000	\$61,000	-25.61%
2706	Recorders Fee Fund	\$2,097,133	\$1,022,634	-51.24%
2707	Micrographics/Recorder	\$62,941	\$53,943	-14.30%
2708	Recorder's Modernization	\$263,100	\$264,400	0.49%
2709	Recorder's Social Security Numbers Truncation	\$13,000	\$9,700	-25.38%
2740	Wildlife Resources	\$14,405	\$16,980	17.88%
2751	General Plan Admin. Surcharge	\$1,507,429	\$1,802,364	19.57%
2764	Sterilization Fund	\$48,000	\$40,000	-16.67%
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		\$178,337,483	\$177,502,908	-0.47%
Public Ways and Facilities				
3002	Core Area Metro Bakersfield Impact Fee	\$12,096	\$0	-100.00%
3003	Metro Bakersfield Transport Impact Fee	\$0	\$918,958	100.00%
3005	Bakersfield Mitigation Funds	\$450,000	\$0	-100.00%
3020	Oil & Gas Road Maintenance	\$0	\$249,130	100.00%
3100	Oildale Revitalization	\$0	\$8,420	100.00%
Public Ways and Facilities Subtotal		\$462,096	\$1,176,508	154.60%
Health and Sanitation				
4111	Public Health Miscellaneous	\$11,500	\$9,755	-15.17%
4116	Hazardous Waste Settlements	\$100,000	\$250,000	150.00%
4118	Vital & Health Stat-County Clerk	\$2,800	\$3,000	7.14%
4119	Vital & Health Stat-Recorder	\$81,150	\$82,200	1.29%
4124	Alcoholism Program	\$72,587	\$130,251	79.44%
4125	Alcohol Abuse Education/Prevention	\$61,748	\$157,198	154.58%
4126	Drug Program	\$25,251	\$71,090	181.53%
4130	Mental Health Services Act	\$31,144,871	\$36,445,813	17.02%
4136	Health-MAA/TCM	\$13,210	\$13,615	3.07%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2015-16 Recommended Appropriations	FY 2016-17 Recommended Appropriations	% Change From FY 14-15
4137	Child Restraint Loaner	\$67,701	\$65,616	-3.08%
4140	Tobacco Education Control Program	\$150,000	\$166,061	10.71%
4141	Vital & Health Stat-Health Department	\$72,027	\$73,013	1.37%
4142	Health Services 2011 Realignment	\$43,321,485	\$49,146,536	13.45%
4150	Managed Care Incentive	\$0	\$16,331,395	100.00%
4201	Emergency Medical Payments	\$3,512,724	\$1,777,944	-49.39%
8987	Kmc-Medical Education	\$0	\$844,036	100.00%
Health and Sanitation Subtotal		\$78,637,054	\$105,567,523	34.25%
Public Assistance				
5122	Wraparound Savings	\$1,028,515	\$2,432,927	136.55%
5123	Kern County Children	\$509,682	\$357,700	-29.82%
5124	Shelter Care	\$100,000	\$100,000	0.00%
5300	Human Services 2011 Realignment	\$68,732,286	\$64,240,041	-6.54%
5511	Veterans Grant Fund	\$0	\$129,431	100.00%
Public Assistance Subtotal		\$70,370,483	\$67,260,099	-4.42%
Education				
6211	Kern County Library Donations	\$18,000	\$53,000	194.44%
Education Subtotal		\$18,000	\$53,000	194.444%
Recreation and Cultural Services				
7103	Off-Highway Motor Vehicle License	\$85,221	\$106,277	24.71%
7104	Parks Donation	\$17,500	\$8,000	-54.29%
7105	Parcel Map In-Lieu Fees	\$117,470	\$100,000	-14.87%
Recreation and Cultural Services Subtotal		\$220,191	\$214,277	-2.69%
Non-Operating Special Revenue Funds Subtotal		\$338,234,023	\$363,789,762	7.56%
Special Revenue Funds Total		\$1,172,567,151	\$1,226,115,917	4.57%
Capital Projects Funds				
General Government				
1947	Tobacco Endowment Interest	\$400,000	\$400,000	0.00%
1948	ACO-General Fund	\$0	\$4,190,908	100.00%
General Government Subtotal		\$400,000	\$4,590,908	1047.73%
Public Ways and Facilities				
3009	7th Standard Widening	\$766,001	\$5,458	-99.29%
Public Ways and Facilities Subtotal		\$766,001	\$5,458	-99.29%
Health and Sanitation				
8213	KHS Excess Reserves Capital	\$1,976,000	\$5,708,152	188.87%
Health and Sanitation Subtotal		\$1,976,000	\$5,708,152	188.87%
Capital Projects Funds Total		\$3,142,001	\$10,304,518	227.96%
TOTAL GOVERNMENTAL FUNDS		\$1,996,023,020	\$2,017,171,858	1.06%
OTHER FUNDS				
Public employment Grant Programs				
8907	Employers Training Resources - WIA	\$22,391,185	\$24,266,782	8.38%
8916	Employers Training Resources - Non WIA	\$170,000	\$270,000	58.82%
Public Employment Grant Program Subtotal		\$22,561,185	\$24,536,782	8.76%



Summary of Recommended Appropriations

Budget Unit and Department		FY 2015-16 Recommended Appropriations	FY 2016-17 Recommended Appropriations	% Change From FY 14-15
Community Development Grant Programs				
8920	Community Development Program	\$10,784,090	\$10,977,389	1.79%
8921	Community Development - Economic Development	\$422,349	\$422,348	0.00%
8932	Community Development -Emergency Shelter Grant	\$1,061,178	\$926,862	-12.66%
8933	Community Development - Neighborhood Stabilization P	\$53,726	\$62,461	16.26%
8936	Community Development - Home Investment Trust	\$7,716,261	\$6,172,218	-20.01%
Community Development Grant Program Subtotal		\$20,037,604	\$18,561,278	-7.37%
Internal Service Funds				
8950	General Services Garage- ISF	\$5,476,489	\$5,176,225	-5.48%
8954	Public Works - ISF	\$60,071,020	\$62,115,403	3.40%
8960	Group Health Self Insurance Program-ISF	\$138,573,105	\$140,579,445	1.45%
8965	Retiree Group Health Program- ISF	\$9,815,810	\$9,771,187	-0.45%
8970	Gen Liability Insurance- ISF	\$15,820,426	\$21,379,010	35.14%
8980	Unemployment Compensation Insurance - ISF	\$2,949,579	\$2,927,017	-0.76%
8990	Workers Compensation Insurance-ISF	\$19,622,599	\$20,633,892	5.15%
Internal Service Funds Subtotal		\$252,329,028	\$262,582,179	4.06%
Enterprise Funds				
8991	Golf Course Enterprise Fund	\$493,447	\$372,649	-24.48%
8992	Universal Collection Enterprise Fund	\$13,420,900	\$13,440,792	0.15%
8993	Solid Waste Enterprise-Capital Projects	\$5,708,620	\$7,450,790	30.52%
8994	Airport Enterprise Fund-Capital Projects	\$18,145,262	\$16,186,009	-10.80%
8995	Airports Enterprise Fund	\$8,314,137	\$8,272,548	-0.50%
8996	Kern Medical Center Enterprise-Capital Project	\$2,216,000	\$0	-100.00%
8988	Correctional Medicine	\$24,306,775	\$0	-100.00%
8997	Kern Medical Center Enterprise	\$333,102,257	\$0	-100.00%
8998	Public Transportation Enterprise Fund	\$13,492,397	\$14,106,198	4.55%
8999	Solid Waste Management Enterprise Fund	\$46,460,058	\$45,683,189	-1.67%
Enterprise Funds Subtotal		\$465,659,853	\$105,512,175	-77.34%
Special Districts				
County Service Areas Subtotal		\$4,691,607	\$5,039,887	7.42%
Other Agencies Subtotal		\$15,433,383	\$15,842,341	2.65%
Special Districts Subtotal		\$20,124,990	\$20,882,228	3.76%
TOTAL OTHER FUNDS		\$780,712,660	\$432,074,642	-44.66%
TOTAL COUNTY APPROPRIATIONS- ALL FUNDS		\$2,776,735,680	\$2,449,246,500	-11.79%

1991 REALIGNMENT

In 1991-92, the State approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the State to the counties. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue.

2011 REALIGNMENT

In 2011-12, the State approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-serious, non-violent, and non-sexual offense ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to County Probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs to the County. While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

AB 109

Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing and supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

AB 900

Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to \$1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

ABX1 26

Assembly Bill X1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

ACCRUAL

An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred.

An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

ACTIVITY

A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

ACCOUNT

A record of a monetary transaction maintained in the accounting ledger. An account may be a classification of expenditure or revenue. Example: "Office Expense" is an account in the Services and Supplies object of expenditure.

ADJUSTED BUDGET

The budget as recorded at year-end, including all adjustments made subsequent to the Adopted Budget.

ADOPTED BUDGET

The budget document formally approved by the Board of Supervisors after the required public hearing and deliberations on the Recommended Budget, which sets forth authorized expenditures and the means of financing those expenditures.

AFFORDABLE CARE ACT (ACA)

In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010 and will continue to be rolled out over the next four years. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. One of the most significant part of this Federal Healthcare Reform legislation extended coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-Cal and the implementation of insurance exchanges.

APPROPRIATION

A legal authorization, granted by the Board of Supervisors, to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year. This term is used interchangeably with "Expenditure Appropriation."

ASSESSED VALUATION

A valuation set upon real estate or other property by the Assessor or State Board of Equalization which serves as a basis for levying taxes.



ASSESSMENT ROLL

The official list prepared by the Assessor, which contains the legal description of each parcel or item of property and its assessed valuation. This term is used to denote the total valuation of all taxable property in the County.

AUTHORIZED POSITIONS

Positions approved by the Board of Supervisors, which may or may not be funded (see Budgeted Positions).

AVAILABLE FINANCING

All the means of financing available to meet expenditure and reserve requirements for the fiscal year.

BOARD OF SUPERVISORS

The five-member Kern County Board of Supervisors.

BUDGET

The planning and controlling document for financial operation that sets forth estimates of proposed expenditures and revenue for the fiscal year.

BUDGET UNIT

An accounting and financial control unit for which a separate appropriation is approved by the Board of Supervisors. A fund may be divided into one or more budget units. Each budget unit has a collection of expenditure and revenue accounts necessary to fund a certain organizational unit, division, or program(s).

BUDGETED POSITIONS

The number of full and part-time regular positions to be funded in the budget. Budgeted positions should not be confused with "authorized" positions, which are positions that may or may not be funded in the budget.

CAPITAL ASSET

Items of tangible and intangible property of significant value that have usefulness that extends beyond the year in which they are acquired. Capital assets include land, structures and improvements, infrastructure, and works of art or historical significance. Assets are capitalized as follows

- Land is capitalized regardless of cost.
- New construction, improvements, additions, extensions, and betterments are capitalized when the cost is \$50,000 or more.
- Equipment which is moveable, or readily detachable without loss of value, having a useful life of more than one year and a value of \$5,000 or more.

- Works of art or historical treasures with a value of \$5,000 or more.
- Intangible assets lacking physical substance, with an initial useful life exceeding one year and value of \$25,000 or more.

CAPITAL PROJECT

New construction, addition or betterment of an existing asset where the project cost is greater than \$10,000. Land acquisition is also included in the definition of Capital Projects.

COUNTYWIDE DISCRETIONARY REVENUE

Revenue received by the County, which can be used for any legal purpose determined by the Board of Supervisors. Discretionary revenue is not earmarked by law for a specified purpose, and the Board has discretion in deciding how this revenue is used. The term, "discretionary", does not imply extra or surplus.

CONTINGENCY

An amount appropriated for emergencies or unforeseen expenditure requirements. This term is used interchangeably with "Appropriation for Contingencies."

CWCAP

CWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect support costs for services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller in accordance with Code of Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

DEFICIT

Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

DEPARTMENT

An organizational unit used by the County to group services, programs, or functions, which are usually similar in nature. Each department is managed by either an elected or appointed department head.

DEPARTMENT HEAD

A county official either appointed by the Board of Supervisors or elected by Kern County voters who is responsible for managing a County department.

DEPRECIATION

The recording of expiration in the service life of tangible capital assets attributable to wear and tear,



deterioration, action of the physical elements, inadequacy, and obsolescence.

DESIGNATION

Funds not appropriated for expenditure that are set aside in an account for future use similar to a reserve. Use of these funds requires the approval of the Board of Supervisors and can be accessed at any time.

DISCRETIONARY GENERAL FUNDING

The total of countywide discretionary revenue (defined above), General Fund net carryover balance from the preceding fiscal year, and any use of General Fund reserves or designations as a means to finance the General Fund budget. The Board of Supervisors has discretion in deciding how these funds are used.

EMPLOYEE BENEFITS

Amounts paid on behalf of employees; these amounts are not included in the gross salary. They are fringe benefit payments, and while not paid directly to employees, they are nevertheless a part of the cost of staff. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, workers' compensation payments, and unemployment insurance payments.

ENCUMBRANCE

An obligation in the form of a purchase order, contract, or other commitment that is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances. Encumbrances are not expenditures or liabilities.

ENTERPRISE FUND

A fund established to finance and account for the operation and maintenance of facilities and services, which are predominately self-supporting by user charges. Airports, Kern Regional Transit, Kern Medical Center, Golf Course, Universal Collection, and Solid Waste Management are Kern County's only Enterprise Funds.

EXPENDITURE

A payment of funds resulting in a decrease in current assets.

EXPENDITURE APPROPRIATION

A legal authorization, granted by the Board of Supervisors, to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year. This term is used interchangeably with "Appropriation."

EXPENDITURE REIMBURSEMENTS FROM OTHER BUDGET UNITS

Charges (intrafund transfers) to other budget units within the same fund (such as General Fund) which show as an expenditure offset or reduction in the charging department's budget. This term is used interchangeably with "Intrafund Transfer."

EXTRA HELP

Personnel employed on a temporary, limited-term basis, usually for the purpose of performing work during peak workload periods, or for covering absences of regular employees. Extra help employment does not require an authorized position, and extra help employees do not have Civil Service status.

FICA CONTRIBUTION

The amount contributed by the County as the employer's share of Social Security taxes (Federal Insurance Contributions Act).

FIRE FUND

A special revenue fund used to account for those property taxes and other revenue that are designated for use for structural fire protection. The Fire Fund is used to partially finance the operations of the Kern County Fire Department.

FISCAL YEAR

The 12-month period for which a budget is prepared and adopted. The fiscal year for Kern County is July 1 to June 30. The term fiscal year is abbreviated as "FY".

FUNCTION

A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. The County Budget is divided into nine functions: General Government, Public Protection, Public Ways/Facilities, Health and Sanitation, Public Assistance, Education, Recreation and Culture, Debt Service, and Reserves/Contingencies.

FUND

A separate fiscal and accounting entity used to control and account for the receipt of specified types of revenue, and for the use or expenditure of that revenue.

FUND BALANCE

The excess of assets of a fund over its liabilities. This

balance may be available to finance the succeeding year's budget.

FUND BALANCE CLASSIFICATIONS

Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GANN LIMIT

An absolute dollar limit on the amount of funds derived from taxes that the County can legally appropriate and expend each fiscal year, which is specified by Article 13-B of the State Constitution. Any proceeds of taxes revenue in excess of the Gann Limit must be returned to taxpayers. The base-year used on computing the Gann Limit is FY 1978-79, with adjustments to the appropriations limit allowed in succeeding fiscal years for (a) changes in population; and (b) changes in the cost of living.

GENERAL PURPOSE RESERVE

Funds not appropriated for expenditure that are set aside in an account for future use. Release of funds in a general purpose reserve requires the approval of the Board of Supervisors during a declared fiscal emergency. Funds can also be released during the budget adoption process.

GENERAL FUND

The main operations fund used to account for revenue and expenditures except those required to be accounted for in special-purpose funds.

GRANT

A contribution from one governmental unit to another usually made for a specific purpose and time period. Most of the grants received by the County are from the State and federal governments.

INTERNAL SERVICE FUND

A fund used to account for expenses and revenue related to providing services to other County departments on a cost-reimbursement basis.

INTRAFUND TRANSFER

Intrafund Transfer amounts (shown in Expense Account 9000) represent expenditure reimbursements derived from charges to other departments within the same fund only. These Intrafund Transfers reflect as an expenditure offset or reduction in the charging department's budget. Intrafund Transfers replace the previous Cost Applied designation in departmental operating budgets.

INTER-FUND ACCOUNT (I/F designation)

An account that can accept a charge from another department in a different fund. For example, a charge from the General Services-Communications budget to the Fire Department would show in the Fire Department budget under the expenditure account Radio and Microwave Expense-I/F.

MANDATE (Mandated Service)

This term is used to refer to County services which are provided to comply with State or federal laws.

MAJOR MAINTENANCE PROJECT

All new construction, additions, and betterments with total costs in excess of \$10,000 that do not qualify for capitalization.

NET APPROPRIATION

Gross appropriations minus intrafund reimbursements. This is the amount actually appropriated for each budget unit.

NET COUNTY COST

Net appropriation less program revenue (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary revenue. This term is used interchangeably with "Net General Fund Cost."

NET GENERAL FUND COST

Net appropriation less program revenue (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary revenue. This term is used interchangeably with "Net County Cost."



NET FUND COST

Net appropriation less program revenue (or special-purpose funds allocated). This term applies to non-General Fund governmental funds.

NON-OPERATING EXPENSES

This term applies to enterprise fund and internal service fund budgets, and refers to special expenses not directly resulting from day-to-day operations (such as capital investment and lawsuit settlements).

NON-OPERATING REVENUE

This term applies to enterprise fund and internal service fund budgets, and refers to revenue that is not derived from day-to-day operations (such as sale of fixed assets and interest earnings).

NON-PROCEEDS OF TAXES

Revenue generated from non-tax sources, such as user fees. Non-proceeds of taxes are not subject to the Gann Appropriations Limit.

OBJECT OF EXPENDITURE

A major category of appropriation (such as Salaries and Employee Benefits, Services and Supplies, and Capital Assets).

OPERATING EXPENSES

This term applies to enterprise fund and internal service fund budgets, and refers to the expenses incurred as a result of day-to-day operations.

OPERATING INCOME

Revenue derived from the operations or services of an enterprise fund or internal service fund activity. This term is used interchangeably with "Operating Revenue."

OPERATING REVENUE

Revenue derived from the operations or services of an enterprise fund or internal service fund activity. This term is used interchangeably with "Operating Income."

OTHER CHARGES

A budget category that may include miscellaneous non-operational expenses (such as lease payments, amortization, depreciation, inter-fund charges, or taxes and assessments).

OTHER FINANCING USES

A budget category that includes the transfer of operating funds from one budget unit to another and also includes budgeted savings incentives.

PERFORMANCE MEASURE

A particular value or characteristic designed to measure input, output, outcome, efficiency, or effectiveness. Performance measures are composed of a number and a unit of measure. The number provides the magnitude and the unit is what gives the number its meaning.

PRELIMINARY RECOMMENDED BUDGET

Document provided to the Board for approval prior to June 30 in compliance with Government Code Section 29064. Changes to the County Budget Act in January 2010 no longer allowed counties to use prior year appropriations as spending authority after June 30th and prior to adoption of the budget. The numbers are preliminary and are adjusted to Recommended numbers prior to budget hearings.

PROCEEDS OF TAXES

Revenue received from "tax" sources, such as property taxes, sales and use taxes, and other types of taxes. Proceeds of taxes are subject to the Gann Limit.

PROGRAM REVENUE

Revenue received by a County department as a result of the services or operations of that department (such as user fees), which are used to finance the related services or programs. Program Revenue is not discretionary (general purpose) revenue.

PROPERTY TAX LEVY

Amount of tax dollars raised by the imposition of the property tax rate on the assessed valuation.

PROPERTY TAX RATE

The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.

RECOMMENDED BUDGET

The Recommended Budget document is provided by the County Administrative Office and serves as the basis for public hearings prior to the determination of the adopted budget.

RESERVE

Funds not appropriated for expenditure that are set aside in an account for future use that require Board of Supervisors approval to use and are often more restrictive than designations.

RETAINED EARNINGS

This term refers to the accumulated net earnings of an Enterprise Fund or Internal Service Fund.



RESTRICTED-USE FUNDS

Funds which are designated for use for a specific purpose.

SPECIAL-PURPOSE FUND

A fund which is used to account for revenue which are designated (usually by State law) for use for a specific purpose. Examples are the Road Fund and Fire Fund. This term is used interchangeably with "Special Revenue Funds."

SPECIAL REVENUE FUND

A fund which is used to account for revenue which are designated (usually by State law) for use for a specific purpose. This term is used interchangeably with "Special-Purpose Fund."

STRATEGIC PLAN

Proposed goals, strategies and outcomes of the County derived from input by County departments and the public. These strategic goals adopted by the Board of Supervisors in June 2006 and updated annually serve as a tool to use when policy decisions must be made to allocate financial resources.

SUBVENTION

Payments by an outside agency (usually a State or federal agency) for reimbursement of costs incurred by the County.

SUPPLEMENTAL ASSESSMENT

An assessment of real property occurring after the regular assessment roll is filed on June 30th of each year as a result of new construction or a change in ownership.

UNSECURED TAX

A tax on properties such as office furniture, equipment, and boats, which are not secured by real property owned by the assessee.

YEAR-END

This term means as of June 30th (the end of the fiscal year).

Projected Changes in Budgetary Fund Balance – Governmental Funds

	General Fund	Special Revenue Funds	Capital Project Funds
2016-17 Beginning			
Budgetary Fund Balance⁽¹⁾	\$41,653,752	\$95,810,863	\$3,691,983
Add:			
Revenues	543,026,351	876,589,358	404,200
Other Financing Sources	184,073,679	283,204,363	4,190,908
Use of Reserves	18,397,641	26,083,333	2,018,563
Total Available Financing	\$745,497,671	1,185,877,054	\$6,613,671
Less:			
Expenditures	657,984,717	886,946,677	5,713,610
Other Financing Uses	122,766,706	339,169,240	4,590,908
Increase in Reserves	6,400,000	55,572,000	1,136
Total Requirements	\$787,151,423	\$1,281,687,917	\$10,305,654
2016-17 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 \$41.7 million FY 2016-17 Beginning Budgetary Fund Balance, \$13.9 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 \$27.8 million balance is recommended to be allocated as follows: \$2 million for prior year capital project for the Kern County Hospital Authority, \$494,128 for the re-budget of capital and major maintenance projects from the previous fiscal year, \$1 million to backfill General Fund departments for increases in liability insurance rates, \$2 million for uninsured litigation costs, and the remaining \$23 million will be applied to the General Fund's operations as part of a Four Year Deficit Mitigation Plan.

Special Revenue Funds

Of the \$95.8 million FY 2016-17 Beginning Budgetary Fund Balance, \$55.6 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes \$6.5 million in the Road Fund, \$3.5 million in the Building Inspection Fund, \$6.3 million in the 2011 Realignment Fund, and \$22.3 million in the Mental Health Services Act Fund. The remaining \$40.2 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.