
County of Kern



FY 2018-19
Recommended Budget

THIS PAGE INTENTIONALLY LEFT BLANK





Table of Contents

County of Kern

Message from the County Administrative Officer.....1
County Profile..... 11
County Budget Overview 19
County Budget Summary.....31
Discretionary General Funding.....61
County Fiscal Plan 101
Long-Term Debt 109
Summary of Related Laws, Policies, and Procedures..... 113

General Government

Board of Supervisors – First District 129
Board of Supervisors – Second District..... 133
Board of Supervisors – Third District..... 137
Board of Supervisors – Fourth District..... 141
Board of Supervisors – Fifth District..... 145
County Administrative Office..... 149
Clerk of the Board..... 155
Special Services 161
Auditor-Controller 165
Treasurer-Tax Collector..... 171
Assessor 177
Information Technology Services..... 183
County Counsel..... 189
Human Resources 195
Elections..... 201
General Services 205
Utilities..... 213
Construction Services 215
Major Maintenance 221

Board of Trade	223
Engineering, Surveying and Permit Services.....	229
Development Services	231
Risk Management	233
Capital Projects	239

Public Protection

Trial Court Funding	241
County Clerk.....	243
Local Emergency Relief	247
Grand Jury.....	249
Indigent Defense Program	253
District Attorney-Criminal Division.....	255
Child Support Services	261
Public Defender	267
District Attorney-Forensic Sciences	273
Sheriff-Coroner.....	279
Probation.....	289
Fire	297
County Contribution – Fire.....	305
Agriculture and Measurement Standards.....	307
Code Compliance.....	313
Code Compliance Abatement	315
Building Inspection.....	317
Recorder.....	319
County Contribution-Recorder	325
Development Services Agency.....	327
Planning and Natural Resources	331
Animal Services	339

Public Ways and Facilities

Roads Department.....	345
County Contribution – Public Works	349
County Contribution – Airports	351

Health and Sanitation

Public Health Services	353
Behavioral Health and Recovery Services.....	361
Environmental Health Services.....	373
County Contribution – Behavioral Health and Recovery Services	379
County Contribution – Environmental Health Services	381
County Contribution – Kern Medical Center.....	383
California Children's Services	385

Public Assistance

Human Services – Administration.....	391
County Contribution – Human Services Administration.....	399

County Contribution – Human Services Direct Aid401
Human Services – Direct Financial Aid403
Veterans' Service.....405
Aging and Adult Services411
County Contribution – Aging and Adult Services417
County Contribution – In-Home Supportive Services.....419
Employers' Training Resource421
Community Development.....429

Education

Library.....435
Farm and Home Advisor.....441

Debt Service

Debt Service.....447
Outstanding Debt449

Contingencies and Reserves

Appropriation for Contingencies451
Reserves and Designations453

Employment Grant Programs

Employers' Training Resource – WIOA467
Employers' Training Resource – Non-WIOA.....469

Community Development Grant Programs

Community Development Block Grant Program471
Economic Development – Revolving Fund Program473
Emergency Solutions Grant Program475
Neighborhood Stabilization Program477
Community Development Home Investment Trust.....479
Emergency Solutions Program481

Internal Service Funds

Garage.....483
Public Works.....489
Group Health and Dental Self-Insurance Program495
Retiree Group Health – Internal Service Fund497
General Liability Self-Insurance Program499
Unemployment Compensation Insurance Program501
Workers' Compensation Self-Insurance Program.....503

Enterprise Funds

Airports Enterprise Fund.....505
Golf Course Enterprise Fund511
Universal Collection Enterprise Fund.....513

Kern Regional Transit Enterprise Fund	515
Waste Management Department.....	519
Special Districts	
Kern Sanitation Authority.....	523
Ford City – Taft Heights Sanitation District.....	529
In-Home Supportive Services Public Authority	553
Other Special Revenue Funds.....	535
Other Capital Projects.....	539
County Service Areas	541
Appendices	
Appendix A – Summary of Capital Equipment Purchases/Leases	545
Appendix B – Summary of Position Additions/Deletions.....	549
Appendix C – Summary of Available Financing – Governmental Funds	553
Appendix D – Summary of Financing Requirements – Governmental Funds	557
Appendix E – Summary of Recommended Net General Fund Cost	561
Appendix F – Summary of Recommended Appropriations	563
Appendix G – Glossary.....	569
Appendix H – Change in Fund Balance	575
Appendix I – Strategic Framework Matrix.....	577



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of Kern
California**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Movill

Executive Director

THIS PAGE INTENTIONALLY LEFT BLANK



Kern County Administrative Office



County Administrative Center

1115 Truxtun Avenue, Fifth Floor • Bakersfield, CA 93301-4639
Telephone 661-868-3198 • FAX 661-868-3190 • TTY Relay 800-735-2929

RYAN J. ALSOP

County Administrative Officer

August 14, 2018
Public Distribution

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

FISCAL YEAR 2018-19 RECOMMENDED BUDGET

The proposed FY 2018-19 Recommended Budget is submitted for your consideration. The recommended budget is the product of thorough deliberation by County departments and the County Administrative Office regarding the impacts, consequences and alternatives of various budgetary actions. This document was prepared in accordance with statutory requirements of the County Budget Act and demonstrates a commitment to the Countywide Vision and Strategic Initiatives set by the Board of Supervisors.

The FY 2018-19 Recommended Budget includes 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 2018-19 Recommended Budget funds the increasing costs to maintain current service levels. This is due to increases in retirement, operational costs of the County's new Justice Facility, and costs to administer State-mandated programs. Kern County also continues to be challenged by structural budget deficits in the General Fund and Fire Fund resulting from a decline in property tax revenue related to the depressed market price for oil. While property tax revenue is slowly recovering through growth from other property assessments, such as residential, commercial and agricultural properties, operational costs continue to rise. While the County is on a path to address its fiscal crisis by the end of 2020, there is a long way to go to achieve fiscal health and sustainability. The County is planning and implementing structural change for the long-term. Aided by increased property tax revenue and ongoing Countywide mitigation strategies, the County's structural budget deficits for the General Fund and Fire Fund are currently \$17.9 million and \$7.5 million, respectively. This is a substantial improvement from the initial FY 2016-17 deficits of \$44.5 million for the General Fund and \$17.8 million for the Fire Fund.

The recommended budget before you today is balanced through the reduction of costs, release of reserves, and the use of one-time fund balances. In accordance with County policy, one-time resources will only be used in the context of a larger plan to balance ongoing revenues and costs over a multi-year period. This budget continues to follow the multi-year reduction plan approved by your Board in FY 2016-17 to mitigate the deficit in the General Fund by FY 2019-20. This four-year plan of phased-in reductions allows management to meet budgetary guidelines while limiting service level impacts. On a positive note, the projected total use of reserves for the four-year plan has declined by nearly \$8 million, primarily the result of higher property tax revenue and greater use of fund balance carryforward.

The total requirements for all entities in FY 2018-19 is \$2.7 billion, which includes amounts budgeted as Contingencies and Contributions to Reserves.

The FY 2018-19 Recommended Budget embodies several successes that are helping the County to enhance the following countywide strategic initiatives:

- Enhance Quality of Life for Kern County Residents:** Allocates \$836 million towards public protection with minimal service level impacts to ensure strong public safety efficacy. Provides funding for the third year of a Sheriff Deputy Academy and the full year of operating costs of the new Justice Facility that opened in May 2018. Provides funding to fully staff the Fire Department. Continues to provide In-Home Supportive Services at current levels despite \$2 million in costs shifted from the State to the County. Includes workforce enhancement through adult education partnerships, employment training classes, job placement and occupational readiness services. Provides \$3 million in reserves to match up to \$15 million in potential State grants for parks enhancement opportunities. Maintains library services at current hours of operation and allocates funding to Animal Services for the spay/neuter program.
- Be a Model of Excellence in Managing our Business and People:** Provides for balanced budgets in the General and Fire Funds consistent with a Four-Year Plan to mitigate the structural deficits, avoid layoffs and maintain service efficacy. Considers labor negotiations that will result in ongoing cost reductions and promotes retention of critical public safety positions. Makes a priority of encouraging countywide promotional opportunities and regular recruitment announcements to “Hire from Within”. Sets aside funding for future retirement cost increases.
- Fostering a Culture of Innovation:** Allocates funding towards the continuation of the countywide deployment of Lean Six Sigma training to identify opportunities that achieve efficiency savings, replacement of the County’s Payroll, Human Resources and Financial Management system, enhanced use of software and social media to increase successful hiring and employee engagement, and the modernization of the County’s website through a more user-friendly, transparent and social media connected design. Includes funding to promote Advance Kern that is intended to encourage business development in Kern County through economic development incentives.

THE BUDGET IN BRIEF

The FY 2018-19 Recommended Budget for all funds totals \$2.7 billion, a decrease of \$71.3 million, or 2.56% from the FY 2017-18 Adjusted Budget. The General Fund, which funds many County operations, totals \$829.7 million, a decrease of \$38.7 million, or 4.45%. The budget in total supports a workforce of 7,799 authorized positions and reflects a net increase of 141 positions. A majority of the change in the budget from last fiscal year is related to fewer capital and major maintenance projects, less reserves set aside and one-time program funding for expenditures in the prior year.

All Funds (\$ millions)	2017-18 Adjusted Budget	2018-19 Recommended	Change From FY 2017-18
General Fund	\$ 868.4	\$ 829.7	\$ (38.7)
Special Revenue Funds	1,423.7	1,412.0	\$ (11.8)
Capital Project Funds	4.8	2.1	\$ (2.7)
Enterprise Funds	143.8	121.3	\$ (22.5)
Internal Service	264.9	266.8	\$ 1.9
Special District Funds	28.2	26.8	\$ (1.4)
Employment Grant Programs	27.1	31.2	\$ 4.1
Community Development Programs	19.1	18.9	\$ (0.2)
Total All Funds	\$ 2,780.1	\$ 2,708.8	\$ (71.3)
Authorized Staffing	7,658	7,799	141

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 \$362 million, which is \$13.7 million or 3.79% more than the FY 2017-18 Adjusted Budget. A significant portion of discretionary revenue is comprised of property taxes and sales and use taxes.

Total property tax assessments increased by 4% from FY 2017-18 contributing to an increase in property related revenue of \$11 million. The increase is the result of a greater assessed value of oil and gas properties associated with the market price of oil and increases in assessed value for residential, commercial, and agricultural properties. Sales and use tax base revenue estimates for FY 2018-19 total \$39.5 million, which is slightly less than the FY 2017-18 Adjusted Budget. Fuel and service stations and business and industry, in addition to automobile sales, continue to produce strong base receipts for the County. One-time use tax receipts continue to decline as wind and solar projects are completed.

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 declining. In FY 2018-19, public safety departments are estimated to receive \$76.7 million in Proposition 172 revenues, which is \$1.5 million less than in FY 2017-18. In order to maintain this level of funding, \$6.6 million in fund balance carry-forward at June 30, 2018 will be allocated to departments. The remaining balance of \$1.5 million of one-time fund balance carry-forward at June 30, 2018 for this fund is recommended to be set aside to mitigate the anticipated decline in future revenue.

The General Fund's unassigned fund balance carry-forward available from the fiscal year ending June 30, 2018 was \$45.7 million, which is \$15.5 million less than the prior fiscal year. The remaining balance available for the budget after Budget Savings Incentive credits (BSI) were allocated to departments, was \$26.1 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 2018-19, nearly \$7.4 million of this resource was allocated to operations to minimize service level impacts under the multi-year deficit mitigation plan.

COUNTY FISCAL PLAN

In FY 2016-17, the Board of Supervisors approved the Four-Year Deficit Mitigation Plan for the County's General and Fire Funds. The intention of the plan is to gradually reduce department budgets over four years as needed to resolve structural deficits resulting from significantly lower property tax revenue related to oil and gas properties from depressed market prices for oil. Some use of one-time fund balance and reserves are anticipated over this time to phase-in the reductions and minimize service level impacts. In FY 2016-17, the County faced budget deficits in the General Fund and Fire Fund of \$44.5 million and \$17.8 million, respectively. A steady recovery of property tax revenue since FY 2016-17 along with the continued reduction of costs under the plan, the deficit for the General Fund has declined 60% to \$17.9 million. The Fire Fund's structural deficit has also declined by more than 57% to \$7.5 million. While there is still more work to be done, both funds are making progress towards stability.

NET COUNTY COST

For FY 2018-19, departments that receive an allocation of Net County Cost were requested to submit budgets with up to a 2.5% reduction of Net County Cost from FY 2017-18 in accordance with the Four-Year Fiscal Deficit Mitigation Plan. The net adjustments to department allocations generated \$6.5 million in savings that helped balance the budget.

Reserves, designations and contingencies are a vital component of Net County Cost that mitigates future known and unknown liabilities and capital needs. The recommended budget for the General Fund isolates approximately \$6 million in the Appropriation for Contingencies budget unit to earmark funds against unexpected future costs or costs that are identified after the County budget is adopted. In addition, \$19 million in contributions to reserves and designations brings General Fund reserve balances to \$171.6 million.

The most significant contribution to a designation is \$9 million for the Designation for Retirement to set aside funds for pension escalation anticipated in FY 2018-19 and beyond related to actuarial assumption changes that will be implemented by the Kern County Retirement Board. The annual cost increase for pensions for the General and Fire Funds is estimated at \$13 million and is phased-in over the next three years. A portion of the designation will be released each year to help offset the budget impacts to departments. The recommended budget also includes the set aside of funds for road improvements, information technology projects and parks capital improvements.

WORKFORCE CHANGES AND EMPLOYEE COSTS

Budgeted staffing recommended for FY 2018-19 is 7,799 positions, a net increase of 141 positions from the FY 2017-18 Adjusted Budget. Ninety-eight positions are funded by State and federal program funding for Behavioral Health and Recovery Services Department (67 positions), Child Support Services (12 positions) and Employers's Training Resource (19 positions). General Fund staffing is increasing by 37 positions, of which 12 are related to public safety positions with the Sheriff, Planning and Natural Resources and District Attorney. The County's overall cost for employees' salaries and benefits are projected to be \$940 million, an increase of approximately \$20 million from the FY 2017-18 Adjusted Budget that is reflected in each department's budget.

STATE BUDGET IMPACT

Governor Brown's approved State budget for the 2018-19 fiscal year provides for new spending priorities that are primarily one-time in nature and include \$2 billion for infrastructure investments, \$359 million in homeless assistance programs for local governments, \$312 million for mental health services, and an additional \$96 million in Cap and Trade revenue. These investments are made possible through tax revenues exceeding expectations by \$3.8 billion since January estimates, increasing the total budget surplus to \$8.8 billion. A \$3.5 billion supplemental payment is proposed to be deposited to the Rainy Day Fund, fully funding it at \$13.8 billion. In addition, the May Revision directs \$3.2 billion to the traditional budget reserve fund, tripling its historical size.

- For Human Services, the State budget includes \$806 million in State general fund contributions over the next four years to mitigate the \$735.7 million cost shift to counties in year two and future years due to the discontinuance of the five year county maintenance of effort (MOE) for the In-Home Supportive Services (IHSS) program. The breakdown is as follows: \$317.2 million General Fund in 2018-19; \$194.1 million in 2019-20; \$144.2 million in 2020-21 and \$150 million in 2021-22 and ongoing. Also, in year two, an additional \$424 million is available through redirected and accelerated realignment (VLF/sales tax) revenue to offset these additional costs.

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, fund NCC. As NCC is a limited resource, it is helpful to put into perspective the budget for these functional areas as compared to the County's total budget of \$2.6 billion and the General Fund budget of \$817 million.

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

General Government

Budgets for general government departments total \$351 million, or 13.3% of the County's total budget, and receive 18.8% of the total Net County Cost allocation. Within the General Fund, appropriations for general government departments total \$124 million, or 15% of the General Fund budget. Staffing for these departments totals 638 positions, a net increase of three positions from FY 2017-18.

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, and General Services.

Public Protection

Protecting public safety remains the top priority of the recommended budget for the County. Budgets for public protection departments total \$836 million and are budgeted to receive 52.2% of the total Net County Cost allocation. Within the General Fund, appropriations for public protection departments total \$444 million, or 53.6% of the General Fund budget. Staffing for these departments totals 3,377 positions, a net increase of 24 positions from FY 2017-18. Twelve of the positions to be added are for the Child Support Services Department that is funded by State and federal programs. Seven positions are recommended for the Sheriff's Office and one for the District Attorney.

The Sheriff's Office recommended budget of \$227 million is the largest in the General Fund. The Sheriff's Office Net County Cost is \$118 million, which is an increase of \$6.2 million from last fiscal year. In order to maintain current service levels and mitigate impacts to public services, the department was allocated additional NCC. A portion of the additional NCC pays for pension cost increases. The pension costs are covered by the use of retirement designations specifically set aside for that purpose. The service level impacts are held to those implemented in FY 2016-17, which include the consolidation of sub-stations in outlying areas, the reassignment of existing staff and elimination or downsizing of certain specialized units, and the partial closure of the Central Receiving Facility. Funding for a Sheriff Deputy Academy is included in the budget under the Appropriation of Contingencies budget unit that will reimburse the Sheriff's Office as costs are incurred.

The Probation Department is the second largest budget within the General Fund at \$90.5 million. The NCC for this department is \$33 million. The department received additional NCC for pension escalation that was funded by the use of retirement designation. 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 at a \$257,869 decrease in Net County Cost from the FY 2017-18 Adjusted Budget. The department's requested budget did not indicate any major service level impacts. However, the District Attorney is now requesting consideration of adding two Investigator positions for a cost of \$405,122 to enhance her ability to investigate public integrity issues. As no ongoing source for the costs has been identified, these positions are not in the recommended budget.

The CAO recommended that the department consider temporary positions and the use of BSI credits to fund temporary costs.

The Fire Department's recommended budget will allow the department to maintain increased staffing levels required by the SAFER grant resulting in a predominantly status quo budget. The department will receive \$6.2 million in contribution from the General Fund towards pension costs. Additionally, the department estimates it will receive greater State reimbursement to mitigate the balance of the deficit for the current year. All but one of 618 authorized positions for the department are funded.

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

Public Ways and Facilities

Budgets for public ways and facilities departments total \$191 million, or 7.2% of the County's total budget, and they receive \$9.6 million, or 2.3% of the total NCC allocation. Staffing for these departments totals 505 positions, a net increase of 22 positions from FY 2017-18. The additional positions are funded with land use and gate fees and are added to enhance existing recycling programs.

The Public Works Department has commenced its fourth fiscal year since merging six departments into a single Internal Service Fund. The recommended budget for Public Works is \$72 million, of which \$9.1 million is contributed from the General Fund. The Roads Department budget totals \$74 million. The Road Fund is estimated to receive \$17 million in Senate Bill 1 funding that took effect November 1, 2017. The recommended budget for the Airport Enterprise Fund is \$11.6 million, the department has budgeted to utilize \$2.4 million in capital improvement funds toward the third phase of the Meadows Field runway rehabilitation project, which is 90% federally reimbursed.

Public Assistance

Budgets for public assistance departments total \$663 million, or 25.2% of the County's total budget, and they receive 6.4% of the total Net County Cost allocation. Within the General Fund, appropriations for public assistance departments total \$127 million, or 15.3% of the General Fund budget. Staffing for these departments totals 1,929 positions, a net increase of 25 positions. Nineteen of the positions are for Employers' Training Resources and are funded by State and federal sources.

The Department of Human Services (DHS) comprises the largest budget for the public assistance functional area at \$216 million for Administration and \$228 million for Direct Aid. The General Fund contributes \$22.8 million to these budget units. The recommended budget for Direct Aid includes realignment growth funding and use of reserves to fund cost increases for the implementation of Continuum of Care, caseload and Cost Necessities Index growth in Foster Care and Adoptions programs, and caseload growth in the General Assistance program. Caseload growth continues for the General Assistance program with an 87% increase in FY 2017-18 and an anticipated increase of 20% for FY 2018-19.

The recommended budget for Administration includes a \$14.4 million increase in expenditures over FY 2017-18 primarily due the department's continued efforts to implement Continuum of Care Reform (CCR) as mandated by the California Department of Social Services through AB 403, increased utilization of CalWORKs, Medical and CalFresh allocations and negotiated labor contract adjustments for Human Services Technicians. The budget for DHS - Administration continues to include funding for expanded Differential Response services provided by the Kern County Network for Children in the amount of \$504,000, which is the same amount allocated in FY 2017-18.

Health and Sanitation

Budgets for health and sanitation departments total \$541 million, or 20.6% of the County's total budget and they receive 10.3% of the total Net County Cost allocation. Within the General Fund, appropriations for health and sanitation departments total \$82 million, or 9.8% of the General Fund budget. Staffing for these departments totals 1,229 positions, a net increase of 63 positions from FY 2017-18. Nearly all of the positions being added are for the Behavioral Health and Recovery Services Department and are funded by State and federal program revenues.

Behavioral Health and Recovery Services recommended budget is increasing by \$57 million from the FY 2017-18 Adopted Budget. The increased staffing level and services costs are funded by increases in Medical, Realignment and Mental Health Services Act (MHSA) revenue related to new and expanded State mandated programs. Public Health has been successful in obtaining a mixture of federal grants and State funding, including Proposition 56 Tobacco Use Prevention tax, to improve the quality and delivery of public health services in the community.

Education and Community Programs

The Library's recommended funding level allows the department to maintain current levels of service and continue to meet its mission with no change in hours of operation. The budget includes \$489,205 for books and materials, which is slightly more than FY 2017-18. The department absorbed the 2.5% reduction in Net County Cost by holding some positions vacant. The department is also pursuing grant funding to increase hours of operations at certain libraries.

Several contributions to community programs are included in the recommended budget. The Special Services' budget provides funding totaling \$304,270 to organizations, such as the Volunteer Center of Kern County, Alzheimer's Disease Association of Kern County, Arts Council of Kern, Bakersfield Museum of Art, Bakersfield Symphony, Community Action Partnership of Kern County (CAPK), Court Appointed Special Advocates (CASA), Valley Fever Vaccine Project, and Kern Adult Literacy Council.

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 in reserves for infrastructure replacement in FY 2018-19. However, the recommended budget does include the allocation of General Fund fund balance carry-forward towards several deferred major maintenance projects.

The recommended budget includes 37 major maintenance projects totaling \$8.7 million. Projects include parks improvements, legally mandated upgrades, energy cost savings projects, utility and major systems repairs and replacements, and preventative maintenance such as various painting, paving, and roofing projects that were determined to be most critical to maintain. Several projects have revenue sources resulting in a Net County Cost of only \$4.4 million for all projects.

MITIGATING FUTURE CHALLENGES

The past several years have challenged your Board's ability to achieve fiscal sustainability and meet the increasing demand for public services. In addition to limited countywide discretionary revenue, the County is facing retirement cost increases and fiscal uncertainty related to economic challenges. In the coming years, the County faces the challenge of continuing to provide quality services to its residents while managing the impacts of revenue that is 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 pension escalation, parks improvements, infrastructure replacement, future economic downturns, and other unexpected costs.

Re-Affirm Declaration of Fiscal Emergency

The County declared a fiscal emergency in January 2015 as a proactive budgetary measure in preparation of absorbing (at the time) a \$50 million loss of property tax revenue as a result of a decline in the assessed value of oil and gas properties caused by the falling market value of oil. The declaration allowed access to the County's General Reserve and provided flexibility to modify staffing for the Fire Department if necessary. With immediate accompanying actions taken in FY 2014-15 and again in FY 2015-16 that included mid-year reductions to preserve resources and implementation of two long-term fiscal strategies, the General Fund budget was balanced without significant service level impacts to the community.

FY 2018-19 is the third year of the Four-Year Deficit Mitigation Plan implemented to address the significant loss of property tax revenue. Departments have incurred NCC reductions up to 11% and there is one more year of reductions expected. The Fire Department is currently in the process of developing a long-term plan to mitigate its \$7.5 million deficit as well. Through the development of a strategic approach and disciplined implementation of budgetary restrictions, the deficits are declining. The use of fund balance carry-forward and reserves for a temporary period in addition to the NCC reductions have been pivotal to the plan. However, the County must continue to reduce costs over the next two budget cycles to achieve fiscal sustainability. All services provided by General Fund departments are anticipated to be impacted at some level including those of public safety departments. The budget deficit or gap for the General Fund for FY 2018-19 is \$17.9 million. At this time, it is recommended that the Declaration of Fiscal Emergency be re-affirmed for the FY 2018-19 budgetary cycle.

Retirement Costs

Retirement costs are increasing in FY 2018-19 as a result of the Retirement Board's actuarial changes that reduced the assumed rate of return from 7.5% to 7.25% and increased life expectancy assumptions. Included in the 5-year forecast is a pension cost smoothing plan to phase-in a \$13 million cost increase over three years. In addition, your Board set aside \$21 million in one-time fund balance carry-forward last fiscal year to pay for escalating costs through 2022 when the 1995 Pension Obligation Bonds are paid off. To continue this effort, the recommended budget includes setting aside another \$9 million to the Retirement designation so that funds are available to allocate to General Fund departments in future years. It is possible that the Retirement Board will again consider reducing the assumed rate of return, from 7.25% to either 7.0% or lower, during its next experience study. This would impact the County in FY 2020-21 and would cost approximately \$13 million in additional Discretionary General Funding for every quarter percent reduction.

Economic Challenges

The County's Five-Year Financial Forecast covers July 2018 through June 2023 and includes moderate growth in major revenue streams throughout the period. Not included in the forecast are the impacts of a potential recession or the unknown economic impacts of the coming statewide \$15 minimum wage. The forecast does include an expectation to cover cost increases in the IHSS maintenance of effort with the State

in accordance with the State Budget and assist public safety departments and the Fire Fund with pension cost escalation.

Sales Tax Volatility

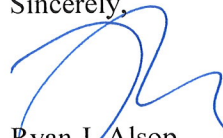
Historically, counties relied on relatively stable property taxes for the provision of services; however, with the realignment of many State services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$277 million), with County sales and use taxes (\$39 million) and Proposition 172 half-cent sales taxes (\$70 million), the portion of budget requirements funded primarily with sales tax revenue represents 14.3% of the County budget. While revenue from sales taxes are projected to remain flat in FY 2018-19, they tend to be more volatile and more responsive to economic changes, resulting in a higher risk of losses in future years.

CONCLUSION

The recommended budget as developed by the County Administrative Office is balanced, funds substantial costs to maintain services, and allocates both one-time and ongoing funding for high priority County needs. It is important the County remain focused on fiscal stability and continue to follow the mitigation plan, seek ongoing alternative resources and be innovative in finding efficiencies where possible. This budget, which is consistent with the Board's policy directions, continues to achieve success with the Countywide Strategic Initiatives, while providing for the service needs of the County.

At the Budget Hearings that begin August 28, 2018, members of the public are invited to comment to your Board on the budget recommendations presented here. The County Administrative Office will continue to work closely with your Board and County departments to enact a budget that meets the County's legal obligations and the needs of the residents of Kern County.

Sincerely,



Ryan J. Alsop
County Administrative Officer

THIS PAGE INTENTIONALLY LEFT BLANK





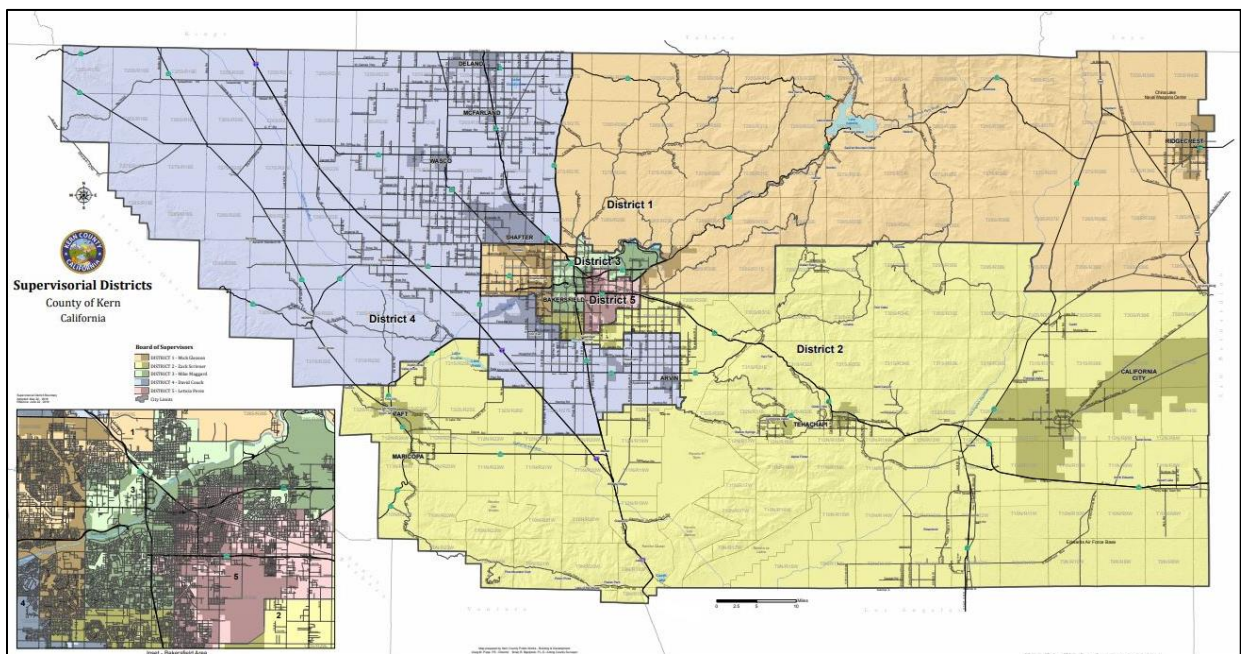
COUNTY OF KERN
COUNTY ADMINISTRATIVE OFFICE
FY 2018-19
RECOMMENDED BUDGET

Submitted by
 Ryan J. Alsop
 County Administrative Officer

BOARD OF SUPERVISORS

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

**Kern County
 Supervisorial Districts**



**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

Size:

8,132 square miles

*Source: US Census Bureau, State and County Quick Facts, Kern County California***Elevation:**

Lowest Elevation, NW of Delano

206 feet above sea level.

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

*Source: California State Association of Counties, Cities within Each County***Regional Parkland:**

Buena Vista Aquatic Recreational Area

Kern River County Park and Campground

Tehachapi Mountain Park

Greenhorn Mountain Park

Camp Okihi

Camp Condor

Lake Wollomes

Leroy Jackson Regional Park

Metropolitan Rec. Center/Stramler Park

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

24 Branches

2 Bookmobiles

*Source: Kern County Library***Net Assessed Valuations (2017-18):**

\$90.8 billion

Population by City:

City	% Change from 2017	Population
Arvin	1.8%	21,696
Bakersfield	1.1	386,839
California City	1.8	14,875
Delano	0.6	53,276
Maricopa	2.2	1,156
McFarland	1.9	15,105
Ridgecrest	1.4	28,822
Shafter	4.1	19,271
Taft	0.4	9,482
Tehachapi	-0.2	12,299
Wasco	2.3	27,691
Total Incorp.	1.3	590,512
Total Unincorp.	0.8	315,289
Total County of Kern	1.1	905,801

*Source: State of California, Department of Finance Population Estimate with Annual percentage Change January, 1 2017, 2018***Employment by Industry (May 2018):**

Industry	Employees
Government	64,400
Farming/Agriculture	65,300
Trade, Transportation, Utilities	51,900
Educational & Health Services	37,200
Mining, Logging, Construction	23,300
Professional & Business Services	27,100
Leisure & Hospitality	26,200
Manufacturing	13,600

*Source: State of California Employment Development Department Bakersfield MSA (Kern County) Industry Employment & Labor Force – May 2018***Major Employers**

Employer	Employees
Edwards Air Force Base	9,353
County of Kern	9,300
China Lake Naval Weapons Center	1,900
Grimmway	3,700
Dignity Health	3,296
Adventist Health Bakersfield	2,718
WM. Bolthouse Farms	2,250
Kern Medical	1,800
Sun World International	1,600
City of Bakersfield	1,600

Source: Kern Economic Development Corporation Kern County Market Overview & Member Directory - 2018

COUNTY OF KERN COUNTYWIDE FACTS AND FIGURES

Source: CaliforniaColleges.com

2017-18 Top 10 Taxpayers Per Billing

	Net Assessed	
	Value	Total Tax
Chevron USA, Inc.	\$ 4,986,966,740	\$ 57,117,134
California Resources Elk Hills LLC	3,305,512,280	37,179,237
Aera Energy LLC	2,308,215,739	24,852,486
Pacific Gas & Electric Co.	1,083,126,680	15,393,001
Southern California Edison Co	992,185,621	14,101,236
Freeport McMoran Oil & Gas LLC	1,048,720,338	10,936,373
Oxy USA, Inc.	921,808,965	10,828,604
US Borax, Inc.	690,870,877	8,126,708
Paramount Farms International, LLC.	506,679,045	5,664,398
Paramount Land Company, LLC.	437,408,273	5,548,623

Source: Kern County Tax Rates & Assessed Valuations, 2017-18

Unemployment (May 2018):

7.7%

Source: State of California Employment Development Department, Report 400C Monthly Labor Force for Counties May 2018 - Preliminary

Poverty Level (2016*):

23.1%

Source: US Census Bureau, 2012-16 American Community Survey 5-year

Median Home Price (May 2018):

\$247,750

Source: CA Association of Realtors Current Sales & Price Statistics

Median Family Income (2016*):

\$53,628

Source: US Census Bureau, 2012-16 American Community Survey 5-year

Per Capita Income (2016*):

\$21,094

Source: US Census Bureau, 2012-16 American Community Survey 5-year

Taxable Sales (2016*):

\$13,885,643,004

Source: California State Board of Equalization, Taxable Sales in California 2016

Universities/Community Colleges:

(Ranked by # of Students)

Four Year Universities (Fall 2018)

California State University, Bakersfield

Community Colleges (Fall 2018)

Bakersfield College

Taft College

Cero Coso College

Median Age (2016*):

31.2

Source: US Census Bureau, 2012-16 American Community Survey 5-year

Death Rate (2014-2016*, per 100,000):

660.5

Source: California Department of Public Health, County Health Status Profiles 2018

Educational Attainment (2016*, population aged 25 years and over):

	<u>Percent</u>
Less than 9 th grade	14.2%
9 th to 12 th grade, no diploma	12.2%
High school graduate (includes equivalency)	27.2%
Some College, no degree	23.5%
Associate's degree	7.2%
Bachelor's degree	10.5%
Graduate or professional degree	5.2%

Source: US Census Bureau, 2012-16 American Community Survey 5-year

Tourist Attractions:

Kern River

Lake Isabella

Buena Vista Aquatic Area

Lake Ming

Red Rock Canyon

Jaw Bone Canyon

Wind Wolves Preserve

Famoso Raceway

Kern County Raceway

Crystal Palace

Kern County Museum

California Living Museum

Buena Vista Museum

Maturango Museum

***Most recent data available**

**COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES**

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

Race/Ethnicity (2016*):

White	22.7%
Hispanic or Latino	51.6%
Black	5.5%
Asian	4.6%
American Indian	1.2%
Pacific Islander	0.2%
Other	10.8%
Multi-Race	3.3%

*Source: US Census Bureau, 2012-16 American Community Survey
5-year*

Top 5 Hospitals:

(Ranked by # of staffed beds)

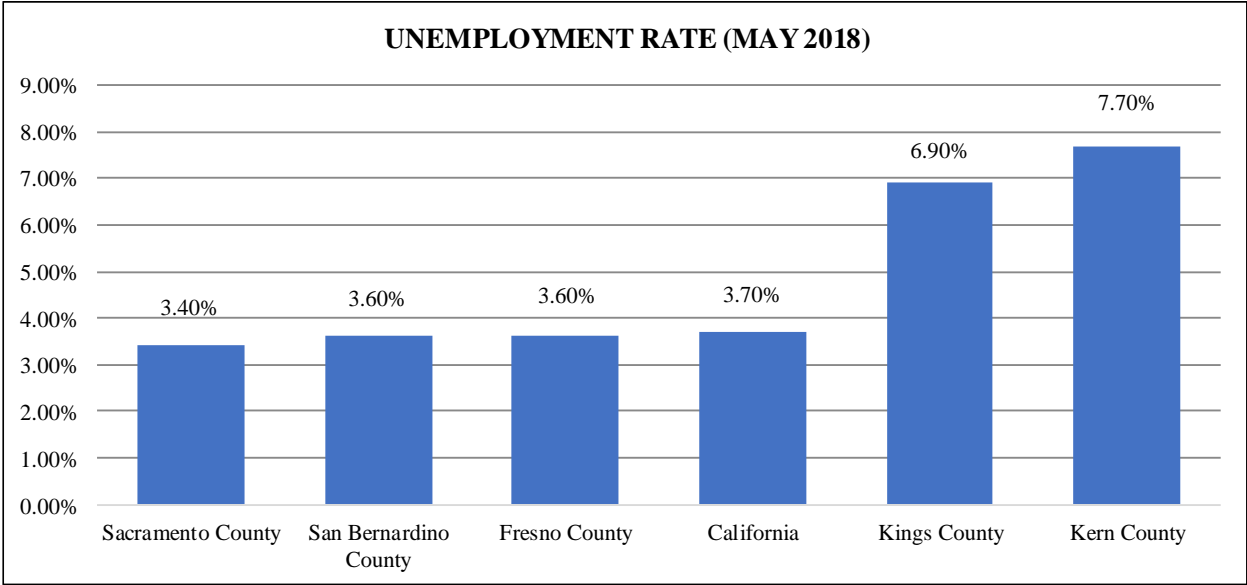
1. Bakersfield Memorial Hospital (421 beds)
2. Adventist Health Bakersfield (254 beds)
3. Mercy Hospitals of Bakersfield (222 beds)
4. Kern Medical (214 beds)
5. Good Samaritan Hospital (154 beds)

*Source: American Hospital Directory, Hospital Search date:
7/17/2018*

***Most recent data available**

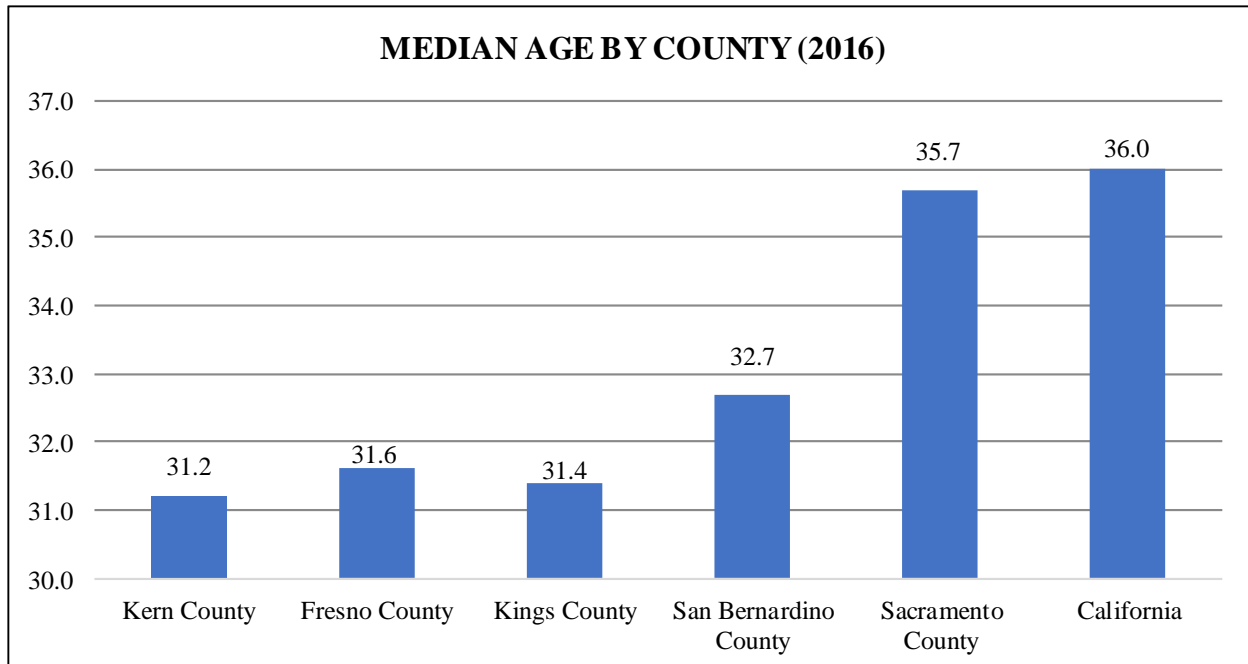
COUNTY OF KERN
COUNTYWIDE FACTS AND FIGURES

THE COUNTY OF KERN - COMPARISON TO OTHER COUNTIES



Source: State of California Employment Development Department, Report 400C Monthly Labor Force for Counties May 2018 - Preliminary

The unemployment rate in Kern County is .8% lower than it was in May of 2017 and currently hovers around 7.7% overall (May 2018). The unemployment rate is correlated with the 2015 downturn in oil prices. Because Kern County is more dependent on oil and gas production than most regions in the state, a wave of layoffs and slow growth in the oil industry has spiked the unemployment rate in juxtaposition to counties of comparison and the state average. Youth unemployment for those 16-25 years of age remains high and is exacerbating the unemployment rate due to Kern’s higher proportion of young people compared to other counties in the state.



Source: US Census Bureau, 2012-16 American Community Survey 5-year

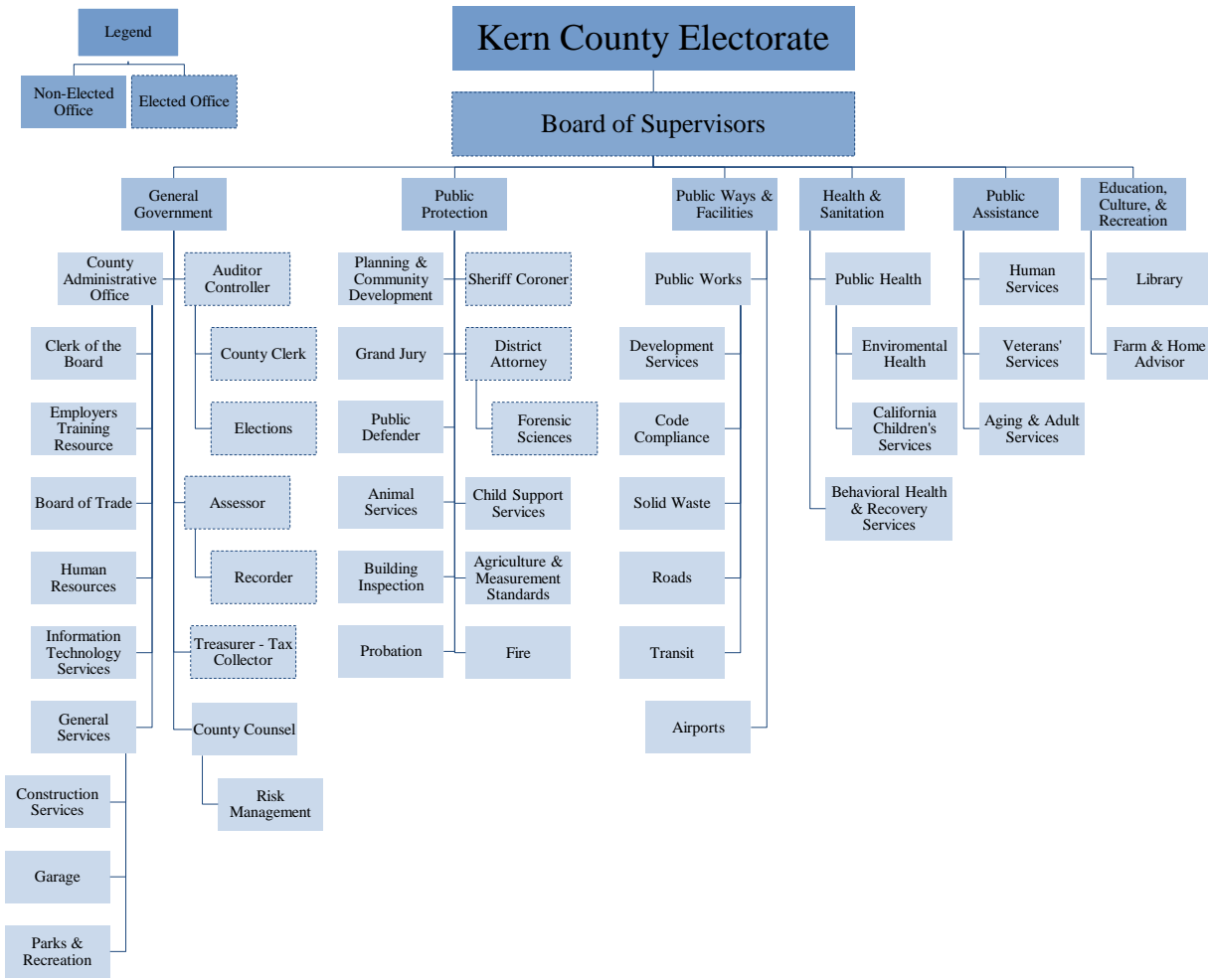
Kern County is one of the youngest counties in California and has a median age of about 31 years of age. That is nearly 5 years younger than the median age for California, which stands at 36 years of age. The area is experiencing healthy growth and expansion of young families. Kern County also continues to see strong increases in the overall population on an annual basis. The county experienced a 27% increase in population from 2000 to 2010. The current population is roughly 905,800. 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 embraces portions of the Mojave Desert, the Sierra Nevada and Coast Ranges, and the valley. Half of Kern County's 905,800 residents live in the metropolitan area of Bakersfield, the county seat. Agriculture and petroleum are economic mainstays, as well as aerospace and military research and development conducted at Edwards Air Force Base and Naval Air Weapons Station China Lake. Kern produces more oil than any county in the nation (USDA County-level Oil and Gas Production in the U.S. 2011), has North America's largest ice cream plant, and boasts history's first human-powered flight, first solar-powered flight, and first private space flight.

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

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



THIS PAGE INTENTIONALLY LEFT BLANK



County of Kern

The County of Kern's FY 2018-19 Recommended Budget covers the period from July 1, 2018 through June 30, 2019. 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 Boards priorities and establish an overall direction for allocation of the County's limited financial resources to meet long-term needs and service demands of the County's citizenry.

County Strategic Goals and Objectives

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

The FY 2018-19 Recommended Budget book includes prior year accomplishments, and departmental goals in accordance with the strategic plan. The FY 2018-19 Strategic Goals and Objectives are consistent with the original strategic plan approved by the Board.

Enhance Quality of Life for Kern County Residents

- Ensure strong public safety efficacy.
- Invest in infrastructure that benefits our community most.
- Deliver and sustain value-added places, programs, and services.
- Grow our economy and create jobs.

Be a model of Excellence in Managing our Business and People

- Make decisions that strengthen our fiscal outlook.
- Eliminate our structural deficit.
- Develop, retain, and reward our workforce, and attract talent.
- Prepare for the future.

Foster a Culture of Innovation

- Rethink, reformulate, re-engineer; embrace and deliver smart change.
- Expand digital communication.
- Develop and sustain public/private partnerships.
- Strengthen and diversify our tax base.

Budget Planning Calendar

Ongoing

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

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

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

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

December through February

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

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

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

Budget Development Guidelines – In February, the County Administrative Office proposes to the Board of Supervisors a budget development guideline for Net General Fund Cost or Net County Cost allocations for the upcoming budget year in addition to proposed public budget hearing dates and revenue forecasts for budget development.

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

March and April

Departmental Charges – Departments that charge other departments for services send charges to the County Administrative office by early March for review and distribution to departments.

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

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

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

May and June

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

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

July

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

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

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

Second Budget Discussion – The County Administrative Office presents an updated budget status and receives public input for the recommended budget.

Third 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 third of four public sessions regarding the County’s budget.

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

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

Calendar for the FY 2018-19 Budget

Mid-December	Capital and Major Maintenance Requests
January 16, 2018	New Vehicle Requests Due
February 27, 2018	Adoption of FY 2018-19 Net General Fund Guideline
February 28, 2018	Budget Kick-off with Departments/Budget Preparation System Opening
March 1, 2018	Budget Preparation System Training
March 9, 2018	Deadline for New or Increased Fees
April 16, 2018	Departments Submit Requested Budgets
June 26, 2018	Presentation of the Preliminary Recommended Budget and First Public Budget Discussion with Program Prioritization Plans
July 23, 2018	Special Evening Meeting to Receive Public Comments
July 24, 2018	Second Public Budget Discussion with year-end closing numbers
August 28, 2018	Budget Hearing and Adoption of FY 2018-19 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 2018-19.

The County fiscal plan also focuses on three restricted funding sources, Proposition 172, and 1991 and 2011 Realignment. Proposition 172 revenue assists in funding the Sheriff-Coroner, District

Attorney, Public Defender, Fire and Probation departments. 1991 and 2011 Realignment assists in funding various departments that provide safety, public assistance and health services.

For some departments, budgets are also built utilizing revenues generated from fees. A public hearing before the Board of Supervisors is required for all fee increases and must be approved prior to implementation. The majority of approved fees were effective July 1, 2018.

The County Administrative Office develops a five-year fiscal plan focused on addressing the cumulative structural budget. For FY 2018-19 the budget is balanced with the inclusion of a 2.5% reduction of Net General Fund Cost for most General Fund departments as well as a multi-year plan to phase in additional reductions over two years to resolve a deficit associated with a significant reduction in property tax revenue and cost increases. This is further discussed in the County Fiscal Plan section of this book.

On June 26, 2018, the County Administrative Office presented the FY 2018-19 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). An evening session specifically for public input was scheduled for July 23, 2018. A third budget discussion was held on July 24, 2018, concluding with the final budget adoption on August 28, 2018.

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 2018-19 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.

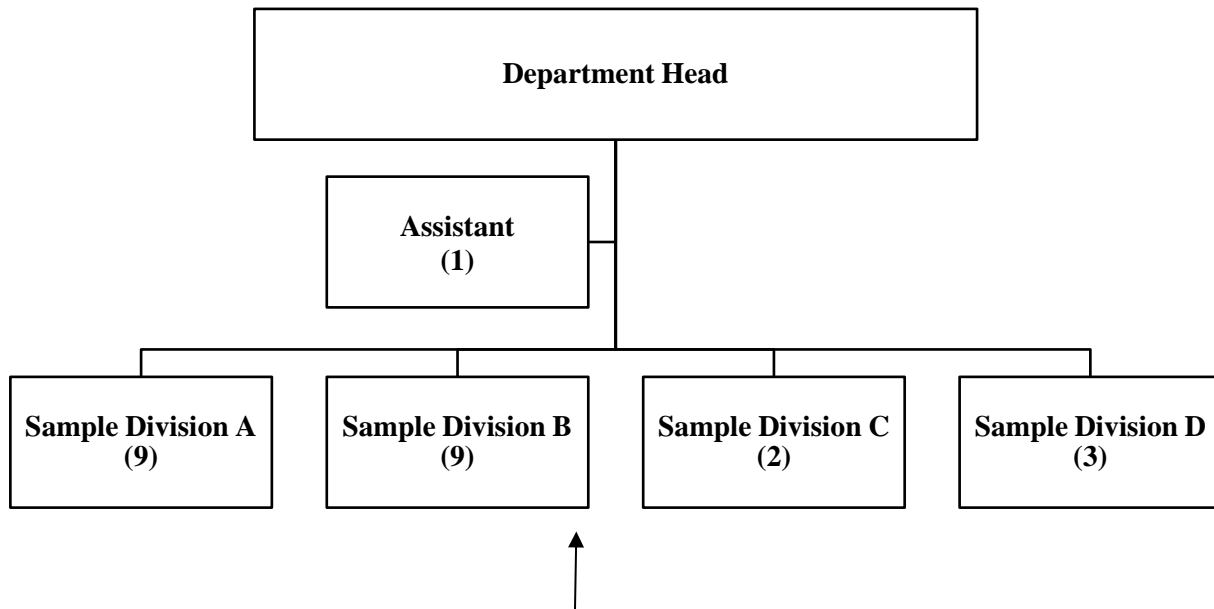
Budget Book Format

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



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

Fiscal Year 2016-17 and 2017-18 Accomplishments

← Significant departmental accomplishments during the last two fiscal years.

Department Name

Section Name

Department Head: Name
Fund:
Budget Unit:

Function:
Activity:



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

Description of Major Services



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

	Summary of Expenditures and Revenue					
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$70,413	\$184,572	\$176,393	\$98,379	\$98,379	\$98,379
TOTAL EXPENDITURES	\$70,413	\$184,572	\$176,393	\$98,379	\$98,379	\$98,379
REVENUE:						
Fines and Forfeitures	\$0	\$0	\$0	\$0	\$0	\$0
Intergovernmental	238,717	212,000	213,883	212,000	212,000	212,000
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
TOTAL REVENUE	\$238,717	\$212,000	\$213,883	\$212,000	\$212,000	\$212,000
NET GENERAL FUND COST	(\$168,304)	(\$27,428)	(\$37,490)	(\$113,621)	(\$113,621)	(\$113,621)



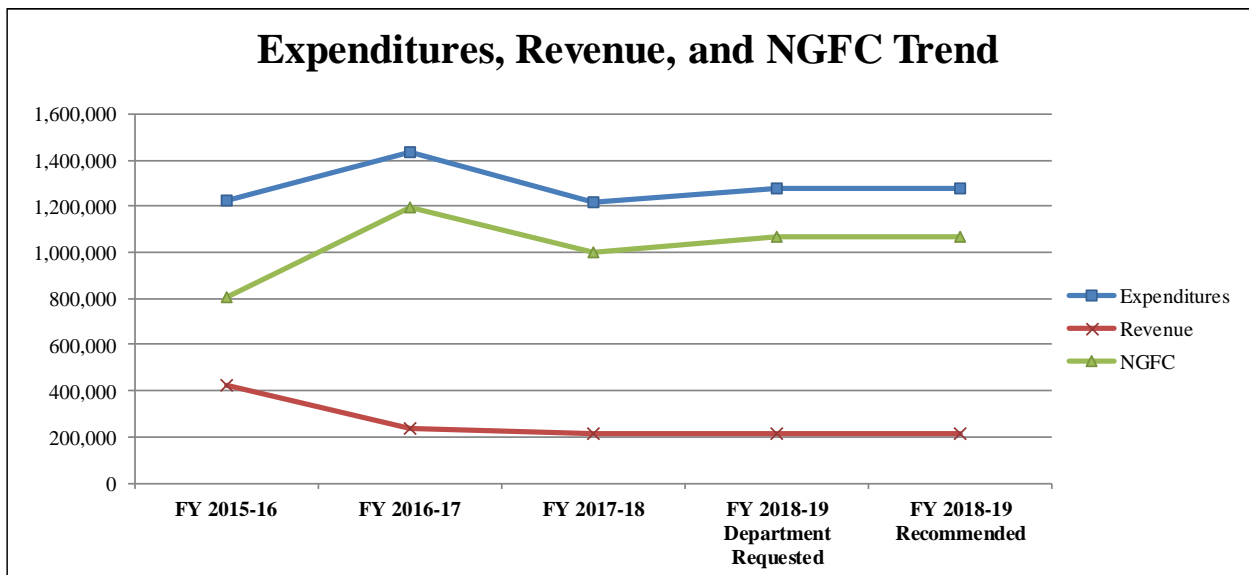
The above schedule displays the budget unit's current requested and recommended expenditures, revenue and two prior fiscal years and depending on fund type; net county cost, net fund cost or retained earnings.

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

Budget Changes and Operational Impact

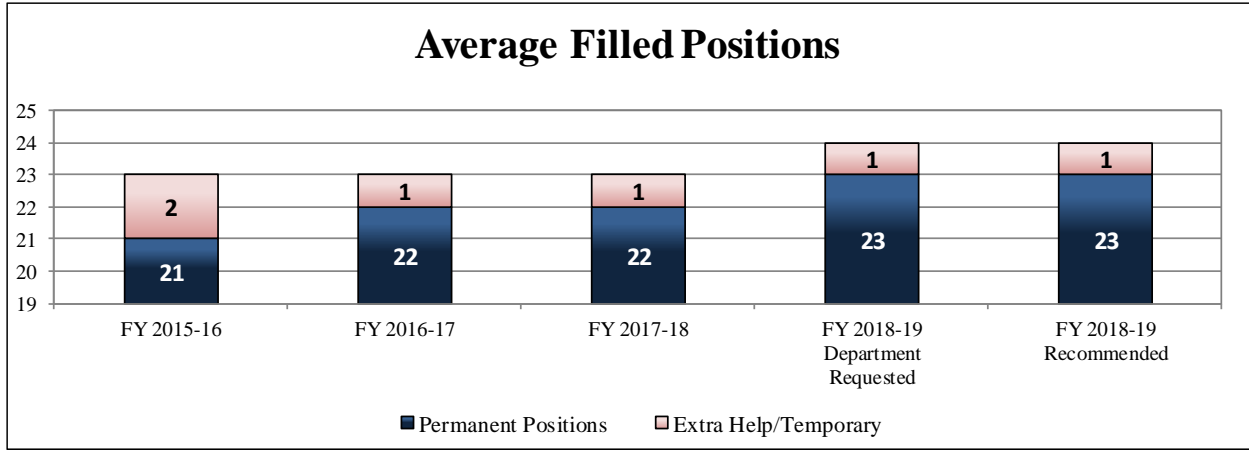
← This narrative section briefly describes any major budget unit program impacts, and highlights the FY 2018-19 budget, including significant changes in requirements and sources from the prior year adopted budget.



↑ 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 2018-19, including significant changes from the prior year budgeted staffing.



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 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	21	22	22	23	23
Extra Help/Temporary	2	1	1	1	1
Total Positions	23	23	23	24	24
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	21	22	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	22	22	23	N/A	N/A
SALARIES & BENEFITS	\$1,080,782	\$962,657	\$1,039,757	\$1,181,231	\$1,181,231

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 2018-19 budgeted staffing.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Sample Division A	9	0	0		9	9	0	9
Sample Division B	9	0	0		9	9	0	9
Sample Division C	2	0	0		2	2	0	2
Sample Division D	2	1	0		3	3	0	3
Total	22	1	0		23	23	0	23

Sample Division A	Sample Division B	Sample Division C
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Position Name	4 Position Name	1 Position Name
1 Position Name	5 Position Name	1 Position Name
<u>7</u> Position Name	<u>9</u> Current Total	<u>2</u> Current Total
9 Current Total		
Sample Division D		
<u>Classification</u>		
1 Position Name		
<u>1</u> Position Name		
2 Current Total		
<u>Additions/Deletions</u>		
<u>1</u> Position Name		
3 Requested Total		

Section Name

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 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 2018-19 fiscal year, including any prior history or status updates if applicable.

Summary of Requirements and Sources

	FY 2016-17 Adjusted Budget	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$905,720,648	\$899,955,197	\$919,150,873	\$939,639,586
Operating Expenses	1,101,234,909	1,052,950,556	\$1,120,767,850	1,097,010,603
Capital Expenditures	81,420,694	49,725,725	92,945,104	40,421,978
Reimbursements	(10,100,040)	(10,449,771)	(10,702,670)	(10,166,167)
Contingencies	22,393,901	21,848,009	14,579,717	34,449,134
Subtotal Appropriation	\$2,100,670,112	\$2,014,029,716	\$2,136,740,874	\$2,101,355,134
Operating Transfers-Out	\$502,937,812	\$520,249,136	551,632,878	\$547,837,326
Contributions to Reserves	72,123,096	81,972,202	91,691,375	59,605,502
Total Requirements	\$2,675,731,020	\$2,616,251,054	\$2,780,065,127	\$2,708,797,962
<u>Sources</u>				
Taxes	\$445,802,063	\$470,471,175	\$474,244,175	\$489,295,877
1991 Realignment	110,757,009	113,254,204	114,795,378	115,365,620
2011 Realignment	160,554,562	164,054,664	167,314,408	169,506,637
State, Federal, or Government Aid	599,744,013	597,761,135	629,353,614	596,615,755
Fee/Rate	479,015,409	471,847,193	490,956,474	498,366,897
Other Revenue	67,003,388	65,159,797	67,816,744	63,673,800
Operating Transfers In	496,691,527	519,737,373	567,513,097	544,898,451
Fund Balance/Use of Unrestricted Net Assets	217,546,736	120,768,221	132,297,396	137,811,238
General Fund Unassigned Fund Balance	41,653,752	61,214,819	61,214,819	45,666,683
Use of Reserves	56,962,561	31,982,473	74,559,022	47,597,004
Total Sources	\$2,675,731,020	\$2,616,251,054	\$2,780,065,127	\$2,708,797,962
Budgeted Staffing	7,492	7,504	7,658	7,799

The schedule above represents the entire County Budget from the FY 2016-17 Adjusted Budget through the FY 2018-19 Recommended Budget and includes special districts, employment grant programs, and community development grant programs under the authority of the County Board of Supervisors. The Adjusted Budget figures include the carry-forward of prior year appropriation associated with encumbrances or outstanding contractual obligations of the County. The FY 2017-18 Adjusted Budget requirements of \$2.8 billion includes \$89.7 million of prior year appropriations. The FY 2018-19 Recommended Budget for the County includes \$2.7 billion in budgeted requirements and sources and 7,799 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 2018-19 Recommended Budget includes appropriation of \$2.1 billion, which is a net decrease of \$35.4 million, or 1.7%, under the FY 2017-18 Adjusted Budget. The schedule below lists appropriation, however, it does not include operating transfers-out, which provides a mechanism to transfer funding between budget units. This schedule shows the change from the prior year adjusted budget.

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

	FY 2016-17 Actual	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget	Change Between 2017-18 Adjusted & 2018-19 Recommended	Percentage Change
County Operations						
General Government	\$132,677,390	\$127,128,808	\$154,973,630	\$122,630,250	(\$32,343,380)	-20.9%
Public Protection	404,235,667	419,924,713	428,972,108	437,761,090	8,788,982	2.0%
Public Ways and Facilities	0	0	0	0	0	0.0%
Health and Sanitation	64,790,674	70,567,129	72,569,906	75,490,793	2,920,887	4.0%
Public Assistance	14,012,548	16,902,137	17,114,582	20,185,786	3,071,204	17.9%
Education	8,221,256	8,018,104	8,055,447	7,867,332	(188,115)	-2.3%
Recreation and Cultural Services	0	0	0	0	0	0.0%
Debt Service	10,922,663	9,746,364	8,542,049	9,743,454	1,201,405	14.1%
Contingencies	0	6,858,928	38,808	6,025,000	5,986,192	15425.1%
Total General Fund	\$634,860,198	\$659,146,183	\$690,266,530	\$679,703,705	(\$10,562,825)	-1.5%
Special Revenue Funds						
Capital Project Funds	\$841,383,160	\$923,177,143	\$998,083,364	\$988,625,643	(\$9,457,721)	-0.9%
Enterprise Funds	64,813,851	8,522	16,522	0	(16,522)	-100.0%
Internal Service Funds	97,752,173	123,620,186	139,327,395	121,257,707	(18,069,688)	-13.0%
Total County Operations	\$1,863,590,412	\$1,960,914,318	\$2,083,857,339	\$2,048,454,531	(\$35,402,808)	-1.7%
Special Districts						
Employment Grant Programs	\$17,727,846	\$24,798,956	\$25,627,536	\$24,227,579	(\$1,399,957)	-5.5%
Community Development Programs	10,044,189	12,151,207	12,624,692	13,864,723	1,240,031	9.8%
	4,016,576	16,165,235	14,631,307	14,808,301	176,994	1.2%
Total All Funds	\$1,895,379,023	\$2,014,029,716	\$2,136,740,874	\$2,101,355,134	(\$35,385,740)	-1.7%

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

Below are explanations of the major expenditures that are included in the \$2.1 billion of appropriation for the FY 2018-19 Recommended Budget. The following pages provide explanations of notable appropriation changes from the FY 2017-18 Adjusted Budget to the FY 2018-19 Recommended Budget.

Countywide Operations (General Fund)

The County General Fund contains the following functional groups, which have a total budgeted appropriation of \$679.7 million for FY 2018-19:

General Government has appropriation of \$122.6 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 (\$2.5 million), which is the governing body of County government, and the County Administrative

Office (\$3.9 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 (\$12.1 million); employment and employee related services provided by Human Resources (\$4.5 million); purchasing, property management, construction services, and park services and operations provided by General Services (\$21 million); fiscal services such as payroll, claims payments, auditing by the Auditor-Controller (\$6.6 million); tax collection and treasury oversight by the Treasurer Tax Collector (\$6.9 million); and information technology support provided by the Information Technology Services Department (\$13.2 million).

Public Protection has appropriation of \$437.8 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (\$227.4 million) provides law enforcement services for the unincorporated areas of the County. Primary functions of the department include providing countywide services for general operations as well as providing detention facilities for all of the County presentenced inmates including sentenced inmates no longer required to go to State prison as a result of the realignment by the State of adult offenders (2011 Realignment). The department also provides law enforcement services through contractual agreements. The Probation Department (\$90.5 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). In addition, the department operates and maintains the County's juvenile detention facilities. The District Attorney's Criminal Division (\$38.1 million) is responsible for prosecuting crimes committed within the County and the Public Defender (\$19.2 million) provides legal counsel for the indigent defendants within the County.

Health and Sanitation has appropriation of \$75.5 million and provides health and medical service programs to County residents through a number of County Departments. Health services are provided by Public Health (\$32.2 million). A contribution to the Kern County Hospital Authority (\$34.2) provides funding for medical services for County inmates and medically indigent residents.

Public Assistance has appropriation of \$20.2 million and administers veteran social service and job assistance programs to County residents. Veterans' Services (\$1.5 million) advocates on behalf of local veterans, provides assistance with claim preparation and benefits counseling, refers veterans to other County, State, and federal agencies for whose programs they may be eligible for, and providing outreach throughout the County in order to inform residents of benefits and services available to veterans. Employers' Training Resource (\$17.2 million) administers federal and State grant funds to provide employment assistance programs.

Education has appropriation of \$7.9 million and provides educational information and services to enhance the quality of life for residents of all ages. The Library (\$7.4 million) provides services such as book lending, inter-library loans, reference, audiovisual, computer and other literacy information.

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

Contingencies of \$6 million include \$4 million for unforeseen operational changes and legislative impacts, \$500,000 for uncertainties, \$1.3 for potential cost associated with a Sheriff's Academy, and \$200,000 for potential costs related to the November 2018 election.

Special Revenue Funds

Special Revenue Funds have appropriation totaling \$988.6 million. These funds account for the proceeds of specific sources that are legally restricted to expenditures for specific purposes and are primarily used to fund the following functions within the County:

General Government has appropriation of \$2.4 million and provides special purpose funding for General Services Division operation in the General Fund and Development Services special revenue fund.

Public Protection has appropriation of \$193.5 million and provides fire safety services as well as special purpose funding for the District Attorney, Sheriff-Coroner, Probation Department, Agriculture and Measurement Standards, Planning and Community Development, Child Support Services and Animal Services operating departments in the General Fund. The Fire Department (\$147 million) responds to emergency fire, rescue, and medical aid requests. Building Inspection (\$9.5 million) enforces building regulations and administers parcel map and zoning requirements for land use throughout the County. Code Compliance (\$1.7 million) enforces and corrects violations that threaten public safety in County areas, including public nuisances, weeds, building and housing, solid waste and abandoned wrecked, inoperative, or dismantled vehicles.

Public Ways and Facilities has appropriation of \$74.3 million in the Roads Department which plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County.

Health and Sanitation has appropriation of \$256.3 million and provides behavioral health and substance use disorder services to County residents primarily through the Behavioral Health and Recovery Services Department (\$222.6 million). Environmental Health Services (\$9.3 million) provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities.

Public Assistance has appropriation of \$462.1 million and provides social service programs to County residents. One of the largest special revenue funds in the County is Human Services - Administration (\$216.6 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 (\$227.9 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 (\$16.6 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 \$141,000 and provides special purpose funding for Parks and Recreation within the General Services Division of the General Fund.

Capital Project Funds

The FY 2018-19 Recommended budget does not include new projects funded in Capital Project Funds. For further detail on upcoming major capital projects, see the 'Countywide Capital Projects' section.

Enterprise Funds

Enterprise funds have appropriation of \$121.3 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 \$79.3 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 \$11.6 million which provides for the management, development, maintenance, and operation of seven airports and airfields within Kern County. Also included is approximately \$2 million for the completion of the Airport's Runway Project. Meadows Field Airport provides airline services to commercial aviation and the traveling public.

Internal Service Funds

Internal Service Funds have appropriation of \$258.9 million. These proprietary funds are used to account for the funding of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. The Internal Service Funds of the County are as follows:

General Liability has appropriation of \$15.9 million and administers the operation of a self-insured system to meet the County's legal liability for damages to persons and/or property arising out of the County's general and automotive activities.

General Services - Garage has appropriation of \$3.9 million in order to purchase and provide maintenance services for vehicles assigned operationally to County departments.

Group Health has appropriation of \$145 million and administers the operation of the County employees' health and dental insurance plans.

Retiree Group Health has appropriation of \$9.3 million to provide for the County's contributions to the Retired Employees Health Insurance and Retiree Premium Support Program.

Unemployment Compensation has appropriation of \$2.0 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 \$16.8 million to provide for the administration and operation of the self-insured system to meet the County's statutory obligation to compensate its employees for work related injuries and illnesses.

Public Works has appropriation of \$65.9 million to provide labor and support for all its divisions including Roads, Development Services, and Waste Management.

Special Districts

Special Districts have appropriation of \$24.2 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 Public Works Department and provide the above mentioned services to areas throughout the County. The Kern Sanitation Authority (\$7.4 million) and Ford-City Taft Heights Sanitation District (\$1.1 million) which provide wastewater treatment services to specific areas in East Bakersfield and the area of Ford City and Taft Heights are also managed by the Public Works Department. In addition, the In-Home Supportive Services Public Authority (\$10.8 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 \$13.9 million and provides job assistance programs to County residents. Employers' Training Resource – Workforce Innovation and Opportunity Act (\$13.6 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 \$14.8 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 (\$6.5 million), the Emergency Solutions Grant Program (\$738,923), and the Community Development Home Investment Trust (\$6.6 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 \$10.6 million, or 1.5% under the prior year adjusted budget. The large decrease in General Government is offset by increases in Public Protection, Health and Sanitation, Public Assistance, Debt Service, and Contingencies.

General Government is decreasing budgeted appropriation by \$32.3 million which is primarily due to prior year appropriations included in the FY 2017-18 Adjusted Budget for various major preventative maintenance projects in the amount of \$7 million and various capital projects in the amount of \$8 million. Also contributing to the decrease is a \$3.5 million court mandated settlement that was included in the FY 2017-18 Adjusted Budget.

Public Protection appropriation is increasing by \$8.8 million due primarily to holding the Sheriff's department at status quo staffing levels and providing additional funding public safety departments to offset the increased FY 2018-19 pension costs for safety members.

Health and Sanitation is increasing budgeted appropriation by \$2.9 million primarily due to \$1.3 million for new Public Health programs to improve the quality and delivery of public health services in the community as well as providing a full year of medical care to inmates at the new Kern County Justice Facility.

Public Assistance is increasing by \$3 million due to increases in federal funding for the County's employment grant programs administered by Employer's Training Resource.

Debt Service is increasing by \$1.2 million due to a prior year transfer of appropriation to forego anticipated debt service on a new solar project in order to fund higher priorities including a technology project and a mandated court settlement payout.

Contingencies appropriation is increasing by nearly \$6 million primarily due to the reestablishment of contingency funds for FY 2018-19. See further discussion in section titled "Contingencies".

Other County Funds

The total net reduction in appropriation for other County funds is \$35.4 million, which is a 1.7% net decrease. Changes are described below:

Special Revenue Funds are decreasing by \$9.5 million primarily due to the net effect of the following:

- A net decrease of \$12.4 million in Structural Fire resulting primarily from an increase of \$2 million for increases in safety pension costs and a decrease of \$14.4 million in Emergency Over-time that is not included in the recommended budget each year, but instead requires budget adjustments throughout the year based on need;

- An increase of \$893,929 million as a result of moving the County Clerk budget unit from the General Fund to its own special revenue fund due to the budget unit being funded primarily by fees;
- A decrease of \$8 million in the Project Mitigation fund due to a draw down in FY 2017-18 for the acquisition of agricultural land easements to provide the benefit of the Swainson's hawk;
- An increase of \$7.1 million in Human Services – Administration resulting primarily from the implementation of Continuum of Care Reform, an increase in county-wide cost allocation charges, increased utilization of CalWORKs, MediCal, and CalFresh allocation, and for negotiated labor contract adjustments for Human Services Technicians; and
- An increase of \$1.2 million related to an increase in anticipated reimbursements to Public Works for labor costs and a major maintenance project at the Public Services Building to improve workflow.

Enterprise Funds appropriation decrease of \$18.1 million is due primarily to a decrease in the Airport Enterprise Fund for appropriations included in in FY 2017-18 for Phase III of the Airport's Runway Project.

Internal Service Funds appropriation is increasing by \$2.7 million due primarily to an increase of \$4.2 million in the Public Works Internal Service Fund due to increased staffing associated with implementation of solid waste programs as well as decreases in anticipated legal settlements and claims in the General Liability and Worker's Compensation, respectively.

Special Districts and Grant Programs

Special Districts are decreasing by a net 5.5%, or \$1.4 million, as the result of a mandated mechanism under the In-Home Supportive Services Authority Memorandum of Understanding with the State of California for reimbursement of administrative costs to be made directly to Aging and Adult Services beginning in FY 2018-19.

Employment Grant Programs are increasing by \$1.2 million from FY 2017-18 Adjusted Budget due to slightly less grant funds being available to the departments.

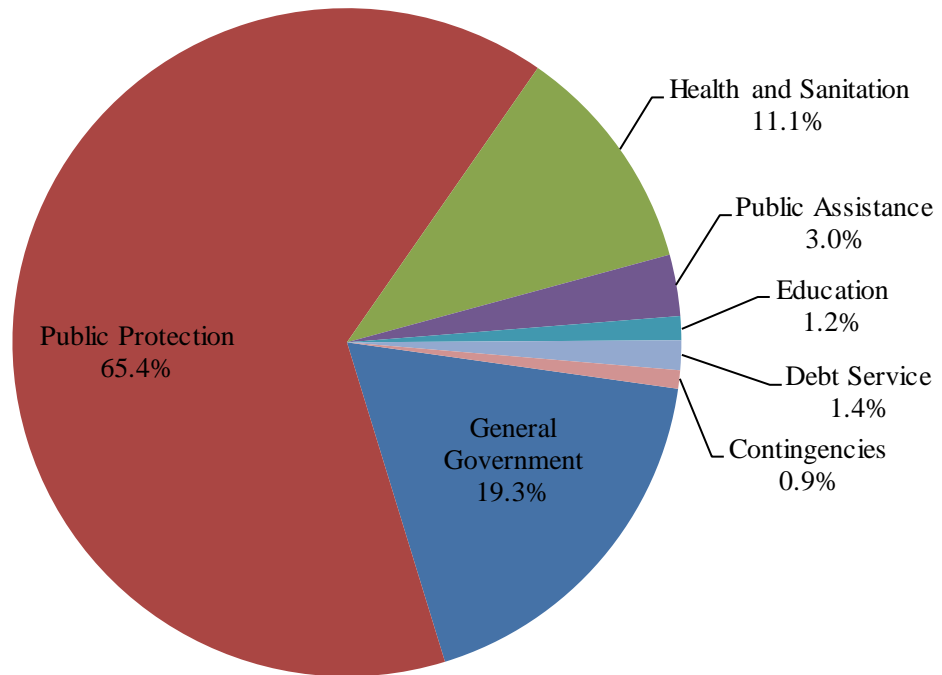
Community Development Programs are increasing by \$176,994 due to an increase in grant funds available for projects.

General Fund Spending Authority Breakdown

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

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

**FY 2018-19 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 2016-17 Adjusted Budget	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget
<u>Requirements</u>				
Staffing Expenses	\$905,720,648	\$899,955,197	\$919,150,873	\$939,639,586
Operating Expenses	1,101,234,909	1,052,950,556	1,120,767,850	1,097,010,603
Capital Expenditures	81,420,694	49,725,725	92,945,104	40,421,978
Reimbursements	(10,100,040)	(10,449,771)	(10,702,670)	(10,166,167)
Contingencies	22,393,901	21,848,009	14,579,717	34,449,134
Total Appropriations	\$2,100,670,112	\$2,014,029,716	\$2,136,740,874	\$2,101,355,134
Operating Transfers-Out	\$502,937,812	\$520,249,136	\$551,632,878	\$547,837,326
Contributions to Reserves	72,123,096	81,972,202	91,691,375	59,605,502
Total Requirements	\$2,675,731,020	\$2,616,251,054	\$2,780,065,127	\$2,708,797,962

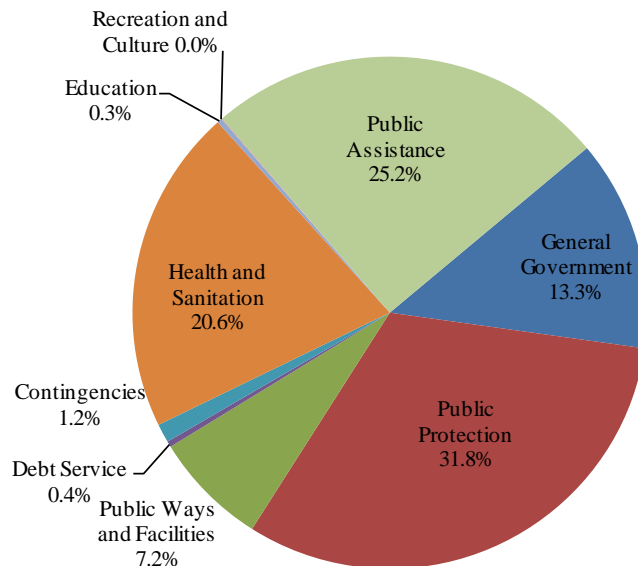
Requirements by Function

The chart below lists requirements by function.

Summary of Requirements by Function - All Funds

	FY 2016-17 Adjusted Budget	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget
General Government	\$392,124,636	\$371,952,766	\$400,735,000	\$351,033,095
Public Protection	824,821,563	793,307,805	861,726,182	835,933,910
Public Ways and Facilities	199,325,958	191,553,477	211,060,897	190,592,938
Health and Sanitation	504,147,365	486,948,822	519,171,390	541,325,278
Public Assistance	641,257,605	661,900,153	683,397,945	662,965,579
Education	8,877,609	8,262,947	8,300,290	7,985,332
Recreation and Culture	648,985	803,870	841,783	1,286,914
Debt Service	14,209,834	9,746,364	8,542,049	9,743,454
Contingencies	21,001,282	19,249,680	11,876,898	30,996,948
Total County Funds	\$2,606,414,837	\$2,543,725,884	\$2,705,652,434	\$2,631,863,448
Special Districts	\$23,179,952	\$26,980,177	\$28,176,829	\$26,778,225
Employment Grant Programs	27,051,848	26,420,915	27,106,786	31,219,886
Community Development Programs	19,084,383	19,124,078	19,129,078	18,936,403
Total All Funds	\$2,675,731,020	\$2,616,251,054	\$2,780,065,127	\$2,708,797,962
Budgeted Staffing	7,492	7,504	7,658	7,799

**FY 2018-19 Recommended Budget
Requirements by Function (County Funds)**



Requirements by Fund Type

	FY 2016-17 Adjusted Budget	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget
Major Fund				
General Fund	\$845,537,595	\$817,173,645	\$868,362,170	\$829,718,036
Total Major Fund	845,537,595	817,173,645	868,362,170	829,718,036
Non-Major Funds				
Special Revenue Funds	1,357,594,889	1,334,435,682	1,423,749,914	1,411,959,487
Capital Project Funds	10,317,654	4,812,872	4,822,831	2,139,527
Enterprise Funds	127,546,402	123,620,186	143,832,776	121,257,707
Internal Service Funds	265,418,297	263,683,499	264,884,743	266,788,691
Total Non-Major Funds	1,760,877,242	1,726,552,239	1,837,290,264	1,802,145,412
Total County Funds	\$2,606,414,837	\$2,543,725,884	\$2,705,652,434	\$2,631,863,448
Special Districts	\$23,179,952	\$26,980,177	\$28,176,829	\$26,778,225
Employment Grant Programs	27,051,848	26,420,915	27,106,786	31,219,886
Community Development Programs	19,084,383	19,124,078	19,129,078	18,936,403
Total All Funds	\$2,675,731,020	\$2,616,251,054	\$2,780,065,127	\$2,708,797,962
Budgeted Staffing	7,492	7,504	7,658	7,799

The County has one major fund. The County's General Fund is the only fund that exceeds 10% of the FY 2018-19 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 2018-19.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
General Government						
Board of Supervisors	\$2,598,587					\$2,598,587
County Administrative Office	3,946,044					3,946,044
Clerk of the Board	930,113					930,113
Information Technology Services	13,221,275					13,221,275
General Services	20,978,898	687,797				21,666,695
County Counsel	12,138,456					12,138,456
Board of Trade	1,351,122	50,000				1,401,122
Assessor	11,183,151					11,183,151
Auditor-Controller-County Clerk	6,568,881	7,863,152				14,432,033
Elections	4,905,593					4,905,593
Treasurer-Tax Collector	6,852,733	337,581				7,190,314
Human Resources	4,537,792					4,537,792
Other General Government	52,634,023	5,114,594	2,133,466		192,999,837	252,881,920
Public Protection						
District Attorney	38,063,229	1,485,127				39,548,356
Sheriff-Coroner	227,363,049	14,969,506				242,332,555
Probation Department	90,513,168	8,530,932				99,044,100
Grand Jury	172,424					172,424
Fire Department	6,181,549	150,799,293				156,980,842
Public Defender	19,154,706					19,154,706
Agriculture and Measurement Standards	7,622,787					7,622,787
Planning and Natural Resources	13,521,417	9,230,408				22,751,825
Child Support Services		22,818,233				22,818,233
Animal Services	7,507,960	30,000				7,537,960
Recorder	500,000	7,351,227				7,851,227
Other Public Protection	34,991,676	175,121,920	5,299			210,118,895
Public Ways & Facilities						
Public Works	9,191,288				72,288,854	81,480,142
Roads	400,000	81,121,896		12,576,996		94,098,892
Airports	395,946			11,632,511		12,028,457
Other Public Ways & Facilities		2,984,685	762			2,985,447
Health and Sanitation						
Behavioral Health and Recovery Services	4,046,920	349,486,932				353,533,852
Waste Management				96,126,735		96,126,735
Public Health Services	32,248,272	1,759,438				34,007,710
Environmental Health	99,991	9,786,959				9,886,950
Emergency Medical Services		2,531,010				2,531,010
Other Health and Sanitation	45,142,521	96,500				45,239,021
Public Assistance						
Human Services	94,163,429	449,284,657				543,448,086
Employers' Training Resource	17,213,163					17,213,163
Veterans Service	1,468,266	137,227				1,605,493
Aging and Adult Services	1,492,224	16,640,000				18,132,224
Other Public Assistance	12,781,597	69,785,016				82,566,613
Education						
Library	7,405,063	118,000				7,523,063
Farm and Home Advisor	462,269					462,269
Recreation and Cultural Services						
Parks and Recreation		365,449		921,465		1,286,914
Debt Service						
Debt Service	9,743,454					9,743,454
Contingencies						
Contingencies	6,025,000	23,471,948			1,500,000	30,996,948
Total:	\$829,718,036	\$1,411,959,487	\$2,139,527	\$121,257,707	\$266,788,691	\$2,631,863,448

Special Districts 26,778,225
Employment Grant Programs 31,219,886
Community Development Programs 18,936,403
Grand Total \$2,708,797,962

Revenue Summary

The FY 2018-19 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 County Funds (Excludes Operating Transfers-in and Use of Reserves)

	FY 2016-17 Actual	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget	Change Between FY 2017-18 & FY 2018-19	Percentage Change
Taxes						
Property Related Revenue	355,551,458	\$371,208,159	\$371,208,159	\$386,982,790	\$15,774,631	4.25%
Other Taxes	61,480,824	54,979,480	56,252,480	55,052,166	(1,200,314)	-2.13%
1991 Realignment	109,159,832	113,254,204	114,795,378	115,365,620	570,242	0.50%
2011 Realignment	165,603,772	164,054,664	167,314,408	169,506,637	2,192,229	1.31%
State, Federal or Government Aid	634,887,213	572,283,893	603,307,312	583,649,021	(19,658,291)	-3.26%
Fee/Rate	205,092,016	202,459,438	220,864,719	232,560,598	11,695,879	5.30%
Other Revenue	75,717,270	49,068,438	51,567,411	46,861,457	(4,705,954)	-9.13%
Subtotal	\$1,607,492,384	\$1,527,308,276	\$1,585,309,867	\$1,589,978,289	\$4,668,422	0.29%
Enterprise Funds	96,660,534	\$103,850,541	\$107,077,575	\$94,720,090	(\$12,357,485)	-11.54%
Internal Service Funds	248,387,511	251,389,351	252,093,351	248,126,207	(3,967,144)	-1.57%
Subtotal	\$345,048,046	\$355,239,892	\$359,170,926	\$342,846,297	(\$16,324,629)	-4.55%
Total County Budget	\$1,952,540,430	\$1,882,548,168	\$1,944,480,793	\$1,932,824,586	(\$11,656,207)	-0.60%

Property Related Revenue

Property related revenue of \$387 million primarily consists of funding from property taxes and is projected to increase by \$15.8 million, or 4.25% from the FY 2017-18 Adjusted Budget. This is primarily due to an anticipated increase in the assessed valuation of properties within the County. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

Other Taxes

Other taxes of \$55.1 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 \$1.2 million over the prior year adjusted budget. For more detail, refer to the section titled 'Countywide Discretionary Revenue' found in the Discretionary General Funding section of this book.

1991 Realignment

1991 Realignment departmental revenue of \$115.4 million is relatively flat compared to the prior year adjusted budget. For more detail, refer to the ‘Discretionary General Funding’ section of this book.

2011 Realignment

2011 Realignment departmental revenue of \$169.5 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 \$583.6 million, which reflects a \$19 million reduction primarily related to a decrease in state aid for Public Assistance departments. The Public Assistance departments receive the largest amount of funds from other governments, with \$291.6 million in anticipated revenue for FY 2018-19.

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 \$232.6 million is anticipated, which is \$12 million or 5.30% more than the FY 2017-18 Adjusted Budget.

Other Revenue

Other revenue of \$46.9 million primarily includes interest earnings, fines, penalties, and other miscellaneous revenue. This revenue source is anticipated to decrease by 9.13% compared to the prior year adjusted budget. This decrease is primarily due to a \$1.5 million reduction in major maintenance and capital project revenue, an aggregate \$2 million reduction in the Criminal Justice Facilities Construction, Inmate Welfare, and Wraparound Savings funds, as well as various small decreases in other governmental funds.

Enterprise Funds

Enterprise Funds revenue totaling \$94.7 million are anticipated to decrease by \$12.4 million. This reduction is primarily the result of a decrease in federal aid for an airport construction project that is being finalized in FY 2018-19.

Internal Service Funds

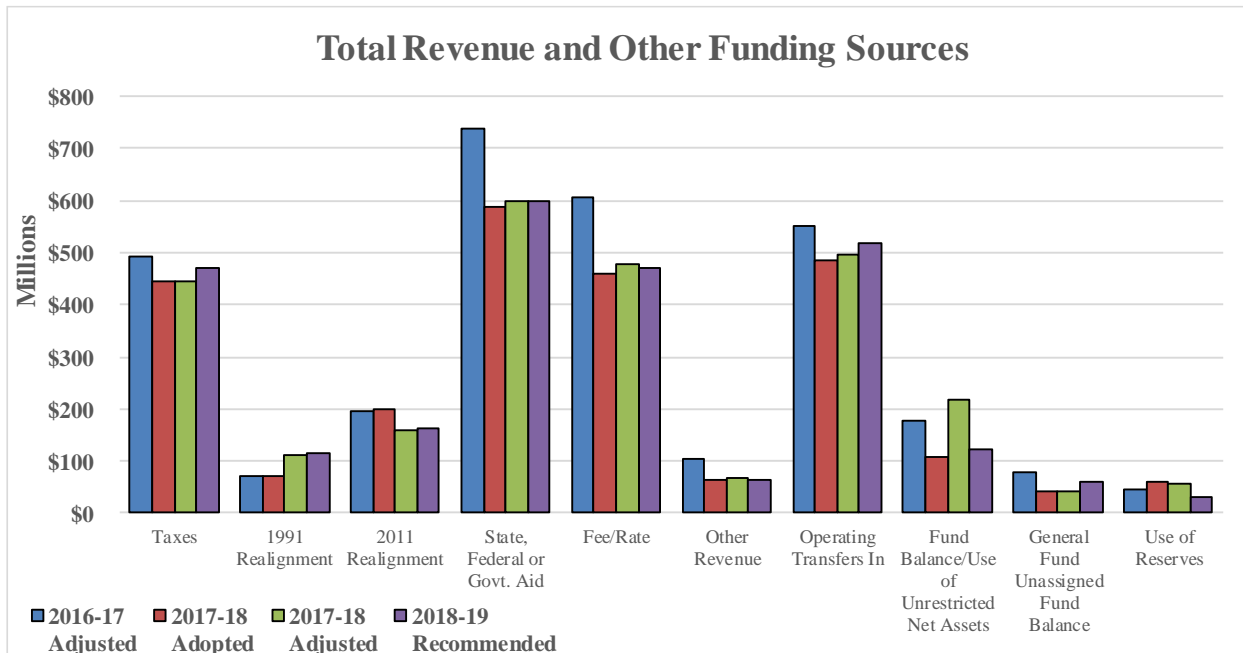
Internal Service Funds totaling \$248.1 million are anticipated to decrease by approximately 1.57%. These funds charge other County departments for specific services, such as fleet, employee and retiree health and dental programs, general liability and worker’s compensation insurance, and unemployment benefits.

Total Revenue and Other Funding Sources

Summary of Revenue and Other Funding Sources - All Funds

	FY 2016-17 Adjusted Budget	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2018-19 Recommended Budget
Revenue				
Taxes	\$445,802,063	\$470,471,175	\$474,244,175	\$489,295,877
1991 Realignment	110,757,009	113,254,204	114,795,378	115,365,620
2011 Realignment	160,554,562	164,054,664	167,314,408	169,506,637
State, Federal or Government Aid	599,744,013	597,761,135	629,353,614	596,615,755
Fee/Rate	479,015,409	471,847,193	490,956,474	498,366,897
Other Revenue	67,003,388	65,159,797	67,816,744	63,673,800
Total Revenue	\$1,862,876,444	\$1,882,548,168	\$1,944,480,793	\$1,932,824,586
Other Funding Sources				
Operating Transfers In	\$496,691,527	\$519,737,373	\$567,513,097	\$544,898,451
Fund Balance/Use of Unrestricted Net Assets	217,546,736	120,768,221	132,297,396	137,811,238
General Fund Unassigned Fund Balance	41,653,752	61,214,819	61,214,819	45,666,683
Use of Reserves	56,962,561	31,982,473	74,559,022	47,597,004
Total Other Funding Sources	\$812,854,576	\$733,702,886	\$835,584,334	\$775,973,376
Total Revenue and Other Funding Sources	\$2,675,731,020	\$2,616,251,054	\$2,780,065,127	\$2,708,797,962

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.



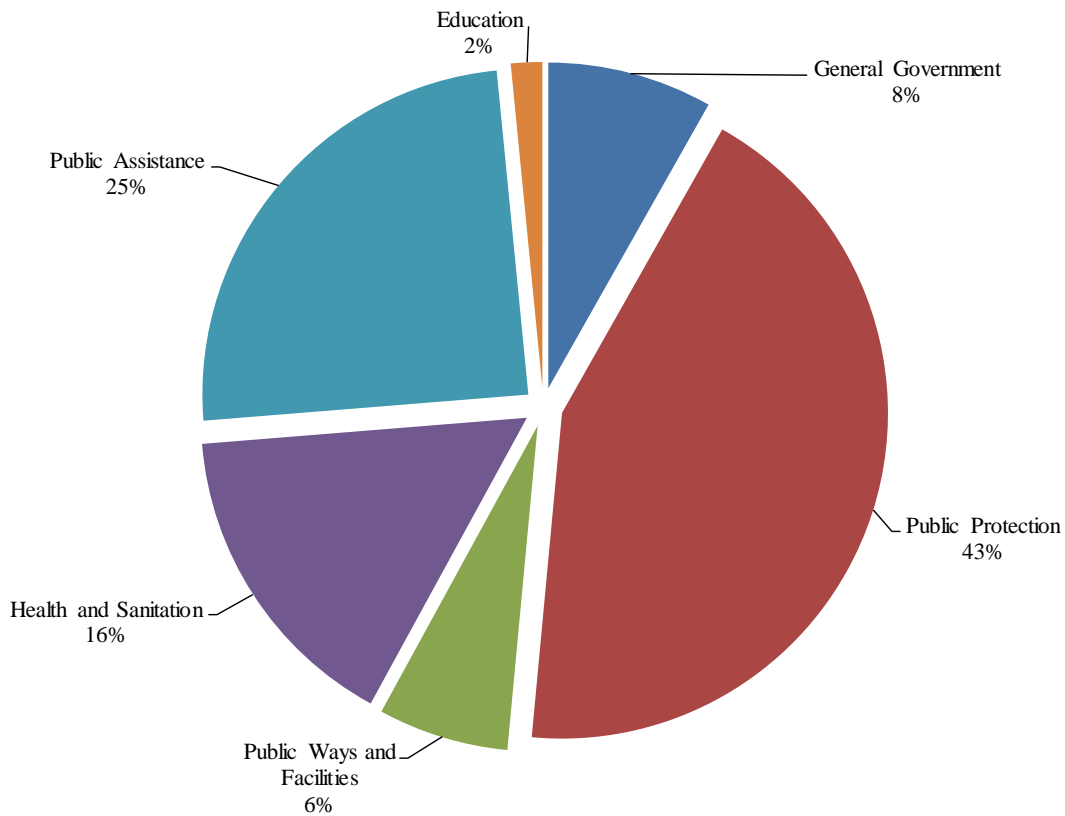
THIS PAGE INTENTIONALLY LEFT BLANK



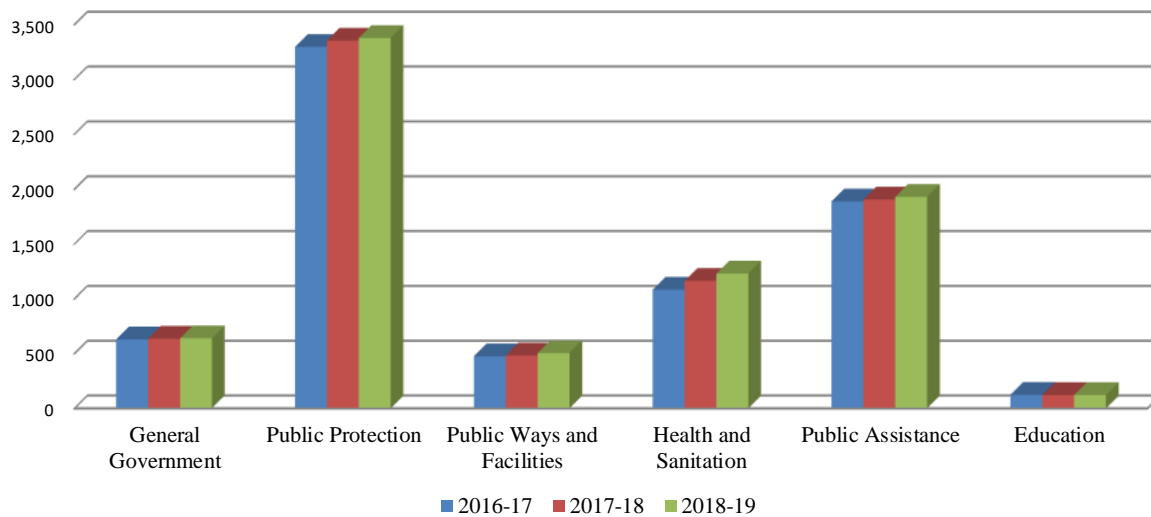
Budgeted Staffing Summary-

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 2018-19. The bar graph on the following page illustrates the budgeted staffing for FY 2018-19 as well as the two prior fiscal years.

**FY 2018-19 Recommended Budget
Budgeted Staffing Summary**



Budgeted Staffing by Function FY 2016-17 Through FY 2018-19



Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2016-17	FY 2017-18	FY 2018-19	2017-18 and 2018-19
General Fund	3,590	3,667	3,706	39
Other Funds	3,902	3,991	4,095	104
Total Authorized Positions	7,492	7,658	7,801	143

Overall staffing is recommended to increase in FY 2018-19 with changes outlined by fund and function below.

County – General Fund

- General Government** has a net increase of three positions from FY 2017-18 to FY 2018-19. The County Administrative Office will delete two positions while concurrently adding one for a net decrease of one position. Human Resources and General Services will both be adding two positions and deleting two positions. Both the Treasurer-Tax Collector and Information Technology Services will add two positions and delete one for a net increase of one position. Elections will add two positions and the Auditor-Controller will add one position while deleting one position. General Government departments will amount to a total salaries and benefits increase of approximately \$663,000.
- Public Protection** has a net increase of 12 positions. The Public Defender will delete five positions while concurrently adding six positions, for a net change of one. The Sheriff will add nine positions and delete two positions, for a net change of seven positions. Planning and Natural Resources will add three positions and Forensic Science will add one position. **The District Attorney will add two positions.** In total, the position changes for the Public Protection departments will amount to a total of **14** positions resulting in a salaries and benefits increase of approximately **\$1.9 million.**

- **Health and Sanitation** consisting of the Public Health Department and California Children's Services will have a net increase of one position. Public Health will add four positions and delete four positions. California Children's Services will add one position. The position changes for these General Fund departments will result in annual cost increase of approximately \$34,000.
- **Public Assistance** will increase staffing by a net of 21 positions. Employers' Training Resource will add 19 positions. Veterans' Service Department will add one position and Community Development will add one position. The changes for Public Assistance will cause an annual cost increase of approximately \$1.9 million.

County – Other Funds

- **Public Ways and Facilities** has an increase of 22 positions in FY 2018-19. The Public Works Department will add 27 positions and delete five positions, for a net increase of 22 positions. The proposed changes will result in a net cost increase of approximately \$2.4 million.
- **Health and Sanitation** departments will increase staffing by a net of 66 positions. The Environmental Health Division will delete one position. The Behavioral Health and Recovery Services Department will add 67 positions. Position changes in FY 2018-19 will result in a net cost increase of approximately \$7.5 million.
- **Public Protection** consisting of Child Support Services will add 15 positions and delete three positions, for a net decrease of 12 positions. The changes for Child Support Services will result in a net cost increase of \$1.2 million.
- **Public Assistance** has a net increase of four full-time positions and one part-time position. Aging and Adult Services will add one full-time position, one part-time position, and delete one full-time position. The Department of Human Services will be adding three positions. The proposed changes will result in a net cost increase of approximately \$427,000.

Overall, County costs associated to salaries and benefits will increase by approximately **\$15.9 million**. The majority of the cost increase will be funded with State and federal program revenue. Countywide staffing changes by County department function and activity are outlined in the Position Summary Schedule on the next page. In addition, a summary of detailed position changes by department can be found in Appendix B - Summary of Position Additions/Deletions.

Position Summary Schedule

Department	Year-End		Recommended	Change Between
	2016-17	2017-18	2018-19	2017-18 and 2018-19
General Government				
Legislative and Administrative				
General Fund				
Board of Supervisors – District 1	5	5	5	0
Board of Supervisors – District 2	4	3	3	0
Board of Supervisors – District 3	4	4	4	0
Board of Supervisors – District 4	5	4	4	0
Board of Supervisors – District 5	4	5	5	0
Administrative Office	18	18	17	(1)
Clerk of Board of Supervisors	7	7	7	0
Total Legislative and Administrative	47	46	45	(1)
Finance				
General Fund				
Auditor-Controller	49	47	47	0
Treasurer-Tax Collector	30	30	31	1
Assessor	99	97	97	0
Total Finance	178	174	175	1
Other General				
General Fund				
Information Technology Service	55	71	72	1
Risk Management	28	28	28	0
Subtotal General Fund	83	99	100	1
Other Funds				
Garage	14	14	14	0
Subtotal Other Funds	14	14	14	0
Total Other General	97	113	114	1
Counsel				
General Fund				
County Counsel	49	49	49	0
Total Counsel	49	49	49	0
Human Resources				
General Fund				
Human Resources	29	29	29	0
Total Human Resources	29	29	29	0
Elections				
General Fund				
Elections	16	16	18	2
Total Elections	16	16	18	2
Property Management				
General Fund				
General Services	187	179	179	0
Construction Services	23	23	23	0
Total Property Management	210	202	202	0
Promotion				
General Fund				
Board of Trade	3	6	6	0
Total Promotion	3	6	6	0
Total General Government	629	635	638	3

Position Summary Schedule

Department	Year-End		Recommended	Change Between
	2016-17	2017-18	2018-19	2017-18 and 2018-19
Public Protection				
Judicial				
General Fund				
County Clerk	6	7	7	0
Grand Jury	0	0	0	0
District Attorney	222	228	230	2
Public Defender	98	98	99	1
Subtotal General Fund	326	333	336	3
Other Funds				
Child Support Services	191	191	203	12
Subtotal Other Funds	191	191	203	12
Total Judicial	517	524	539	15
Police Protection				
General Fund				
Forensic Sciences Division of District Attorney	36	35	36	1
Sheriff	1,321	1,378	1,385	7
Total Police Protection	1,357	1,413	1,421	8
Detention and Correction				
General Fund				
Probation	608	607	607	0
Total Detention and Correction	608	607	607	0
Fire Protection				
Other Funds				
Fire Department	618	618	618	0
Total Fire Protection	618	618	618	0
Protective Inspection				
General Fund				
Agriculture and Measurement Standards	48	48	48	0
Subtotal General Fund	48	48	48	0
Total Protective Inspection	48	48	48	0
Other Protection				
General Fund				
Animal Services	63	65	65	0
Planning	47	51	54	3
Development Services Agency ⁽¹⁾	11	0	0	0
Subtotal General Fund	121	116	119	3
Other Funds				
Recorder	27	27	27	0
Subtotal Other Funds	27	27	27	0
Total Other Protection	148	143	146	3
Total Public Protection	3,296	3,353	3,379	26
Public Ways and Facilities				
Public Works				
Other Funds				
Public Works	451	459	481	22
Total Public Works	451	459	481	22
Transportation Terminals				
Other Funds				
Airports	24	24	24	0
Total Transportation Terminals	24	24	24	0
Total Public Ways and Facilities	475	483	505	22

⁽¹⁾ In FY 2017-18, authorized positions were transferred from Development Services Agency to Informational Technology Services and Department of Planning and Natural Resources

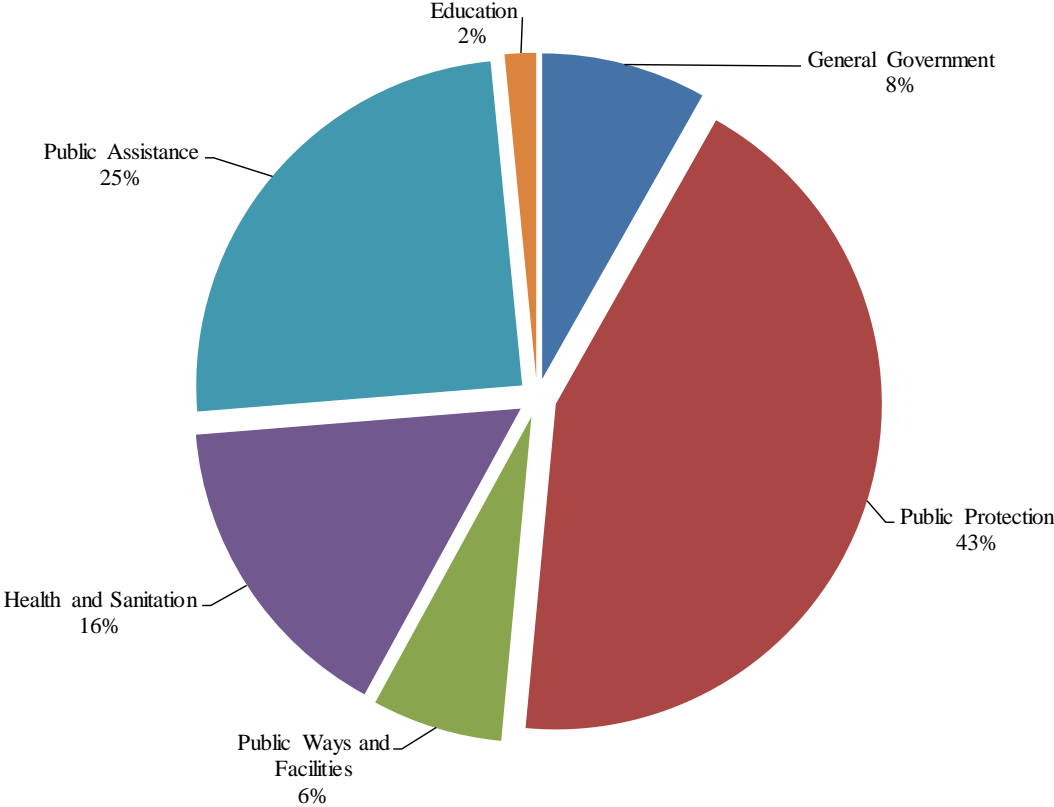
Position Summary Schedule

Department	Year-End 2016-17	Year-End 2017-18	Recommended 2018-19	Change Between 2017-18 and 2018-19
Health and Sanitation				
Health				
General Fund				
Public Health	215	224	224	0
Subtotal General Fund	215	224	224	0
Other Funds				
Behavioral Health	727	798	865	67
Environmental Health	59	59	58	(1)
Subtotal Other Funds	786	857	923	66
Total Health	1,001	1,081	1,147	66
California Children Services				
General Fund				
California Children Services	58	58	59	1
Total California Children Services	58	58	59	1
Sanitation				
Other Funds				
Kern Sanitation Authority	23	23	23	0
Total Sanitation	23	23	23	0
Total Health and Sanitation	1,082	1,162	1,229	67
Public Assistance				
Administration				
Other Funds				
Human Services	1,638	1,654	1,657	3
Total Administration	1,638	1,654	1,657	3
Veterans Service				
General Fund				
Veterans Service	10	10	11	1
Total Veterans Service	10	10	11	1
Other Assistance				
General Fund				
Employers' Training Resource	98	105	124	19
Community Development	11	11	12	1
Subtotal General Fund	109	116	136	20
Other Funds				
Aging and Adult Services	130	124	125	1
Subtotal Other Funds	130	124	125	1
Total Other Assistance	239	240	261	21
Total Public Assistance	1,887	1,904	1,929	25
Education				
Education				
General Fund				
Library	119	117	117	0
Farm and Home Advisor	4	4	4	0
Total Education	123	121	121	0
Total Education	123	121	121	0
Total County Department - General Fund	3,590	3,667	3,706	39
Total County Departments - Other Funds	3,902	3,991	4,095	104
County Departments - Grand Total	7,492	7,658	7,801	143

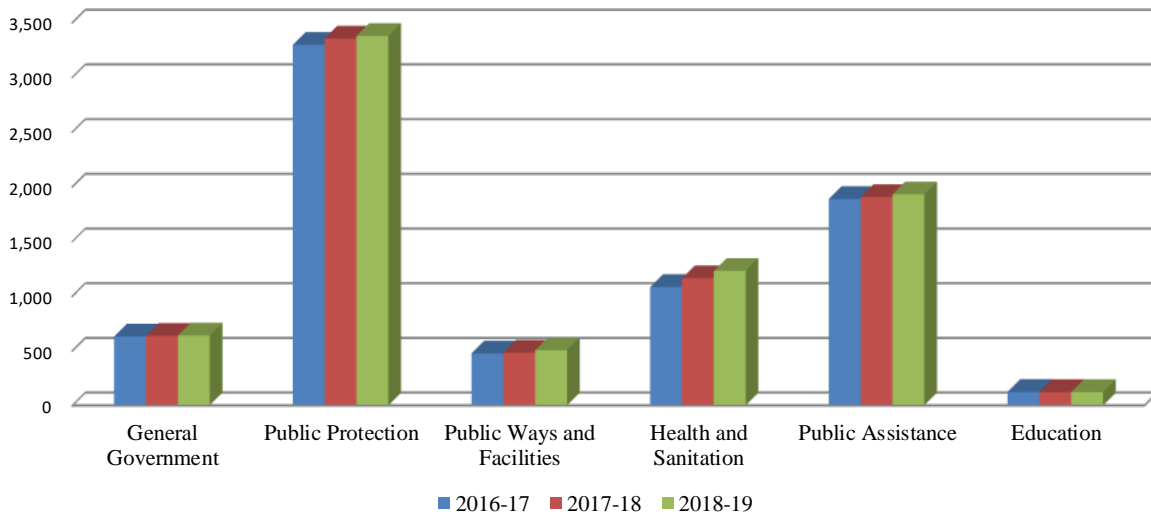
Budgeted Staffing Summary

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 2018-19. The bar graph on the following page illustrates the budgeted staffing for FY 2018-19 as well as the two prior fiscal years.

**FY 2018-19 Recommended Budget
Budgeted Staffing Summary**



**Budgeted Staffing by Function
FY 2016-17 Through FY 2018-19**



Summary of Authorized Positions

	Year-End		Recommended	Change Between
	FY 2016-17	FY 2017-18	FY 2018-19	2017-18 and 2018-19
General Fund	3,590	3,667	3,704	37
Other Funds	3,902	3,991	4,095	104
Total Authorized Positions	7,492	7,658	7,799	141

Overall staffing is recommended to increase in FY 2018-19 with changes outlined by fund and function below.

County – General Fund

- General Government** has a net increase of three positions from FY 2017-18 to FY 2018-19. The County Administrative Office will delete two positions while concurrently adding one for a net decrease of one position. Human Resources and General Services will both be adding two positions and deleting two positions. Both the Treasurer-Tax Collector and Information Technology Services will add two positions and delete one for a net increase of one position. Elections will add two positions and the Auditor-Controller will add one position while deleting one position. General Government departments will amount to a total salaries and benefits increase of approximately \$663,000.
- Public Protection** has a net increase of 12 positions. The Public Defender will delete five positions while concurrently adding six positions, for a net change of one. The Sheriff will add nine positions and delete two positions, for a net change of seven positions. Planning and Natural Resources will add three positions and Forensic Science will add one position. In total, the position changes for the Public Protection departments will amount to a total of 12 positions resulting in a salaries and benefits increase of approximately \$1.5 million.

- **Health and Sanitation** consisting of the Public Health Department and California Children's Services will have a net increase of one position. Public Health will add four positions and delete four positions. California Children's Services will add one position. The position changes for these General Fund departments will result in annual cost increase of approximately \$34,000.
- **Public Assistance** will increase staffing by a net of 21 positions. Employers' Training Resource will add 19 positions. Veterans' Service Department will add one position and Community Development will add one position. The changes for Public Assistance will cause an annual cost increase of approximately \$1.9 million.

County – Other Funds

- **Public Ways and Facilities** has an increase of 22 positions in FY 2018-19. The Public Works Department will add 27 positions and delete five positions, for a net increase of 22 positions. The proposed changes will result in a net cost increase of approximately \$2.4 million.
- **Health and Sanitation** departments will increase staffing by a net of 66 positions. The Environmental Health Division will delete one position. The Behavioral Health and Recovery Services Department will add 67 positions. Position changes in FY 2018-19 will result in a net cost increase of approximately \$7.5 million.
- **Public Protection** consisting of Child Support Services will add 15 positions and delete three positions, for a net decrease of 12 positions. The changes for Child Support Services will result in a net cost increase of \$1.2 million.
- **Public Assistance** has a net increase of four full-time positions and one part-time position. Aging and Adult Services will add one full-time position, one part-time position, and delete one full-time position. The Department of Human Services will be adding three positions. The proposed changes will result in a net cost increase of approximately \$427,000.

Overall, County costs associated to salaries and benefits will increase by approximately \$15.5 million. The majority of the cost increase will be funded with State and federal program revenue. Countywide staffing changes by County department function and activity are outlined in the Position Summary Schedule on the next page. In addition, a summary of detailed position changes by department can be found in Appendix B - Summary of Position Additions/Deletions.

Position Summary Schedule

Department	Year-End		Recommended 2018-19	Change Between 2017-18 and 2018-19
	2016-17	2017-18		
General Government				
Legislative and Administrative				
General Fund				
Board of Supervisors – District 1	5	5	5	0
Board of Supervisors – District 2	4	3	3	0
Board of Supervisors – District 3	4	4	4	0
Board of Supervisors – District 4	5	4	4	0
Board of Supervisors – District 5	4	5	5	0
Administrative Office	18	18	17	(1)
Clerk of Board of Supervisors	7	7	7	0
Total Legislative and Administrative	47	46	45	(1)
Finance				
General Fund				
Auditor-Controller	49	47	47	0
Treasurer-Tax Collector	30	30	31	1
Assessor	99	97	97	0
Total Finance	178	174	175	1
Other General				
General Fund				
Information Technology Service	55	71	72	1
Risk Management	28	28	28	0
Subtotal General Fund	83	99	100	1
Other Funds				
Garage	14	14	14	0
Subtotal Other Funds	14	14	14	0
Total Other General	97	113	114	1
Counsel				
General Fund				
County Counsel	49	49	49	0
Total Counsel	49	49	49	0
Human Resources				
General Fund				
Human Resources	29	29	29	0
Total Human Resources	29	29	29	0
Elections				
General Fund				
Elections	16	16	18	2
Total Elections	16	16	18	2
Property Management				
General Fund				
General Services	187	179	179	0
Construction Services	23	23	23	0
Total Property Management	210	202	202	0
Promotion				
General Fund				
Board of Trade	3	6	6	0
Total Promotion	3	6	6	0
Total General Government	629	635	638	3

Position Summary Schedule

Department	Year-End		Recommended 2018-19	Change Between 2017-18 and 2018-19
	2016-17	2017-18		
Public Protection				
Judicial				
General Fund				
County Clerk	6	7	7	0
Grand Jury	0	0	0	0
District Attorney	222	228	228	0
Public Defender	98	98	99	1
Subtotal General Fund	326	333	334	1
Other Funds				
Child Support Services	191	191	203	12
Subtotal Other Funds	191	191	203	12
Total Judicial	517	524	537	13
Police Protection				
General Fund				
Forensic Sciences Division of District Attorney	36	35	36	1
Sheriff	1,321	1,378	1,385	7
Total Police Protection	1,357	1,413	1,421	8
Detention and Correction				
General Fund				
Probation	608	607	607	0
Total Detention and Correction	608	607	607	0
Fire Protection				
Other Funds				
Fire Department	618	618	618	0
Total Fire Protection	618	618	618	0
Protective Inspection				
General Fund				
Agriculture and Measurement Standards	48	48	48	0
Subtotal General Fund	48	48	48	0
Total Protective Inspection	48	48	48	0
Other Protection				
General Fund				
Animal Services	63	65	65	0
Planning	47	51	54	3
Development Services Agency ⁽¹⁾	11	0	0	0
Subtotal General Fund	121	116	119	3
Other Funds				
Recorder	27	27	27	0
Subtotal Other Funds	27	27	27	0
Total Other Protection	148	143	146	3
Total Public Protection	3,296	3,353	3,377	24
Public Ways and Facilities				
Public Works				
Other Funds				
Public Works	451	459	481	22
Total Public Works	451	459	481	22
Transportation Terminals				
Other Funds				
Airports	24	24	24	0
Total Transportation Terminals	24	24	24	0
Total Public Ways and Facilities	475	483	505	22

⁽¹⁾ In FY 2017-18, authorized positions were transferred from Development Services Agency to Informational Technology Services and Department of Planning and Natural Resources

Position Summary Schedule

Department	Year-End		Recommended 2018-19	Change Between 2017-18 and 2018-19
	2016-17	2017-18		
Health and Sanitation				
Health				
General Fund				
Public Health	215	224	224	0
Subtotal General Fund	215	224	224	0
Other Funds				
Behavioral Health	727	798	865	67
Environmental Health	59	59	58	(1)
Subtotal Other Funds	786	857	923	66
Total Health	1,001	1,081	1,147	66
California Children Services				
General Fund				
California Children Services	58	58	59	1
Total California Children Services	58	58	59	1
Sanitation				
Other Funds				
Kern Sanitation Authority	23	23	23	0
Total Sanitation	23	23	23	0
Total Health and Sanitation	1,082	1,162	1,229	67
Public Assistance				
Administration				
Other Funds				
Human Services	1,638	1,654	1,657	3
Total Administration	1,638	1,654	1,657	3
Veterans Service				
General Fund				
Veterans Service	10	10	11	1
Total Veterans Service	10	10	11	1
Other Assistance				
General Fund				
Employers' Training Resource	98	105	124	19
Community Development	11	11	12	1
Subtotal General Fund	109	116	136	20
Other Funds				
Aging and Adult Services	130	124	125	1
Subtotal Other Funds	130	124	125	1
Total Other Assistance	239	240	261	21
Total Public Assistance	1,887	1,904	1,929	25
Education				
Education				
General Fund				
Library	119	117	117	0
Farm and Home Advisor	4	4	4	0
Total Education	123	121	121	0
Total Education	123	121	121	0
Total County Department - General Fund	3,590	3,667	3,704	37
Total County Departments - Other Funds	3,902	3,991	4,095	104
County Departments - Grand Total	7,492	7,658	7,799	141

Countywide Capital Projects

Summary of Capital Projects by Asset Type

	New Projects	Carryover Projects	Total
General Services - General Fund Projects			
Land	\$0	\$109,320	\$109,320
Structures and Improvements	415,316	2,648,777	3,064,093
Total	\$415,316	\$2,758,097	\$3,173,413
Waste Management Division of Public Works			
Land	\$500,000	\$6,850,000	\$7,350,000
Improvements to Land	15,959,100	2,591,450	18,550,550
Structures and Improvements	3,675,000	0	3,675,000
Total	\$20,134,100	\$9,441,450	\$29,575,550
Airports			
Improvements to Land	\$2,223,619	\$9,022,143	\$11,245,762
Total	\$2,223,619	\$9,022,143	\$11,245,762
Other Departments			
Structures and Improvements	\$0	\$124,831,000	\$124,831,000
Operating Transfer-Out	1,701,049	0	1,701,049
Total	\$1,701,049	\$124,831,000	\$126,532,049
Total	\$24,474,084	\$146,052,690	\$170,526,774

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

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 list, however, does not represent all capital and infrastructure maintenance needs of the County. Project needs associated with enterprise funds and the Roads Department are not included in the list due to the different funding processes inherent in enterprise funds and the Roads Department. The projects included on the list are presented in priority order, as recommended by the County Administrative Office, based on the following evaluation criteria:

- *Legal Mandates.* Projects in this category are those that are required to meet some type of statutory, regulatory, or other legal mandate (such as court orders).

- *Health and Safety Concerns.* Projects in this category are those that mitigate potential health or safety threats to the public or County employees.
- *Preventive Maintenance.* Preventive maintenance projects are often given priority in order to maintain the structural integrity of the County's existing facilities. The three most critical preventive maintenance project categories are: roof replacement/repair projects; heating, ventilation, and air conditioning (HVAC) replacement projects, and parking lot repaving projects. Roof replacements are critical because as the condition of the roof deteriorates, structural damage and damage to other building components can occur as a result of leakage. HVAC replacements are critical because as the existing systems age, they become more expensive to maintain on an emergency basis. Parking lot repaving projects completed prior to damage occurring to the substructure of the parking lot are critical as it is much more expensive to replace parking lots rather than simply repaving them.
- *Cost Reduction Impact.* Cost reduction is included as an evaluation criteria in an effort to identify and prioritize those projects which are expected to result in reduced expenditures on an ongoing basis. The majority of the projects that have cost reduction implications are HVAC replacement projects.
- *Ongoing Staffing/Operating Costs.* The cost to operate and maintain new or replacement facilities on a continuing basis (including related staffing costs) is also an important consideration in the evaluation and prioritization of project proposals.
- *Direct Public Benefit and Usage.* Each project, or facility where a project is located, is evaluated to determine the level of direct public benefit gained as a result of the completion of the project. All other categories being equal, priority is given to projects that have a high public usage and/or public benefit, such as County roads and sumps, senior centers and veterans' halls, libraries, and multi-departmental use County buildings. Additionally, the evaluation process for each project also includes consideration of the project's consistency with and relative merit in facilitating the achievement of the County's Strategic Goals as adopted by the Board of Supervisors.
- *Subventions and Special Funding.* Several County departments are considered "subvented" because the costs of their operations, including capital needs, are primarily reimbursed with state and Federal funding. Special funding from sources other than the General Fund ease typical budgetary deliberations, particularly when external funds are earmarked specifically for capital projects and equipment replacement.

To the extent possible and under current policy, the County uses one-time funding or fund balance to fund one-time expenses such as capital projects in order to mitigate impacts to operations. The amount of discretionary General Fund resources for Capital Projects varies annually based on available one-time funding. As a result of limited resources, the County has prioritized major maintenance of existing structures and improvements over new capital projects. The 37 major maintenance projects funded in FY 2018-19 totaling \$8.6 million are listed in the General Government Section under Major Maintenance Projects.

Capital projects included in this section are limited to new construction, addition or betterment of an existing asset where the total project cost is greater than \$50,000. Land acquisition is also included in the definition of capital project.

The FY 2018-19 Recommended Budget, inclusive of operating transfers, includes a total of \$24.4 million in new projects.

General Services – General Fund Projects:

- *Juvenile Detention Facilities Cameras*
\$415,316 is included to fund additional cost for the installation of security cameras at the Juvenile Detention Facilities. The project is funded with State revenue and does not impact the operating budget of the General Fund in the short-term; however, in the long-term the department anticipates a reduction in staff cost.

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 \$20,134,100 for new projects. Included in the projects is \$13.6 million for improvements at the Bena Landfill, which consists of construction of a liner, drainage improvements, dock expansion and other road projects. \$1.4 million for water wells and gas system improvements at other landfills, and \$5 million for small projects including the acquisition of landfill buffer property and road repairs are also included. The projects are funded with a portion of the land use fee collected for residential properties and a tipping fee for non-residential waste and do not impact the Division's operating budget.

Airports:

- *The Runway 12L-30R Rehabilitation and Taxiway Connectors Phase III*
The overall 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. Due to timing of funding, the department strategically separated the project into three phases. 90% of the project cost is funded by an allocation from the FAA; the remaining 10% will come from the operations of the Airport. An additional \$2,223,619 is included for Phase III of the project at Meadows Field Airport. The final phase of the project includes reconstructing the north end of runway blast pad and eastern shoulder and the remaining west shoulder, in addition to installation of centerline lights and runway crown. The project had significant impacts on the operating budget of the department. In order to meet the required 10% match, the department reevaluated all contracts. If sufficient revenue is not generated to provide the local match, a contribution from discretionary resources may be required.

Other Departments:

- *Operating Transfer*

Funding of \$1.7 million consists of an operating transfer out to the General Fund Major Maintenance Projects from the Accumulated Capital Outlay- General. These funds are being utilized to maintain the minimum funding necessary to preserve and maintain existing County facilities.

The FY 2018-19 Recommended Budget also includes projects approved in prior years but not yet completed (Carryover Projects) totaling \$146 million. These major multi-year projects include the following:

General Services – General Fund Projects:

- *Lake Isabella and Hart Flat Fire Stations Land Acquisition and Design Cost*

\$630,841 is included for the land acquisition and final design phase cost associated with the Lake Isabella and Hart Flat Fire Station Replacements. Construction cost for these facilities is not included in the FY 2018-19 Recommended Budget as the Structural Fire Fund is in the third year of a structural deficit primarily from the loss of tax revenue. While the design cost does not have an operating impact on the FY 2018-19 budget as the funds were set aside in FY 2015-16, the construction phase of the projects will be evaluated during FY 2019-20 for debt financing along with other priority projects for the County.

- *Behavioral Health and Recovery Services Expansion*

The Behavioral Health and Recovery Services Department continues to be challenged in meeting the increased demand for emergency services. \$972,861 in funding for the final phase of the improvements at the emergency psychiatric unit is included through the prudent use of Mental Health Services Act (MHSA) funds and will not affect or redirect funds from services.

- *Juvenile Detention Facilities Cameras*

\$933,164 is included for the installation of cameras throughout the James G. Bowles Juvenile Hall complex in order to provide additional safety. This is the only carryover project funded with discretionary resources.

- *Lerdo Waste and Water Treatment Plant Upgrade and Other Projects*

\$75,668 is included to finalize the construction of a \$13,335,529 upgrade of the adult detention facility waste and water treatment plant and to upgrade the video cameras at the facility. An additional \$77,563 is included for the Sheriff's Property Room shelves upgrade.

Waste Management Division of Public Works:

- *Landfill Projects*

The Division has included \$9,441,450 in funding for landfill drainage improvements, closure costs and the acquisition of landfill buffer property at an estimated cost of

\$6,850,000. The projects are funded with a portion of the land use fees collected for residential properties and a tipping fee for non-residential waste.

Airports:

- *The Runway 12L-30R Rehabilitation and Taxiway Connectors Phase III*
\$9,022,142 is included for the Runway 12L-30R Rehabilitation and Taxiway Connectors reconstruction project phase III Meadows Field Airport that began in FY 2013-14.

Other Departments:

- *New Jail Facility*
These multi-year carryover project includes construction of a new jail facility with a total cost of \$124.8 million. Construction of the new jail was completed in February 2018. \$4,014,296 of the estimated \$124.8 million cost for the new jail facility is anticipated to be expended in FY 2018-19 in the closeout phase. The new jail facility is listed under carryover projects and financed with \$100 million State grant and \$24.8 million of other funding. The new jail opened in May 2018. The recommended budget includes new operational costs of \$3,383,820 million to fund utilities, supplies, and salaries to staff the medical and psychiatric area of the new jail further impacting the General Fund operating budget.

Summary of Capital Projects by Funding Source

	Discretionary		Total
	General Funding	Other Funding	
Projects Administered By:			
General Services - General Fund Projects			
New Projects	\$0	\$415,316	\$415,316
Carryover Projects	933,165	1,824,932	2,758,097
Total Projects Administered by General Services	\$933,165	\$2,240,248	\$3,173,413
Waste Management Division of Public Works			
New Projects	\$0	\$20,134,100	\$20,134,100
Carryover Projects	0	9,441,450	9,441,450
Total Projects Administered by Solid Waste Management	\$0	\$29,575,550	\$29,575,550
Airports			
New Projects	\$0	\$2,223,619	\$2,223,619
Carryover Projects	0	9,022,143	9,022,143
Total Projects Administered by Airports	\$0	\$11,245,762	\$11,245,762
Other Departments			
Carryover Projects	\$0	\$124,831,000	\$124,831,000
Operating Transfer Out		1,701,049	1,701,049
Total Projects Administered by Others	\$0	\$126,532,049	\$126,532,049
Total	\$933,165	\$169,593,609	\$170,526,774

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 and Airports are included in the Enterprise section of this budget. The Other Departments category encompasses countywide capital projects not accounted for in any other department. The detail for the projects is included in the Other Capital Projects section of this budget document.

Impact of Capital Projects on the Operating Budget

The County's operating budget is directly affected by the Capital Projects. Almost every new capital improvement entails additional expenses for routine operation, repair and maintenance upon completion or acquisition that must be incorporated in the operating budget. In addition, some capital projects require the addition of new positions. The cost of future operations for new facilities is incorporated within each operating department budget. Operating costs are carefully considered in deciding which projects move forward because it is not possible for the County to concurrently fund several large-scale projects that have significant operating budget impacts.

Unmet Capital Needs

The County has numerous facilities and grounds that are in need of repair or replacement. Due to limited resources available, many projects have been delayed or postponed. The critical projects below will need to be funded in the next two to five years. The projects will be evaluated during FY 2018-19 for cost and funding through debt financing along with other priority projects for the County, use of General Fund reserves or California Parks and Environment Bond (Proposition 68) funding.

Summary of Unmet Capital Needs

Project Name:	<u>Estimated Cost</u>	<u>Potential Financing</u>
Countywide radio communication System	\$60,573,000	Debt Financing/Reserves
Coroner/Crime Lab Facility	Unknown	Debt Financing/Reserves
Animal Services Facility	Unknown	Debt Financing/Reserves
Payroll and Financial Management System	Unknown	Debt Financing/Reserves
Regional Parks Improvements	Unknown	Proposition 68/Reserves
Local Park Improvements	Unknown	Proposition 68/Reserves
Total known costs	<u>\$60,573,000</u>	

Discretionary General Funding

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

- **Departmental program revenue** includes fees, service charges, and state and federal support for programs such as welfare, health care, and behavioral health.

- **Proposition 172 revenue** is a permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety. Proposition 172 revenue is restricted and is used solely for funding the Sheriff/Coroner/Public Administrator, District Attorney Criminal and Forensic Sciences Divisions, Public Defender, Probation, and Fire departments.

- **1991 Realignment revenue** provides health and welfare funding. In FY 1991-92, the State approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the State to the County. This shift is funded through a corresponding shift of dedicated sales tax and vehicle license fee revenue. Realignment revenue is restricted and used in funding mental health, social services and health programs within the County.

- **2011 Realignment revenue** provides public safety, health, and welfare funding. In FY 2011-12, the State approved what has become known as AB 109 Public Safety Realignment. As part of this realignment, the State addressed prison over-crowding by shifting custodial responsibility of non-violent, non-sex, and non-serious ('Triple-Nons') offenders to local jails. In addition, the parole function of the State was delegated to county probation departments. In conjunction with Public Safety Realignment, the State also shifted full financial burden of many social service and mental health programs. The County was responsible for delivery of these programs before realignment but with the shift the State would no longer participate in the share of cost. While the State no longer shares in the cost it has dedicated a portion of the State sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

- **Countywide discretionary revenue** includes a variety of revenue sources that are not legally designated for a specific purpose or program. The majority of discretionary revenue is property related revenue, primarily property tax. Other revenue sources in this category include: sales and other taxes, net interest earnings, Countywide Cost Allocation Plan (CWCAP) revenue which is a reimbursement for overhead/indirect costs incurred by the General Fund, other State and federal aid, and other revenue. Additionally, the General Fund's available fund balance, use of reserves and operating transfers-in, are other funding sources that can be allocated to General Fund departments in the same manner as countywide discretionary revenue.

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

The County maintains an appropriated contingency budget unit within the General 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. The contingency amount includes at least 1% of locally funded appropriations, or \$4 million for FY 2018-19. 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 \$1.5 million respectively.

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

The following sections provide details of:

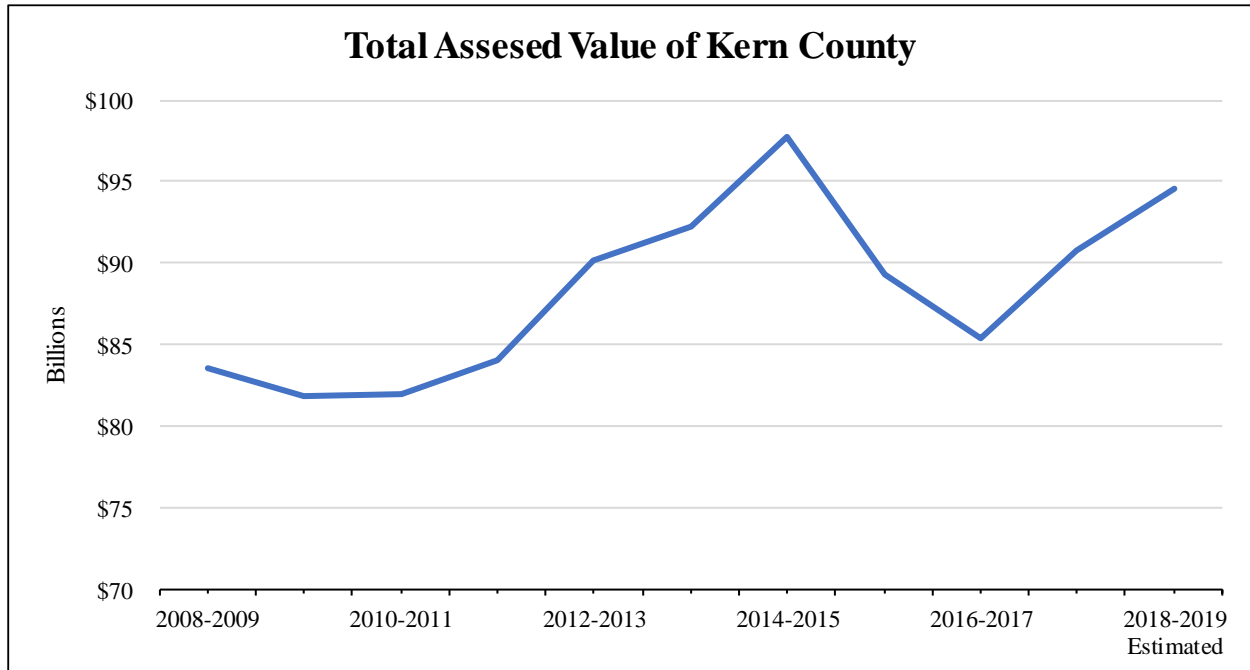
- The economic indicators that are factored into the County's fiscal plan.
- How these indicators and other factors affect Proposition 172 revenue, Realignment revenue, and countywide discretionary revenue.
- How Discretionary General Funding (Net County Cost) has been allocated for the fiscal year.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

Economic Indicators

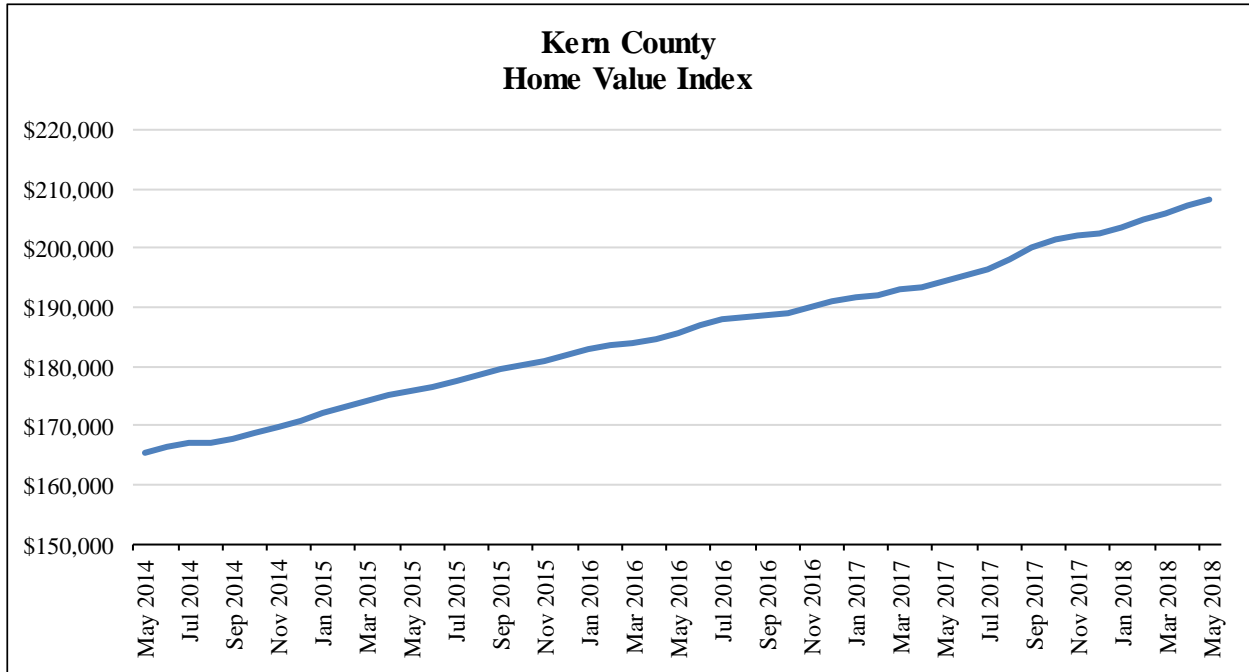
The County’s FY 2018-2019 estimated total net assessed value is \$94.6 billion, an increase of \$3.9 billion, or 4% from FY 2017-18. Property related revenue accounts for over 65% of countywide discretionary revenues and other financing sources. These revenues are affected by the housing market and oil and gas property valuations in the County.

The January 1, 2018 lien date valuation of \$61 per barrel of oil reflects a noteworthy increase from the eleven year low of \$35 in 2016; however, declining reserves and significant property transfers at historically low prices have limited oil and gas property assessed valuations to a 3% increase from 2017-18.

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. The 5% increase in commercial, residential, and agricultural property value represents the most significant increase to the County’s assessed value.

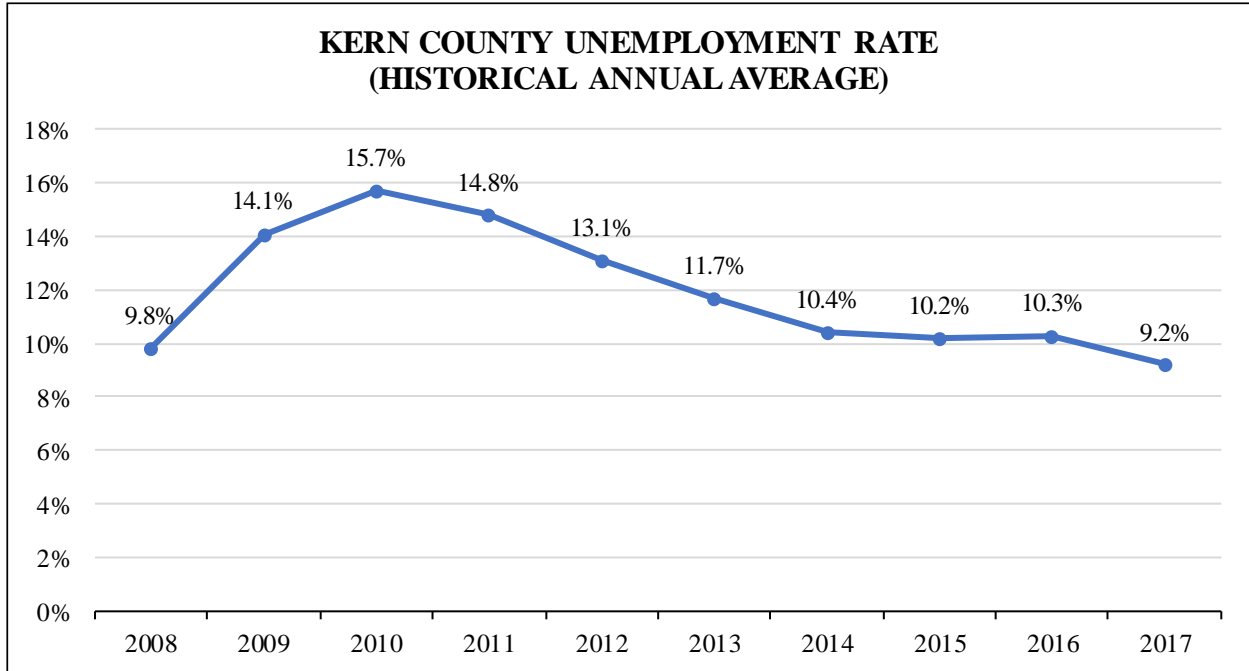


The following charts are strong indicators of the economic vitality in Kern County. Overall, though the County continues to suffer budgetary and operational impacts in both the short and long term as a result of market declines in 2008, and again in 2016, economic factors presently show steady progress toward recovery.



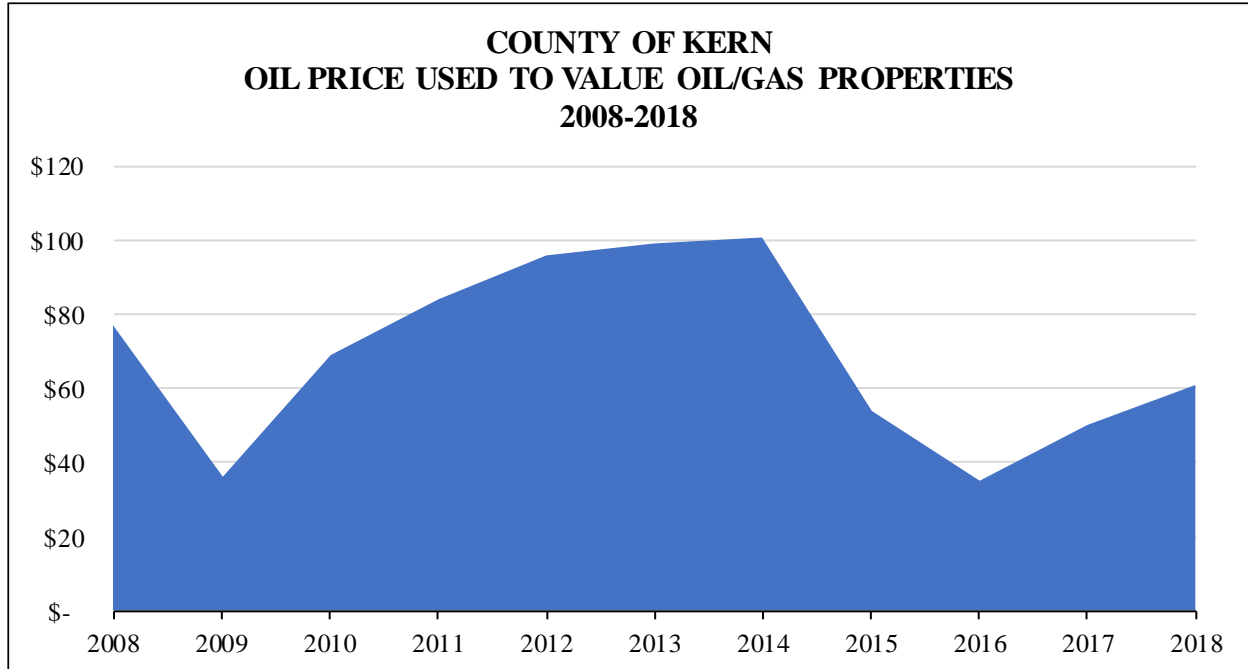
Source: Zillow Home Value Data 2018

The median home value in Kern County for May 2018 was \$208,200. Kern County home values have gone up 7.2% over the 12 month period ending May 2018 and Zillow predicts they will rise 5.3% over the next 12 months based on the Zillow Home Value Index. Over the same period of time, the foreclosure rate in Kern County averaged a ten year low of 1.7 homes per 10,000. As of May 2018 Kern County’s 0.98 homes foreclosed per 10,000 is 18% greater than the State average of 0.83 homes foreclosed per 10,000.



Source: CA Employment Development Department

As illustrated in the graph above, the unemployment rate was trending down for four consecutive years (2010–2014). However, beginning in 2014, the trend plateaued due to a sharp decrease in oil prices resulting in a loss of jobs in that industry. 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. In 2017, the County saw a decline in unemployment resulting from continued improvements in economic health across the County and State.



Source: Kern County Assessor's Office

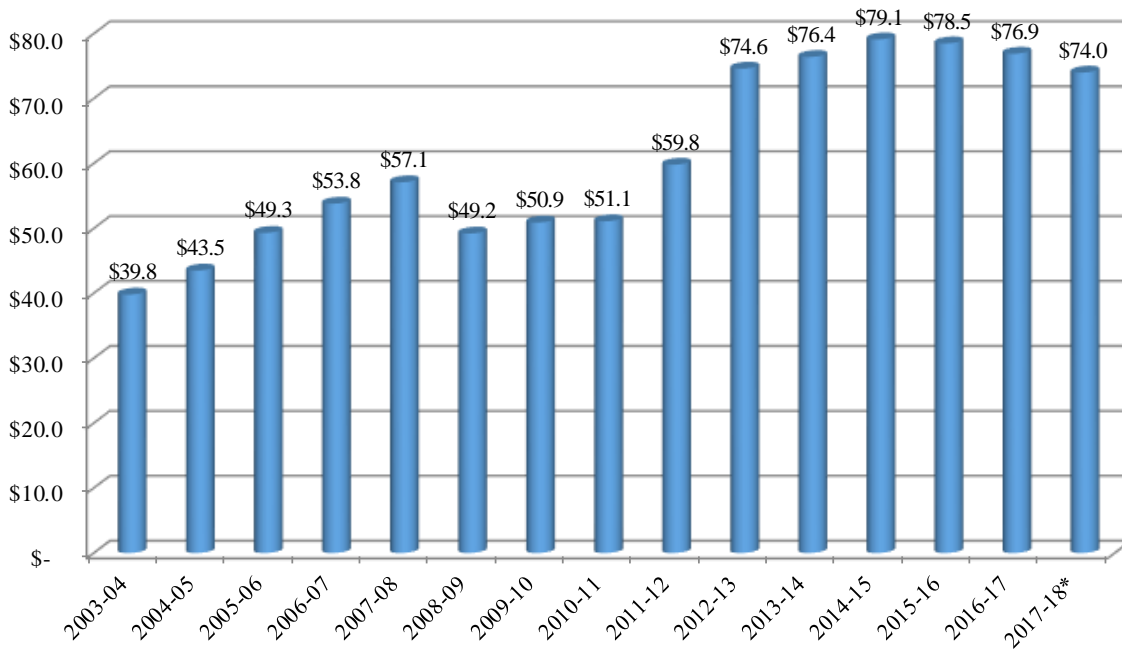
Pictured above is the price per barrel of oil at January 1 of each year. A lien date value for each oil and gas producing property in Kern County is determined by the County Assessor, using the price per barrel of oil as a primary component in each property's discounted cash flow analysis. Since nearly 17% of all property valuations countywide are derived from the oil and gas properties, the County's discretionary revenue is heavily dependent on this industry. From 2012-2014 the price of oil remained strong. Since 2015, oil prices have decreased sharply which has led to a slowing in the sector and the overall local economy. The lien date price per barrel of oil for 2018 is \$61, a \$13 increase from 2017.

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. These one-time revenues began decreasing in FY 2017-18 and in FY 2018-19 the County is anticipating a decline of \$3.9 million from FY 2017-18 actual receipts. In an effort to mitigate the impact on public safety departments, the recommended budget includes the use of \$1.7 million in carryforward and \$4.9 million in general designation which leaves a balance in general designation of \$1.4 million to offset future shortfalls in revenue.

The charts below summarize fund balance and the actual allocation of the Local Public Safety Fund for FY 2016-17, the final and actual allocations for FY 2017-18, and the recommended allocation for FY 2018-19, which reflects a reduction of \$1.5 million, or 2%, from FY 2017-18.

Breakdown of Departmental Usage of Proposition 172

Budget Unit and Department	Actual	Final Budget	Actual	Recommended
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
2180 District Attorney	\$5,723,935	\$5,689,055	\$5,689,055	\$5,575,274
2190 Public Defender	4,810,625	4,781,310	4,781,310	4,685,684
2200 D.A.-Forensic Sciences	212,581	211,285	211,285	207,060
2210 Sheriff	47,279,543	46,991,437	46,991,437	46,051,609
2340 Probation	13,132,769	13,052,742	13,052,742	12,791,688
2415 Fire	7,574,175	7,528,020	7,528,020	7,377,460
Total Allocated to Departments	\$78,733,628	\$78,253,849	\$78,253,849	\$76,688,775

Proposition 172

	Actual	Final Budget	Actual	Recommended
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
Beginning Fund Balance	\$12,487,060	\$12,287,253	\$12,287,253	\$8,073,022
Revenue	78,533,821	70,870,125	74,039,618	70,066,703
Departmental Usage	78,733,628	78,253,849	78,253,849	76,688,775
Ending Fund Balance	12,287,253	4,903,529	8,073,022	1,450,950
Change in Fund Balance	(\$199,807)	(\$7,383,724)	(\$4,214,231)	(\$6,622,072)

Realignment Funding

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

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

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

1991 Realignment

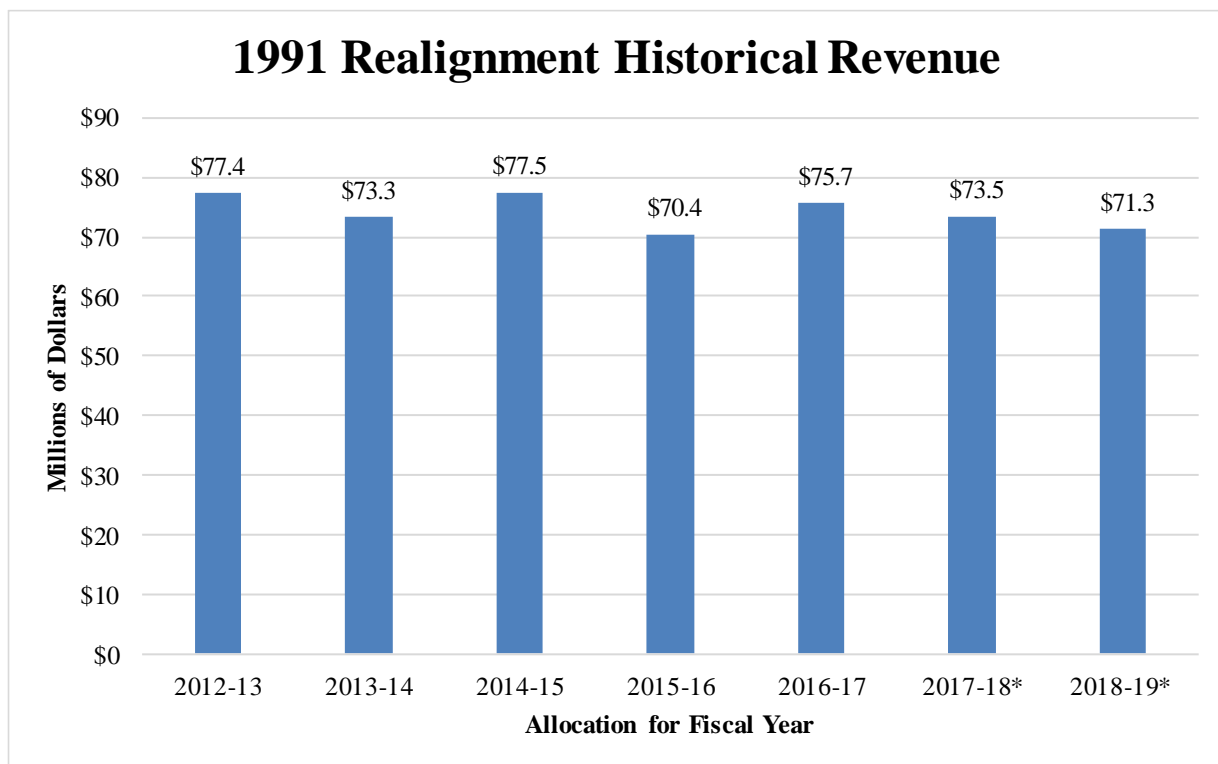
In 1991, the State shifted responsibility for a number of mental health, social services, and health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams to pay for the shifted services; a ½ cent Sales Tax and 24.33% of Vehicle License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

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

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

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

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



*Estimated

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

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

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

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

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

Revenue for FY 2017-18 reflected a slight decline from the FY 2016-17 level. For FY 2017-18, the maximum amount as prescribed by AB 85 of Health Realignment was redirected.

Based on the State estimates the recommended funding for FY 2018-19 reflects a slight decrease from the FY 2017-18 level. Again, for FY 2018-19, the maximum amount of Health Realignment will be redirected.

SUMMARY OF 1991 PROGRAM REALIGNMENT REVENUE					
	Actual	Final Budget	Actual	Recommended	Increase/
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19	(Decrease)
Health Trust Fund	\$11,259,474	\$7,897,117	\$8,667,456	\$8,059,835	(\$607,621)
Mental Health Trust Fund	26,379,338	25,724,168	26,070,295	25,724,169	(346,126)
Social Services Trust Fund	38,111,188	35,549,959	38,129,870	37,592,744	(537,126)
	<u>\$75,750,000</u>	<u>\$69,171,244</u>	<u>\$72,867,621</u>	<u>\$71,376,748</u>	<u>(\$1,490,873)</u>

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

The 1991 Realignment legislation allows for some flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another if it is found that the transfer is the most cost-effective use of available resources to maximize client outcomes. An additional 10% can be transferred from the County's Health Realignment specifically to help meet caseload needs in excess of the revenue growth in the social services account. Kern County has utilized this provision as needed to help support either the health or social services programs, however, there are no transfers included in the FY 2018-19 Recommended Budget.

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

Health				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Beginning Fund Balance	\$1,134,232	\$1,482,585	\$1,482,585	\$1,724,620
Revenue	11,259,474	7,897,117	8,667,456	8,059,835
Departmental Usage	9,877,770	8,129,451	8,425,421	8,059,835
Transfer to Social Services	1,033,351	0	0	0
Ending Fund Balance	1,482,585	1,250,251	1,724,620	1,724,620
Change in Fund Balance	\$348,353	(\$232,334)	\$242,035	\$0

Breakdown of Departmental Usage of Health 1991 Realignment				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Animal Services	\$1,059,601	\$1,509,601	\$1,557,250	\$1,097,839
Environmental Health	97,771	97,408	101,375	99,991
Public Health	6,634,782	6,522,442	6,766,796	6,862,005
Kern Medical Center	2,085,616	0	0	0
Total Departmental Usage	\$9,877,770	\$8,129,451	\$8,425,421	\$8,059,835

Health 1991 Realignment is budgeted to maintain fund balance at \$1,724,620 in FY 2018-19. 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 2016-17, the State reduced the County's Health Realignment by \$14.9 million and in FY 2017-18, the State redirected all of the County's Health Realignment for indigent care under AB 85. In FY 2018-19, the State will again redirect all of the County's Health Realignment for indigent care. The recommended budget includes sufficient resources to carry out mandated health programs and services for County residents.

Mental Health				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Beginning Fund Balance	\$89,920	\$917,151	\$917,151	\$1,263,278
Revenue	26,379,338	25,724,168	26,070,295	25,724,169
Departmental Usage	23,286,317	25,724,168	25,724,168	25,724,169
Transfer to Social Services	2,265,790	0	0	0
Ending Fund Balance	917,151	917,151	1,263,278	1,263,278
Change in Fund Balance	\$827,231	\$0	\$346,127	\$0

Breakdown of Departmental Usage of Mental Health 1991 Realignment				
	Actual	Final Budget	Actual	Recommended
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
Behavioral Health and Recovery Svcs.	\$23,286,317	\$25,724,168	\$25,724,168	\$25,724,169
Total Departmental Usage	\$23,286,317	\$25,724,168	\$25,724,168	\$25,724,169

For FY 2018-19, the Mental Health fund is anticipated 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 mental health programs and services for County residents.

Social Services				
	Actual	Final Budget	Actual	Recommended
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
Beginning Fund Balance	\$3,511,843	\$5,254,520	\$5,254,520	\$4,858,234
Revenue	38,111,188	35,549,959	38,129,870	37,592,744
Departmental Usage	39,667,652	39,536,392	38,526,156	37,592,744
Transfer from Health	1,033,351	0	0	0
Transfer from Mental Health	2,265,790	0	0	0
Ending Fund Balance	5,254,520	1,268,087	4,858,234	4,858,234
Change in Fund Balance	\$1,742,677	(\$3,986,433)	(\$396,286)	\$0

Breakdown of Departmental Usage of Social Services 1991 Realignment				
	Actual	Final Budget	Actual	Recommended
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
California Children Services	\$1,152,220	\$1,169,636	\$1,181,274	\$1,240,844
Human Services - Administration	1,372,081	1,445,702	1,457,258	1,533,717
Human Services - Direct Aid	23,853,660	20,475,622	20,685,360	21,053,151
Aging and Adult Services	746,797	733,359	739,427	778,006
In-Home Supportive Services	8,352,689	11,557,235	10,293,644	8,700,757
Probation	2,194,205	2,158,838	2,173,193	2,290,269
General Fund	1,996,000	1,996,000	1,996,000	1,996,000
Total Departmental Usage	\$39,667,652	\$39,536,392	\$38,526,156	\$37,592,744

Social Services realignment revenue is composed primarily of sales tax. The split is currently 96% sales tax and 4% vehicle license fees. Social Services 1991 Realignment is budgeted to maintain a fund balance of \$4,858,234 in FY 2018-19; however, expenses are anticipated to increase as well as usage of fund balance. The recommended budget includes sufficient resources to provide social services programs and services for County residents.

THIS PAGE INTENTIONALLY LEFT BLANK



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 shifting 100% of the financial burden of these 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, and Medi-Cal substance abuse treatment programs. 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. 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. Behavioral Health and Recovery Services allocates the Behavioral Health 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 2018-19

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 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Beginning Fund Balance	\$17,071,543	\$28,159,969	\$28,159,969	\$38,819,250
Revenue	194,476,874	189,972,306	205,910,843	192,164,535
Departmental Usage	183,388,448	197,895,877	195,251,562	199,079,837
Ending Fund Balance	28,159,969	20,236,398	38,819,250	31,903,948
Change in Fund Balance	\$11,088,426	(\$7,923,571)	\$10,659,281	(\$6,915,302)

Total departmental usage of \$199.1 million for FY 2018-19 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 2018-19

	Law Enforcement	Support Services		Total
		Protective Services	Behavioral Health	
Beginning Fund Balance	\$18,894,081	\$4,234,048	\$15,691,122	\$38,819,251
Revenue	72,329,660	67,448,665	52,386,210	192,164,535
Departmental Usage	76,908,611	69,785,016	52,386,210	199,079,837
Ending Fund Balance	14,315,130	1,897,697	15,691,122	31,903,949
Change in Fund Balance	(\$4,578,951)	(\$2,336,351)	\$0	(\$6,915,302)

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 annual spending plan approved by the Local Community Corrections Partnership and the Board of Supervisors. The FY 2016-17 plan included a significant number of additional positions and an appropriation savings occurred because hiring new staff continues to be a lengthy process. As a result, a fund balance of \$18.2 million existed in the Law Enforcement account at the end of FY 2016-17. The fund balance increased by \$725,387 in FY 2017-18 as growth funds were carried forward for use in the FY 2018-19 Recommended Budget. Fund balance consists of funds for various law enforcement services resulting from existing and potential carry forward balances as of June 30, 2018. As the potential carry forward funds are realized, appropriations in the corresponding law enforcement departments will be adjusted as needed. The recommended budget includes the use of nearly \$4.6 million of fund balance. Detail of the fund balance for Law Enforcement Services is reflected in the following table:

LAW ENFORCEMENT SERVICES				
	Actual	Final Budget	Actual	Recommended
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
Beginning Fund Balance	\$12,293,309	\$18,168,694	\$18,168,694	\$18,894,081
Revenue	76,027,675	73,188,434	77,278,413	72,329,660
Departmental Usage	70,152,290	78,179,188	76,553,026	76,908,611
Ending Fund Balance	<u>18,168,694</u>	<u>13,177,940</u>	<u>18,894,081</u>	<u>14,315,130</u>
Change in Fund Balance	\$5,875,385	(\$4,990,754)	\$725,387	(\$4,578,951)

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 balance in the Local Innovation Account totaled \$628,720 as of June 30, 2018. Growth allocations for FY 2017-18 are unknown at this time and therefore, not included in the recommended budget.

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

BREAKDOWN OF LAW ENFORCEMENT DEPARTMENTAL USAGE				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
<i>Law Enforcement Activities</i>				
Community Corrections:				
Sheriff	\$15,697,429	\$15,591,394	\$15,553,082	\$15,928,174
Probation	14,119,431	15,078,465	14,585,289	15,048,262
Mental Health	4,606,865	5,286,212	5,286,211	5,502,239
Employers' Training Resource	858,046	888,998	888,998	558,315
District Attorney	1,614,687	1,904,093	1,904,093	1,999,528
Public Defender	935,306	952,855	952,855	1,008,554
District Attorney - Forensic Sciences	181,720	177,975	177,975	190,151
Community Based Organizations	1,511,982	1,588,654	1,588,654	1,108,539
Probation Project	0	0	0	415,316
Sheriff Projects	22,031	695,494	546,193	60,932
Veteran Services	0	120,940	120,941	120,000
Trial Court Security (Sheriff)	10,597,283	11,128,795	11,128,795	10,951,520
District Attorney/Public Defender:				
District Attorney	367,173	421,569	421,569	503,163
Public Defender	367,173	421,569	421,569	503,163
Juvenile Justice:				
Youthful Offender Block Grant (Probation)	3,855,159	3,731,448	3,731,448	3,869,004
Reentry (Probation)	398,591	388,036	388,036	406,363
<i>Enhancing Law Enforcement Activities</i>				
Supplemental Law Enforcement:				
Sheriff	732,186	920,018	920,018	732,907
Probation	2,418,555	3,629,888	3,412,339	3,624,115
District Attorney	249,111	249,111	249,832	249,832
Other Jurisdictions	2,071,240	3,223,991	2,496,329	2,520,862
Camp Funds (Probation)	3,299,214	3,592,908	3,592,908	4,958,564
Juvenile Probation Activities (Probation)	3,900,314	5,837,981	5,837,981	4,300,314
Booking Fees (Sheriff)	732,680	732,680	732,680	732,680
Rural Crime:				
Sheriff	340,251	340,251	340,251	340,251
District Attorney	168,422	168,422	168,422	168,422
CalMMET:				
Sheriff	872,663	872,663	871,780	872,663
District Attorney	117,389	117,389	117,389	117,389
Probation	117,389	117,389	117,389	117,389
Total Departmental Usage	\$70,152,290	\$78,179,188	\$76,553,026	\$76,908,611

Support Services

The Support Services account has two sub-accounts: Behavioral Health and Protective Services. The Behavioral Health subaccount funds Drug Court, Drug and Non-drug Medical, Early and Periodic Screening, Diagnostic, Treatment (EPSDT), and Mental Health Managed Care. The Protective Services sub-account funds Adult Protective Services, Foster Care Administration, Foster Care Assistance, Child Welfare Services, Child Abuse Prevention, Adoptions Assistance, and Adoptions Administration. Fund balance available at June 30, 2018, in the amount of \$19.9 million was due to FY 2015-16 and FY 2016-17 Behavioral Health Services growth funds that were received in FY 2017-18 and not transferred to the Behavioral Health and Recovery Services budget unit as well as FY 2017-18 Protective Services carryforward funds.

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 does not include any transfers between the sub-accounts in the Supportive Services account. The Board of Supervisors also has the discretion to establish a Support Services Reserve sub-account up to five-percent (5%) from each sub-account's previous year's deposits. The FY 2018-19 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 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Beginning Fund Balance	\$4,778,234	\$9,991,275	\$9,991,275	\$19,925,169
Revenue	118,449,199	116,783,872	128,632,430	119,834,875
Departmental Usage	113,236,158	119,716,689	118,698,536	122,171,226
Ending Fund Balance	9,991,275	7,058,458	19,925,169	17,588,818
Change in Fund Balance	\$5,213,041	(\$2,932,817)	\$9,933,894	(\$2,336,351)

BREAKDOWN OF SUPPORT SERVICES DEPARTMENTAL USAGE				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Behavioral Health				
Mental Health*	\$46,744,105	\$51,084,558	\$50,195,093	\$52,386,210
Protective Services				
Aging and Adult Services	1,559,263	1,564,156	1,435,468	1,645,747
Human Services Admin	25,446,929	27,801,678	27,816,779	27,714,742
Human Services Aid	39,013,316	38,735,157	38,735,157	39,865,681
Mental Health	287,257	322,896	313,697	339,739
Probation	185,288	208,244	202,342	219,107
Total Departmental Usage	\$113,236,158	\$119,716,689	\$118,698,536	\$122,171,226

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

CalWORKs MOE

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These funds originally funded Mental Health but, as part of 2011 Realignment, the funds were diverted to CalWORKs; and Mental Health now receives a monthly flat amount from the new sales tax revenues brought in with the passage of Proposition 30. Funds received are subsequently transferred to the fund used for assistance payments to CalWORKs clients. Below is additional historical detail on the CalWORKs MOE account. The State funds CalWORKs with realignment and State General Fund. Increases or decreases have no effect on service levels as CalWORKs MOE funding results in an equal net adjustment in the State General Fund provided to the County.

CalWORKs MOE

	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Beginning Fund Balance	\$0	\$0	\$0	\$0
Revenue	40,199,927	41,405,360	46,139,326	36,534,114
Departmental Usage	40,199,927	41,405,360	46,139,326	36,534,114
Ending Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Change in Fund Balance	\$0	\$0	\$0	\$0

Breakdown of CalWORKs MOE Usage
--

	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Human Services - Direct Aid	<u>\$40,199,927</u>	<u>\$41,405,360</u>	<u>\$46,139,326</u>	<u>\$36,534,114</u>
Total Departmental Usage	\$40,199,927	\$41,405,360	\$46,139,326	\$36,534,114

Family Support

This fund was established in FY 2013-14 in accordance with Welfare and Institutions Code 17600.10(a)(5). Assembly Bill 85 (AB85) *Redirection of 1991 State Health Realignment (2013)* was signed into law on June 27, 2013, in order to provide a mechanism for the State of California to redirect a portion of the 1991 Realignment for Health Services to the Family Support sub-account at the State level in order to fund social service programs. This shift is due to the idea that less health realignment is necessary as a result of the implementation of the Affordable Care Act. Funds are allocated to counties from the Family Support sub-account in lieu of State General Fund for CalWORKs assistance payments. The State funds CalWORKs with realignment and State General Fund. Any increases or decreases has no effect on service levels as CalWORKs MOE funding results in an equal net adjustment in the State General Fund provided to the County.

Detail on the Family Support fund is as follows:

Family Support				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Beginning Fund Balance	\$0	\$0	\$0	\$0
Revenue	31,912,094	52,860,408	48,991,290	34,958,104
Departmental Usage	31,912,094	52,860,408	48,991,290	34,958,104
Ending Fund Balance	0	0	0	0
Change in Fund Balance	\$0	\$0	\$0	\$0

Breakdown of Family Support Usage				
	Actual FY 2016-17	Final Budget FY 2017-18	Actual FY 2017-18	Recommended FY 2018-19
Human Services - Direct Aid	\$31,912,094	\$52,860,408	\$48,991,290	\$34,958,104
Total Departmental Usage	\$31,912,094	\$52,860,408	\$48,991,290	\$34,958,104

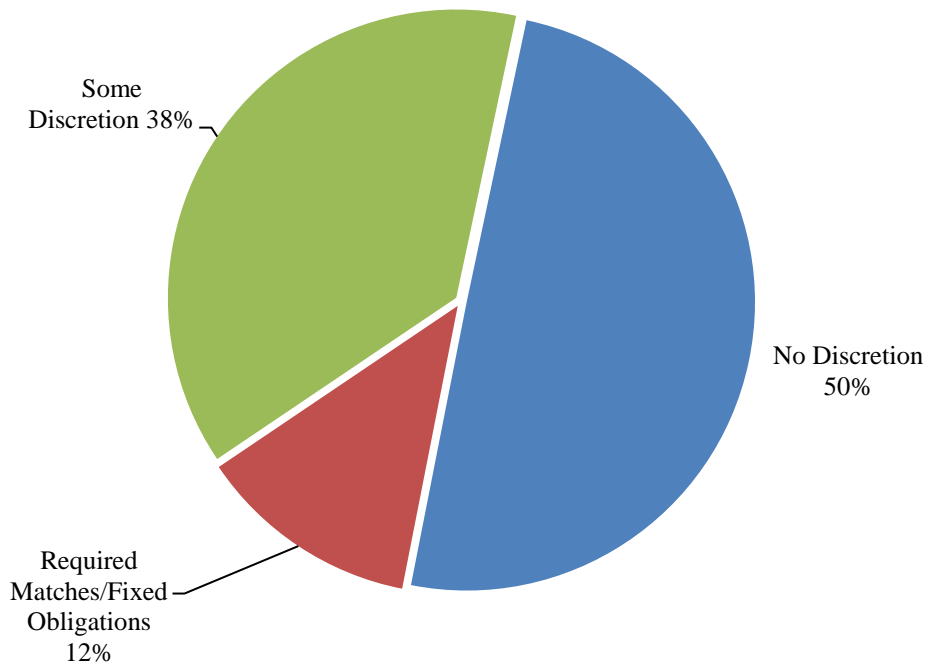
THIS PAGE INTENTIONALLY LEFT BLANK



Countywide Discretionary Revenue

The entire General Fund budget including operating transfers-in is \$829 million; however, only \$313 million, or 38% is truly discretionary as seen in this pie chart.

**FY 2018-19 Recommended Budget
General Fund Spending**

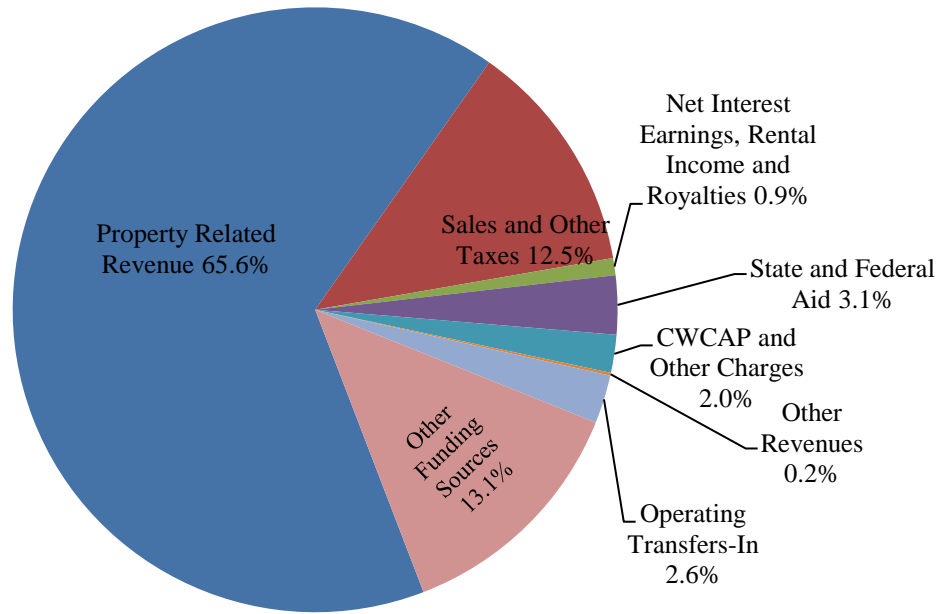


Required Matches /Fixed Obligations	\$103,412,412
No Discretion Other program costs funded through user fees, federal and State Aid	\$412,873,029
Some Discretion Includes contributions to reserves and contingencies and program costs funded by local revenue	\$313,432,595
Total General Fund Budget:	\$829,718,036

The countywide discretionary sources (including fund balance available and uses of reserves) total \$416,845,007 and are first obligated to pay for the required health and welfare mandated maintenance of effort contributions and other fixed obligations, which total \$103,412,412. The remaining amount of \$313,432,595 is available to fund departmental budgets' Net County Cost or other expenditures.

Shown below are the sources of the countywide discretionary sources of \$416,845,007 for the FY 2018-19 Recommended Budget:

FY 2018-19 Recommended Budget Discretionary Sources by Category



COUNTYWIDE DISCRETIONARY SOURCES THAT PAY FOR NET COUNTY COST

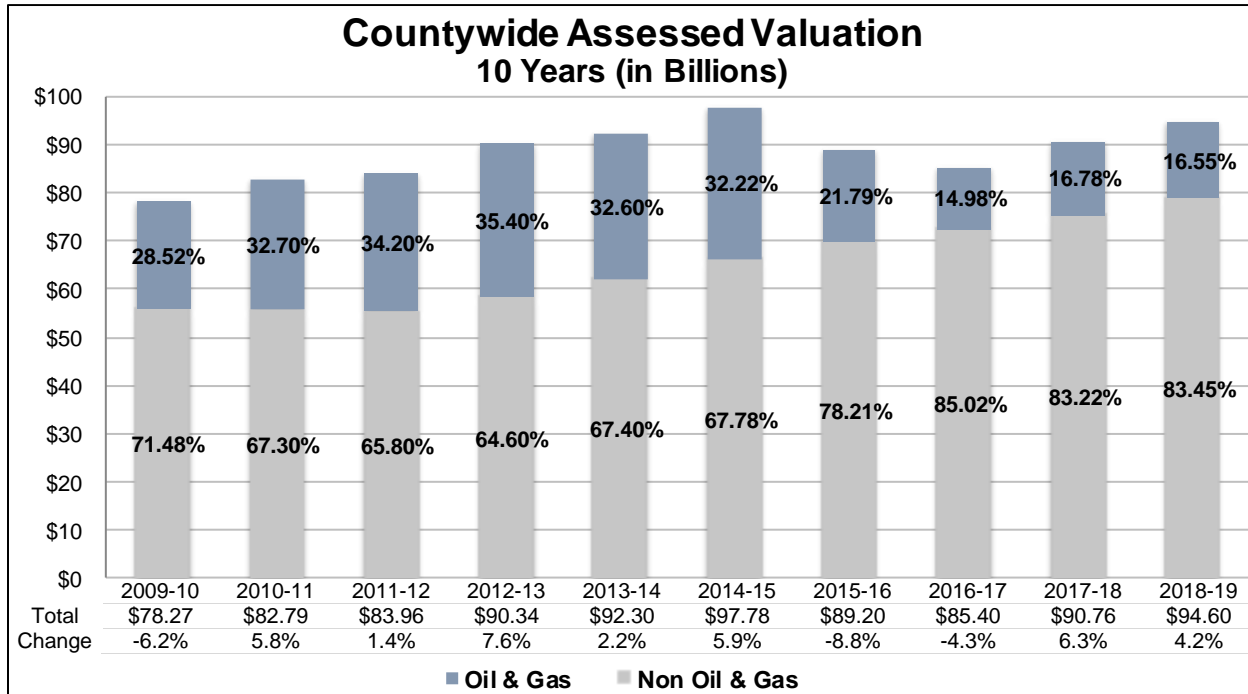
	FY 2017-18 Adopted Budget	FY 2017-18 Adjusted Budget	FY 2017-18 Actual	FY 2018-19 Recommended Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	\$154,856,650	\$154,856,650	\$159,881,157	\$162,822,247
VLF/Property Tax Swap	98,232,754	98,232,754	98,608,899	101,712,606
Supplemental Property Tax	4,300,000	4,300,000	2,855,574	3,300,000
Property Transfer Tax	3,500,000	3,500,000	4,488,758	4,000,000
Penalty on Current Taxes	1,400,000	1,400,000	1,414,930	1,400,000
Prior Property Taxes, Penalties and Interest	115,000	115,000	(335,344)	185,000
Total Property Tax Related Revenue	\$262,404,404	\$262,404,404	\$266,913,974	\$273,419,853
Sales and Other Taxes:				
Sales and Use Taxes	\$39,672,000	\$39,672,000	\$39,829,303	\$39,500,000
Transient Occupancy Motel Tax	2,200,000	2,200,000	2,699,959	2,200,000
Hazardous Waste Facilities Tax	1,400,000	1,400,000	1,671,539	1,500,000
Franchise Fees	8,700,000	8,700,000	9,672,016	8,700,000
Other Taxes	231,580	231,580	196,391	214,700
Total Sales and Other Taxes	\$52,203,580	\$52,203,580	\$54,069,207	\$52,114,700
Net Interest Earnings, Rental Income and Royalty	\$2,925,000	\$2,925,000	\$4,056,957	\$3,810,000
Countywide Cost Allocation Plan (CWCAP)	7,119,955	7,119,955	7,661,441	8,434,297
State and Federal Aid	12,841,000	12,841,000	14,987,949	13,111,000
Other Revenue	3,680,000	3,680,000	2,018,351	630,000
Operating Transfers-In	7,400,000	7,400,000	7,400,000	10,787,078
Total Other Revenue	\$33,965,955	\$33,965,955	\$36,124,698	\$36,772,375
Total Countywide Discretionary Revenue	\$348,573,939	\$348,573,939	\$357,107,879	\$362,306,928
Other Funding Sources				
Available Fund Balance	\$61,214,819	\$61,214,820	\$61,214,820	\$45,666,683
Use of Reserves/Designations	4,478,000	4,478,000	7,058,409	8,871,396
Total Other Funding Sources	\$65,692,819	\$65,692,820	\$68,273,229	\$54,538,079
Total Countywide Discretionary Revenue and Other Funding Sources	\$414,266,758	\$414,266,759	\$425,381,108	\$416,845,007

The FY 2018-19 discretionary general funding of \$416,845,007 includes Countywide Discretionary Revenue of \$362.3 million and Other Funding Sources of \$54.5 million.

Countywide Discretionary Revenue

Property Related Revenue accounts for over 65% of countywide discretionary revenue and other funding sources. These revenues are affected by the housing market in the County. The median price of a home in the County has started to rise and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments. Approximately 17% of the County's total assessed valuation is comprised of oil and gas properties. Oil and gas properties have seen a significant decline in assessed value as a result of a lower market price per barrel of oil. Assessed value for oil and gas property increased by 3% from FY 2017-18 primarily because of a higher market price for oil at January 1. Oil and gas property tax revenue equates to approximately \$28 million, or 7.7% of the County's countywide discretionary revenue.

The FY 2018-19 Recommended Budget anticipates a 4.2% increase in the assessed valuation of properties within the County. This increase recovers some of the losses experienced in FY 2015-16 and FY 2016-17, resulting from depressed values in oil and gas properties. Most of the assessed value growth is related to residential, commercial and agricultural properties, which increased by 5.1% or \$3.3 billion in value compared to FY 2017-18.



Elimination of Redevelopment Agencies

A portion of the General Fund's property tax revenue is pass-through of property tax increment from Redevelopment Areas. Redevelopment Agencies were dissolved as of February 1, 2012, pursuant to ABx1 26. Pursuant to ABx1 26, revenues that would have been directed to the dissolved Redevelopment Agencies will continue to be used to make pass-through payments to other public agencies (i.e., payments that such entities would have received under prior law). In addition, the State projects that the elimination of Redevelopment Agencies will provide additional property tax revenue for local public agencies, including the County. The County has not budgeted any additional property tax revenue that might result from the dissolution of Redevelopment Agencies pursuant to ABx1 26, but does continue to budget for pass-through payments consistent with the legislation.

The Teeter Plan

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

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

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

As a participant in the Teeter Plan, the County General Fund receives its entire share of the Teeter Secured Levy, regardless of delinquencies. The County's Tax Loss Reserve Fund receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid. The interest and penalties, accounted for as an operating transfer-in from the Tax Loss Reserve Fund in countywide discretionary revenue, are projected to be \$7 million, which is the same amount transferred in FY 2017-18.

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

Current Secured, Unsecured, Unitary

Secured Property Tax Revenue makes up approximately \$149 million of the \$163 million in the FY 2018-19 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from \$155 million in the FY 2017-18 Adjusted Budget. This reflects a projected increase in assessed valuation of 4.2%. 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

2018-19 revenue estimate is \$3.1 million more than the FY 2017-18 Adjusted Budget as a result of the projected increase in assessed valuation of 4.2%.

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.

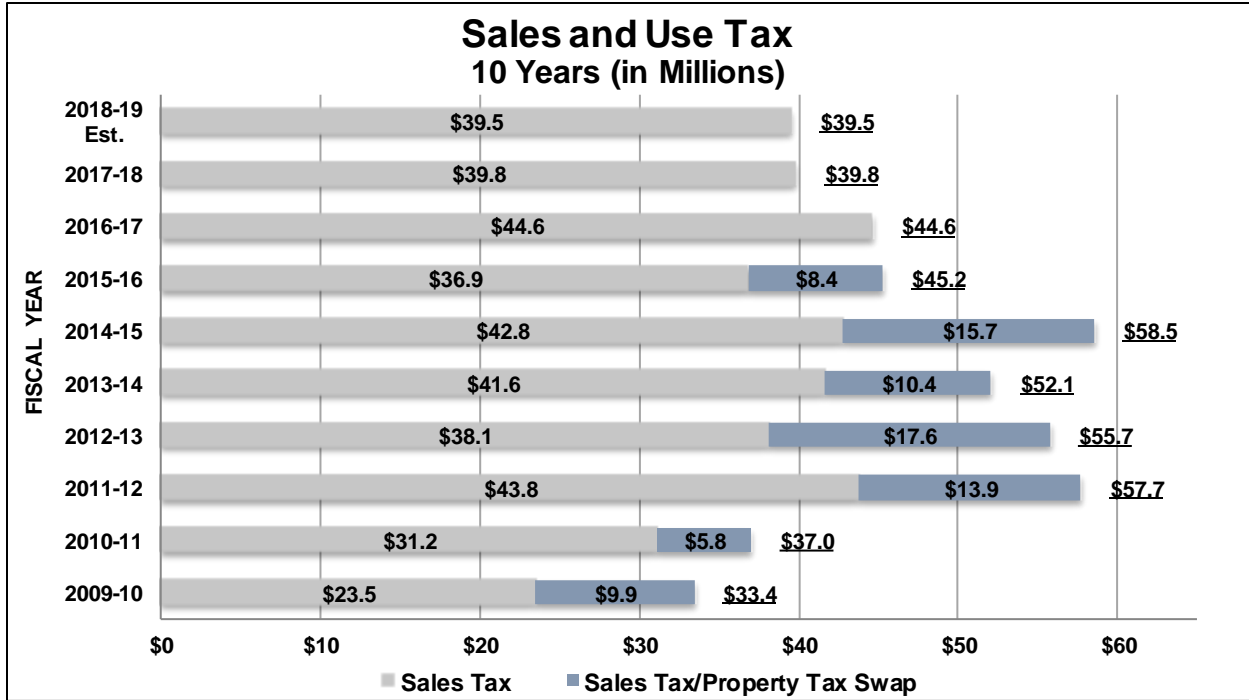
Property Transfer Tax

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 \$4 million in FY 2018-19, which is slightly less than FY 2017-18 actual 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 2018-19, Sales and Use Tax revenue is anticipated to remain relatively flat compared to FY 2017-18 actual collections. From FY 2011-12 through FY 2016-17, the County was benefitting from one-time use tax collections related to wind, roads and solar construction projects. Those projects have dissipated and sales tax collections have returned to base levels.

FY 2018-19 ongoing sales tax revenue in the unincorporated area is projected to total \$39.5 million as shown on the table on the next page.



Net Interest Earnings

Net interest earnings for FY 2018-19 are projected at \$3.8 million. This is \$885,000 less than the FY 2017-18 Adjusted Budget amount.

CWCAP (Countywide Cost Allocation Plan) Revenue

The budgeted CWCAP Revenue amount reflects the recovered allowable costs included in the FY 2018-19 Countywide Cost Allocation Plan (CWCAP) published by the Auditor-Controller. CWCAP revenue is reimbursement for overhead/indirect costs incurred by the General Fund. Reimbursements are received from various state and federal grant programs (that permit such reimbursement) and fee supported General Fund departments and taxing entities such as Board-governed Special Districts. The County anticipates an increase in CWCAP revenue in an amount of \$1.3 million from these departments and agencies in FY 2018-19.

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 2018-19, which is slightly less than what was received in FY 2017-18.

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 revenue estimate is less for FY 2018-19 as the County budgeted for a one-time settlement deposit in FY 2017-18 of \$3 million.

Operating Transfers-In

The budget includes two ongoing transfers-in from other governmental funds of the County; \$7 million from the Tax Loss Reserve Fund (Teeter Plan) and \$400,000 in interest earned on funds held in the County's Tobacco Endowment Fund. The County also plans to receive a one-time transfer from a legal settlement in the amount of \$3 million.

Other Funding Sources**Fund Balance and Reimbursements**

The FY 2017-18 year-end fund balance for the General Fund is \$45.7 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. Fund balance carry-forward is considered one-time funding resources and are typically allocated to projects or set aside for future use in accordance with County policy. Approximately \$7.3 million of the fund balance is being used towards operations under the Four-Year Deficit Mitigation Plan.

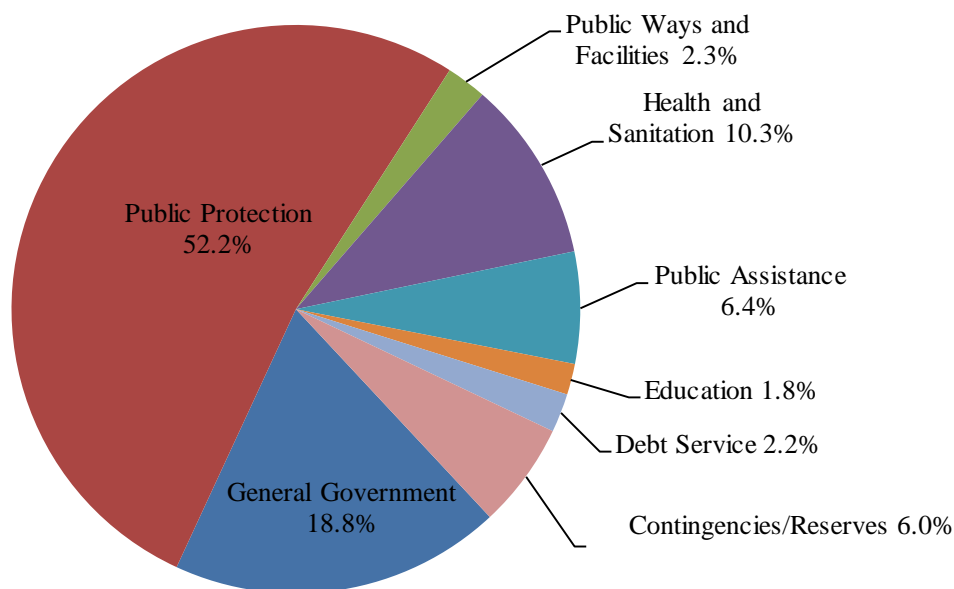
Use of Reserves and Designations

The FY 2018-19 Recommended Budget anticipates the use of \$5.8 million from the Retirement designation for costs associated with the County's strategic plan to cover anticipated retirement cost escalation for public safety employees including the Fire Department and \$3 million from the Tax Litigation reserve that are being transferred to various economic opportunity area designations. 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 currently in the third year of a Four-Year Deficit Mitigation Plan that requires the use of reserves for operations on a temporary basis. See County Fiscal Plan section.

Net County Cost

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

FY 2018-19 Recommended Budget Net County Cost by Function



The schedule on the following page shows a comparison of FY 2017-18 adjusted Net County Cost and FY 2018-19 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 2018-19 Recommended Budget book, as their inclusion would overstate countywide appropriation and revenue on a consolidated basis.

For FY 2018-19, departments were requested to submit budgets with up to 2.5% less Net County Cost allocation than FY 2017-18. The reduction totaling \$6.5 million is assisting to mitigate an annual deficit resulting from losses in property tax revenue related to oil and gas properties.

Net County Cost Allocations by Department – Continued

Budget Unit	Department Title	2017-18 Adjusted Budget			2018-19 Recommended Budget			Change from 2017-18 Adjusted Budget to 2018-19 Recommended Budget		
		Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
1970	Appropriations for Contingencies	\$38,808		\$38,808	\$6,025,000		\$6,025,000	\$5,986,192		\$5,986,192
	Reserve - Tax Litigation	3,230,467		3,230,467		3,089,953	(3,089,953)	(3,230,467)	3,089,953	(6,320,420)
	Desig- DHS Working Capital			-			-	-	-	-
	Desig-Renewbiz		200,000	(200,000)	1,149,326		1,149,326	1,149,326	(200,000)	1,349,326
	Desig-Blight Remediation		490,000	(490,000)	500,000		500,000	500,000	(490,000)	990,000
	Desig-Retirement	21,071,659	3,988,000	17,083,659	8,994,549	5,781,443	3,213,106	(12,077,110)	1,793,443	(13,870,553)
	Desig-Infrastructure Replacmnt		2,208,889	(2,208,889)			-	-	(2,208,889)	2,208,889
	Design- Fire Station 64 Replacement			-			-	-	-	-
	Design- Road Improvements	400,000		400,000	400,000		400,000	-	-	-
	Design- KC Museum Capital Project			-			-	-	-	-
	Desig-KMC Working Capital			-			-	-	-	-
	Desig-Info Technology Projects	192,938		192,938	5,000,000		5,000,000	4,807,062		4,807,062
	Desig-Sheriff's Aircraft		171,520	(171,520)			-	-	-	-
	Desig- Jail Operations			-			-	-	-	-
	Desig- Parks Capital Improvements	2,000,000		2,000,000	1,000,000		1,000,000			(1,000,000)
	Desig-Westarz EOA			-	643,048		643,048	643,048		643,048
	Desig-Oildale EOA			-	400,889		400,889	400,889		400,889
	Desig-Lost Hills EOA			-	976,783		976,783	976,783		976,783
	Contingencies and Reserves Subtotal:	\$26,933,872	\$7,058,409	\$19,875,463	\$25,089,595	\$8,871,396	\$16,218,199	(\$844,277)	\$1,984,507	(\$3,828,784)
TOTAL COUNTYWIDE COSTS:		\$851,287,863	\$441,126,403	\$410,161,460	\$829,718,036	\$421,744,425	\$407,973,611	(\$20,569,827)	(\$19,210,458)	(\$2,359,369)

The Department subtotal from the previous page shows an increase in Net County Cost of \$1.47 million. The primary causes of this increase are the allocation of additional discretionary resources to maintain service levels for some safety departments, cover utility and medical costs associated with the new Justice Facility, and cover In-Home Supportive Services costs being shifted to the County by the State.

The Total Countywide Costs line shown above reflects a Net County Cost decrease overall of \$2.36 million. This amount includes the allocation of one-time year-end fund balance carryforward to appropriations for contingencies and reserves and designations, particularly the Designation for Retirement that will be used in future years to offset escalating pension costs, and the Designation for Information Technology Projects that will primarily be used to pay for costs related to replacement of major enterprise-level technology systems.

THIS PAGE INTENTIONALLY LEFT BLANK



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.

	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19
Contingencies	Adopted Budget	Approved Contributions/(Uses)	Adjusted Budget	Recommended Budget
Mandatory Contingencies (1% of Locally Funded Appropriation)	\$ 4,000,000	\$ (3,961,192)	\$ 38,808	\$ 4,000,000
Uncertainties Contingencies	500,000	(500,000)	-	500,000
Other Specific Purpose Contingencies	2,358,928	(2,358,928)	-	1,525,000
Total Contingencies	\$ 6,858,928	\$ (6,820,120)	\$ 38,808	\$ 6,025,000

FY 2018-19 1% Locally Funded Appropriation for Contingencies

The base allocation to the 1% Locally Funded Appropriation for Contingencies is \$3,620,000, based on projected locally funded appropriation of \$362 million. The amount budgeted for FY 2018-19 is \$4,000,000.

FY 2018-19 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 2018-19 Other Specific Purpose Contingencies

In addition to the standard general purpose contingencies identified above, the recommended budget includes \$1,525,000 in the following specific set asides:

- \$1,325,000 for Sheriff Academy costs for FY 2018-19
- \$200,000 for cost related to the November General Election

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	6/30/2017	Approved FY 2017-18		6/30/2018	Recommended FY 2018-19		6/30/2019	
	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	5,624,760	3,230,467	8,855,227		(3,089,953)	5,765,274	
Designation - Working Capital	2150	26,452,848		26,452,848			26,452,848	
Designation - East Kern Revitalization Area	2152	743,196		543,196	1,149,326		1,692,522	
Designation - Countywide Blight Remediation	2153	490,000		-	500,000		500,000	
Designation - Retirement	2155	12,757,876	21,071,659	(3,988,000)	29,841,535	8,994,549	(5,781,443)	33,054,641
Designation - Infrastructure Replacement (Wind)	2156	9,182,931		(2,208,889)	6,974,042		6,974,042	
Designation - Fire Station 64 Replacement	2166	355,000		355,000			355,000	
Designation - Road Improvements	2170	800,000	400,000	1,200,000	400,000		1,600,000	
Designation - Oildale (EOA)	2174			-	400,889		400,889	
Designation - Lost Hills (EOA)	2175	125,000		125,000	976,783		1,101,783	
Designation - KMC Working Capital	2178	38,823,070		38,823,070			38,823,070	
Designation - Information Technology Projects	2179	76,057	192,938	268,995	5,000,000		5,268,995	
Designation - Sheriff's Aircraft	2180	1,353,164		(171,520)	1,181,644		1,181,644	
Designation - WESTARZ (EOA)	2181	147,705		147,705	643,048		790,753	
Designation - Jail Operations	2182	4,674,803		4,674,803			4,674,803	
Designation - Parks Capital Improvements	2189	-	2,000,000	2,000,000	1,000,000		3,000,000	
TOTAL		\$141,606,410	\$26,895,064	\$ (7,058,409)	\$161,443,065	\$19,064,595	\$(8,871,396)	\$ 171,636,264

FY 2017-18 Contributions

The County's reserve policy requires a General Purpose reserve targeted at 10% of locally funded appropriation. For FY 2017-18, the balance in the General Purpose reserve was 11.46% of locally funded appropriation. As the target was met, no contributions to this account were recommended. The Tax Litigation reserve balance of \$8.9 million at June 30, 2018 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:

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

FY 2017-18 Uses

- \$200,000 use of the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$490,000 use of the Blight Remediation designation to facilitate the transfer of Code Compliance activity to a separate Abatement Fund.
- \$3.988 million use of the Retirement designation to offset pension costs for the Fire Fund.
- \$2.2 million use of the Infrastructure Replacement designation to pay for costs related to the replacement of the County's Storage Area Network.
- \$171,52 use of the Sheriff's Aircraft

FY 2018-19 Recommended Contributions and Uses

For FY 2018-19, the balance of the General Purpose reserve is \$40,000,000, or 11.04% of locally funded appropriation of \$362,306,928. No contribution to the General Purpose reserve is recommended. The recommended budget also includes:

- \$3.1 million use of the Tax Litigation Reserve to adjust the balance to 10% of the contingent liability at June 30, 2017 related to property assessment appeals.
- \$1.1 million contribution of property tax increment revenue to the East Kern Revitalization Area designation for grant allocations for approved RENEWBIZ projects.
- \$500,000 contribution to the Blight Remediation designation for clean-up projects initiated by Code Compliance - Abatement Fund.
- \$5.8 million use of the Retirement designation to offset pension costs for public safety departments.
- \$9 million contribution to the Retirement designation to cover department costs of rate increase anticipated in FY 2019-20 and beyond for retirement contributions.
- \$400,000 contribution for the Road Improvements designation for road improvement funding per the mitigation agreement with Clean Harbors, Inc.
- \$400,889 contribution of property tax increment to the Oildale Economic Opportunity Area.
- \$976,783 contribution of property tax increment to the Lost Hills Economic Opportunity Area.
- \$5 million contribution to the Information Technology Projects designation for replacement of the County's HR, Payroll and Financial Management Systems.
- \$643,048 contribution of property tax increment to the WESTARZ Economic Opportunity Area.
- \$1 million contribution to the Parks Capital Improvements designation for enhancement of local and regional parks.

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

Account	Year-end Actual Balances					Recommended	
	2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
Reserve - General Purpose	2134	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	
Reserve - Tax Litigation	2136	5,579,614	5,579,614	6,624,760	5,624,760	8,855,227	
Designation - Human Services	2150	15,454,000	16,452,848	20,452,848	26,452,848	26,452,848	
Designation - East Kern Revitalization Area	2152	751,307	352,289	1,413,196	743,196	543,196	
Designation - Countywide Blight Remediation	2153	0	872,000	710,000	490,000	0	
Designation - Retirement	2155	8,087,478	18,868,598	17,613,330	12,757,876	29,841,535	
Designation - Infrastructure Replacement (Wind)	2156	4,977,208	13,922,895	14,943,715	9,182,931	6,974,042	
Designation - Environmental Health Enhancement	2157	260,664	92,322	91,403	0	0	
Designation - Environment Health Displaced Tenants	2160	0	0	20,000	0	0	
Designation - Fire Station 64 Replacement	2166	0	625,000	355,000	355,000	355,000	
Designation - Road Improvements (Laidlaw)	2170	0	0	400,000	800,000	1,200,000	
Designation - KC Museum Capital Project	2171	750,000	750,000	0	0	0	
Designation - Oildale (EOA)	2174	0	0	0	0	400,889	
Designation - Lost Hills (EOA)	2175	0	0	125,000	125,000	125,000	
Designation - KMC Working Capital	2178	695,484	30,206,012	44,823,070	38,823,070	38,823,070	
Designation - Information Technology Projects	2179	366,319	0	192,657	76,057	268,995	
Designation - Sheriff's Aircraft	2180	836,966	1,193,375	1,193,375	1,353,164	1,181,644	
Designation - WESTARZ (EOA)	2181	0	46,000	147,705	147,705	147,705	
Designation - Jail Operations	2182	0	1,500,000	7,500,000	4,674,803	4,674,803	
Designation - Parks Capital Projects	2189	0	0	0	0	2,000,000	
TOTAL		\$ 77,759,040	\$ 130,460,953	\$ 156,606,059	\$ 141,606,410	\$ 161,443,065	\$ 171,636,264

THIS PAGE INTENTIONALLY LEFT BLANK



Long-term Financial Planning

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

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

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

Significant Issues Impacting the General Fund

The General Fund's spending flexibility is hindered by limited resources at the same time that impending significant costs must be incurred. Most significant is the reduction of property tax revenue resulting from the decline of the price per barrel of oil, which is one of the chief factors used to assess the value of oil and gas properties. The Assessor used a Kern Crude price per barrel for FY 2018-19 of \$61, which is \$11 more than FY 2017-18. This is dramatically less than the \$99 per barrel used in FY 2014-15, which has resulted in property tax revenue losses of nearly \$60 million from these properties. The assessed value of oil and gas properties increased by 2.8% from FY 2017-18 with the slight increase in market price for oil. The final assessment roll reflects a net assessed value increase of 4.27% overall from all properties, which equates to an \$11 million increase in property tax revenue from last fiscal year. Most of the increase in property tax revenue is related to growth in values of residential, commercial and agricultural properties, which increased by 5.1% or \$3.3 billion in assessed value compared to last fiscal year.

The County's Structural Fire Fund is also contending with a significant loss of property tax revenue contributing to a \$7.5 million budget deficit. To preserve service levels, the General Fund is contributing \$6.2 million in FY 2018-19 for pension escalation costs. It is anticipated this limited term contribution will be supported through the use of reserves of the General Fund.

The General Fund is in the third of year of a Four-Year Deficit Mitigation Plan that has resulted in phased-in reductions of Net County Cost allocations to departments. The deficit of \$44.5 million in FY 2016-17 is now reduced to \$17.9 million, which is over a 60% resolve. Approximately \$14.8 million is remaining to mitigate in the last year of the plan. The use of one-

time fund balance carry-forward and reserves to balance the General Fund budget is scheduled to end in FY 2019-20 in accordance with the approved plan.

General Fund departments continue to be impacted by pension cost increases that began in FY 2015-16, as a result of actuarial assumption changes including the reduction of the assumed rate of return from 7.75% to 7.5%, which contributed to a \$13 million retirement cost increase. Now, the Kern County Employees' Retirement Board is phasing in another .25% reduction in the assumed rate of return down to 7.25% beginning in FY 2018-19. The cost increase from this change will be phased-in over three years. In FY 2018-19, the increase is impacting the cost for public safety employees by \$5.8 million. The cost increase is being covered by the use of Retirement designations set aside to temporarily fund the costs, thereby minimizing service level impacts. In addition, the debt service payments for the County's Pension Obligation Bonds are scheduled to escalate through FY 2021-22 at which time one of the Pension Obligation Bonds issuances will be fully paid.

The State Budget for FY 2018-19 includes the second year of the phased-on termination of the Coordinated Care Initiative (CCI), which shifted \$592 million in In-Home Supportive Services (IHSS) costs to counties in FY 2017-18. Additionally, there is a 5% increase in IHSS Maintenance of Effort for FY 2018-19 and then a statutory increase of 7% thereafter. The Governor proposed \$330 million in State General Fund support to counties and will gradually reduce that funding over the next several years. The total cost anticipated to be shifted to the County General Fund is approximately \$5 million.

Ongoing cost increases for higher utility rates, salary adjustments for Human Services Technician positions at the Department of Human Services and staffing costs at the Sheriff's Office are included in the budget. The additional funding for the Sheriff's Office is helping to mitigate significant service level impacts, including layoffs.

In May 2018, the County's new Justice Facility was opened and fully operational. Costs for mental health and medical services were included in the operational budget; however, those costs are projecting higher than originally estimated. The FY 2018-19 recommended budget includes an increase of \$4.4 million more in ongoing costs for these services than anticipated.

The fiscal constraints on the General Fund have resulted in the deferral of many major maintenance and capital projects for the past several years. The Board of Supervisors and various community groups have indicated interest in the investment of parks and roads. Additionally, the County has several facilities and critical equipment that are reaching end of life, including the countywide public safety communications system that is estimated at \$60.5 million to replace.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
CHANGE IN GENERAL FUND ONGOING REVENUE AND COSTS
FISCAL YEARS 2018-19 THROUGH 2022-23

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<u>Ongoing Revenue Sources:</u>					
Discretionary Revenue	\$10,732,989	\$4,530,130	\$4,606,431	\$4,684,137	\$4,763,275
Total Revenue Change	\$10,732,989	\$4,530,130	\$4,606,431	\$4,684,137	\$4,763,275
<u>Ongoing Cost Changes:</u>					
Retirement with Pension Obligation Bonds	(\$4,033,000)	(\$6,204,906)	(\$5,902,268)	\$1,218,682	\$0
Use of One-time for ongoing mitigation	(10,091,990)	(11,383,902)	(6,805,215)	(5,902,268)	
Increase Contribution to IHSS	(2,044,780)	(1,746,537)	(1,322,839)		
Increase in Utility Costs	(1,211,522)				
Ongoing NGFC Increase Human Services	(350,000)				
Ongoing NGFC Increase Sheriff	(6,490,019)				
New Jail Facility Medical/MH Operations	(4,400,000)				
Total Change in Costs	(\$28,621,311)	(\$19,335,345)	(\$14,030,322)	(\$4,683,586)	\$0
Annual (Deficit)/Surplus	(\$17,888,322)	(\$14,805,215)	(\$9,423,891)	\$551	\$4,763,275
<u>Balancing Mitigation:</u>					
Fund Balance Carry-forward for operations	\$ 7,350,902				
Use of Reserves/Designations for operations	4,033,000				
Net Department Adjustments	6,504,420				
Percent of Net County Cost Reduction	2.5%				
Estimated Net Annual (Deficit)/Surplus	\$ (0)	\$ (14,805,215)	\$ (9,423,891)	\$551	\$4,763,275

Mitigating Future Challenges

Table 1 summarizes the County's five-year forecast as it relates to ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast reflects that revenues are increasing slightly each year primarily from anticipated growth in residential, commercial and agricultural property values. 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 2018-19, the Annual (Deficit) of \$17.9 million is resolved through the use of fund balance carry-forward at June 30, 2018 and a net department NGFC adjustment of \$6.5 million, or 2.5%. It is anticipated this reduction in allocation of Net County Cost to departments will be ongoing. This generates an estimated Net Annual (Deficit)/Surplus of \$0.

Most of the cost increase anticipated for FY 2018-19 and beyond is related to salaries and benefits cost for safety employees, both in pension escalation and ongoing operations to maintain service levels for the Sheriff's Office and operate the new Justice Facility.

A significant portion of the \$17.9 million deficit for FY 2018-19 is resolved through the use of one-time fund balance carry-forward. In accordance with County reserve policies, the use of these resources for ongoing operations can only be considered in the context of a multi-year mitigation

plan. The Board of Supervisors approved a fiscal plan in FY 2016-17 to phase-in Net County Cost reductions to departments over a four-year period in lieu of full and immediate reductions, so department management could plan accordingly. The Four-Year Fiscal Deficit Mitigation Plan was proposed to allow for management to identify how best to reduce costs within their department, use attrition of positions to minimize layoffs, and if possible identify other revenue sources including property tax revenue if oil assessments recover greater than anticipated. In order to accomplish the plan, the use of fund balance carry forward at the end of each year to support operations would be necessary, which will reduce or eliminate funding for critical major maintenance projects for at least four years. County policy approved by the Board requires that if one-time funds such as reserves and fund balance carry forward are used to support ongoing operations, it must be in the context of a multi-year plan to ultimately mitigate the issue. Each year the estimated deficits will be updated with the most current revenue and expenditure information. Departments have incurred 11% reductions over three years under the plan; 5% in FY 2016-17, 3.5% in FY 2017-18, and another 2.5% in FY 2018-19. 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’. While the deficit from previous years will be resolved by the end of FY 2019-20, pension cost escalation has been incorporated for FY 2018-19 and beyond for anticipated actuarial assumption changes. Department’s will be expected to absorb these costs.

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 of the Deficit Mitigation Plan. The ‘Use of Reserves’ row includes reserves allocated to the Fire Fund. General Fund reserves funded \$9.6 million in operational costs for the General Fund and Fire Fund over the past two fiscal years. \$10.2 million is budgeted for both funds in FY 2018-19. Additionally, to balance the General and Fire Funds, another \$14.5 million in reserves is anticipated to be used for operations in FY 2019-20. Use of fund balance carry-forward for the General Fund over four years is projected to be \$41 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 2019-20 are estimated and will be next year with current information, which may change the annual deficit amount.

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

Action	FY 2016-17 Approved	FY 2017-18 Approved	FY 2018-19 Recommended	FY 2019-20 Estimated	Four-Year Total
Deficit	\$ 44,478,297	\$ 19,840,271	\$ 17,888,322	\$ 14,805,215	-----
Department Reductions	\$ 15,333,917	\$ 9,748,281	\$ 6,504,420	\$ 8,000,000	\$ 39,586,618
% Reduction	5.0%	3.5%	2.5%	3.5%	14.5%
Use of Fund Balance Carry- forward	\$ 23,563,180	\$ 10,091,990	\$ 7,350,902	----	\$ 41,006,072
Use of Reserves	\$ 5,581,200	\$ 3,988,000	\$ 10,233,000	\$ 14,504,906	\$ 34,307,106

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 2018-19 Recommended Budget funds \$18.5 million in increased significant ongoing costs that are included in the County fiscal plan.

Significant Ongoing Costs Identified to be Funded

	<u>Ongoing Costs</u>
Pension Costs	\$ 4,033,000
In-Home Supportive Services (IHSS) MOE Increase	2,044,780
Utility Cost Increase	1,211,522
Human Services- MOU Increase for Human Services Technicians	350,000
Sheriff's Office Operational Costs to Maintain Services	6,490,019
Justice Facility Mental Health and Medical Costs	4,400,000
Significant Ongoing Costs in FY 2018-19 Recommended Budget	\$ 18,529,321

\$4 million for Pension Escalation

Public safety departments, such as Sheriff and Probation, were impacted by the first year of a three-year phase-in of retirement rate increases related to actuarial assumption changes.

\$2 million for IHSS MOE Increase

The State is requiring counties to adjust the MOE base amount by a 5% inflation factor in FY 2018-19 and a reduction in State General Fund contributions. While the new MOE shifts significant costs to counties, the State is committing \$330 million in State General Fund contributions in FY 2018-19 and additional realignment revenue to partially offset this increase.

\$1.2 million for Utility Cost Increases

Utility costs are projected to increase primarily as a result of higher utility rates for locations that are not directly billed for usage, including the new Justice Facility that will fully operational all fiscal year.

\$350,000 for Human Services- MOU Increase

The General Fund share of cost increases related to salaries from negotiated labor contract salary adjustments for Human Services Technicians is included in the budget.

\$6.5 million for Sheriff's Office Operation Costs

To mitigate service level impacts and maintain staffing levels at the Sheriff's Office, an additional NGFC allocation was necessary. Also, negotiated labor contract salary adjustments estimated at \$1.6 million for Sheriff Deputies is included in the budget.

\$4.4 million for the Justice Facility Mental Health and Medical Services

The new jail opened in May 2018 and costs related to correctional medicine are expected to increase more than originally estimated. The additional cost has been incorporated into the recommended budget.

ONE-TIME NEEDS

The FY 2018-19 Recommended Budget funds \$23.6 million in one-time costs. Significant one-time costs are primarily funded through one-time sources such as fund balance carry-forward or the use of reserves or designations.

Significant One-time Costs Identified to be Funded

	<u>One-time Costs</u>
Major Maintenance Projects	\$ 4,443,768
Deficit Mitigation Plan Use of Fund Balance Carry-forward	7,350,902
Deficit Mitigation Plan Use of Reserves/Designations	10,233,000
Other Specific Purpose Contingencies	<u>1,525,000</u>
Significant One-time Costs in FY 2018-19 Recommended Budget	\$ 23,552,670

\$4.4 million for Major Maintenance Projects

The recommended budget includes 37 major maintenance projects totaling \$8.7 million. Costs cover various painting, paving, roofing and HVAC projects that were deemed most critical by General Services staff. Many of the projects are funded by other revenue leaving a Net County Cost of \$4.4 million. The projects are funded by one-time fund balance carryforward at June 30, 2018.

\$7.4 million Use of Fund Balance Carry-forward for Deficit Mitigation

The Four-Year Deficit Mitigation Plan for the General Fund requires the use of one-time fund balance carry-forward to balance the FY 2018-19 budget. The use of fund balance carry-forward for operations will decline each year over the next year until the deficit is fully mitigated through Net County Cost reductions.

\$10.2 million Use of Reserves/Designations for Deficit Mitigation

The Four-Year Deficit Mitigation Plan for the General requires the use of one-time reserves and designations of \$4 million to balance the FY 2018-19 budget. The use of reserves for operations will decline each year over the next year until the deficit is fully mitigated through budget reductions. Additionally, \$6.2 million has been allocated to the Fire Fund for pension cost escalation.

\$1.5 million for Other Specific Purpose Contingencies

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

- \$1,325,000 for a new FY 2018-19 Sheriff Deputy Academy
- \$200,000 for cost related to the November General Election

FUTURE ONE-TIME NEEDS

In addition to one-time needs allocated for use in FY 2018-19, there are additional one-time needs that are recommended to be set aside for the future within County specific reserves and designations. Detail of these needs are described on the next page.

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

	<u>One-time</u>
Designation - Retirement	\$ 8,994,547
Designation - Road Improvements	400,000
Designation - Information Technology Projects	5,000,000
Designation - Parks Capital Improvements	<u>1,000,000</u>
Additional One-time Set Aside in FY 2018-19 Recommended Budget	\$ 15,394,547

\$9 million one-time for Retirement Cost Escalation

The General Fund maintains a designation for retirement cost escalation to help offset the budget cost increases for pension cost in any given year. The County anticipates a significant cost increase in FY 2018-19 associated with actuarial assumption changes including a decrease in the assumed rate of return on investments from 7.5% down to 7.25% which will increase cost to the General Fund and Fire Fund departments by nearly \$13 million annually. This set aside is funded by fund balance carryforward at June 30, 2018. With this set aside, the balance of the reserve will be \$33 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.

\$5 million one-time for Information Technology Projects

This designation was established to set-aside funds for information technology projects that are necessary to maintain countywide services. The amount of \$5 million is specifically set aside for partial costs related to replacement of the County's Human Resources, Payroll and Financial Management Systems.

\$1 million one-time for Parks Capital Improvements

This designation was established to set-aside funds for various capital improvements at park facilities throughout Kern County. The funding is anticipated to be used to match additional State

grant funding for Parks activity. The set aside is funded by fund balance carryforward at June 30, 2018.

County Debt Policy

The Board of Supervisors has approved policies that address the issuance of debt and are in compliance with Senate Bill 1029. These policies guide the management and administration of the County's portfolio of long-term debt. The policies require, in general, that:

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

More specifically, the policies include the following elements:

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

Cash Funded Projects

As detailed above, County's policies require prudent management of liabilities and, whenever possible, alternative sources of funding in order to minimize the level of debt. Due to ongoing fiscal challenges, the County has prioritized maintenance over new capital projects. The FY 2017-18 adopted budget included \$7.1 million of discretionary General Fund resources for Major Maintenance projects. The FY 2018-19 recommended budget includes \$4.4 million for the same purpose.

Significant FY 2017-18 Debt Related Actions

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

The County is in the process of evaluating additional large-scale solar power installations, and replacement of the physical infrastructure that supports the emergency communications system. Due to the estimated cost of the projects it is likely that the County would pursue the issuance of debt instruments for project financing.

County Long-Term Debt

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

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

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

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

As of June 30, 2018, the County's long-term obligations include debt issued to finance or partially finance the following projects:

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

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

County of Kern Outstanding Pension Obligation Bonds and Certificates of Participation												
Fiscal Year Ending June 30	Pension Obligation Bonds						Certificates of Participation				Total Outstanding General Fund Debt	Fiscal Year Ending June 30
	1995 Pension Obligation Bonds		2003 Pension Obligation Bonds		2008 Pension Obligation Bonds		2016 Certificates of Participation		2011 Refunding 1997 & 1999*			
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2019	\$7,511,947	\$33,463,053	\$17,185,000	\$5,591,626		\$2,092,500	\$3,080,000	\$3,171,325	\$1,535,000	\$102,375	\$73,732,826	2019
2020	7,495,928	36,564,072	19,435,000	4,786,376		2,092,500	3,245,000	3,013,200	1,600,000	32,000	78,264,076	2020
2021	7,544,774	40,240,226	21,855,000	3,690,622		2,092,500	3,405,000	2,846,950			81,675,072	2021
2022	4,144,601	24,140,399	24,455,000	2,560,658		2,092,500	3,580,000	2,672,325			63,645,483	2022
2023			27,245,000	1,299,178		2,092,500	3,765,000	2,488,700			36,890,378	2023
2024			18,468,431	11,223,769		2,092,500	3,965,000	2,295,450			38,045,150	2024
2025			9,848,899	21,481,101		2,092,500	4,160,000	2,092,325			39,674,825	2025
2026			9,810,901	23,219,099		2,092,500	4,380,000	1,878,825			41,381,325	2026
2027			6,488,836	16,747,909	11,885,000	1,678,011	4,600,000	1,654,325			43,054,080	2027
2028					38,115,000	265,852	4,785,000	1,467,550			44,633,402	2028
2029							4,935,000	1,318,666			6,253,666	2029
2030							5,095,000	1,158,763			6,253,763	2030
2031							5,275,000	983,656			6,258,656	2031
2032							5,465,000	792,291			6,257,291	2032
2033							5,665,000	587,019			6,252,019	2033
2034							5,890,000	363,000			6,253,000	2034
2035							6,130,000	122,600			6,252,600	2035
Totals	\$26,697,249	\$134,407,751	\$154,792,067	\$90,600,338	\$50,000,000	\$18,683,863	\$77,420,000	\$28,906,969	\$3,135,000	\$134,375	\$655,182,336	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 51.2% of the pension obligation bonds debt service is allocated to General Fund departments.

The 2016 Refunding Certificates of Participation are budgeted in the Debt Service Section of this budget book in the Debt Service budget. The debt service for the 2011 Refunding Certificates of

Participation is allocated to the Kern County Hospital Authority and the General Fund in the Debt Service budget.

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

Fiscal Year Ending June 30	Private Placement Obligation		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	2017 Airport Terminal Refunding			
	Principal	Interest		
2019	\$518,889	\$113,842	\$632,731	2019
2020	530,787	101,944	632,731	2020
2021	542,958	89,773	632,731	2021
2022	555,408	77,323	632,731	2022
2023	568,144	64,587	632,731	2023
2024	581,172	51,560	632,732	2024
2025	594,497	38,234	632,731	2025
2026	608,129	24,602	632,731	2026
2027	622,074	10,658	632,732	2027
Totals	\$5,122,058	\$572,523	\$5,694,581	Totals

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

Other Long-Term Debt

The County has an outstanding principal amount of \$2,572,423 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 \$446,301 in FY 2018-19. 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 \$88,807 in FY 2018-19. 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, 2018 was \$3,832,476. Annual debt service on this obligation is \$479,359 in FY 2018-19 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 \$8,675,000 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, 2018 of those lease obligations is \$13,192,321. 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. If other discretionary resources are available, they may be utilized for the same purpose in-lieu of the designation. In accordance with this plan, the FY 2018-19 Recommended Budget includes \$10.1 million to offset increases for departments.

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

Legal Debt Limit

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

<u>Fiscal Year</u>	<u>Assessed Valuation</u>	<u>Legal Debt Limit</u>	<u>Bonded Debt</u>	<u>Legal Debt Margin</u>
2017-18	\$90,755,797	\$4,537,790	\$0	\$4,537,790

Source: Auditor-Controller

California Government Code

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

County Code

Title 2. Chapter 2.12:

Section 2.12.010

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

Section 2.12.020

In accordance with the provisions of the laws of the state of California, county ordinances, and the policies and orders of the board of supervisors, the county administrative officer shall, under the direction of the board of supervisors, perform the following duties:

- Execute and coordinate the administrative policies and directives of the board of supervisors; furnish information and advice to county officers and department heads in matters of county administrative policies, practices and procedures; furnish consultation and coordination on public relations practices to appointed department heads and, when requested, to elected officials; report to the board regarding the manner in which county administrative, fiscal and ethical compliance policies and directives are carried out by the departments, services, boards, commissions and institutions of the county and make recommendations for the enforcement, modification or augmentation thereof;
- Perform continuous research, investigation and analysis of administrative practices and procedures, work processes and work methods for the improvement of efficiency, organization, economy of operation, program/service effectiveness and customer responsiveness; promote the effective and efficient delivery of county services to the public by providing quality advice and assistance to the board, county departments and employees;
- Supervise the financial fiscal affairs of the county, within the limits of the law and policies established by the board of supervisors; recommend fiscal and budgetary policies and procedures to the board; prepare budget projections and recommend budget development guidelines to the board; coordinate countywide budget planning, budget preparation, and budget review activities; review departmental budget requests and revenue estimates and make recommendations to the board concerning same; coordinate public hearings on the county's annual proposed budget; prepare financial and budget status reports, process fund and budget transfers, and establish such controls and reviews as are necessary for budget control; manage the county's debt financing programs and activities;

- Manage the county's capital and major maintenance projects and financing programs; coordinate facilities and office space planning activities; and supervise the general services division's activities related to the county's compliance with the federal Americans with Disabilities Act;
- Conduct analyses of public policy issues and local governmental jurisdictional changes, and advise the board concerning same. Coordinate intergovernmental relations activities with cities, special districts, other counties, and other agencies;
- Manage the county's legislative analysis and legislative advocacy program, and advise the board of supervisors on state and federal legislative issues; provide public information and assist with media liaison activities;
- Manage the functions and activities of the human resources division and advise the board regarding the optimum use of the division's resources;
- Perform the function of chairman of the county claims review board;
- Perform the function of chairman of the Kern County Emergency Council;
- Assist the board in the administration of the appointed department head performance evaluation program;
- Manage the data processing and information technology and automation central support services provided through the information technology services division, and advise the board regarding optimum use of data processing personnel, facilities and equipment;
- Manage the functions and activities of the general services division, and advise the board regarding optimum use of the division's resources;
- 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;
- Attend meetings of the board of supervisors; advise and assist the board; perform specific work and undertake such studies as may be assigned by the board; undertake and be responsible for the administration and supervision of any governmental function or county department upon order of the board of supervisors; report to and be directly responsible to the board for the overall performance of his or her duties, functions, authority and relationship with other departments; and
- Provide the direct administrative management for the clerk of the board of supervisors.

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

Section 2.38.220

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

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

Section 2.12.030

It shall be the duty of all employees of the county, and the head of every department, institution, service, board or commission of the county to cooperate with the county administrative officer and to assist the county administrative officer in the performance of his or her duties and responsibilities, as said duties and responsibilities are set forth in this chapter. It shall also be the duty of the employees of the county and the head of every department, service, institution, board or commission of the county to make available to the county administrative officer any and all records in their possession or control which the county administrative officer may determine necessary to enable performance of his or her duties and responsibilities. However, nothing in this chapter shall be construed to require any officer or employee of the county to make available to the county administrative officer any record or document which is 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, nor to delegate to said county administrative officer any duty or authority required by law to be performed or exercised by the board of supervisors, it being the intention of the board to establish the position of an employee to assist the board of supervisors in the performance of its duties, responsibilities and lawful functions, and to assign to the county administrative officer only such duties and responsibilities as may be lawfully delegated. The county administrative officer shall have no power to bind, obligate or commit the board of supervisors or the county of Kern in any matter except as set forth in this chapter or as may be lawfully directed by the board of supervisors of the county.

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 certain 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 2018-19 budget, the following County policies were considered:

Budgeting Policy

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

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

Budget Cycle

Mid April

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

Mid May

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

Mid June

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

Late June

Assessor files assessment roll.

Early July

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

Early July

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

Early July

Departments provide performance measures to the County Administrative Office to be included in the recommended budget.

Mid July

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

Early August

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

Mid/Late August

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

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

Justification of Budget Requests

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

- *Net General Fund Cost.* Departments must identify the portion of total expenses of a budget unit or work program that must be paid by the County's countywide discretionary funds (i.e., revenue and fund balances that may be used for any legal purpose the Board of Supervisors deems appropriate). The net general fund cost of any budget unit or work program is determined by subtracting any program revenue and/or special-purpose fund balances, which are received for that budget unit or work program, from the net total expenditures for that budget unit or work group. Departments are required to submit a budget at the approved Net General Fund Cost (NGFC) guideline.
- *Supplemental Budget Request.* When a supplemental budget request is submitted, the justification for the request and alternative source of funding for the request must be included in a department's budget request.
- *Level of Service.* Departments must provide the quantity and quality of services provided within the fiscal year. As a rule, specific justification is required for increases in expenditure appropriations that will result in an increase over the current level of service.
- *Letter of Justification.* Each departmental budget request must be transmitted to the County Administrative Officer by a signed letter of justification. Budget requests without a justification letter will not be accepted by the County Administrative Office. The department head is expected to accurately summarize any significant budget changes, noting the reasons for proposed increases or decreases in current levels of service and/or initiation of a new work program. Federal, state, or other directives should be cited when applicable. In addition, the letter must provide descriptive information as to the impact that the requested budget will have on work programs and levels of service. The letter of justification should also address increases in existing fees or any new approved fees to be charged. If the budget request includes increases in staffing, justification and the funding source(s) for those new positions must be included.
- *Step-down Plans.* Depending on the fiscal constraints facing the County, departments may be required to submit a step-down plan along with their budget. If required, departments must detail how they intend to incrementally reduce their Net General Fund Cost by a given percentage determined in advance by the County Administrative Office. Departments will need to identify what the impact of each incremental step-down will be, including potential reductions in staffing levels, performance measure ramifications, and impacts to service levels.
- *Program Prioritization Plans.* Departments are required to produce a program prioritization plan that provides the costs associated with and resources available for programs and functions the department performs. The plan is compiled in a prescribed format that allows the department to maintain current information and produce periodic reports as requested by the Board of Supervisors.
- *Performance Measures.* Departments have been tasked with establishing meaningful criteria for assessing the quality and effectiveness of services to the public. To be developed and revised in coordination with the County Administrative Office, these performance

measures are monitored throughout the year with annual changes reported as part of the budget process. Departments should identify any significant improvements or declines in performance, explaining the reason for change and providing reasonable goals for the upcoming fiscal year. Departments are required to submit performance measures for fiscal year-end data to be included in the recommended budget book.

- *Organization Chart/List of Department Positions.* Departments are expected to maintain charts of their current organizational structure, showing all regular positions currently assigned to each organizational unit. Each department or budget unit organizational chart shall be accompanied by a list of currently authorized positions and a functional statement briefly describing the operational tasks performed by each organizational unit, and how they relate to performance of the budget unit's work programs. For submission with annual budget requests, the organizational chart, position listing and functional statement must be amended to show any proposed increases or decreases in positions and related functional assignments, and will be used by the County Administrative Office in evaluating staffing requirements, and by the Human Resources Division in classifying positions.
- *Fee for Service Review.* Changes in the department's fee structure require approval by the Board of Supervisors. In preparing the revenue estimate, departments should pay particular attention to revenue generated through charging fees for services (user fees). Since revenue is an important part of the budget planning process, it is appropriate that a review of revenue be made prior to departmental planning for expenditures.

Appropriation Changes

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

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

Transferring Existing Appropriations

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

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

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

Encumbrances

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

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

Use of One-Time Funding Sources

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

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

Budget Monitoring

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

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

Grant Funding

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

Contingencies

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

1% Locally Funded Appropriation for Contingencies

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

Uncertainties Contingencies

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

Other Specific Purpose Contingencies

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

Fund Balances

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

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

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

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

Reserves

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

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

Debt

The County has policies that cover the issuance, management, and administration of the County's portfolio of long term debt and are in compliance with Senate Bill 1029. These policies require, in general, that:

- Debt will not be used to finance ongoing operational costs;
- Whenever possible, the County will pursue alternative sources of funding in order to minimize the level of debt.
- More specifically, the policies include the following elements:
- Require that the term of the bonds be no longer than the economic useful life of the property, or in excess of available payment streams;
- Require annual review of the County's portfolio of long term obligations to initiate any type of restructuring, refunding, or refinancing beneficial to the County;
- The policies outline the responsibilities of the County's debt financing team, which include oversight and review of all debt policy and debt issuance activities, and make recommendations to the Board of Supervisors regarding appropriate actions on debt matters.

Capital Budget Policy

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

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

- *Legal Mandates.* Projects in this category are those that are required to meet some type of statutory, regulatory, or other legal mandate (such as court orders).
- *Health and Safety Concerns.* Projects in this category are those that mitigate potential health or safety threats to the public or County employees.

- *Preventive Maintenance.* Preventive maintenance projects are often given priority in order to maintain the structural integrity of the County's existing facilities. The three most critical preventive maintenance project categories are: roof replacement/repair projects; heating, ventilation, and air conditioning (HVAC) replacement projects, and parking lot repaving projects. Roof replacements are critical because as the condition of the roof deteriorates, structural damage and damage to other building components can occur as a result of leakage. HVAC replacements are critical because as the existing systems age, they become more expensive to maintain on an emergency basis. Parking lot repaving projects completed prior to damage occurring to the substructure of the parking lot are critical as it is much more expensive to replace parking lots rather than simply repaving them.
- *Cost Reduction Impact.* Cost reduction is included as an evaluation criteria in an effort to identify and prioritize those projects which are expected to result in reduced expenditures on an ongoing basis. The majority of the projects that have cost reduction implications are HVAC replacement projects.
- *Ongoing Staffing/Operating Costs.* The cost to operate and maintain new or replacement facilities on a continuing basis (including related staffing costs) is also an important consideration in the evaluation and prioritization of project proposals.
- *Direct Public Benefit and Usage.* Each project, or facility where a project is located, is evaluated to determine the level of direct public benefit gained as a result of the completion of the project. All other categories being equal, priority is given to projects that have a high public usage and/or public benefit, such as County roads and sumps, senior centers and veterans' halls, libraries, and multi-departmental use County buildings. Additionally, the evaluation process for each project also includes consideration of the project's consistency with and relative merit in facilitating the achievement of the County's Strategic Goals as adopted by the Board of Supervisors.
- *Subventions and Special Funding.* Several County departments are considered "subvented" because the costs of their operations, including capital needs, are primarily reimbursed with state and Federal funding. Special funding from sources other than the General Fund ease typical budgetary deliberations, particularly when external funds are earmarked specifically for capital projects and equipment replacement.

Investment Policy

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

The policy applies to all investments held within the County Treasurer's Pool and made on behalf of the County and member agencies of the Pool with the exception of certain bond funds for which the Board of Supervisors may specifically authorize other allowable investments, consistent with State law. Also exempt from the policy are retirement funds and other post employment benefit (OPEB) funds managed through an external trust. 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.

To provide sufficient liquidity to meet daily expenditure requirements, the portfolio will maintain at least 35% 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. All investments shall be further governed by the restrictions in Schedule I of the policy which defines the type of investments authorized, maturity limitations, portfolio diversification (maximum percent of portfolio), credit quality standards, and purchase restrictions that apply. Whenever a maximum allowable percentage of the portfolio is stipulated for any type of security or structural maturity range, the limit or maximum allowable is determined by the portfolio size at the close of the date on which the security is settled. 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.

THIS PAGE INTENTIONALLY LEFT BLANK



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 on selected Tuesdays, taking action on public and departmental requests and other matters presented on the agenda. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, as well as, participation in organizations at the local, regional, State, and federal levels.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$429,602	\$459,086	\$438,360	\$449,560	\$449,560	\$451,713
Services and Supplies	26,731	30,699	26,321	27,980	27,980	27,980
Other Financing Uses	0	73,407	0	0	0	76,979
TOTAL EXPENDITURES	\$456,333	\$563,192	\$464,681	\$477,540	\$477,540	\$556,672
REVENUE:						
Miscellaneous	\$104	\$0	\$89	\$0	\$0	\$0
TOTAL REVENUE	\$104	\$0	\$89	\$0	\$0	\$0
Less Available BSI *	\$0	(\$73,407)	\$0	\$0	\$0	(\$76,979)
NET GENERAL FUND COST	\$456,229	\$489,785	\$464,592	\$477,540	\$477,540	\$479,693
BSI Ending Balance *	\$69,262	N/A	\$73,407	N/A	N/A	N/A

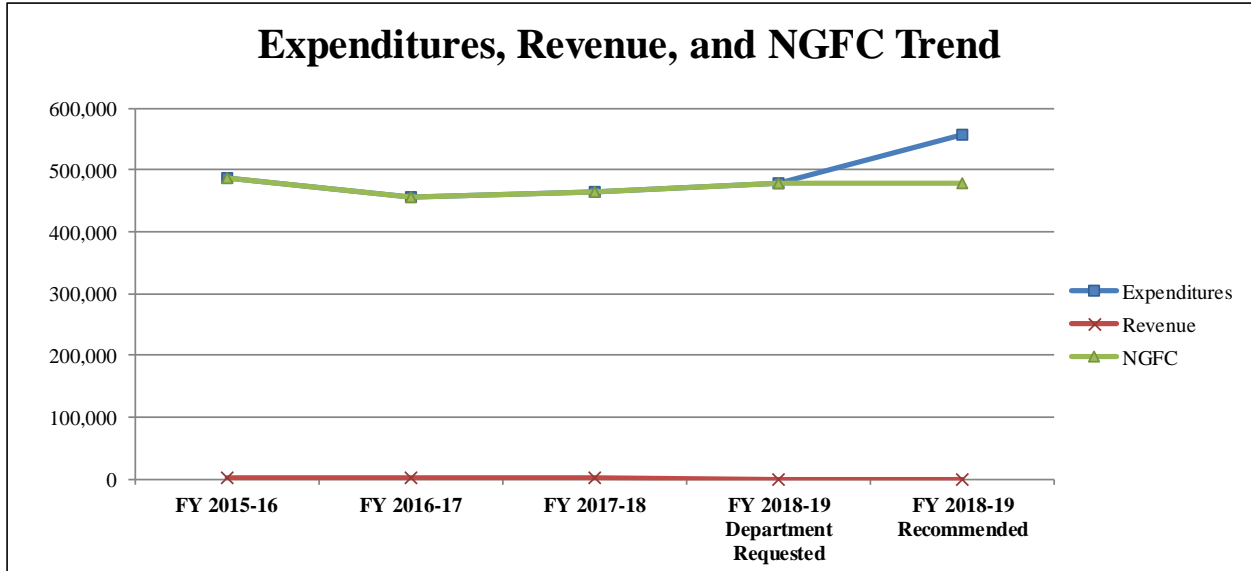
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 2018-19.

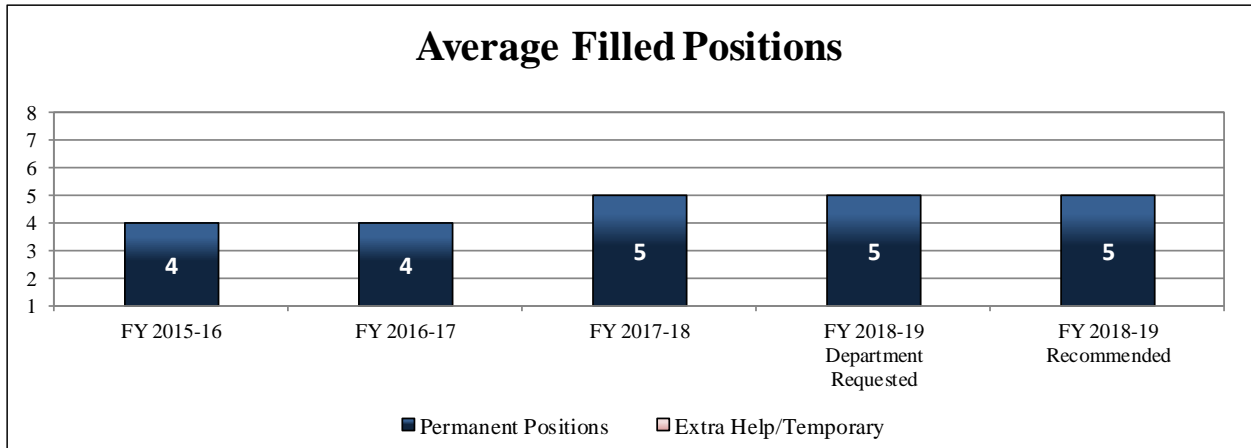
Budget Changes and Operational Impacts

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, of which two positions are part-time.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	4	4	5	5	5
Extra Help/Temporary	0	0	0	0	0
Total Positions	4	4	5	5	5
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	1	1	N/A	N/A
Total Positions	4	5	5	N/A	N/A
SALARIES & BENEFITS	\$454,516	\$429,602	\$438,360	\$449,560	\$451,713

Summary of Authorized Positions

The department has five authorized permanent positions; of which all have been budgeted to be filled during FY 2018-19 as indicated below. Two of the permanent authorized positions are part-time.

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

Administration

Classification

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

THIS PAGE INTENTIONALLY LEFT BLANK



Board of Supervisors – Second District

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

Function: General Government
 Activity: Legislative and Administrative

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$527,773	\$477,013	\$451,609	\$463,550	\$463,550	\$465,165
Services and Supplies	15,418	13,962	14,290	15,150	15,150	15,150
Other Financing Uses	0	732	0	0	0	2,043
TOTAL EXPENDITURES	\$543,191	\$491,707	\$465,899	\$478,700	\$478,700	\$482,358
Less Available BSI *	\$0	(\$732)	\$0	\$0	\$0	(\$2,043)
NET GENERAL FUND COST	\$543,191	\$490,975	\$465,899	\$478,700	\$478,700	\$480,315
BSI Ending Balance *	\$195	N/A	\$0	N/A	N/A	N/A

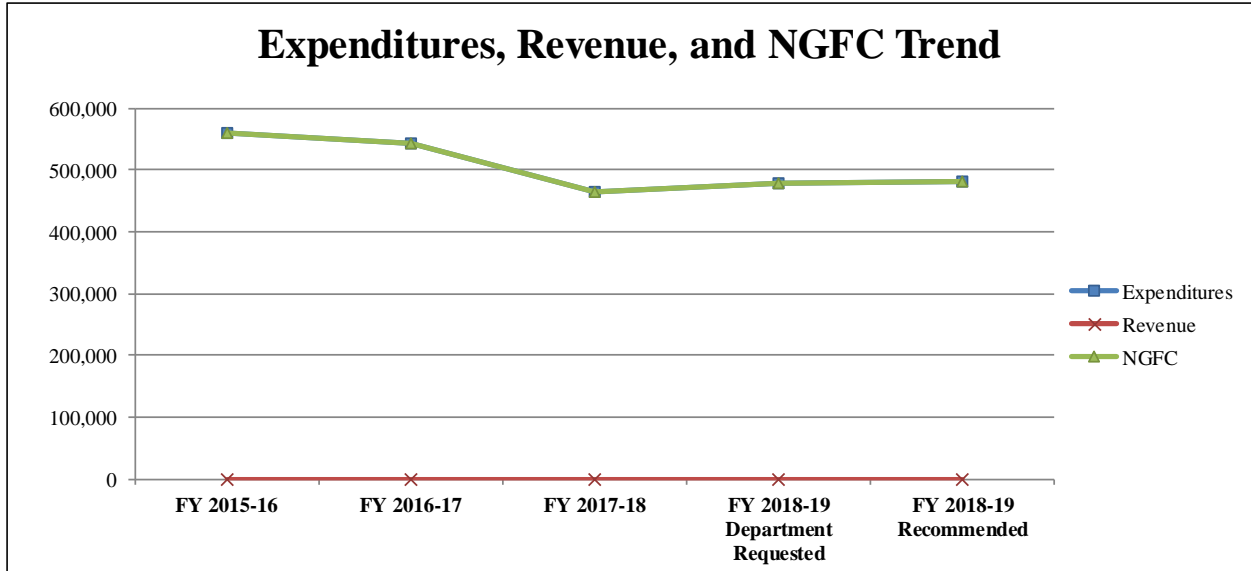
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 2018-19. The recommended budget requires the department to leave one position vacant and unfunded.

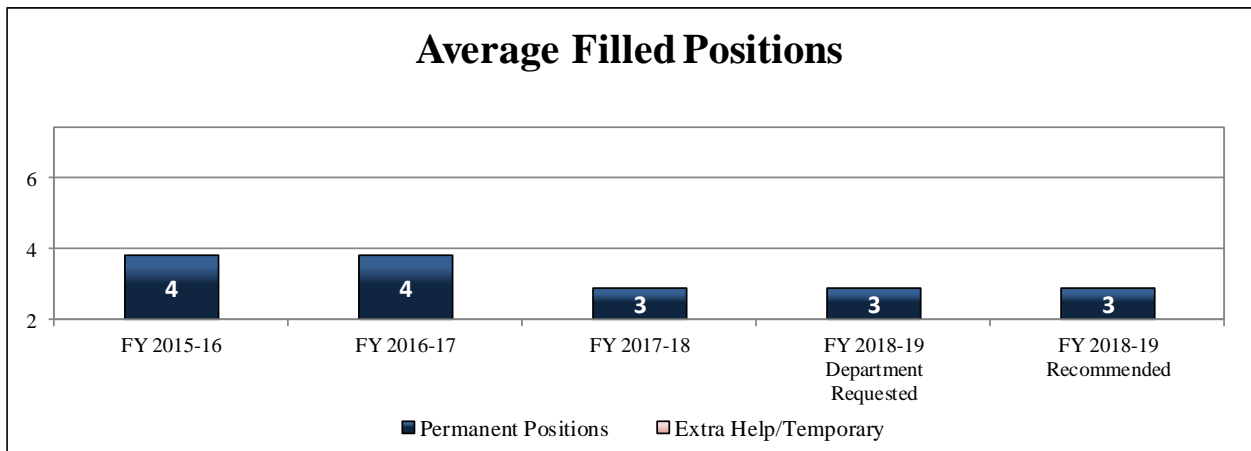
Budget Changes and Operational Impacts

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



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	4	4	3	3	3
Extra Help/Temporary	0	0	0	0	0
Total Positions	4	4	3	3	3
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	3	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	4	4	3	N/A	N/A
SALARIES & BENEFITS	\$545,176	\$527,773	\$451,609	\$463,550	\$465,165

Summary of Authorized Positions

The department has four authorized permanent positions, of which three full-time positions have been budgeted to be filled during FY 2018-19 as indicated below.

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

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

THIS PAGE INTENTIONALLY LEFT BLANK



Board of Supervisors – Third District

Supervisor: Mike Maggard, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1013

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$451,498	\$466,109	\$453,929	\$458,792	\$460,751	\$462,366
Services and Supplies	13,075	24,721	13,343	17,808	17,808	17,808
Other Financing Uses	0	36,421	0	0	0	43,248
TOTAL EXPENDITURES	\$464,573	\$527,251	\$467,272	\$476,600	\$478,559	\$523,422
Less Available BSI *	\$0	(\$36,421)	\$0	\$0	\$0	(\$43,248)
NET GENERAL FUND COST	\$464,573	\$490,830	\$467,272	\$476,600	\$478,559	\$480,174
BSI Ending Balance *	\$30,664	N/A	\$36,421	N/A	N/A	N/A

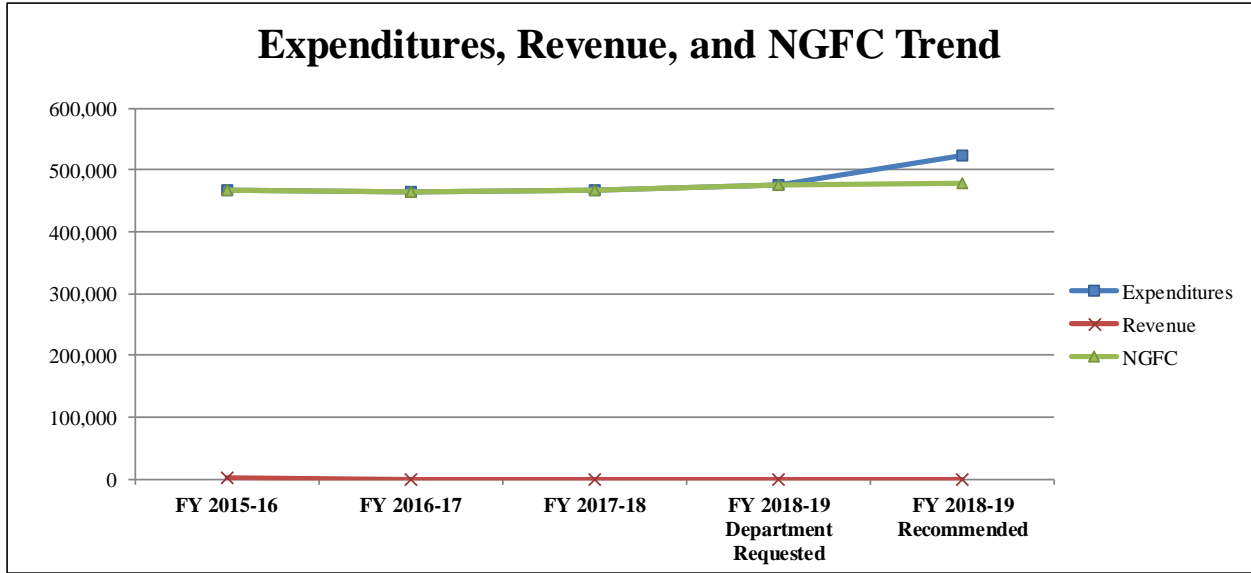
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 2018-19.

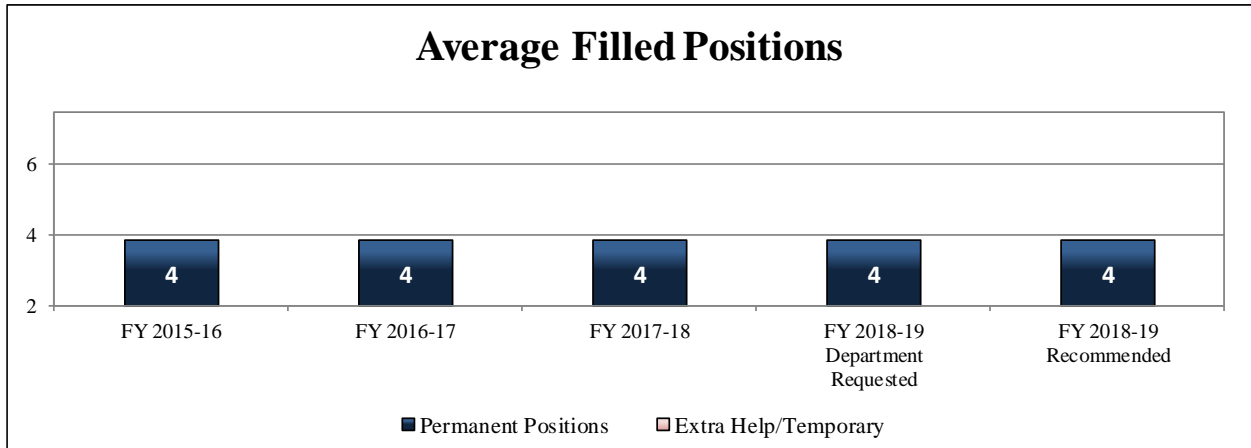
Budget Changes and Operational Impacts

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, one of which is part-time. Services and supplies remain relatively flat.



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS					
Permanent Positions	4	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
Total Positions	4	4	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	4	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	4	4	4	N/A	N/A
SALARIES & BENEFITS	\$454,680	\$451,498	\$453,929	\$458,792	\$462,366

Summary of Authorized Positions

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

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

Administration

Classification

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

THIS PAGE INTENTIONALLY LEFT BLANK



Board of Supervisors – Fourth District

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

Function: General Government
 Activity: Legislative and Administrative

Description of Major Services

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

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$487,997	\$469,671	\$460,252	\$462,732	\$462,732	\$464,347
Services and Supplies	13,855	21,782	16,454	16,433	16,433	16,433
Other Financing Uses	0	47,037	0	0	0	50,234
TOTAL EXPENDITURES	\$501,852	\$538,490	\$476,706	\$479,165	\$479,165	\$531,014
Less Available BSI *	\$0	(\$47,037)	\$0	\$0	\$0	(\$50,234)
NET GENERAL FUND COST	\$501,852	\$491,453	\$476,706	\$479,165	\$479,165	\$480,780
BSI Ending Balance *	\$45,386	N/A	\$47,037	N/A	N/A	N/A

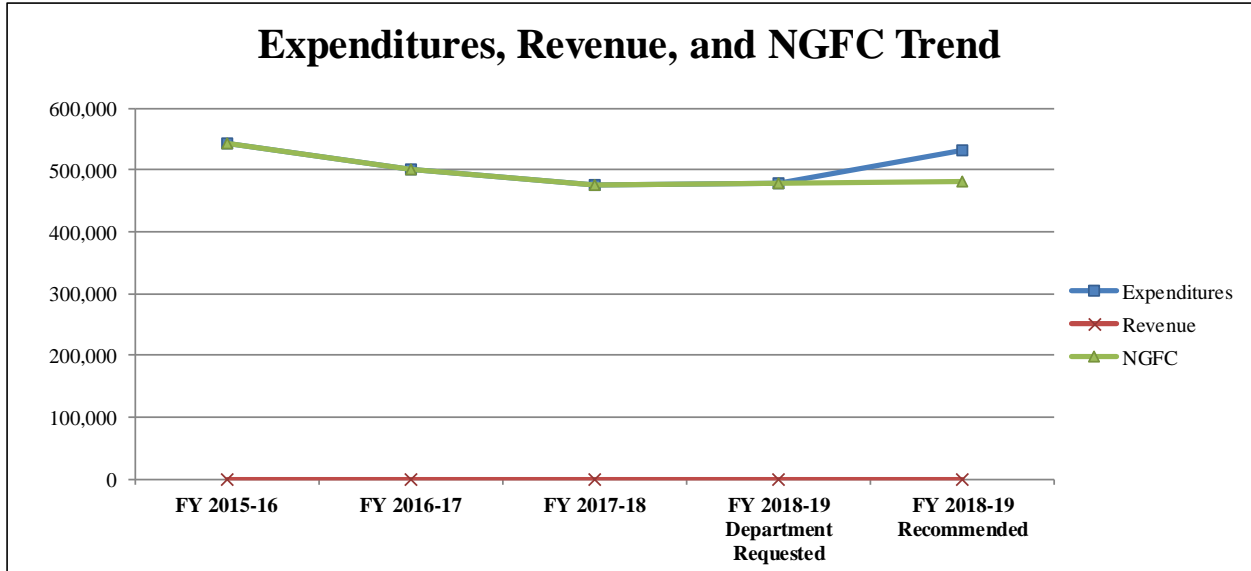
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2018-19 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 2018-19.

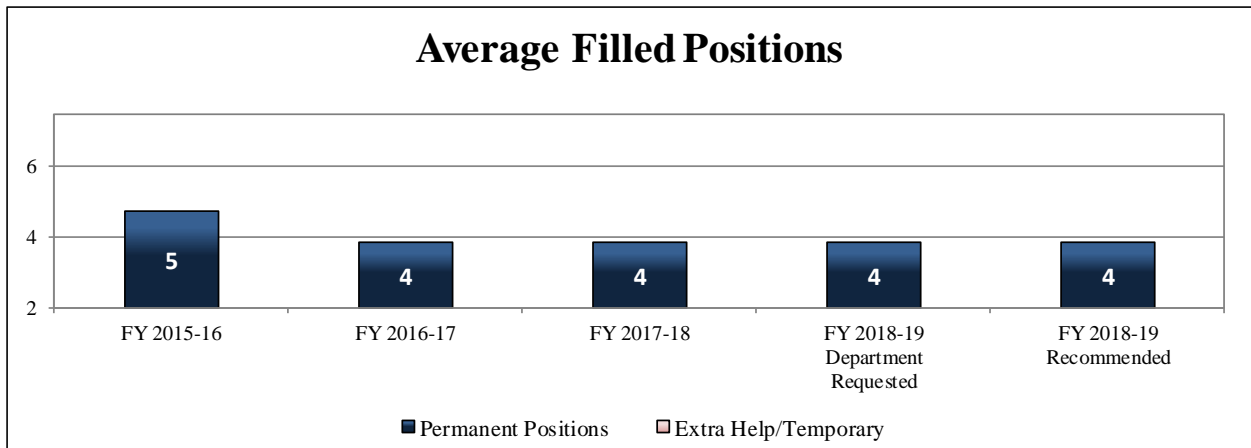
Budget Changes and Operational Impacts

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



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	5	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
Total Positions	5	4	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	4	3	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	5	4	3	N/A	N/A
SALARIES & BENEFITS	\$528,149	\$487,997	\$460,252	\$462,732	\$464,347

Summary of Authorized Positions

The department currently has five (5) authorized permanent positions, of which four (4) have been budgeted to be filled during FY 2018-19 as indicated below. One permanent authorized Supervisor Field Representative position is part-time.

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

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

THIS PAGE INTENTIONALLY LEFT BLANK



Board of Supervisors – Fifth District

Supervisor: Leticia Perez, Elected

Function: General Government

Fund: General

Activity: Legislative and Administrative

Budget Unit: 1015

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$387,637	\$468,537	\$454,822	\$458,717	\$458,717	\$460,332
Services and Supplies	16,704	20,283	14,330	17,883	17,883	17,883
Other Financing Uses	0	23,289	0	0	0	26,906
TOTAL EXPENDITURES	\$404,341	\$512,109	\$469,152	\$476,600	\$476,600	\$505,121
REVENUE:						
Miscellaneous	\$12	\$0	\$90	\$0	\$0	\$0
TOTAL REVENUE	\$12	\$0	\$90	\$0	\$0	\$0
Less Available BSI *	\$0	(\$23,289)	\$0	\$0	\$0	(\$26,906)
NET GENERAL FUND COST	\$404,329	\$488,820	\$469,062	\$476,600	\$476,600	\$478,215
BSI Ending Balance *	\$19,156	N/A	\$23,289	N/A	N/A	N/A

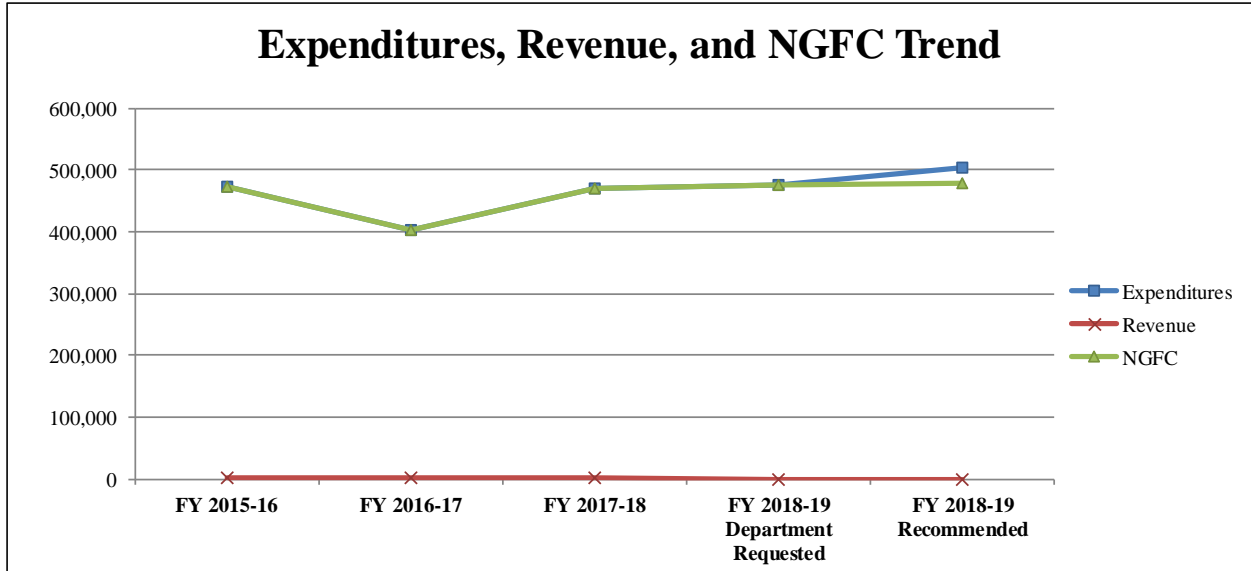
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 2018-19.

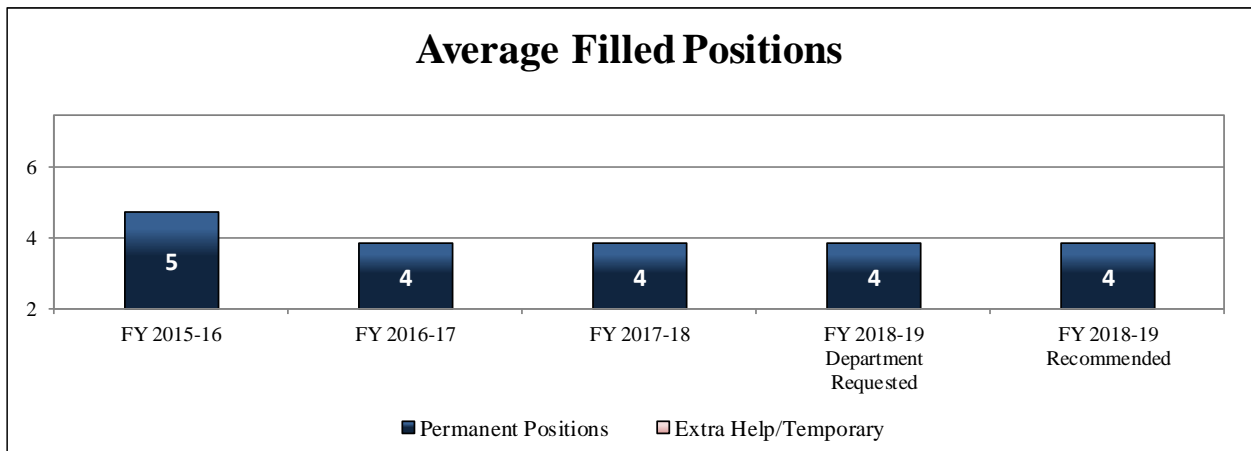
Budget Changes and Operational Impacts

The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body. The recommended budget provides funding for four (4) permanent authorized positions including one (1) part time Supervisor Field Representative Aide position.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	5	4	4	4	4
Extra Help/Temporary	0	0	0	0	0
Total Positions	5	4	4	4	4
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	4	4	3	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	4	4	3	N/A	N/A
SALARIES & BENEFITS	\$453,478	\$387,637	\$454,822	\$458,717	\$460,332

Summary of Authorized Positions

The department has four authorized permanent positions, of which all have been budgeted to be filled during FY 2018-19 as indicated below.

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

Administration

Classification

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

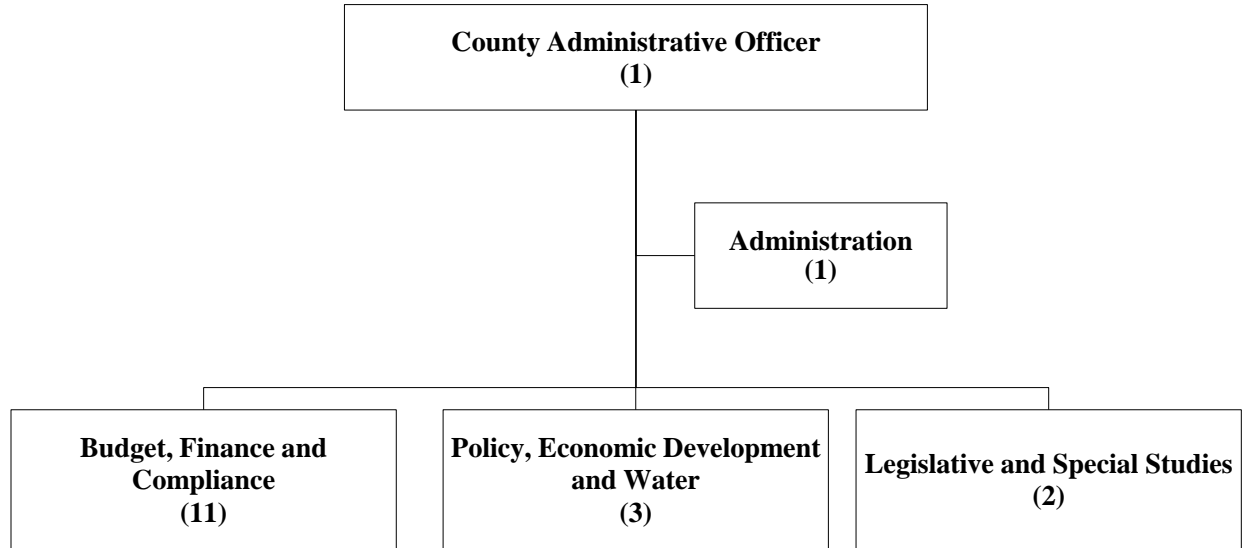
THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

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

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Received the Distinguished Budget Presentation Award and Certificate of Recognition of Budget Preparation from the Government Finance Officers Association for FY 2016-17 and FY 2017-18.
- Participated in the development and operation of the Kern Groundwater Authority, which assists the local basin in complying with new State water regulations.
- Coordinated efforts to implement Lean Six Sigma on a countywide basis through LaunchKern.
- Presented and obtained approval of revisions to the County’s Economic Development Incentive Policy in support of AdvanceKern. AdvanceKern is a program to assist, grow and diversify the County’s economic base and to enhance the County’s statewide and national competitiveness in economic development.

County Administrative Office

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1020

Function: General Government

Activity: Legislative and Administrative

Description of Major Services

The County Administrative Office (CAO) provides staff support to the Board of Supervisors, researching issues, preparing reports and analyses, and advising the Board on federal and State legislative proposals. The department coordinates and executes County administrative and financial policies, administers economic development and debt management activities and enforces the rules, regulations, policies, and ordinances enacted by the Board. A key responsibility is developing the County budget and overseeing its execution. The department also administers the County Sustainable Groundwater Management Act program. Services provided to departments include consulting on administrative, budgetary, and legislative matters, and analyzing administrative practices and procedures to recommend improvements.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,116,778	\$3,031,946	\$2,775,151	\$3,059,663	\$3,059,663	\$2,866,011
Services and Supplies	136,166	247,774	92,111	215,115	215,115	215,115
Other Financing Uses	0	965,873	0	0	0	1,159,918
TOTAL EXPENDITURES	\$3,252,944	\$4,245,593	\$2,867,262	\$3,274,778	\$3,274,778	\$4,241,044
Expend. Reimb.	(\$405,902)	(\$267,000)	(\$391,622)	(\$295,000)	(\$295,000)	(\$295,000)
TOTAL NET EXPENDITURES	\$2,847,042	\$3,978,593	\$2,475,640	\$2,979,778	\$2,979,778	\$3,946,044
REVENUE:						
Licenses and Permits	\$0	\$0	\$8,500	\$8,500	\$8,500	\$8,500
Intergovernmental	0	0	477	0	0	0
Charges for Services	173,429	75,000	107,040	107,000	107,000	107,000
Miscellaneous	0	0	10,729	0	0	0
TOTAL REVENUE	\$173,429	\$75,000	\$126,746	\$115,500	\$115,500	\$115,500
Less Available BSI *	\$0	(\$965,873)	\$0	\$0	\$0	(\$1,159,918)
NET GENERAL FUND COST	\$2,673,613	\$2,937,720	\$2,348,894	\$2,864,278	\$2,864,278	\$2,670,626
BSI Ending Balance *	\$852,176	N/A	\$965,873	N/A	N/A	N/A

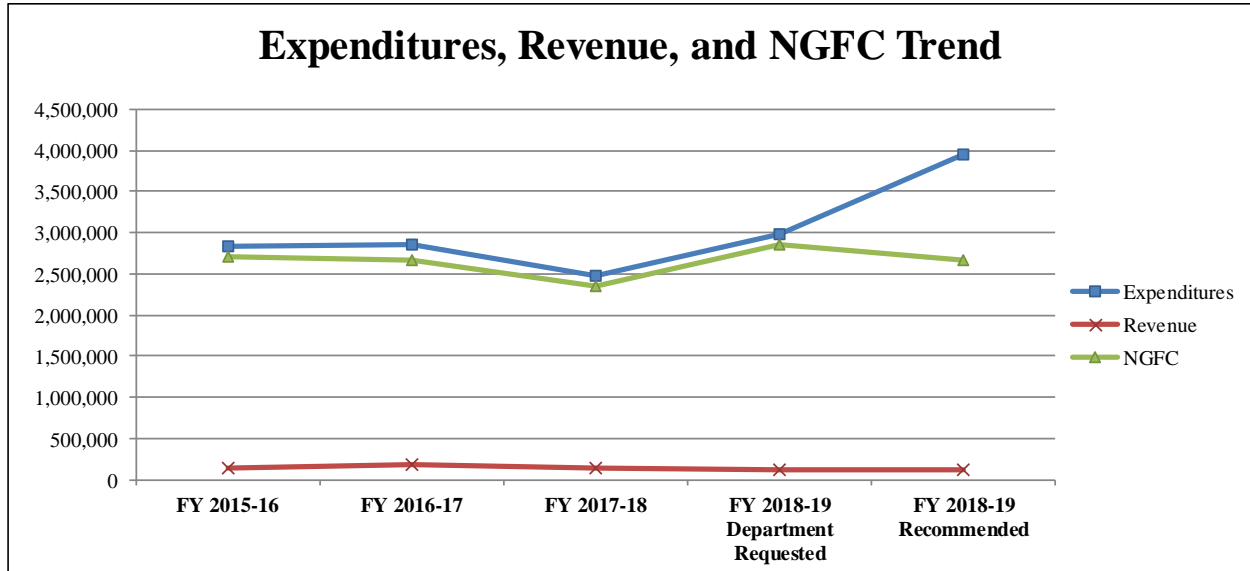
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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.

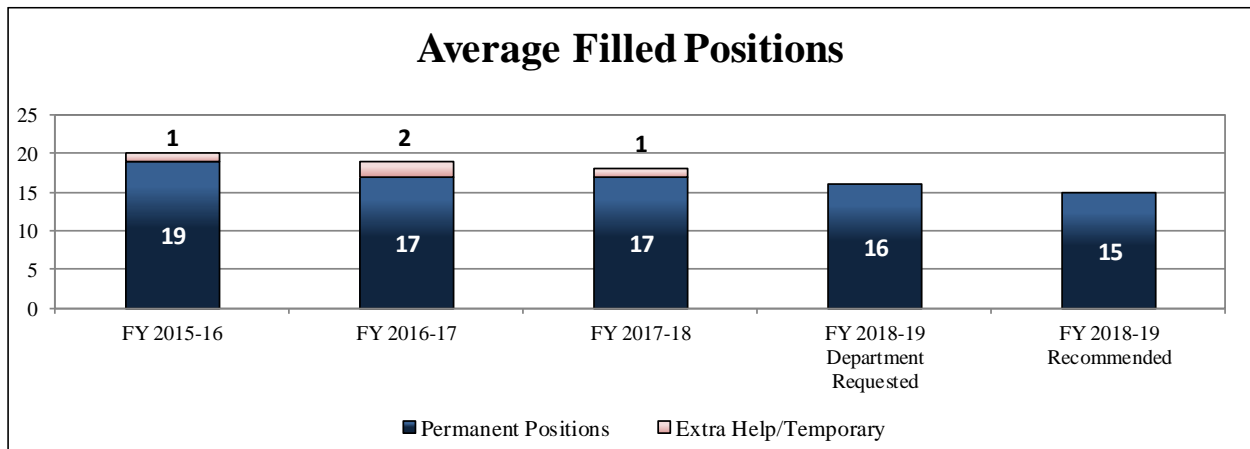
Budget Changes and Operational Impacts

Charges for services revenue has been reduced to reflect the upcoming end of chargeable services being provided to Kern Medical Center. The remaining charges for services revenue represents administrative services for new oil and gas trust funds. The department is able to absorb the 2.5% NGFC reduction by holding two positions vacant and unfunded.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Senior CAO Manager position and the deletion of one (1) Fiscal and Policy Analyst I/II/III position, a net cost of approximately \$66,000. The department plans to hold vacant and unfunded two (2) Fiscal and Policy Analyst positions at a savings of approximately \$326,000. The department will transfer one (1) Information Security Officer position from the County Administrative Office to the Information Technology Division in an effort to enhance the information technology operations.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	19	17	17	16	15
Extra Help/Temporary	1	2	1	0	0
Total Positions	20	19	18	16	15
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	19	19	17	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	20	20	18	N/A	N/A
SALARIES & BENEFITS	\$2,888,187	\$3,116,778	\$2,775,151	\$3,059,663	\$2,866,011

Summary of Authorized Positions

The department has 18 authorized permanent positions, of which 15 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	2	0	0	2	2	0	2
Budget, Finance and Compliance	11	1	(2)	10	9	1	10
Policy, Econ Dev and Water	3	0	0	3	3	0	3
Legislative Special Studies	2	0	0	2	1	1	2
Total	18	1	(2)	17	15	2	17

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

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Ratio of General Fund backed debt service to General Fund expenditures.	1.1%	1.47%	2 to 3% not to exceed 4.5%	1.3%	2 to 3% not to exceed 4.5%

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

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of departmental internal and external audit reports reviewed and evaluated.	100%	100%	100%	100%	100%

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

Goal 2: Maintain a safe and healthy work environment.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of work-related injuries resulting in an employee being off work for one full day or longer.	0	0	0	0	0

This indicator measures the County Administrative Office’s degree of health and safety consciousness in the performance of its functions. The County Administrative Office has achieved its established goal to zero time-off due to work related illness and injury and will take all measures to achieve the goal of zero for FY 2018-19.

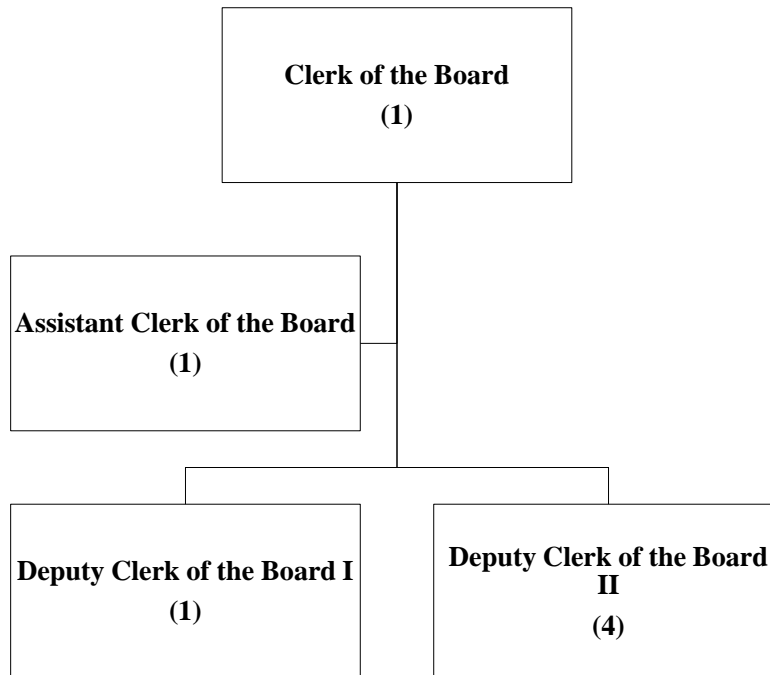
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- Conducted agenda training as needed with County departments to improve agenda submission in compliance with the Ralph M. Brown Act.
- On-track to complete automation of maintaining records for tracking the nearly 500 appointments made by the Board of Supervisors to the 65 Boards, Commissions, and Committees under the Board's appointing authority.
- Reached disposition or two-year waiver filed for all 1,730 of the 2014 Assessment Appeal applications, which met the November 30, 2016 statutory deadline.
- Ongoing staff development to maintain high standards of performance, exceptional customer service, and to achieve efficiencies through identified streamlining of procedures, process improvement and continuous re-evaluation.
- Careful stewardship of public funds insured that all County departments were charged proper billing rates for newspaper publications.
- Reached disposition or two-year waiver filed for all 2,226 property tax assessment appeal applications filed in 2015, which met the November 30, 2017, 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 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$766,483	\$737,714	\$755,963	\$684,127	\$702,234	\$704,925
Services and Supplies	131,837	207,480	161,395	201,065	201,065	201,065
Other Financing Uses	0	123,300	0	0	0	118,623
TOTAL EXPENDITURES	\$898,320	\$1,068,494	\$917,358	\$885,192	\$903,299	\$1,024,613
Expend. Reimb.	(\$35,258)	(\$94,500)	(\$53,153)	(\$94,500)	(\$94,500)	(\$94,500)
TOTAL NET EXPENDITURES	\$863,062	\$973,994	\$864,205	\$790,692	\$808,799	\$930,113
REVENUE:						
Charges for Services	\$181,360	\$98,600	\$104,489	\$57,400	\$57,400	\$57,400
TOTAL REVENUE	\$181,360	\$98,600	\$104,489	\$57,400	\$57,400	\$57,400
Less Available BSI *	\$0	(\$123,300)	\$0	\$0	\$0	(\$118,623)
NET GENERAL FUND COST	\$681,702	\$752,094	\$759,716	\$733,292	\$751,399	\$754,090
BSI Ending Balance *	\$74,120	N/A	\$115,678	N/A	N/A	N/A

* BSI = Budget Savings Incentives

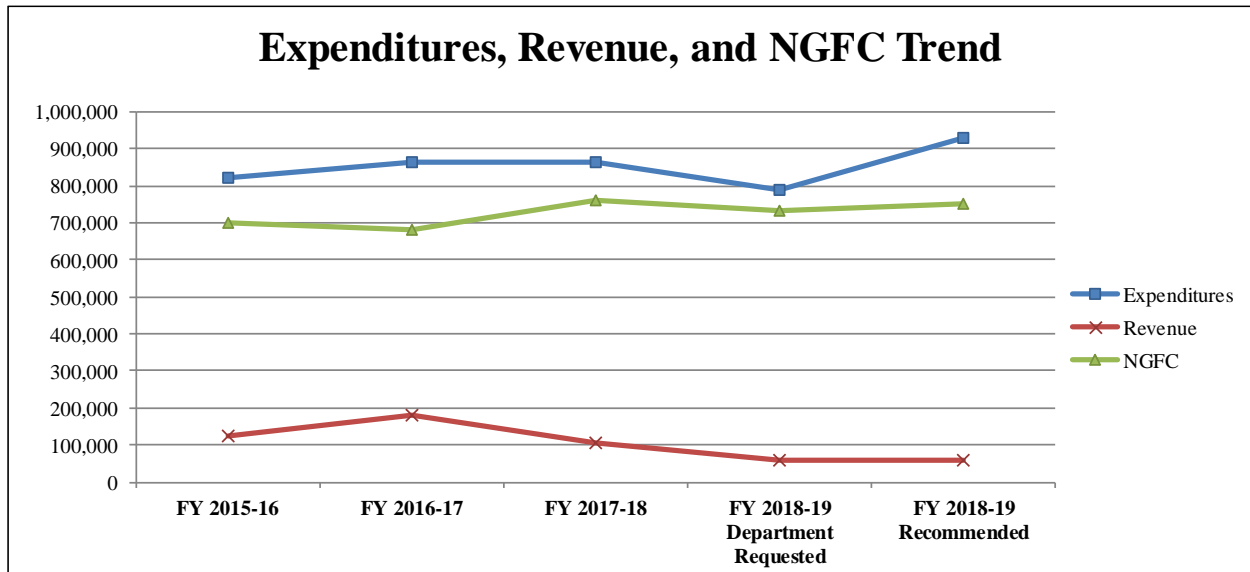
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

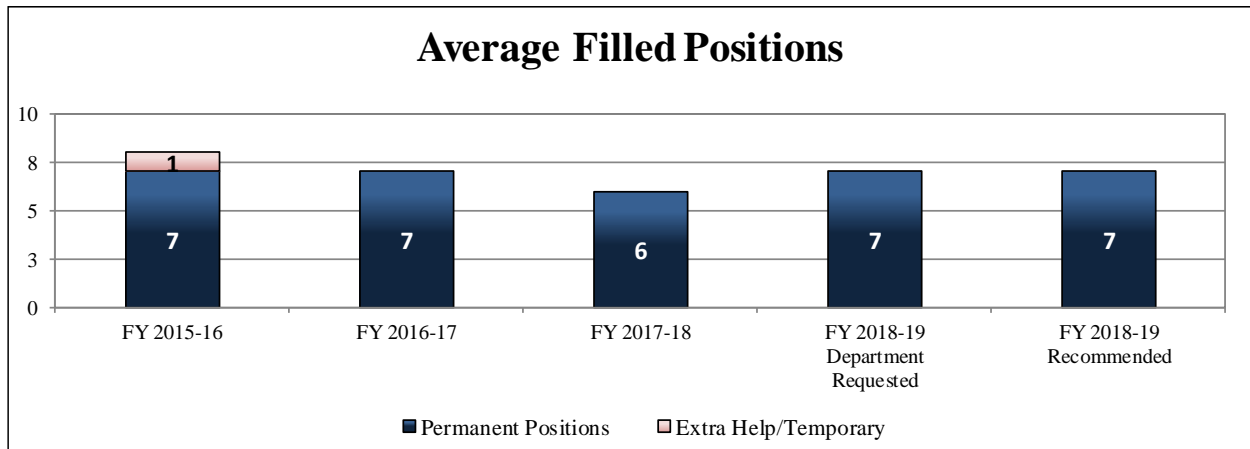
The recommended budget includes a slight increase in appropriations due to an increase in publications and legal notices from FY 2017-18 actual. The decrease in revenue is attributable to a significant reduction in Supplemental Roll Assessment fee revenue, which will continue for FY 2018-19. The department submitted a supplemental request for \$18,107 above Net General Fund

Cost and proposed the use of \$18,107 in budget savings incentives in order to meet mandated duties and minimize service level impacts to County departments and the public. The County Administrative Office has reviewed this request and included it in the recommended budget.



Staffing Changes and Operational Impacts

The recommended budget includes filling one (1) Assistant Clerk of the Board position in September 2018. Filling this position will allow the department to accomplish its mandates, including processing property tax appeals in a timely manner.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	7	7	6	7	7
Extra Help/Temporary	1	0	0	0	0
Total Positions	8	7	6	7	7
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	7	7	6	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	8	7	6	N/A	N/A
SALARIES & BENEFITS	\$715,808	\$766,483	\$755,963	\$684,127	\$704,925

Summary of Authorized Positions

The department has 7 authorized permanent positions, all of which have been budgeted to be filled during FY 2018-19 as indicated below.

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

Administration

Classification

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

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Promote responsible and efficient government					
<i>Objective 1: Improve customer service and promote citizen participation and transparency in County government decision-making.</i>					
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 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	4,674 items/6 corrections	4,063 items/10 corrections	4,000 items/10 corrections	4,082 items/12 corrections	4,000 items/10 corrections
Percentage of property assessment appeals claims that reached disposition or waiver filed within two-year statutory deadline	100%	100%	100%	100%	100%
Number of electronic subscriptions to online Board meeting agendas/summaries	2,282	2,621	2,800	2,880	3,000
Total number of views to Board meeting video/agenda/summary website page	59,424	49,284	60,000	47,407	50,000
<p>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.</p> <p>It is the department’s goal to implement technology upgrades to improve access to information and promote citizen participation and transparency in the County government decision-making process. Tracking the use of technology enhancements not only improves transparency, but provides valuable information in determining what future enhancements should be considered.</p>					

THIS PAGE INTENTIONALLY LEFT BLANK



Special Services

Department Head: Ryan J. Alsop
Fund: General
Budget Unit: 1040

Function: General Government
Activity: Legislative and Administrative

Description of Major Services

This budget unit contains appropriations for a variety of services and programs including the contribution for the employee group life insurance premium, expenses for special studies and projects, consulting and professional services expenses, and Board of Supervisors' general and discretionary expenses not allocated to individual supervisorial districts. The County's contributions to private non-profit agencies and the Local Agency Formation Commission 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, 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$530,526	\$537,092	\$429,416	\$454,595	\$454,595	\$454,595
Services and Supplies	2,276,413	3,600,314	2,202,689	3,647,549	3,647,549	4,147,549
Other Charges	777,403	844,008	751,618	859,270	859,270	859,270
TOTAL EXPENDITURES	\$3,584,342	\$4,981,414	\$3,383,723	\$4,961,414	\$4,961,414	\$5,461,414
REVENUE:						
Intergovernmental	\$346,727	\$0	\$48,165	\$0	\$0	\$0
Charges for Services	14,513	25,000	5,075	5,000	5,000	5,000
Miscellaneous	42,912	0	51,803	0	0	0
TOTAL REVENUE	\$404,152	\$25,000	\$105,043	\$5,000	\$5,000	\$5,000
NET GENERAL FUND COST	\$3,180,190	\$4,956,414	\$3,278,680	\$4,956,414	\$4,956,414	\$5,456,414

Major Expenditures and Revenue in FY 2018-19 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 \$304,270 to various non-profit agencies for performance of cultural or humanitarian services benefiting the public. The following contributions are included in the recommended budget:

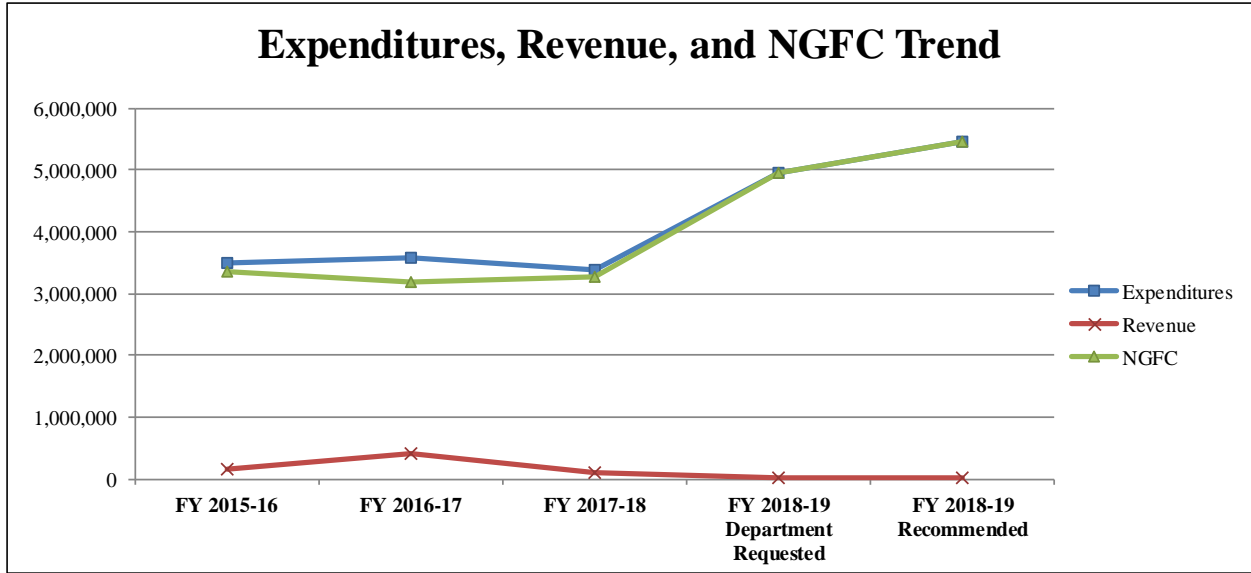
- Alzheimer’s Disease Association of Kern County: \$29,080
- Arts Council of Kern: \$44,738
- Bakersfield Museum of Art: \$22,369
- Bakersfield Symphony: \$44,738
- Community Action Partnership of Kern County (CAP): \$44,738
- Court Appointed Special Advocates (CASA): \$65,000
- Kern Literacy Council: \$9,283
- Valley Fever Vaccine Project: \$22,369
- Volunteer Center of Kern County: \$4,474

Budget Changes and Operational Impacts

The recommended budget includes an allocation of \$44,921 for each District Supervisor to support activities within their respective areas. This amount includes a reduction of 2.5% from the previous year. In addition, approximately \$1 million of Supervisorial carry forward discretionary funds is budgeted under services and supplies. The recommended budget includes contributions to the Local Agency Formation Commission and the Kern County Museum.

The recommended budget includes \$828,000 in consultant fees and other costs; \$328,000 is associated with the Sustainable Groundwater Management Act requirements. An additional \$500,000 has been included for expert fees necessary for assessment appeals litigation. Additionally, travel costs for the Board of Supervisors is accounted for in this budget unit to accommodate the geographic variances in district size.

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



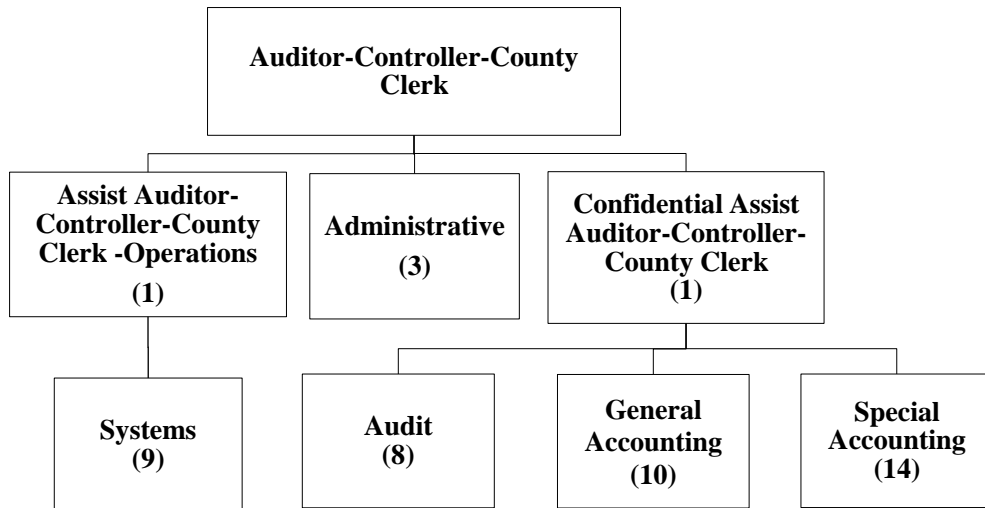
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- Automated the calculation of tax rates, contingent liability and tax interest balances.
- Created additional efficiencies in the areas of processing tax payment rejects and annexations.
- Created a new State Disability Insurance tracking program to efficiently manage leave of absences.
- Collaborated on various countywide information technology projects including AB 11 technical planning for electronic data retention standards, web content filtering and end point security planning implementation.
- Transitioned the Kern County Hospital Authority and Courts off the County’s payroll system.
- Earned the Government Finance Officer’s award for the County’s Comprehensive Annual Financial Statement and reporting award on the State Controller’s Report submission.

Auditor-Controller

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

Function: General
Activity: Finance

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,323,758	\$5,453,909	\$5,497,454	\$5,321,429	\$5,346,932	\$5,382,718
Services and Supplies	570,925	452,177	487,221	518,621	518,621	501,674
Other Charges	3,943	0	14,720	26,203	26,203	26,203
Other Financing Uses	0	996,127	0	0	0	1,183,796
TOTAL EXPENDITURES	\$5,898,626	\$6,902,213	\$5,999,395	\$5,866,253	\$5,891,756	\$7,094,391
Expend. Reimb.	(\$590,846)	(\$616,000)	(\$585,734)	(\$500,001)	(\$525,510)	(\$525,510)
TOTAL NET EXPENDITURES	\$5,307,780	\$6,286,213	\$5,413,661	\$5,366,252	\$5,366,246	\$6,568,881
REVENUE:						
Charges for Services	\$1,228,692	\$819,704	\$1,194,385	\$1,019,502	\$1,019,500	\$1,019,500
Miscellaneous	41,131	45,002	105,839	32,002	32,000	32,000
TOTAL REVENUE	\$1,269,823	\$864,706	\$1,300,224	\$1,051,505	\$1,051,500	\$1,051,500
Less Available BSI *	\$0	(\$996,127)	\$0	\$0	\$0	(\$1,183,796)
NET GENERAL FUND COST	\$4,037,957	\$4,425,380	\$4,113,437	\$4,314,747	\$4,314,746	\$4,333,585
BSI Ending Balance *	\$849,602	N/A	\$1,020,215	N/A	N/A	N/A

* BSI = Budget Savings Incentives

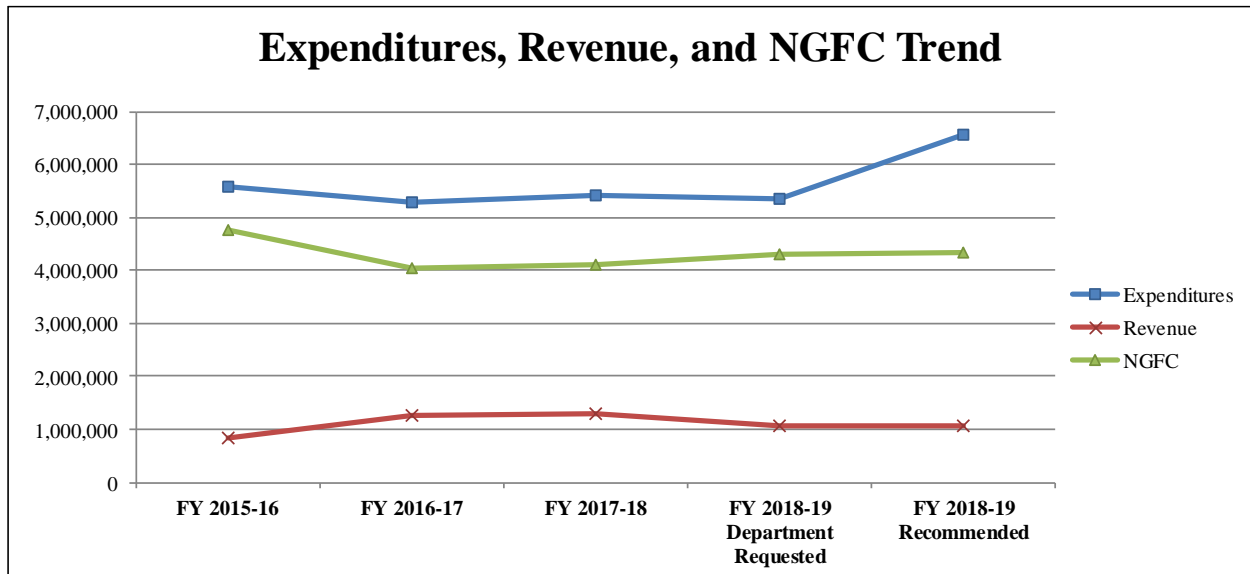
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 reimbursement for services but is primarily funded by general purpose revenues of the General Fund through the allocation of Net General Fund Cost (NGFC).

Budget Changes and Operational Impacts

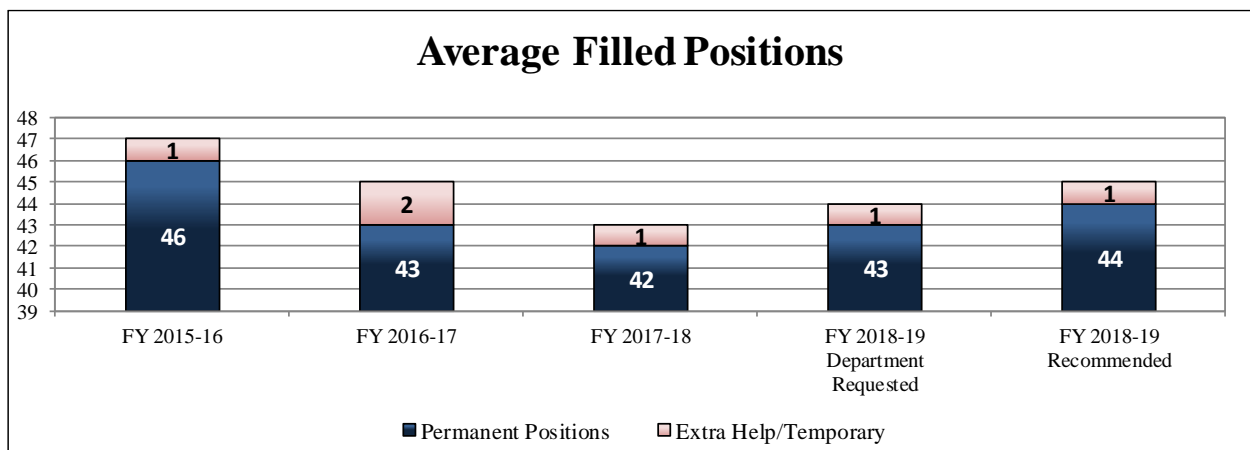
The recommended budget includes a decrease in charges for services revenue due to a decline in services provided to Kern Medical resulting from the hospital processing its own payroll and

issuing its own accounts payable payments. The department is able to absorb the 2.5% NGFC reduction by holding three positions vacant and unfunded and deleting one vacant position. No significant service level impacts are anticipated. The recommended budget includes the use of \$99,509 of accumulated Budget Savings Incentives credits to offset the cost of new virtualization servers and other one-time costs.



Staffing Changes and Operational Impacts

The recommended budget provides the department funding for 44 of 47 authorized permanent positions. The department will hold one (1) Fiscal Support Technician position, one (1) Accountant I/II/III position and one (1) Fiscal Support Specialist position vacant and unfunded at an estimated savings of \$300,000. The addition of one (1) Business Manager position and deletion of one (1) Fiscal Support Technician position is recommended.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	46	43	42	43	44
Extra Help/Temporary	1	2	1	1	1
Total Positions	47	45	43	44	45
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	46	43	42	N/A	N/A
Extra Help/Temporary (FTE)	2	2	1	N/A	N/A
Total Positions	48	45	43	N/A	N/A
SALARIES & BENEFITS	\$5,665,317	\$5,323,758	\$5,497,454	\$5,321,429	\$5,382,718

Summary of Authorized Positions

The recommended budget includes 47 authorized permanent positions, of which 44 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	5	1	0	6	6	0	6
Audit	8	0	0	8	7	1	8
Special Accounting	15	0	(1)	14	13	1	14
General Accounting	10	0	0	10	10	0	10
Systems	9	0	0	9	8	1	9
Total	47	1	(1)	47	44	3	47

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

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Payments to vendors mailed within seven working days of receipt of an approved claim	98% in 7 days	99% in 7 days	95% in 7 days	99% in 7 days	95% in 7 days
Calculate and deliver to the Treasurer-Tax Collector the unsecured bills by July 31 st	July 2nd	July 7th	July 31st	July 6th	July 31st
Calculate and deliver to the Tax Collector the secured bills by Oct 3 rd	Sept 14th	Sept 12th	Oct 3rd	Sept 11th	Oct 3rd
Produce accurate and timely financial reports	Received GFOA award for FYE 6/30/15	Received GFOA award for FYE 6/30/16	To receive GFOA award	Received GFOA award for FYE 6/30/17	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.

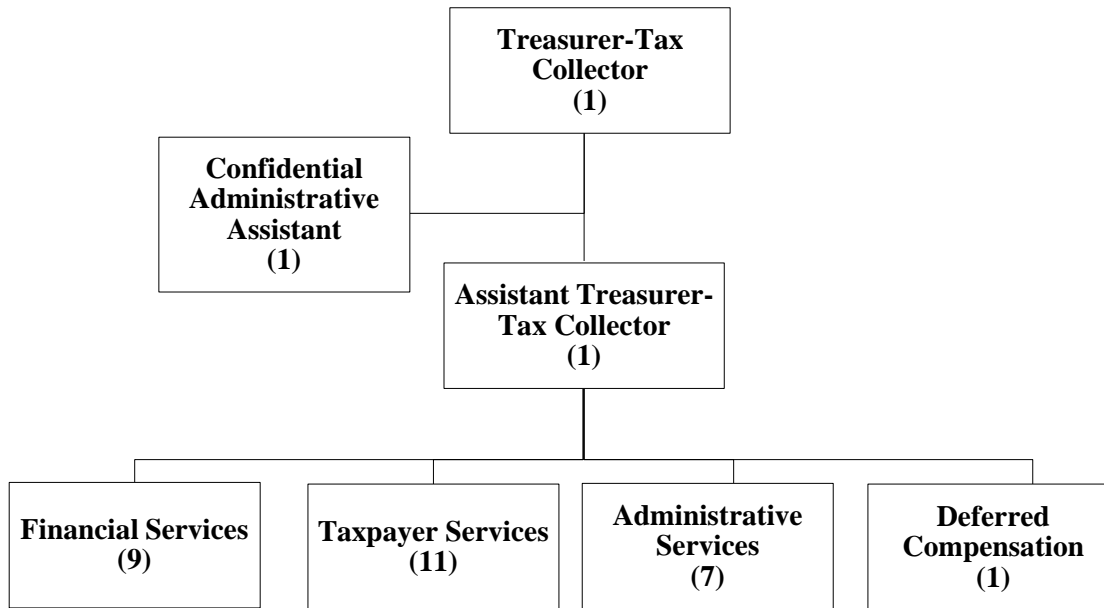
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Complete County departmental audits on a biennial basis Beginning FY 2016-17, complete audits as prioritized in audit plan	Field work completed by June 30th	75% of field work completed by June 30th	65% of field work completed by June 30th	65% of field work completed by June 30 th	Complete audits per audit plan by June 30 th

This performance measure indicates whether departments are being audited timely in conformance with State law and County ordinance. The audit division educates departments on internal controls and helps familiarize departments with County policies. The division also helps ensure internal controls are in place, County resources are being properly utilized, County assets are accounted for, and policies are being followed. Additionally, audits help deter and detect fraud. During FY 2016-17, the County moved to change from yellow book standards to red book standards. The change in measurement above is due to the change in audit standards.

Mission Statement

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

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Collected nearly \$1.1 billion in secured property taxes at a collection rate of 98% and collected over \$90 million in unsecured property taxes at a collection rate of 99% in FY 2016-17.
- Increased the number of on-line payments from 59,740 to 63,147 in FY 2016-17, and projecting to increase another 13% in FY 2017-18. On-line payments now account for approximately 14% of all bills paid.
- Completed three public auctions of tax defaulted property that included a total of 2,512 parcels.
- Answered nearly 40,000 taxpayer phone calls in FY 2016-17.
- Managed Treasury Investment Pool with assets of over \$3.3 billion at the end of FY 2016-17, and provided liquidity for over 200 public agency pool participants and earning over \$30.5 million in net interest earning revenue for all Treasury Pool participants.
- Successfully transitioned the deferred compensation plan to a new record keeper providing an enhanced experience to participants, lowering fees by 33%, and increasing the return on the stable value fund by more than 40%.
- As of June 30, 2017, managed over 13,250 participant accounts in the Deferred Compensation program with assets of over \$491 million.

Treasurer-Tax Collector

Department Head: Jordan Kaufman, Elected

Function: General Government

Fund: General

Activity: Finance

Budget Unit: 1120

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,328,349	\$3,338,600	\$3,334,789	\$3,447,942	\$3,447,942	\$3,460,860
Services and Supplies	2,812,696	2,900,558	2,459,401	2,718,750	2,718,750	2,718,750
Capital Assets	23,000	18,000	30,288	31,000	31,000	31,000
Other Financing Uses	0	500,296	0	0	0	642,123
TOTAL EXPENDITURES	\$6,164,045	\$6,757,454	\$5,824,478	\$6,197,692	\$6,197,692	\$6,852,733
REVENUE:						
Fines and Forfeitures	\$209,213	\$105,000	\$257,276	\$121,000	\$121,000	\$121,000
Charges for Services	4,233,738	3,834,891	4,391,786	4,468,607	4,468,607	4,468,607
Miscellaneous	555,597	501,000	626,503	496,790	496,790	496,790
Other Financing Sources:						
Redemption Trust Fund	365,000	1,022,712	0	337,581	337,581	337,581
TOTAL REVENUE	\$5,363,548	\$5,463,603	\$5,275,565	\$5,423,978	\$5,423,978	\$5,423,978
Less Available BSI *	\$0	(\$500,296)	\$0	\$0	\$0	(\$642,123)
NET GENERAL FUND COST	\$800,497	\$793,555	\$548,913	\$773,714	\$773,714	\$786,632
BSI Ending Balance *	\$476,302	N/A	\$487,896	N/A	N/A	N/A

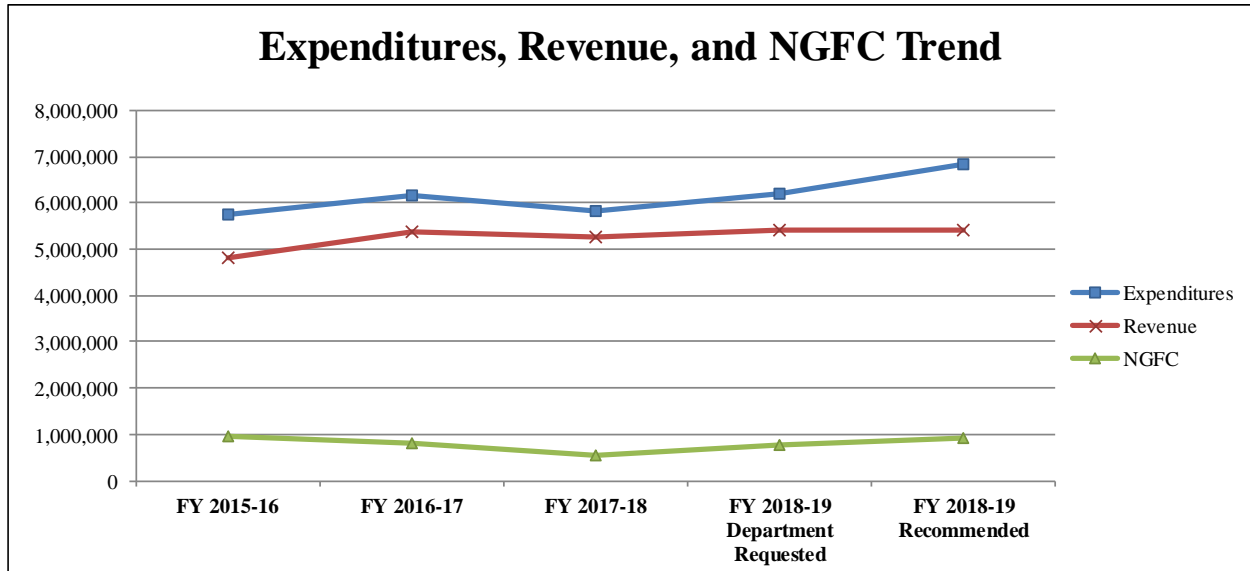
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 (NGFC).

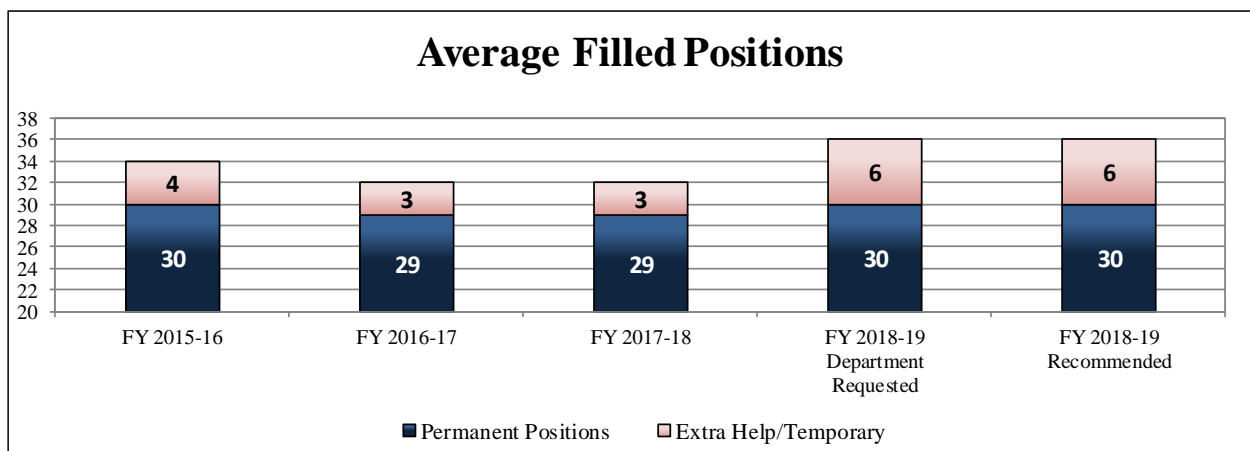
Budget Changes and Operational Impacts

The recommended budget maintains current levels of service and includes \$31,000 for the purchase of two (2) network servers. The department has budgeted the use of \$337,581 from the Redemption Trust Fund-Budget Unit 1121 to offset the cost of collecting and processing redemption payments. Reduction in redemption activity expenses or additional tax sale revenue, generated from the sale of delinquent properties, can reduce the amount of funds needed to be transferred. The recommended budget includes the use of \$157,979 of Budget Savings Incentive (BSI) credits to offset the cost of extra-help staffing which restricts its use to one-time costs only.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Accountant I/II/III position and one (1) Fiscal Support Specialist position along with the deletion of one (1) Fiscal Support Technician position. In order to meet NGFC, one (1) Fiscal Support Technician position will be left vacant and unfunded during FY 2018-19.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	30	29	29	30	30
Extra Help/Temporary	4	3	3	6	6
Total Positions	34	32	32	36	36
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	30	29	29	N/A	N/A
Extra Help/Temporary (FTE)	4	3	3	N/A	N/A
Total Positions	34	32	32	N/A	N/A
SALARIES & BENEFITS	\$3,347,507	\$3,328,349	\$3,334,789	\$3,447,942	\$3,460,860

Summary of Authorized Positions

The recommended budget includes 31 authorized permanent positions, of which 30 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	1	0	10	10	0	10
Taxpayer Services	11	1	1	11	10	1	11
Financial Services	9	0	0	9	9	0	9
Deferred Compensation	1	0	0	1	1	0	1
Total	30	2	1	31	30	1	31

Administration	Taxpayer Services	Financial Services
<p><u>Classification</u></p> <p>1 Treasurer-Tax Collector</p> <p>1 Asst. Treasurer-Tax Collector</p> <p>2 Accountant I/II/III</p> <p>1 Confidential Administrative Asst.</p> <p>1 Technology Services Manager</p> <p>1 Local Area Network Administrator</p> <hr/> <p>2 Programmer I/II-Systems Analyst I/II</p> <hr/> <p>9 Current Total</p> <p><u>Additions/Deletions</u></p> <p>1 Accountant I/II/III</p> <hr/> <p>10 Requested Total</p> <p style="text-align: center;">Deferred Compensation</p> <p><u>Classification</u></p> <p>1 Fiscal Support Technician</p> <hr/> <p>1 Requested Total</p>	<p><u>Classification</u></p> <p>1 Fiscal Support Supervisor</p> <p>1 Fiscal Support Specialist</p> <p>8 Fiscal Support Technician</p> <hr/> <p>1 Tax Collection Investigator II</p> <hr/> <p>11 Current Total</p> <p><u>Additions/Deletions</u></p> <p>1 Fiscal Support Specialist</p> <p>(1) Fiscal Support Technician</p> <hr/> <p>11 Requested Total</p>	<p><u>Classification</u></p> <p>2 Fiscal Support Specialist</p> <p>1 Principal Treasury Investment Officer</p> <hr/> <p>6 Fiscal Support Technician</p> <hr/> <p>9 Requested Total</p>

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of secured taxes collected	98.20%	97.98%	100%	97.89%	100%
Percentage of unsecured taxes collected	99.10%	98.63%	100%	98.17%	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. There has been no significant change in the percentage of secured and unsecured taxes collected from the prior year.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average wait time for incoming taxpayer telephone calls	32 sec.	36 sec.	Under 35 sec.	30 sec.	Under 35 sec.

This indicator measures the average time a taxpayer waits in our automated call management system, listening to an automated message before speaking to a taxpayer services representative. This is an indication of the customer service level provided by the Treasurer-Tax Collector. For budgetary purposes, the department held vacant one Fiscal Support Technician position in FY 2016-17 and had several additional vacancies throughout the year. However, the department was able to reduce the average wait time from the previous year due to reduced vacancies in the office, and scheduling changes to ensure proper phone coverage. The goal for this upcoming year reflects leaving one full time Fiscal Support Technician position vacant.

Goal 1: Operate the deferred compensation plan in the most efficient manner.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Deferred compensation transactions processed per FTE in the Deferred Compensation Division	5,962	6,606	6,000	6,434	6,000

This indicator measures the number of deferred compensation transactions processed per FTE in the Deferred Compensation division. Deferred compensation (DC) transactions include: setting up new participants; payroll deduction transactions; distribution requests; rollovers into and out of IRAs, 401ks, and other DC plans; periodic payment plan setups; plan II to plan I transfers; purchase of service credit; loans; and other DC related transactions. The 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.

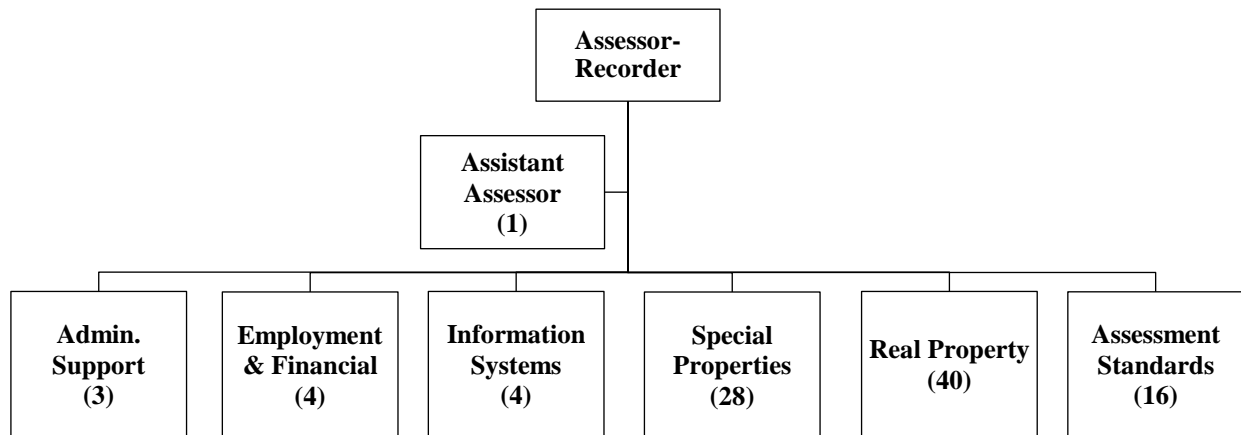
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of new employees taking advantage of the deferred compensation employer match	52.2%	58.6%	100%	59.27%	100%

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. In FY 17-18 the County changed record-keepers from Empower Retirement to Voya Financial, which introduced more online and mobile capabilities as well as a significant marketing outreach to inform employees of the change. 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 2016-17 and 2017-18 Accomplishments

- Initiated the replacement of the Oil and Gas Program.
- Reviewed and adjusted approximately 37,000 residential values in Section 51 status as a result of changes in the real estate market.
- On track to complete the 2017 assessment roll by the end of June 2018.
- Eliminated an eight year backlog of well supplemental assessment appeals.
- Adjusted agricultural rents for Williamson Act properties and established a review policy to keep these rents current.
- Resolved numerous assessment appeals and had approximately 1,700 assessment appeals filed to date for the 2017 assessment year. The appeals backlog will be further reduced given the level of 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$10,540,408	\$10,682,752	\$10,389,795	\$9,405,882	\$9,405,882	\$9,448,942
Services and Supplies	481,557	681,112	483,423	611,783	611,783	611,783
Capital Assets	0	110,000	3,375	75,356	75,356	120,581
Other Financing Uses	0	1,543,891	0	0	0	1,047,070
TOTAL NET EXPENDITURES	\$11,021,965	\$13,017,755	\$10,876,593	\$10,093,021	\$10,093,021	\$11,228,376
REVENUE:						
Use of Money/Property	\$18,315	\$16,000	\$22,872	\$22,000	\$22,000	\$22,000
Charges for Services	3,946,227	3,608,831	2,536,417	2,418,200	2,418,200	2,418,200
Miscellaneous	486	32	131	47	47	47
TOTAL REVENUE	\$3,965,028	\$3,624,863	\$2,560,532	\$2,440,247	\$2,440,247	\$2,440,247
Less Available BSI *	\$0	(\$1,543,891)	\$0	\$0	\$0	(\$1,047,070)
NET GENERAL FUND COST	\$7,056,937	\$7,849,001	\$8,316,061	\$7,652,774	\$7,652,774	\$7,741,059
BSI Ending Balance *	\$1,036,700	N/A	\$1,007,496	N/A	N/A	N/A

* BSI = Budget Savings Incentives

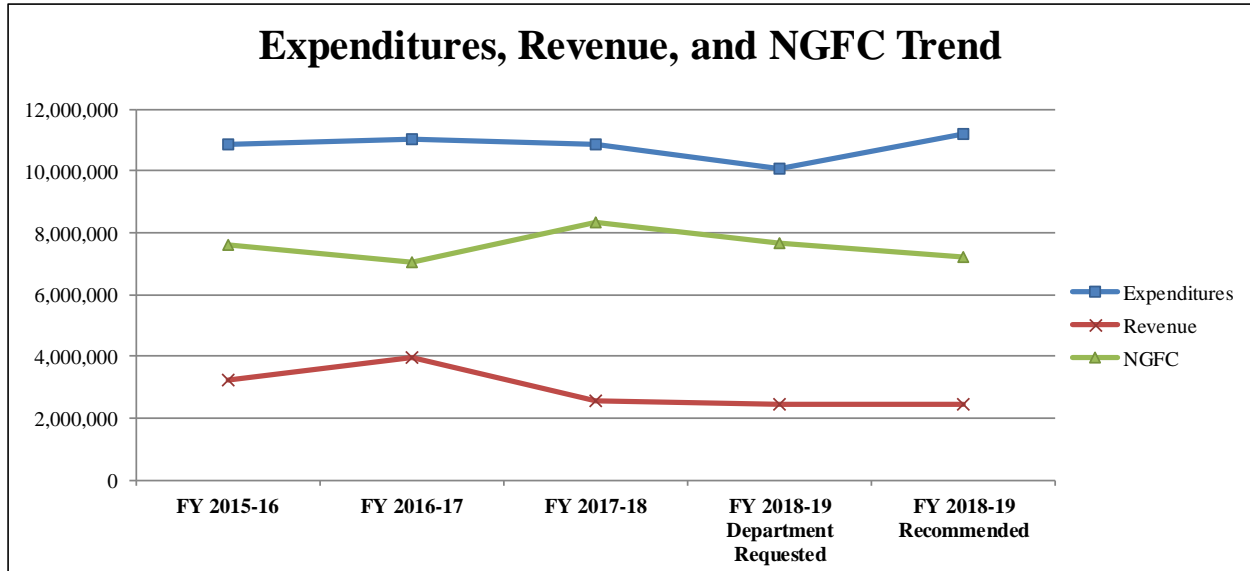
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

Budget Changes and Operational Impacts

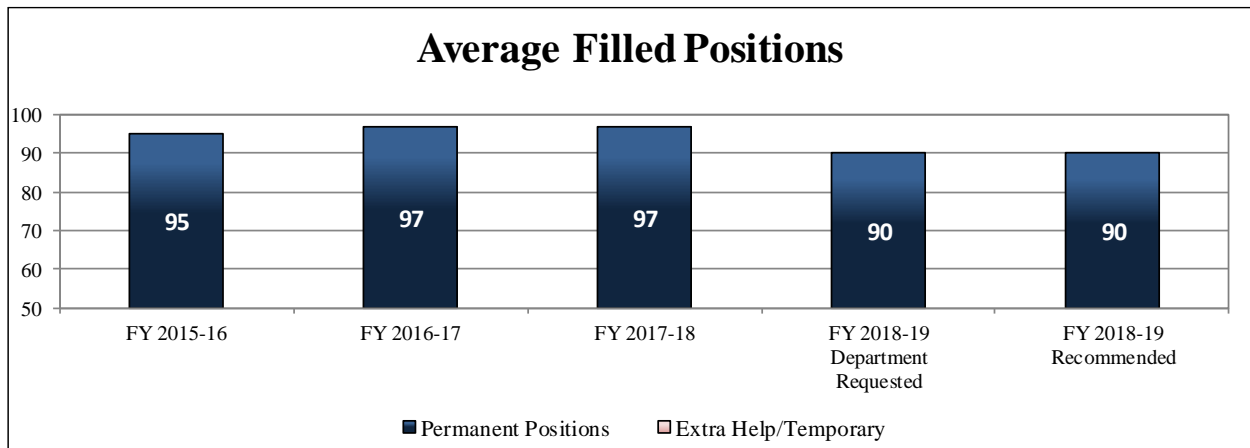
The recommended budget includes the use of \$694,363 of its accumulated Budget Savings Incentive (BSI) credits to offset a significant reduction of nearly 60%, or approximately \$650,000,

in Supplemental Assessment Fee revenue. Prior to FY 2017-18, the department was receiving Supplemental Assessment Fee revenue in arrears. The department does not anticipate additional funds in the next two years and plans to maintain positions vacant and unfunded and use BSI to mitigate service level impacts.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 90 of its 97 authorized permanent positions. The department will hold one (1) Senior Appraiser position, one (1) Auditor-Appraiser I/II/III position, one (1) Fiscal Support Technician position, and four (4) Assessment Technician positions vacant and unfunded.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	95	97	97	90	90
Extra Help/Temporary	0	0	0	0	0
Total Positions	95	97	97	90	90
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	94	95	95	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	94	95	95	N/A	N/A
SALARIES & BENEFITS	\$10,394,318	\$10,540,408	\$10,389,795	\$9,405,882	\$9,448,942

Summary of Authorized Positions

The department has 97 authorized permanent positions, of which 90 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	8	0	0	8	8	0	8
Employment & Financial	3	0	0	3	3	0	3
Information Systems	4	0	0	4	4	0	4
Special Properties	27	0	0	27	25	2	27
Assessment Standards	15	0	0	15	14	1	15
Real Property	39	0	0	39	35	4	39
Administration Support	1	0	0	1	1	0	1
Total	97	0	0	97	90	7	97

Administration	Employment & Financial	Information Systems
<p><u>Classification</u></p> <p>1 Assessor-Recorder 1 Assistant Assessor 1 Business Manager 3 Chief Appraiser 1 Confidential Administrative Asst 1 Fiscal Support Supervisor <hr/> 8 Requested Total</p>	<p><u>Classification</u></p> <p>1 Administrative Coordinator <hr/> 2 Fiscal Support Specialist 3 Requested Total</p>	<p><u>Classification</u></p> <p>1 LAN Systems Administrator 2 Programmer I/II-Sys Analyst I/II <hr/> 1 Information Systems Specialist I 4 Requested Total</p>
Special Properties	Assessment Standards	Real Property
<p><u>Classification</u></p> <p>5 Appraisal Assistant 4 Appraiser I/II/III 8 Auditor Appraiser I/II/III 1 Fiscal Support Specialist 1 Fiscal Support Supervisor 3 Senior Appraiser 3 Senior Auditor-Appraiser 1 Supervising Auditor-Appraiser 1 Supervising Appraiser <hr/> 27 Requested Total</p>	<p><u>Classification</u></p> <p>7 Appraisal Assistant 4 Draft Tech./Eng. Tech. I/II/III 1 Fiscal Support Specialist 1 Fiscal Support Supervisor <hr/> 2 Fiscal Support Technician 15 Requested Total</p>	<p><u>Classification</u></p> <p>7 Appraisal Assistant 19 Appraiser I/II/III 1 Fiscal Support Specialist 1 Fiscal Support Supervisor 2 Fiscal Support Technician 6 Senior Appraiser <hr/> 3 Supervising Appraiser 39 Requested Total</p>
Administration Support		
<p><u>Classification</u></p> <p>1 Assessment Technician <hr/> 1 Requested Total</p>		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
Percentage of appraisable events completed prior to roll close	99.52%	99.90%	99.90%	99.59%	99.90%

This objective represents the number of appraisable events that are processed before roll close. However, there are situations that cause roll corrections after the event is processed. The lower the amount of roll corrections equates to higher continued productivity and timely revenue to the General Fund. This performance measure has been recorded internally in many years.

Objective 2: Process paperwork timely to optimize revenue.

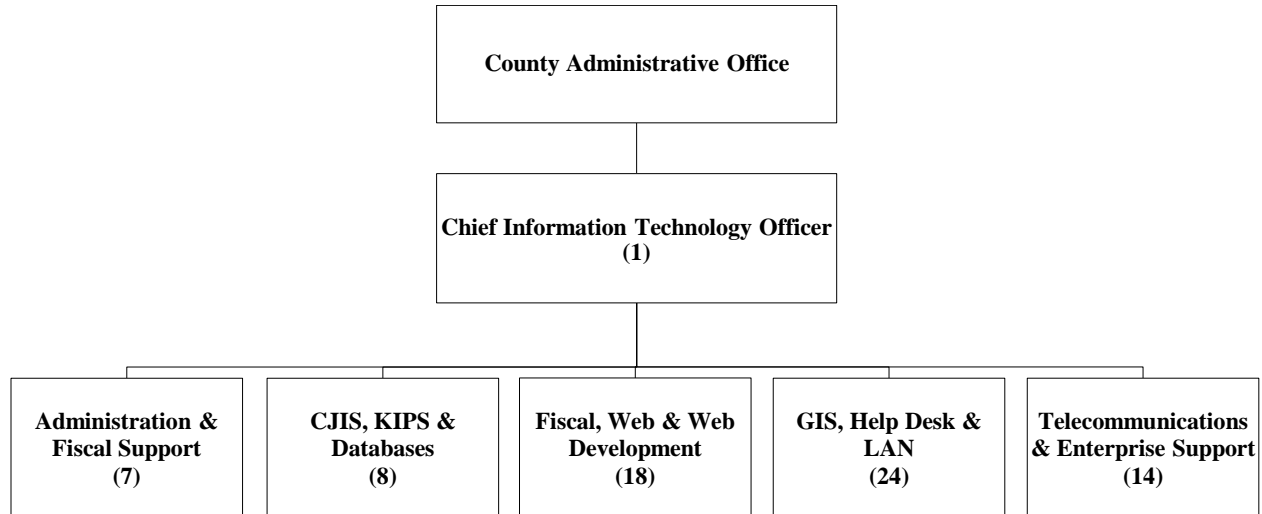
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
Percentage of 571L Business Property Statements filed by the annual deadline.	100%	100%	100%	100%	100%

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

Mission Statement

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

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Completed the transition of the local courts to a separate payroll system.
- Implemented a web-based electronic forms solution supporting electronic signatures and workflow that are expected to reduce manual processing during open enrollment for employee health benefits.
- Updated the County website to a modern design that supports mobile browsers.
- Transitioned the County to a new e-mail and calendaring system, which included significant hardware and software deployments, and employee training.
- Continues to support the County effort to migrate to a new criminal justice technology system that will support the activities of public safety agencies.
- Installed a new telephone gateway with 160 endpoints at the new County justice facility. 160 Mainframe terminal sessions were also defined for the new justice facility.
- Upgraded and virtualized the call management system which provided additional record and reporting functionality for users.
- Assisted Kern Medical in departing from the County network to a stand-alone network.
- Created a master address database for multiple departments including the Sheriff, Fire, Planning and Elections.

Information Technology Services

Department Head: Ryan J. Alsop

Function: General Government

Fund: General

Activity: Other General

Budget Unit: 1160

Description of Major Services

The Information Technology Services Division of the County Administrative Office provides a variety of professional information technology and telecommunications services to all County departments. The 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 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,374,146	\$6,717,519	\$7,042,819	\$8,575,108	\$8,575,108	\$9,045,718
Services and Supplies	3,938,374	5,433,506	5,252,023	5,883,482	5,912,745	5,829,325
Other Charges	0	31,307	31,330	31,315	31,315	31,335
Capital Assets	422,805	529,749	900,188	0	120,000	251,165
Other Financing Uses	0	752,363	0	0	0	807,351
TOTAL EXPENDITURES	\$10,735,325	\$13,464,444	\$13,226,360	\$14,489,905	\$14,639,168	\$15,964,894
Expend. Reimb.	(\$1,720,193)	(\$2,118,494)	(\$2,189,291)	(\$2,308,780)	(\$2,743,619)	(\$2,743,619)
TOTAL NET EXPENDITURES	\$9,015,132	\$11,345,950	\$11,037,069	\$12,181,125	\$11,895,549	\$13,221,275
REVENUE:						
Intergovernmental	\$0	\$0	\$1,106	\$0	\$0	\$0
Charges for Services	4,744,858	5,326,654	5,912,596	6,525,729	6,525,729	6,741,729
Miscellaneous	29	1	65	285,577	1	1
Other Financing Sources:						
Automated County Warrant System	0	31,000	0	71,000	71,000	71,000
TOTAL REVENUE	\$4,744,887	\$5,357,655	\$5,913,767	\$6,882,306	\$6,596,730	\$6,812,730
Less Available BSI *	\$0	(\$752,363)	\$0	\$0	\$0	(\$807,351)
NET GENERAL FUND COST	\$4,270,245	\$5,235,932	\$5,123,302	\$5,298,819	\$5,298,819	\$5,601,194
BSI Ending Balance *	\$686,520	N/A	\$412,636	N/A	N/A	N/A

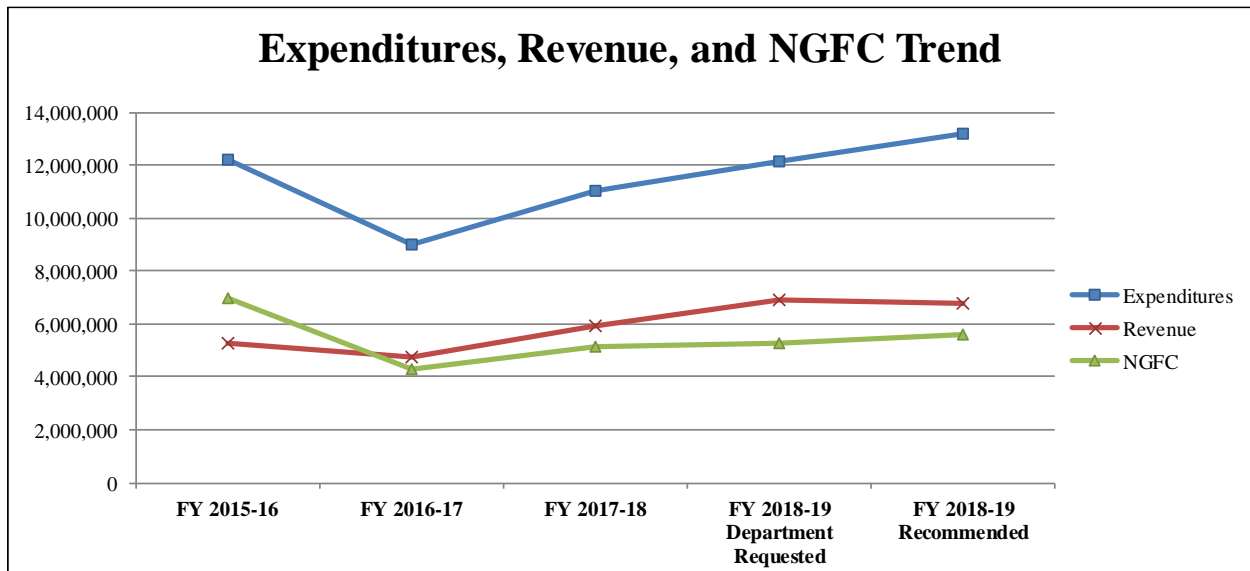
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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

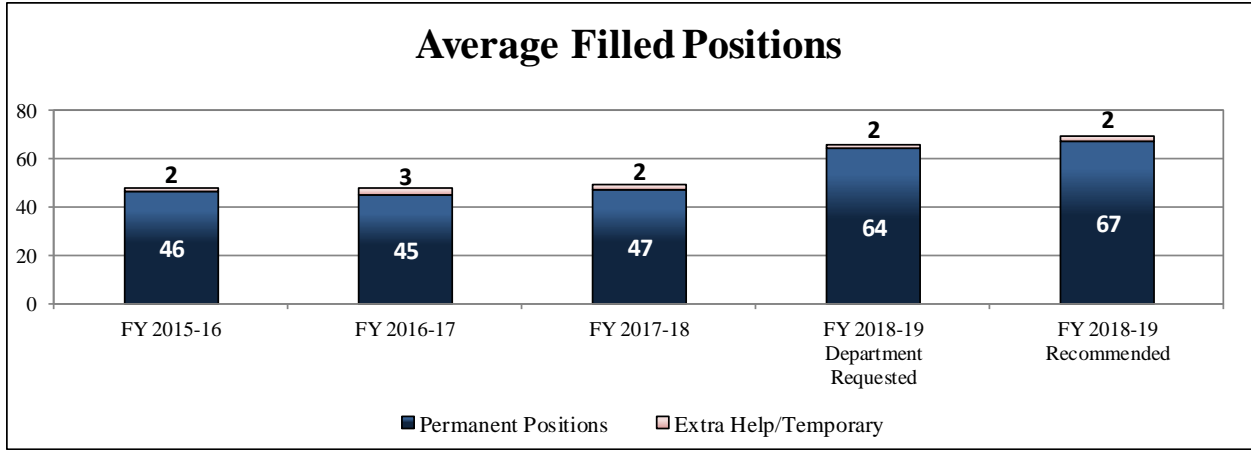
Salaries and benefits expenditures are budgeted to increase in FY 2018-19 primarily due to the transfer of information technology positions from other departments and divisions in the County. As part of the ongoing effort to improve efficiency and service delivery, staff from Development Services Agency, Employers’ Training Resource, the Library, and other areas have been consolidated into this division. The County agencies that transferred staff will continue to receive the same services as before the transfers. Services and supplies expenditures are budgeted to increase primarily due to the acquisition and/or support of multiple services, such as the new criminal justice information and e-mail systems. Charges for services and expenditure reimbursements are budgeted to increase to account for payments from customer departments for share of cost for the new systems, and for payment for services related to transferred staff. The recommended budget will allow the division to maintain current levels of service.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Information Security Officer position and one (1) Fiscal Support Supervisor position, and the deletion of one (1) Administrative Coordinator position.

The recommended budget holds two (2) Senior Systems Analyst positions, one (1) Database Analyst I/II position, one (1) General Services Division Chief position, and one (1) Information Systems Specialist I/II/III/Sr. position vacant and unfunded, at an annual savings of approximately \$1.2 million.



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	46	45	47	64	67
Extra Help/Temporary	2	3	2	2	2
Total Positions	48	48	49	66	69
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	47	45	48	N/A	N/A
Extra Help/Temporary (FTE)	2	4	8	N/A	N/A
Total Positions	49	49	56	N/A	N/A
SALARIES & BENEFITS	\$6,418,752	\$6,374,146	\$7,042,819	\$8,575,108	\$9,045,718

Summary of Authorized Positions

The recommended budget includes 72 authorized permanent positions, of which 67 are budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration & Fiscal Support	7	2	(1)	8	7	1	8
Fiscal, Web & Web Development	18	0	0	18	16	2	18
CJIS, KIPS & Databases	8	0	0	8	7	1	8
GIS, Help Desk & LAN	24	0	0	24	23	1	24
Telecommunications & Enterprise Support	14	0	0	14	14	0	14
Total	71	2	(1)	72	67	5	72

CJIS, KIPS & Databases	Fiscal, Web & Web Development	Administration & Fiscal Support
<p><u>Classification</u></p> <p>1 Technology Services Supervisor 1 Technology Services Manager 1 Senior Systems Analyst 3 Programmer I/II-Sys Analyst I/II 2 Database Analyst I/II <hr/> 8 Requested Total</p>	<p><u>Classification</u></p> <p>3 Senior Systems Analyst 3 Technology Services Supervisor 1 Technology Services Manager 11 Programmer I/II-Sys Analyst I/II <hr/> 18 Requested Total</p>	<p><u>Classification</u></p> <p>1 Chief Information Tech Officer 1 General Services Division Chief 1 Business Manager 1 Fiscal Support Specialist 1 Office Services Technician 1 Sr. Office Services Specialist 1 Administrative Coordinator <hr/> 7 Current Total 1 Information Security Officer 1 Fiscal Support Supervisor (1) Administrative Coordinator <hr/> 8 Requested Total</p>
<p>GIS, Help Desk & LAN</p> <p><u>Classification</u></p> <p>1 Technology Services Manager 1 GIS Manager 8 Help Desk Technician I/II/III 14 Info Systems Specialist I/II/III/Sr <hr/> 24 Requested Total</p>	<p>Telecommunications & Enterprise Support</p> <p><u>Classification</u></p> <p>3 Telecom Network Administrator 2 Technology Services Supervisor 1 Technology Services Manager 4 LAN Systems Administrator 2 System Programmer I/II 2 Network System Administrator <hr/> 14 Requested Total</p>	

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average number of hits on County website per resident	12.16	10.5	10.5	10.5	10.5

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

Objective 2: Deliver Quality Service to our customers

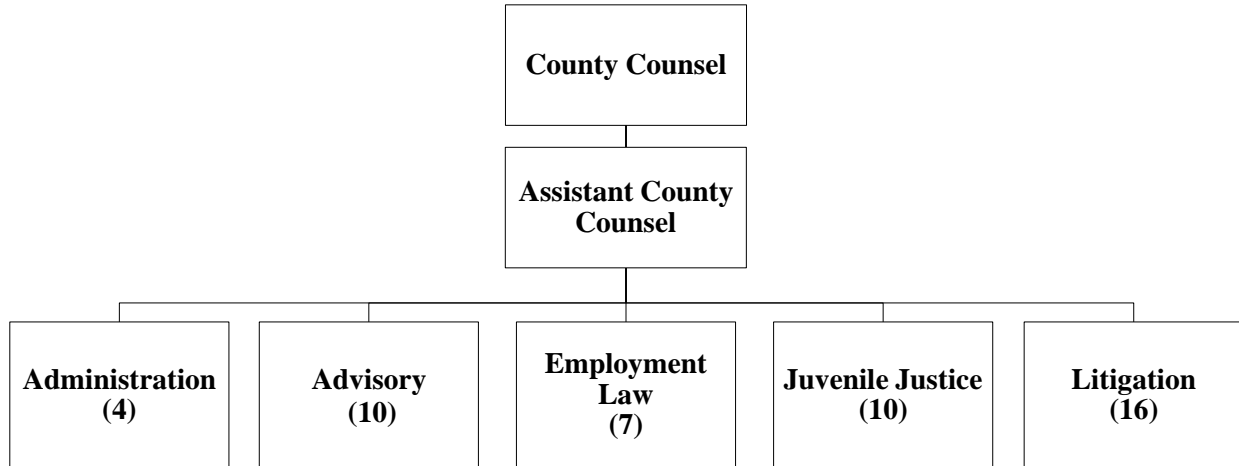
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of time that the County’s IT servers are fully operational	99.97%	99.97%	99.97%	99.97%	99.97%
Average number of staff training hours per full time equivalent	22	15	15	15	15

This measure demonstrates the division’s ability to provide timely and effective service to customers. The division continues to search for innovative ways to provide effective support to the customer departments within 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 2016-17 and 2017-18 Accomplishments

- The department made 4,751 appearances on juvenile dependency matters and handled 24 appeals and two writs.
- Employment Law handled 483 new and distinct employment matters, of which 460 are disciplinary or performance related matters, eleven Department of Fair Employment and Housing/Equal Employment Opportunity Commission complaints, eleven workplace violence related matters and managed 434 litigated workers’ compensation claims of which 130 were newly opened. The disability management coordinator participated in 187 interactive process meetings over the last two fiscal years.
- Litigation attended 90 hearings and 250 appearances in litigation matters. Prevailed in 20 cases involving claims for hundreds of thousands of dollars in damages including eight dismissals, one defense verdict, and eleven settlements below reserves.
- Attended 88 Probate hearings and collected \$134,182 in probate fees including a resolution to the Charles Manson estate.
- Advisory completed 92 ordinances and 338 resolutions.
- For the Lean Six Initiative, two employees have completed green belt training and ten employees have attended the initial white belt training. The department currently has seven pending projects and one completed project.

County Counsel

Department Head: Mark Nations

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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$8,643,605	\$8,241,556	\$7,775,126	\$8,650,574	\$8,650,574	\$8,671,028
Services and Supplies	623,171	1,061,165	578,118	748,309	748,309	748,309
Other Charges	1,679,345	1,148,591	4,531,922	158,591	1,148,591	1,148,591
Capital Assets	0	0	9,582	0	0	0
Other Financing Uses	0	1,323,084	0	0	0	1,745,560
TOTAL EXPENDITURES	\$10,946,121	\$11,774,396	\$12,894,748	\$9,557,474	\$10,547,474	\$12,313,488
Expend. Reimb.	(\$172,583)	(\$161,410)	(\$227,380)	(\$175,032)	(\$175,032)	(\$175,032)
TOTAL NET EXPENDITURES	\$10,773,538	\$11,612,986	\$12,667,368	\$9,382,442	\$10,372,442	\$12,138,456
REVENUE:						
Charges for Services	\$7,244,685	\$6,274,708	\$6,473,102	\$6,809,322	\$6,809,322	\$6,809,322
Miscellaneous	123,005	15,000	71,389	15,000	15,000	15,000
Non-Revenue Receipts	0	0	(89)	0	0	0
Other Financing Sources:						
Oil and Gas Program	0	0	214	0	0	0
TOTAL REVENUE	\$7,367,690	\$6,289,708	\$6,544,616	\$6,824,322	\$6,824,322	\$6,824,322
Less Available BSI *	\$0	(\$1,332,040)	\$0	\$0	\$0	(\$1,745,560)
NET GENERAL FUND COST	\$3,405,848	\$3,991,238	\$6,122,752	\$2,558,120	\$3,548,120	\$3,568,574
BSI Ending Balance *	\$1,332,040	N/A	\$1,323,084	N/A	N/A	NA

* BSI = Budget Savings Incentives

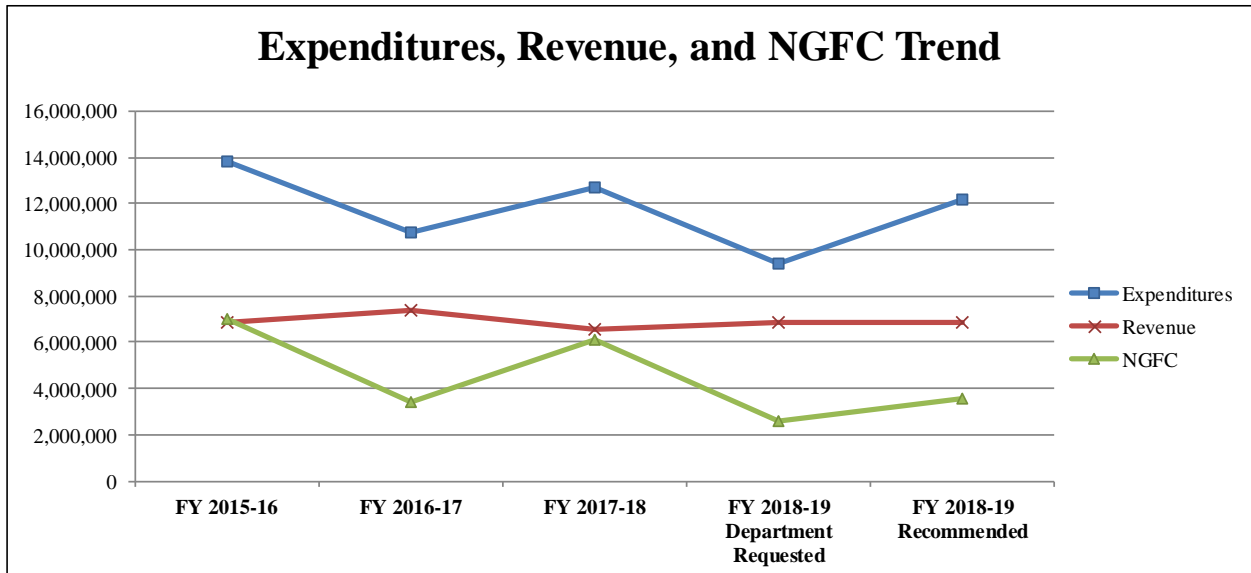
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The budget unit is primarily funded through charges for services to other departments and an allocation of Net General Fund Cost (NGFC). The majority of the expenditures for this budget unit are associated with staffing costs for positions required to perform the legal functions of the County. The expenses in the other charges category cover the costs of uninsured litigation, exclusive of associated in-house attorney and paralegal costs. Other charges include \$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. Overall, uninsured litigation is anticipated to decrease from FY 2017-18 as the Luna redistricting matter was settled.

The department has accrued Budget Savings Incentive (BSI) credits in the amount of \$1,745,560.

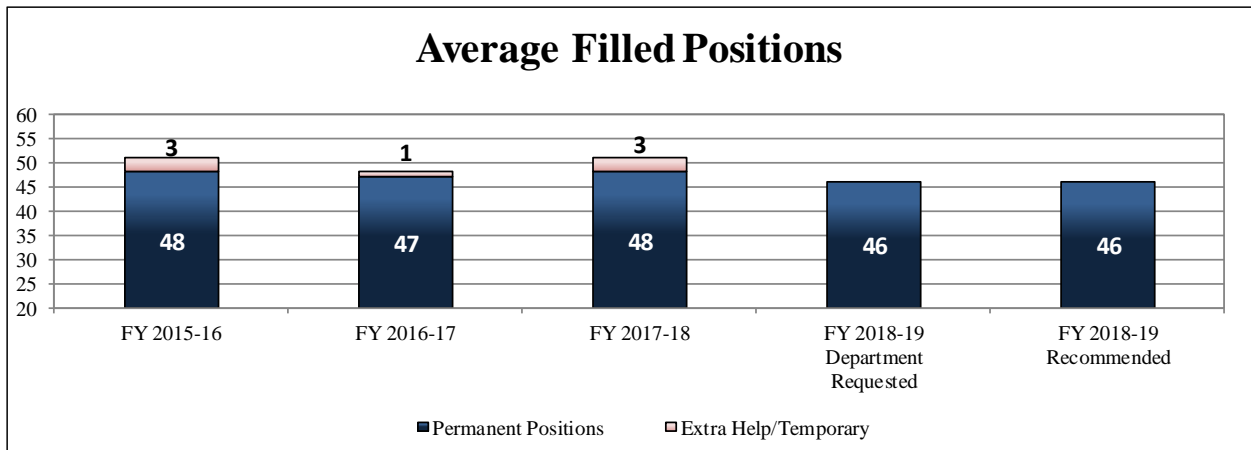
Budget Changes and Operational Impacts

Salaries and benefits have increased to reflect two retirement payouts that will occur in FY 2018-19 as well as to provide funding for all but three of the department’s authorized positions. A decrease in other charges is due to the reduction of anticipated uninsured litigation costs. Charges for services is increasing due to higher attorney and paralegal hourly rates as well as expected increases in charges to General Liability for staff time that was previously spent on uninsured litigation.



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	48	47	48	46	46
Extra Help/Temporary	3	1	3	0	0
Total Positions	51	48	51	46	46
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	48	48	48	N/A	N/A
Extra Help/Temporary (FTE)	2	1	2	N/A	N/A
Total Positions	50	49	50	N/A	N/A
SALARIES & BENEFITS	\$8,552,896	\$8,643,605	\$7,775,126	\$8,650,574	\$8,671,028

Summary of Authorized Positions

The department has 49 authorized positions. Three (3) Deputy County Counsel I/II/III/IV/V positions will be held vacant during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	6	0	0	6	6	0	6
Advisory	10	0	0	10	10	0	10
Employment Law	7	0	0	7	7	0	7
Juvenile Justice	10	0	0	10	10	0	10
Litigation	16	0	0	16	13	3	16
Total	49	0	0	49	46	3	49

Administration	Advisory	Employment Law
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Counsel	1 Chief Deputy County Counsel	1 Chief Deputy County Counsel
1 Assistant County Counsel	6 Deputy County Counsel I/II/III/IV/V	4 Deputy County Counsel I/II/III/IV/V
1 Administrative Coordinator	2 Paralegal I/Sr.	1 Paralegal I/Sr.
1 Info Systems Specialist I/II/III/Sr	1 Legal Secretary	1 Office Services Technician
1 Senior Office Services Specialist	10 Requested Total	7 Requested Total
1 Office Services Specialist		
6 Requested Total		
	Juvenile Justice	
<u>Classification</u>	<u>Classification</u>	
1 Chief Deputy County Counsel	1 Chief Deputy County Counsel	
9 Deputy County Counsel I/II/III/IV/V	5 Deputy County Counsel I/II/III/IV/V	
3 Paralegal I/Sr.	2 Paralegal I/Sr.	
3 Legal Secretary	1 Office Services Technician	
16 Requested Total	1 Office Services Assistant	
	10 Requested Total	

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
Total cost of legal services as a percentage of total County expenditures.	0.54%	0.56%	0.53%	0.63%	0.59%
Percent of lawsuits resolved with a payout to plaintiffs of \$10,000 or less.	35 of 53 or 66%	27 of 43 or 63%	27 of 40 or 68%	23 of 39 or 59%	25 of 40 or 63%

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

Objective 2: Provide effective services to County departments.

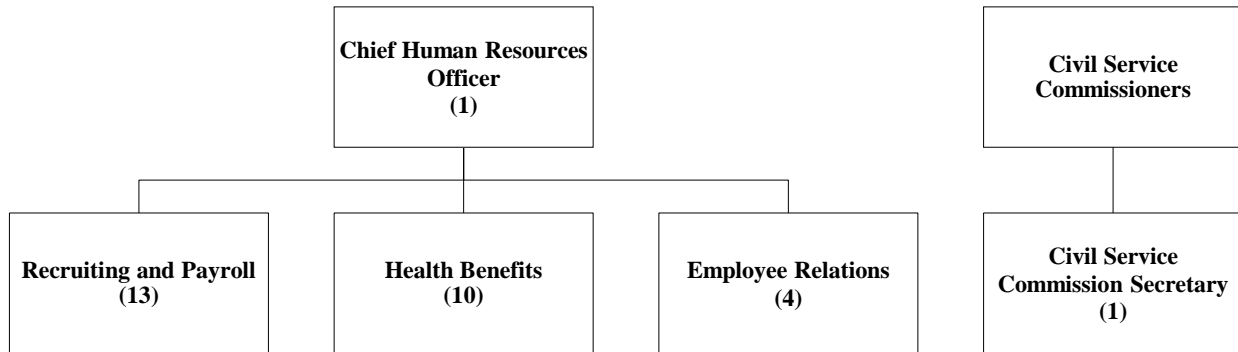
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
The percentage of clients rating legal services as effective.	100%	92%	97%	96%	98%
The percentage of contracts reviewed within ten business days.	98%	97%	100%	95%	100%

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

Mission Statement

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

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- The Human Resources Division has integrated an online testing platform for written examinations. Kern County is the first California county to fully utilize online testing for most examinations.
- The division was awarded the 2018 Veterans Employer of the Year award by the California Employer Advisory Council.
- The division has worked to reduce the health care costs of County employees. As part of this effort a self-insured high deductible plan was made available to employees.
- The division launched an on-line open enrollment portal for County employee health benefit plans. This program is considered a significant step in reducing supply costs and improving efficiency.
- The division launched a partnership with LinkedIn during Fiscal Year 2017-18, which will grant the County access to millions of potential job seekers who have created detailed profiles on the platform. Using the recruiting licenses acquired, Kern County will be able to directly reach out to specific individuals with the necessary skills, aptitude, and experience for County job openings and directly link them to the online job application system.
- The division is continuing internal lean six sigma projects related to health benefits and new employee processing.

Human Resources Division

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1310

Function: General Government

Activity: Human Resources

Description of Major Services

The Human Resources Division of the County Administrative Office is responsible for the test and measurement process for potential and existing County employees, which includes recruitment, application review, testing, and the establishment of eligible lists. The division is also responsible for classification maintenance, records management, payroll and leave administration, employee-employer relations program, employee and retiree health benefits, voluntary benefits, unemployment insurance, pre-employment and fitness for duty medical examinations, and administration of the County's Drug and Alcohol policy. Additional responsibilities include the implementation of the Equal Employment Opportunity Program including investigation of complaints of discrimination and harassment.

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,652,810	\$3,578,996	\$3,380,654	\$3,743,178	\$3,743,178	\$3,751,789
Services and Supplies	217,484	475,454	365,717	499,208	499,208	499,208
Other Financing Uses	0	258,572	0	0	0	316,001
TOTAL EXPENDITURES	\$3,870,294	\$4,313,022	\$3,746,371	\$4,242,386	\$4,242,386	\$4,566,998
Expend. Reimb.	(\$16,790)	(\$26,538)	(\$12,517)	(\$29,206)	(\$29,206)	(\$29,206)
TOTAL NET EXPENDITURES	\$3,853,504	\$4,286,484	\$3,733,854	\$4,213,180	\$4,213,180	\$4,537,792
REVENUE:						
Charges for Services	\$1,652,514	\$1,477,371	\$1,415,953	\$1,726,389	\$1,726,389	\$1,726,389
Miscellaneous	535	520	1,110	520	520	520
TOTAL REVENUE	\$1,653,049	\$1,477,891	\$1,417,063	\$1,726,909	\$1,726,909	\$1,726,909
Less Available BSI *	\$0	(\$258,572)	\$0	\$0	\$0	(\$316,001)
NET GENERAL FUND COST	\$2,200,455	\$2,550,021	\$2,316,791	\$2,486,271	\$2,486,271	\$2,494,882
BSI Ending Balance *	\$64,456	N/A	\$258,572	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

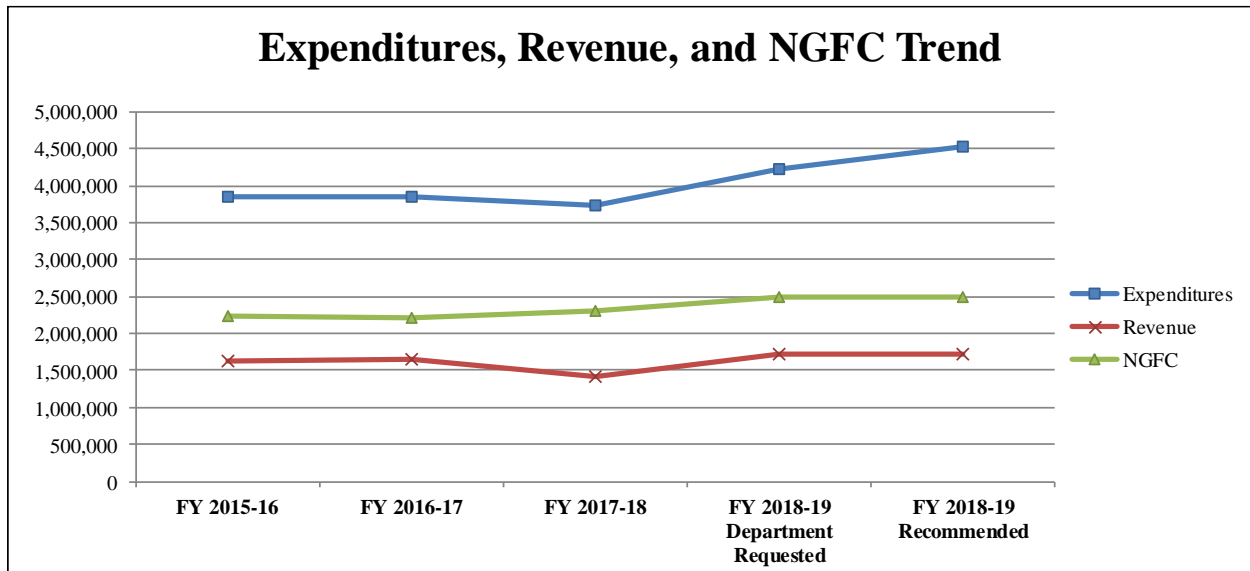
The majority of expenditures for this budget unit are associated with staffing costs for positions required to perform the functions of the division. The division is primarily funded by an allocation of Net General Fund Cost. However, the department also receives reimbursement of staff costs for administration of the County's health benefits programs and is reimbursed for the

expenses of purchasing employee service awards to recognize employees for their years of service.

The Civil Service Commission portion of this budget, totaling \$132,000, 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 \$79,000. The Civil Service Commission approved this budget in accordance with County Ordinance 3.04.040.

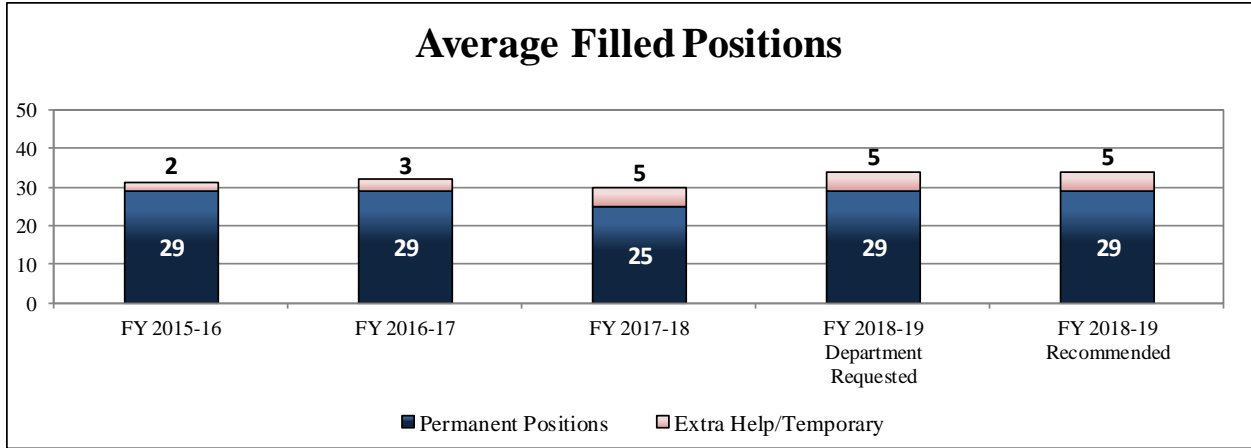
Budget Changes and Operational Impacts

Changes in services and supplies expenditures are related to the planned expansion of online recruitment and applicant management efforts. Changes in salaries and benefits expenditures are primarily due to the planned filling of funded vacant positions. The recommended budget will allow the division to operate without negative service level impacts.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Human Resources Analyst I/Senior position and one (1) Senior Human Resources Specialist position, effective September 1, 2018. The recommended budget also includes the deletion of one (1) Human Resources Assistant-Confidential position and one (1) Human Resources Specialist-Confidential I/II position, effective January 5, 2019. The approximate annual net cost increase of these position changes is \$84,000.



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	29	29	25	29	29
Extra Help/Temporary	2	3	5	5	5
Total Positions	31	32	30	34	34
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	28	29	25	N/A	N/A
Extra Help/Temporary (FTE)	2	4	8	N/A	N/A
Total Positions	30	33	33	N/A	N/A
SALARIES & BENEFITS	\$3,649,489	\$3,652,810	\$3,380,654	\$3,743,178	\$3,751,789

Summary of Authorized Positions

The division has 29 authorized permanent positions, all of which have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Recruiting and Payroll	14	1	(1)	14	14	0	14
Health Benefits	10	0	0	10	10	0	10
Employee Relations	4	1	(1)	4	4	0	4
Civil Service							
Commission	1	0	0	1	1	0	1
Total	29	2	(2)	29	29	0	29

Recruiting and Payroll	Health Benefits	Civil Service Commission
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Human Resources Officer	1 Deputy HR Officer	1 Civil Service Comm Secretary
1 Deputy HR Officer	1 Health Plan Admin Coordinator	1 Requested Total
1 Principal HR Analyst	3 Sr. Human Resources Specialist	
3 Senior Talent Recruiter	1 Human Resources Specialist I/II	
2 Sr. Human Resources Specialist	2 Health Plan Services Rep I/II	
6 Human Resources Specialist I/II	2 Health Plan Utilization Spec I/II	
14 Current Total	10 Requested Total	
(1) Human Resources Specialist I/II		
1 Sr. Human Resources Specialist		
14 Requested Total		
Employee Relations		
1 Deputy HR Officer		
1 Principal HR Analyst		
1 Human Resources Specialist I/II		
1 Human Resources Assistant		
4 Current Total		
1 Human Resources Analyst I/Sr.		
(1) Human Resources Assistant		
4 Requested Total		

Fiscal Year 2018-19 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

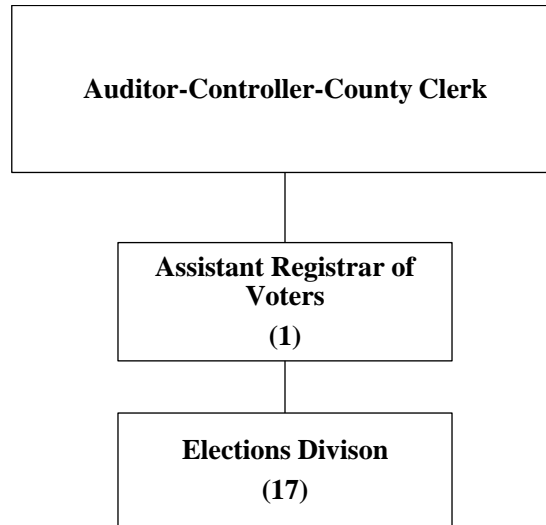
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of certifications made within two days of the availability of an eligible list and valid requisition.	100%	99%	100%	97%	100%
Average number of days for completion of eligible lists from date of the receipt of a requisition	44	40	35	45	40
Percentage of classification actions completed within three months of receipt of request	100%	100%	100%	95%	100%

The recruitment process is the most basic division function. This measure allows the division 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.

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 2016-17 and 2017-18 Accomplishments

- The voter information pamphlet was redesigned in order to increase informed voter participation.
- Implemented online campaign finance filing system, which will increase efficiency and transparency.
- Established a Language Accessibility Advisory Committee to assist in preparing outreach efforts to increase participation in the voting process.
- Implemented the accessible device portion of the new voting system.

Elections

Department Head: Mary B. Bedard, Elected

Function: General Government

Fund: General

Activity: Elections

Budget Unit: 1420

Description of Major Services

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

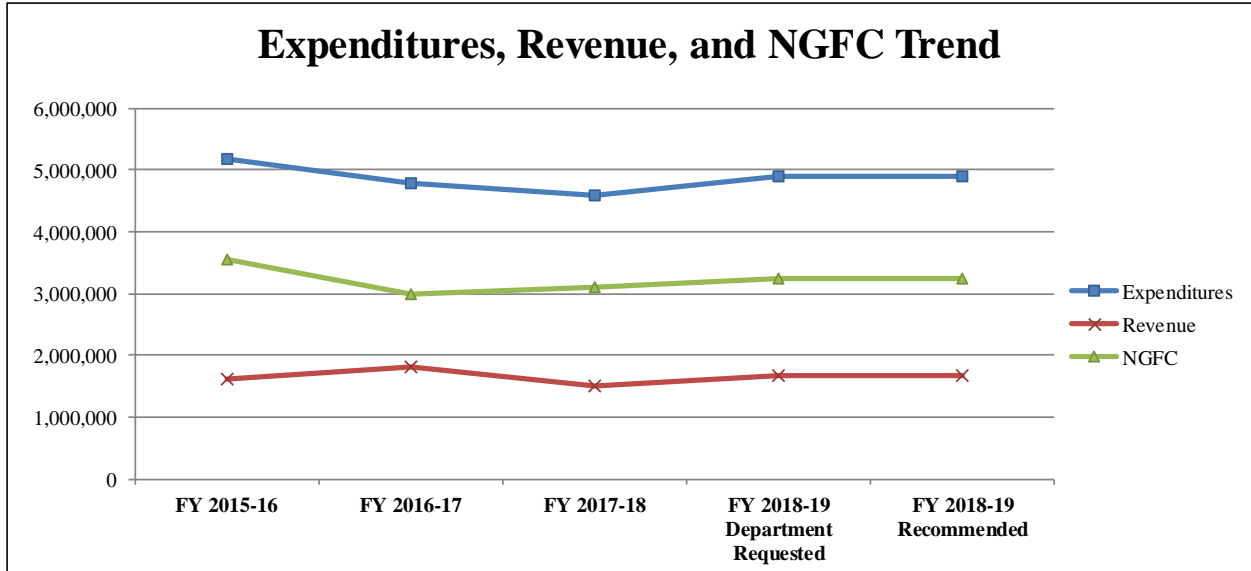
Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,629,006	\$1,711,671	\$1,720,750	\$1,938,390	\$1,938,390	\$1,755,130
Services and Supplies	3,149,064	1,815,658	2,041,949	2,960,206	2,960,206	3,150,463
Capital Assets	94,661	0	858,639	0	0	0
TOTAL EXPENDITURES	\$4,872,731	\$3,527,329	\$4,621,338	\$4,898,596	\$4,898,596	\$4,905,593
Expend. Reimb.	(\$72,450)	(\$20,000)	(\$36,469)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$4,800,281	\$3,507,329	\$4,584,869	\$4,898,596	\$4,898,596	\$4,905,593
REVENUE:						
Intergovernmental	\$386,719	\$0	\$877,979	\$87,000	\$87,000	\$87,000
Charges for Services	1,417,428	185,300	610,626	1,569,356	1,569,356	1,569,356
Miscellaneous	6,214	2,500	6,555	5,700	5,700	5,700
TOTAL REVENUE	\$1,810,361	\$187,800	\$1,495,160	\$1,662,056	\$1,662,056	\$1,662,056
NET GENERAL FUND COST	\$2,989,920	\$3,319,529	\$3,089,709	\$3,236,540	\$3,236,540	\$3,243,537

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

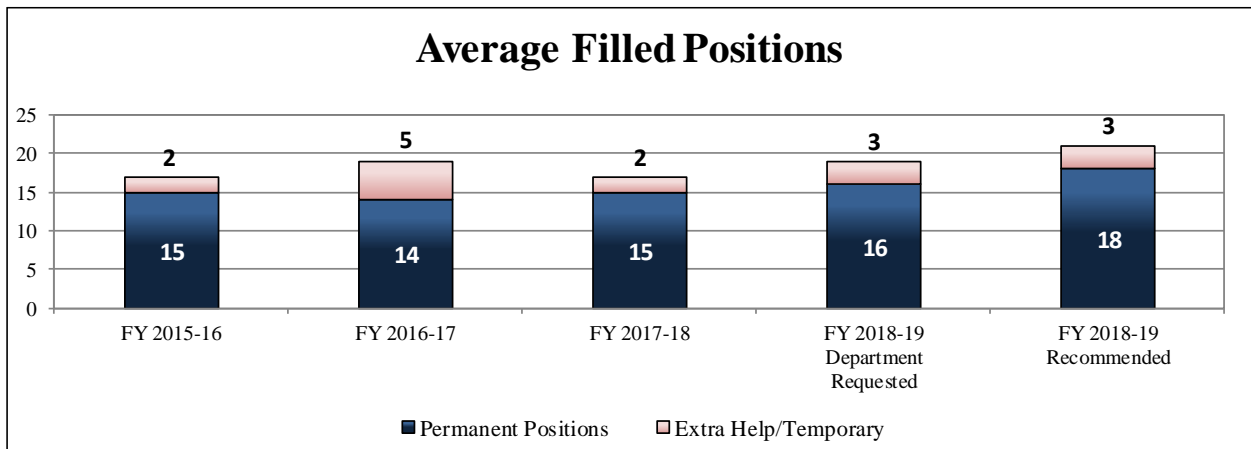
Budget Changes and Operational Impacts

The recommended budget provides funding for the scheduled election in November 2018. The Division's budget shows a considerable increase in both revenue and expenditures due to the anticipated costs and reimbursements related to the General Election. In FY 2017-18, the department purchased voting system components using Help America Vote Act (HAVA) funds. No capital purchases are anticipated for FY 2018-19. The department is able to absorb the 2.5% NGFC reduction with no service level impacts.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Elections Process Supervisor position and one (1) Chief Deputy Registrar of Voters position at an estimated cost of \$250,380 to continue the succession efforts in order to mitigate the impacts of experienced staff retiring.



Summary of Authorized Positions

The division has requested 18 authorized permanent positions; all of which have been budgeted to be filled during FY 2018-19 as indicated below.

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	15	14	15	16	18
Extra Help/Temporary	2	5	2	3	3
Total Positions	17	19	17	19	21
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	16	16	16	N/A	N/A
Extra Help/Temporary (FTE)	2	3	2	N/A	N/A
Total Positions	18	19	18	N/A	N/A
SALARIES & BENEFITS	\$1,601,443	\$1,629,006	\$1,720,750	\$1,938,390	\$1,755,130

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Elections	16	2	0	18	18	0	18
Total	16	2	0	18	18	0	18

Elections	
<u>Classification</u>	
1	Assistant Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Elections Process Coordinator
2	Elections Process Supervisor
8	Election Process Clerk I/II/III
1	Elections Warehouse Supervisor
2	Programmer I/II
16	Current Total
<u>Additions/Deletions</u>	
1	Chief Deputy Registrar of Voters
1	Elections Process Supervisor
18	Requested Total

Mission Statement

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

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- The Purchasing Division was nationally recognized and awarded the “Achievement of Excellence in Procurement” for the seventh consecutive year.
- The Property Management Division negotiated and completed 62 new, amended, and/or assigned lease agreements, seven property transfers, 20 license agreements, 110 license and concession agreements for parks, and 13 new or renewed franchise agreements. Division staff successfully renegotiated several existing lease agreements to reduce current and future rental rates, resulting in approximately \$350,000 in savings.
- The Maintenance Division maintains approximately 3.5 million square feet of County occupied facilities from Frazier Park to Ridgecrest. The division has nearly completed phase three of the LED lighting upgrade project, which will achieve savings in energy and maintenance. Upgrades to all cooling tower treatments systems were completed, which will reduce water use and treatment cost significantly.
- The Parks Division maintains over 720 acres of park grounds which spans across eight regional and 35 local parks. A new grounds keeping service tracking program was implemented, which will increase efficiency.

General Services

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1610

Function: General Government

Activity: Property Management

Description of Major Services

The General Services Division of the County Administrative Office manages the Construction Services, 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 dozens of County-owned and leased buildings; property management services, including land purchases, leases, franchises, rights of entry and easements; energy and utility coordination; Countywide radio and microwave communications; mail services; purchasing; payment and allocation of utility costs; and operations and maintenance of County park and senior center facilities.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$16,992,043	\$16,225,781	\$16,249,901	\$15,393,930	\$15,382,440	\$15,503,452	
Services and Supplies	4,651,226	4,781,431	5,010,033	4,994,896	4,994,896	4,994,896	
Other Charges	12,435	10,500	522	10,100	10,100	10,100	
Capital Assets	46,549	335,000	159,272	0	0	0	
Other Financing Uses	29	1,644,804	0	100	100	1,866,621	
TOTAL EXPENDITURES	\$21,702,282	\$22,997,516	\$21,419,728	\$20,399,026	\$20,387,536	\$22,375,069	
Expend. Reimb.	(\$1,547,073)	(\$1,411,699)	(\$1,473,873)	(\$1,396,171)	(\$1,396,171)	(\$1,396,171)	
TOTAL NET EXPENDITURES	\$20,155,209	\$21,585,817	\$19,945,855	\$19,002,855	\$18,991,365	\$20,978,898	
REVENUE:							
Fines and Forfeitures	\$78,642	\$84,500	\$59,213	\$72,770	\$72,770	\$72,770	
Use of Money/Property	235,834	294,000	265,341	239,625	239,625	239,625	
Intergovernmental	0	0	11,507	11,490	0	0	
Charges for Services	4,135,671	4,088,001	4,549,714	4,301,899	4,301,899	4,301,899	
Miscellaneous	67,839	49,123	64,320	15,460	15,460	15,460	
Other Financing Sources:							
DIVCA	118,055	310,000	58,650	0	0	0	
CD-Home Investment Trust	2,561	0	0	0	0	0	
Off Highway Vehicle License Fee	45,213	4,400	31,050	4,400	4,400	54,900	
Timber Harvest Fund	0	0	16,127	0	0	0	
TOTAL REVENUE	\$4,683,815	\$4,830,024	\$5,055,922	\$4,645,644	\$4,634,154	\$4,684,654	
Less Available BSI *	\$0	(\$1,644,804)	\$0	\$0	\$0	(\$1,866,621)	
NET GENERAL FUND COST	\$15,471,394	\$15,110,989	\$14,889,933	\$14,357,211	\$14,357,211	\$14,427,623	
BSI Ending Balance *	\$1,388,143	N/A	\$1,618,704	N/A	N/A	N/A	

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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

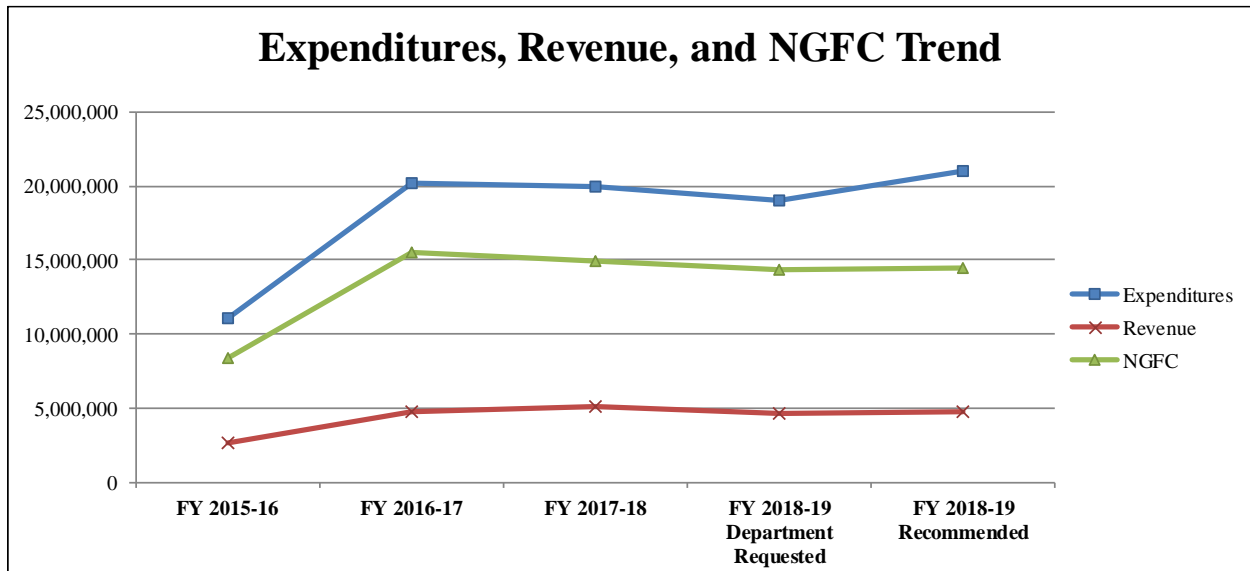
receives some reimbursement for services but is primarily funded by an allocation of Net General Fund Cost (NGFC).

Budget Changes and Operational Impacts

The budgeted decrease in salaries and benefits expenditures, capital asset expenditures, and DIVCA other financing sources for FY 2018-19 is primarily due to the transfer of all Kern Government Television functions to the Board of Trade. This transfer included three permanent full-time positions and all associated NGFC allocation.

The recommended budget provides the division with funding for 153 permanent positions, which includes the planned use of \$954,449 of \$1,866,621 in accumulated BSI credits. Total recommended staffing for FY 2018-19 is in line with combined Parks and General Service prior year actuals, which will allow the division to maintain similar service levels. The division is able to meet the NGFC reduction with no significant service level impacts.

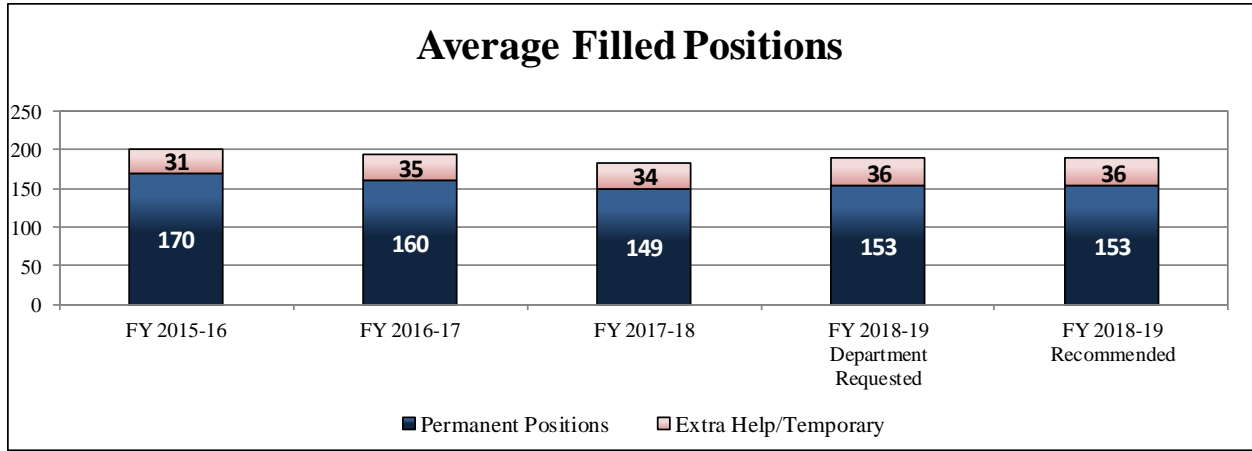
Recommended staffing for the Parks, Reservations, and Rangers sections totals 58 authorized positions, of which 49 have been budgeted to be filled. FY 2017-18 actual net expenditures for Parks-related business, including utilities costs accounted for in the General Fund Utilities budget unit, was approximately \$10.1 million. This amount is in line with the allocation of NGFC given to the former Parks Department.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Supervising Real Property Agent position and deletion of one (1) Property Agent I/II/III position, and the addition of one (1) Fiscal Support Specialist position and deletion of one (1) Fiscal Support Technician position, at an approximate annual net cost of \$50,000. Prior year average filled and full-time equivalent position figures have been modified to include historical Parks data for consistent annual comparisons.

The recommended budget holds the following positions vacant and unfunded: eight (8) Maintenance Worker I/II/III/IV, nine (9) Building Services Worker I/II/III, three (3) Park Ranger Trainee/I/II, one (1) Park Supervisor, one (1) Security Attendant I/II, three (3) Groundskeeper I/II, and one (1) Groundskeeper III, at an annual savings of approximately \$2.3 million.



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	170	160	149	153	153
Extra Help/Temporary	31	35	34	36	36
Total Positions	201	195	183	189	189
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	169	162	151	N/A	N/A
Extra Help/Temporary (FTE)	26	31	42	N/A	N/A
Total Positions	195	193	193	N/A	N/A
SALARIES & BENEFITS	\$9,900,867	\$16,992,043	\$16,249,901	\$15,393,930	\$15,503,452

Summary of Authorized Positions

The recommended budget includes 179 authorized permanent positions, of which 153 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	14	1	(1)	14	14	0	14
Communications	10	0	0	10	10	0	10
Facilities	48	0	0	48	40	8	48
Reservations	5	0	0	5	5	0	5
Mail Services	2	0	0	2	2	0	2
Property Management	5	1	(1)	5	5	0	5
Custodial	35	0	0	35	26	9	35
Purchasing	7	0	0	7	7	0	7
Parks	39	0	0	39	34	5	39
Rangers & Security	14	0	0	14	10	4	14
Total	179	2	(2)	179	153	26	179

General Government

Administration	Facilities	Parks
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 General Services Manager	1 General Services Manager
2 General Services Division Chief	6 Air Conditioning Mechanic	3 Equipment Operator
1 Accountant I/II/III	5 Maintenance Carpenter	1 Sr. Mower Repair Mechanic
1 Administrative Coordinator	5 Maintenance Electrician	3 Area Park Supervisor
1 Administrative Services Officer	1 Maintenance Plumber	6 Park Supervisor
1 Sr. Human Resources Specialist	2 Maintenance Supervisor	2 Park Caretaker
1 Fiscal Support Supervisor	26 Maintenance Worker I/II/III/IV	3 Tree Trimmer I/II
2 Fiscal Support Specialist	1 Fiscal Support Specialist	1 Tree Trimmer III
2 Fiscal Support Technician	1 Warehouse Supervisor	5 Groundskeeper I/II
1 Office Services Coordinator	48 Requested Total	14 Groundskeeper III
1 Special Projects Manager		39 Requested Total
14 Current Total		
1 Fiscal Support Specialist		
(1) Fiscal Support Technician		
14 Requested Total		
Custodial	Property Management	Reservations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 General Services Manager	1 General Services Manager	1 Administrative Coordinator
29 Building Service Worker I/II/III	1 Energy Coordinator	1 Fiscal Support Supervisor
1 Supervising Bldg Service Worker	3 Real Property Agent I/II/III	2 Fiscal Support Specialist
2 Senior Building Service Worker	5 Current Total	1 Office Services Specialist
2 Bldg Service Worker I/II/III-KRV	1 Supervising Real Prop Agent	5 Requested Total
35 Requested Total	(1) Real Property Agent I/II/III	
	5 Requested Total	
Communications	Mail Services	Rangers & Security
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 General Services Manager	1 Mail Clerk I/II	4 Security Attendant I/II
7 Comm Technician I/II/III	1 Supervising Mail Clerk	1 Park Ranger Manager
1 Supervising Comm Technician	2 Requested Total	2 Supervising Park Ranger
1 Telecommunications Engineer		7 Park Ranger Trainee/I/II
10 Requested Total		14 Requested Total
Purchasing		
<u>Classification</u>		
1 General Services Manager		
3 Buyer I/II/III		
1 Contract Administrator		
1 Fiscal Support Specialist		
1 Supervising Buyer		
7 Requested Total		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average number of days to complete a non-emergency request for maintenance or repair services within County facilities	18	17	19	19	19
Average number of days to complete a request for communication services within County facilities	3	3	3	3	3
Average number of inspections of County owned and leased facilities performed by Property Management	91	90	90	90	90
Average number of annual energy audits of County owned and leased facilities performed by Property Management	30	30	45	46	45

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

Goal 2: Maintain an efficient purchasing process in order to facilitate the acquisition of goods and services for our customers in a cost effective and responsive manner.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of fiscal savings from competitive process	13.74%	20.67%	20%	20%	20%

This measure delivers the average percentage of cost avoidance realized by conducting open and fair competitive processes where cost avoidance is defined as the difference between the average bid price and the bid price obtained. The division recently implemented a third-party bidding platform which has increased the number of bids received. Additional aggressive bids have lowered the average, decreasing cost avoidance, but increasing County options.

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

Objective 1: Increase tree planting and remove hazardous trees

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Ratio of trees planted to trees removed across the County by the General Services Division	13/211	32/124	50/160	167/254	160/80

The division seeks to beautify the community by increasing shade canopy and improving the environment with trees and other vegetation. Trees and vegetation improve the environment, air quality, and aesthetics of the community. Planting region-appropriate vegetation and trees ensure a greater likelihood of plant survival, as well as a suitable urban forest.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Total transactions processed in reservations system.	4,074	4,699	4,852	6,264	6,500

Through its website, the division will provide the public with access to make reservations 24-hours a day, 365 days a year. The division's actual performance exceeded its adopted goal and it is anticipated that the department will continue to increase its performance.

Utility Payments

Department Head: Ryan J. Alsop
Fund: General
Budget Unit: 1615

Function: General Government
Activity: Property Management

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$11,102,971	\$13,272,725	\$11,907,031	\$13,782,233	\$13,065,356	\$13,782,233
Other Charges	462,833	451,871	451,871	580,225	580,225	580,225
TOTAL EXPENDITURES	\$11,565,804	\$13,724,596	\$12,358,902	\$14,362,458	\$13,645,581	\$14,362,458
Expend. Reimb.	(\$504,875)	(\$573,000)	(\$290,930)	(\$285,600)	(\$285,600)	(\$285,600)
TOTAL NET EXPENDITURES	\$11,060,929	\$13,151,596	\$12,067,972	\$14,076,858	\$13,359,981	\$14,076,858
REVENUE:						
Intergovernmental	\$107,049	\$100,008	\$89,672	\$88,807	\$88,807	\$88,807
Charges for Services	1,373,171	1,366,500	1,303,474	1,385,440	1,385,440	1,385,440
Miscellaneous	341,895	6,000	9,768	12,000	12,000	12,000
Other Financing Sources:						
Criminal Justice Facilities	2,228,835	2,700,000	1,873,992	2,400,000	2,400,000	2,400,000
TOTAL REVENUE	\$4,050,950	\$4,172,508	\$3,276,906	\$3,886,247	\$3,886,247	\$3,886,247
NET GENERAL FUND COST	\$7,009,979	\$8,979,088	\$8,791,066	\$10,190,611	\$9,473,734	\$10,190,611

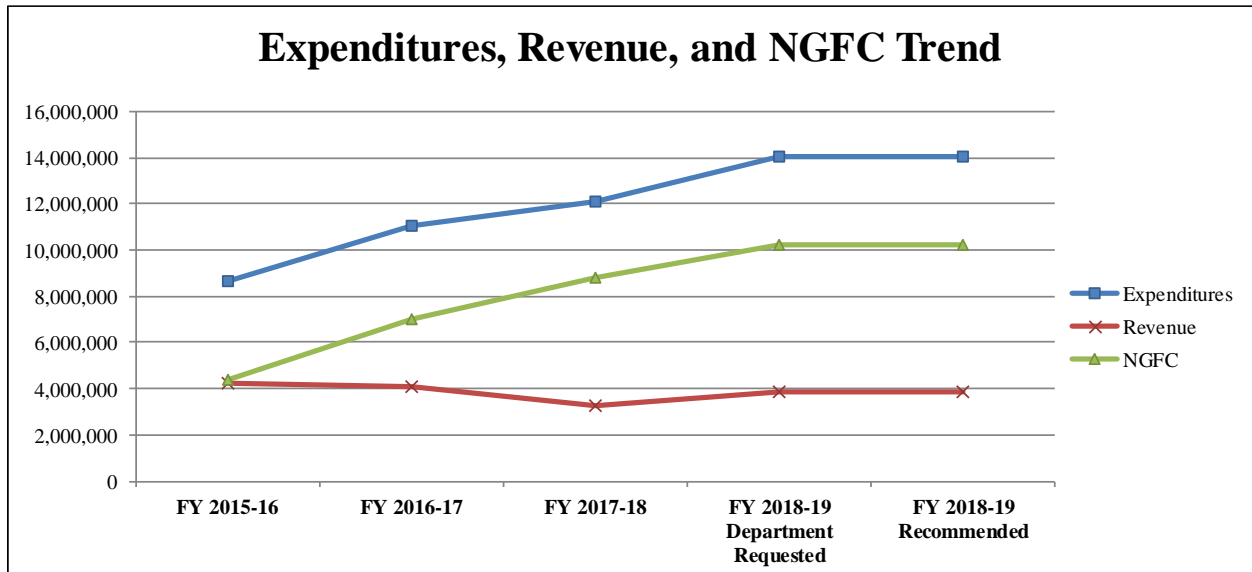
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

Budget Changes and Operational Impacts

In an effort to standardize budgeting and accounting procedures, some utilities expenditures not historically accounted for in this budget unit were transferred in during fiscal years 2016-17 and 2017-18. These changes account for a significant portion of the increases in FY 2016-17 actual and FY 2017-18 actual services and supplies expenditures. Additional increases in services and supplies expenditures for FY 2018-19 are primarily a result of increased utility rates for locations that are not directly billed for usage, including the new justice facility that will be fully operational all fiscal year. Budgeted increases for other charges expenditures reflect increasing

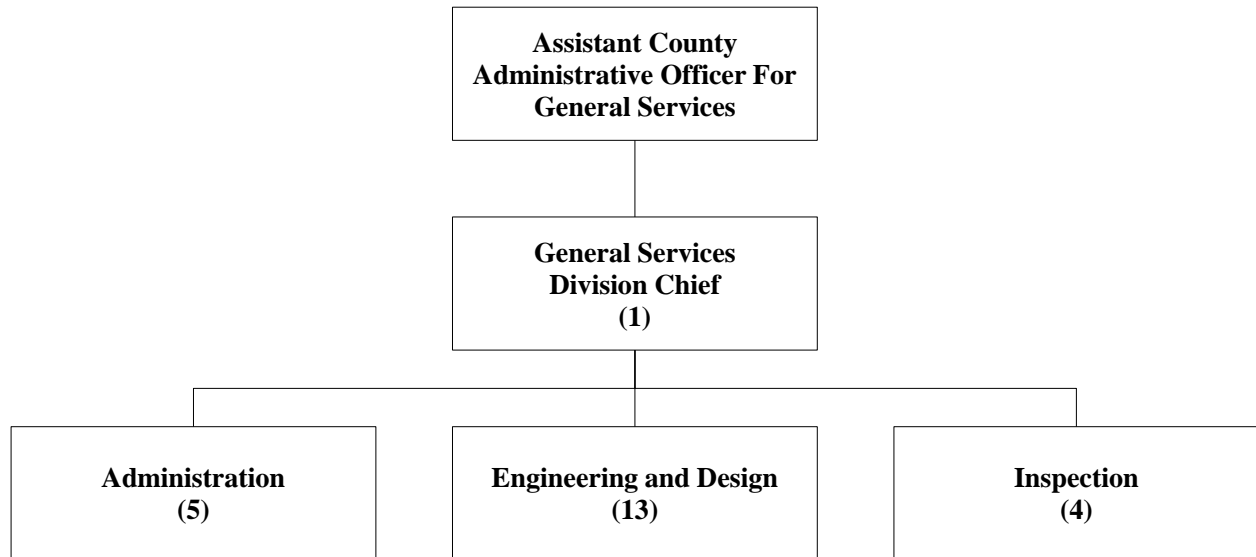
principal payments on a loan used to implement solar projects. Budgeted decreases in other financing sources revenue reflects declining receipts on court-related assessments that are used to offset a portion of costs generated by court-related facilities.



Mission Statement

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

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- The Construction Services Division completed the following projects: Court Civil Division raised platforms, Public Services Building office remodel, Mary K. Shell building upgrades, Breckenridge communications tower structural repair, Public Health lab additions, Sheriff headquarters mechanic shop remodel, Lake Ming automatic irrigation controls, Arvin-Lamont Courts complex sump repair, various re-roofs, various Americans with Disabilities Act compliance upgrades, and various parking lot upgrades.
- Projects in construction include: Hall of Records interior improvements, Lerdo correctional facility shower upgrades, Lerdo correctional facility security camera upgrades, downtown complex uninterruptable power supply replacement, Public Health mobile clinic canopy, Mary K. Shell building upgrades, various re-roofs, and various parking lot upgrades.
- Projects in design include: East Kern Air District facility remodel, Public Services Building first floor tenant improvements, 1115 Truxtun electric vehicle stations, Sheriff-Coroner cooler expansion, Frazier Park community building exterior upgrades, Kern County Employees Retirement Association office remodel, Buena Vista dam repair, Camp Okihi water system upgrade, and various re-roofs.

Construction Services

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1640

Function: General Government

Activity: Property Management

Description of Major Services

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

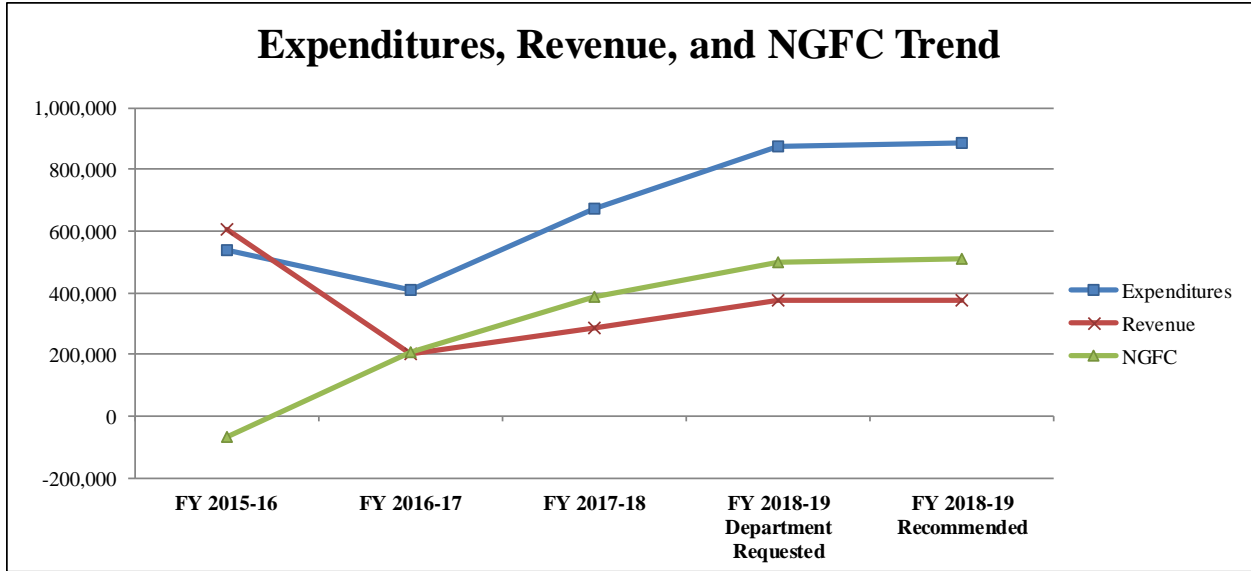
Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,796,119	\$3,108,935	\$3,008,750	\$3,145,339	\$3,145,386	\$3,156,151
Services and Supplies	145,478	202,396	139,025	199,091	199,091	199,091
TOTAL EXPENDITURES	\$2,941,597	\$3,311,331	\$3,147,775	\$3,344,430	\$3,344,477	\$3,355,242
Expend. Reimb.	(\$2,532,960)	(\$2,570,000)	(\$2,474,027)	(\$2,470,000)	(\$2,470,000)	(\$2,470,000)
TOTAL NET EXPENDITURES	\$408,637	\$741,331	\$673,748	\$874,430	\$874,477	\$885,242
REVENUE:						
Intergovernmental	\$0	\$0	\$970	\$0	\$0	\$0
Charges for Services	130,080	202,200	258,880	348,200	348,200	348,200
Miscellaneous	0	0	2,700	0	0	0
Other Financing Sources:						
Community Dev. Program Trust	70,912	25,000	24,347	25,000	25,000	25,000
TOTAL REVENUE	\$200,992	\$227,200	\$286,897	\$373,200	\$373,200	\$373,200
NET GENERAL FUND COST	\$207,645	\$514,131	\$386,851	\$501,230	\$501,277	\$512,042

Major Expenditures and Revenue in FY 2018-19 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.

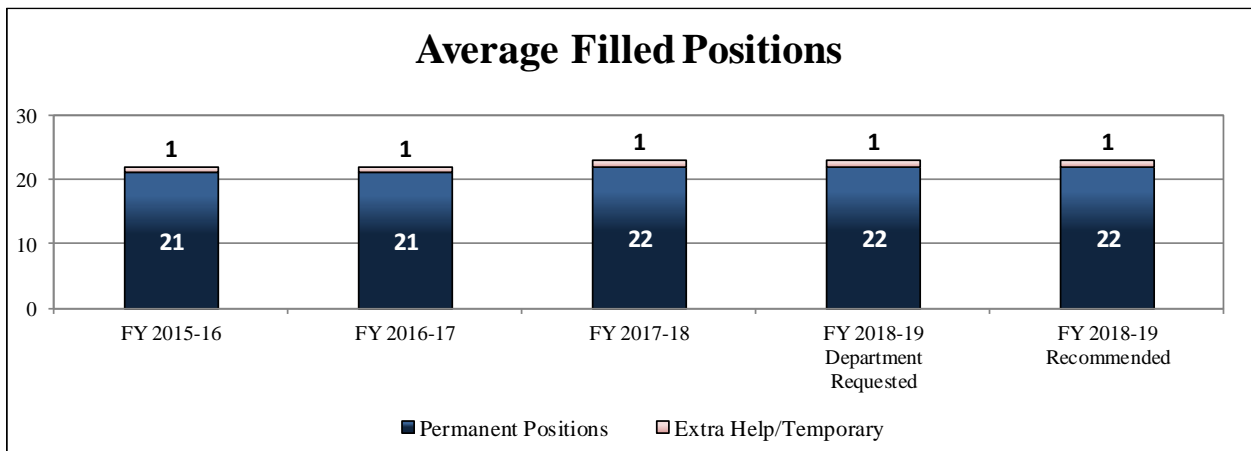
Budget Changes and Operational Impacts

The recommended budget includes an increase in salaries and benefits compared to prior years primarily due to the planned filling of a currently vacant position. Charges for services, other financing sources and expenditure reimbursements are adjusted to reflect anticipated staffing costs and project workloads. The division is able to meet the Net General Fund Cost reduction with no material service level impacts.



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The budget holds one (1) Engineer I/II/III position vacant and unfunded for an annual savings of approximately \$191,000.



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	21	21	22	22	22
Extra Help/Temporary	1	1	1	1	1
Total Positions	22	22	23	23	23
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	21	21	21	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	22	22	22	N/A	N/A
SALARIES & BENEFITS	\$2,788,230	\$2,796,119	\$3,008,750	\$3,145,339	\$3,156,151

Summary of Authorized Positions

The budget unit has 23 authorized positions, of which 22 have been budgeted to be filled during FY 2018-19 as indicated below.

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

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

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of administrative cost to total construction cost	1.5%	.9%	6%	.5%	2%
Percentage of design and engineering costs to total construction cost	14.4%	15.2%	15%	14.2%	15%
Percentage of project management and inspection costs to total construction cost	3.7%	4.6%	2%	3.9%	6%

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.

THIS PAGE INTENTIONALLY LEFT BLANK



Major Maintenance Projects

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 1650

Function: General Government

Activity: Property Management

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$3,326,241	\$16,247,287	\$5,599,599	\$0	\$0	\$8,692,020
TOTAL EXPENDITURES	\$3,326,241	\$16,247,287	\$5,599,599	\$0	\$0	\$8,692,020
REVENUE:						
Intergovernmental	\$1,553,157	\$1,073,781	(\$314,706)	\$0	\$0	\$0
Charges for Services	0	0	102,346	0	0	0
Miscellaneous	1,116,507	1,410,236	415,195	0	0	542,350
Other Financing Sources:						
Environmental Health Fund	0	0	11,657	0	0	152,720
Oil and Gas Fund	0	0	12,252	0	0	27,748
County Local Revenue Fund 2011	0	0	928	0	0	88,369
Recorders Modernization Fund	205,982	1,429,581	179,455	0	0	1,712,126
Mental Health Fund	286,880	873,823	884,191	0	0	23,890
ACO-General Fund	0	4,354,895	2,528,715	0	0	1,701,049
TOTAL REVENUE	\$3,162,526	\$9,142,316	\$3,820,033	\$0	\$0	\$4,248,252
NET GENERAL FUND COST	\$163,715	\$7,104,971	\$1,779,566	\$0	\$0	\$4,443,768

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

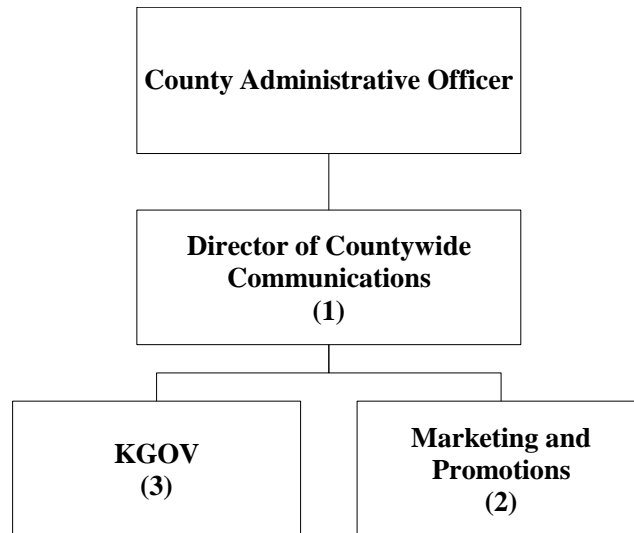
The following table contains a list of the recommended projects for FY 2018-19. For each project, the project cost, any offsetting revenue or special purpose funding, and the Net General Fund Cost (NGFC) are presented. The projects listed in the table on the next page include 37 projects with a combined NGFC of \$4.4 million. Revenue for this budget unit includes \$3.9 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 County Cost
Parks Improvements				
7210	Parks Improvements-District 1	\$250,000	\$0	\$250,000
7213	Parks Improvements-District 2	250,000	0	250,000
7214	Parks Improvements-District 3	250,000	0	250,000
7215	Parks Improvements-District 4	250,000	0	250,000
7216	Parks Improvements-District 5	250,000	0	250,000
7217	Kern River Dam and Buena Vista Dam Studies	72,600	0	72,600
7228	Lamont Park Parking Lot	50,000	0	50,000
7232	Mojave Senior Center Parking Lot	45,000	0	45,000
7235	Rosamond Recreation Hall Parking Lot	34,000	0	34,000
7237	BVARA Wastewater Treatment Plant Phase V	146,800	0	146,800
7220	Greenfield Park Parking Lot	62,000	0	62,000
Parks Improvements Subtotal		\$1,660,400	\$0	\$1,660,400
Legally Mandated				
7218	Hart Park Burn Dump Remediation	\$278,700	\$139,350	\$139,350
7076	ADA-Variou County Facilities	250,000	0	250,000
Legally Mandated Subtotal		\$528,700	\$139,350	\$389,350
Cost Savings				
7023	Energy Efficiency - Various Locations	\$100,000	\$0	\$100,000
7300	1115 Truxtun Lighting Parking Structure	236,000	0	236,000
7034	Water Conservation-Variou Facilities	50,000	0	50,000
Cost Savings Subtotal		\$386,000	\$0	\$386,000
Utility & Major Systems Repair/Replacement				
7041	HVAC - Various County Facilities	\$100,000	\$0	\$100,000
7223	1115 Truxtun Fire Dampers	223,000	0	223,000
7224	Ridgecrest Courts ADA Automatic Doors	154,800	0	154,800
7225	Probation JTF Fire Alarm Upgrade	280,700	0	280,700
7303	Elevator Panel Upgrades	1,200,000	0	1,200,000
7297	Replace Baumeister Barracks Water Heaters	155,200	0	155,200
7219	Juvenile Treatment Facility Water Heater Upgrade	66,900	0	66,900
Utility & Major Systems Repair/Replacement Subtotal		\$2,180,600	\$0	\$2,180,600
Preventative Maintenance				
7226	Mojave Administration Building Reroof	\$471,200	\$0	\$471,200
7227	Ridgecrest Justice Building Reroof	944,500	0	944,500
7229	Emergency Operations Center Parking Lot	48,000	0	48,000
7230	ITS Building East Parking Lot	65,000	0	65,000
7231	ITS Building West Parking Lot	20,000	0	20,000
7234	Public Services Building Parking Lot	130,000	0	130,000
7029	Paving-Variou County Facilities	150,000	0	150,000
7236	Baker Library Parking Lot	11,000	0	11,000
7304	PW Public Services Building First Floor Improvements	50,000	0	50,000
7221	Public Services Building Second Floor Improvements	150,000	0	150,000
7222	PSB Improvements-Conference Room	50,000	0	50,000
7298	Juvenile Hall Reroof Building 100	1,441,000	0	1,441,000
7302	Boron Sheriff Roof Coverings	252,900	0	252,900
7239	PSB First Floor Tenant Improvements	152,720	152,720	0
Preventative Maintenance Subtotal		\$3,936,320	\$152,720	\$3,783,600
Prior Year Project Revenue		\$0	\$3,956,182	(\$3,956,182)
Grand Total		\$8,692,020	\$4,248,252	\$4,443,768

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 2016-17 and 2017-18 Accomplishments

- The division successfully transferred the State of the County dinner production to Kern Economic Development Corporation.
- The division administered the Tourism Promotion Grant program and awarded grants to 13 different organizations.
- The division updated the County tourism and film production websites with modern interfaces and cleaner designs.
- The division produced, shot, and edited videos for County and department promotion.
- The division participated in over 90 Chamber of Commerce meetings countywide.
- The division promoted Kern County as a location for filming production resulting in nearly 200 film permits.
- The division created the new County seal using input from County outreach efforts. Nearly 1,300 responses were received from the public during the development effort.
- The social media presence of the division was increased in accordance with the integrated marketing strategy.

Board of Trade

Department Head: Ryan J. Alsop
Fund: General
Budget Unit 1812

Function: General Government
Activity: Promotion

Description of Major Services

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

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

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$264,474	\$394,701	\$366,168	\$782,026	\$782,026	\$784,717
Services and Supplies	557,289	574,974	522,452	538,982	538,982	538,982
Other Financing Uses	0	17,048	0	0	0	43,723
TOTAL EXPENDITURES	\$821,763	\$986,723	\$888,620	\$1,321,008	\$1,321,008	\$1,367,422
Expend. Reimb.	\$0	\$0	\$0	(\$16,300)	(\$16,300)	(\$16,300)
TOTAL NET EXPENDITURES	\$821,763	\$986,723	\$888,620	\$1,304,708	\$1,304,708	\$1,351,122
REVENUE:						
Charges for Services	\$0	\$500	\$0	\$28,750	\$28,750	\$28,750
Miscellaneous	5,836	50	1,822	0	0	0
Other Financing Sources:						
Board of Trade Advertising Fund	0	38,000	0	50,000	50,000	50,000
DIVCA	0	0	0	82,370	82,370	82,370
TOTAL REVENUE	\$5,836	\$38,550	\$1,822	\$161,120	\$161,120	\$161,120
Less Available BSI *	\$0	(\$17,048)	\$0	\$0	\$0	(\$43,723)
NET GENERAL FUND COST	\$815,927	\$931,125	\$886,798	\$1,143,588	\$1,143,588	\$1,146,279
BSI Ending Balance *	\$15,750	N/A	\$17,048	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of expenditures for the division are associated with staffing costs for positions required to perform the functions assigned and economic development activities. The budgeted change in salaries and benefits is primarily due to the transfer of three KGOV employees from

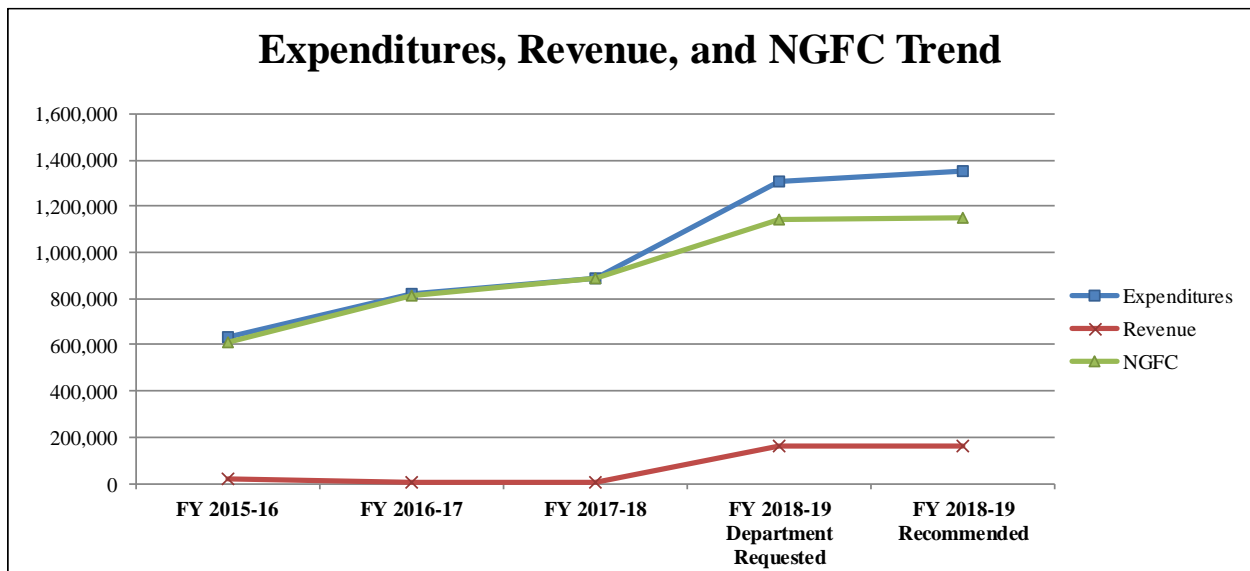
the General Services Division of the County Administrative Office that occurred late FY 2017-18. This transfer of positions between divisions will not result in any overall change in net cost for the General Fund.

The division is primarily funded by an allocation of Net General Fund Cost. The primary source of revenue is reimbursement of staff costs.

Budget Changes and Operational Impacts

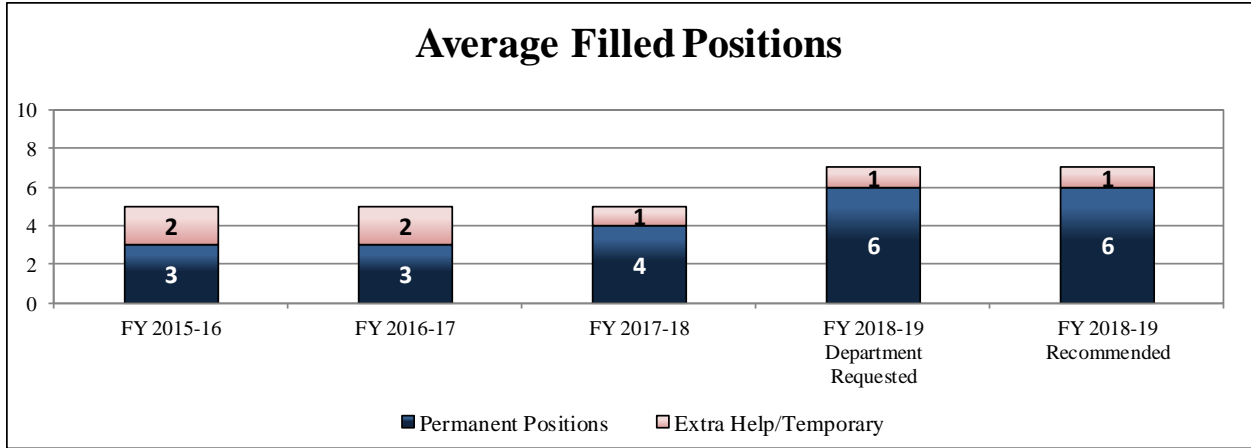
Services and supplies costs cover the procurement of specialized services for video production as well as contributions toward community economic development efforts. The recommended budget was developed with the clear purpose of using limited resources toward community engagement efforts through digital communication and social media.

The changes in revenue are primarily related to the final closure of the gift shop and the transfer of the KGOV employees.



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	3	3	4	6	6
Extra Help/Temporary	2	2	1	1	1
Total Positions	5	5	5	7	7
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	3	4	3	N/A	N/A
Extra Help/Temporary (FTE)	2	3	3	N/A	N/A
Total Positions	5	7	6	N/A	N/A
SALARIES & BENEFITS	\$382,525	\$264,474	\$366,168	\$782,026	\$784,717

Summary of Authorized Positions

The division has six authorized permanent positions, all of which have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Board of Trade	6	0	0	6	6	0	6
Total	6	0	0	6	6	0	6

Board of Trade

Classification

- 1 Director of Countywide Communications
- 1 Broadcast Engineer
- 2 Video Services Producer
- 2 Marketing & Prom Associate I/II

6 Requested Total

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of visitor guides distributed	50,000	50,000	50,000	50,000	50,000
Number of tour companies presented with information about Kern County	120	83	80	75	80
Number of ad impressions distributed from tourism print and web advertising	1,625,000	1,250,000	1,250,000	1,200,000	1,250,000
Number of unique visitors to visitkern.com	18,790	19,880	20,000	18,345	20,000
Number of unique visitors to filmkern.com	9456	9,855	10,000	8,956	10,000
Number of tourism related social media interactions	80,874	93,286	100,000	90,217	100,000
Number of location scouts contacted through trade shows	15	28	25	23	25

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

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of film locations located by film commission staff	120	142	150	139	150

Tourists and filmmakers are often unaware of the unique locations available throughout Kern County. Board of Trade staff encourage additional time spent in the County by pointing out additional points of interest. Performance measures track how effective the division's efforts are in continuing outreach and providing services to visitors and film makers. Fluctuations in visitors are to be expected depending on whether more or less people are traveling through Kern County or whether smaller groups of people are visiting the tourism center, however, the division does not have a way to track the specific reasons for those fluctuations.

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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of positive media interactions	55	63	60	57	60
Number of hours spent on print projects completed for departments	1,250	1,100	1,000	950	1,000
Number of hours spent on video production projects	750	950	750	900	750
Number of hours spent on other marketing projects	1,750	1,750	1,500	1,550	1,500
Number of hours spent on coordinating events	380	340	320	380	320
Number of KGOV shows produced	2	2	3	3	3

These are measures for the division that are reflective of focused efforts on building and enhancing the image of the County by providing print, video, web-design, social media, and other marketing support to County departments. The division is also producing video content for airing on KGOV television. These measures reflect the number of hours spent by staff assisting other County departments with their marketing efforts.

THIS PAGE INTENTIONALLY LEFT BLANK



Engineering, Surveying and Permit Services

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

Function: General Government
 Activity: Other General

Description of Major Services

The Engineering, Surveying and Permit Services is a division of the Public Works Department that reviews and processes tract and parcel maps, and oversees drainage, floodplain, and geologic activities related to land-development permits. The division reviews construction and grading plans for code and regulation compliance. Other functions include performing surveys required by the Board of Supervisors or other County departments, reviewing legal descriptions and other maps, and developing the County’s geographic information system capabilities. Beginning in FY 2017-18, all functions of Engineering, Surveying and Permit Services were transferred to Development Services (budget unit 1905), a division of Public Works.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$2,858,360	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	75,225	0	0	0	0	0
TOTAL EXPENDITURES	\$2,933,585	\$0	\$0	\$0	\$0	\$0
REVENUE:						
Charges for Services	\$1,233,282	\$0	\$0	\$0	\$0	\$0
Other Financing Sources:						
Community Development Program	6,205	0	0	0	0	0
TOTAL REVENUE	\$1,239,487	\$0	\$0	\$0	\$0	\$0
Less Available BSI *	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$1,694,098	\$0	\$0	\$0	\$0	\$0
BSI Ending Balance *	\$148,037	N/A	N/A	N/A	N/A	N/A

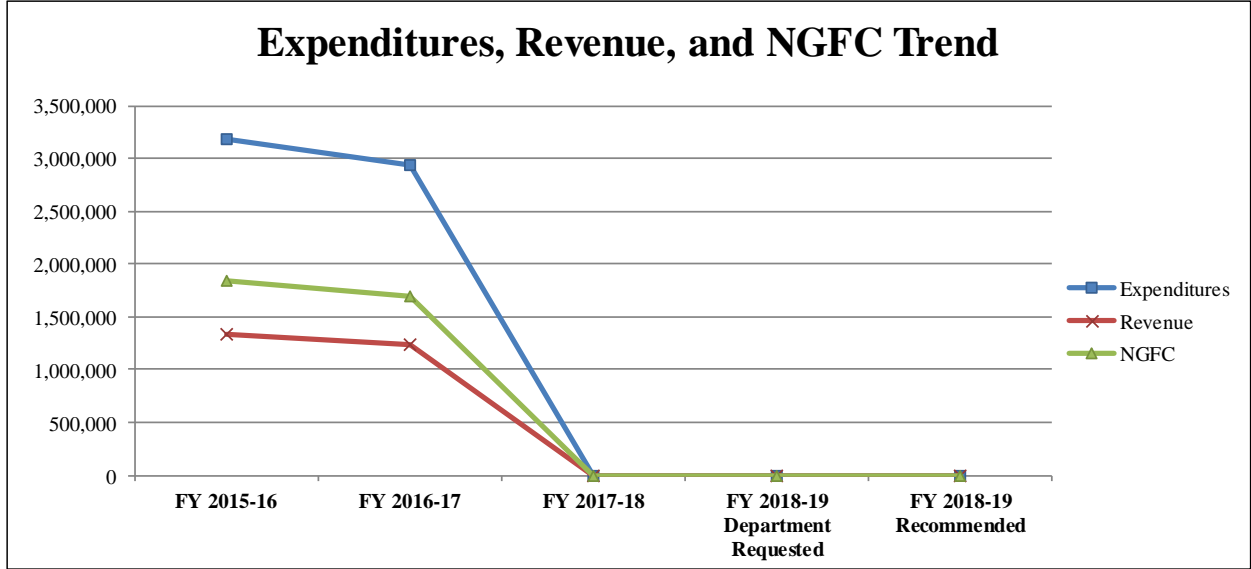
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Beginning in FY 2017-18, Engineering, Surveying and Permit Services was transferred to Development Services (budget unit 1905) as part of the Public Works department’s restructuring for greater operational efficiency in order to better manage funds, staff, and resources.

Budget Changes and Operational Impacts

See budget unit 1905 – Development Services for further discussion.



Development Services

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

Function: General Government
Activity: Other General

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$2,602,094	\$2,315,774	\$2,334,219	\$2,334,219	\$2,337,383
Other Charges	0	401,823	401,823	(71,512)	(71,512)	(71,512)
Other Financing Uses	0	77,445	56,304	77,445	77,445	77,445
TOTAL EXPENDITURES	\$0	\$3,081,362	\$2,773,901	\$2,340,152	\$2,340,152	\$2,343,316
REVENUE:						
Use of Money/Property	\$0	\$0	\$11,414	\$6,000	\$6,000	\$6,000
Charges for Services	0	1,053,361	966,122	583,643	583,643	583,643
Miscellaneous	0	0	172	0	0	0
Other Financing Sources						
Community Development Program	0	2,028,001	6,731	6,731	6,731	6,731
General Fund Contribution	0	0	2,021,270	1,594,951	1,594,951	1,594,951
TOTAL REVENUE	\$0	\$3,081,362	\$3,005,709	\$2,191,325	\$2,191,325	\$2,191,325
NET FUND COST	\$0	\$0	(\$231,808)	\$148,827	\$148,827	\$151,991

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

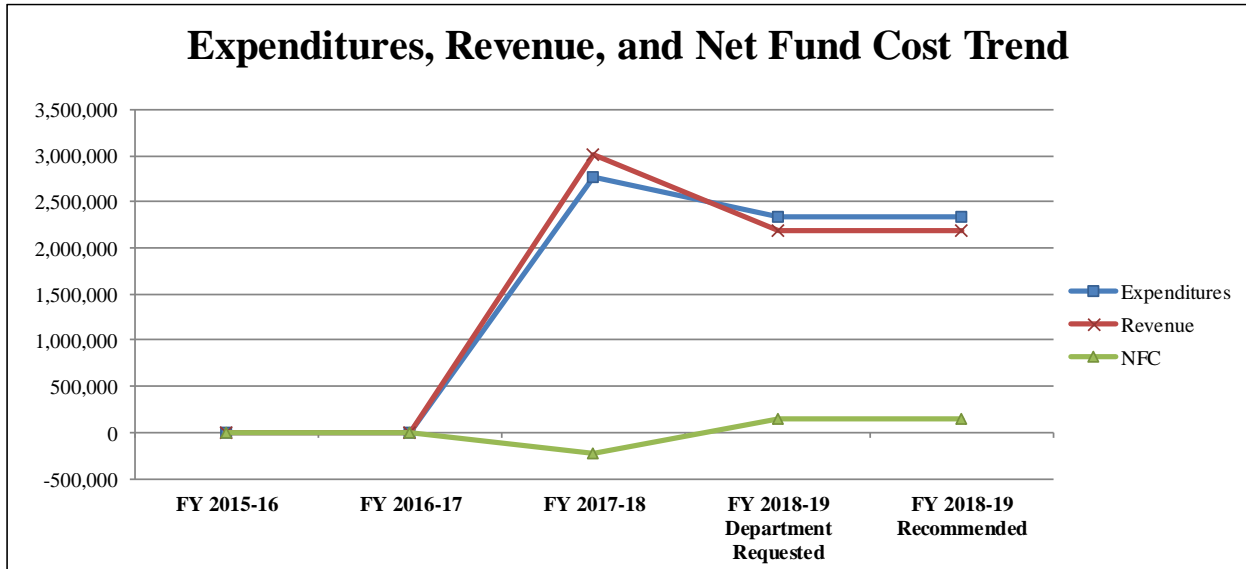
The recommended budget includes \$2.3 million within services and supplies to reimburse the Public Works Department to fully staff the operations of the division. Major revenue sources include services provided to other County departments and the public. The remainder of funding is fulfilled through a General Fund contribution of \$1.6 million.

Budget Changes and Operational Impacts

Budget Unit 1900 Engineering, Surveying and Permit Services was transferred to the Development Services budget unit 1905 in FY 2017-18 as part of Public Works' restructuring efforts for greater efficiency of funds, staff and resources.

In addition to the Net General Fund Cost (NGFC) guideline reduction of 2.5%, the recommended budget also includes the transfer of \$231,000 in NGFC to Code Compliance to mitigate service

level impacts for that budget unit. There are no service level impacts to Development Services from this transfer.



Fiscal Year 2018-19 Goals, Objectives and Performance Measures

Goal 1: Facilitate development by performing timely reviews

Objective 1: Increase the speed of map reviews

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of tract map first reviews performed within 28 days	100	100	100	95	100
Percentage of subsequent tract map reviews performed within 14 days	100	95	100	90	100
Percentage of parcel map first reviews performed within 28 days	100	100	100	95	100
Percentage of subsequent parcel map reviews performed within 14 days	90	95	100	90	100

Review of tract maps and parcel maps is a critical function of this division and is important to our customers as they are dependent on timely reviews so they can record their maps. The division continues to make every effort to meet the designated time lines, as they were generated by a private consultant for the purpose of establishing an appropriate turnaround time. It has always been the goal to meet or exceed this standard and in many cases completed in less time than required. However, the division is aware that changes in staff and the level of experience they possess has limited our ability to meet the specified goal, which is reflected above. The division expects this area to improve, as staff is receiving training and direction that will ensure the proposed goals are met for the next fiscal year.

Objective 2: Increase the speed of flood hazard evaluations

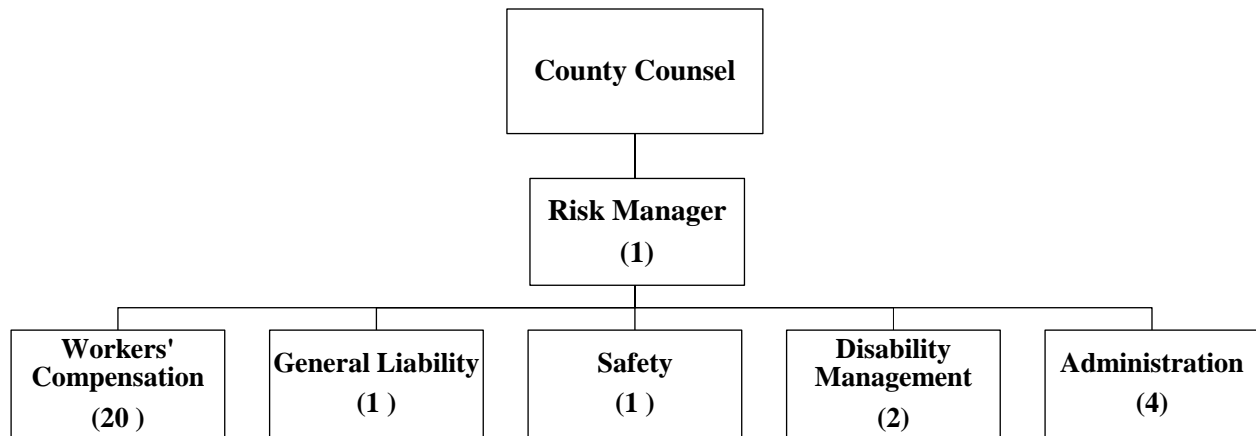
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of flood hazard evaluations completed within 1 day	95	95	95	95	95
Percentage of flood hazard evaluations completed within 1 week	100	100	100	98	100

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 division's Floodplain Management Ordinance and other applicable federal regulations and provide that information to our customers so they can incorporate it into their project drawings and specifications, without delays.

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 2016-17 and 2017-18 Accomplishments

- Completed over 150 ergonomic workstation evaluations for the Department of Human Services, which help change improper body mechanics and reduce injuries.
- Assisted General Services with two separate Cal-OSHA inspections. One resulted in “No Action” taken by Cal-OSHA and the other resulted in a reduction of penalties by nearly 60%.
- Safety Officer received a County award for Workplace Excellence from the County’s Employee Recognition Awards Program.
- Workers’ Compensation continues to focus on injury training to reduce claims and prevent work injuries.
- Continued to emphasize professional development for claims adjusters to help ensure employee retention and to make sure the division is on the cutting edge of any legislative or industry changes that occur.
- Achieved a 100% success rate in small claims court.
- Continue to mine and extrapolate car accident data to identify trends and initiate discussions with departments.
- For the Lean Six Initiative, two employees have completed green belt training, one employee is currently attending green belt training and 21 employees have attended the initial white belt training. The department currently has one project pending.

Risk Management

Department Head: Mark Nations

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

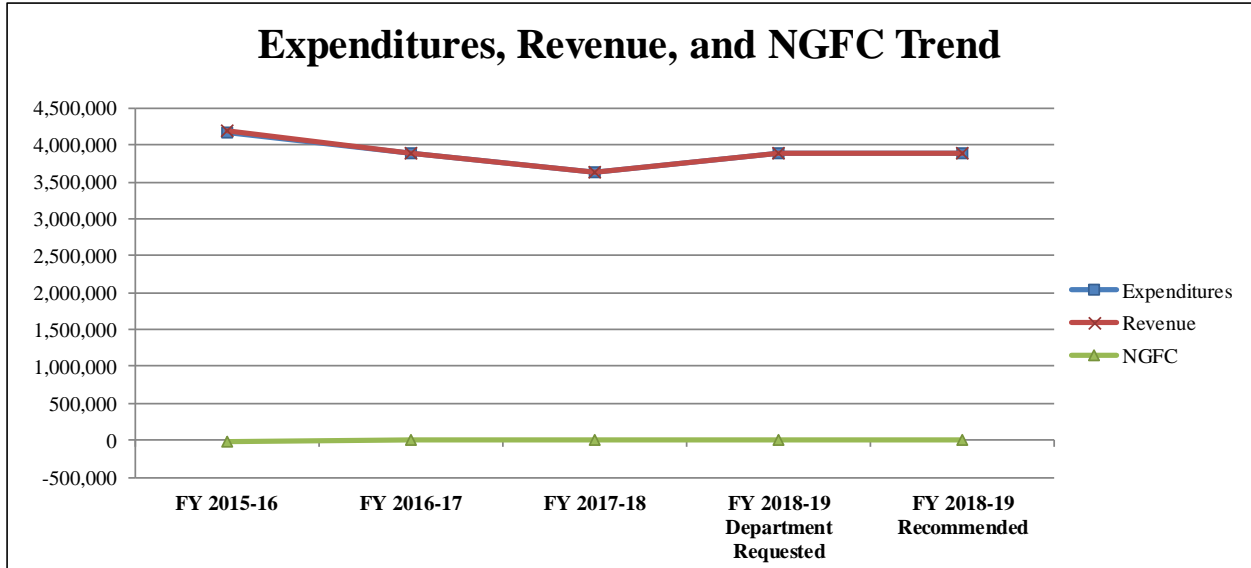
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,061,880	\$3,177,324	\$2,882,429	\$3,145,808	\$3,145,808	\$3,157,111
Services and Supplies	1,416,236	1,504,193	1,341,554	1,595,397	1,595,397	1,584,094
Other Charges	12,456	15,510	12,844	15,510	15,510	15,510
TOTAL EXPENDITURES	\$4,490,572	\$4,697,027	\$4,236,827	\$4,756,715	\$4,756,715	\$4,756,715
Expend. Reimb.	(\$602,169)	(\$745,308)	(\$603,547)	(\$869,860)	(\$869,860)	(\$869,860)
TOTAL NET EXPENDITURES	\$3,888,403	\$3,951,719	\$3,633,280	\$3,886,855	\$3,886,855	\$3,886,855
REVENUE:						
Charges for Services	\$3,882,379	\$3,951,719	\$3,632,130	\$3,886,855	\$3,886,855	\$3,886,855
Miscellaneous	0	0	550	0	0	0
TOTAL REVENUE	\$3,882,379	\$3,951,719	\$3,632,680	\$3,886,855	\$3,886,855	\$3,886,855
NET GENERAL FUND COST	(\$6,024)	\$0	(\$600)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

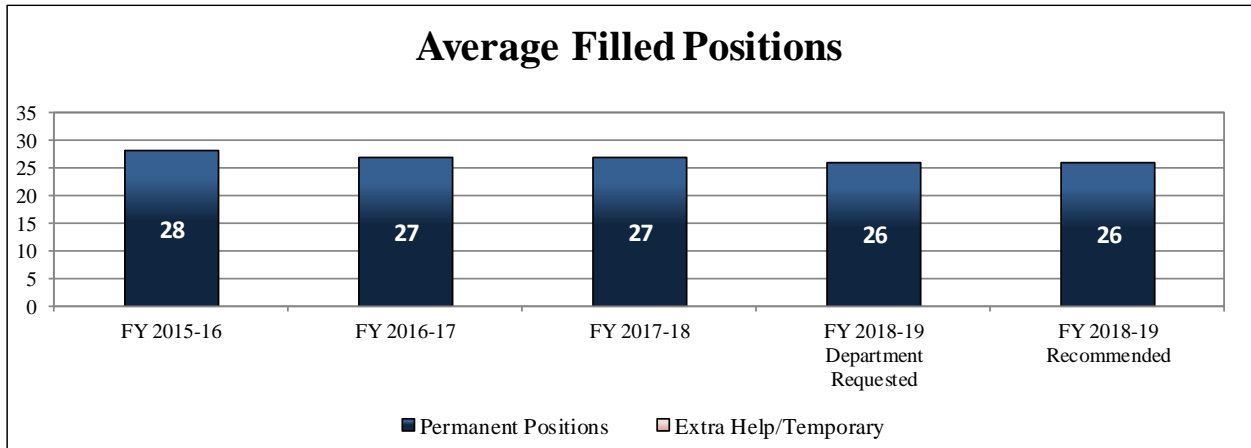
Budget Changes and Operational Impacts

The recommended budget provides the department with funding for all but two of its authorized positions, resulting in an increase in salary cost over FY 2017-18 actual expenditures. An increase in services and supplies is anticipated primarily due to expenditures related to insurance coverage. Charges for services and expenditure reimbursements will fully fund the cost of this budget unit.



Staffing Changes and Operational Impacts

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



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	28	27	27	26	26
Extra Help/Temporary	0	0	0	0	0
Total Positions	28	27	27	26	26
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	28	27	27	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	28	27	27	N/A	N/A
SALARIES & BENEFITS	\$3,090,404	\$3,061,880	\$2,882,429	\$3,145,808	\$3,157,111

Summary of Authorized Positions

The division has 28 authorized positions. The recommended budget includes funding for 26 positions. One (1) Workers Comp Claim Adjuster I/II/III position and one (1) Information Systems Specialist I/II/III/Sr position will be held vacant during FY 2018-19 as indicated below.

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

Administration	Disability Management	Safety
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Risk Manager	1 Disability Mgmt Coordinator	1 Loss Prevention Specialist
1 Business Manager	1 Office Services Technician	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	
<u>Classification</u>	<u>Classification</u>	
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		
2 Office Services Technician		
1 Office Services Assistant		
18 Requested Total		

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

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

Objective 1: Provide effective loss prevention and safety services to minimize the number of employees injured on the job.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for general employees.	47	44	42	33	31
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid for safety employees.	45	38	36	58	55
Percentage of departments rating loss prevention and safety as effective.	100%	97.7%	100%	100%	100%
Number of accidents and incidents per man hours worked County-wide	5.8	0.0	2.1	0.0	2.0
The percentage of lien-to-value settlements.	93%	89.9%	95%	92.8%	97.4%

The first indicator calculates time used by general employees as an average of days used. 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 our surveys. The fourth indicator measures the effect of safety awareness preventative programs on the number of accident incidents. The fifth indicator measures the lien amounts reduced through negotiation with health care providers. A staff adjuster is 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 2: Ensure proper fiscal planning that meets the needs of the public as well as County departments.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Total actual cost of risk of County operations.	\$47,109,965	\$39,441,863	\$44,506,996	\$44,511,570	\$41,853,951
General liability cost as a percentage of County expenditures.	0.56%	0.58%	0.61%	0.51%	0.48%
The total payout to resolve lawsuits.	\$5,595,149	\$6,710,428	\$9,440,000	\$9,159,959	\$9,139,000
Workers' Compensation costs as a percentage of County expenditures.	0.86%	0.82%	0.78%	0.76%	0.72%

The first indicator measures the total cost of risk to the County and is based on FY 2018-19 budget estimates. The total cost is comprised of payouts, insurance premiums, security costs, the value of lost workdays, and other expenses related to workers' compensation and general liability claims. This indicator demonstrates whether the County is managing risk effectively and controlling costs from year to year. The second indicator measures the portion of costs the County incurs as a result of general liability claims, lawsuits, and insurance. The third indicator measures the dollars paid out to resolve general liability and medical malpractice lawsuits. The fourth indicator measures the portion of County expenditures spent on work-related injuries including claims, insurance and administrative expenses.

Capital Projects

Department Head: Ryan J. Alsop
 Fund: General
 Budget Unit: 1960

Function: General Government
 Activity: Plant Acquisition

Description of Major Services

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

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Capital Assets	\$1,547,660	\$1,083,514	\$1,036,047	\$0	\$0	\$415,316
Other Financing Uses	0	4,354,895	2,528,715	0	0	1,701,049
TOTAL EXPENDITURES	\$1,547,660	\$5,438,409	\$3,564,762	\$0	\$0	\$2,116,365
REVENUE:						
Intergovernmental	\$288,251	\$0	\$212,385	\$0	\$0	\$0
Miscellaneous	1,396,691	0	336,037	0	0	67,977
Other Financing Sources:						
Local Revenue Fund 2011	22,031	327,968	545,265	0	0	476,248
State Fire Fund	195,645	697,544	367,156	0	0	521,521
Civil Automated Trust	0	0	115,436	0	0	77,563
Mental Health Fund	4,410,324	3,329,383	2,356,329	0	0	973,056
Parcel Map In-Lieu Fund	35,000	0	0	0	0	0
TOTAL REVENUE	\$6,347,942	\$4,354,895	\$3,932,607	\$0	\$0	\$2,116,365
NET GENERAL FUND COST	(\$4,800,282)	\$1,083,514	(\$367,845)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Due to significant declines in discretionary revenue sources, primarily property taxes from oil and gas properties, only one capital project is included in the recommended budget. All other outstanding project requests have been deferred and will be addressed as resources become available. The recommended budget includes one capital project for the completion of a security camera installation at juvenile hall, at no additional cost to the General Fund. Revenue for this budget unit includes \$1,701,049 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 \$1,701,049 has been budgeted in other financing uses.

THIS PAGE INTENTIONALLY LEFT BLANK



Trial Court Funding

Department Head: Ryan J. Alsop

Fund: General

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

Function: Public Protection

Activity: Judicial

Description of Major Services

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

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$16,556,892	\$17,165,381	\$16,610,466	\$18,583,960	\$18,583,960	\$18,583,960
TOTAL EXPENDITURES	\$16,556,892	\$17,165,381	\$16,610,466	\$18,583,960	\$18,583,960	\$18,583,960
REVENUE:						
Fines and Forfeitures	\$4,580,218	\$4,683,035	\$4,512,020	\$4,701,720	\$4,701,720	\$4,701,720
Intergovernmental	0	140,395	0	0	0	0
Charges for Services	4,467,697	4,421,487	4,213,192	4,497,185	4,497,185	4,497,185
Miscellaneous	531,643	386,820	560,452	670,000	670,000	670,000
TOTAL REVENUE	\$9,579,558	\$9,631,737	\$9,285,664	\$9,868,905	\$9,868,905	\$9,868,905
NET GENERAL FUND COST	\$6,977,334	\$7,533,644	\$7,324,802	\$8,715,055	\$8,715,055	\$8,715,055

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

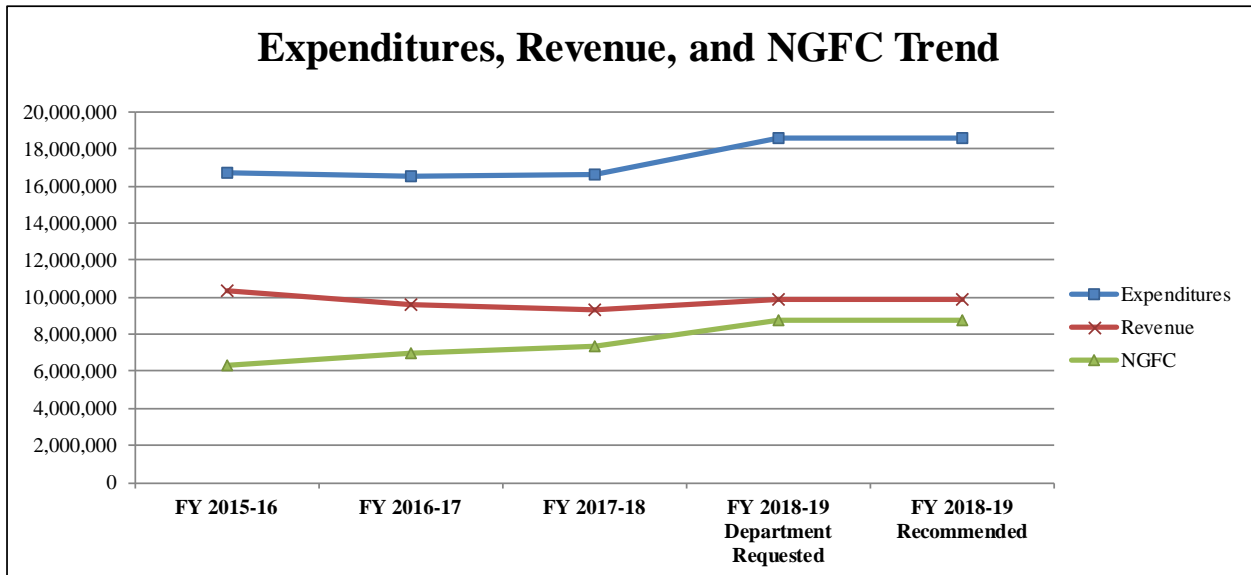
The majority of expenditures for this budget unit are associated to payments to the State for court operations, and the required maintenance of effort (MOE) payment effective when the municipal courts transitioned to the State. The courts collect fines, forfeitures, and traffic school fees that are deposited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

Budget Changes and Operational Impacts

The recommended budget, compared to FY 2017-18, will change as expenditures are anticipated to increase while revenue will remain largely unchanged. Services and supplies are expected to increase by approximately \$1.4 million from prior fiscal year adopted budget due to the increase in court facility repairs, for which the County is contractually required to pay a share. Revenue in this budget unit are for fines and forfeitures collected by the courts throughout the County, which fluctuate annually. At this time, collections are anticipated to remain consistent, but the state continues to face litigation, which may hamper the Court’s ability to collect fines and fees.

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

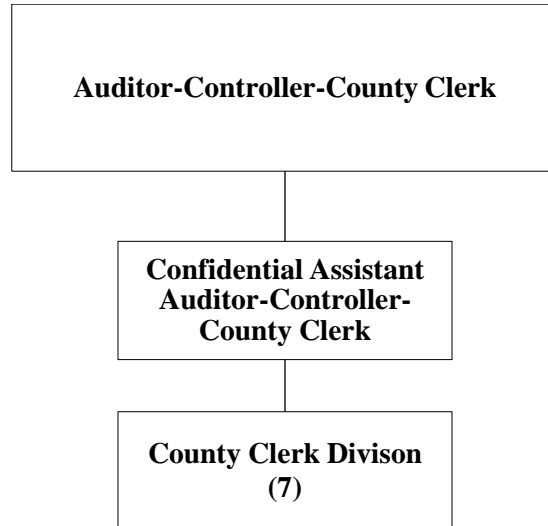
Public Protection



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 2016-17 and 2017-18 Accomplishments

- Issued approximately 4,320 marriage licenses.
- Received approximately 5,860 fictitious business name filings.
- Received approximately 2,300 CEQA filings.
- Processed approximately 550 clerk certificates and 520 notary public registrations.
- Implemented newly required credit card processing hardware to keep technology current and to limit the County’s liability.
- Collaborated with the Recorder’s Office and Auditor-Controller’s programming staff to provide shared access for documents creating improved processes for both offices.
- Created a new segment in the fictitious business name program for abandonments and withdrawals in order to improve efficiency for customers.

County Clerk

Department Head: Mary B. Bedard, Elected

Fund: County Clerk

Budget Unit: 2118

Function: Public Protection

Activity: Judicial

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.

Public Protection

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$0	\$0	\$150,835
Salaries and Benefits	371,082	437,574	422,553	491,330	491,330	505,178
Services and Supplies	165,755	228,226	51,159	57,306	57,306	57,306
Other Charges	0	0	239,988	180,610	180,610	180,610
Other Financing Uses	0	144,220	0	0	0	0
TOTAL EXPENDITURES	\$536,837	\$810,020	\$713,700	\$729,246	\$729,246	\$893,929
Expend. Reimb.	(\$30,434)	(\$12,000)	\$0	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$506,403	\$798,020	\$713,700	\$729,246	\$729,246	\$893,929
REVENUE:						
Licenses and Permits	\$199,471	\$200,000	\$260,834	\$250,000	\$250,000	\$250,000
Use of Money/Property	0	0	788	200	200	200
Charges for Services	530,406	450,000	488,586	456,001	456,001	456,001
Miscellaneous	58	0	0	0	0	0
Vital Statistics Fund	2,500	3,500	3,500	3,500	3,500	3,500
General Fund Contribution	0	0	144,220	0	0	0
TOTAL REVENUE	\$732,435	\$653,500	\$897,928	\$709,701	\$709,701	\$709,701
Less Available BSI *	\$0	(\$144,220)	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	(\$226,032)	\$300	N/A	N/A	N/A	N/A
NET FUND COST	N/A	N/A	(\$184,228)	\$19,545	\$19,545	\$184,228

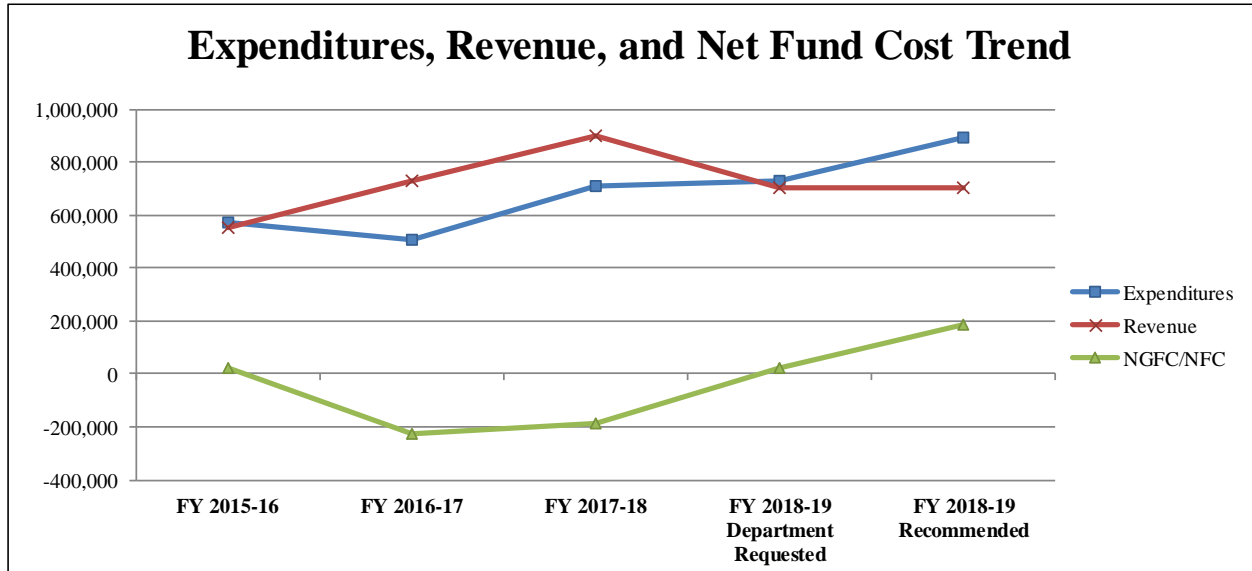
Major Expenditures and Revenue in 2018-19 Recommended Budget

The primary expenditures of the division are for staffing necessary to complete all assigned functions. Most of the revenue for the division is derived from marriage licenses, environmental impact processing fees and fictitious business name filings. While this budget unit is primarily funded by fees, all activity prior to FY 2017-18 was accounted for within the General Fund. In November 2017, the Auditor-Controller requested that the functions of County Clerk be separated to a new special revenue fund.

Budget Changes and Operational Impacts

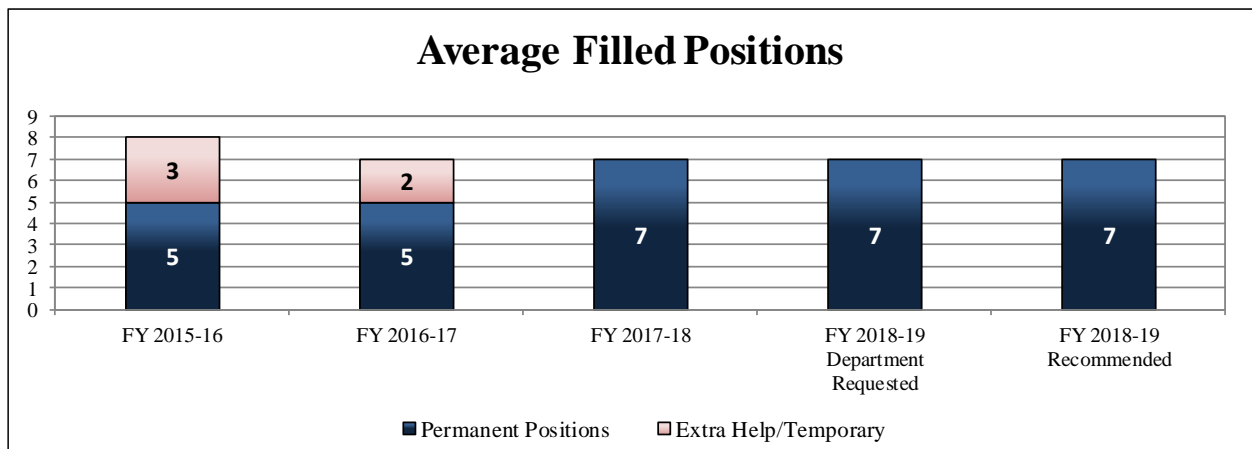
The recommended budget provides a level of funding to permit the County Clerk to continue serving the public without any impacts to service levels. The division has funded all authorized positions including the Accountant III position that was transferred from the Auditor-Controller in November 2017 to assist with direct supervision of staff. Charges for services are expected to level off as California Environmental Quality Act (CEQA) filings have stabilized. The recommended budget includes an increase in expenditures due to the appropriation of the \$184,228 available fund balance as of June 30, 2018, which the department will use towards operational costs.

Public Protection



Staffing Changes and Operational Impacts

The recommended budget will fund seven (7) permanent positions. One (1) Office Services Assistant position remains as an authorized part-time position servicing the Ridgecrest area.



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	5	5	7	7	7
Extra Help/Temporary	3	2	0	0	0
Total Positions	8	7	7	7	7
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	5	5	6	N/A	N/A
Extra Help/Temporary (FTE)	2	1	0	N/A	N/A
Total Positions	7	6	6	N/A	N/A
SALARIES & BENEFITS	\$399,938	\$371,082	\$422,553	\$491,330	\$505,178

Summary of Authorized Positions

The division has seven authorized permanent positions, all of which have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
County Clerk	7	0	0	7	7	0	7
Total	7	0	0	7	7	0	7

County Clerk	
<u>Classification</u>	
1	Accountant III-C
1	Fiscal Support Supervisor
1	Office Services Specialist
1	Office Services Assistant
3	Office Services Technician
7	Requested Total

Local Emergency Relief

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 2120

Function: Public Protection

Activity: Other Protection

Description of Major Services

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

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$1,000,000	\$0	\$1,000,000	\$500,000	\$500,000
TOTAL EXPENDITURES	\$0	\$1,000,000	\$0	\$1,000,000	\$500,000	\$500,000
NET GENERAL FUND COST	\$0	\$1,000,000	\$0	\$1,000,000	\$500,000	\$500,000

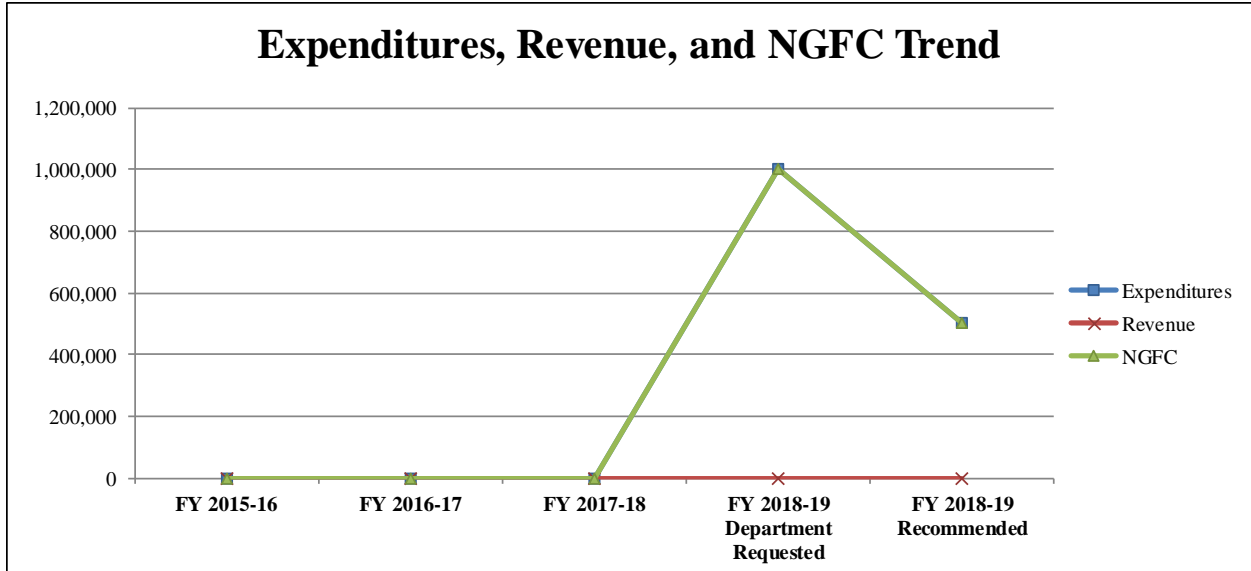
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 2017-18. Funding for FY 2018-19 is established to cover eligible unanticipated costs for locally declared emergencies.

Public Protection

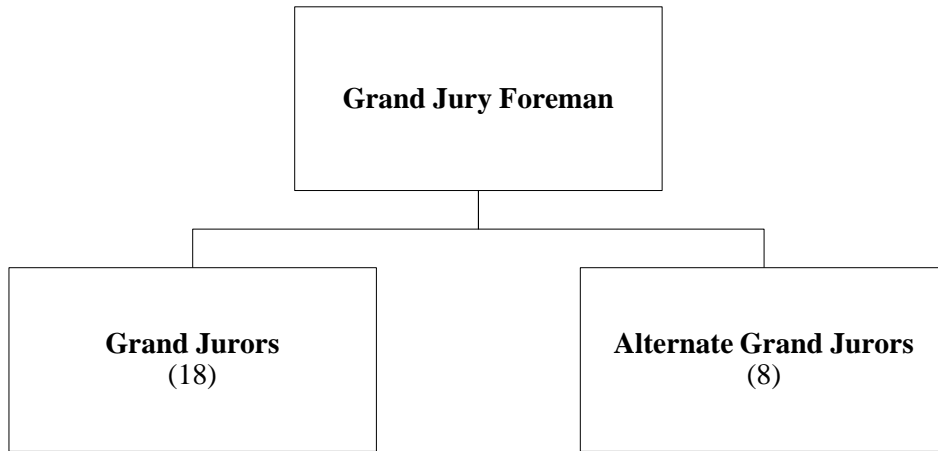


Mission Statement

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 2016-17 and 2017-18 Accomplishments

- In FY 2016-17, the Grand Jury received 42 complaints, issued 30 reports and completed one criminal indictment.
- In FY 2017-18, the Grand Jury received 36 complaints, issued 32 reports and completed one criminal indictment.

Grand Jury

Department Head: Grand Jury Foreman
 Fund: General
 Budget Unit: 2160

Function: Public Protection
 Activity: Judicial

Description of Major Services

The Grand Jury conducts civil and criminal investigations. The Grand Jury may examine the accounts and records of local government agencies and schools, and may inquire into possible criminal offenses, determining whether to return indictment charges in felony cases. Legal support is provided to the Grand Jury by the County Counsel's Office in civil matters and by the District Attorney's Office in criminal matters.

Summary of Expenditures and Revenue

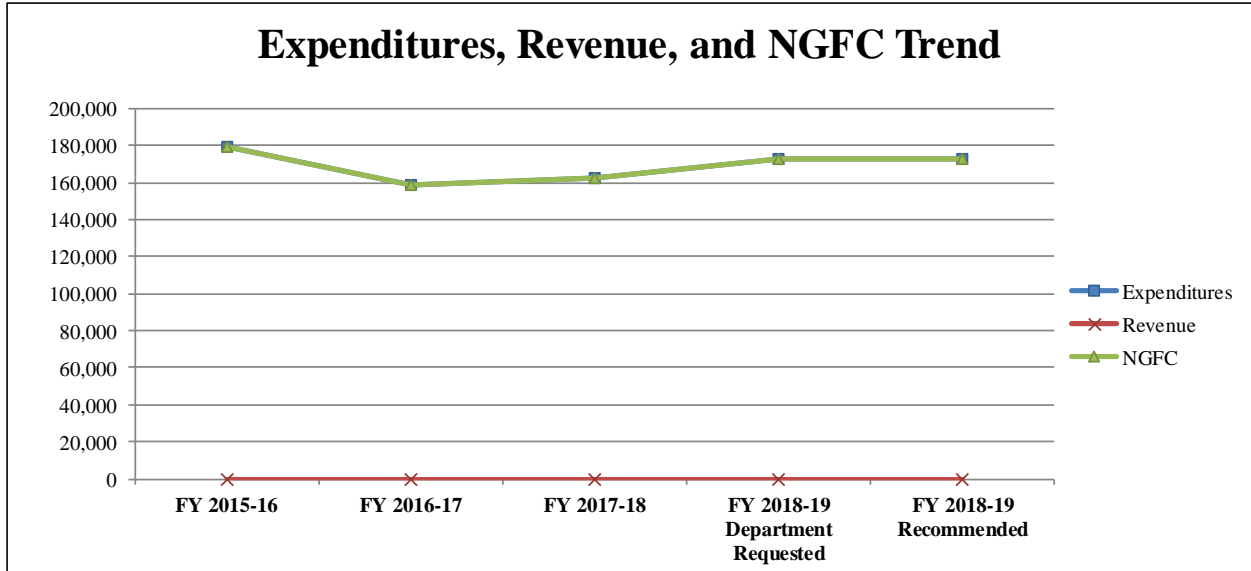
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$158,739	\$176,845	\$162,675	\$172,424	\$172,424	\$172,424
TOTAL EXPENDITURES	\$158,739	\$176,845	\$162,675	\$172,424	\$172,424	\$172,424
NET GENERAL FUND COST	\$158,739	\$176,845	\$162,675	\$172,424	\$172,424	\$172,424

Major Expenditures and Revenue in FY 2018-19 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

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 2.5% reduction in Net General Fund Cost allocation from FY 2017-18 Adopted Budget will be absorbed by a reduction in services and supplies with no significant impact to the department.



Public Protection

THIS PAGE INTENTIONALLY LEFT BLANK



Indigent Defense Program

Department Head: Ryan J. Alsop

Fund: General

Budget Unit: 2170

Function: Public Protection

Activity: Judicial

Description of Major Services

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

Public Protection

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$7,165,076	\$7,030,000	\$6,484,363	\$6,845,000	\$6,845,000	\$6,845,000
TOTAL EXPENDITURES	\$7,165,076	\$7,030,000	\$6,484,363	\$6,845,000	\$6,845,000	\$6,845,000
REVENUE:						
Intergovernmental	\$1,689,301	\$1,600,000	\$1,406,498	\$1,400,000	\$1,400,000	\$1,400,000
Charges for Services	196,076	210,000	185,964	225,000	225,000	225,000
TOTAL REVENUE	\$1,885,377	\$1,810,000	\$1,592,462	\$1,625,000	\$1,625,000	\$1,625,000
NET GENERAL FUND COST	\$5,279,699	\$5,220,000	\$4,891,901	\$5,220,000	\$5,220,000	\$5,220,000

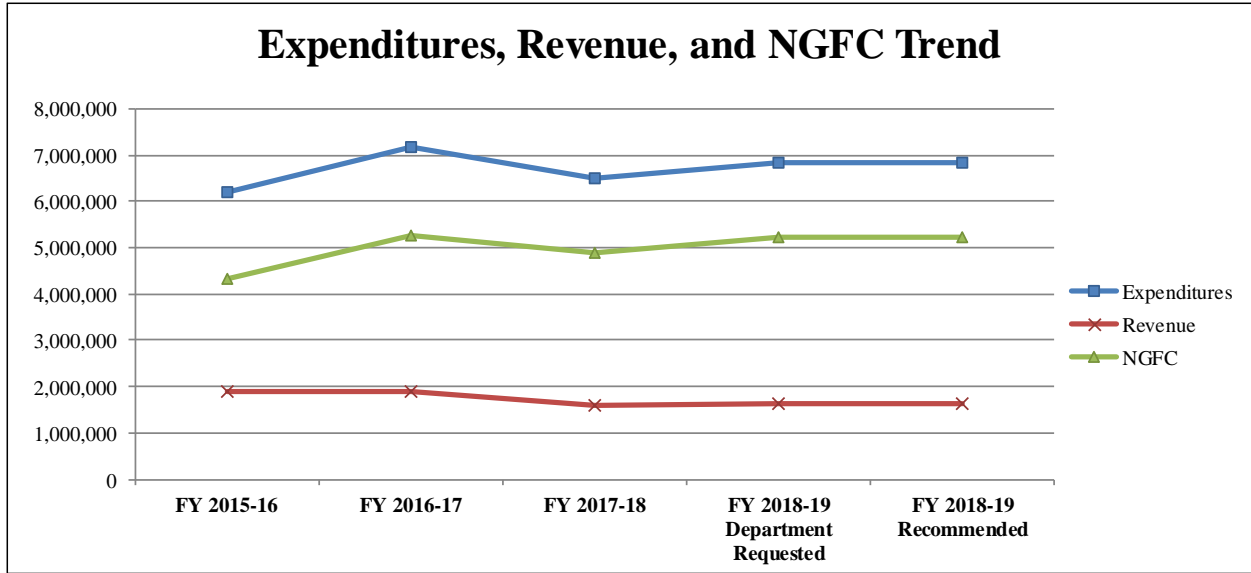
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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

Budget Changes and Operational Impacts

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

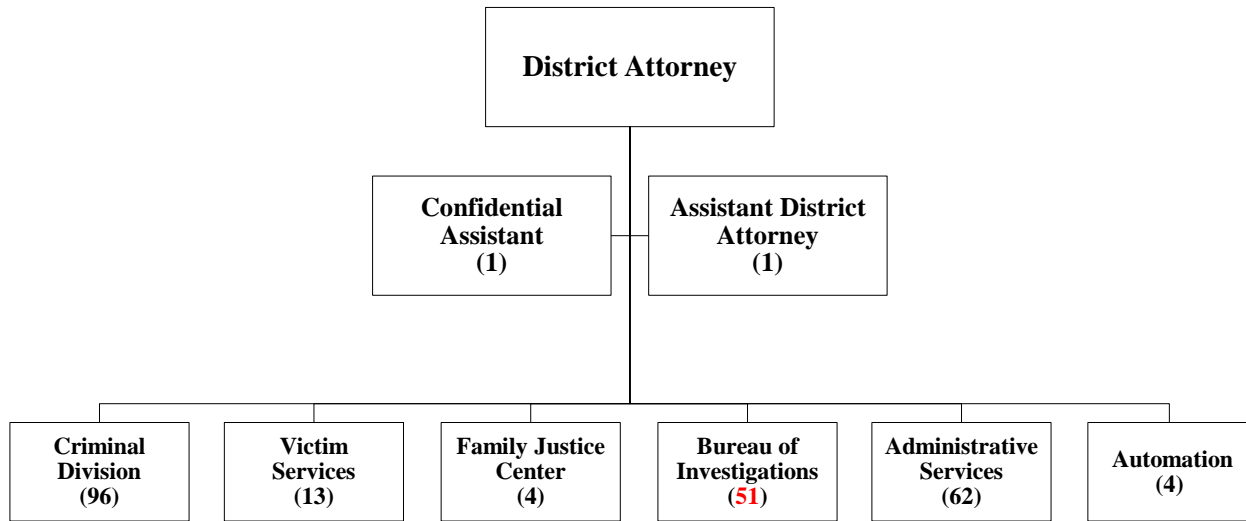
Public Protection



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 2016-17 and 2017-18 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.

District Attorney – Criminal Division

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2180

Public Protection

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$33,351,188	\$33,182,243	\$32,215,855	\$33,729,886	\$33,725,840	\$33,772,631
Services and Supplies	2,078,057	2,739,960	2,500,383	2,997,487	2,997,487	2,997,487
Capital Assets	0	0	23,290	0	0	0
Other Financing Uses	0	1,359,509	0	0	0	1,440,111
TOTAL EXPENDITURES	\$35,429,245	\$37,281,712	\$34,739,528	\$36,727,373	\$36,723,327	\$38,210,229
Expend. Reimb.	(\$116,775)	(\$147,000)	(\$111,938)	(\$147,000)	(\$147,000)	(\$147,000)
TOTAL NET EXPENDITURES	\$35,312,470	\$37,134,712	\$34,627,590	\$36,580,373	\$36,576,327	\$38,063,229
REVENUE:						
Fines and Forfeitures	\$0	\$25,000	\$600	\$45,000	\$45,000	\$45,000
Intergovernmental	6,665,061	5,878,586	5,955,061	6,821,003	6,821,003	6,821,003
Charges for Services	2,900,454	3,007,000	2,773,900	2,952,000	2,952,000	2,952,000
Miscellaneous	76,840	30,000	60,591	70,000	70,000	70,000
Other Financing Sources:						
2011 Realignment	2,516,782	2,860,584	2,443,946	3,042,417	3,038,371	3,038,334
Local Public Safety	5,723,935	5,689,055	5,689,055	5,575,274	5,575,274	5,575,274
Real Estate Fraud	628,800	600,000	551,845	600,000	600,000	600,000
D.A. Local Forfeiture Trust	0	30,000	0	30,000	30,000	30,000
D.A. Equipment/Automation	0	73,000	0	73,000	73,000	73,000
D.A. Court Ordered Penalties	500,000	770,000	700,000	980,000	980,000	980,000
TOTAL REVENUE	\$19,011,872	\$18,963,225	\$18,174,998	\$20,188,694	\$20,184,648	\$20,184,611
Less Available BSI *	\$0	(\$1,359,509)	\$0	\$0	\$0	(\$1,440,111)
NET GENERAL FUND COST	\$16,300,598	\$16,811,978	\$16,452,592	\$16,391,679	\$16,391,679	\$16,438,507
BSI Ending Balance *	\$1,059,446	N/A	\$1,359,509	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2018-19 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 \$5.57 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 realignment funds of approximately \$3 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

Budget Changes and Operational Impacts

The department submitted a requested budget at the adopted NGFC and required the use of \$591,056 in Budget Savings Incentive (BSI) credits towards ongoing staffing costs. The department has historically budgeted to use BSI toward staffing; however, attrition and fewer than planned filled positions has minimized the need for use of BSI. Last fiscal year the recommended budget included additional NGFC to mitigate the \$1.46 million in planned use of BSI for staffing. A resulting mitigation plan included holding positions vacant, contributing additional NGFC, and utilizing a portion of the department's BSI was developed. The department's submitted budget, and this recommendation, is still in alignment with this plan.

Salaries and benefits are expected to rise slightly in FY 2018-19 over the prior year as the department plans to fill positions historically vacant. In addition, services and supplies are expected to increase as costs associated with prosecution are often unknown, especially in high-profile cases. Total revenue is projected to be slightly higher than last fiscal year.

The recommended budget includes an additional \$46,828 in NGFC to offset the full one-time cost associated with the FY 2018-19 bonus payable to Service Employees International Union 521 employees in accordance with the agreement signed during the past fiscal year.

At the July 24th budget meeting the District Attorney spoke before the Board requesting two additional District Attorney Investigator positions be added to her budget so she may better investigate public integrity cases. These additional positions were not included in the Department's budget submission, nor was the request discussed with the County Administrative Office (CAO) prior to the meeting.

The CAO recommends the District Attorney prioritize the department's needs and utilize existing budget and salary savings to pay for any additional staffing deemed necessary. While the CAO does not recommend providing the District Attorney with any additional NGFC allocation, the Board could consider authorizing the additional Investigator position the Department is requesting, with a mid-year budget review by the CAO on funding availability for each of those new positions.

The Board referred the addition of the Investigator positions to the budget file on August 21, 2018. This document has been amended to reflect the additions. These positions will be funded by one-time sources, BSI and salary savings.

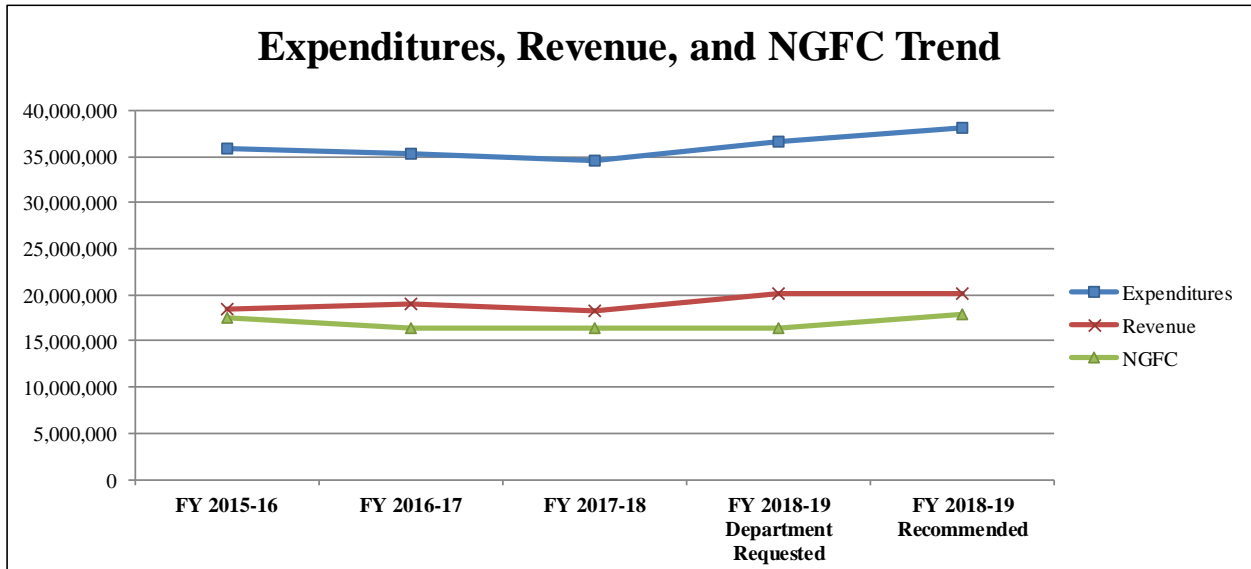
Public Protection

The County Administrative Office also recommends the Board consider the following:

- The District Attorney is an elected official and has the authority to deploy employees as necessary. As such, Investigators could be reassigned from other areas of the office to assist in the public integrity unit.
- The District Attorney could leverage the use of extra-help or retired employees to mitigate one-time or seasonal trends in workloads.
- The District Attorney’s Office has a regular practice of budgeting to fill positions for an entire year and not being able to, resulting in significant savings, as evidenced by ‘average filled positions’ chart below. If this trend continues, the department could absorb extra-help staff without the need for additional resources.

The recommended budget does not include any additional permanent Investigator positions.

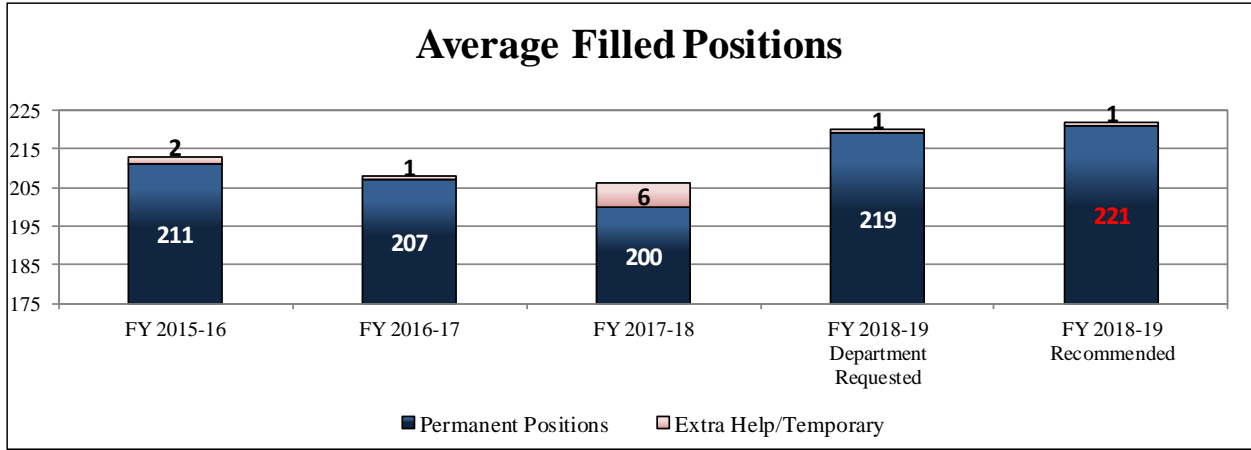
The amended budget does include the addition of the permanent Investigator positions.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 219 of the department’s 228 authorized positions. This staffing level relies on \$591,056 in one-time funding, BSI, and maintains a staffing level that exceeds the average filled positions during the past three years. The amended budget includes two additional Investigator positions, increasing the department’s total authorized positions to 230, of which 221 are funded.

Public Protection



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	211	207	200	219	221
Extra Help/Temporary	2	1	6	1	1
Total Positions	213	208	206	220	222
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	210	209	198	N/A	N/A
Extra Help/Temporary (FTE)	1	1	6	N/A	N/A
Total Positions	211	210	204	N/A	N/A
SALARIES & BENEFITS	\$33,234,411	\$33,351,188	\$32,215,855	\$33,729,886	\$33,772,631

Summary of Authorized Positions

The recommended budget includes funding for 219 of the department’s currently authorized 228 positions. The department will unfund nine positions which includes three (3) Deputy District Attorney positions; two (2) Victim/Witness Specialist I/II positions; one (1) Investigative Aide position; one (1) Fiscal Support Technician position; one (1) Legal Process Technician position; and one (1) Office Services Technician position, at an annual savings of approximately \$1 million. **The amended budget includes the addition of two (2) District Attorney Investigator positions, increasing the department’s authorized positions to 230, of which 221 are funded.**

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Criminal	96	0	0	96		93	3	96
Victim Services	13	0	0	13		11	2	13
Family Justice Center	4	0	0	4		4	0	4
Bureau of Investigation	49	2	0	51		50	1	51
Administration	62	0	0	62		59	3	62
Automation	4	0	0	4		4	0	4
Total	228	2	0	230		221	9	230

Public Protection

Bureau of Investigation	Criminal	Victim Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief District Attorney's Inv.	1 District Attorney	1 Program Coordinator
3 District Attorney's Lieutenant	1 Asst. District Attorney	11 Victim Witness Spec. I/II
23 District Attorney's Investigator	1 Confidential Assistant	1 Office Services Technician
2 Supervising Investigative Aide	1 Chief Deputy District Attorney	13 Requested Total
18 Investigative Aide	92 Deputy District Attorney	
2 Evidence Technician	96 Requested Total	
49 Current Total		
<u>Additions/Deletions</u>		
2 District Attorney's Investigator		
51 Requested Total		
Administrative Services	Family Justice Center	Automation
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Services Officer	1 Deputy District Attorney	1 Deputy District Attorney
1 Program Support Supervisor	1 Sr. Office Services Specialist	1 LAN Systems Administrator
2 Accountant	2 Victim Witness Spec. I/II	2 Sr. Information Systems Spec.
2 Fiscal Support Specialist	4 Requested Total	4 Requested Total
2 Fiscal Support Technician		
5 Paralegal		
6 Senior Legal Secretary		
20 Legal Secretary		
7 Legal Process Technician		
16 Office Services Technician		
62 Requested Total		

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

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

Objective 1: Reduce Crime and Improve Law Enforcement Services

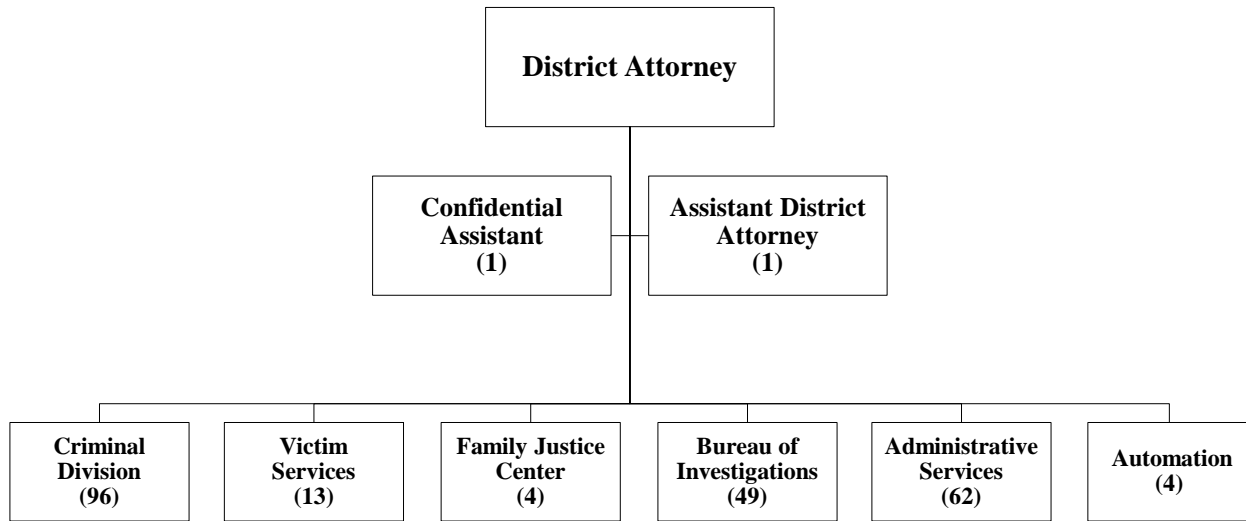
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of Felony Trials	188	204	175	167	175
Percentage of Felony Complaint Requests Filed as Felony	53.6%	40.8%	50%	39.3%	50%
Felony Trial Conviction Percentage	71.5%	71.1%	100%	72.5%	100%
Number of Misdemeanor Filings	27,690	27,148	27,000	19,570	27,000
Total State Prison Admissions per 100,000 Population	181	128	160	129	160

These measurements reflect the caseload and success of various prosecution efforts to reduce crime and provide for an effective system of justice.

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 2016-17 and 2017-18 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.

District Attorney – Criminal Division

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Judicial

Budget Unit: 2180

Public Protection

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$33,351,188	\$33,182,243	\$32,215,855	\$33,729,886	\$33,725,840	\$33,772,631
Services and Supplies	2,078,057	2,739,960	2,500,383	2,997,487	2,997,487	2,997,487
Capital Assets	0	0	23,290	0	0	0
Other Financing Uses	0	1,359,509	0	0	0	1,440,111
TOTAL EXPENDITURES	\$35,429,245	\$37,281,712	\$34,739,528	\$36,727,373	\$36,723,327	\$38,210,229
Expend. Reimb.	(\$116,775)	(\$147,000)	(\$111,938)	(\$147,000)	(\$147,000)	(\$147,000)
TOTAL NET EXPENDITURES	\$35,312,470	\$37,134,712	\$34,627,590	\$36,580,373	\$36,576,327	\$38,063,229
REVENUE:						
Fines and Forfeitures	\$0	\$25,000	\$600	\$45,000	\$45,000	\$45,000
Intergovernmental	6,665,061	5,878,586	5,955,061	6,821,003	6,821,003	6,821,003
Charges for Services	2,900,454	3,007,000	2,773,900	2,952,000	2,952,000	2,952,000
Miscellaneous	76,840	30,000	60,591	70,000	70,000	70,000
Other Financing Sources:						
2011 Realignment	2,516,782	2,860,584	2,443,946	3,042,417	3,038,371	3,038,334
Local Public Safety	5,723,935	5,689,055	5,689,055	5,575,274	5,575,274	5,575,274
Real Estate Fraud	628,800	600,000	551,845	600,000	600,000	600,000
D.A. Local Forfeiture Trust	0	30,000	0	30,000	30,000	30,000
D.A. Equipment/Automation	0	73,000	0	73,000	73,000	73,000
D.A. Court Ordered Penalties	500,000	770,000	700,000	980,000	980,000	980,000
TOTAL REVENUE	\$19,011,872	\$18,963,225	\$18,174,998	\$20,188,694	\$20,184,648	\$20,184,611
Less Available BSI *	\$0	(\$1,359,509)	\$0	\$0	\$0	(\$1,440,111)
NET GENERAL FUND COST	\$16,300,598	\$16,811,978	\$16,452,592	\$16,391,679	\$16,391,679	\$16,438,507
BSI Ending Balance *	\$1,059,446	N/A	\$1,359,509	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in 2018-19 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 \$5.57 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 realignment funds of approximately \$3 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109).

Budget Changes and Operational Impacts

The department submitted a requested budget at the adopted NGFC and required the use of \$591,056 in Budget Savings Incentive (BSI) credits towards ongoing staffing costs. The department has historically budgeted to use BSI toward staffing; however, attrition and fewer than planned filled positions has minimized the need for use of BSI. Last fiscal year the recommended budget included additional NGFC to mitigate the \$1.46 million in planned use of BSI for staffing. A resulting mitigation plan included holding positions vacant, contributing additional NGFC, and utilizing a portion of the department's BSI was developed. The department's submitted budget, and this recommendation, is still in alignment with this plan.

Salaries and benefits are expected to rise slightly in FY 2018-19 over the prior year as the department plans to fill positions historically vacant. In addition, services and supplies are expected to increase as costs associated with prosecution are often unknown, especially in high-profile cases. Total revenue is projected to be slightly higher than last fiscal year.

The recommended budget includes an additional \$46,828 in NGFC to offset the full one-time cost associated with the FY 2018-19 bonus payable to Service Employees International Union 521 employees in accordance with the agreement signed during the past fiscal year.

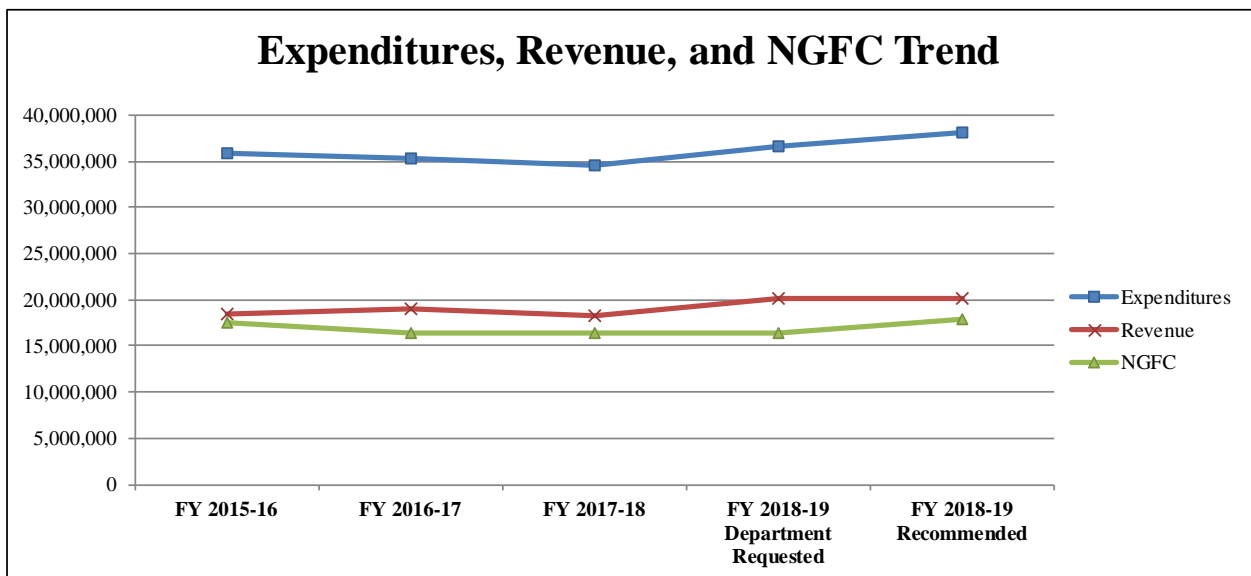
At the July 24th budget meeting the District Attorney spoke before the Board requesting two additional District Attorney Investigator positions be added to her budget so she may better investigate public integrity cases. These additional positions were not included in the Department's budget submission, nor was the request discussed with the County Administrative Office (CAO) prior to the meeting.

The CAO recommends the District Attorney prioritize the department's needs and utilize existing budget and salary savings to pay for any additional staffing deemed necessary. While the CAO does not recommend providing the District Attorney with any additional NGFC allocation, the Board could consider authorizing the additional Investigator positions the Department is requesting, with a mid-year budget review by the CAO on funding availability for each of those new positions.

The County Administrative Office also recommends the Board consider the following:

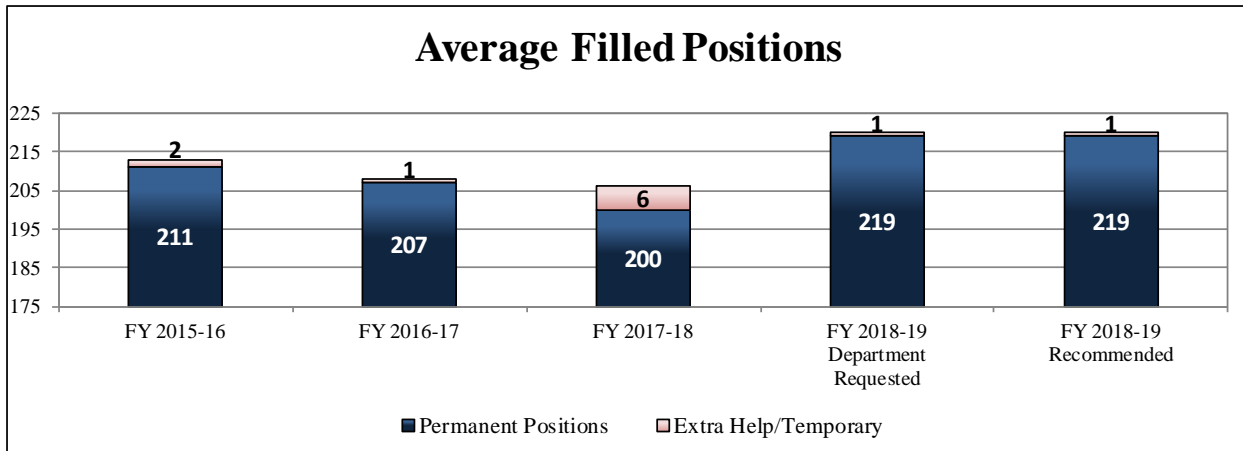
- The District Attorney is an elected official and has the authority to deploy employees as necessary. As such, Investigators could be reassigned from other areas of the office to assist in the public integrity unit.
- The District Attorney could leverage the use of extra-help or retired employees to mitigate one-time or seasonal trends in workloads.
- The District Attorney’s Office has a regular practice of budgeting to fill positions for an entire year and not being able to, resulting in significant savings, as evidenced by ‘average filled positions’ chart below. If this trend continues, the department could absorb extra-help staff without the need for additional resources.

The recommended budget does not include any additional permanent Investigator positions.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 219 of the department’s 228 authorized positions. This staffing level relies on \$591,056 in one-time funding, BSI, and maintains a staffing level that exceeds the average filled positions during the past three years.



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	211	207	200	219	219
Extra Help/Temporary	2	1	6	1	1
Total Positions	213	208	206	220	220
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	210	209	198	N/A	N/A
Extra Help/Temporary (FTE)	1	1	6	N/A	N/A
Total Positions	211	210	204	N/A	N/A
SALARIES & BENEFITS	\$33,234,411	\$33,351,188	\$32,215,855	\$33,729,886	\$33,772,631

Summary of Authorized Positions

The recommended budget includes funding for 219 of the department’s currently authorized 228 positions. The department will unfund nine positions which includes three (3) Deputy District Attorney positions; two (2) Victim/Witness Specialist I/II positions; one (1) Investigative Aide position; one (1) Fiscal Support Technician position; one (1) Legal Process Technician position; and one (1) Office Services Technician position, at an annual savings of approximately \$1 million.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Criminal	96	0	0	96	93	3	96
Victim Services	13	0	0	13	11	2	13
Family Justice Center	4	0	0	4	4	0	4
Bureau of Investigation	49	0	0	49	48	1	49
Administration	62	0	0	62	59	3	62
Automation	4	0	0	4	4	0	4
Total	228	0	0	228	219	9	228

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	11 Victim Witness Spec. I/II
23 District Attorney's Investigator	1 Confidential Assistant	1 Office Services Technician
2 Supervising Investigative Aide	1 Chief Deputy District Attorney	13 Requested Total
18 Investigative Aide	92 Deputy District Attorney	
2 Evidence Technician	96 Requested Total	
49 Requested Total		
Administrative Services	Family Justice Center	Automation
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Services Officer	1 Deputy District Attorney	1 Deputy District Attorney
1 Program Support Supervisor	1 Sr. Office Services Specialist	1 LAN Systems Administrator
2 Accountant	2 Victim Witness Spec. I/II	2 Sr. Information Systems Spec.
2 Fiscal Support Specialist	4 Requested Total	4 Requested Total
2 Fiscal Support Technician		
5 Paralegal		
6 Senior Legal Secretary		
20 Legal Secretary		
7 Legal Process Technician		
16 Office Services Technician		
62 Requested Total		

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

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

Objective 1: Reduce Crime and Improve Law Enforcement Services

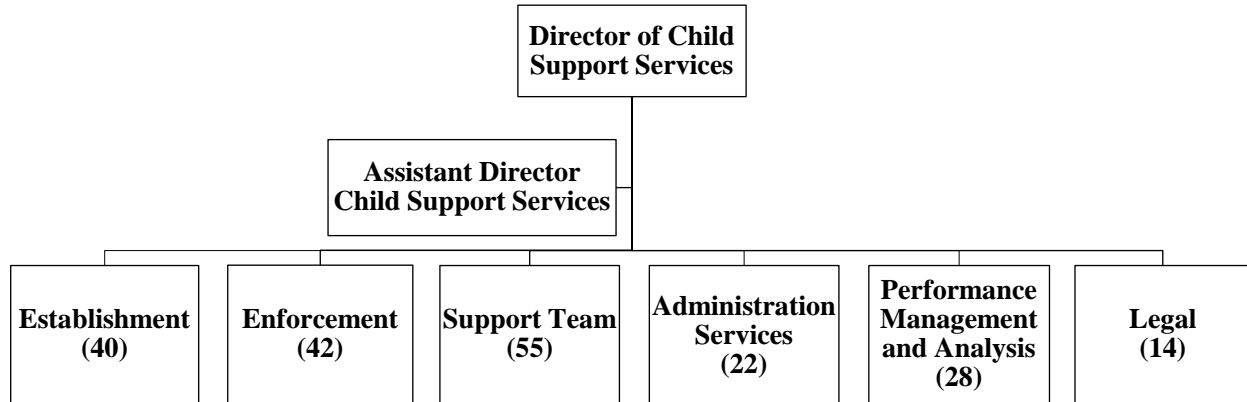
<u>Measurement</u>	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of Felony Trials	188	204	175	167	175
Percentage of Felony Complaint Requests Filed as Felony	53.6%	40.8%	50%	39.3%	50%
Felony Trial Conviction Percentage	71.5%	71.1%	100%	72.5%	100%
Number of Misdemeanor Filings	27,690	27,148	27,000	19,570	27,000
Total State Prison Admissions per 100,000 Population	181	128	160	129	160

These measurements reflect the caseload and success of various prosecution efforts to reduce crime and provide for an effective system of justice.

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 2016-17 and 2017-18 Accomplishments

- Served approximately 54,039 children in the County, and distributed \$79,884,156 in child support payments in Federal Fiscal Year 2017.
- Partnered with Delano Community Connections Center to provide direct services to the community of Delano. Staff from Bakersfield drives to Delano monthly to provide direct child support services.
- Recognized by the Acting Director of the California Department of Child Support Services in March of 2018 for decreasing the average number of days from opening a new case and obtaining an order for support in federal fiscal year 2016-17.
- Hosted the 8th annual Health and Wellness Fair in August 2017 in collaboration with the Kern County Bar Association Charitable Foundation, one of its many community events and partnerships.

Child Support Services

Department Head: Elizabeth Chavez

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

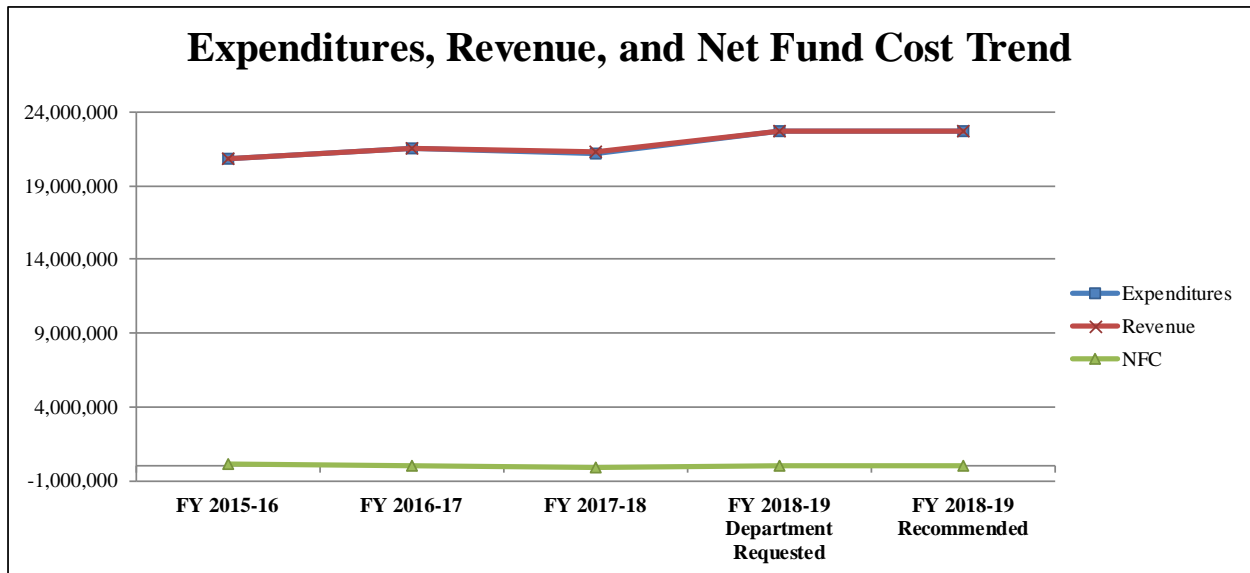
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$17,015,272	\$17,924,068	\$16,547,588	\$18,241,510	\$18,241,510	\$18,241,510
Services and Supplies	3,967,179	3,830,461	3,770,525	3,718,549	3,718,549	3,718,549
Other Charges	601,479	888,458	878,424	684,460	684,460	684,460
Capital Assets	0	0	26,392	0	0	0
TOTAL EXPENDITURES	\$21,583,930	\$22,642,987	\$21,222,929	\$22,644,519	\$22,644,519	\$22,644,519
REVENUE:						
Use of Money/Property	\$28,298	\$22,165	\$34,323	\$23,382	\$23,382	\$23,382
Intergovernmental	21,549,212	22,619,722	21,290,881	22,619,722	22,619,722	22,619,722
Miscellaneous	1,920	1,100	1,797	1,415	1,415	1,415
TOTAL REVENUE	\$21,579,430	\$22,642,987	\$21,327,001	\$22,644,519	\$22,644,519	\$22,644,519
NET FUND COST	\$4,500	\$0	(\$104,072)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2018-19 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 related to services and supplies are anticipated to decrease slightly due to the department’s planned move from their current 18th street location to a new location on Sillect Avenue, which is better suited to serve their clients. Salaries and benefits are anticipated to increase and the department plans to fill additional positions. All expenditures against approved state allocations are fully reimbursable and the recommended budget continues to allow the department to operate at zero Net County Cost.

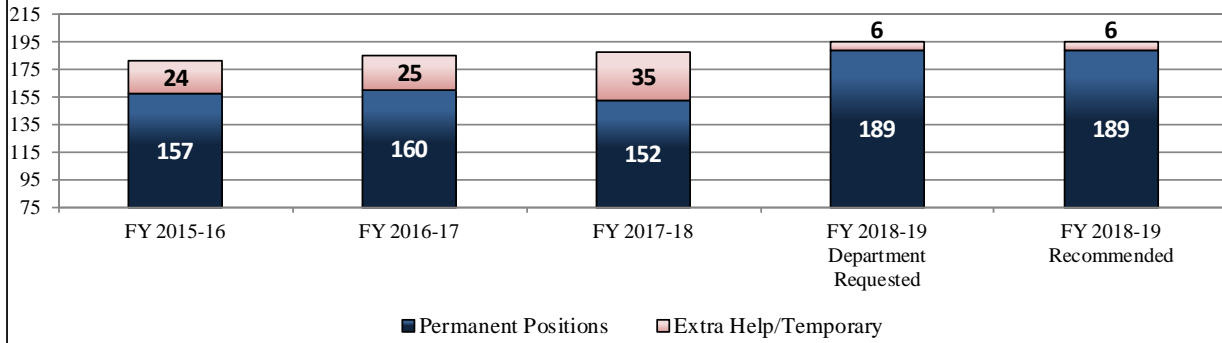


Staffing Changes and Operational Impacts

The recommended budget includes the addition of 15 positions and deletion of three resulting in an increase of authorized positions from 191 to 203. The recommended budget proposes adding two (2) Administrative Coordinator positions, one (1) Help Desk Technician position, one (1) Graphic Artist position, two (2) Office Services Technician positions, and nine (9) Child Support Customer Service Representative positions while deleting one (1) Marketing and Promotions Associate position, one (1) Fiscal Support Technician position, and one (1) Office Services Assistant position, at an annual cost of approximately \$1 million.

The department will hold the following positions vacant and unfunded: ten (10) Child Support Officer I/II/III positions; one (1) Program Specialist I/II position; one (1) Fiscal Support Specialist position; one (1) Supervising Departmental Analyst position; and one (1) Departmental Analyst position, at an annual savings of approximately \$1.4 million.

Average Filled Positions



Public Protection

4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	157	160	152	189	189
Extra Help/Temporary	24	25	35	6	6
Total Positions	181	185	187	195	195
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	157	160	150	N/A	N/A
Extra Help/Temporary (FTE)	22	25	42	N/A	N/A
Total Positions	179	185	192	N/A	N/A
SALARIES & BENEFITS	\$16,643,551	\$17,015,272	\$16,547,588	\$18,241,510	\$18,241,510

Summary of Authorized Positions

The recommended budget includes 203 authorized positions through the addition of 15 positions and the deletion of three, of which 189 positions have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	12	4	(1)	15	14	1	15
Establishment	40	0	0	40	33	7	40
Enforcement	42	0	0	42	40	2	42
Support Team	45	11	(1)	55	54	1	55
Administrative Services	10	0	(1)	9	9	0	9
Performance Management and Analysis	28	0	0	28	25	3	28
Legal	14	0	0	14	14	0	14
Total	191	15	(3)	203	189	14	203

Administration	Performance Management and Analysis	Administrative Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Program Manager	1 Administrative Services Officer
1 Assistant Director	1 Supervising Child Support Officer	1 Administrative Coordinator
1 Marketing and Promotions Associate	4 Child Support Officer IV	1 Accountant I/II/III
1 Technical Services Supervisor	1 Supervising Departmental Analyst	1 Storekeeper
1 Systems Analyst I/II	3 Departmental Analyst I/II	1 Fiscal Support Supervisor
2 Information Services Specialist I/II/III/Senior	15 Child Support Officer I/II/III	4 Fiscal Support Technician
1 Office Services Coordinator	1 Supervising Development Specialist	1 Utility Worker
1 Office Services Specialist	2 Child Support Staff Development Specialist	10 Current Total
3 Program Specialist I/II	28 Requested Total	
<hr/> 12 Current Total		
<u>Additions/Deletions</u>		<u>Additions/Deletions</u>
(1) Marketing and Promotions Associate		(1) Fiscal Support Technician
2 Administrative Coordinator		9 Requested Total
1 Help Desk Technician		
1 Graphic Artist		
<hr/> 15 Requested Total		
Support Team	Establishment	Enforcement
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Program Manager	1 Program Manager	1 Program Manager
2 Supervising Child Support Officer	3 Supervising Child Support Officer	5 Supervising Child Support Officer
1 Child Support Officer I/II/III	3 Child Support Officer IV	6 Child Support Officer IV
1 Senior Office Services Specialist	31 Child Support Officer I/II/III	30 Child Support Officer I/II/III
13 Customer Service Representative	2 Investigative Aide	42 Requested Total
2 Senior Customer Service Representative	40 Requested Total	
1 Fiscal Support Supervisor		
5 Fiscal Support Specialist		
1 Supervising Child Support Customer Service Officer		
6 Office Services Specialist		
12 Office Services Assistant		
<hr/> 45 Current Total		
<u>Additions/Deletions</u>		
(1) Office Services Assistant		
2 Office Services Technician		
9 Customer Service Representative		
<hr/> 55 Requested Total		
Legal		
<u>Classification</u>		
1 Chief Child Support Attorney		
7 Child Support Attorney I/II/III/IV/V		
2 Senior Paralegal/Paralegal		
4 Legal Secretary		
<hr/> 14 Requested Total		

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Ensure every child has the opportunity to become self-sufficient and independent, and have the opportunity for optimum health

Objective 1: Increase the financial resources available to properly support children.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Projected*	2018-19 Goal
Percentage of current support collected	61.22%	60.97%	62.00%	62.32%	63.00%
Percentage of cases with arrearage collections	58.84%	58.25%	61.46 %	54.96%	62.00%
Total distributed child support collections	\$78,996,313	\$79,884,156	\$80,000,00	\$80,607,201	\$81,000,000

The above figures are Federal fiscal performance measures used to determine the State's funding and measure program success. They demonstrate the department's ability to collect and distribute child support on current support owed and arrears. Collections on current support and past due balances are essential to improving the financial wellbeing of children. Consistent support allows a family to meet basic needs and reduces the reliance on public assistance. Increased percentages indicate more money reaching families as regular monthly support.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Projected*	2018-19 Goal
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established	101.92%	103.10%	103.00%	105.31%	105.00%
Percentage of open cases with support orders	88.40%	90.83%	91.00%	90.44%	92.00%

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

Goal 2: Promote fiscal responsibility in operations

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Projected*	2018-19 Goal
Amount of child support collected for every dollar expended	\$3.80	\$3.69	\$3.76	\$3.87	\$3.85

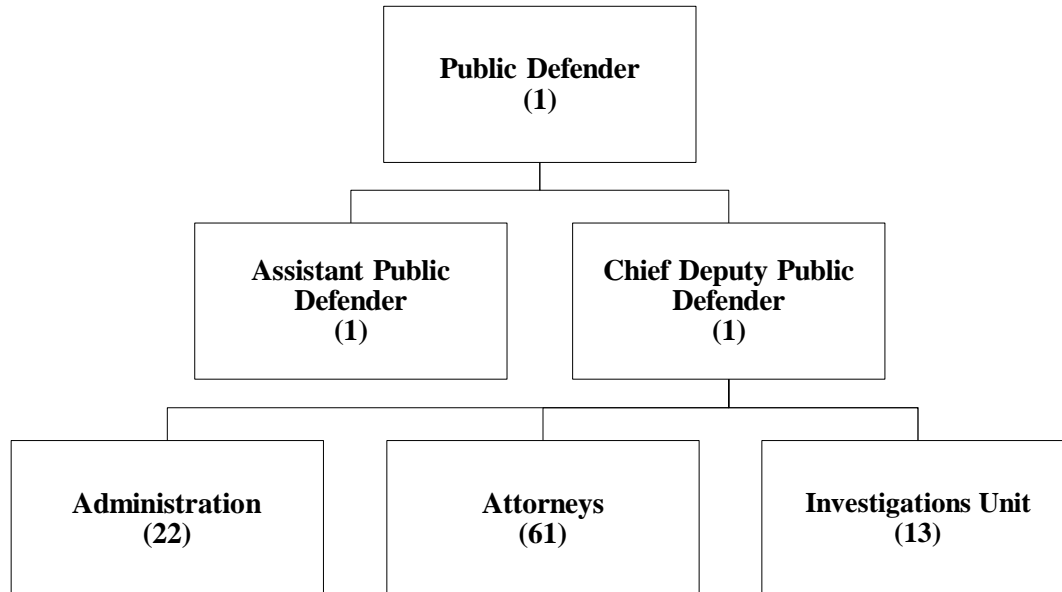
Cost effectiveness is a comparison of total child support dollars collected to total dollars expended, which demonstrates the department's efficient use of federal and State funding. Actual performance exceeded.

*Reported figures above are based on the Federal fiscal year, which runs from October 1st through September 30th. As such FY 2017-18 figures are not yet final.

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 2016-17 and 2017-18 Accomplishments

- In FY 2016-17 the department represented clients in nearly three-fourths of all felony trials conducted in Kern County.
- Often, the Public Defender clients that went to trial either won full acquittals or were convicted of fewer (or lesser) offenses than charged.
- In FY 2016-17 the department was assigned to 17,898 new felony and misdemeanor cases. This does not include the thousands more involving probation revocation, juvenile dependency and delinquency, conservatorships, and prison cases.
- In FY 2017-18 the department committed greater resources to protect the County's most vulnerable populations by reassigning attorneys to the juvenile and conservatorship units.

Public Defender

Department Head: Pam Singh

Fund: General

Budget Unit: 2190

Function: Public Protection

Activity: Judicial

Description of Major Services

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

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$14,442,086	\$15,782,636	\$14,315,415	\$15,455,366	\$15,455,366	\$15,497,328
Services and Supplies	863,025	1,283,225	879,460	1,283,225	1,283,225	1,283,225
Other Financing Uses	0	1,980,243	0	0	0	2,374,153
TOTAL EXPENDITURES	\$15,305,111	\$19,046,104	\$15,194,875	\$16,738,591	\$16,738,591	\$19,154,706
REVENUE:						
Intergovernmental	\$737,244	\$627,954	\$699,336	\$630,258	\$630,258	\$630,258
Charges for Services	1,942,150	2,075,000	2,306,917	1,908,916	1,908,916	1,908,916
Other Financing Sources:						
Local Public Safety	4,810,627	4,781,310	4,781,311	4,685,684	4,685,684	4,685,684
2011 Realignment	1,302,479	1,374,424	1,260,348	1,511,738	1,511,738	1,511,717
TOTAL REVENUE	\$8,792,515	\$8,858,688	\$9,047,912	\$8,736,596	\$8,736,596	\$8,736,575
Less Available BSI *	\$0	(\$1,980,243)	\$0	\$0	\$0	(\$2,374,153)
NET GENERAL FUND COST	\$6,512,596	\$8,207,173	\$6,146,963	\$8,001,995	\$8,001,995	\$8,043,978
BSI Ending Balance *	\$1,123,845	N/A	\$1,980,243	N/A	N/A	N/A

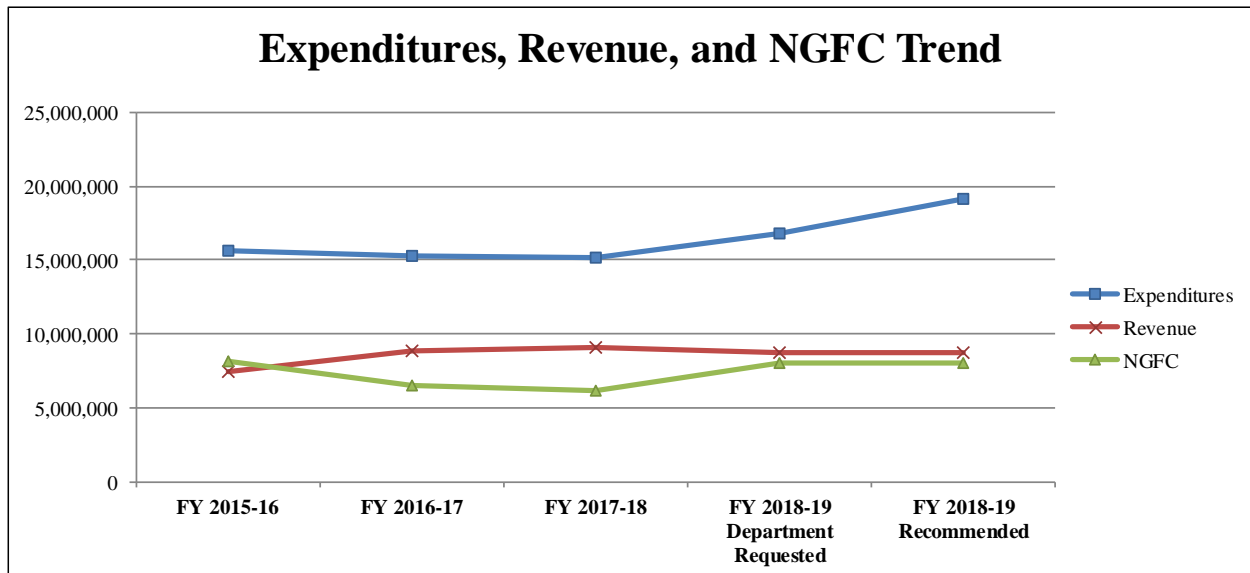
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 \$4.6 million of Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment to mitigate the impacts of the State prison realignment under Assembly Bill 109. The department has a balance of \$2,374,153 of accumulated Budget Savings Incentive (BSI) credits.

Budget Changes and Operational Impacts

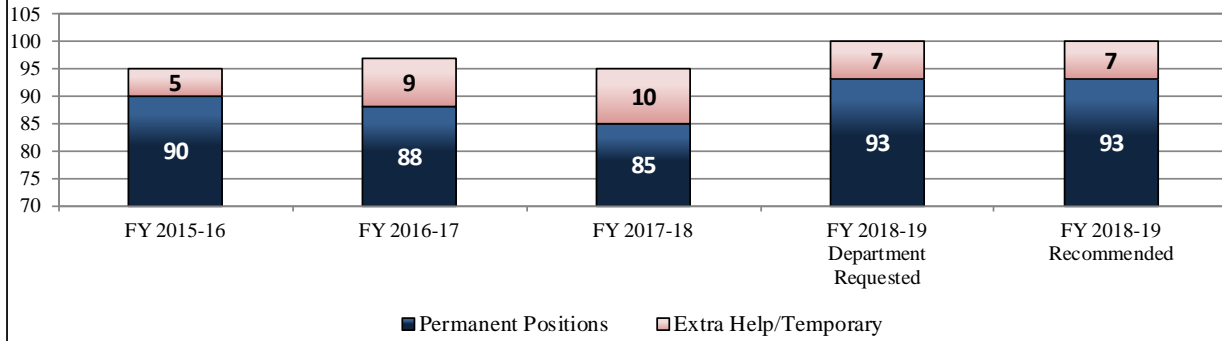
The recommended budget provides an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court and will allow the department to retain all of its accumulated BSI credits. Services and supplies are expected to increase due to the unpredictable 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 historic prudent budget practices that result in unspent appropriations at fiscal year-end and due to holding only a single annual recruitment for attorneys, which often results in significant salary savings.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for 93 of the department’s 98 current authorized positions and includes the addition of six (6) positions and deletion of five (5) positions, increasing the department’s total authorized positions to 99. The department will unfund six positions, one (1) Chief Public Defender Investigator position, one (1) Public Defender Investigator position, one (1) Chief Deputy Public Defender position, and three (3) Deputy Public Defender I-V positions. The department will rely on extra help Deputy Public Defender positions throughout the year to mitigate the effects of attrition. Even as the department unfunds six positions, salaries and benefits are anticipated to be higher than the current year due to the department’s intention to fill positions that have been historically vacant.

Average Filled Positions



Public Protection

4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	90	88	85	93	93
Extra Help/Temporary	5	9	10	7	7
Total Positions	95	97	95	100	100
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	89	88	85	N/A	N/A
Extra Help/Temporary (FTE)	4	11	14	N/A	N/A
Total Positions	93	99	99	N/A	N/A
SALARIES & BENEFITS	\$14,643,222	\$14,442,086	\$14,315,415	\$15,455,366	\$15,497,328

Summary of Authorized Positions

The department has 98 authorized positions, the deletion of two (2) Legal Secretary positions, two (2) Office Services Technician positions, and one (1) Senior Office Services Specialist position and addition of four (4) Senior Legal Secretary positions, one (1) Paralegal, and one (1) Administrative Coordinator position are recommended resulting in a new authorized total of 99 positions, of which 93 are planned to be filled during the fiscal year as indicated below. The department submitted their budget with the addition of an Administrative Services Officer position and subsequent deletion of the current Business Manager position once vacant, but this request is not included in the recommended budget because the existing position was determined to be sufficient for a department of this size and complexity.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	21	6	(5)	22	22	0	22
Attorneys	64	0	0	64	60	4	64
Investigations	13	0	0	13	11	2	13
Total	98	6	(5)	99	93	6	99

Administration	Misdemeanor and Felony Trials	Investigations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Business Manager	1 Public Defender	1 Chief Public Defender Inv.
1 Sr. Office Services Specialist	1 Assistant Public Defender	11 Investigator I - Senior
1 Sr. Legal Secretary	1 Chief Deputy Public Defender	1 Public Defender Inv. Aide
5 Legal Secretary	61 Deputy Public Defender I-V	13 Requested Total
10 Office Services Technician	64 Requested Total	
3 Office Services Assistant		
21 Current Total		
<u>Additions/(Deletions)</u>		
(2) Legal Secretary		
(2) Office Services Technician		
(1) Sr. Office Services Specialist		
4 Sr. Legal Secretary		
1 Paralegal		
1 Administrative Coordinator		
22 Requested Total		

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Provide for the Vigorous Defense of Indigent Persons Accused of a Crime by the Government as Mandated by the Sixth Amendment to the United States Constitution, and Represent Children Adjudged Dependents of the Court Based on Abuse or Neglect.

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

Measurement	2015-16	2016-17	2017-18	2017-18	2018-19
	Actual	Actual	Goal	Actual	Goal
Percentage of Felony and Misdemeanor Trials Not Guilty as Charged	53.4%	52.9%	60%	55%	60%
Total Number of Cases Appointed to the Public Defender's Office by the Judicial System, plus accepted indigent requests	46,853	39,479	38,000	32,773	32,500
Total Number of Dependency Case Appointments	3,042	2,666	2,500	2,503	2,500
Number of Felony Trials (New Performance Measure as of FY 2017-18)	N/A	N/A	145	127	145

Starting with FY 2017-18, the department began reporting the number of felony trials conducted each year. Substantial resources are expended in the area of felony trials which are a significant measure of the goal and effectiveness of its lawyers, and the vigorous defense of their clients. In FY 2017-18, the department's attorneys engaged in 127 felony (and conservatorship) jury trials. Of all combined misdemeanor and felony jury trials, fifty-five percent (55%) of the department's clients won a full acquittal, a hung jury, or convictions of fewer (or lesser) offenses than charged.

Statistical data indicates the department lawyers and staff performed at high levels both in the volume of cases handled and the outcomes achieved for their clients. The case increase from 2014 to 2016 reflects the voluminous Proposition 47 petitions to reduce non-violent felony convictions to misdemeanors. By FY 2016-17, and 2017-18, the number of individuals qualified for relief had decreased given the department's vigorous efforts the previous two years.

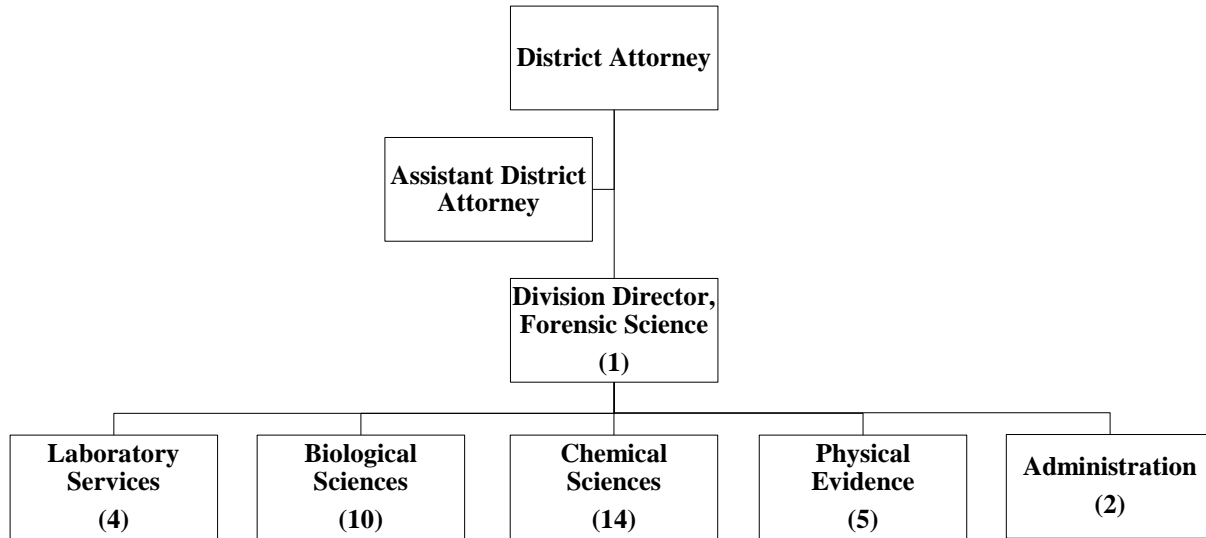
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- The lab continues to maintain full accreditation under International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) requirements 17025:2005 for both testing and calibration services.
- During FY 2017-18 the lab maintained accreditation to ISO/IEC 17025:2017 for crime scene investigation and FBI quality assurance standards for DNA services.
- DNA Case backlog has been reduced by 75% by continuing to leverage the speed and capacity of the TrueAllele DNA system.
- The firearm and toolmark unit recently acquired and are validating an imaging database for fired evidence which will be available to law enforcement beginning in June of 2018.

District Attorney – Forensic Science

Department Head: Lisa Green, Elected

Function: Public Protection

Fund: General

Activity: Police Protection

Budget Unit: 2200

Public Protection

Description of Major Services

Functions performed by the forensic laboratory (lab) include activities such as comparison of hair, blood pattern analysis, impression evidence analysis, and ballistics comparisons. The lab is currently accredited by ISO/IEC under standards 17020:2012 and 17025:2017. These accreditation standards dictate an enhanced level of service and separation of duties.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,529,127	\$4,804,953	\$4,419,114	\$4,515,837	\$4,515,837	\$4,532,518
Services and Supplies	1,755,917	2,073,173	1,629,084	1,689,927	1,689,927	1,689,927
Capital Assets	64,725	300,000	284,257	579,465	579,465	579,465
Other Financing Uses	0	995,617	0	0	0	1,111,480
TOTAL EXPENDITURES	\$6,349,769	\$8,173,743	\$6,332,455	\$6,785,229	\$6,785,229	\$7,913,390
REVENUE:						
Fines and Forfeitures	\$0	\$120,000	\$0	\$100,000	\$100,000	\$100,000
Intergovernmental	549,179	656,788	167,266	258,507	258,507	258,507
Miscellaneous	4,866	254,836	254,851	404,836	404,836	404,836
Other Financing Sources:						
2011 Realignment	181,720	177,975	184,491	190,156	190,156	190,151
DNA Identification	150,000	100,000	125,000	100,000	100,000	100,000
Local Public Safety	212,581	211,285	211,185	207,060	207,060	207,060
Criminalist Laboratories	0	354,429	300,000	354,429	354,429	354,429
TOTAL REVENUE	\$1,098,346	\$1,875,313	\$1,242,793	\$1,614,988	\$1,614,988	\$1,614,983
Less Available BSI *	\$0	(\$995,617)	\$0	\$0	\$0	(\$1,111,480)
NET GENERAL FUND COST	\$5,251,423	\$5,302,813	\$5,089,662	\$5,170,241	\$5,170,241	\$5,186,927
BSI Ending Balance *	\$851,496	N/A	\$995,617	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to achieve the department's mission of providing local law enforcement agencies with scientific analysis and testing. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$207,060 in Local Public Safety Funds (Proposition 172), \$258,507 from the State primarily for the elimination of the DNA backlog, an allocation of 2011 realignment funds to mitigate impacts of the State prison realignment under Assembly Bill 109, and other revenue derived from fines and forfeitures.

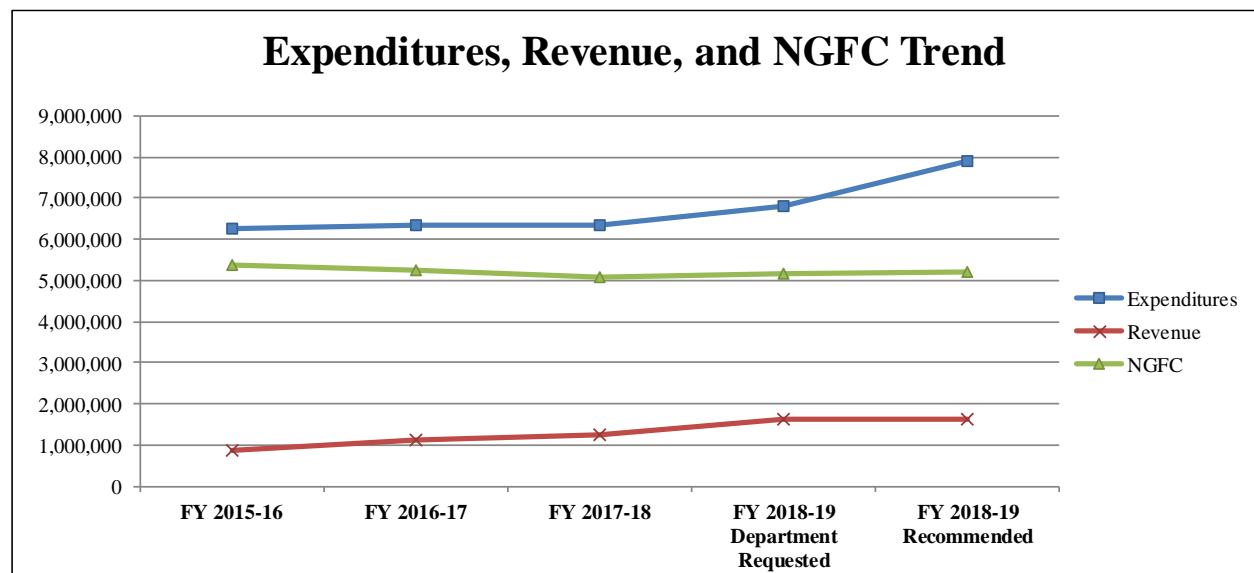
During FY 2017-18, the department sought additional revenue through the recovery of costs related to laboratory testing for driving under the influence (DUI) convictions via two sources that should be fully implemented in FY 2018-19. On June 6, 2017, the Board of Supervisors adopted a resolution allowing for an additional \$50 fee per DUI conviction to be recovered and transferred to the Lab to offset the costs of performing DUI testing. In late FY 2017-18, this fee was implemented by the Courts. The second source of cost recovery related to DUI testing, and recognized as miscellaneous revenue, is from billing law enforcement agencies at the end of each fiscal year for the unrecovered portion of testing.

Budget Changes and Operational Impacts

Salaries and benefits will be similar to FY 2017-18 as the department will maintain status quo staffing by unfunding two positions that remained vacant during the prior fiscal years. Services and supplies, which is primarily comprised of consumable supplies for laboratory testing and service contracts necessary to properly maintain the high-tech equipment, will remain similar to prior years. The department has also budgeted to purchase three capital assets focused on increasing DNA processing capability, adding compounds to drug screen panels, and overall increasing automation and efficiency. The department will commit \$329,680 of the current \$1,111,480 in budget savings incentive (BSI) credit balance to offset the one-time costs associated with the capital assets.

The recommended budget includes an additional \$16,686 in NGFC to offset the full one-time cost associated with the FY 2018-19 bonus payable to Service Employees International Union 521 employees in accordance with the agreement signed during the past fiscal year.

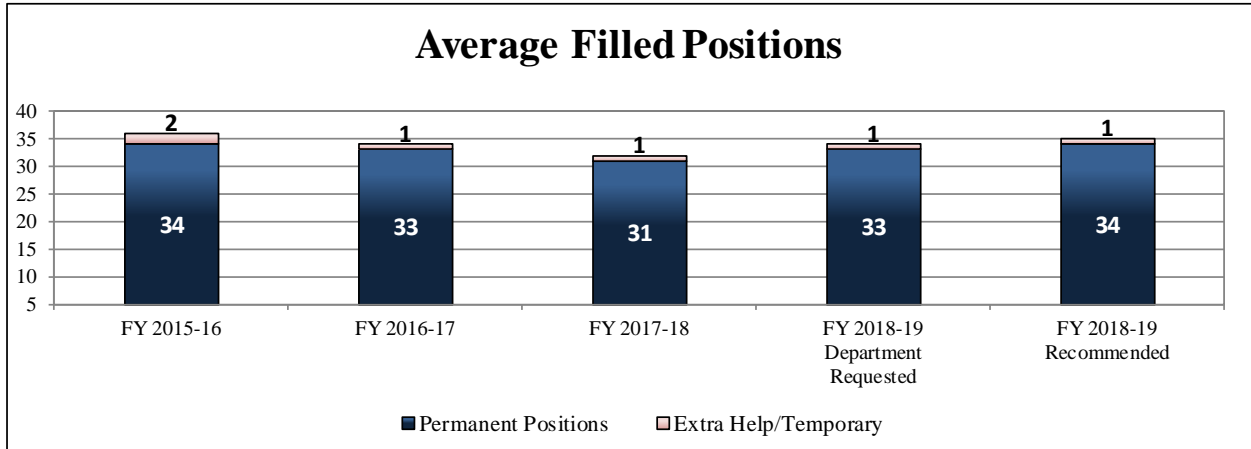
Revenue will change slightly as 2011 Realignment funding is anticipated to increase and Local Public Safety (Prop 172) funding is anticipated to decrease slightly while revenue associated with DUI testing will continue to contribute to the increased revenue estimates.



Staffing Changes and Operational Impacts

The recommended budget provides funding for 34 positions and includes the addition of one position, increasing the department’s total authorized positions to 36. The department will unfund and hold vacant one (1) Forensic Laboratory Technician position and one (1) Criminalist position to achieve the recommended funding level.

Public Protection



	Actual			Department Requested Recommended	
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	34	33	31	33	34
Extra Help/Temporary	2	1	1	1	1
Total Positions	36	34	32	34	35
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	33	34	31	N/A	N/A
Extra Help/Temporary (FTE)	1	1	1	N/A	N/A
Total Positions	34	35	32	N/A	N/A
SALARIES & BENEFITS	\$4,616,047	\$4,529,127	\$4,419,114	\$4,515,837	\$4,532,518

Summary of Authorized Positions

The department has 35 authorized permanent positions, which will increase to 36 through the addition of one (1) Programmer position. A total of 34 positions are budgeted to be filled during FY 2018-19 as indicated below:

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Forensic Sciences	35	1	0	36	34	2	36
Total	35	1	0	36	34	2	36

Forensic Sciences	
<u>Classification</u>	
1	Forensic Sciences Div. Director
1	DNA Tech. Lead Criminalist
3	Supervising Criminalist
18	Criminalist
11	Forensic Lab Technician
1	Administrative Coordinator
35	Current Total
<u>Additions/(Deletions)</u>	
1	Programmer
36	Requested Total

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Provide exceptional crime prevention and law enforcement services and an effective system of justice.

Objective 1: Reduce crime and improve law enforcement services

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Turn-around time for solid dosage drug cases in days	New Performance Measure			56	6
Number of toxicology cases/exams outsourced	New Performance Measure			135	0
Number of DNA examinations performed per analyst	New Performance Measure			615	550 [^]
The average number of days between the submission of a DNA request and the delivery of a report of examination	174	189	60	75	60
The number of backlogged DNA cases+ (requests >60 days without a report)	358	474	0	129	0
The average number of days between the submission of a request for toxicological service* and the delivery of a report of examination	23	23	20	17	20
The number of backlogged toxicological cases+* (requests >40 days without a report)	127	266	0	377	0

These measurements show the overall effectiveness and productivity of key areas of the Kern Regional Crime Laboratory in working to provide an effective and efficient system of justice while improving services to law enforcement agencies.

*Toxicology services include alcohol and blood/urine drug screens;
 +Backlogged cases include those that take longer than expected TAT to complete;
 ^ Goal of 12 DNA exams/analyst/month.

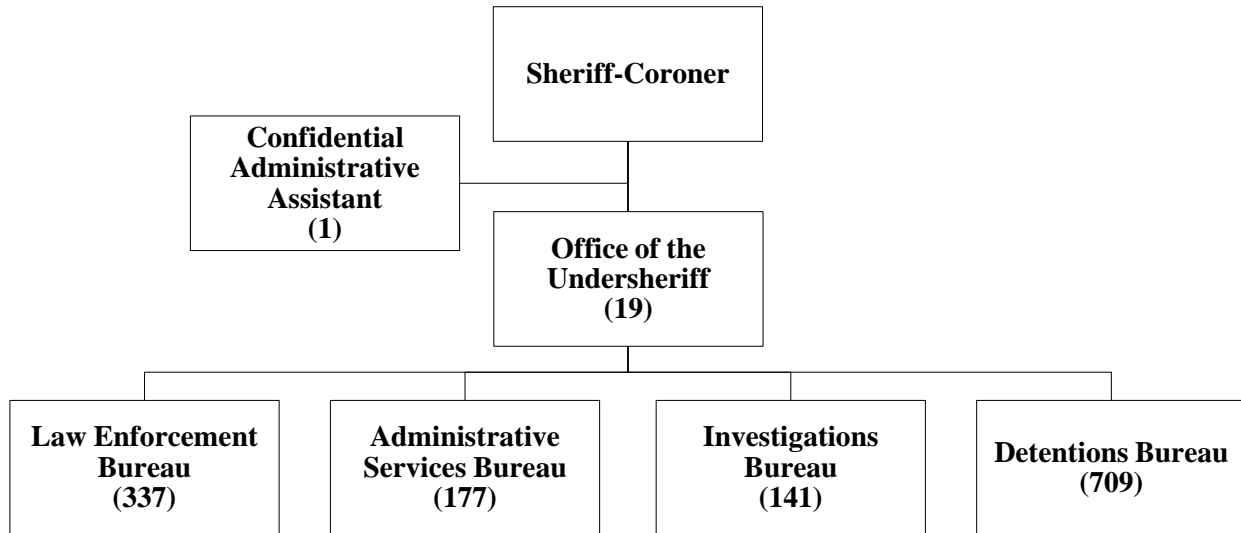
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- The Sheriff’s Office secured 93,995 hours of volunteer services during 2016 and 91,942 hours during 2017 valued at \$2.6 million based on the state volunteer rate.
- The Sheriff’s Parole and Electronic Monitoring programs saved \$8.7 million versus incarceration in FY 2017-18.
- Due to enforcement programs targeting litter clean up and tarp-your-trash, the Sheriff’s Office received a National Keep America Beautiful award and a local Kern Council of Governments award in FY 2016-17.
- Work Release participants generated a total of \$530,594 in revenue for work performed in FY 2017-18.
- Trained 69 staff in crisis intervention during FY 2016-17 and 59 during FY 2017-18.
- The Sheriff’s Office secured \$1 million in grant funding during FY 2017-18, this included \$135,000 for body-worn cameras.
- Over 2,500 pounds of illegal narcotics, \$249,716 in currency, and 128 firearms were seized during FY 2017-18.
- The Sheriff’s Office obtained federal excess property valued in excess of \$2.1 million in FY 2017-18.

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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$175,249,829	\$173,120,932	\$177,251,072	\$175,329,636	\$180,247,209	\$182,074,817
Services and Supplies	31,840,671	34,559,808	32,294,414	40,742,872	40,742,872	41,176,151
Other Charges	4,325,710	4,693,810	3,895,887	4,887,589	3,789,081	3,789,081
Capital Assets	384,878	209,006	459,669	337,000	87,000	323,000
Other Financing Uses	0	68,326	0	0	0	0
TOTAL EXPENDITURES	\$211,801,088	\$212,651,882	\$213,901,042	\$221,297,097	\$224,866,162	\$227,363,049
Expend. Reimb.	(\$270)	\$0	(\$580)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$211,800,818	\$212,651,882	\$213,900,462	\$221,297,097	\$224,866,162	\$227,363,049
REVENUE:						
Licenses and Permits	\$572,900	\$602,100	\$564,545	\$608,100	\$608,100	\$608,100
Fines and Forfeitures	6,892	11,300	8,007	5,700	5,700	5,700
Intergovernmental	1,225,633	1,246,181	1,831,774	1,265,202	1,265,202	1,348,207
Charges for Services	9,115,067	11,828,568	11,878,618	20,245,360	20,245,360	20,375,703
Miscellaneous	249,197	832,300	289,366	896,700	896,700	896,700
Non-Revenue Receipts	300	0	(229)	0	0	0
Other Financing Sources:						
2011 Realignment	28,972,492	29,033,521	29,124,861	29,554,533	29,558,579	29,558,195
Real Estate Fraud	325,000	400,000	386,556	386,557	386,557	386,557
Off Hwy MV Lic.	23,000	25,000	0	25,000	25,000	25,000
DNA Identification	150,000	150,000	125,000	150,000	150,000	150,000
Local Public Safety	47,279,543	46,991,437	46,991,437	46,051,609	46,051,609	46,051,609
Sheriff Facility Training Fund	231,053	211,000	211,000	211,000	211,000	211,000
Automated Fingerprint Fund	0	400,000	400,000	400,000	400,000	400,000
Sheriff's Cal-ID	1,437,016	2,914,000	2,051,994	2,816,000	2,816,000	2,816,000
Sheriff's Training	105,000	100,000	100,000	100,000	100,000	100,000
Sheriff Work Release	400,000	400,000	400,000	400,000	400,000	400,000
Sheriff's Civil Automated	17,001	36,500	106,193	40,700	40,700	40,700
Sheriff's Firearms	5,000	5,000	5,000	20,100	20,100	45,100
Sheriff Judgement Debtors Fee	387,420	397,550	378,862	393,350	393,350	393,350
Sheriff's Community Resources	9,982	5,000	5,000	2,500	2,500	2,500
Sheriff's Volunteer Services	10,386	15,000	7,760	15,000	15,000	15,000
Sheriff Controlled Substance	535,968	0	22,560	45,120	45,120	45,120
Sheriff's State Forfeiture	406,215	3,000	0	15,000	15,000	15,000
Fireworks Violations	310	500	0	500	500	500
Inmate Welfare Fund	3,900,000	4,273,600	4,226,335	4,096,799	4,096,799	4,096,799
KNET Forfeiture	0	50,000	50,000	0	0	0
Rural Crimes Impact Fee	622,081	653,642	653,642	604,382	604,382	775,456
Cal-MMET State Asset Forfeiture	0	0	13,437	0	0	0
Community Development Prg.	545,149	629,349	621,999	621,333	621,333	621,333
CCP Recidivism Fund	18,750	0	0	0	0	0
Civil Subpoena	0	15,000	15,000	15,000	15,000	15,000
TOTAL REVENUE	\$96,551,355	\$101,229,548	\$100,468,717	\$108,985,545	\$108,989,591	\$109,398,629
Less Available BSI *	\$0	(\$68,326)	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$115,249,463	\$111,354,008	\$113,431,745	\$112,311,552	\$115,876,571	\$117,964,420
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of the department's expenditures are for staffing and operating costs necessary to provide patrol operations for the County's unincorporated areas and operate the County's adult detention facilities. The budget also includes costs related to the following: Coroner, public administrator, civil unit, court services, specialized investigations, communication and administrative functions. These expenditures are funded primarily by an allocation of Net General Fund Cost (NGFC). Other sources of revenue include \$46 million in Local Public Safety Funds (Proposition 172) and an allocation of 2011 Realignment of \$29.5 million to mitigate the impacts of the State prison realignment under Assembly Bill 109 (AB 109). The department charges for services for providing housing and transportation for federal prisoners and law enforcement services to the City of Wasco.

Public Protection

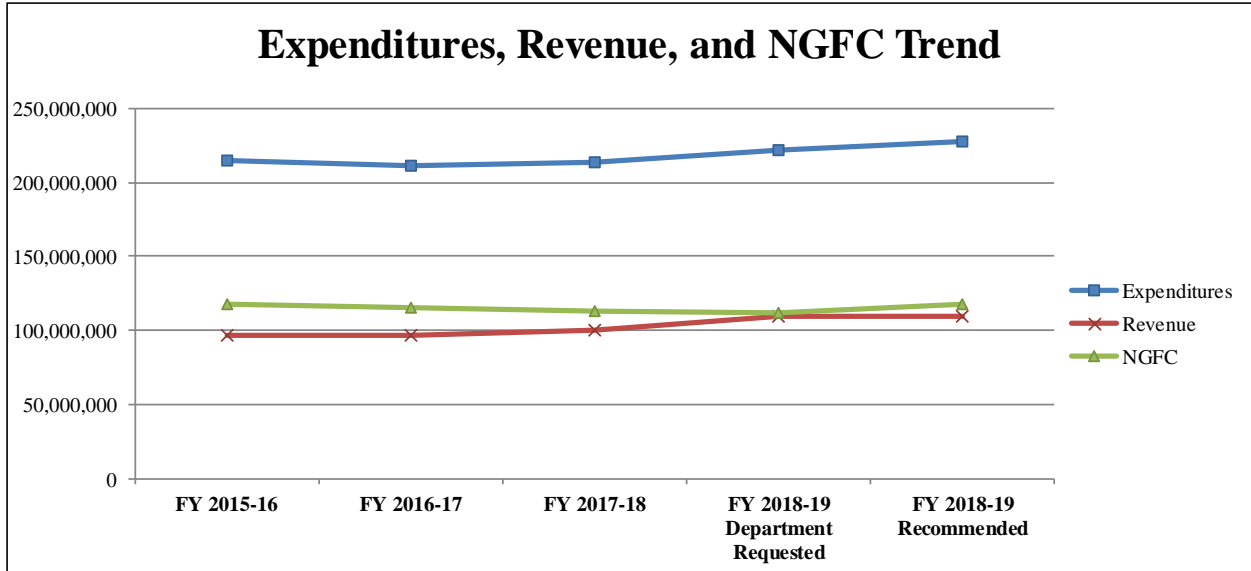
Budget Changes and Operational Impacts

The recommended budget seeks to provide vital resources necessary to maintain status quo operations while ensuring applicable mandates associated with ensuring the public's safety are achieved. An NGFC compliant budget was submitted by the department, but proposed the reduction of sworn staff that was inconsistent with the Board's focus on maintaining public safety. The recommended budget is \$9,394,262 in excess of the adopted NGFC guideline to retain status quo staffing operations and includes the following elements: \$2,416,394 to mitigate operational impacts due to pension cost increases related to safety members; \$4,890,019 to maintain status quo operations; \$187,849 increase for Service Employees International Union 521 one-time fiscal-year 2018-19 bonus; \$1,600,000 for a potential labor agreement with the Kern Law Enforcement Association; and \$300,000 for supplemental cannabis enforcement operations.

Additionally, \$1.325 million in Appropriations for Contingencies associated with recruiting, staffing, and equipping a deputy trainee program is again recommended for consideration in budget unit 1970, similar to FYs 2016-17 and 2017-18. The trainee program funding is intended to assist the department in training as many as 32 Deputy Sheriffs to maintain staffing. Once trained these personnel represent an ongoing staffing cost that will be included in future budgets.

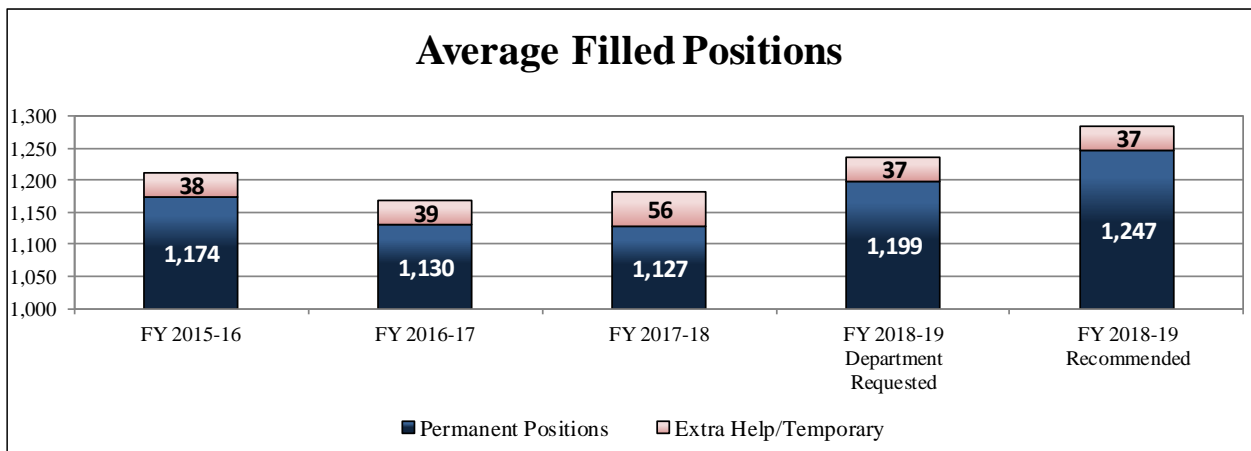
Expenditures related to salaries and benefits will increase as pension costs increase and the department focuses on maintaining staffing. Some services and supplies increases are offset by 2011 realignment (AB 109) and inmate welfare funding. The largest increase in services and supplies is due to the department's contract for an admission, evaluation, and stabilization (AES) unit within the Lerdo facility which is operated in cooperation with the State Department of Hospitals to more rapidly tend to those found incompetent to stand trial, in lieu of long-term state hospital stays, where appropriate.

Revenue is anticipated to increase over FY 2017-18 actual due to the AES unit and increases in transfers from special revenue funds. Local public safety (Proposition 172) will decrease slightly and 2011 Realignment (AB 109) will increase slightly.



Staffing Changes and Operational Impacts

The department currently has 1,378 authorized positions. The recommended budget includes the addition of three (3) Dispatch Assistant positions, one (1) Office Services Assistant position, one (1) Automotive Mechanic position, one (1) Fleet Manager position, one (1) Systems Analyst I position, one (1) Supervising Deputy Public Administrator position, and one (1) Human Resources Manager position and the deletion of one (1) Sheriff’s Sergeant position and one (1) Administrative Coordinator position at an estimated annual cost of \$700,000. The recommended funding level will require the department to hold 138 currently vacant positions unfunded during FY 2018-19.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	1,174	1,130	1,127	1,199	1,247
Extra Help/Temporary	38	39	56	37	37
Total Positions	1,212	1,169	1,183	1,236	1,284
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	1,392	1,363	1,361	N/A	N/A
Extra Help/Temporary (FTE)	27	29	43	N/A	N/A
Total Positions	1,419	1,392	1,404	N/A	N/A
SALARIES & BENEFITS	\$178,883,978	\$175,249,829	\$177,251,072	\$175,329,636	\$182,074,817

Summary of Authorized Positions

The department currently has 1,378 authorized permanent positions. Through the addition of nine positions and deletion of two positions, the recommended budget includes 1,385 authorized positions, of which 1,247 are anticipated to be filled during the fiscal year 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	19	0	0	19	17	2	19
Administrative Services	173	5	(1)	177	127	50	177
Investigations	141	1	(1)	141	114	27	141
Law Enforcement	334	3	0	337	324	13	337
Detentions	709	0	0	709	663	46	709
Total	1,378	9	(2)	1,385	1,247	138	1,385

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 Sr. Administrative Services Officer	2 Sheriff's Commander
	4 Administrative Coordinator	3 Sheriff's Lieutenant
	2 Accountant	2 Office Services Assistant
	3 Fiscal Support Supervisor	11 Sheriff's Sergeant
	5 Fiscal Support Specialist	22 Sheriff's Senior Deputy
	2 Fiscal Support Technician	2 Sheriff's Support Specialist
	19 Requested Total	41 Sheriff's Deputy
		5 Administrative Coordinator
		17 Sheriff's Support Technician
		1 Civil Lit. & Risk Mgmt. Coord.
		1 Departmental Analyst
		1 Technology Services Manager
		1 Network Systems Administrator
		6 Sr. Information Systems Spec.
		4 Systems Analyst/Programmer
		4 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 Coroner Division Chief
		1 Sheriff's Coroner Manager
		2 Supervising Deputy Coroner
		9 Deputy Coroner
		2 Coroner's Autopsy Assistant
		1 Medical Transcriptionist
		1 Sheriff's Public Admin. Mgr.
		3 Deputy Public Administrator
		8 Sheriff's Aide
		2 Property Control Officer
		1 Detentions Senior Deputy
		1 Detentions Sergeant
		173 Current Total
		<u>Additions/Deletions</u>
		1 Office Services Assistant
		1 Automotive Mechanic
		1 Systems Analyst I
		1 Fleet Manager
		1 Supv. Deputy Public Admin.
		(1) Sheriff's Sergeant
		177 Requested Total

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.	3 Sheriff's Commander	2 Sheriff's Commander
2 Sheriff's Commander	7 Sheriff's Lieutenant	2 Sheriff's Lieutenant
5 Sheriff's Lieutenant	22 Sheriff's Sergeant	10 Sheriff's Sergeant
16 Sheriff's Sergeant	26 Sheriff's Senior Deputy	10 Sheriff's Senior Deputy
37 Sheriff's Senior Deputy	199 Sheriff's Deputy	164 Sheriff's Deputy
17 Sheriff's Deputy	4 Detentions Deputy	81 Sheriff's Aide
1 Public Information Officer	1 Detentions Senior Deputy	285 Detentions Deputy
2 Sheriff's Aide	9 Sheriff's Dispatch Assistant	8 Detentions Lieutenant
1 Aircraft Maintenance Supv.	6 Sheriff's Dispatch Supervisor	32 Detentions Senior Deputy
2 Aircraft Mechanic	22 Sheriff's Dispatcher	23 Detentions Sergeant
1 Aircraft Pilot	6 Sheriff's Report Technician	4 Light Vehicle Driver
1 Crime Prevention Coordinator	7 Sheriff's Senior Dispatcher	2 Maintenance - A/C Mechanic
1 Crime Prevention Specialist	1 Sheriff's Senior Support Spec.	1 Maintenance Carpenter
2 Administrative Coordinator	1 Sheriff's Supv. Report Tech.	2 Maintenance Electrician
1 Sheriff's Records Administrator	1 Sheriff's Support Specialist	1 Maintenance Plumber
5 Sheriff's Support Specialist	18 Sheriff's Support Technician	6 Maintenance Worker
7 Evidence Technician	334 Current Total	8 Sheriff's Program Specialist
1 Computer Forensic Specialist	<u>Additions/Deletions</u>	3 Sheriff's Program Technician
6 Identification Technician	3 Sheriff's Dispatch Assistant	1 Sheriff's Sr. Support Specialist
2 Latent Print Examiner	337 Requested Total	8 Sheriff's Support Specialist
1 Office Services Assistant		51 Sheriff's Support Technician
26 Sheriff's Support Technician		1 Structural Maint. Superintendent
141 Current Total		1 Maintenance Supervisor
<u>Additions/Deletions</u>		1 Groundskeeper
(1) Administrative Coordinator		1 Warehouse Supervisor
1 Human Resources Manager		709 Requested Total
141 Requested Total		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average response time to priority 1 emergency calls	10 min 25 seconds	8 min 25 seconds	12 min 38 seconds	14 min 22 seconds	12 min 50 seconds
Percentage of violent crimes investigations cleared	41%	55%	43%	54%	54%
Percentage of stolen property recovered from rural crimes	40%	40%	27%	38%	38%
Percentage of gang related incidents cleared	68%	72%	66.5%	65%	65%

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. Average response times can vary widely due to location and nature of calls received and staff available.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of inmates passing the GED test	14.74%	35%	25.32%	32%	35%
Increase the number of community contacts through community policing programs	176	180	215	200	185
Increase youth crime prevention and education activities	135	130	109	109	100
Percentage of inmates completing vocational programs	87.46%	70%	80.94%	76%	70%
Percentage of inmates completing education based drug/cognitive behavior therapy	18.90%	25%	21.72%	30%	35%
Percentage of inmates completing evidenced based drug/cognitive behavior therapy	96%	90%	78.62%	78%	80%

The Sheriff's Office will continue to build relationships and safer communities by providing information and addressing concerns, while making contacts and connections with neighborhood residents, community groups and businesses. The Sheriff's Office will continue to work with local schools to provide lectures on various crime prevention topics and distribute crime prevention material. Working with youth and preventing juvenile victimization, crime and delinquency is a priority for the Sheriff's Office.

The Sheriff's Office goal is to reduce recidivism by providing rehabilitation services for inmates while in custody by delivering evidence-based programs focusing on cognitive behavioral therapy which address the criminogenic needs of the in-custody population. In addition, the partnerships that have been and continues to be created with local community providers help to remove the barriers to a successful reintegration into society. AB 109 Realignment continues to impact both the community and facilities. As the criminal justice population fluctuates, so does program participation in-custody. Currently there has been a decrease in the average daily population which is reflected in the actual and future goals. Moving forward, the Sheriff's Office will continue to look for and utilize best practices and proven methods to expand and improve in-custody rehabilitation programs and post-release services

Public Protection

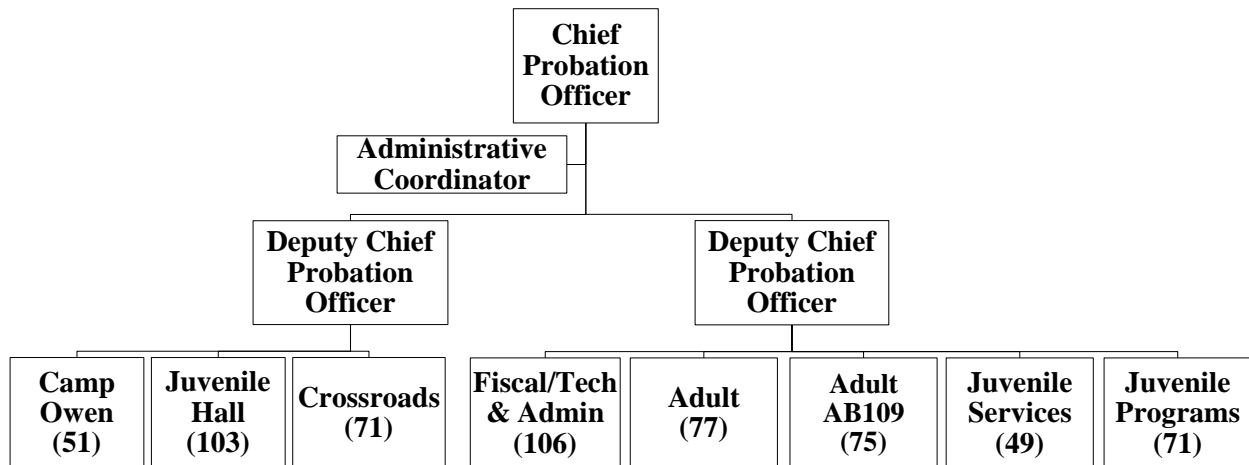
THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2016-17 and 2017-18 Accomplishments

- In 2017, the department’s Gang Intervention and Suppression Team seized 29 firearms, provided over 20 hours of courtroom expert testimony on gang-related cases, and affected or assisted in 340 arrests.
- Bridges Academy hosted its 2018 mid-year graduation, where 10 students were recognized as having met the requirements for high school graduation, two of whom earned scholarship awards.
- The misdemeanor arraignment court handled 28,463 cases.
- The Day Reporting Center and Drug Day Reporting Center conducted three graduations, resulting in 123 graduates who successfully completed an intensive six-month program.
- Regional Supervision conducted 2,200 home calls and administered 700 drug tests during this period.
- Adult Investigations completed 1,589 full pre-sentence investigations reports for the court and 779 short report pre-sentence investigations.
- Juvenile Investigations submitted 1,425 juvenile petition requests to the District Attorney, resulting in 1,040 petition filings.

Probation

Department Head: TR Merickel

Function: Public Protection

Fund: General

Activity: Detention and Correction

Budget Unit: 2340

Description of Major Services

The Probation Department is responsible for adult and juvenile supervision, investigation reports for the courts, and case management services. The department is also responsible for operating the County's three juvenile detention facilities. With the impacts of the State prison realignment under Assembly Bill 109 (AB 109), the department has opened a day reporting center to provide services to the adult offender population by offering services from a wide variety of governmental agencies and community based agencies. All efforts are aimed at minimizing recidivism and moving offenders into a role of self-sufficient, productive citizens.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$73,707,069	\$74,529,871	\$73,480,322	\$76,248,552	\$76,248,552	\$76,303,099
Services and Supplies	9,575,665	10,588,593	9,538,533	10,403,926	10,403,926	10,403,926
Other Charges	1,036,292	1,505,492	1,215,045	1,576,168	1,576,168	1,576,168
Capital Assets	68,712	356,170	538,590	144,885	144,885	144,885
Other Financing Uses	0	1,339,779	0	0	0	2,086,590
TOTAL EXPENDITURES	\$84,387,738	\$88,319,905	\$84,772,490	\$88,373,531	\$88,373,531	\$90,514,668
Expend. Reimb.	(\$1,794)	(\$1,500)	(\$1,719)	(\$1,500)	(\$1,500)	(\$1,500)
TOTAL NET EXPENDITURES	\$84,385,944	\$88,318,405	\$84,770,771	\$88,372,031	\$88,372,031	\$90,513,168
REVENUE:						
Fines and Forfeitures	\$2,120	\$950	\$2,980	\$950	\$950	\$950
Use of Money/Property	14,530	12,552	11,128	12,552	12,552	12,552
Intergovernmental	9,443,548	11,041,415	9,396,542	8,662,198	8,662,198	8,662,198
Charges for Services	2,487,520	1,424,149	2,938,588	2,978,376	2,978,376	2,978,376
Miscellaneous	53,479	20,200	34,674	20,200	20,200	20,200
Other Financing Sources:						
2011 Realignment	25,387,522	26,694,230	32,085,477	28,674,469	28,674,469	28,674,114
Probation DJJ Realignment Fund	4,529,380	3,731,448	3,820,188	3,869,004	3,869,004	3,869,004
Probation Training Fund	249,645	249,645	249,645	203,175	203,175	203,175
Local Public Safety	13,132,769	13,052,742	13,052,742	12,791,688	12,791,688	12,791,688
Domestic Violence Program	150,000	150,000	150,000	150,000	150,000	150,000
DNA Identification	150,000	125,000	125,000	125,000	125,000	125,000
Juvenile Inmate Welfare	30,000	49,000	49,000	50,000	50,000	50,000
Probation Asset Forfeiture - 15%	0	5,000	0	0	0	0
Probation Asset Forfeiture	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL REVENUE	\$55,640,513	\$56,566,331	\$61,925,964	\$57,547,612	\$57,547,612	\$57,547,257
Less Available BSI *	\$0	(\$1,339,779)	\$0	\$0	\$0	(\$2,086,590)
NET GENERAL FUND COST	\$28,745,431	\$30,412,295	\$22,844,807	\$30,824,419	\$30,824,419	\$30,879,321
BSI Ending Balance *	\$1,442,505	N/A	\$1,074,779	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 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 \$10.5 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 \$12.79 million of Local Public Safety Funds (Proposition 172), approximately \$28.67 million in 2011 realignment to mitigate the impacts of the State prison realignment under AB 109 and juvenile justice legislation, in addition to \$3.86 million in juvenile realignment funds.

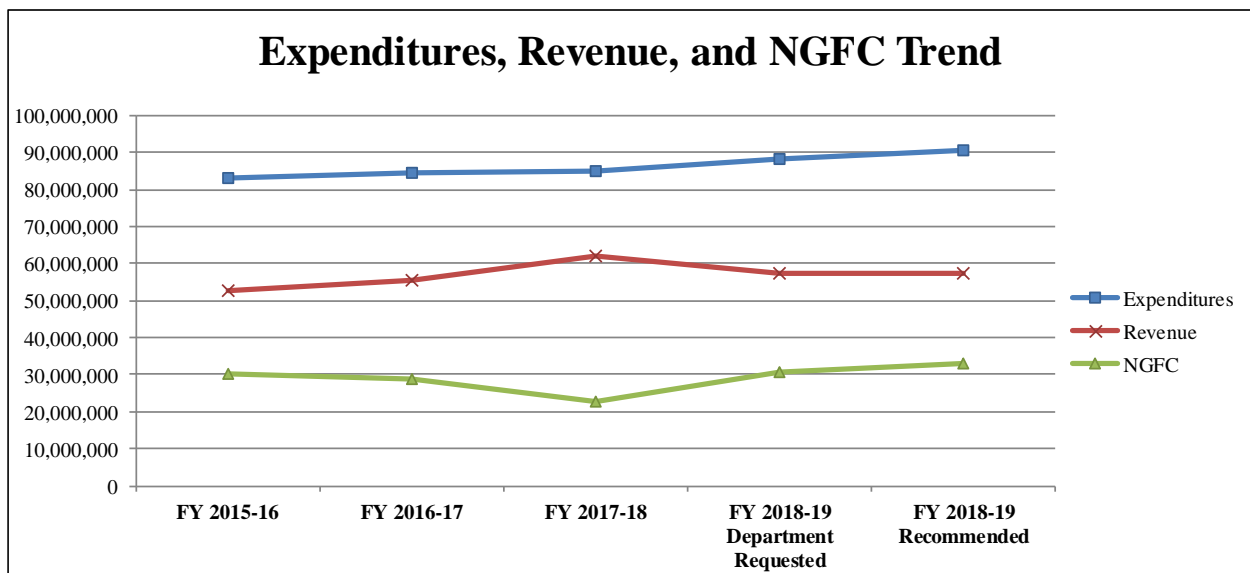
Budget Changes and Operational Impacts

Salaries and benefits will increase as retirement costs escalate for safety members and as the department seeks to fill funded positions sooner throughout the year. Retirement cost increases are recommended to be offset by an increase in NGFC, which ensures critical public services are not jeopardized. Services and supplies and other charges will increase slightly over prior years as funding sources necessitate increased spending focused on the department’s core mission.

Overall revenue is expected to decrease over the prior year actual due to 2011 realignment growth funding being allocated mid-year. Local Public Safety funds, a function of sales tax revenue, are expected to decrease in FY 2018-19 by \$261,054. Intergovernmental revenue, those related to State and federal aid programs, will decrease by \$359,397. Other sources will vary slightly.

The department has \$2,086,590 in Budget Savings Incentive (BSI) credits, and has not committed any toward ongoing operations. The department instead remains focused on using one-time funds, such as these, toward one-time facility security projects.

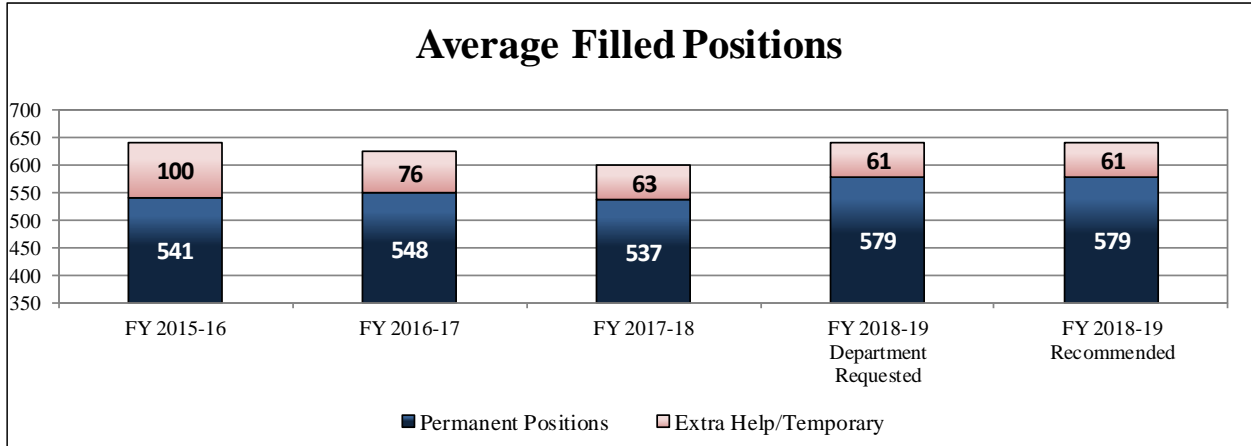
This budget maintains largely status quo operations but does require the department to unfund 28 vacant positions, which is five more than in FY 2017-18.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but 28 vacant authorized positions. The department will utilize 61 extra help positions, primarily in juvenile institutions to meet minimum staffing mandates. There are no proposed position additions or deletions.

Public Protection



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	541	548	537	579	579
Extra Help/Temporary	100	76	63	61	61
Total Positions	641	624	600	640	640
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	542	552	550	N/A	N/A
Extra Help/Temporary (FTE)	110	107	86	N/A	N/A
Total Positions	652	659	636	N/A	N/A
SALARIES & BENEFITS	\$72,571,946	\$73,707,069	\$73,480,322	\$76,248,552	\$76,303,099

Summary of Authorized Positions

The department currently has 607 authorized positions, 579 positions have been budgeted to be filled in FY 2018-19.

Division	Authorized	Additions	Deletions	Requested			
				Filled	Vacant	Total	
Executive	4	0	0	4	4	4	
Administrative Services	69	0	0	69	64	5	69
Fiscal, Research, & Tech	37	0	0	37	34	3	37
Adult - Felony Probation	77	0	0	77	73	4	77
Adult - AB 109	75	0	0	75	73	2	75
Juvenile Services	49	0	0	49	46	3	49
Juvenile Programs	71	0	0	71	68	3	71
Juvenile Hall	103	0	0	103	100	3	103
Crossroads	71	0	0	71	70	1	71
Camp Erwin Owen	51	0	0	51	47	4	51
Total	607	0	0	607	579	28	607

Executive	Administrative	Fiscal & Technology
Classification	Classification	Classification
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	3 Probation Supervisor	1 Technology Services Manager
4 Requested Total	5 Deputy Probation Officer III	1 Technology Services Supv.
	2 Deputy Probation Officer I/II	1 LAN Systems Administrator
	2 Sr. Office Services Specialist	1 Sr. Systems Analyst
	1 Sr. Human Resources Specialist	2 Systems Analyst/Programmer I/II
	3 Human Resources Specialist I/II	4 Info. Systems Spec. I/II/III/Sr.
	7 Office Services Specialist	1 Help Desk Tech II
	41 Office Services Technician	1 Database Analyst
	2 Mail Clerk	1 Supervising Dept. Analyst
	1 Probation Volunteer Svcs. Coord.	3 Departmental Analyst
	69 Requested Total	3 Fiscal Support Supervisor
		2 Fiscal Support Specialist
		9 Fiscal Support Technician
		1 Office Services Specialist
		3 Office Services Technician
		37 Requested Total
Adult Division - Felony Probation	Adult Division - AB 109	Juvenile Services
Classification	Classification	Classification
1 Probation Division Director	1 Probation Division Director	1 Probation Division Director
6 Probation Supervisor	5 Probation Supervisor	5 Probation Supervisor
15 Deputy Probation Officer III	10 Deputy Probation Officer III	11 Deputy Probation Officer III
55 Deputy Probation Officer I/II	48 Deputy Probation Officer I/II	27 Deputy Probation Officer I/II
77 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	49 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
41 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/>	<hr/>	<hr/>
71 Requested Total	1 Juv. Corr. Maint. Worker	3 Juvenile Corrections Custodian
	1 Juvenile Corrections Custodian	1 Juv. Corr. Support Services
	1 Juv. Corr. Support Services	1 Office Services Specialist
	1 Office Services Specialist	1 Office Services Technician
	2 Office Services Technician	1 Fiscal Support Technician
	1 Fiscal Support Technician	<hr/>
	<hr/>	103 Requested Total
	71 Requested Total	
Camp Erwin Owen		
<u>Classification</u>		
1 Probation Division Director		
1 Assistant Probation Div. Dir.		
3 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/>		
51 Requested Total		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of adult offenders successfully completing probation	12%	12%	14%	13%	14%
Percentage of adult probationers who have new violations (Recidivism Rate)	10%	12%	10%	10%	10%
Number of offenders on felony probation	7,060	7,144	7,000	7,047	7,000
Number of offenders on post release community supervision	1,524	1,565	1,500	1,523	1,500
Number of offenders on mandatory supervision	621 ²	620 ²	600 ²	960 ¹	900
Number of pre-sentence investigation reports submitted to Superior Court	3,814	4,034	4,000	3,723	4,000
Number of home calls/field contacts	16,608	18,751	18,000	16,809	17,000
Number of arrests	1,527	2,078	1,750	1,548	1,700

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 (60:1) in AB 109 supervision units; however, the ratio of probationers to officers remains extremely high (246:1) 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 our county. The department believes that with our ongoing collaboration with community-based organizations, our relationship with staff operating the day reporting center, and the addition of the adult programs center, they will be able to positively impact the recidivism rate and the successful completion rate in FY 2018-19. The department continues to research improvements in data collection; therefore, future data collection and data definitions may be different than how they are currently defined.

¹ Includes warrants and pending cases

² Excludes warrants and pending cases

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of juvenile offenders successfully completing probation	15%	16%	18%	18%	20%
Percentage of juvenile probationers who have new violations (Recidivism Rate)	23%	25%	23%	23%	21%
Number of juveniles on supervised probation	2,176	2,069	2,000	1,776	1,700
Number of probation violation petitions filed	281	309	275	404	300
Number of referrals to the Probation Department	3,184	2,986	2,800	3,002	2,800
Number of investigations for Juvenile Court	1,389	1,305	1,200	1,452	1,300
Number of new law violation petitions filed	1,255	1,252	1,100	1,038	1,000
Number of home call/field contacts	14,065	12,340	14,000	14,839	14,500
Number of arrests	765	565	600	729	600

This is the department’s primary objective which can be accomplished through providing investigation and enforcement services to Superior Court and by holding juvenile offenders accountable for their criminal conduct. The department has seen a decrease in referrals over the last three years. This allows field officers to spend more time in the community, where they are working with youth and their families to redirect negative attitudes and behaviors that would normally result with youth reoffending. The department’s risk assessment tool continues to aid the community by allowing staff to investigate and subsequently supervise those youth who are deemed moderate/high risk to reoffend.

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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of adult probationers (AB 109) receiving evidence-based services.	N/A	N/A	50%	50%	52%
Percentage of juvenile commitments in Kern Crossroads Facility, Camp Erwin Owen and Pathways Academy who participated in an evidence-based treatment behavioral program.	N/A	N/A	50%	45%	50%
Percentage of juvenile probationers receiving evidence-based services.	N/A	N/A	50%	50%	51%

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

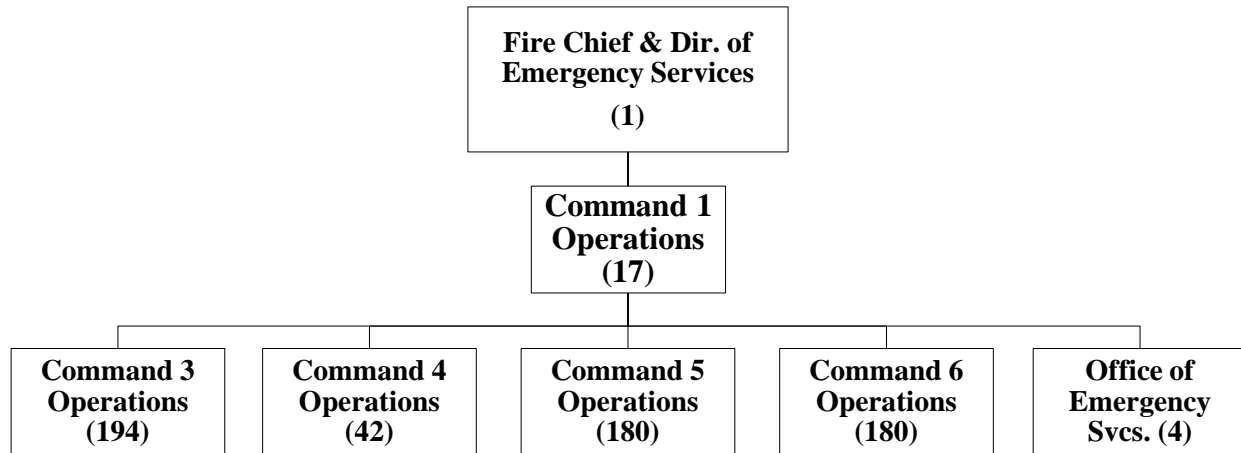
In addition to the programs currently offered, the department has created the Adult and Juvenile Programs Units. These units offer evidence-based programs to adult and juvenile probationers in the community. The department has made a commitment to implementing evidence-based practices as numerous studies have shown they reduce recidivism to a significant extent. This captures the essence of the department’s mission of reducing the incidence and impact of criminal behavior in County probationers. As a result, the department wants to track the percentage of probationers exposed to evidence-based treatment. Moving forward, department goals will relate to increased evidence-based treatment provided to those in our charge. Examples of evidence-based programs include criminogenic assessments, individualized case plans with referrals to services, and evidence-based treatment in juvenile detention programs. Other examples of programming provided through Probation: Adult Programming Unit, Juvenile Programming Unit, Day Reporting Center, Bridges Pre-screen PACT, and the Positive Achievement Change Tool.

Public Protection

Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2016-17 and 2017-18 Accomplishments

- Received a Federal Emergency Management Agency grant to fund 18 firefighter positions for two years that will reduce constant staffing overtime.
- Completed five grant funded fuel break projects in the Kern Valley, Alta Sierra, Tehachapi, Tejon, Frazier Park, and Pine Mountain areas to enhance public safety.
- Secured Federal Emergency Management Agency funding for the purchase of self-contained breathing apparatus.
- Battled many significant wildland fires within California during the last fire season followed by assisting in search and rescue operations in the Santa Barbara flood event.
- Utilized grant funding through the Employers’ Training Resource to hire Seasonal Wildland Fire Crews to perform vital fuel break and project work in urban interface areas.

Fire

Department Head: Brian Marshall

Function: Public Protection

Fund: Fire

Activity: Fire Protection

Budget Unit: 2415 and 1114

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 2016-17		FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$133,556,922	\$122,662,783	\$136,849,794	\$124,518,974	\$124,518,974	\$126,501,888	
Services and Supplies	10,825,667	11,328,062	11,076,301	11,581,700	11,581,700	11,581,700	
Other Charges	8,599,085	7,911,734	7,754,733	8,887,633	8,887,633	8,887,633	
Capital Assets	845,733	12,500	1,656,111	60,000	60,000	60,000	
TOTAL EXPENDITURES	\$153,827,407	\$141,915,079	\$157,336,939	\$145,048,307	\$145,048,307	\$147,031,221	
REVENUE:							
Taxes	\$92,420,692	\$94,924,395	\$96,906,125	\$98,192,003	\$98,192,003	\$98,749,393	
Licenses and Permits	835,483	650,000	1,190,811	1,100,000	1,100,000	1,100,000	
Fines and Forfeitures	11,422	80,000	8,833	80,000	80,000	80,000	
Use of Money/Property	(102,049)	0	(219,503)	0	0	0	
Intergovernmental	2,546,652	2,300,000	3,523,788	2,000,000	2,000,000	2,000,000	
Charges for Services	40,324,477	30,761,896	40,980,152	28,273,447	28,273,447	29,358,262	
Miscellaneous	17,575	432,300	327,802	432,300	432,300	432,300	
Other Financing Sources:							
General Fund Contribution	5,027,257	3,988,933	3,988,933	6,181,549	6,181,549	6,181,549	
Local Public Safety	7,574,175	7,528,020	7,528,020	7,377,460	7,377,460	7,377,460	
Vehicle/Apparatus Trust	326,000	0	316,000	0	0	0	
Fireworks Violations	64,689	25,000	25,000	25,000	25,000	25,000	
Fire Dept. Donations	28,650	15,000	15,000	15,000	15,000	15,000	
Fire-Hazard Reduction	225,000	450,000	225,000	250,000	250,000	250,000	
Fire-Helicopter Operations	1,125,000	850,000	1,150,000	850,000	850,000	850,000	
County Service Area #40.1 EMS	117,005	219,350	137,658	271,550	271,550	271,550	
TOTAL REVENUE	\$150,542,028	\$142,224,894	\$156,103,619	\$145,048,309	\$145,048,309	\$146,690,514	
NET FUND COST	\$3,285,379	(\$309,815)	\$1,233,320	(\$2)	(\$2)	\$340,707	

Major Expenditures and Revenue in FY 2018-19 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 \$98.75 million, an increase of \$1.84 million. 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 in FY 2014-15 and FY 2015-16. However, due to sustained expenditures on staffing and overtime, increased safety retirement costs, and no long-term fiscal plan, a General Fund contribution is once again recommended to maintain status quo operations.

Other major sources of revenue for the Fire Department include charges for services from other municipalities for whom the Fire Department provides fire and emergency response services totaling \$25.24 million and a \$7.37 million allocation of Local Public Safety Funds (Proposition 172).

Budget Changes and Operational Impacts

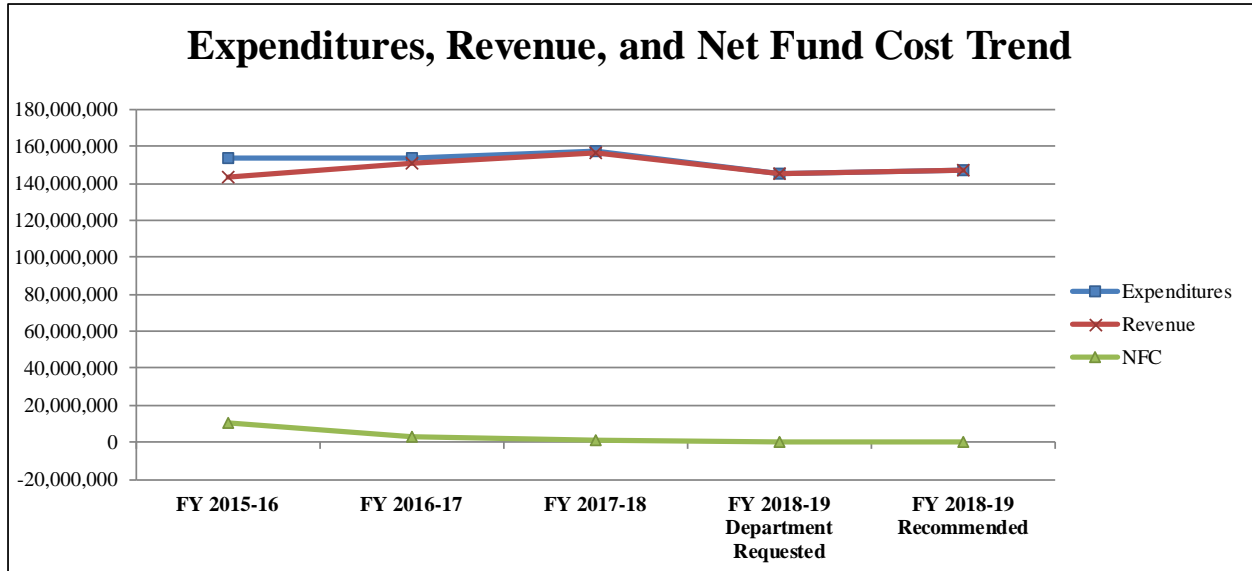
The recommended budget proposes an NGFC of \$6,181,549, and increase over the \$3,988,933 in FY 2017-18 due to escalating pension costs for safety personnel. A revised five-year pension cost mitigation plan, through FY 2020-21, will require the General Fund to commit additional discretionary funding in the coming years, increasing by about \$2 million in each year through the end of the plan. Even still, the department faces a \$7.5 million structural deficit, which is ongoing spending in excess of ongoing revenue sources. Beginning in FY 2021-22, and barring any major cost or revenue swings, at the conclusion of the current mitigation plan the Fire Fund will still face an unmitigated deficit of \$10 million. The department continues to rely on one-time sources such as General Fund reserves to balance the budget. This budget also provides no provision for future firefighting apparatus or station replacement, which will be needed.

The department's FY 2017-18 budget included some planned savings related to overtime costs. To date, no savings have been realized but the County remains committed to achieving this savings by paying only the amount of overtime required by law. No overtime savings has been assumed in the FY 2018-19 budget.

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

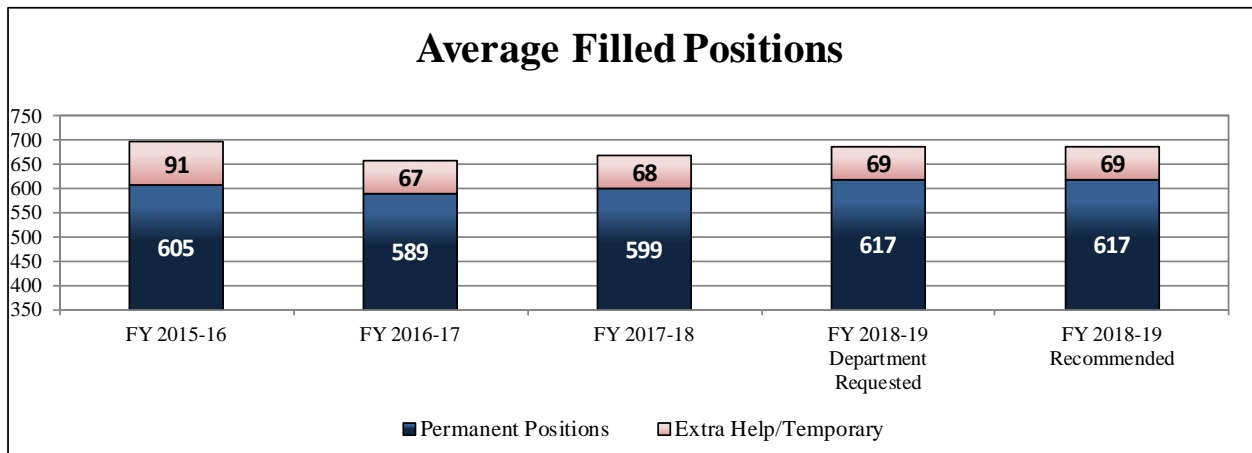
The department is currently in the performance phase of their SAFER grant which is scheduled to conclude in February of 2019. The SAFER grant provided \$4.4 million in funding for 18 firefighter positions and required the County to maintain a specific number of firefighters across the County. It is projected that approximately \$2 million is likely to be unspent at the end of the original grant period due to the time it takes to take to train new firefighters. The department may be able to request an extension of the performance period to expend the awarded funds as they have done with prior SAFER grants. However, if unable to extend the grant performance period the department would be responsible for the salaries and benefits of the newly hired firefighters without a source for reimbursement.

The Fire Fund ended the year with \$595,752 in fund balance available. Of that, \$255,045 is contractually committed to a designation for the Shafter operational area and the remainder of \$340,707 has been used toward operations. The budget is balanced but has no reserves or designations available for operations. At acceptance of the SAFER grant the department was to set aside any overtime savings resulting in hiring the additional firefighters. This savings would then be used to fund the grant funded positions for a period of 18-24 months beyond the expiration of the grant program, thereby mitigating the sudden impact of the funding source loss. This budget does not set aside any overtime savings that will be generated by the hiring of additional SAFER grant firefighters.



Staffing Changes and Operational Impacts

The recommended budget provides funding that will allow the department to fill 617 of the department’s 618 currently authorized positions. While budgeted, non-safety positions that become vacant throughout the year will be evaluated for potential budgetary savings due to the persistence of the Fire Fund’s structural deficit.



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	605	589	599	617	617
Extra Help/Temporary	91	67	68	69	69
Total Positions	696	656	667	686	686
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	620	608	608	N/A	N/A
Extra Help/Temporary (FTE)	96	83	104	N/A	N/A
Total Positions	716	691	712	N/A	N/A
SALARIES & BENEFITS	\$132,768,678	\$133,556,922	\$136,849,794	\$124,518,974	\$126,501,888

Summary of Authorized Positions

The department currently has 618 authorized positions, all but one has been budgeted to be filled during FY 2018-19. No position additions or deletions are recommended.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	9	0	9
PIO/PEO	2	0	0	2	2	0	2
Office of Emergency Services	4	0	0	4	4	0	4
Emergency Communication Ctr.	21	0	0	21	21	0	21
Finance	13	0	0	13	12	1	13
Technology Services	8	0	0	8	8	0	8
Fleet Services	20	0	0	20	20	0	20
Facilities	5	0	0	5	5	0	5
Logistics	10	0	0	10	10	0	10
Arson	7	0	0	7	7	0	7
Training	9	0	0	9	9	0	9
Fire Heavy Equip. Facility	7	0	0	7	7	0	7
Fire Plan/Air Operations	14	0	0	14	14	0	14
Fire Prevention	12	0	0	12	12	0	12
Operations	477	0	0	477	477	0	477
Total	618	0	0	618	617	1	618

Administration	Corporate Communications	Office of Emergency Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Chief & Director of Emerg. Svcs	1 Fire Captain CA - PIO	1 Special Projects Manager
4 Deputy Fire Chief	1 Fire Engineer CA - PEO	1 Administrative Coordinator
1 Office Services Coordinator	2 Requested Total	1 Program Specialist
1 Senior Office Services Specialist		1 Fiscal Support Technician
1 Office Services Specialist		4 Requested Total
1 Office Services Assistant		
9 Requested Total		
Emergency Communications Center	Finance	Technology Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Captain CA	1 Administrative Svcs. Coordinator	1 Technology Svcs. Manager
1 Fire Emergency Comm. Ctr. Mgr.	1 Accountant I/II/III	2 Systems Analyst I/II
4 Supervising Fire Dispatcher	2 Administrative Coordinator	3 Sr. Info. Systems Specialist
6 Fire Dispatcher 2	2 Fiscal Support Supervisor	1 Info. Systems Specialist I/II/III
9 Fire Dispatcher 1	6 Fiscal Support Specialist	1 Geographic Info. Systems Spec.
21 Requested Total	1 Fiscal Support Technician	8 Requested Total
	13 Requested Total	
Fleet Services	Facilities	Fire Prevention
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Equipment Maint. Superintendent	1 Structural Maint. Superintendent	1 Fire Battalion Chief CA
3 Supv. Heavy Equip. Mechanic	2 Maintenance Worker I/II/III	3 Fire Captain CA
11 Fire Equipment Mechanic	1 Groundskeeper I/II/III	1 Fire Captain A
3 Fire Equipment Service Worker	1 Building Services Worker	3 Fire Engineer CA
1 Automotive Parts Storekeeper I/II	5 Requested Total	2 Fire Prevention Inspector
1 Fiscal Support Technician		1 Building Plans Technician
20 Requested Total		1 Office Services Specialist
		12 Requested Total
Arson	Training	Fire Heavy Equipment Facility
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Fire Battalion Chief CA	1 Fire Battalion Chief CA	1 Supv. Fire Heavy Equip. Spec. CA
2 Fire Captain CA	5 Fire Captain CA	4 Fire Heavy Equip. Spec. II-C
3 Fire Captain C	1 Marketing and Promotions Coordinator	2 Fire Heavy Equip. Spec. I
1 Office Services Specialist	2 Office Services Technician	7 Requested Total
7 Requested Total	9 Requested Total	

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

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Enhance fire protection service through adequate fire suppression, emergency medical service, and emergency response.

Objective 1: Achieve and maintain average response times of four minutes in suburban areas, and eight minutes in rural areas

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Goal
Average response time (in minutes) for suburban areas	6:01	6:09	6:21	6:29	4:00
Average response time (in minutes) for rural areas	7:15	7:26	7:27	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.

Objective 2: Adequately staff fire stations for emergency response.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Actuals	2017-18 Actual	2018-19 Goal
Protected population per on-duty firefighters	3,232	3,232	3,276	3,427	3,427

The nationally recognized standard is to provide one on-duty firefighter per 2,500 population protected. The department has 161 on-duty firefighters and protects a population of 551,771. This result in a protected population of 3,427 per on-duty firefighter.

Goal 2: Enhance fire protection services through public education, fire prevention activities, and hazard abatement
Objective 1: Enhance public safety through public education programs and disaster preparedness activities

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Goal
Number of contacts made through public education programs	150,000	150,000	150,000	150,000	150,000
Personnel hours spent in support of the Office of Emergency Services disaster preparedness	10,000	17,958	9,352	10,802	10,000

Education is an essential part of the prevention and mitigation process. The department has designated two full-time positions to participate in a variety of public education programs. Additionally, the department has overall responsibility for multi-agency and/or multi-jurisdiction disaster response coordination and communication. The department's preparedness and response capabilities have been greatly enhanced from equipment and training provided through Homeland Security grant funding.

Objective 2: Protect Kern County communities from the devastation of wild fires.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Goal
Number of miles of fire roads and fuel breaks created or maintained	600	600	600	600	600
Percentage of wildfires controlled to 10 acres or less	97.0%	94.2%	93.6%	96.8%	95%

Fire and fuel breaks that are strategically located keeping small fires from becoming large and giving firefighters a place to stop large fires thereby saving money, property and natural resources. The fire and fuel break system in Kern County has been instrumental in stopping the spread of numerous fires along major roadways, such as Interstate 5 and State Highways 65 and 33. This has allowed the department to control these fires with fewer resources and less cost. The department's goal, and the state's mission, is to control 95% of wildfires on State Responsibility Area lands at ten acres or less as specified in the CalFire and department operating plan.

County Contribution - Fire

Department Head: Brian Marshall
 Fund: General
 Budget Unit: 2416

Function: Public Protection
 Activity: Fire Protection

Description of Major Services

This budget unit facilitates the County Net General Fund Cost contribution to the Fire Department (Budget Unit 2415).

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$5,027,257	\$3,988,933	\$3,988,933	\$9,039,498	\$6,181,549	\$6,181,549
TOTAL EXPENDITURES	\$5,027,257	\$3,988,933	\$3,988,933	\$9,039,498	\$6,181,549	\$6,181,549
NET GENERAL FUND COST	\$5,027,257	\$3,988,933	\$3,988,933	\$9,039,498	\$6,181,549	\$6,181,549

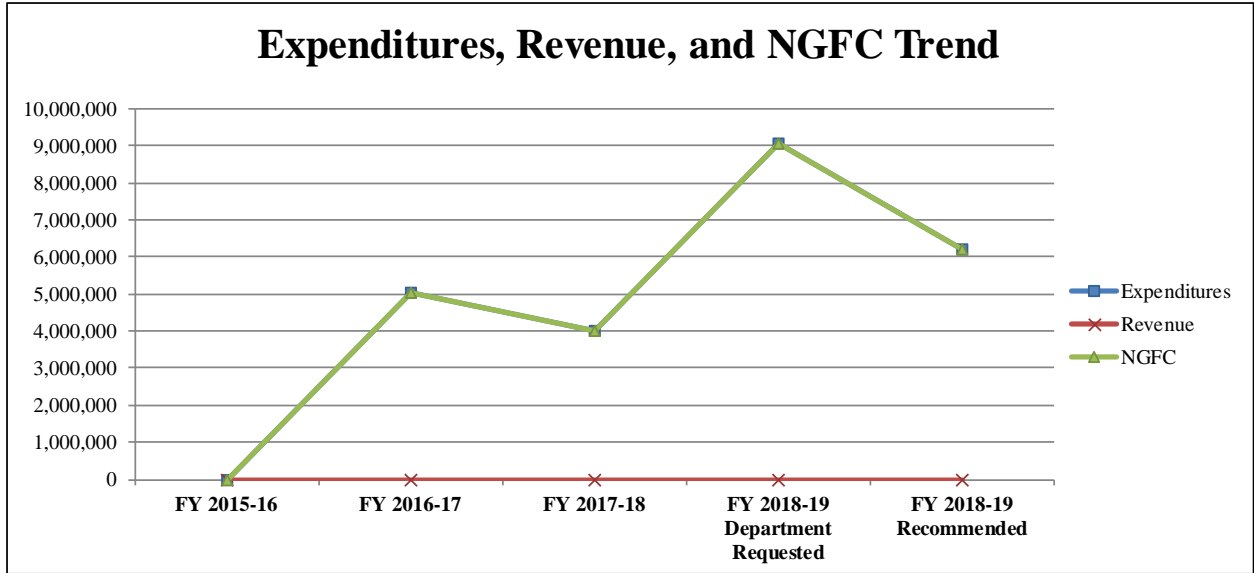
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 are included in that budget unit under the revenue category of other financing sources.

Budget Changes and Operational Impacts

In FY 2014-15 a transfer of property tax base revenue in the amount of \$18.4 million from the General Fund to the Fire Fund in lieu of a direct Net General Fund Contribution (NGFC) for fire protection services was approved by the Board of Supervisors. This resulted in no direct NGFC during FY 2014-15 and FY 2015-16. The Fire Department continues to receive \$18.4 million through the allocation of property taxes. However, due to rising pension costs, the General Fund contribution was once again necessitated to maintain status quo operations. The recommended budget proposes an NGFC of \$6,181,549, which includes \$3,988,933 in accordance with the third year of a five-year mitigation plan through FY 2020-21 to mitigate pension cost increases plus \$2,192,616 for retirement cost increases related to safety employees. A corresponding reduction of General Fund reserves will be initiated to accommodate a portion of this additional cost to the General Fund.

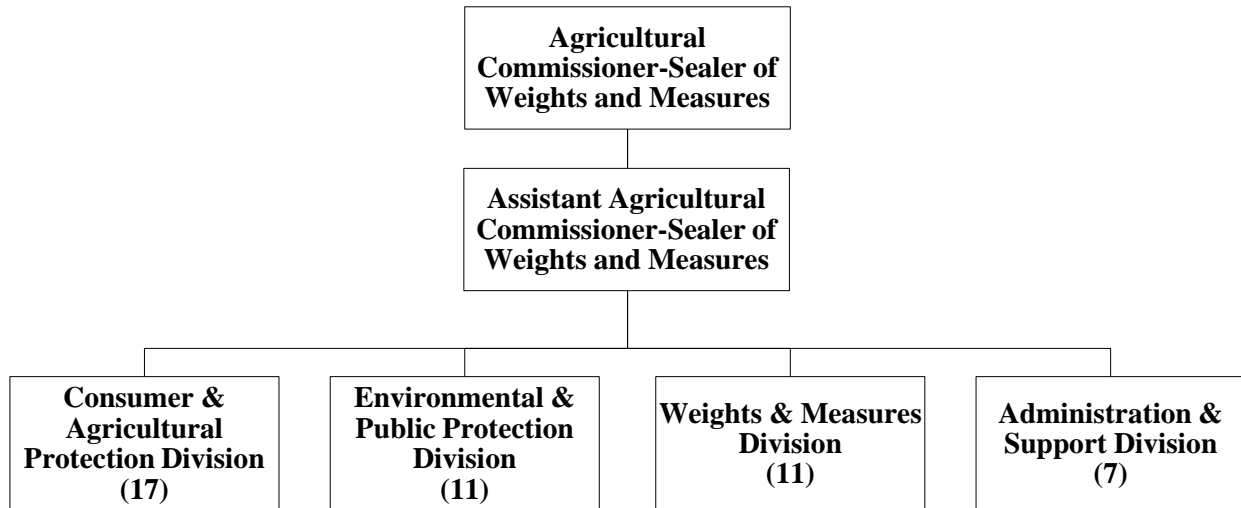
Public Protection



Mission Statement

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

Organizational Chart



Public Protection

Fiscal Year 2016-17 and 2017-18 Accomplishments

- Continued diligence in conducting commodity inspections has helped facilitate the sale and shipment of the County’s produce and contributed to the County’s ranking as the number one county in the state in total crop value for the first time.
- In FY 2016-17, the department conducted 1,228 pesticide inspections and issued 95 violations, resulting in a 92% compliance rate.
- Through April 2018 of FY 2017-18, the department conducted 797 pesticide inspections and issued 74 violations, resulting in a 91% compliance rate.
- The department issued 31,028 Phytosanitary certificates in FY 2016-17 and has issued 28,495 in FY 2017-18 through April 30, 2018.
- The department provided pesticide application education presentations in both English and Spanish to 2,064 individuals in FY 2016-17 and 1,549 in FY 2017-18 through April 30, 2018.

Agriculture and Measurement Standards

Department Head: Glenn Fankhauser

Function: Public Protection

Fund: General

Activity: Protective Inspection

Budget Unit: 2610

Description of Major Services

The Agriculture and Measurement Standards Department promotes and protects the County's agricultural industry and provides agricultural research and information services. The department enforces laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide Regulations, and enforces consumer protection laws and regulations.

The department 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,713,783	\$5,879,846	\$5,156,341	\$5,837,698	\$5,837,698	\$5,857,613
Services and Supplies	946,642	979,333	1,027,530	1,026,874	1,026,874	1,026,874
Other Charges	0	55,000	37,630	38,500	38,500	38,500
Capital Assets	0	0	217,414	0	0	0
Other Financing Uses	0	608,744	0	0	0	699,800
TOTAL EXPENDITURES	\$6,660,425	\$7,522,923	\$6,438,915	\$6,903,072	\$6,903,072	\$7,622,787
REVENUE:						
Licenses and Permits	\$26,580	\$24,890	\$29,315	\$26,182	\$26,182	\$26,182
Fines and Forfeitures	50,443	18,100	57,245	35,140	35,140	35,140
Intergovernmental	3,374,354	3,150,769	2,688,959	3,102,216	3,102,216	3,102,216
Charges for Services	2,406,611	2,298,907	2,444,541	2,353,555	2,353,555	2,353,555
Miscellaneous	8,646	20	(100)	20	20	20
TOTAL REVENUE	\$5,866,634	\$5,492,686	\$5,219,960	\$5,517,113	\$5,517,113	\$5,517,113
Less Available BSI *	\$0	(\$608,744)	\$0	\$0	\$0	(\$699,800)
NET GENERAL FUND COST	\$793,791	\$1,421,493	\$1,218,955	\$1,385,959	\$1,385,959	\$1,405,874
BSI Ending Balance *	\$404,566	N/A	\$608,744	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

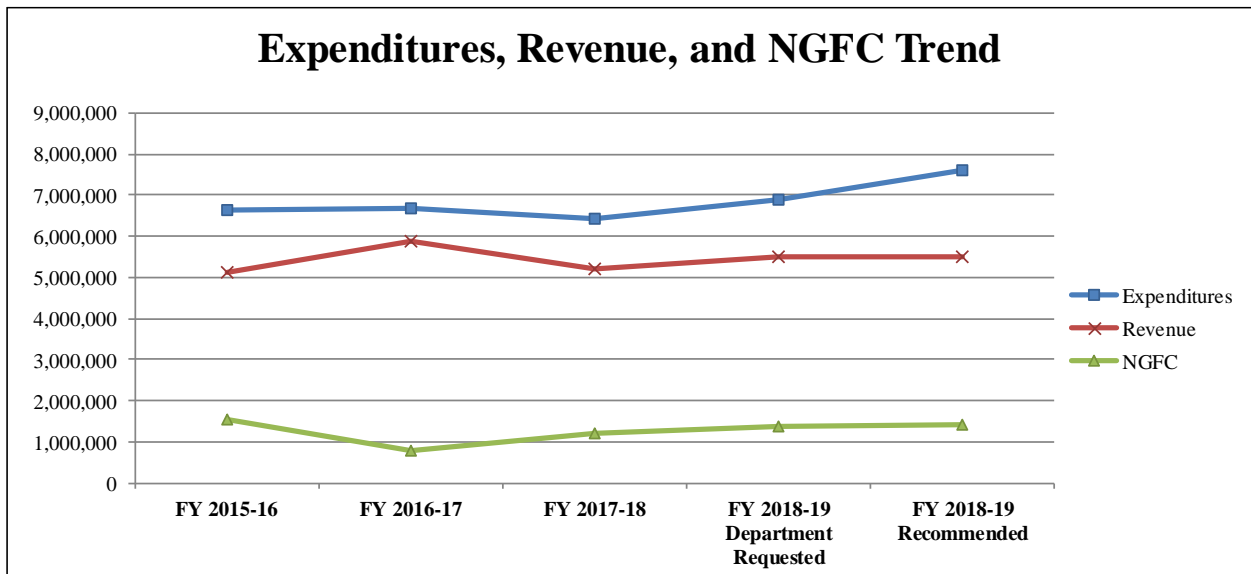
The majority of the department's expenditures are for staff costs. These expenditures are necessary to provide mandated inspection services in the field of agriculture and weights and measures. Vehicles and fuel charges comprise a majority of the operating expenses.

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

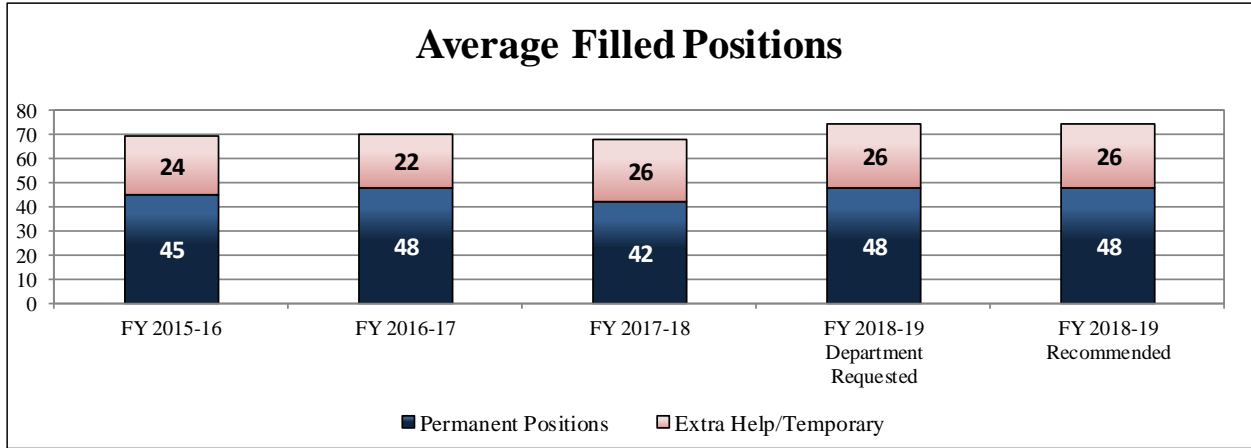
The recommended budget allows the department to operate at current service levels without the use of \$699,800 in accumulated Budget Savings Incentive (BSI) credits. Expenditures are expected to increase over FY 2017-18 in an attempt to maintain the County’s maintenance of effort necessary to maintain eligibility for unclaimed gas tax revenue. Revenue is expected to increase over the current year projected amount due to availability of state contracts primarily for invasive pest detection and quarantine efforts, but budgeted revenue still remains consistent with prior years. 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. Sustained revenue through state programs along with continued attrition will allow the department to meet their proposed reduction without service level impact.

Public Protection



Staffing Changes and Operational Impacts

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



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	45	48	42	48	48
Extra Help/Temporary	24	22	26	26	26
Total Positions	69	70	68	74	74
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	49	45	42	N/A	N/A
Extra Help/Temporary (FTE)	21	24	29	N/A	N/A
Total Positions	70	69	71	N/A	N/A
SALARIES & BENEFITS	\$5,688,486	\$5,713,783	\$5,156,341	\$5,837,698	\$5,857,613

Summary of Authorized Positions

The department has 48 authorized positions, all of which have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administrative Services	9	0	0	9	9	0	9
Ag. & Consumer Protection	17	0	0	17	17	0	17
Environment & Public Protection	11	0	0	11	11	0	11
Weights & Measures	11	0	0	11	11	0	11
Total	48	0	0	48	48	0	48

Weights and Measures	Agricultural and Consumer Protection	Environmental and Public Protection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Director	1 Deputy Director	1 Deputy Director
1 Ag. Bio./Wts. & Meas. Insp. IV	2 Ag. Bio./Wts. & Meas. Insp. IV	1 Ag. Bio./Wts. & Meas. Insp. IV
7 Ag. Bio./Wts. & Meas. Insp. I-III	14 Ag. Bio./Wts. & Meas. Insp. I-III	9 Ag. Bio./Wts. & Meas. Insp. I-III
2 Ag. Bio./Wts. & Meas. Insp. Tech.	17 Requested Total	11 Requested Total
11 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 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Ensure safe pesticide use within the agricultural industry and monitor compliance with existing pesticide regulations.

Objective 1: Increase education of applicators through public contact and presentations

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of individuals reached through department presentations	1908	2064	1300	1549	1500
English speaking attendees to continuing education presentations	264	251	350	239	300
Spanish speaking attendees to continuing education presentations	74	111	130	102	130

Increased awareness of pesticide regulations is gained through the department’s public outreach and continuing education (CE) presentations. Over the years, the department has gradually increased attendance at CE sessions and include 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 2018-19 the department anticipates reaching even more people in this manner.

Objective 2: Improve compliance with pesticide laws and regulations.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of pesticide inspections performed	686	1214	1000	1021	1000
Number of pesticide inspections with violations	97	97	100	78	95
Percentage of pesticide users complying with governmental standards	86%	92%	100%	92%	96%

The department performs unannounced pesticide use inspections on growers, agricultural pest control businesses and structural pest control businesses. The department also conducts pesticide related record audits on pest control advisors and pesticide dealers. Pesticide use inspections and pesticide related record audits are made to determine compliance with government pesticide standards. Over the last couple of years, the department has been able to increase trained staff in this division, thereby increasing the total number of inspections.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "outstanding"	86%	80%	86%	72%	86%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "good"	6%	10%	14%	22%	14%
Percentage of consumers rating the department's responsiveness to Weights and Measures complaints as "average" or below	8%	10%	0%	6%	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 2015-16 to FY 2016-17 the department's ratings remained consistent. However, the FY 2017-18 ratings across the span from 'outstanding' and 'good' and 'average or below' have declined. 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of commodity shipments of agricultural products inspected	24,891	30,061	30,000	31,419	30,000
Number of commodity shipments of agricultural products rejected	19	33	18	42	20

This indicator shows the relatively small portion of the County commodity shipments which are rejected due to pest finds by foreign governments. The low number of rejections is 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. Our goal is to minimize the number of rejected shipments. In order to achieve this goal, we increase our presence as well as increase training opportunities for employees so that they are more readily able to identify pests and diseases in commodity shipments so that they are not certified for export.

The County exports decreased dramatically in FY 2015-16 due to a large nut exporter changing their shipping methods to consolidate many shipments thus requiring only one inspection and document. Although this has occurred, the department has recently seen an increase in export programs to certain countries which has increased the inspection requests. Moreover, the 2016 crop report ranked Kern #1 in gross value of agricultural commodities. As a result, the number of shipments has increased somewhat in the subsequent years.

Code Compliance

Department Head: Craig Pope

Fund: General

Budget Unit: 2620

Function: Public Safety

Activity: Protective Inspection

Description of Major Services

Code Compliance is a division of the Public Works Department that operates to enforce and correct violations that threaten public safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned, wrecked, inoperative, or dismantled vehicles. An additional function of this division is to provide enforcement preventing litter and illegal dumping.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,801,110	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$1,801,110	\$0	\$0	\$0	\$0	\$0
REVENUE:						
Charges for Services	\$348,073	\$0	\$0	\$0	\$0	\$0
Miscellaneous	6,124	0	0	0	0	0
Other Financing Sources:						
Abatement Cost	60,000	0	0	0	0	0
TOTAL REVENUE	\$414,197	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$1,386,913	\$0	\$0	\$0	\$0	\$0
BSI Ending Balance *	\$81,664	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives

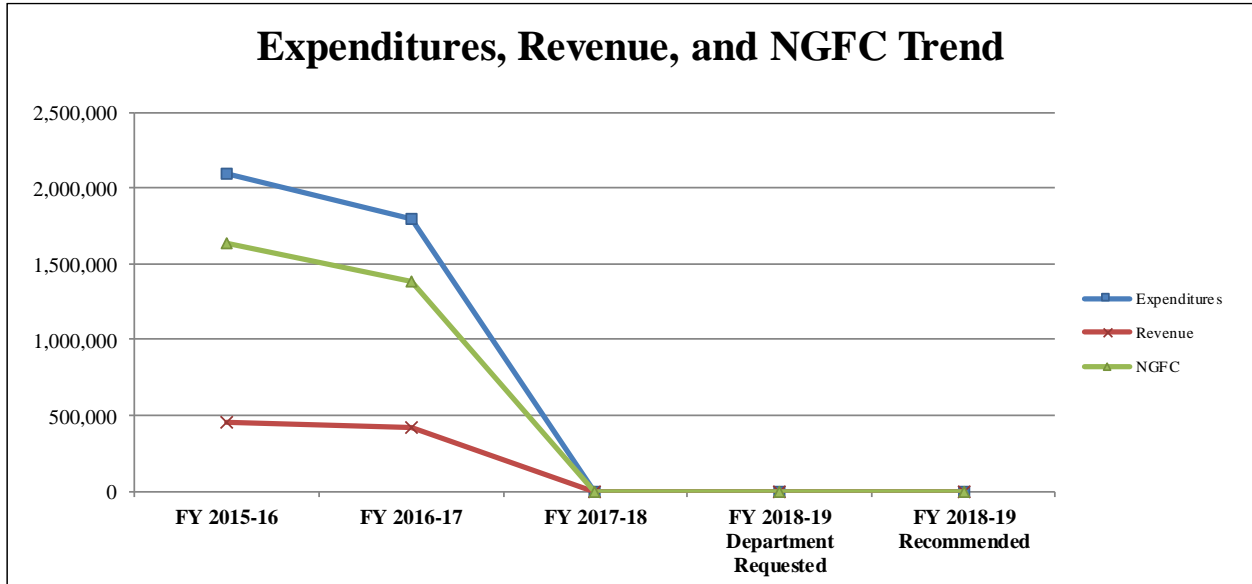
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

As part of the Public Works Department's restructuring for greater operational efficiency, Code Compliance has been transferred to the Abatement Fund in order to better manage funds, staff, and resources. Beginning in FY 2017-18, all Code Compliance expenditures and revenues have been transferred to its new budget unit, 2623 – Code Compliance: Abatement.

Budget Changes and Operational Impacts

See budget unit 2623 – Code Compliance: Abatement for further discussion.

Public Protection



Code Compliance: Abatement

Department Head: Craig Pope

Fund: Abatement Cost

Budget Unit: 2623

Function: Public Safety

Activity: Protective Inspection

Description of Major Services

Code Compliance: Abatement is a division of the Public Works Department that operates to enforce and correct violations that threaten public safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned wrecked, inoperative, or dismantled vehicles. An additional function of this division is to provide enforcement preventing litter and illegal dumping. Beginning with FY 2017-18 the operations of Code Compliance, previously accounted for in the General Fund, have been moved to the Abatement Cost Fund.

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$1,750,039	\$2,016,580	\$1,636,866	\$1,636,866	\$1,721,723
Other Charges	0	86,885	86,945	(32,055)	(32,055)	(32,055)
Other Financing Uses	60,000	0	0	0	0	0
TOTAL EXPENDITURES	\$60,000	\$1,836,924	\$2,103,525	\$1,604,811	\$1,604,811	\$1,689,668
REVENUE:						
Taxes	\$121,072	\$30,000	\$110,005	\$80,000	\$80,001	\$80,001
Fines and Forfeitures	25,030	0	19,229	15,000	15,182	15,182
Use of Money/Property	7	0	(6)	0	0	0
Charges for Services	(4)	435,050	517,157	425,166	425,166	425,166
Miscellaneous	0	3,335	3,348	3,035	3,035	3,035
Other Financing Sources:						
General Fund Contribution	0	1,561,867	1,561,867	1,175,122	1,175,122	1,175,122
TOTAL REVENUE	\$146,105	\$2,030,252	\$2,211,600	\$1,698,323	\$1,698,506	\$1,698,506
NET FUND COST	(\$86,105)	(\$193,328)	(\$108,075)	(\$93,512)	(\$93,695)	(\$8,838)

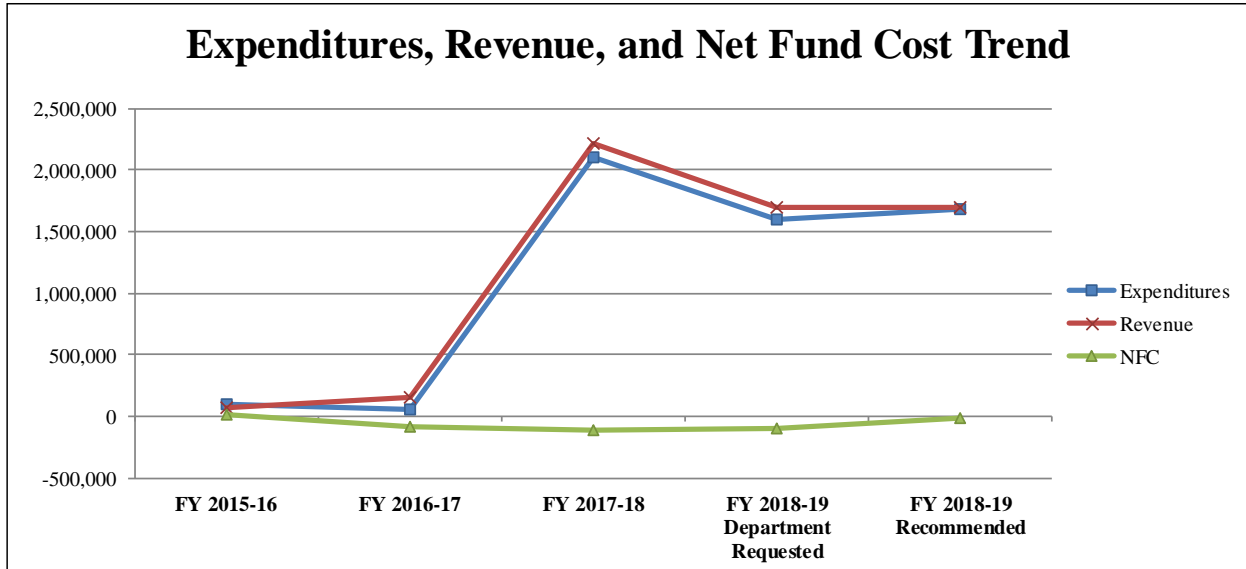
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of the expenditures for this budget unit are associated with labor cost reimbursements from the Public Works Internal Service Fund. The recommended budget includes \$1.2 million within services and supplies to reimburse Public Works to fully staff the operations of the Code Compliance division. The division receives reimbursement for cleaning areas subject to illegal dumping and revenue from code enforcement violation fines. The division is primarily funded by a contribution from the General Fund.

Budget Changes and Operational Impacts

The division's budget does not include appropriations from the Blight Remediation designation as the division will seek approval for this funding from the Board of Supervisors throughout the year as projects arise. The division will continue to receive reimbursement for illegal dumping clean up paid out of the Solid Waste Enterprise Fund.

The Net General Fund Cost (NGFC) guideline for FY 2018-19 was established with a 2.5% reduction. In order to mitigate service level impacts, the Public Works Department has requested that \$231,000 in NGFC allocated to Development Services, a division of Public Works, be redirected to this division. The requested change to the General Fund Contribution is recommended by the County Administrative Office.



Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	76%	72%	75%	74%	73%
Number of cases related to illegal dumping, property maintenance, and zoning violations that have been resolved	2,527	2,636	2,550	2,742	2,700
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	45%	42%	45%	41%	41%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 30 days	1,208	1,098	1,150	1,117	1,100
Percentage of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	70%	71%	70%	66%	67%
Number of cases related to illegal dumping, property maintenance, and zoning violations that are resolved within 90 days	1,871	1,853	1,825	1,804	1,800
<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. A key objective is to abate as many nuisances as possible, as quickly as possible. This past fiscal year, due to the loss of one code officer, the division narrowly missed performance level goals. The division was able to keep pace with adopted goals by shifting some administrative tasks onto clerical staff. All available abatement funds were exhausted by the division to perform abatements and demolitions. This coming fiscal year, it is anticipated that the division will be faced with a reduced budget, the loss of one Administrative Coordinator position, and the retirement of one Code Compliance Officer. Despite funding and staffing challenges, the division expects to make the goals set for FY 2018-19.</p>					

Building Inspection

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

Function: Public Protection
 Activity: Protective Inspection

Description of Major Services

Building Inspection is a division of the Public Works Department. The division enforces building regulations in order to ensure the health and safety of the public throughout the permit and building process. The division administers parcel map and zoning requirements for land use by issuing building permits, and inspects all new construction in the County unincorporated area.

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$6,054,208	\$7,357,571	\$6,755,181	\$9,054,720	\$9,054,720	\$9,097,032
Other Charges	339,158	194,941	160,283	167,416	167,416	283,416
Capital Assets	101,044	132,900	101,417	100,000	100,000	100,000
TOTAL EXPENDITURES	\$6,494,410	\$8,235,412	\$7,016,881	\$9,322,136	\$9,322,136	\$9,480,448
REVENUE:						
Licenses and Permits	\$4,934,734	\$4,802,000	\$5,395,379	\$4,800,000	\$4,800,000	\$4,800,000
Use of Money/Property	205,156	100,000	208,379	100,000	100,000	100,000
Charges for Services	48,130	46,300	68,999	51,200	51,200	51,200
Miscellaneous	(2,441)	(1,760)	2,048	(1,760)	(1,760)	(1,760)
Other Financing Sources:						
Community Development Program	164	0	0	0	0	0
TOTAL REVENUE	\$5,185,743	\$4,946,540	\$5,674,805	\$4,949,440	\$4,949,440	\$4,949,440
NET FUND COST	\$1,308,667	\$3,288,872	\$1,342,076	\$4,372,696	\$4,372,696	\$4,531,008

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

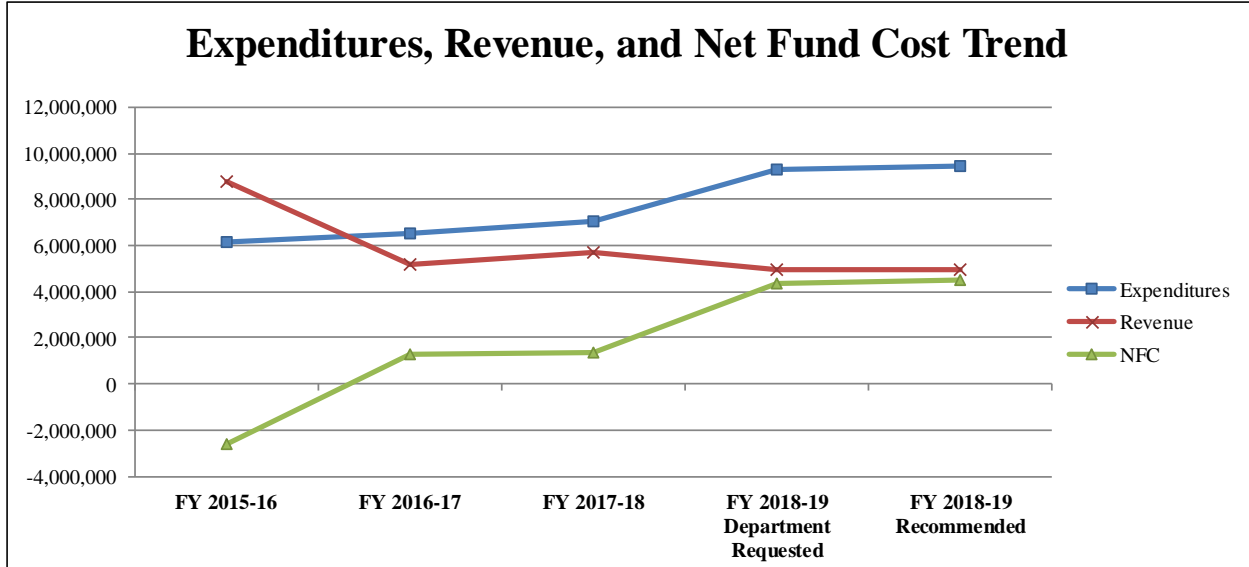
The majority of the expenditures of the division are associated with labor reimbursement costs and engineering consultant services. The recommended budget includes \$7.2 million within services and supplies to reimburse the Public Works Department to staff the operations of the Building Inspection division. The primary source of revenue for the division is building permit fees.

Budget Changes and Operational Impacts

In addition to salary reimbursement to Public Works, \$1.8 million is being budgeted in services and supplies for general office expenses, consulting services, solar and wind energy surveying and zoning services. Capital assets of \$100,000 have been included for the purchase of four compact sport utility vehicles.

The fund balance as of June 30, 2018 is \$1.9 million, all of which will be used in FY 2018-19. In addition, \$2.5 million of the \$14 million available in the general designation will be used to maintain or exceed the current level of service. The remaining \$11.5 million in the general designation will be utilized in future years.

Public Protection



Fiscal Year 2018-19 Goals, Objectives and Performance Measures

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

Objective 1: Increase the speed of plan reviews.

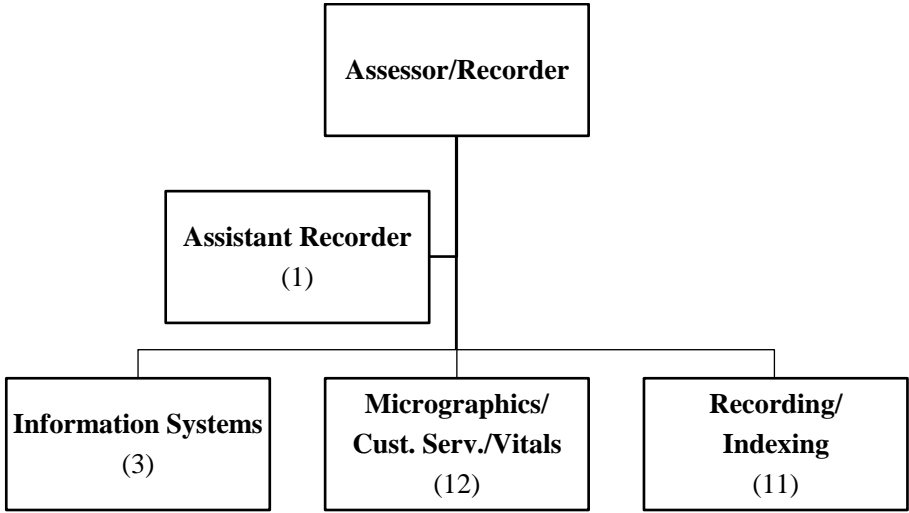
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of first plan reviews performed within 30 days	90%	83%	90%	94%	95%

Processing building permits is a critical function of the division and it is important to the permit applicant to obtain approval in a timely manner. In FY 2017-18, the division processed several large projects that required internal and external reviews by consultants. The division also saw an increase in residential projects. Due to changes to building code, the division experienced an influx of permits prior to the effective date of change and a slowed pace in plan review time. Despite these challenges, the division exceeded its goal to review 90% of first plan reviews performed within thirty days. In future years, the division anticipates improved review performance due to familiarity of the new codes and additional training.

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 2016-17 and 2017-18 Accomplishments

- Increased the number of recordings processed via electronic submission by 4%, increasing from 59% in FY 2016-17 to 63% in FY 2017-18.
- Upgraded the Recorder’s information technology with imaging software to restore the department’s operating system.

Recorder

Department Head: Jon Lifquist, Elected

Function: Public Protection

Fund: Recorder

Activity: Other Protection

Budget Unit: 2700 and 2701

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 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$907,364	\$0	\$911,113	\$911,113	\$911,113
Salaries and Benefits	2,142,949	2,327,780	2,057,305	2,103,192	2,103,192	2,115,034
Services and Supplies	418,134	799,956	400,681	769,792	769,792	769,792
Other Charges	790,999	753,017	703,794	696,419	696,419	696,419
Capital Assets	22,536	30,000	16,053	0	0	0
TOTAL EXPENDITURES	\$3,374,618	\$4,818,117	\$3,177,833	\$4,480,516	\$4,480,516	\$4,492,358
REVENUE:						
Licenses and Permits	\$4,475	\$4,000	\$3,970	\$3,200	\$3,200	\$3,200
Use of Money/Property	10,169	8,000	14,062	12,000	12,000	12,000
Charges for Services	2,374,887	2,338,000	2,298,131	2,265,064	2,265,064	2,276,906
Miscellaneous	1,605	1,448	1,244	1,191	1,191	1,191
Other Financing Sources:						
Recorder's SSN Truncation Fund	7,705	9,700	7,366	9,700	9,700	9,700
Recorder's Modernization Fund	246,593	760,783	306,473	522,625	522,625	522,625
Micrographics-Recorder	52,704	2,291	2,292	0	0	0
Recorder's Electronic Recording	142,500	159,400	159,400	162,425	162,425	162,425
Vital & Health Statistics Fund	56,846	90,545	73,782	93,000	93,000	93,000
Contribution to Recorder	550,026	562,600	492,917	500,000	500,000	500,000
Community & Economic Dev.	268	200	72	200	200	200
TOTAL REVENUE	\$3,447,778	\$3,936,967	\$3,359,709	\$3,569,405	\$3,569,405	\$3,581,247
NET FUND COST	(\$73,160)	\$881,150	(\$181,876)	\$911,111	\$911,111	\$911,111

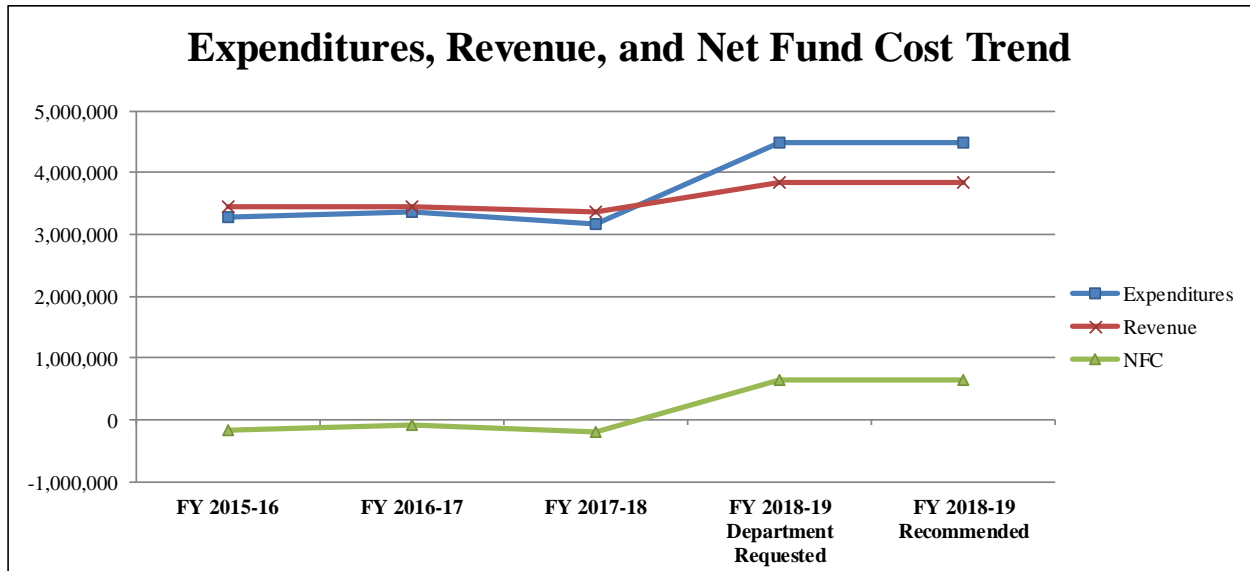
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs and service and supplies required to perform the functions of the department. The revenue for the department are primarily derived from customers for recording and providing copies of documents. In addition, operating transfers in are received from other special revenue funds and contribute to the functions of the department. The department receives a contribution from General Fund budget unit 2705, which is pass-through revenue comprised of a \$1 fee per recording transaction.

Budget Changes and Operational Impacts

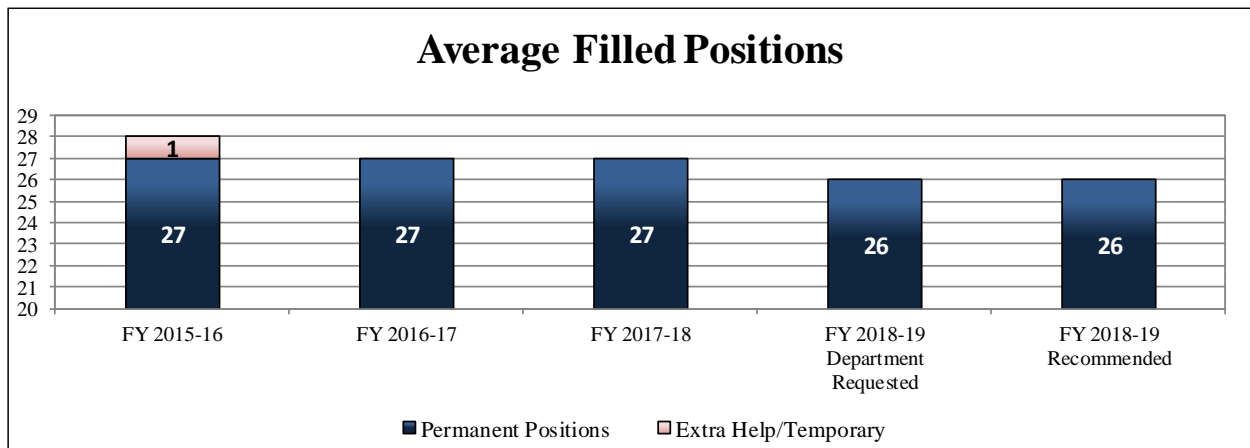
The recommended budget includes an increase in expenditures primarily due to the appropriation for contingencies from the department’s estimated ending fund balance of \$911,113, which the department will use toward any unanticipated operational costs in FY 2018-19. The department does not receive a General Fund contribution for operations.

Public Protection



Staffing Changes and Operational Impacts

The recommended budget includes holding one (1) Office Services Technician position vacant during FY 2018-19 for an annual savings of approximately \$68,513.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	27	27	27	26	26
Extra Help/Temporary	1	0	0	0	0
Total Positions	28	27	27	26	26
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	27	27	27	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	28	27	27	N/A	N/A
SALARIES & BENEFITS	\$2,124,895	\$2,142,949	\$2,057,305	\$2,103,192	\$2,115,034

Summary of Authorized Positions

The department has 27 authorized positions, of which 26 have been budgeted during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Administration	1	0	0	1	1	1
Information Systems	3	0	0	3	3	3
Micrographics/Customer Service/Vitals	12	0	0	12	11	12
Recording /Indexing	11	0	0	11	11	11
Total	27	0	0	27	26	27

Administration	Micrographics/Customer Service/Vitals	Recording/Indexing
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Recorder	1 Senior Office Services Specialist	1 Supervisor Legal Processing Tech
1 Requested Total	1 Document Imaging Technician	1 Senior Legal Processing Tech
	10 Office Services Technician	5 Legal Processing Technician I
	12 Requested Total	4 Office Services Technician
		11 Requested Total
Information Systems		
<u>Classification</u>		
1 LAN Administrator		
1 Office Services Technician		
1 Information System Specialist II		
3 Requested Total		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
Number of official records processed for recording	184,802	190,612	193,471	195,708	195,346
Number of marriage certificates filed	4,119	4,121	4,200	3,630	3,984
Number of birth certificates filed	14,491	14,039	14,031	12,385	13,546
Number of death certificates filed	6,819	6,629	6,700	5,925	6,264
Number of days to mail original Official Records after processing	20	14	10	17	15
Number of days to review and return rejected documents	2	2	2	2	2

Recording process improved with the introduction of a Senior Legal Process Technician position overseeing indexing responsibilities. The legal perspective has allowed newer indexing staff to mature sooner in their roll and minimize errors both in legal processing and indexing of data. ITS organization with help desk software has allowed quicker resolution to technical issues with local network. Increased bilingual staff has provided improved service with customers recording/filing at our public counters.

Objective 2: Efficiently service public requests and duplication needs of the records that are available through the Department.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
Number of Vital records sold	41,999	36,740	36,200	36,927	37,115
Number of plain and certified non-vital duplicates sold*	56	13,904	13,700	13,154	12,825
Average number of duplication services provided per day	183	203	200	201	201
Average number of minutes to provide duplication services to visitors	5	5	4	5	5

Hall of Records remodel began construction fourth quarter of FY 2017-18 fiscal year. Completion is expected beginning of the second quarter of FY 2018-19 fiscal year. Improved staff and public access has been much needed since last remodel mid 1980's. Modern staff work area will allow for better work environment improving morale. Public access will be greatly improved with availability to staff and additional computer/records resources increasing and being more ergonomically accessible. *Effective FY 2016-17 a new methodology was used for calculating number of plain and certified non-vital duplicates sold, creating the difference in the actual figures from FY 2015-16 to FY 2016-17 and going forward.

Objective 3: Expand electronic document managing process and improve access to all Recorder records converted to digitized image and also preserved in original form for historical value and use well into the future.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Adopted
Total number of official record document images filed	10,910,888	11,101,500	11,212,500	11,816,266	12,494,650
Percentage of documents available in imaged format	99%	98%	98%	98%	98%

An anticipated conversion to a web-based records management system will improve service in all areas of the department. Faster recording processing, more efficient copy services of all records and improved security in preserving data including images within our local network. Statutorily required microfilm preservation has been successfully outsourced this past fiscal year. As a result staff has been able to focus attention to preservation of older records needing attention. Preservation plans of older records has been expanded to include water proofing materials at no additional cost.

THIS PAGE INTENTIONALLY LEFT BLANK



County Contribution-Recorder

Department Head: Jon Lifquist, Elected

Fund: General

Budget Unit: 2705

Function: Public Protection

Activity: Other Protection

Description of Major Services

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

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$550,026	\$562,600	\$492,917	\$500,000	\$500,000	\$500,000
TOTAL EXPENDITURES	\$550,026	\$562,600	\$492,917	\$500,000	\$500,000	\$500,000
REVENUE:						
Charges for Services	\$549,811	\$562,600	\$498,856	\$500,000	\$500,000	\$500,000
TOTAL REVENUE	\$549,811	\$562,600	\$498,856	\$500,000	\$500,000	\$500,000
NET GENERAL FUND COST	\$215	\$0	(\$5,939)	\$0	\$0	\$0

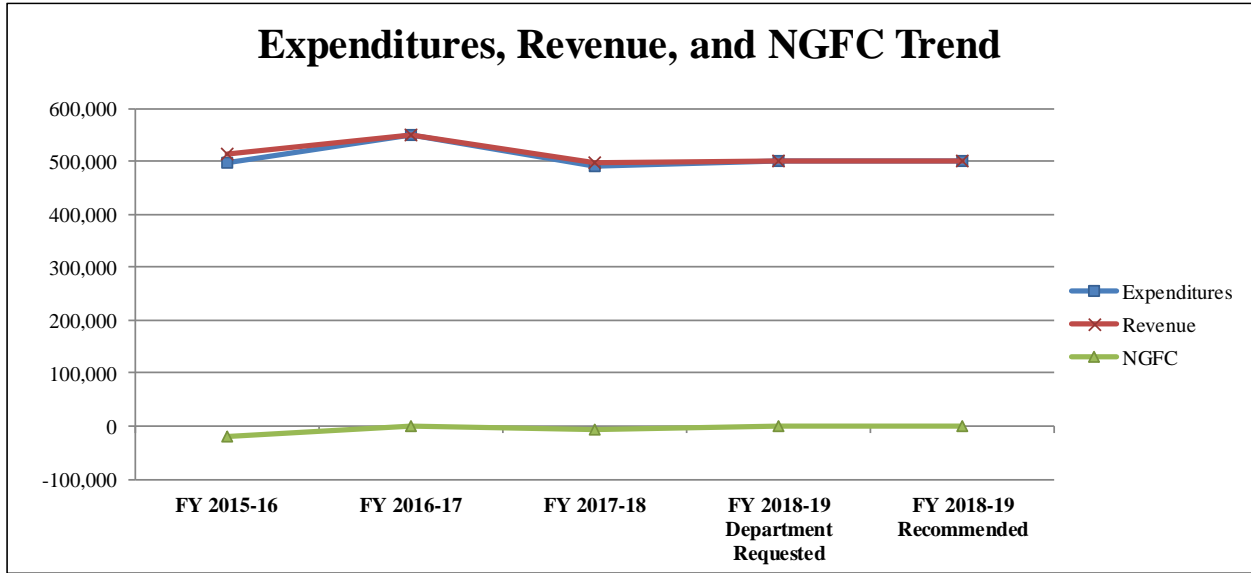
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 is anticipated to remain flat in comparison to prior year activity.

Budget Changes and Operational Impacts

The recommended budget includes revenue similar to the FY 2017-18 actual. Appropriations include the amount to be transferred to the Recorder’s operating budget unit 2700 to offset costs associated to the department’s recording responsibilities.

Public Protection



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 was a division of the Planning and Natural Resources Department. The division provided information technology (IT) 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 provided payroll, personnel, and fiscal functions to Planning and Natural Resources. In FY 2017-18, the IT function was transferred, along with IT staff to the Information Technology Services Division of the County Administrative Office in order to facilitate efficiencies and the administrative staff was transferred to the Department of Planning and Natural Resources.

Public Protection

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,251,607	\$1,382,237	\$1,055,952	\$0	\$0	\$0
Services and Supplies	67,013	127,202	128,404	0	0	0
Capital Assets	51,890	25,000	22,189	0	0	0
Other Financing Uses	0	127,679	0	0	0	0
TOTAL EXPENDITURES	\$1,370,510	\$1,662,118	\$1,206,545	\$0	\$0	\$0
Expend. Reimb.	(\$204,373)	(\$232,279)	(\$239,946)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$1,166,137	\$1,429,839	\$966,599	\$0	\$0	\$0
REVENUE:						
Charges for Services	\$951,554	\$882,968	\$740,644	\$0	\$0	\$0
Miscellaneous	128	0	65	0	0	0
TOTAL REVENUE	\$951,682	\$882,968	\$740,709	\$0	\$0	\$0
Less Available BSI *	\$0	(\$127,679)	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$214,455	\$419,192	\$225,890	\$0	\$0	\$0
BSI Ending Balance *	\$146,932	N/A	\$127,679	N/A	N/A	N/A

* BSI = Budget Savings Incentives

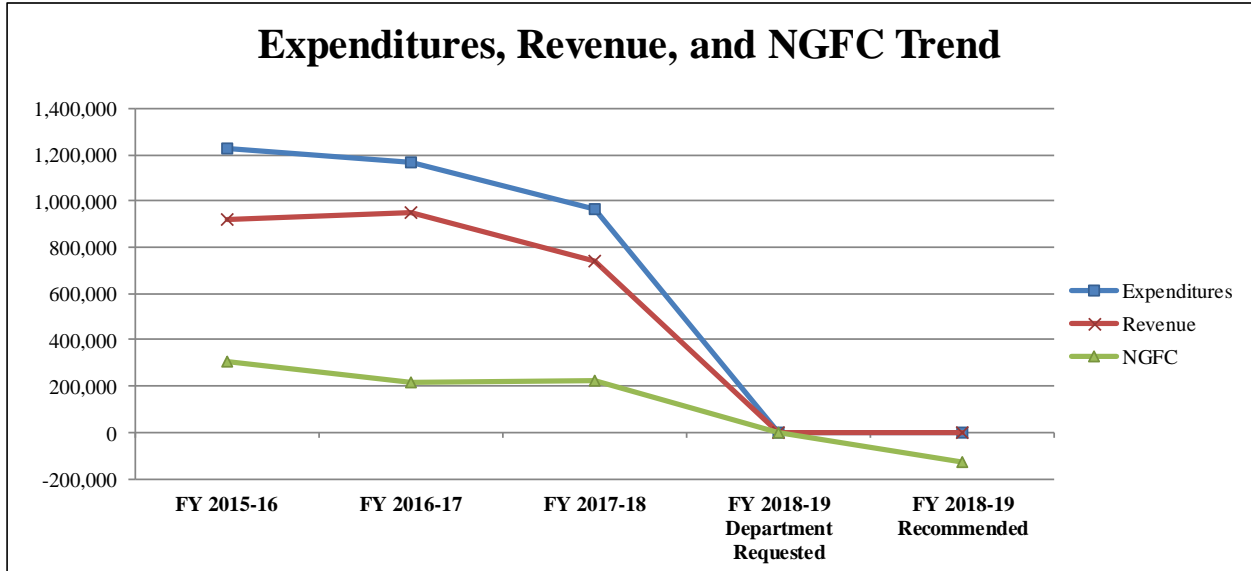
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

In FY 2017-18, the functions and staff of this division were transferred to Information Technology Services and to the Department of Planning and Natural Resources, as a result, the recommended budget does not include appropriations for this division.

Budget Changes and Operational Impacts

The recommended budget does not include any funding as the budget unit is inactive. Budget Savings Incentive credits of \$127,679 will be transferred to the Department of Planning and Natural Resources.

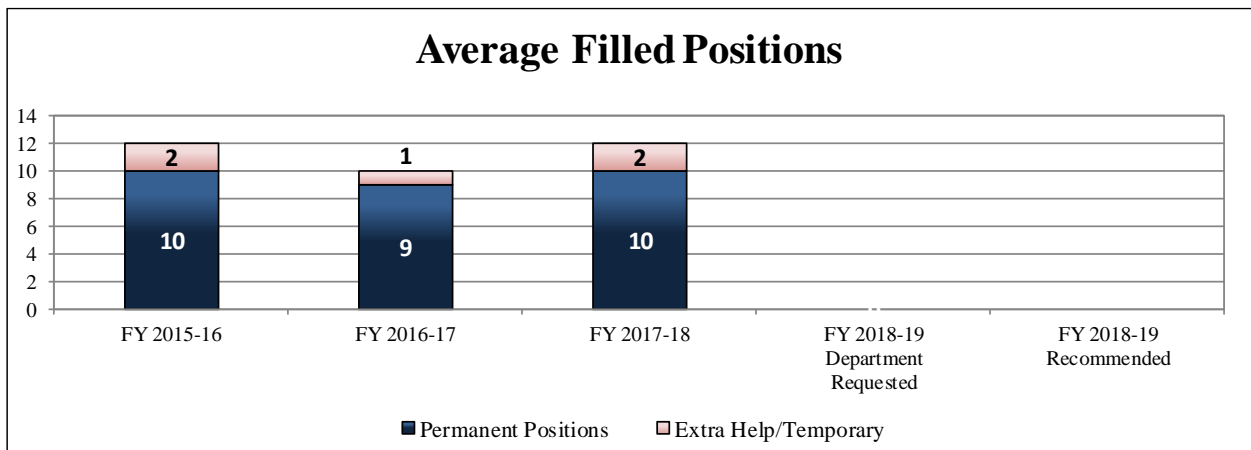
Public Protection



Staffing Changes and Operational Impacts

The recommended budget does not include any authorized positions as the budget unit is inactive.

In FY 2017-18, nine (9) IT positions were transferred to Information Technology Services and two (2) positions were transferred to the Department of Planning and Natural Resources.



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	10	9	10	0	0
Extra Help/Temporary	2	1	2	0	0
Total Positions	12	10	12	0	0
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	10	10	9	N/A	N/A
Extra Help/Temporary (FTE)	2	1	1	N/A	N/A
Total Positions	12	11	10	N/A	N/A
SALARIES & BENEFITS	\$1,224,027	\$1,251,607	\$1,055,952	\$0	\$0

Summary of Authorized Positions

The department currently has no authorized positions.

THIS PAGE INTENTIONALLY LEFT BLANK

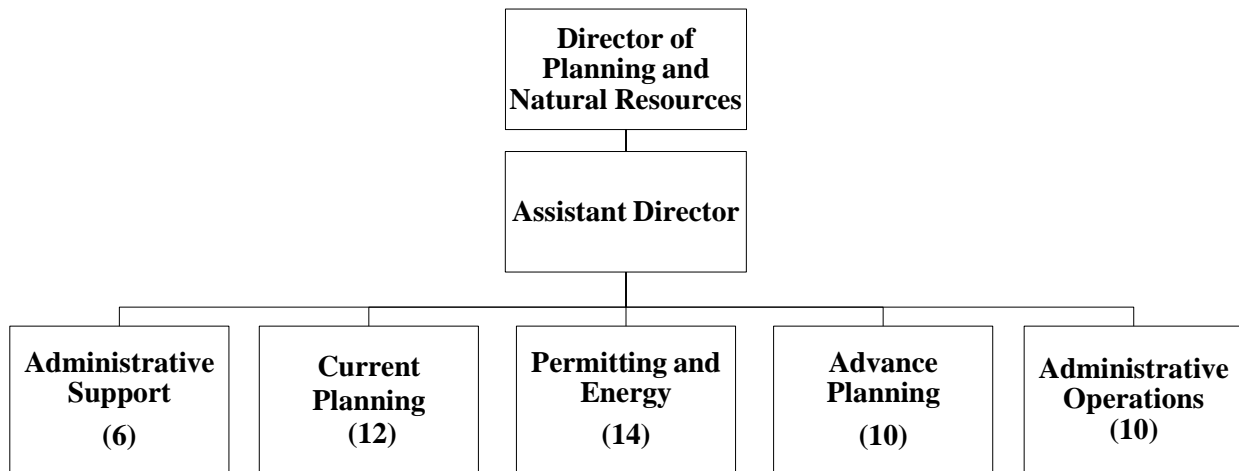


Mission Statement

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 2016-17 and 2017-18 Accomplishments

- Completed the environmental impact report and gained Board of Supervisor approval for the Grapevine Specific and Community Plan by Tejon Ranch within 24 months. This is the largest project in Kern County history.
- Continued the expedited implementation of the new oil and gas program. Issued more than 2,200 permits in calendar year 2017.
- Facilitated permitting and construction of wind and commercial scale solar projects for a nine year total of \$53 billion in private investment, 9,000 construction jobs and 1,500 permanent renewable energy jobs. All countywide renewable energy permitting totals 15,000 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 communities. This resulted in 35 grants awarded for a total amount of \$298,223 and included implementation of the first RENEWBIZ project for the reconstruction of K Street in Mojave.

Planning 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 delivering land use programs that streamline permitting and facilitate job creation while protecting and conserving natural resources for future generations. The department monitors and reviews State and federal activities as part of the Home Rule Program, emphasizing the impacts of endangered species, wetlands, water, air quality, and land use activities on private property owners and industries.

The department's programs focus on streamlining permits for business and environmental protections for communities. Major programs include continued implementation of oil and gas permitting, bringing online permitting for all other types of permits, completion of the Valley Floor Natural Communities Conservation Plan (NCCP) and Habitat Conservation Plan (HCP) for oil and gas operations and the Grapevine Tejon project, coordination with the City of Bakersfield on the next Bakersfield Regional HCP for development and solutions for water sustainability for both the Tulare Basin and the Indian Wells Valley and the ongoing work for the General Plan 2040 update. The General Plan 2040 update is a fully comprehensive work program, funded by the General Plan Surcharge that involves all aspects of the community as well as land use issues. Community Development manages the federal and State programs for the Community Development Block Grant - Home Program and implementation of emergency services and transitional housing grants.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,366,214	\$5,573,232	\$4,866,409	\$6,272,905	\$6,486,632	\$6,507,624
Services and Supplies	3,036,196	5,869,710	2,743,290	5,631,138	5,576,630	6,757,630
Other Charges	304,847	5,255	0	12,000	12,000	12,000
Capital Assets	0	80,000	57,321	25,000	25,000	85,000
Other Financing Uses	340,000	1,527,726	1,323,987	172,728	0	159,163
TOTAL EXPENDITURES	\$8,047,257	\$13,055,923	\$8,991,007	\$12,113,771	\$12,100,262	\$13,521,417
REVENUE:						
Licenses and Permits	\$2,126,389	\$816,200	\$493,220	\$334,100	\$334,100	\$334,100
Fines and Forfeitures	8,018	10,000	9,181	10,000	10,000	10,000
Intergovernmental	0	300,000	0	0	0	1,000,000
Charges for Services	3,057,109	4,880,800	2,946,626	3,425,060	3,425,060	3,425,060
Miscellaneous	33,980	25,000	13,705	21,000	21,000	21,000
Other Financing Sources:						
General Plan Admin. Surcharge	559,698	1,636,861	351,193	2,570,854	2,570,854	2,451,854
Oil and Gas Program	0	1,080,796	1,191,271	2,875,545	2,855,762	3,155,762
TOTAL REVENUE	\$5,785,194	\$8,749,657	\$5,005,196	\$9,236,559	\$9,216,776	\$10,397,776
Less Available BSI *	\$0	(\$403,739)	\$0	\$0	\$0	(\$159,163)
NET GENERAL FUND COST	\$2,262,063	\$3,902,527	\$3,985,811	\$2,877,212	\$2,883,486	\$2,964,478
BSI Ending Balance *	\$428,608	N/A	\$403,739	N/A	N/A	N/A

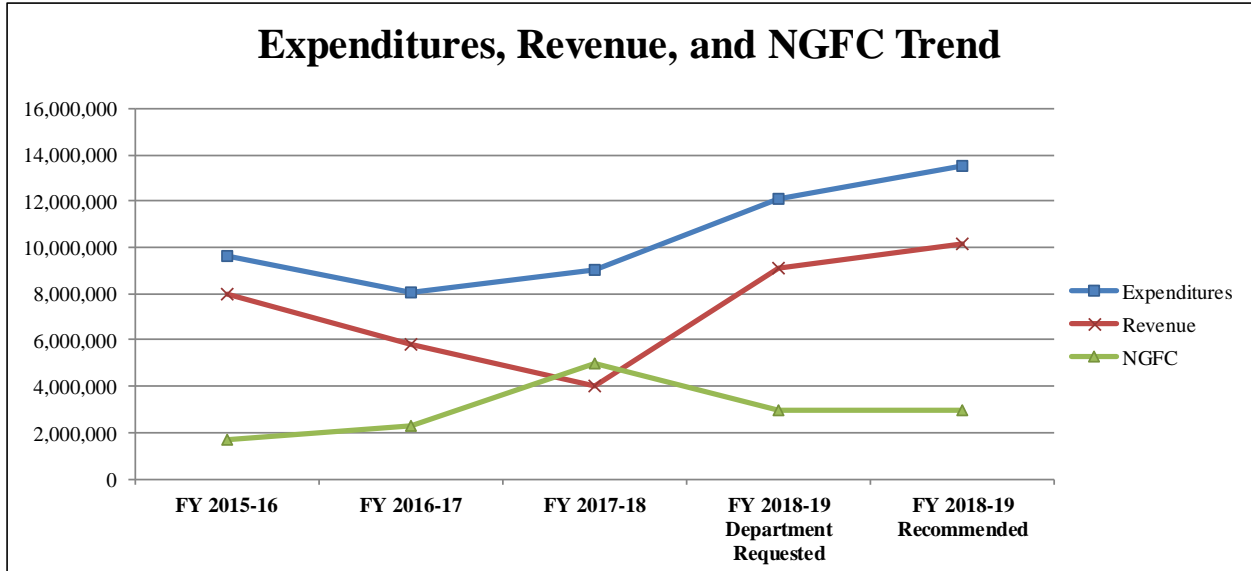
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of the expenditures for this budget unit are associated with staffing costs and contracts for outside consultants with whom the department contracts with for professional services. The department receives significant revenue from applicant fees, oil and gas permitting and reimbursements for costs related to contracts.

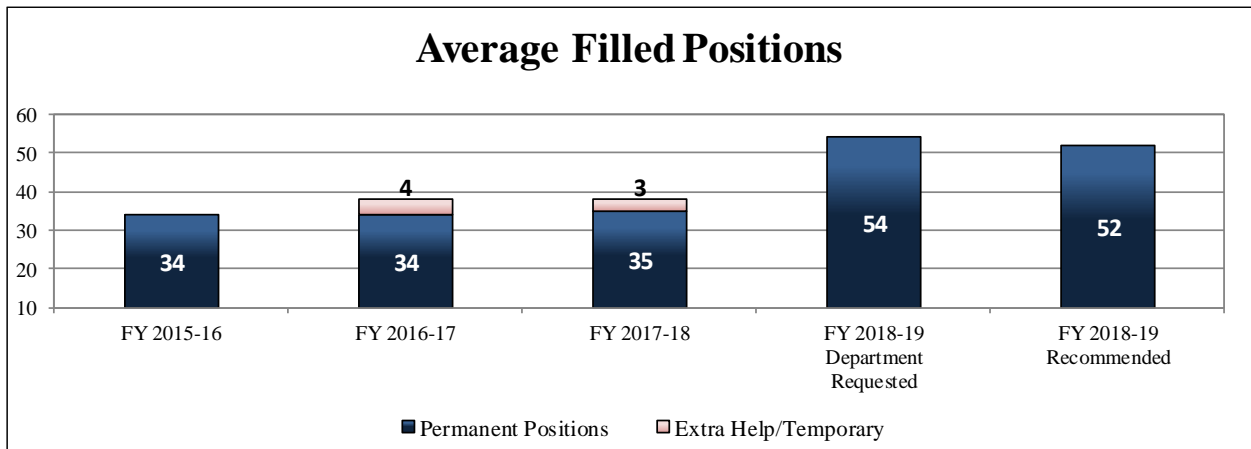
Budget Changes and Operational Impacts

The recommended budget includes an increase of \$1.6 million in salaries and benefits over FY 2017-18 Actual to fund 52 of 54 requested positions as the department plans to fill all but two of their vacant positions. Other financing sources is decreasing by \$1.2 million as FY 2017-18 included a one-time transfer of Oil and Gas Program revenue to the Oil and Gas special revenue fund. The increase in services and supplies is primarily due to applicant projects and has offsetting revenue in charges for services, as well as \$1 million for a joint land use study that will provide an update on the airspace surrounding the Naval Air Weapons Station China Lake, Edwards Air Force Base, and Fort Irwin National Training Center military installations. The \$159,163 included for capital assets is for the purchase of a copier and workstations. The recommended budget also includes \$3.2 million in revenue and associated costs related to oil and gas permitting.



Staffing Changes and Operational Impacts

The recommended budget provides the department with funding for all but one (1) Fiscal Support Technician position and one (1) Office Services Technician position, both of which are vacant and unfunded, in order to absorb reductions to the NGFC. The department will add one (1) Assistant Director position, one (1) Fiscal Support Supervisor position, and one (1) Administrator Coordinator position, at an estimated annual cost of \$347,084.



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	34	34	35	54	52
Extra Help/Temporary	5	4	3	0	0
Total Positions	39	38	38	54	52
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	34	35	34	N/A	N/A
Extra Help/Temporary (FTE)	5	3	4	N/A	N/A
Total Positions	39	38	38	N/A	N/A
SALARIES & BENEFITS	\$4,325,956	\$4,366,214	\$4,866,409	\$6,272,905	\$6,507,624

Public Protection

Summary of Authorized Positions

The department has requested 54 authorized permanent positions, of which 52 have been budgeted to be filled in FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Management/Admin	15	3	0	18	16	2	18
Current Planning	12	0	0	12	12	0	12
Permitting/Energy	14	0	0	14	14	0	14
Admin Operations	10	0	0	10	10	0	10
Total	51	3	0	54	52	2	54

Management/Admin	Current Planning	Permitting/Energy
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Division Chief	1 Division Chief
1 Administrative Services Officer	2 Supervising Planner	1 Supervising Planner
1 Office Services Coordinator	8 Planner I/II/III	3 Planner I/II/III
1 Sr. Office Services Specialist	1 Office Services Technician	1 GIS Specialist
3 Office Services Specialist	12 Requested Total	1 GIS Technician
2 Office Services Technician		2 Planning Technician
1 Office Services Assistant	Advance Planning/CD	3 Permit Specialist I/II
2 Accountant I/II/III	<u>Classification</u>	1 Engineer Aide I/II
2 Fiscal Support Specialist	1 Division Chief	1 Office Service Technician
1 Fiscal Support Technician	2 Supervising Planner	14 Requested Total
15 Current Total	7 Planner I/II/III	
<u>Additions/Deletions</u>	10 Requested Total	
1 Assistant Director		
1 Administrative Coordinator		
1 Fiscal Support Supervisor		
18 Requested Total		

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Public Protection

Goal 1: Employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the County Economic Development Strategy.

Objective 1: Promote economic growth through timely and effective processing of land use permits; balancing new development with existing uses and the vision articulated in the general and specific plans.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average number of weeks for a land use project which does not require preparation of an environmental document to be presented for consideration by a hearing body.	6.4	<12	<12	4.9	< 12
Average number of days for a ministerial land use permit to be reviewed and acted upon.	8.5	<15	<15	15	< 15

New development can play an important role in stimulating economic growth and in fulfilling the vision for land uses outlined in the general and specific plans. Being responsive to this initiative may encourage future development in the County. These performance measures describe processes common to ministerial and many discretionary permits, which represent the bulk of the department’s customer applicant base.

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

The department has assigned one additional Planner to Counter Operations and it is expected that the average number of days to process a ministerial permit will be well under the FY 2018-19 Goal.

Goal 2: Improve fiscal efficiency/responsibility of County.

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

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average number of days to provide a written response to preliminary reviews of all land use/land division applications.	13.4	<30	<30	22.2	< 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.	11.9	12	< 15	20.4	< 15
Average wait time of customers who seek service at the public counter.	4 min.	4 min.	< 6 min.	5 min.	< 6 min.
Average number of days to pay invoices the department receives from a vendor.	<34	< 34	< 30	< 30	≤ 30
Average number of days to process billings to customers who are charged on a time and materials basis.	<60	60	<45	23	≤ 30

These are core functions for several of the department’s work units and, with the exception of the last measure, are indicators of customer service and how well the department is meeting the needs of customers. The last measure describes the level of effort undertaken by the department to recover costs from billable clients for the larger land use projects. Adequate cost recovery is imperative to protect the County’s General Fund from providing a subsidy to such projects.

The variance for FY 2017-18 on the second performance measure includes some cases that were extraordinary and which skewed the annual average.

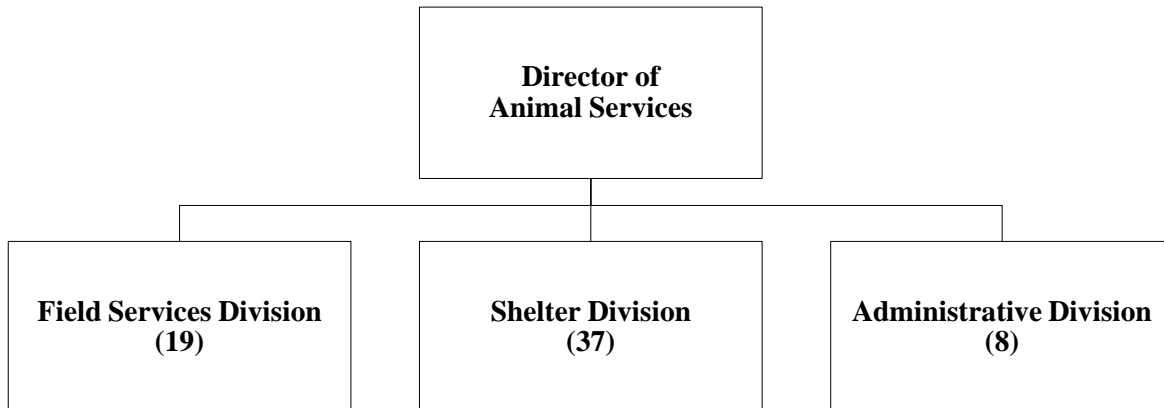
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- Performed 225 spay/neuter surgeries for pit bulls and pit bull mixes through a grant from the Petco Foundation.
- The live release rate in FY 2016-17 was 69% and increased in FY 2017-18, through March 31, 2018, to 72%.
- Volunteers donated 27,642 hours to the shelter in FY 2016-17, equivalent to 13 full time employees. Through March 31, 2017, in FY 2017-18, volunteers have donated 22,742 hours, equivalent to 11 full time employees.
- Since the completion of the department’s on-site surgery suite in July of 2016, the department completed 3,296 surgeries in FY 2016-17 and 4,471 through March 31, 2018 in FY 2017-18, saving over \$250,000 versus outsourcing.
- In coordination with multiple rescue organizations, 2,287 animals were rescued in 2016 and 2,037 were rescued in 2017.
- In July of 2017, the department installed an X-ray machine to eliminate the need to outsource these services to local veterinarians. Performing these services in-house paid for the machine within the first eight months of operation.
- The department holds weekly vaccine and licensing clinics at the Fruitvale facility, each Wednesday. In FY 2016-17, the department administered 5,598 vaccines and issued 2,638 licenses and during FY 2017-18 through March 31, 2018 administered 4,323 vaccines and issued 2,176 licenses.
- Completed 3,571 Spay/Neuter surgeries in FY 2016-17 and 2,060 through March 31, 2018 with funding dedicated by the Board of Supervisors in each year.

Animal Services

Department Head: Nicholas Cullen
 Fund: General
 Budget Unit: 2760

Function: Public Protection
 Activity: Other Protection

Description of Major Services

The Animal Services Department provides for the care and protection of unwanted and abandoned animals within the community. The County operates shelters in Bakersfield and Mojave, and contracts for shelter services within Lake Isabella and Ridgecrest. The County provides enforcement and shelter activities for the City of Tehachapi and shelter services to the City of Arvin.

The department also provides local rabies control in accordance with California Health and Safety Code. The rabies control program includes animal licensing, rabies vaccinations, bite reporting, quarantine, and stray animal control. In addition the department provides low-cost vaccination clinics, investigates animal cruelty and abuse complaints, conducts public education programs, and promotes spaying and neutering.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,034,234	\$5,440,873	\$5,315,497	\$5,282,914	\$5,501,059	\$5,528,510
Services and Supplies	2,381,619	2,047,558	2,116,428	1,684,544	1,941,398	1,941,398
Other Charges	5,794	11,590	11,589	11,590	11,590	11,590
Capital Assets	14,459	0	0	0	0	0
Other Financing Uses	0	44,902	0	0	0	26,462
TOTAL EXPENDITURES	\$7,436,106	\$7,544,923	\$7,443,514	\$6,979,048	\$7,454,047	\$7,507,960
Expend. Reimb.	\$0	\$0	\$0	(\$1)	\$0	\$0
TOTAL NET EXPENDITURES	\$7,436,106	\$7,544,923	\$7,443,514	\$6,979,047	\$7,454,047	\$7,507,960
REVENUE:						
Licenses and Permits	\$330,018	\$310,000	\$295,485	\$310,000	\$310,000	\$310,000
Fines and Forfeitures	754	800	30	800	800	800
Use of Money/Property	83	0	0	0	0	0
Intergovernmental	1,059,601	1,509,601	1,606,245	1,059,601	1,309,601	1,309,601
Charges for Services	510,785	479,005	440,291	521,165	521,165	521,165
Miscellaneous	121,890	104,296	134,422	120,645	120,645	120,645
Non-Revenue Receipts	319	0	0	100	100	100
Other Financing Sources:						
Sterilization Fund	40,000	33,000	33,000	30,000	30,000	30,000
TOTAL REVENUE	\$2,063,450	\$2,436,702	\$2,509,473	\$2,042,311	\$2,292,311	\$2,292,311
Less Available BSI *	\$0	(\$44,902)	\$0	\$0	\$0	(\$26,462)
NET GENERAL FUND COST	\$5,372,656	\$5,063,319	\$4,934,041	\$4,936,736	\$5,161,736	\$5,189,187
BSI Ending Balance *	\$0	N/A	\$0	N/A	N/A	N/A

* BSI = Budget Savings Incentives

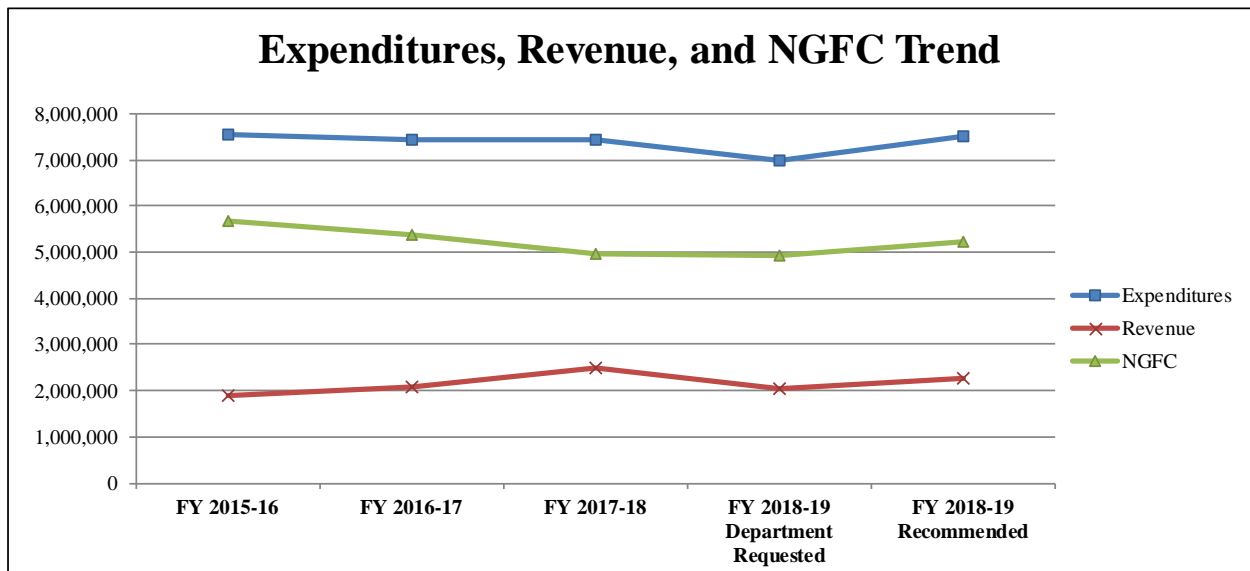
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 (NGFC). Other sources of revenue include animal license, animal redemption and adoption fees as well as reimbursement from the Cities of Tehachapi and Arvin for shelter and enforcement activities. The department receives a portion of the 1991 Health Realignment revenue.

Budget Changes and Operational Impacts

The recommended budget will allow the department to maintain services and will continue to provide resources necessary to maintain a high level of care for County animals without the use of Budget Savings Incentive (BSI) credits. However, as budget constraints continue, the department will have difficulty keeping up with the demand for higher levels of service while maintaining budget cuts.

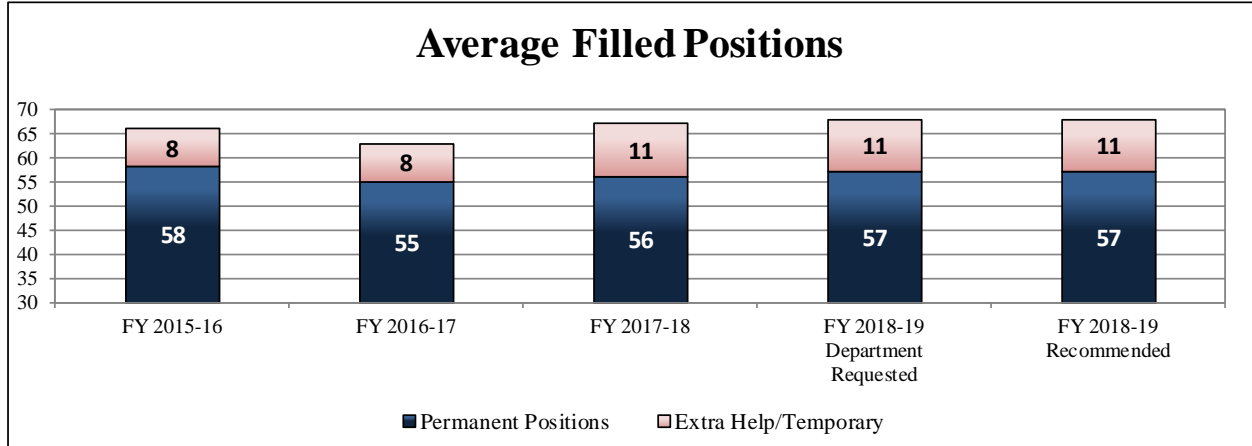
The department originally submitted their budget with significant impacts at the proposed funding level. Such impacts included permanent closure of the Mojave shelter and closure of the Lake Isabella and Bakersfield shelters one additional day per week, on Monday, representing a significant impact to residents and animals. The recommended budget mitigated all of these impacts and maintains status quo operations. The budget provides \$200,000 in additional NGFC to fund the Deputy Director position added during last fiscal year and recently appointed, \$25,000 additional NGFC for services and supplies, and unfunding a vacant Program Specialist position for an annual savings of \$101,000 to mitigate service level impacts. Additionally, funding of \$250,000 to maintain spay and neuter services has once again been included to continue the efforts in this area.



Staffing Changes and Operational Impacts

The department will unfund five (5) vacant Animal Care Worker positions, one (1) vacant Marketing and Promotions Associate position, one (1) vacant Animal Control Officer position, and one (1) vacant Program Specialist 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 vacant positions necessary. Extra-help is budgeted to be used as-needed to maintain shelter operations.

Public Protection



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	58	55	56	57	57
Extra Help/Temporary	8	8	11	11	11
Total Positions	66	63	67	68	68
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	60	57	58	N/A	N/A
Extra Help/Temporary (FTE)	7	7	8	N/A	N/A
Total Positions	67	64	66	N/A	N/A
SALARIES & BENEFITS	\$5,165,912	\$5,034,234	\$5,315,497	\$5,282,914	\$5,528,510

Summary of Authorized Positions

The department currently has 65 authorized positions. The recommended budget includes funding for 57 of the positions as indicated on the next page.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	9	0	0		9	7	2	9
Shelter	37	0	0		37	32	5	37
Enforcement	19	0	0		19	18	1	19
Total	65	0	0		65	57	8	65

Administration		Shelter		Enforcement	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Director	1	Veterinarian	2	Senior Animal Control Officer
1	Deputy Director	4	Registered Veterinary Technician	15	Animal Control Officer
1	Business Manager	1	Shelter Supervisor	<u>2</u>	Animal Control Dispatcher
1	Fiscal Support Supervisor	2	Senior Animal Care Worker	19	Requested Total
1	Fiscal Support Specialist	1	Volunteer Coordinator		
2	Fiscal Support Technician	26	Animal Care Worker		
1	Program Specialist	<u>2</u>	Office Services Technician		
1	Marketing and Promo. Assoc.	37	Requested Total		
<u>9</u>	Requested Total				

Public Protection

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percent change in the number of animals received at the shelter	0% Decrease	5% Decrease	5% Decrease	1% Increase	5% Decrease
Percent change in the number of impounded animals euthanized	18% Decrease	17% Decrease	15% Decrease	21% Decrease	10% Decrease
Percent change in the number of impounded animals that are returned to owner, adopted, rescued, trap/neuter/released, or transferred	20% Decrease	1% Increase	5% Increase	9% Increase	10% Increase
The number of animals entered into the Animal Foster Program	996	1,704	1,800	1,533	1,800
Licenses sold due to Public Enforcement and Education Team (PEET)	5,067	5,207	Discontinued Measure		
Licenses issued by the department	12,286	12,625	13,000	12,186	12,650
Number of animals spayed or neutered	29% Increase	13% Increase	15% Increase	9% 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/Return (TNR), and spay/neuter efforts. The department did not achieve the desired intake reduction goal and actually experienced a 1% increase. The intake of dogs decreased by 9% over FY 2016-17 but cats increased by 3%, largely due to the increased number of in house TNR surgeries being performed. The spay/neuter efforts supported by the Board of Supervisors will continue to have an increased impact on intake reduction in the coming years. The department exceeded the euthanasia reduction goal by six percentage points, largely due to the success of the Foster Program and the increase in the number of animals adopted during the year. The number of animals going through the Foster Program has increased by 54% since FY 2015-16 and is responsible for saving close to 4,500 animals that would have otherwise been euthanized because they were too young to survive on their own. With the help of a grant from the Petco Foundation, the department is expanding the Foster Program by opening an off-site kitten nursery that will allow for care to be provided to even younger kittens, further reducing euthanasia. More than 95% of the animals that go through the program will be adopted into a permanent home. The TNR program for cats experienced an 11% increase over FY 2016-17. The department continues to collaborate with cat trappers to increase the availability of TNR in the County.

Beginning in FY 2017-18 the department modified performance related to licensing because it is believed that measuring total licensing from year to year is a more accurate reflection of not only the PEET Team, which was solely reported previously, but also the entire department. Licensing has remained relatively flat, increasing 3% for FY 2016-17 and decreasing by 3% in FY 2017-18. The department projects that because of continued improvements in the operations of the PEET Program and the enforcement side of the department, the department will be able to increase the total number of licenses issued by between 3% and 4% in the coming year.

Due to the increase in spay/neuter funding, an 8% increase in the number of adoptions, and the increased grant revenue from Petco Foundation and the State Department of Food and agriculture, the department increased the number of animals spayed or neutered in FY 2017-18 by 9% over FY 2016-17. The department is close to capacity on the number of animals that can be spayed or neutered with the resources that are currently available. Therefore, the department has established a goal of breaking even on the number of spay/neuter surgeries to be completed in FY 2018-19.

Roads Division

Department Head: Craig Pope
Fund: Road
Budget Unit 3000

Function: Public Ways & Facilities
Activity: Public Ways

Description of Major Services

Roads is a division of the Public Works Department. The Roads Division plans, designs, constructs, and maintains public roads, bridges, streets, and traffic-control devices in the County, except for State-maintained highways and bridges. The division provides engineering design for all transportation projects (and related requests from other departments), including preparation of studies to determine project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$40,172,530	\$65,543,436	\$57,061,026	\$72,618,266	\$72,618,266	\$69,808,958
Other Charges	871,178	756,843	503,660	773,422	773,422	773,422
Capital Assets	119,104	150,000	134,445	3,675,000	3,675,000	3,675,000
TOTAL EXPENDITURES	\$41,162,812	\$66,450,279	\$57,699,131	\$77,066,688	\$77,066,688	\$74,257,380
REVENUE:						
Taxes	\$2,702,322	\$2,459,880	\$2,042,729	\$2,606,384	\$2,606,384	\$2,606,384
Use of Money/Property	160,984	121,000	151,425	121,000	121,000	121,000
Intergovernmental	33,119,688	41,782,058	40,570,345	48,778,353	48,778,353	48,778,353
Charges for Services	1,316,277	1,952,163	842,256	600,000	600,000	600,000
Miscellaneous	55,110	10,000	13,477	0	0	0
Other Financing Sources						
Sale of Capital Assets	15,079	0	8,735	0	0	0
Non Core Impact Fees	0	6,000,000	4,673,792	3,000,000	3,000,000	3,000,000
Community Development	696,974	0	0	1,347,694	1,347,694	1,355,540
Planning - RENEWBIZ	179,300	0	0	0	0	0
General Fund Contribution	4,000,000	6,421,215	6,421,215	6,421,215	6,421,215	6,421,215
Oil & Gas Road Maintenance	0	0	0	2,500,000	2,500,000	2,984,685
TOTAL REVENUE	\$42,245,734	\$58,746,316	\$54,723,974	\$65,374,646	\$65,374,646	\$65,867,177
NET FUND COST	(\$1,082,922)	\$7,703,963	\$2,975,157	\$11,692,042	\$11,692,042	\$8,390,203

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Road fund activities are funded primarily from highway-users sources. Funding consists of State and Federal fuel taxes, local sales taxes, and development fees. Reimbursement of labor costs within this division account for \$24.6 million or 33% of total expenditures. The majority of remaining expenditures for this budget unit are associated with equipment, supplies and materials required to construct, service, and maintain public ways. Consistent with the Road Maintenance and Accountability Act of 2017 (Senate Bill 1) Local Streets and Roads Funding, the division receives an allocation of \$6.4 million in Net General Fund Cost that meets the maintenance of effort required of Senate Bill 1. Capital assets in the amount of \$3.6 million have been included

for the purchase of twenty two (22) vehicles, two (2) steel wheel rollers, two (2) backhoes, one (1) tank and baffle, and one (1) road yard maintenance facility.

Budget Changes and Operational Impacts

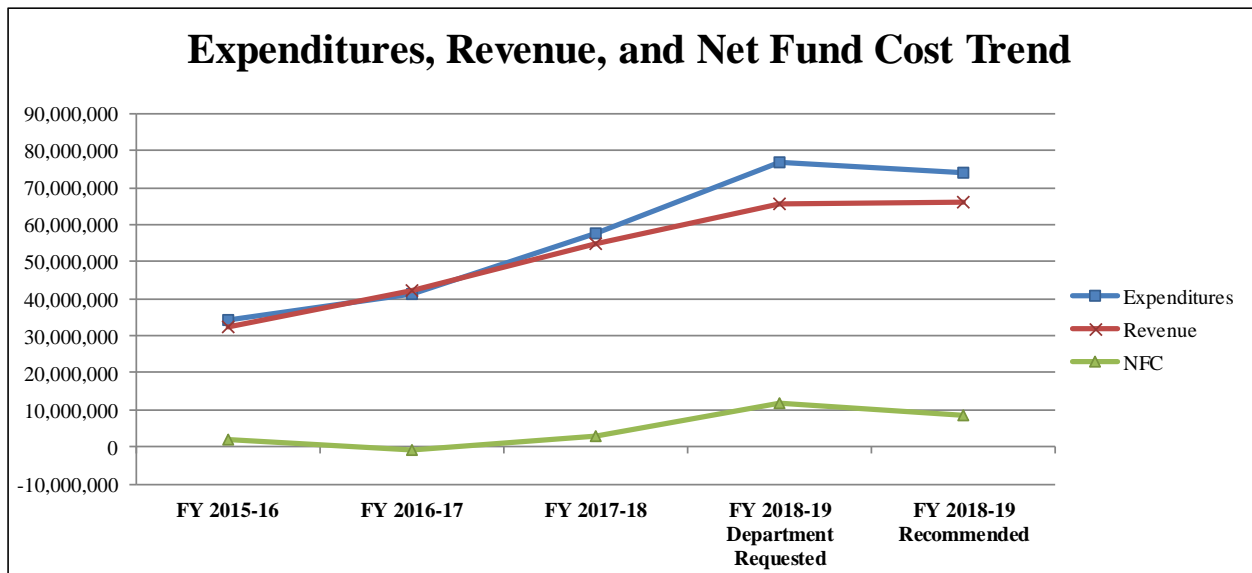
The recommended budget includes \$48.8 million of intergovernmental revenue, an increase of approximately \$8.2 million from the FY 2017-18 actual resulting from the first full year of Senate Bill 1: Road Maintenance and Accountability Act of 2017 (Beall) tax. Senate Bill 1 revenue is budgeted at \$17 million, or 26% of the division’s total revenue.

Public Ways

On April 17, 2018 the Kern County Board of Supervisors approved the Road’s department adoption of \$15.9 million of Senate Bill 1 funded road maintenance, rehabilitation, and safety improvement projects. Adopted projects span across all unincorporated areas of the County including significant communitywide investments in Oildale, Lamont, as well as eastern and western Kern County. Estimated Senate Bill 1 revenue has increased \$1.1 million from adoption of the projects. The department will use the additional funding on road maintenance and rehabilitation in the unincorporated areas of Kern County.

The recommended budget does not include the impacts of Senate Bill 1 repeal efforts. Should Senate Bill 1 funding be successfully repealed, the Road Fund would lose approximately 26% of its total revenue for FY 2018-19. To mitigate the impact of repeal, the division would forego the purchase of capital assets, including the road yard maintenance facility, and significantly reduce operations and maintenance levels for local roads and streets.

The Road Fund’s fund balance at June 30, 2018 of \$2,706,154, all of which shall be used in FY 2018-19. In addition, an estimated \$5.6 million of the \$7.6 million available in general designation will be used to maintain or exceed the current level of service.



Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of vehicle-involved accidents on County roadways	1,443	1,590	1,605	1,456	1,565
Number of pedestrian-involved accidents on County roadways	52	68	70	59	65
Number of bicycle-involved accidents on County roadways	46	43	45	48	45

Additional funds and manpower will be directed in FY 2018-19 for safety enhancements, especially in the areas of safety signage and pavement markings.

Objective: Reduce traffic congestion on County roadways

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan	100%	93.3%	100%	93.3%	100%

The intersection at Olive Drive and Knudsen Drive continues to be a problem for the department as it is the only intersection that does not currently meet the desired level of service. Projects for improvements to this area are on the transportation impact program list, though they will not be completed in the next fiscal year.

THIS PAGE INTENTIONALLY LEFT BLANK



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), and to two divisions of Public Works: Code Compliance: Abatement Cost (budget unit 2623) and Development Services (budget unit 1905).

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$4,997,910	\$10,004,352	\$10,004,352	\$9,191,288	\$9,191,288	\$9,191,288
TOTAL EXPENDITURES	\$4,997,910	\$10,004,352	\$10,004,352	\$9,191,288	\$9,191,288	\$9,191,288
NET GENERAL FUND COST	\$4,997,910	\$10,004,352	\$10,004,352	\$9,191,288	\$9,191,288	\$9,191,288

Public Ways

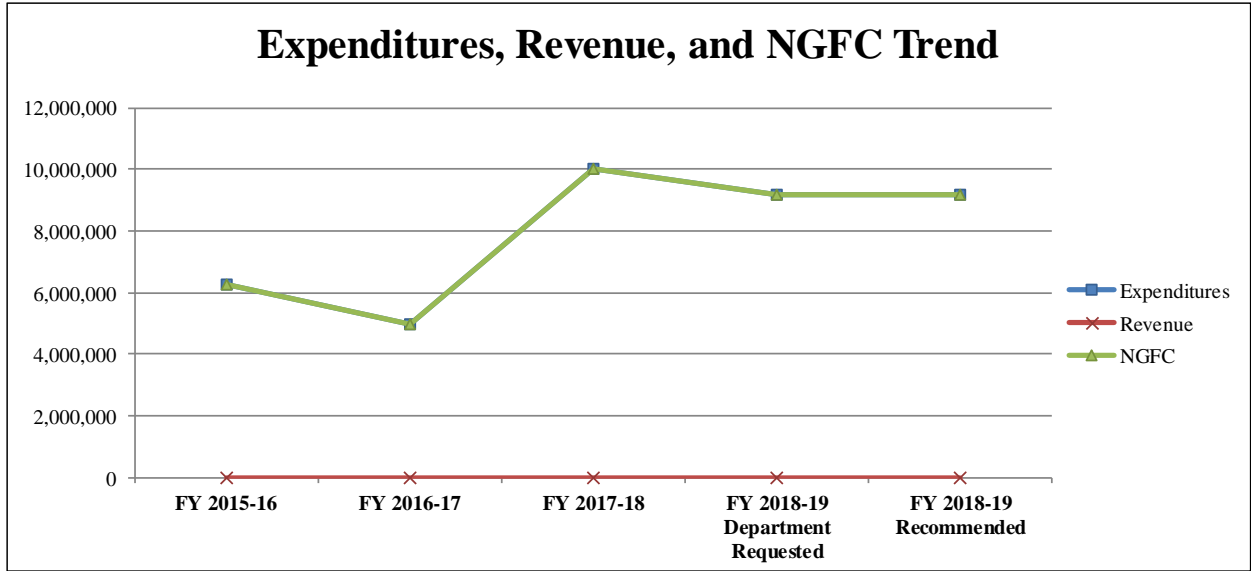
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The County Contribution – Public Works budget unit appropriates supplemental funding from the General Fund to the Public Works Internal Service Fund for transfer to the Road Fund to support countywide street and road projects. Beginning in FY 2017-18, the General Fund Contribution for Code Compliance and Development Services was appropriated within this budget unit and is reflected in their respective new budget units under the revenue category other financing sources.

Budget Changes and Operational Impacts

In January 2015, the Board of Supervisors approved the formation of a Public Works Department. The General Fund Contribution previously allocated to Roads is now distributed to the Public Works Department to be spent on local street and road projects including equipment acquisitions. The FY 2018-19 contribution includes \$6.4 million for Roads. Consistent with the requirements of the Road Repair and Accountability Act of 2017 Local Streets and Roads Funding, the contribution for Roads is no less than the annual average of the County’s General Fund expenditures for street, road and highway purposes during FY 2009-10, 2010-11 and 2011-12. In addition, the Net General Fund Cost for Code Compliance, in the amount of \$1,175,122, and Development Services, in the amount of \$1,594,951, is now provided to these divisions through a contribution as both divisions have moved out of the General Fund to special revenue funds.

Public Ways



County Contribution - Airports

Department Head: Teresa Hitchcock, Interim
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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$328,473	\$305,138	\$305,138	\$295,946	\$295,946	\$395,946
TOTAL EXPENDITURES	\$328,473	\$305,138	\$305,138	\$295,946	\$295,946	\$395,946
NET GENERAL FUND COST	\$328,473	\$305,138	\$305,138	\$295,946	\$295,946	\$395,946

Public Ways

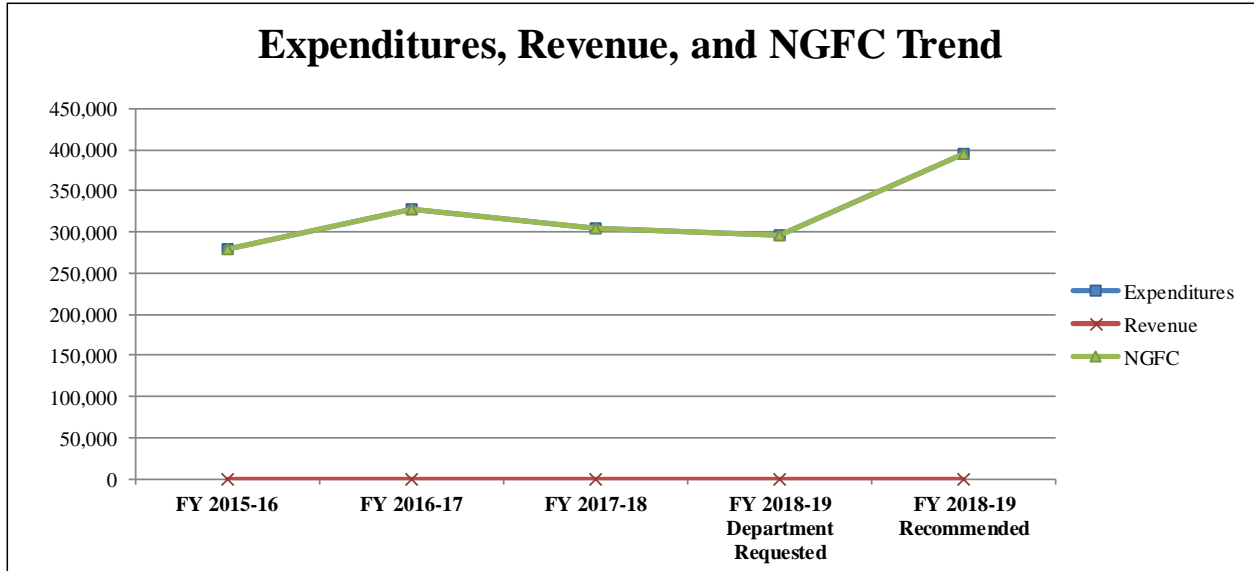
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Other Financing Uses of \$395,946 are available for transfer to the Airports Enterprise Fund to fund the cost associated with capital facilities, including debt service and a \$100,000 in General Fund contribution that will provide matching funds for the Small Community Air Service Development Program (SCASDP). This budget unit contains no revenue as the AEOA revenue is collected within Budget Unit 1112 discretionary revenue as property taxes for the General Fund.

Budget Changes and Operational Impacts

The recommended budget reflects an increase of \$90,808 primarily due to the additional contribution required for the SCASDP grant match.

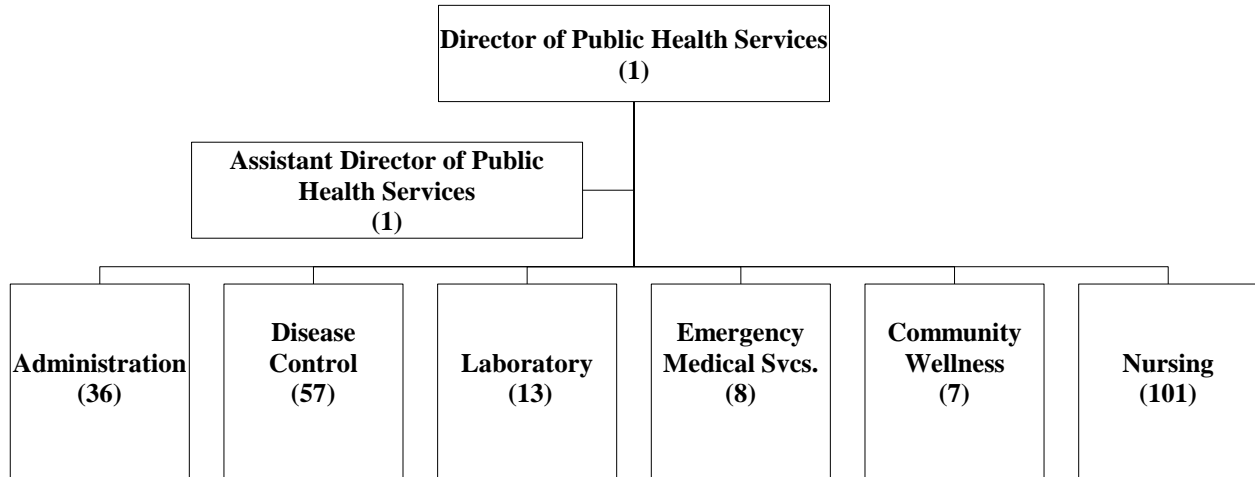
Public Ways



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 2016-17 and 2017-18 Accomplishments

- Launched an aggressive effort to combat sexually transmitted diseases (STDs). Traditional community partnerships have been strengthened and non-traditional community partnerships developed in an attempt to lower rates. The department’s clinic provides medication to partners of patients who test positive for gonorrhea or chlamydia.
- Launched a food rescue program called Waste Hunger Not Food Kern County. This program takes edible, surplus food, which would otherwise be wasted, and gives it to those in need free of cost.
- Equipped the Public Health laboratory with a biosafety level 3 room and now provides the ability to test for Ebola and other diseases not tested before.
- Reduced the average response time to high-risk home visitation referrals from 10 days to 3 days and provided 126 cribs to families unable to afford a separate safe sleeping environment for their babies.
- Launched a mobile health clinic to provide health services to areas in the greatest need. The clinic provides convenience to families and delivery of services to outlying areas.

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 healthy lifestyles, and studying disease and injury prevention.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$21,367,103	\$23,652,097	\$20,813,716	\$23,833,074	\$22,833,074	\$22,928,883
Services and Supplies	4,537,262	5,061,074	5,322,976	6,501,192	6,501,194	6,501,191
Other Charges	1,856,013	1,471,971	1,696,791	1,828,591	1,828,591	1,828,591
Capital Assets	132,121	50,000	273,008	260,000	260,000	260,000
Other Financing Uses	0	1,544,847	0	0	0	1,770,855
TOTAL EXPENDITURES	\$27,892,499	\$31,779,989	\$28,106,491	\$32,422,857	\$31,422,859	\$33,289,520
Expend. Reimb.	(\$920,685)	(\$962,904)	(\$978,564)	(\$1,041,248)	(\$1,041,248)	(\$1,041,248)
TOTAL NET EXPENDITURES	\$26,971,814	\$30,817,085	\$27,127,927	\$31,381,609	\$30,381,611	\$32,248,272
REVENUE:						
Licenses and Permits	\$348,745	\$158,880	\$167,492	\$125,463	\$125,463	\$125,463
Intergovernmental	17,551,230	19,134,376	18,927,153	19,424,886	19,424,886	19,424,886
Charges for Services	4,010,863	3,568,520	4,611,675	4,596,002	4,596,002	4,596,002
Miscellaneous	101,207	169,435	138,518	185,225	185,225	185,225
Other Financing Sources:						
Public Health Miscellaneous	7,400	6,646	6,646	1,989	1,989	1,989
Health MAA/TCM	31,883	121,465	104,796	10,288	10,288	10,288
Child Restraint Loaner Program	44,969	63,750	37,725	51,404	51,404	51,404
Tobacco Education Control	157,995	138,870	349,943	1,218,261	1,218,261	1,218,261
Vital and Health Statistics	72,051	77,125	74,788	79,388	79,388	79,388
Emergency Medical Services Fund	492,980	450,340	416,143	441,807	441,807	441,804
County Service Area # 40.1 EMS	1,332	1,400	794	0	0	0
TOTAL REVENUE	\$22,820,655	\$23,890,807	\$24,835,673	\$26,134,713	\$26,134,713	\$26,134,710
Less Available BSI *	\$0	(\$1,544,847)	\$0	\$0	\$0	(\$1,770,855)
NET GENERAL FUND COST	\$4,151,159	\$5,381,431	\$2,292,254	\$5,246,896	\$4,246,898	\$4,342,707
BSI Ending Balance *	\$873,360	N/A	\$1,544,847	N/A	N/A	N/A

* BSI = Budget Savings Incentives

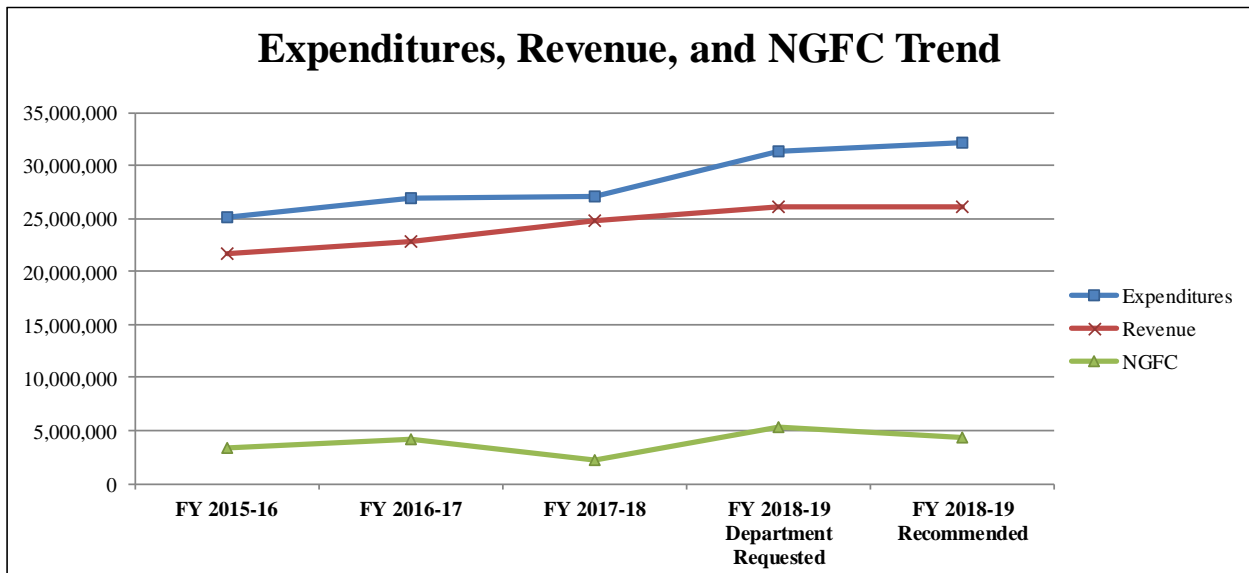
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of expenditures for this budget unit are associated with staffing costs necessary to provide the services and perform the functions of the department. The largest revenue category for the department is intergovernmental, which is comprised of revenue received from the State and federal government. This revenue is intended to cover the range of services provided by the

department. Charges for service revenue is generated from document recording, clinic fees, case management fees, laboratory fees, and other sources. The department also receives an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget reflects the department’s ability of successfully obtaining alternate revenue sources. Public Health has been successful in obtaining a mixture of federal grants and state funding, including Proposition 56 Tobacco Use Prevention tax, to improve the quality and delivery of public health services in the community. As a result of these efforts, overall revenue is anticipated to increase by \$1.3 million from FY 2017-18 actuals, alleviating the need for General Fund contribution. The increase in salaries and benefits compared to the actuals is primarily due to the need to fill positions to implement programs.



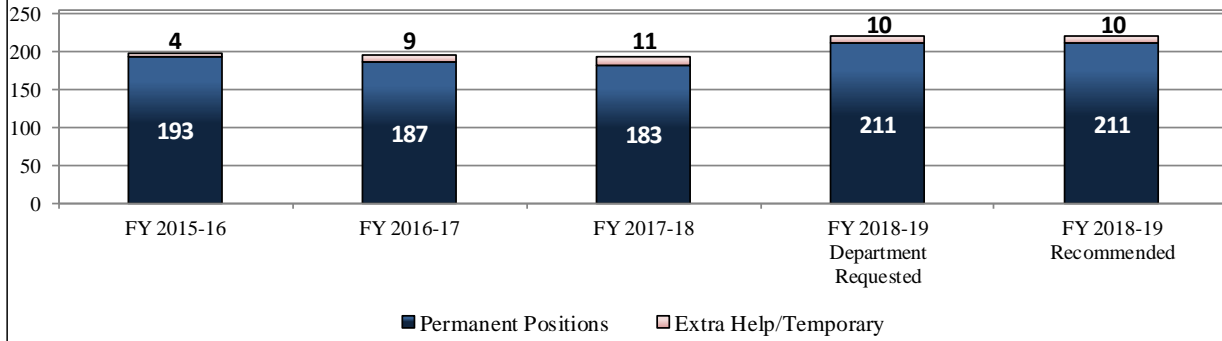
Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Program Technician position, one (1) GIS Technician position, one (1) Environmental Health Specialist I/II/III position, and one (1) Health Education Assistant position. The recommended budget also includes the deletion of one (1) Director of Health Promotion and Public Information position, one (1) Fiscal Support Supervisor position, one (1) Senior Office Services Specialist position, and one (1) Fiscal Support Technician position at an annual savings of approximately \$60,000.

The recommended budget holds the following authorized positions vacant and unfunded: one (1) Senior Officer Services Specialist position, one (1) Fiscal Support Technician position, one (1) Public Health Officer position, one (1) Nurse Practitioner position, one (1) Public Health Laboratory Director position, three (3) Public Health Nurse Jr./I/II positions, and five (5) Public Health Aide I/II positions, at an annual savings of approximately \$1.4 million.

Average Filled Positions



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	193	187	183	211	211
Extra Help/Temporary	4	9	11	10	10
Total Positions	197	196	194	221	221
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	189	184	179	N/A	N/A
Extra Help/Temporary (FTE)	3	7	9	N/A	N/A
Total Positions	192	191	188	N/A	N/A
SALARIES & BENEFITS	\$20,744,400	\$21,367,103	\$20,813,716	\$23,833,074	\$22,928,883

Health and Sanitation

Summary of Authorized Positions

The department currently has 224 authorized positions. The recommended budget includes 224 authorized positions, of which 211 are budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	39	2	(3)	38	36	2	38
Disease Control	56	1	0	57	55	2	57
Laboratory	13	0	0	13	12	1	13
Community Wellness	7	1	(1)	7	7	0	7
Emergency Medical Services	8	0	0	8	8	0	8
Nursing	101	0	0	101	93	8	101
Total	224	4	(4)	224	211	13	224

Administration	Disease Control	Nursing
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Public Health Services	1 Public Health Officer	1 Director of Public Health Nursing
1 Asst. Director of Public Health	1 Health Asses. & Epid. Manager	11 Health Education Assistant I/II
1 Administrative Services Officer	2 Public Health Project Specialist	2 Office Services Specialist
3 Administrative Coordinator	2 Physician Assist/Nurse Pract.	10 Office Services Technician
1 Marketing and Promotions Associate	1 Public Health Program Specialist	1 Perinatal Investigator
1 Program Technician	1 Director of Disease Control	21 Public Health Aide I/II
1 Public Health Program Specialist	2 Public Health Nurse III	6 Public Health Nurse III
2 Public Health Project Specialist	3 Public Health Nurse Jr./I/II	43 Public Health Nurse Jr./I/II
4 Accountant I/II/III	1 Staff Nurse Jr./I	3 Public Health Project Specialist
1 Billing Office Specialist III	7 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.	1 Senior Office Services Specialist	101 Requested Total
1 Graphic Artist	12 Office Services Technician	
1 GIS Specialist	1 Health Educator	
6 Fiscal Support Specialist	1 Health Education Assistant I/II	
1 Fiscal Support Supervisor	11 Medical Investigator	
2 Fiscal Support Technician	6 Public Health Aide I/II	
1 Office Services Coordinator	56 Current Total	
2 Sr. Office Services Specialist	<u>Additions/Deletions</u>	
2 Office Services Technician	1 Environmental Health Specialist I/II/III	
39 Current Total	57 Requested Total	
<u>Additions/Deletions</u>		
1 GIS Technician I/II		
1 Program Technician		
(1) Fiscal Support Supervisor		
(1) Fiscal Support Technician		
(1) Sr. Office Services Specialist		
38 Requested Total		
Laboratory	Community Wellness	Emergency Medical Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Public Health Lab Director	1 Departmental Analyst I/II	2 Sr. EMS Coordinator
1 Billing Office Specialist I/II	1 Public Health Project Specialist	5 Emergency Med Serv Coordinator
4 Microbiologist	1 Fiscal Support Specialist	1 Office Services Technician
1 Office Services Technician	1 Office Services Assistant	8 Requested Total
2 Laboratory Assistant	1 Director of Health Promotions	
2 Clinical Laboratory Assistant	1 Senior Health Educator	
1 Laboratory Helper	1 Health Educator	
1 Supervising Microbiologist	7 Current Total	
13 Requested Total	<u>Additions/Deletions</u>	
	(1) Director of Health Promotions	
	1 Health Education Assistant I/II	
	7 Requested Total	

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Age-adjusted mortality rate attributable to heart disease, per 100,000 population	136.9	133.3	103.4	132.6	103.4
Age-adjusted mortality rate attributable to diabetes, per 100,000 population	34.4	34.2	30.4	36.1	36.1
Age-adjusted mortality rate attributable to stroke, per 100,000 population	38.9	35.7	34.8	36.8	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 two diabetes programs aimed at helping community members better manage their diabetes. The department launched a “Certified Healthy” program, where qualifying restaurants are highlighted for providing healthy menu items. 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Proportion of adults who are overweight or obese	77.6%	76.5%	65.0%	73.6%	65.0%
Proportion of 7 th graders who are not physically fit	42.0%	43.0%	32.3%	44.0%	44.0%

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. The department recently hired a Public Health Nutritionist to support efforts in healthy food consumption. 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Incidence rate of chlamydia, per 100,000 population.	718.4	714.8	560.5	707.6	636.8
Incidence rate of gonorrhea, per 100,000 population.	174.9	203.3	88.9	252.0	252.0

The County ranks second and fourth worst for chlamydia and gonorrhea, respectively, in California. Chlamydia and gonorrhea infection can increase the risk of HIV transmission. Both chlamydia and gonorrhea can cause infertility 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’s Disease Control Division, focused on surveillance, protects the community from the spread of diseases and educates the public on prevention. The division also works directly with healthcare providers to ensure the proper testing and treatment of patients. Due to high and rapidly increasing rates of sexually transmitted infections in the County, the department will launch the third phase of a marketing campaign and recently developed a STD task force, bringing together other traditional and non-traditional partners to assist in lowering these rates. It is anticipated that this marketing will drive the County’s sexually transmitted infection rates up, due to increased awareness and testing, but result in steady decreases in rates thereafter.

Health and Sanitation

Objective 2: Reduce teen birth rates.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Rate of births to mothers aged 15-19 years, per 1,000.	45.1	40.7	36.7	35.3	31.8

Births to adolescent mothers have decreased to the lowest rates in history and the County has moved from worst in the State in 2016 to fifth worst in the State in 2018. Births to teens affect the health and wellbeing of both mother and child. Teen mothers are less likely to seek timely prenatal care and typically 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 aimed at teen pregnancy prevention as well as education and support of teen parents.

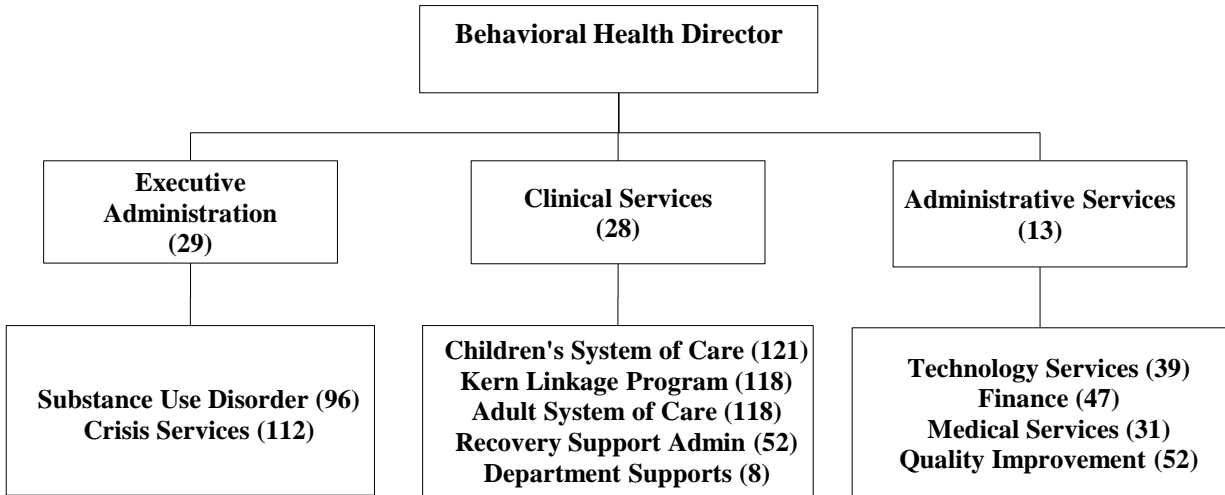
THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

Working together to achieve hope, healing, and a meaningful life in the community.

Organizational Chart



Health and Sanitation

Fiscal Year 2016-17 and 2017-18 Accomplishments

- Opened a new location for the Consumer Family Learning Center and increased appointment attendance by over 70% from FY 2016-17.
- Worked with the County Administrative Office to provide Lean Six Sigma training countywide and within the department to start a culture of continuous improvement.
- Opened the Ridgecrest Crisis Stabilization unit to assist psychiatric clients in outlying areas.
- Redesigned the Adult System of Care through the System Improvement Project to improve service access and family engagement.
- Launched the SMART 911 project allowing users to provide necessary behavioral, cognitive, or medical conditions to first responders in the event of an emergency.
- Worked to focus on County efforts to combat homelessness through the participation in the Kern County Homeless Collaborative.
- Continued diligence in fighting the opioid crisis through collaboration with County departments and community agencies.

Behavioral Health and Recovery Services

Department Head: Bill Walker

Function: Health and Sanitation

Fund: Mental Health

Activity: Health

Budget Unit: 4120 and 4121

Description of Major Services

The Behavioral Health and Recovery Services Department focuses its efforts on ensuring access to high quality behavioral health services throughout the County. The department serves as a community-based outpatient treatment system of care and works diligently to minimize hospitalization, promote less costly treatment modes, and ultimately help County residents recover from their illnesses. The department is also the Mental Health Managed Care system for the County. Implementation of the Mental Health Services Act (MHSA) has had a significant and positive impact on these efforts. MHSA funded programs are augmenting the role of the department by providing consumer-driven services to previously underserved populations. In addition, the department provides substance use services through a plethora of treatment and prevention programs to meet the needs of the community.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$0	\$0	\$22,410,000	\$22,410,000	\$22,410,000
Salaries and Benefits	64,834,920	82,972,020	72,137,860	98,122,506	98,122,506	98,466,448
Services and Supplies	61,036,463	85,136,868	67,990,981	103,499,274	103,499,274	103,638,125
Other Charges	13,454,718	16,578,540	13,674,191	19,320,378	19,320,378	19,320,378
Capital Assets	289,115	603,500	998,500	1,205,000	1,205,000	1,205,000
Other Financing Uses	4,206,367	4,203,206	3,258,679	0	0	996,946
TOTAL EXPENDITURES	\$143,821,583	\$189,494,134	\$158,060,211	\$244,557,158	\$244,557,158	\$246,036,897
REVENUE:						
Use of Money/Property	\$593,218	\$381,840	\$764,305	\$560,400	\$560,400	\$560,400
Intergovernmental	5,858,486	9,190,589	10,548,213	7,191,932	7,191,932	7,191,932
Charges for Services	61,077,929	69,925,383	61,963,331	88,268,555	88,268,555	88,268,555
Miscellaneous	676,807	508,647	25,277	238,262	238,262	238,262
Other Financing Sources:						
General Fund Contribution	980,649	980,649	980,649	980,649	980,649	980,649
2011 Realignment	28,980,327	33,010,004	33,137,104	35,570,424	35,570,424	35,570,424
2011 Program Realignment	23,286,317	25,724,168	25,724,168	25,724,168	25,724,168	25,724,035
Mental Health Services Act	30,990,357	39,677,025	37,216,285	59,108,809	59,108,809	59,108,809
Correctional Health-General Fund	0	0	101,486	1,900,000	1,900,000	1,900,000
Alcoholism Program	130,251	59,923	44,943	153,000	153,000	153,000
Alcohol Abuse Education/Prev.	157,198	120,067	90,050	60,000	60,000	60,000
Drug Program Fund	71,090	15,994	11,996	6,000	6,000	6,000
TOTAL REVENUE	\$152,802,629	\$179,594,289	\$170,607,807	\$219,762,199	\$219,762,199	\$219,762,066
NET FUND COST	(\$8,981,046)	\$9,899,845	(\$12,547,596)	\$24,794,959	\$24,794,959	\$26,274,831

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Services and supplies are the largest expenditure of this budget unit, which totals \$103.6 million and is comprised mostly of contracted and specialized professional services. Salaries and benefits costs of \$98.4 million covers employee costs for the administration and operation of various programs and clinics that provide behavioral and substance use services to County residents.

Funding for the programs operated within this budget unit are provided by sources outside the General Fund. The department's primary sources of revenue are Medi-Cal fees, Realignment and Mental Health Services Act (MHSA) funding. In order to qualify for some of the funding from the State, a County General Fund contribution in the amount of \$882,487 is required and is appropriated in the Behavioral Health - County Contribution budget unit 4127. In addition, the General Fund contribution of \$98,162 for gang suppression activities and \$1.9 million for behavioral health services at the new Kern County Justice Facility are included.

Budget Changes and Operational Impacts

The recommended budget includes a \$26.3 million increase in salaries and benefits expenditures over FY 2017-18 actuals. The increase is due to the 67 new, permanent positions added to implement the System Improvement Project (SIP), which expands the adult system of care and links clients to community providers. The department also requires additional staff to implement new regulation requirements issued through the Department of Health Care Services for mental health plans. Despite efforts, the department continued to have difficulty filling its currently authorized 798 positions and will continue to work with Human Resources to address its vacancy rate. The recommended budget provides funding for all authorized positions.

The recommended budget includes a \$35.6 million increase in services and supplies over FY 2017-18 actuals. The department continues to be impacted by the State mandate changes through the Continuum of Care Reform (CCR) causing contract costs to increase. The implementation of the SIP includes the expansion of contracted services to adult clients in the metropolitan Bakersfield area and services focused on combatting homelessness. The department faces risk of MHSA Prevention and Early Intervention (PE&I) funds reverting, and for that reason, additional contracted services are included to enhance outreach and prevention services.

The department has included an appropriation for contingencies in the amount of \$22.4 million for recoupment costs related to the Office of Investigator General audit, unanticipated service costs, narcotic treatment program, and MHSA innovation projects that include recovery stations and the peer assisted transportation program.

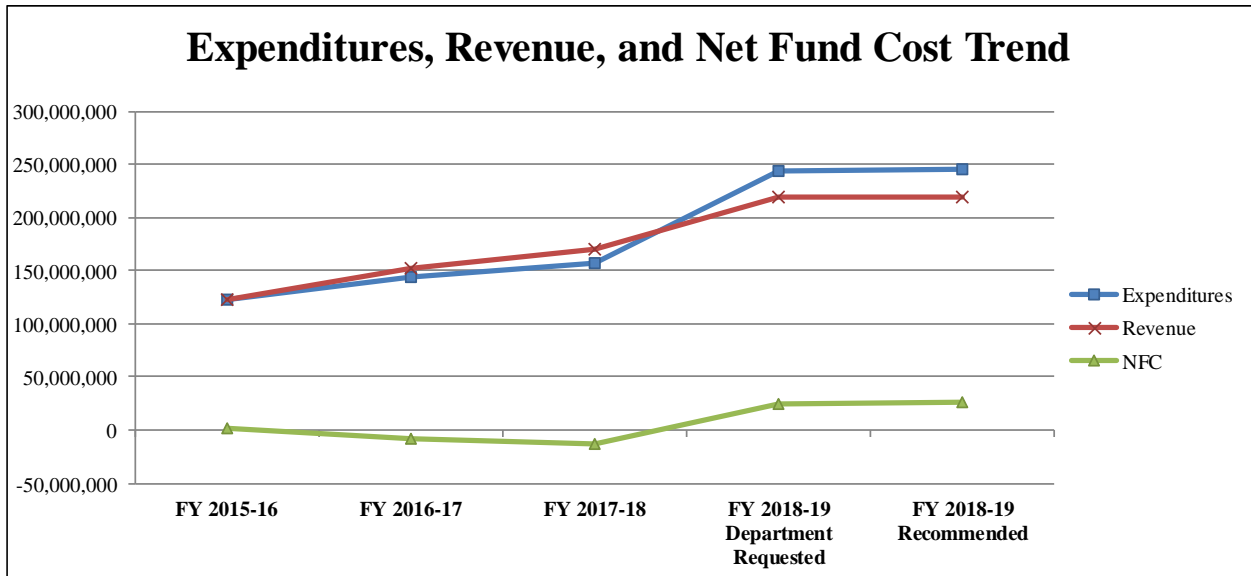
Overall, the department's revenue is increasing compared to FY 2017-18 due to the increased staffing level and corresponding increase in reimbursement from Medi-Cal and MHSA revenue. The recommended budget includes \$25.7 million in 1991 Mental Health Program Realignment. The programs realigned in 1991 were originally completely funded through a dedicated revenue source of sales tax and vehicle license fees. \$22.7 million of the total is now supported by a guaranteed revenue source within the 2011 Realignment structure and the remainder continues to be funded under the 1991 structure.

The department also budgeted 2011 Realignment revenue in the amount of \$35 million, an increase of \$2.5 million from FY 2017-18. The majority of this revenue is 2011 Behavioral Health Services Realignment for costs associated with the Regular and Perinatal Drug Medi-Cal and Non-Drug Medi-Cal, Drug Courts, Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and Mental Health Managed Care programs. The budgeted 2011 Realignment revenue includes \$5.5 million in 2011 Public Safety Realignment for Community Corrections (AB 109) to provide services for mental health and substance use programs for the AB109 population.

MHSA funding is budgeted at approximately \$60 million and will be used to provide community and support services as well as additional prevention and early intervention services to County residents.

The fund balance as of June 30, 2018 was \$24.3 million. The department will use the fund balance available along with \$2 million from general designation to offset the budgeted net fund cost of \$26.2 million.

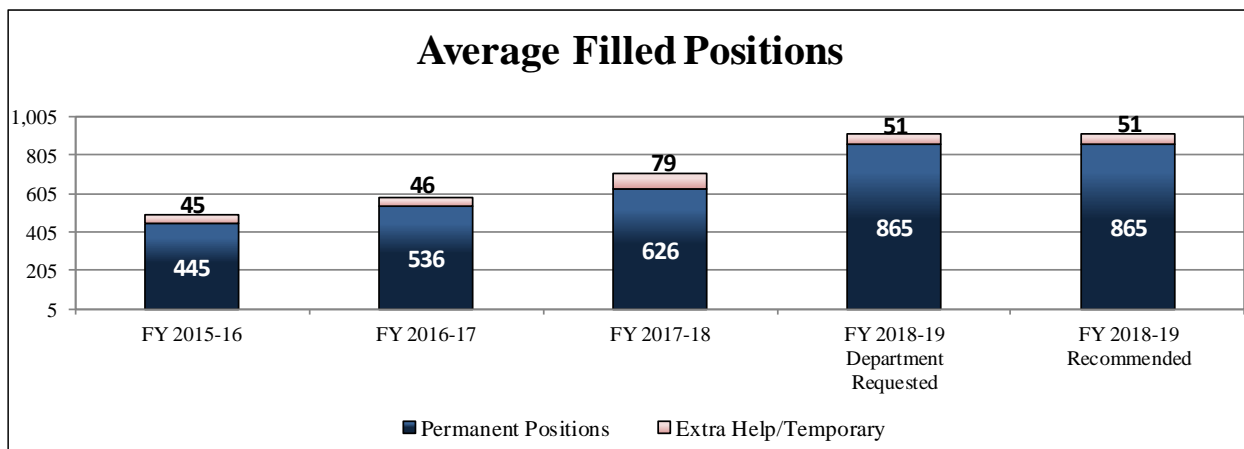
Health and Sanitation



Staffing Changes and Operational Impacts

The recommended budget has an increase of 67 positions that are fully funded through State and Federal program revenue for the expansion of services. The position additions include: one (1) Coordinator of Administrative & Legislative Analysis position, four (4) Administrative Coordinator positions, two (2) Behavioral Health Planning Analyst positions, one (1) Behavioral Health Recovery Specialist position, nineteen (19) Behavioral Health Therapist I/II positions, two (2) Behavioral Health Unit Supervisor positions, three (3) Clinical Psychologist positions, three (3) Contracts Administrator Assistant positions, one (1) Departmental Analyst position, one (1) Departmental Public Information Officer position, three (3) Fiscal Support Specialist positions, one (1) Fiscal Support Supervisor position, one (1) Human Resources Specialist-Confidential position, three (3) Information Systems Specialist I/II/III/Sr. positions, one (1) Medical Assistant position, three (3) Nurse Practitioner positions, three (3) Office Services Technician positions, two (2) Office Services Specialist positions, four (4) Program Specialist I/II positions, four (4) Program Technician positions, and five (5) Substance Abuse Specialist I/II positions.

Health and Sanitation



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	445	536	626	865	865
Extra Help/Temporary	45	46	79	51	51
Total Positions	490	582	705	916	916
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	435	529	622	N/A	N/A
Extra Help/Temporary (FTE)	38	41	91	N/A	N/A
Total Positions	473	570	713	N/A	N/A
SALARIES & BENEFITS	\$53,904,508	\$64,834,920	\$72,137,860	\$98,122,506	\$98,466,448

Summary of Authorized Positions

The department currently has 798 authorized permanent positions and includes the addition of 67 positions. The recommended budget includes funding for all 865 positions for FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Executive Administration	28	2	0		30	30	0	30
Substance Use Disorders	87	9	0		96	96	0	96
Crisis Services Administration	105	7	0		112	112	0	112
Clinical Services	14	2	0		16	16	0	16
Children's System of Care	111	10	0		121	121	0	121
Kern Linkage Program	116	2	0		118	118	0	118
Adult System of Care	109	9	0		118	118	0	118
Recovery Supports Administration	51	1	0		52	52	0	52
Administrative Services	11	2	0		13	13	0	13
Department Support	6	2	0		8	8	0	8
Specialty Clinical Services	11	1	0		12	12	0	12
Technology Services	36	3	0		39	39	0	39
Finance Administration	41	6	0		47	47	0	47
Medical Services	27	4	0		31	31	0	31
Quality Improvement Division	45	7	0		52	52	0	52
Total	798	67	0		865	865	0	865

Children's System of Care	Finance Administration	Technology Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 BH & Recovery System Admin.	1 Sr. Admin. & Fiscal Svcs. Officer	1 Program Specialist I/II
1 Administrative Coordinator	1 Business Manager	1 Special Projects Manager
2 Program Specialist I/II	2 Contract System Supervisor	2 Program Technician
1 Clinical Psychologist I/II	7 Accountant I/II/III	1 Program Support Supervisor
1 Psychology Intern-Contract	4 Billing Office Specialist III	1 BH Unit Supervisor I/II
5 Substance Abuse Specialist I/II	1 Fiscal Support Supervisor	1 Office Services Specialist
2 BH Nurse I/II	2 Mail Clerk I/II	1 Sr. Systems Analyst
1 Office Services Specialist	6 Fiscal Support Specialist	1 Technology Services Manager
13 Office Services Technician	16 Fiscal Support Technician	1 Network System Administrator
3 Office Services Assistant	1 Office Services Technician	1 LAN Systems Administrator
8 BH Unit Supervisor I/II	41 Current Total	3 Information System Specialist I/II
34 BH Therapist I/II	<u>Additions/(Deletions)</u>	3 Technology Services Supervisor
36 BH Recovery Specialist I/II/III	1 Administrative Coordinator	4 Programmer I/II
3 BH Recovery Specialist Aide	1 Fiscal Support Supervisor	4 Systems Analyst I/II
111 Current Total	3 Fiscal Support Specialist	5 Sr. Information Systems Specialist
<u>Additions/(Deletions)</u>	1 Office Services Specialist	6 Help Desk Technician III
1 Administrative Coordinator	47 Requested Total	36 Current Total
1 Clinical Psychologist I/II		<u>Additions/(Deletions)</u>
1 Office Services Technician		3 Information System Specialist I/II
1 BH Unit Supervisor I/II		39 Requested Total
6 BH Therapist I/II		
121 Requested Total		
Adult System of Care	Kern Linkage Program	Medical Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrative Coordinator	1 BH & Recovery System Admin.	1 BH Medical Director
1 Behavioral Health & Recovery System	1 Program Support Supervisor	1 BH & Recovery System Admin.
6 BH Nurse I/II	1 Program Technician	1 Psychiatrist-Contract
5 BH Recovery Specialist Aide	1 Clinical Psychologist I/II	1 Administrative Coordinator
39 BH Recovery Specialist I/II/III	8 Psychology Intern-Contract	1 Program Specialist I/II
22 BH Therapist I/II	3 Substance Abuse Specialist I/II	3 Psychiatrist III, Mental Health
9 BH Unit Supervisor I/II	4 BH Nurse I/II	1 Nurse Practitioner
3 Office Services Assistant	14 Vocational Nurse I/II	1 Clinical Supervisor
5 Program Technician	2 Office Services Specialist	1 Office Services Specialist
11 Office Services Technician	14 Office Services Technician	3 Office Services Technician
1 Sr. Office Services Specialist	6 BH Unit Supervisor I/II	7 Medical Assistant I/II
5 Substance Abuse Specialist I/II	21 BH Therapist I/II	1 BH Unit Supervisor I/II
1 BH Program Supervisor	1 BH Planning Analyst	2 BH Therapist I/II
109 Current Total	35 BH Recovery Specialist I/II/III	3 BH Recovery Specialist I/II/III
<u>Additions/(Deletions)</u>	3 Medical Assistant	27 Current Total
8 BH Therapist I/II	1 BH Recovery Specialist Aide	<u>Additions/(Deletions)</u>
1 Program Technician	116 Current Total	2 Nurse Practitioner
118 Requested Total	<u>Additions/(Deletions)</u>	1 Office Services Specialist
	2 Clinical Psychologist I/II	1 Medical Assistant I/II
	118 Requested Total	31 Requested Total

Executive Administration	Crisis Services Administration	Substance Use
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of BH Services	1 BH & Recovery System Admin.	3 Administrative Coordinator
1 BH & Recovery System Admin.	1 Administrative Coordinator	1 BH & Recovery System Admin.
1 Human Resources Manager	1 Program Support Supervisor	4 BH Planning Analyst
1 Administrative Coordinator	1 Program Specialist I/II	12 BH Recovery Specialist I/II/III
1 Program Coordinator	3 Substance Abuse Specialist I/II	1 BH Recovery Specialist Aide
2 Substance Abuse Specialist I/II	14 BH Nurse I/II	17 BH Therapist I/II
1 BH Nurse I/II	1 Clinical Supervisor	5 BH Unit Supervisor I/II
1 Accountant I/II/III	9 Vocational Nurse I/II	1 Office Services Specialist
1 Senior Talent Recruiter	1 Office Services Specialist	16 Office Services Technician
4 Sr. Human Resources Specialist	12 Office Services Technician	1 Program Coordinator
2 Human Resources Specialist I/II	5 BH Unit Supervisor I/II	1 Program Specialist I/II
1 Office Services Coordinator	13 BH Therapist I/II	1 Program Support Supervisor
3 Office Services Specialist	42 BH Recovery Specialist I/II/III	20 Substance Abuse Specialist I/II
2 Office Services Technician	1 BH Recovery Specialist Aide	4 Youth Prevention Specialist I/II
2 Office Services Assistant	105 Current Total	87 Current Total
4 BH Recovery Specialist I/II/III	<u>Additions/(Deletions)</u>	<u>Additions/(Deletions)</u>
28 Current Total	1 Administrative Coordinator	2 BH Therapist I/II
<u>Additions/(Deletions)</u>	2 Program Specialist I/II	1 Departmental Analyst I/II
1 Coord. of Admin. & Legis Analysis	1 Nurse Practitioner	2 Program Specialist I/II
1 Human Resources Specialist I/II	2 BH Therapist I/II	4 Substance Abuse Specialist I/II
30 Requested Total	1 BH Recovery Specialist I/II/III	96 Requested Total
	112 Requested Total	

Recovery Support Administration	Quality Improvement	Clinical Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 BH & Recovery System Admin.	1 BH & Recovery System Admin.	1 Administrative Coordinator
1 Administrative Coordinator	1 Coord.of Admin. & Legis. Analysis	1 Substance Abuse Specialist I/II
1 Program Support Supervisor	1 Administrative Coordinator	1 BH Unit Supervisor I/II
1 Program Specialist I/II	1 Program Specialist I/II	1 Office Services Technician
2 Substance Abuse Specialist I/II	1 Substance Abuse Specialist I/II	3 Departmental Analyst I/II
2 BH Nurse I/II	2 BH Nurse I/II	1 Special Projects Manager
1 Vocational Nurse I/II	1 Office Services Specialist	1 Program Specialist
6 Office Services Technician	7 Office Services Technician	1 Deputy Director of BH Services
1 Office Services Assistant	6 BH Unit Supervisor I/II	1 Sr. Office Services Specialist
5 BH Unit Supervisor I/II	4 BH Therapist I/II	1 Program Coordinator
10 BH Therapist I/II	8 BH Planning Analyst	2 BH Recovery Specialist I/II/III
15 BH Recovery Specialist I/II/III	1 Family Advocate	14 Current Total
5 BH Recovery Specialist Aide	7 BH Recovery Specialist I/II/III	<u>Additions/(Deletions)</u>
51 Current Total	3 Patient Rights Advocate	1 Administrative Coordinator
<u>Additions/(Deletions)</u>	1 Sr. Patients Rights Advocate	1 Office Services Technician
1 Substance Abuse Specialist I/II	45 Current Total	16 Requested Total
52 Requested Total	<u>Additions/(Deletions)</u>	
	3 Program Technician	
	1 Office Services Technician	
	1 BH Therapist I/II	
	2 BH Planning Analyst	
	52 Requested Total	
Administrative Services	Department Supports	Speciality Clinical Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Deputy Director of BH Services	1 BH & Recovery System Admin.	1 Deputy Director of BH Services
1 Special Projects Manager	1 Coordinator of Administrative & Leg:	1 Coord. of Admin. & Legis. Analysis
1 Facilities and Services Manager	2 Administrative Coordinator	1 Departmental Analyst I/II
1 Administrative Coordinator	1 Office Services Specialist	1 Marketing & Promotions Coord.
1 Program Support Supervisor	1 Office Services Technician	1 Program Support Supervisor
1 Contracts Administrator Assistant	6 Current Total	1 Program Specialist I/II
1 Program Specialist I/II	<u>Additions/(Deletions)</u>	3 Marketing & Promotions Assoc.
1 Sr. Office Services Specialist	1 Administrative Coordinator	1 Sr. Office Services Specialist
1 Office Services Technician	1 BH Unit Supervisor I/II	1 Office Services Technician
1 BH Recovery Specialist I/II/III	8 Requested Total	11 Current Total
1 Maintenance Worker II		<u>Additions/(Deletions)</u>
11 Current Total		1 Dept. Public Information Officer
<u>Additions/(Deletions)</u>		12 Requested Total
2 Contracts Administrator Assistant		
13 Requested Total		

Health and Sanitation

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Health and Sanitation

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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 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	52% reduction	55% reduction	65% reduction	5% reduction	10% 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	61% reduction	69% reduction	75% reduction	40% reduction	40% 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	64% reduction	70% reduction	69% reduction	70% 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. Kern Behavioral Health and Recovery Services has found an alternative method to accurately reflect the reduction in hospitalizations, which is reflected in the FY 2017-18 actual and FY 2018-19 goal.

Objective 2: Increase client self-reporting of progress in their treatment goals and overall satisfaction since beginning treatment

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of clients self-reporting progress of their recovery from serious mental illness while still in treatment	75%	75%	80%	73.8%	80%
Percentage of adults receiving mental health services who are satisfied or very satisfied with the Department’s services	88%	90%	95%	90%	90%
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the Department’s services	89%	89%	90%	90%	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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of children in foster care who receive mental health services	44%	44%	50%	45%	50%

This measurement was initiated several years ago when the department’s outreach to foster care children was significantly below the statewide average of mental health departments. Several of the departments’ 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.

Objective 2: Decrease recidivism with inpatient services for AB109 Individuals

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
As measured by reduction in the number of inpatient admissions.	N/A	25%	30%	23%	30%

This measurement is initiated with the development of the AB109 co-response program that is being provided by the Kern County Sheriff’s Office, Bakersfield Police Department, and Kern Behavioral Health and Recovery Services. The joint effort is in response to the National movement of integrating mental health and law enforcement services for successful outcomes, as well as the high rate of recidivism (incarceration and inpatient psychiatric services) of those who are released to the community without proper follow-up. It is projected that the decrease in recidivism, both inpatient psychiatric services and incarceration, will be the results of increased referral and linkage to outpatient mental health treatment. The department is in the process of developing standards for this objective.

Goal 3: Improve the health of children and adults with preventative services.

Objective 1: Maintain the KernStopMethNow collaborative to increase the awareness of the negative impact methamphetamine use has in Kern County.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average attendance at each quarterly meeting of the task force	35	24	30	26	30
Average number of community events each month sponsored by the task force	2	2	2	7	2
Number of participants attending community events	468	20	500	221	500
Average number of social media participants each month	21,784	31,975	30,000	2,555	2,000
Average viewing audience for each public service announcement	172,100	78,429	80,000	100,360	80,000
Average number of parents exposed to prevention messages	116	48	150	109	100
Average number of hours per month in support meetings	3	5	5	5	7
Number of participants attending substance abuse training	1,267	749	800	535	350
Number of outreach events attended by the task force members	28	29	24	50	30

Methamphetamine use and abuse is affecting every private and public sector in the County. Local data demonstrates the prevalence of the problem in the everyday activities of every major county department. The causal antecedent conditions include risk factors associated with families, employment, public safety, and early onset of use among youth. The mission of the task force is to strengthen collaboration among communities working to prevent and reduce substance use. The task force meets quarterly, is organized into four sub-committees, participates in the development of geo-political specific coalitions, sponsors mass and social media to disseminate information and conducts a plethora of outreach, training and technical assistance activities to build awareness and mobilization. The short-term goal is to continue to recruit communities to mobilize their prevention efforts; the long-term goal is to reduce the incidence of abuse. Challenges include despair and hopelessness, positive attitudes toward use, and insufficient evidence-based practices. The opportunities include strengthening families, youth, business, faith communities and criminal justice to create a perception that drug use is socially unacceptable. The method to report community event, social media, and substance use training participation has been revised to focus on meaningful interactions and participation to reflect the effectiveness of the department’s outreach methods.

Health and Sanitation

Goal 4: Increase public safety with effective rehabilitation for persons with substance use disorders.

Objective 1: Increase enrollment for individuals requiring substance use disorder treatment in Kern County.

Measurement	2015-15 Actual	2016-15 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of individuals referred to treatment by criminal justice or child welfare each month.	281	220	260	126	150
Number of residential beds available each month	37	34	30	45	53
Number of outpatient treatment slots available each month	1,245	451	500	1,611	1,487
Number of methadone slots available each month	1,425	125	450	1,605	1,625
Average monthly enrollment in residential programs	28	38	48	34	40
Average monthly enrollment in outpatient programs	709	831	515	986	750
Average monthly enrollment in methadone programs	1,136	1,329	1,300	1,506	1,500
Percent reduction of jail days measured at discharge from programs	65%	60 %	65%	89%	65%

The substance abuse system of care is organized into five levels of care; all outlying areas in the County have, at a minimum, outpatient programs. The more intensive levels of care, in addition to outpatient programs, are located in Bakersfield. Historically, about 5% of individuals require residential placement, 15% require an intensive level of outpatient and the remaining 80% of individuals are served in outpatient programs. The department utilizes patient placement criteria to screen and refer individuals to treatment to enhance access and utilize limited resources through managed care principles. On a daily average, approximately 2,300 individuals are enrolled in programs throughout the County.

Objective 2: Increase the number of individuals successfully completing treatment in Kern County.

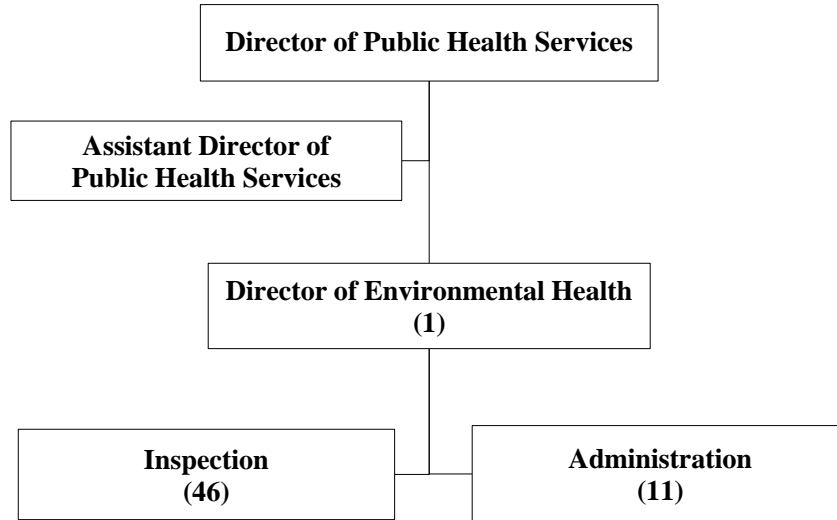
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average length of stay in residential programs	29	45	45	37	30
Average length of stay in outpatient programs	68	100	100	57	60
Average length of stay in methadone programs	92	65	65	201	200
Completion rates for outpatient programs	24%	41%	25%	58.8%	35%
Completion rates for residential programs	51%	71%	55%	69%	60%
Percentage of adults participating in substance abuse treatment who report being satisfied with services	86%	86%	85%	88%	85%

A "Successful Completion" incorporates a client's overall performance in treatment including attendance, negative drug screens, and having a credible plan for employment/education, social support and relapse triggers related to physical or mental health issues. Clients discharged as having satisfactory progress in treatment are considered a successful completion for the purposes of this report. Until FY 2016-2017, the system of care managed an average 45-day length of stay in residential programs, 90 days for intensive outpatient and 180 days for outpatient programs. With the advent of the Drug Medi-Cal Organized Delivery System Waiver however, treatment length will no longer be prescribed, and completion rates may be impacted as individuals remain in treatment for extended periods.

Mission Statement

Improve quality of life through the promotion of healthy lifestyles, prevention of disease, protection of the environment, and advancement of the emergency medical system.

Organizational Chart



Health and Sanitation

Fiscal Year 2016-17 and 2017-18 Accomplishments

- 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.
- Implemented a massage establishment ordinance requiring all establishments performing massage to obtain an annual environmental health inspection to ensure the community is receiving massages under safe and sanitary conditions.
- Initiated the onsite waste water treatment program required by Assembly Bill 885. This program requires that the installation of new septic systems and the repair of existing septic systems obtain a health permit.

Environmental Health Services

Department Head: Matt Constantine
 Fund: Environmental Health Services
 Budget Unit: 4122

Function: Health and Sanitation
 Activity: Health

Description of Major Services

Environmental Health Services, a division of the Public Health Services Department, provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for community businesses and activities. The division is responsible for reviewing and inspecting over 8,000 business facilities to protect the public and the environment. The division has a fully implemented risk-based inspection program focused on inspection and audit services and designed to direct resources to areas of greatest risk.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,163,604	\$6,528,504	\$6,060,436	\$6,774,325	\$6,774,325	\$6,800,161
Services and Supplies	1,478,830	1,769,181	1,068,365	698,193	698,193	698,193
Other Charges	408,597	442,430	1,000,233	1,628,117	1,504,117	1,504,117
Capital Assets	55,902	125,850	0	256,000	256,000	256,000
Other Financing Uses	0	0	11,657	0	0	0
TOTAL EXPENDITURES	\$8,106,933	\$8,865,965	\$8,140,691	\$9,356,635	\$9,232,635	\$9,258,471
REVENUE:						
Licenses and Permits	\$3,842,092	\$3,849,200	\$3,973,054	\$5,123,287	\$5,123,287	\$5,123,287
Fines and Forfeitures	106,077	65,000	87,895	68,000	68,000	68,000
Use of Money/Property	28,137	32,000	51,071	55,000	55,000	55,000
Intergovernmental	216,444	195,737	152,134	34,883	34,883	34,883
Charges for Services	3,923,285	4,184,708	4,008,364	3,571,642	3,571,642	3,571,642
Miscellaneous	132,280	10,942	1,271	5,351	5,351	5,351
Other Financing Sources:						
Hazardous Waste Settlements	305,904	343,690	0	256,000	256,000	256,000
Contribution to Environ. Health	209,174	97,408	97,407	99,991	99,991	99,991
TOTAL REVENUE	\$8,763,393	\$8,778,685	\$8,371,196	\$9,214,154	\$9,214,154	\$9,214,154
NET FUND COST	(\$656,460)	\$87,280	(\$230,505)	\$142,481	\$18,481	\$44,317

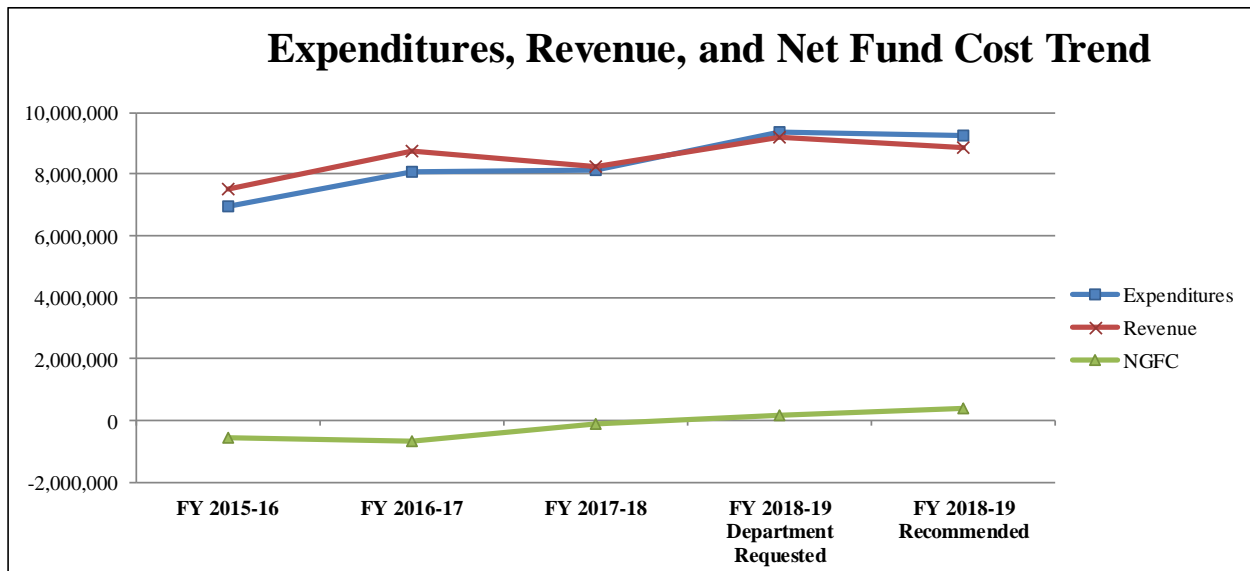
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 2018, the division evaluated and adjusted the fee schedule to fully support the operations of the division and resulted in an increase in revenue for licenses and permits of \$1.1 million over FY 2017-18 actuals. Expenditures are anticipated to rise due to an increase in filled positions and budgeted capital assets not purchased in FY 2017-18. Capital assets of \$256,000 have been included for an awning for a hazardous materials response vehicle and a photoionization detector.

The fund balance as of June 30, 2018 was \$316,805. The budgeted operational cost for FY 2018-19 will be offset with a portion of ending fund balance, with the remainder of the ending fund balance going to general designations. The estimated general designation balance as of June 30, 2019 is \$900,807. This funding will be available in the event of unplanned future expenditure or revenue fluctuations.

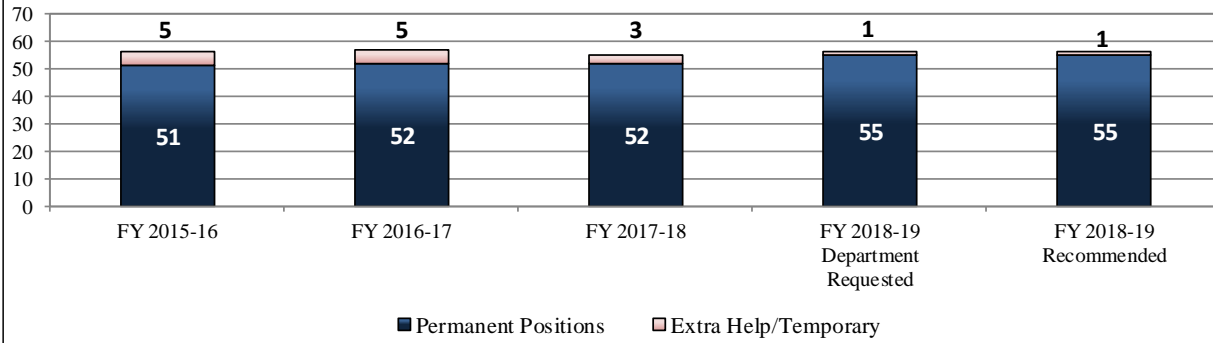


Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the deletion of one (1) GIS Specialist position, at an estimated annual savings of \$104,000. The division will hold vacant and unfunded one (1) Hazardous Materials Specialist IV position, one (1) Fiscal Support Specialist position, and one (1) Office Services Technician position, for estimated annual savings of \$273,000.

Average Filled Positions



4-Year Staffing Trend

	Actual			Department Requested Recommended	
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	51	52	52	55	55
Extra Help/Temporary	5	5	3	1	1
Total Positions	56	57	55	56	56
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	52	54	53	N/A	N/A
Extra Help/Temporary (FTE)	5	4	2	N/A	N/A
Total Positions	57	58	55	N/A	N/A
SALARIES & BENEFITS	\$5,593,436	\$6,163,604	\$6,060,436	\$6,774,325	\$6,800,161

Health and Sanitation

Summary of Authorized Positions

The division currently has 59 authorized positions. The recommended budget includes 58 authorized positions, of which 55 are budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	12	0	(1)	11	9	2	11
Inspection	47	0	0	47	46	1	47
Total	59	0	(1)	58	55	3	58

Administration		Inspection	
<u>Classification</u>		<u>Classification</u>	
4	Fiscal Support Specialist	4	Waste Management Tech I/II
1	Director of Environmental Health	2	Chief Environmental Health Specialist
2	Office Services Specialist	1	Engineering Technician I/II/III
1	Senior Systems Analyst	6	Environmental Health Spec IV
1	Office Services Technician	1	Hazardous Materials Spec IV
1	Senior Office Services Specialist	1	Hazardous Materials Spec I/II/III
1	Fiscal Support Supervisor	24	Environ Health Spec Training/I/II/III
1	GIS Specialist	8	Environmental Health Technician I/II/III
12	Current Total	47	Requested Total
<u>Additions/Deletions</u>			
(1)	GIS Specialist		
11	Requested Total		

Health and Sanitation

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average number of critical risk factor violations, per facility inspected, associated with foodborne illness and disease outbreaks.	.40	.37	.20	.30	.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.	1.64	1.14	1.00	.89	.80
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.	1.47	1.57	1.00	.70	.60
Average number of critical risk factor violations, per facility inspected, of hotels and motels which presents an immediate or potential threat to public health.	2.06	.74	2.00	.81	.75

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. The division has focused on food safety through its health inspections, which attributes to the increase seen in FY 2017-18 however expects to reach its FY 2018-19 goal.

Objective: Enhance protection of the community through industry training and education.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of people trained on food safety.	108	150	200	269	275
Number of people trained on handling of hazardous waste and materials.	1,190	1,347	1,200	791	1,000

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, which has decreased in FY 2017-18. Industry training and education measures are being added to the division's performance measures, as the responsibilities of the division are broader than just inspecting for safety. It is the responsibility of the division to provide training and education to the industry to enhance the protection of the community.

County Contribution – Behavioral Health and Recovery Services

Department Head: Bill Walker

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4127

Description of Major Services

This budget unit has been established to facilitate the appropriation of the General Fund contribution to the Kern Behavioral Health and Recovery Services Department. Appropriations within this budget unit will be transferred to the Kern Behavioral Health and Recovery Services operating budget unit 4120.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,609,068	\$4,046,919	\$4,046,919	\$4,046,920	\$4,046,920	\$4,046,920
TOTAL EXPENDITURES	\$1,609,068	\$4,046,919	\$4,046,919	\$4,046,920	\$4,046,920	\$4,046,920
REVENUE:						
Intergovernmental	\$628,419	\$3,066,270	\$3,066,270	\$3,066,271	\$3,066,271	\$3,066,271
TOTAL REVENUE	\$628,419	\$3,066,270	\$3,066,270	\$3,066,271	\$3,066,271	\$3,066,271
NET GENERAL FUND COST	\$980,649	\$980,649	\$980,649	\$980,649	\$980,649	\$980,649

Health and Sanitation

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

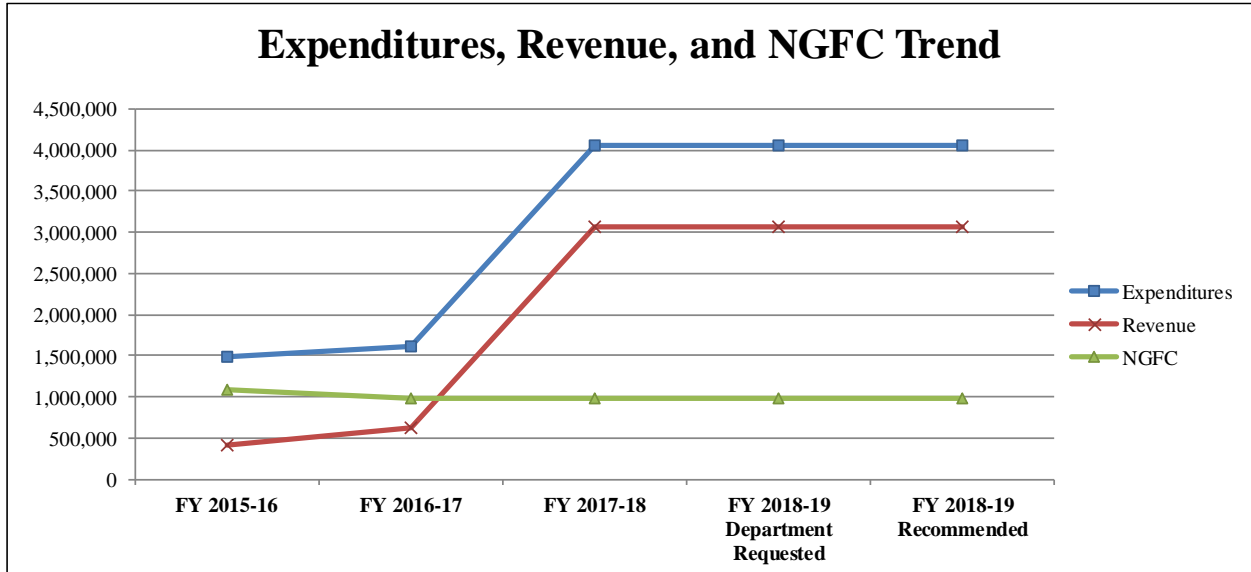
The State requires the County to appropriate funding through a Maintenance of Effort (MOE) for behavioral health and substance use disorders services in the amounts of \$771,124 and \$209,525 respectively. The County contribution also includes an additional \$98,163 for assistance with gang suppression activities bringing the total General Fund contribution to \$980,649.

In addition to the MOE and General Fund contribution, the Kern Behavioral Health and Recovery Services operating budget unit 4120 will receive \$402,624 in 1991 Realignment Vehicle License Fees (VLF) revenue and \$2,663,646 in one-time prior year 1991 Realignment growth funds to expand community and support services.

Budget Changes and Operational Impacts

The recommended budget provides the mandated funding in accordance with MOE requirements.

Health and Sanitation



County Contribution – Environmental Health

Department Head: Matt Constantine

Function: Health and Sanitation

Fund: General

Activity: Health

Budget Unit: 4134

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. 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$209,174	\$97,408	\$97,408	\$99,991	\$99,991	\$99,991
TOTAL EXPENDITURES	\$209,174	\$97,408	\$97,408	\$99,991	\$99,991	\$99,991
REVENUE:						
Intergovernmental	\$97,771	\$97,408	\$101,374	\$99,991	\$99,991	\$99,991
TOTAL REVENUE	\$97,771	\$97,408	\$101,374	\$99,991	\$99,991	\$99,991
NET GENERAL FUND COST	\$111,403	\$0	(\$3,966)	\$0	\$0	\$0

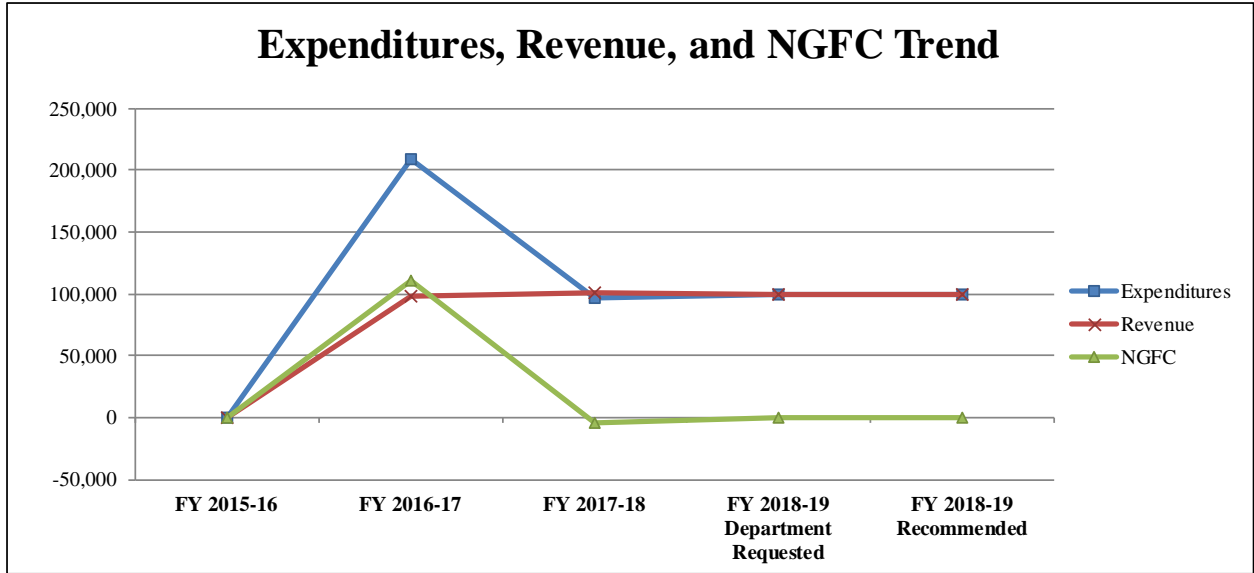
Health and Sanitation

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget includes a contribution of \$99,991 which is fully offset by 1991 Health program realignment revenue budgeted to meet the County's responsibility of providing environmental health services.

Budget Changes and Operational Impacts

The recommended budget provides for the mandated County responsibility of providing environmental health services; there are no significant changes or operational impacts.



Health and Sanitation

County Contribution – Kern Medical Center

Department Head: Ryan J. Alsop

Function: Health and Sanitation

Fund: General

Activity: Hospital Care

Budget Unit: 4202

Description of Major Services

State law mandates that the County provide medical care for indigent residents and inmates of correctional facilities. This budget unit appropriates funds to reimburse the Kern County Hospital Authority for providing medical services to indigent patients, jail inmates, and juveniles in County detention facilities.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$31,476,028	\$31,878,528	\$31,720,129	\$36,112,348	\$34,212,348	\$34,212,348
Other Financing Uses	0	0	101,486	0	1,900,000	1,900,000
TOTAL EXPENDITURES	\$31,476,028	\$31,878,528	\$31,821,615	\$36,112,348	\$36,112,348	\$36,112,348
REVENUE:						
Intergovernmental	\$2,085,616	\$0	\$0	\$0	\$0	\$0
Charges for Services	480,658	500,000	361,905	350,000	350,000	350,000
TOTAL REVENUE	\$2,566,274	\$500,000	\$361,905	\$350,000	\$350,000	\$350,000
NET GENERAL FUND COST	\$28,909,754	\$31,378,528	\$31,459,710	\$35,762,348	\$35,762,348	\$35,762,348

Health and Sanitation

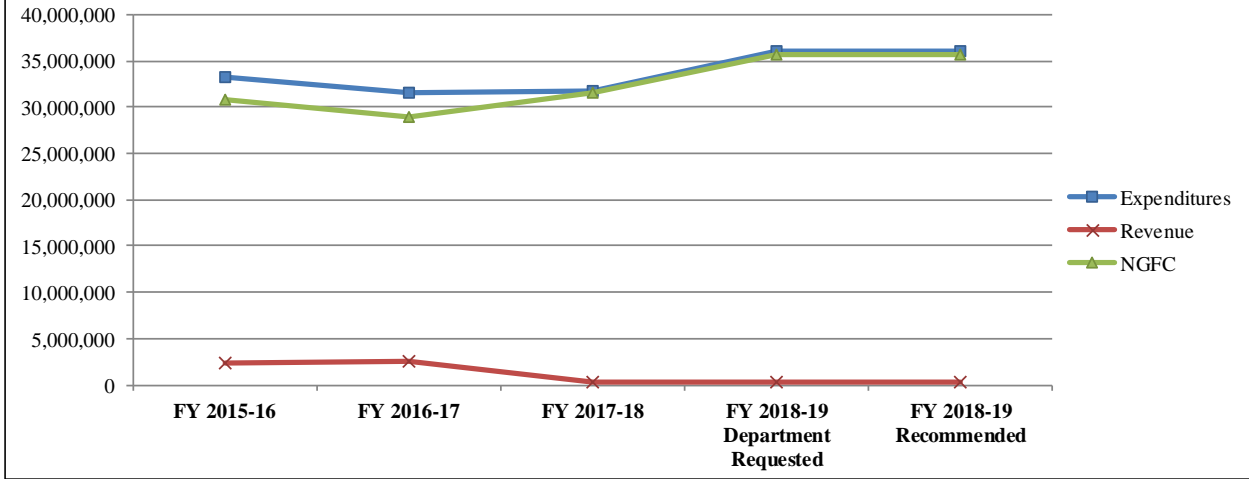
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

This budget unit accounts for \$34.2 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, including a full year of operation for the Kern County Justice Facility and \$1.9 million to Behavioral Health Services to offset the cost of providing behavioral health services at the new jail. In total, the County has budgeted \$32.5 million for medical services to adults and juveniles (\$29.8 million for adult inmate care and \$2.7 million for juvenile inmate care). The cost of providing medical services for the adult inmates is offset by \$350,000 received for care of Federal inmates. The remaining County contribution is comprised of \$3.5 million to cover the cost of medically indigent residents and to reimburse the Hospital Authority for the cost of performing forensic examinations.

Budget Changes and Operational Impacts

As a result of the hospital’s enhanced Medi-Cal reimbursement for the previously uninsured, 1991 Health Realignment is not expected to be available to offset some of the costs of providing care for the medically indigent.

Expenditures, Revenue, and NGFC Trend

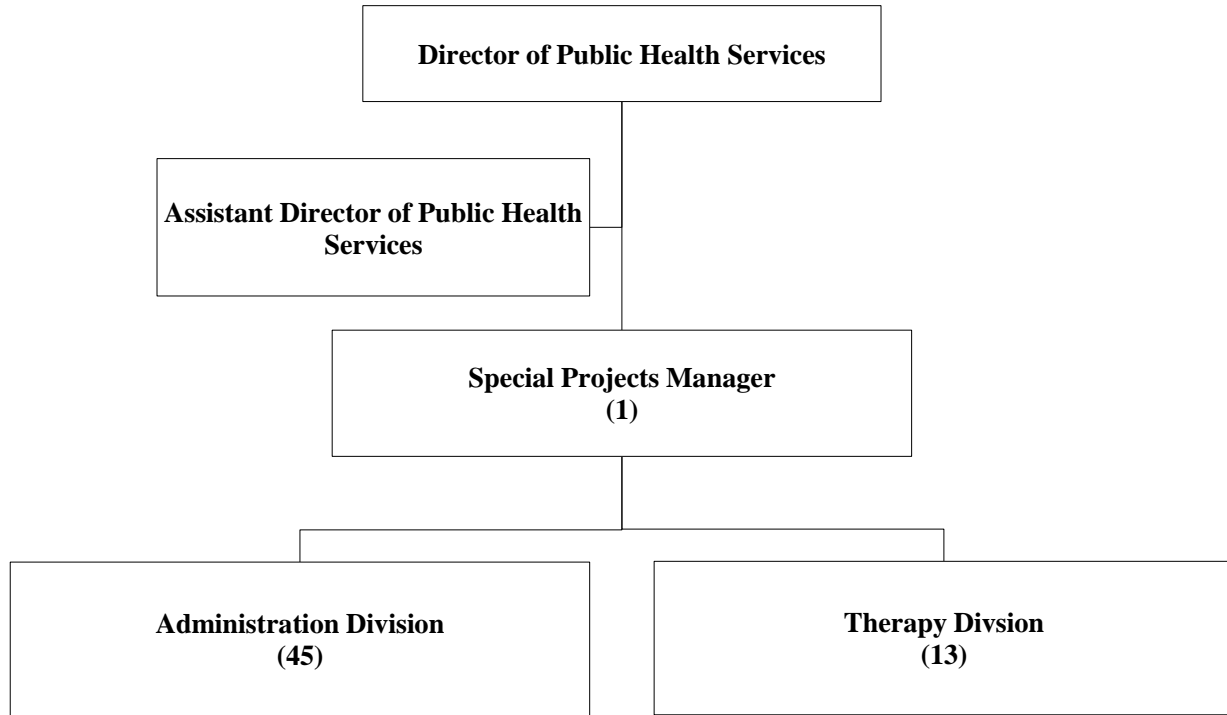


Health and Sanitation

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 2016-17 and 2017-18 Accomplishments

- Secured a two-year research grant from the Lucille Packard Foundation for Children’s Health to measure readiness of California Children Services’ adolescents for the transition to adult medical services.
- Provided intensive case management for 6,078 children under the age of 21 during FY 2017-18 to ensure they realize maximum physical and social potential.
- Provided medical therapy services to 459 local children suffering from extremely disabling medical conditions during FY 2017-18.
- Launched a telehealth pilot project with UCLA’s House Children’s Hearting Center, providing remote speech therapy sessions to members without requiring members to drive out of County to obtain such services.

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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,686,329	\$6,459,401	\$5,435,597	\$6,601,894	\$6,601,894	\$6,626,654
Services and Supplies	617,550	1,862,254	1,662,746	2,421,140	2,421,140	2,421,140
TOTAL EXPENDITURES	\$6,303,879	\$8,321,655	\$7,098,343	\$9,023,034	\$9,023,034	\$9,047,794
Expend. Reimb.	(\$50,993)	(\$450,139)	(\$110,968)	(\$17,621)	(\$17,621)	(\$17,621)
TOTAL NET EXPENDITURES	\$6,252,886	\$7,871,516	\$6,987,375	\$9,005,413	\$9,005,413	\$9,030,173
REVENUE:						
Intergovernmental	\$6,360,970	\$7,287,871	\$6,505,061	\$8,527,719	\$8,527,719	\$8,527,719
Charges for Services	105,835	133,602	43,883	27,953	27,953	27,953
Miscellaneous	21,364	9,500	13,486	9,200	9,200	9,200
TOTAL REVENUE	\$6,488,169	\$7,430,973	\$6,562,430	\$8,564,872	\$8,564,872	\$8,564,872
NET GENERAL FUND COST	(\$235,283)	\$440,543	\$424,945	\$440,541	\$440,541	\$465,301

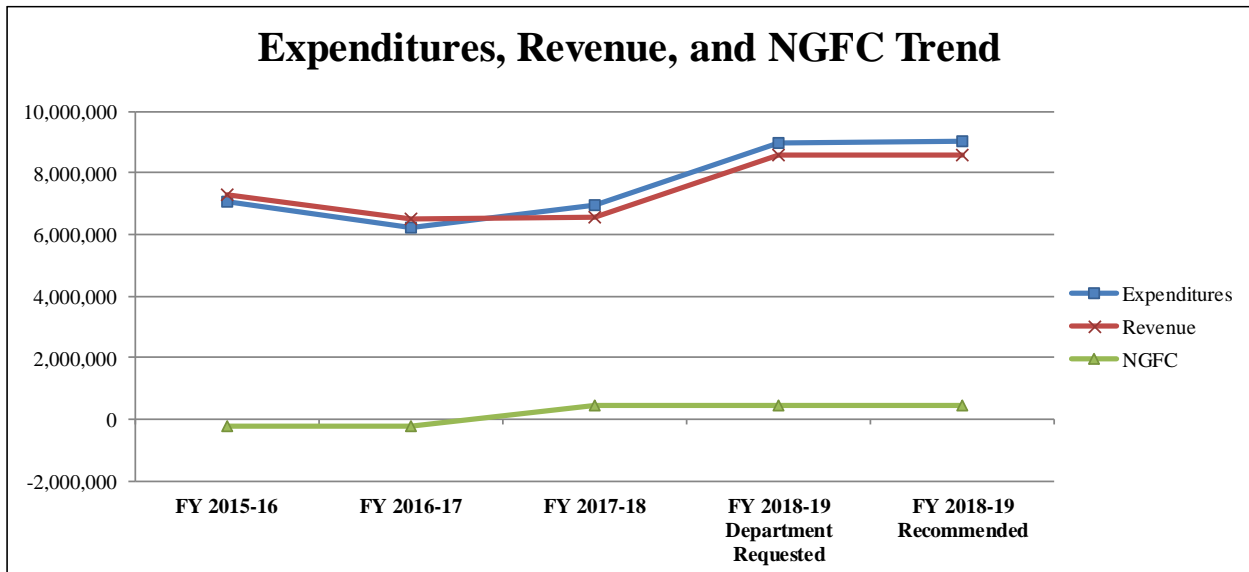
Health and Sanitation

Major Expenditures and Revenue in FY 2018-19 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. The recommended budget includes revenue and appropriations using prior year actual CCS caseload eligibility statistics. Actual caseloads will impact final expenditures and revenue.

Budget Changes and Operational Impacts

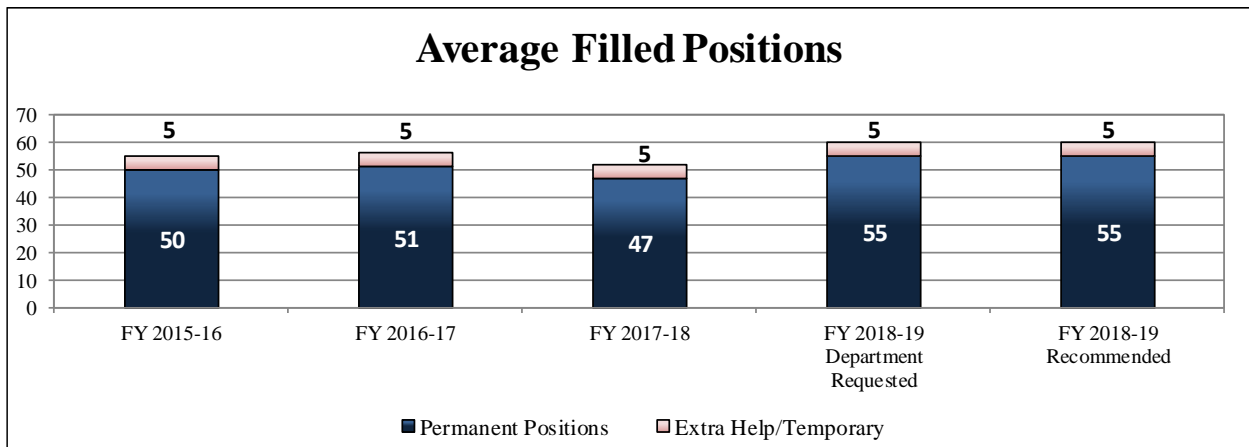
The recommended budget includes an increase in revenue of \$1.13 million based on an increased State allocation that derives from caseload eligibility, which has increased due to the division’s efforts to determine Medi-Cal eligibility. The increase in expenditures is attributed to the planned filling of current vacancies and an adjusted indirect cost allocation reimbursement to the Public Health Department.



Health and Sanitation

Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Public Health Project Specialist position. The recommended budget includes holding vacant and unfunded one (1) Program Support Supervisor position, one (1) Assistant Program Director position, one (1) Public Health Nurse III position, and one (1) Fiscal Support Specialist position, at an annual savings of approximately \$500,000.



4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	50	51	47	55	55
Extra Help/Temporary	5	5	5	5	5
Total Positions	55	56	52	60	60
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	46	48	45	N/A	N/A
Extra Help/Temporary (FTE)	2	4	4	N/A	N/A
Total Positions	48	52	49	N/A	N/A
SALARIES & BENEFITS	\$5,633,975	\$5,686,329	\$5,435,597	\$6,601,894	\$6,626,654

Summary of Authorized Positions

The recommended budget includes 59 authorized permanent positions, of which 55 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
				Total				
Administration	45	1	0	46		42	4	46
Therapy	13	0	0	13		13	0	13
Total	58	1	0	59		55	4	59

Health and Sanitation

Administration	Therapy
Classification	Classification
1 Special Projects Manager	1 Supervising Therapist
1 Human Services Aide	6 Occupational/Physical Therapist
2 Program Support Supervisor	2 Therapy Supervisor
3 Program Specialist I/II	2 Therapy Aide
11 Program Technician	2 Office Services Technician
2 Public Health Nurse III	13 Requested Total
13 Public Health Nurse Jr./I/II	
1 Public Health Nutritionist	
2 Fiscal Support Specialist	
1 Office Services Specialist	
2 Billing Office Specialist I/II	
5 Office Services Technician	
1 Assistant Program Director	
45 Current Total	
Additions/Deletions	
1 Public Health Project Specialist	
46 Requested Total	

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average number of days to determine medical eligibility of referrals	3.2 days	1.4 days	≥ 5 days	3.1 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

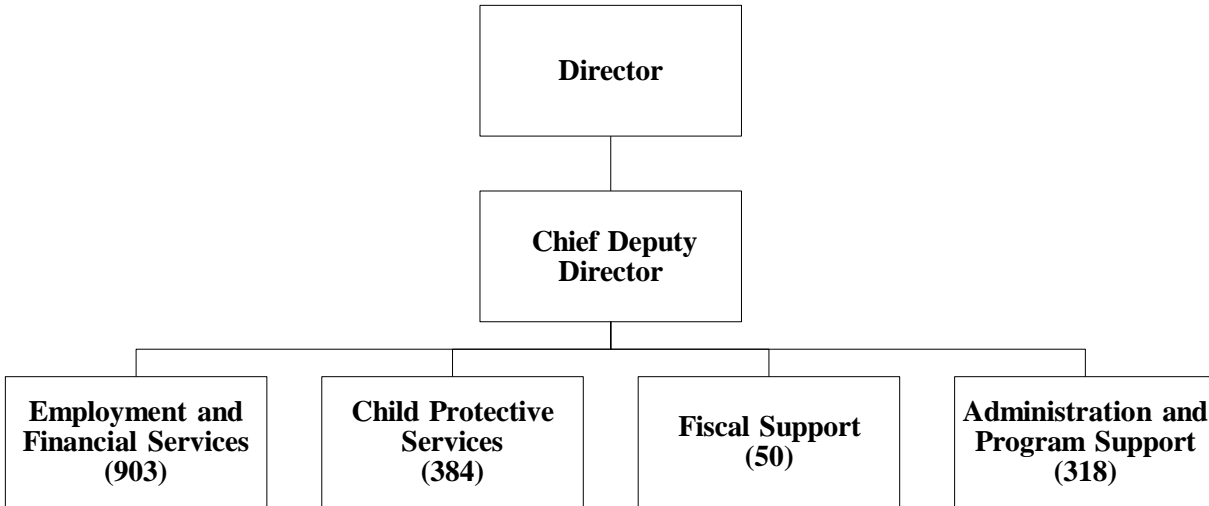
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- Collaborated with Kern County Superintendent of Schools Dream Center by co-locating with a multidisciplinary team to address foster youth, ages 10 to 25 years old.
- Facilitated the Safely Surrendered Baby Coalition with a total of 65 babies safely surrendered since 2006.
- Secured \$3.4 million in grant funding for goods and services to assist families.
- Completed analysis phase I with Intelgy to implement additional customer centered and lean six sigma efficiencies.
- Collaborative Partnerships: Gleaners Kern Care Food Drive, LiFT Outreach to the Oildale community, Houchin Blood, Honor Flight and Veterans Breakfast sponsor, Drought Food Distributions, Kern Stop Meth Now Task Force and Toys for Tots referral program with United States Marine Corps.
- Processed CalFresh cases with only a 1.94% error rate, which is second lowest in California.
- Secured new grants for Housing and Disability Advocacy Program to assist disabled individuals experiencing homelessness and Emergency Child Care Bridge program to increase placement of foster children with relatives.

Public Assistance

Human Services - Administration

Department Head: Dena Murphy

Function: Public Assistance

Fund: Human Services – Administration

Activity: Administration

Budget Unit: 5120

Description of Major Services

The Human Services Department administers State, local and federally mandated public assistance programs which include California Work Opportunity and Responsibility to Kids Program (CalWORKs), CalWORKs Welfare to Work Program, County-funded general assistance, CalFresh, referral services, and Resource Family Approval.

Most public assistance programs administered by the department are controlled by federal and/or State laws, and are regulated and supervised by the State Department of Social Services (CDSS). The department continues to direct its efforts to a family –focused service delivery system which includes initiatives such as Linkages, Differential Response, and Heart Gallery for adopted children.

The department functions as a full service adoption agency, licensed by CDSS. The department provides a continuum of services to members of the adoption triad of birth parents, adoptees and adoptive parents. The department also operates children protective services that provide a 24-hour response system designated to receive, investigate and evaluate reports of child abuse and neglect. In conjunction with this responsibility, the department operates the Jamison Center, which temporarily shelters children who have been removed from their home due to safety concerns until a foster home can be arranged.

The department administers eligibility for the Medi-Cal program which pays for health care services provided to qualifying individuals and families who live in California and who fall within certain income levels. The department continues to be responsible for determining outreach and enrollment of newly eligible Medi-cal recipients under the Affordable Care Act.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$146,983,250	\$150,680,939	\$146,378,471	\$139,332,426	\$150,417,056	\$152,498,953
Services and Supplies	36,137,913	39,742,599	38,390,716	42,431,579	42,431,579	43,058,046
Other Charges	17,745,382	17,773,673	17,443,074	20,170,428	20,170,428	20,170,428
Capital Assets	155,704	130,000	76,294	920,600	920,600	920,600
TOTAL EXPENDITURES	\$201,022,249	\$208,327,211	\$202,288,555	\$202,855,033	\$213,939,663	\$216,648,027
REVENUE:						
Use of Money/Property	\$94,377	\$36,418	\$115,603	\$61,484	\$61,484	\$61,484
Intergovernmental	160,318,432	161,347,199	157,421,150	156,515,669	165,082,914	167,441,278
Charges for Services	239,526	436,015	378,675	418,273	418,273	418,273
Miscellaneous	14,980	26,265	39,831	43,920	43,920	43,920
Other Financing Sources:						
2011 Realignment	25,446,929	26,514,775	26,565,029	26,024,360	26,360,710	26,360,710
County Contribution	12,234,396	16,329,040	16,329,040	16,007,666	16,007,665	16,357,665
Social Services Realignment	5,775,568	1,445,702	1,445,703	1,533,717	1,533,717	1,533,717
Wraparound Services	832,872	2,191,797	347,037	2,249,944	2,249,944	2,249,944
TOTAL REVENUE	\$204,957,080	\$208,327,211	\$202,642,068	\$202,855,033	\$211,758,627	\$214,466,991
NET FUND COST	(\$3,934,831)	\$0	(\$353,513)	\$0	\$2,181,036	\$2,181,036

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Salaries and benefits are the largest expenditure of this budget unit totaling \$152.5 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 \$43 million and includes the cost associated with community providers for services required under several programs. Other charges are budgeted at \$20.2 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 \$167.4 million. The majority of funding for the department's various programs is funded by federal and State funds, however many programs have a County share of cost which is the portion the County is responsible for funding. The County's responsibility is funded by \$26.4 million in 2011 Realignment revenue, \$1.5 million in 1991 Realignment revenue, and \$16.4 million in General Fund contribution. Realignment revenues are derived from sales taxes and vehicle license fee collections of the State and as such are contingent upon the stability of the economy.

Budget Changes and Operational Impacts

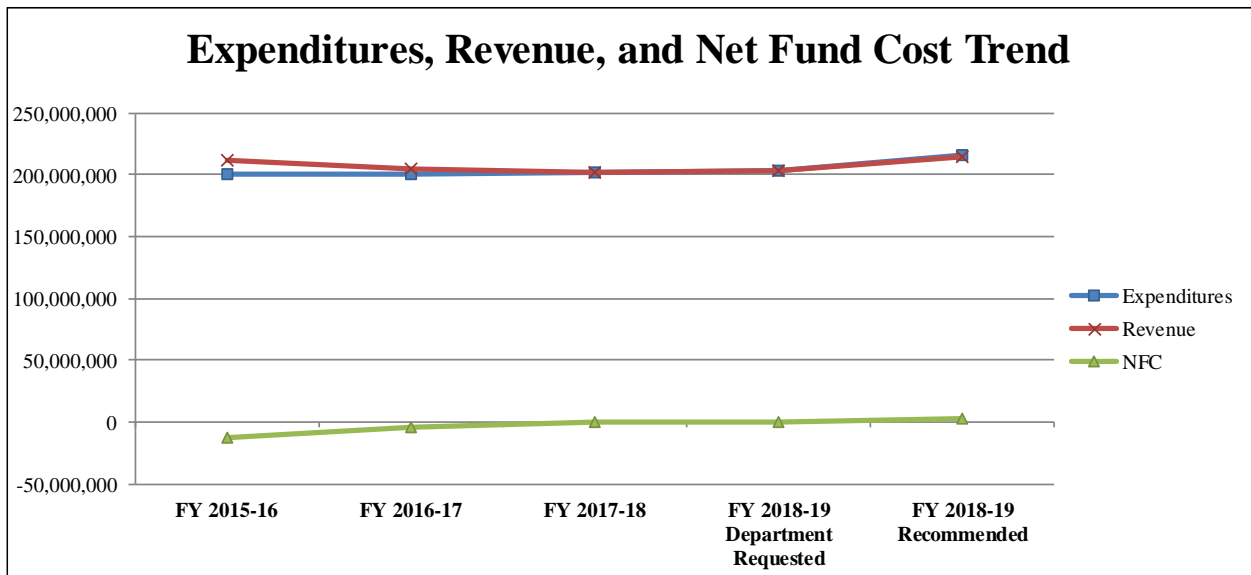
The recommended budget includes a \$14.4 million increase in expenditures over FY 2017-18 actual primarily due to the department's continued efforts to implement Continuum of Care Reform (CCR) as mandated by the California Department of Social Services through AB 403, increase in county-wide cost allocation charges, increased utilization of CalWORKs, Medical and CalFresh allocation and for negotiated labor contract adjustments for Human Services Technicians.

CCR provides the statutory and policy framework to decrease reliance on group home care and meet youth’s needs in community settings to include relative/non-relative foster care placements. CCR has increased the workload and expectations of the department and under this provision, the departments is required to do far more in provision of services, resources, and collaboration for youth in foster care. The increase in CalFresh represents the elimination of the CalFresh waiver. The CalFresh match waiver phase out represents a \$1.3 million decrease in federal and State funds and an increase of \$1.3 million ongoing County cost. This brings the total FY 2018-19 CalFresh match to \$5 million for CalFresh Administration.

Intergovernmental revenue is increasing by approximately \$10 million primarily due to State reimbursements to implement CCR and administration cost associated with CalWORKs, CalFresh and Expanded Subsidized Employment.

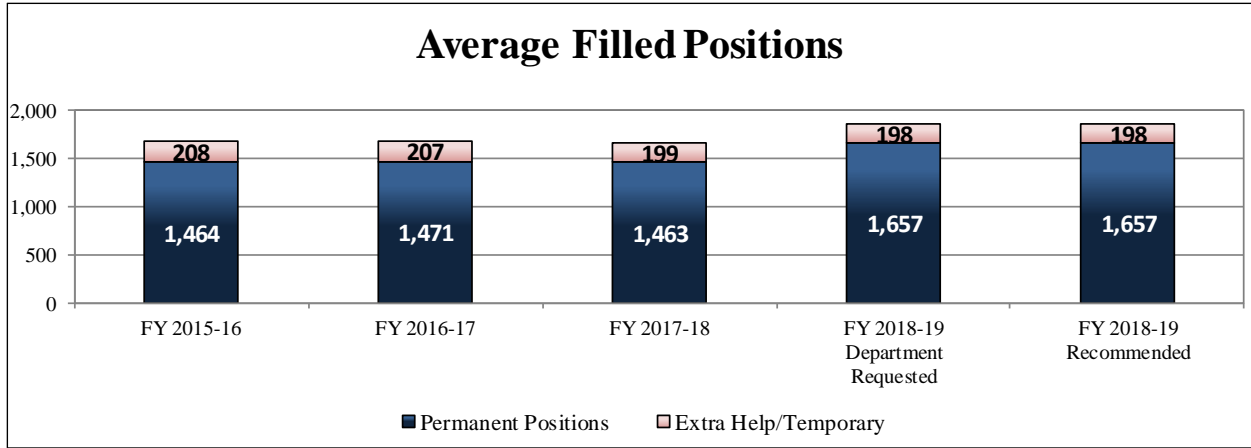
The department is absorbing the 2.5% reduction in General Fund contribution of \$321,375 along with increased program costs with increased revenue sources, the strategic redistribution of positions to non-General Fund programs, and the use of \$2.2 million of general designation currently available. At June 30, 2018, the fund balance in the Human Services Administration fund was \$1.2 million all of which, as prescribed by County policy, will be placed in a general designation until such time a reconciliation of accrued revenue and the final County Expense Claim has occurred.

Public Assistance



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Human Services Aide position and one (1) Networks System Administrator position and one (1) Social Service Worker position. The department funds all of its authorized permanent positions; however, an adjustment of \$6.4 million is included in total salaries to account for the savings related to staff turnover.



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	1,464	1,471	1,463	1,657	1,657
Extra Help/Temporary	208	207	199	198	198
Total Positions	1,672	1,678	1,662	1,855	1,855
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	29	0	1,464	N/A	N/A
Extra Help/Temporary (FTE)	4	0	228	N/A	N/A
Total Positions	33	0	1,692	N/A	N/A
SALARIES & BENEFITS	\$146,427,167	\$146,983,250	\$146,378,471	\$139,332,426	\$152,498,953

Position Summary

The department currently has 1,654 authorized permanent positions. The recommended budget includes 1,657 positions, of which all are funded. Due to a high level of turnover, the department does not normally budget to hold any specific positions vacant; instead the department includes projected salary savings of \$6.4 million to reflect the anticipated attrition rate.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Admin and Program Support	318	2	0	320	320	0	320
Fiscal Support	50	0	0	50	50	0	50
Child Protective Services	383	1	0	384	384	0	384
Employment and Financial Svcs	903	0	0	903	903	0	903
Total	1,654	3	0	1,657	1,657	0	1,657

Public Assistance

Administration and Program Support	Fiscal Support	Child Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Assistant Director	1 Assistant Director
1 Chief Deputy Director	1 Sr Office Services Specialist	1 Sr Office Services Specialist
1 Assistant Director	1 Administrative Services Officer	9 Human Service Program Specialist
1 Office Services Coordinator	3 Administrative Coordinator	6 Office Services Specialist
4 Program Director	8 Accountant I/II/III	4 Program Director
11 Assistant Program Director	14 Fiscal Support Specialist	2 Administrative Coordinator
1 Accountant I/II/III	4 Fiscal Support Supervisor	39 Social Services Supervisor I/II
12 Office Service Specialist	15 Fiscal Support Technician	229 Social Services Worker I/II/III/IV/V
1 Sr Paralegal	1 Office Services Specialist	24 Human Service Aide
2 Sr Office Services Specialist	1 Office Services Technician	17 Office Services Technician
1 Marketing and Promo Associate	1 Office Services Assistant	2 Office Services Assistant
52 Human Services Technician I/II/III	50 Requested Total	9 Legal Processing Technician I/II
1 Program Specialist	Employment and Financial Services	6 Group Counselor III
1 Senior Talent Recruiter	<u>Classification</u>	23 Group Counselor I/II
2 Human Service Program Specialist	1 Assistant Director	1 Cook III
6 Administrative Coordinator	1 Sr Office Services Specialist	1 Cook I/II
1 Human Services Family Specialist	1 Administrative Coordinator	1 Food Services Worker I/II
15 Human Services Supervisor	14 Office Services Specialist	2 Housekeeper
11 Fiscal Support Specialist	5 Program Director	6 Senior Paralegal
6 Fiscal Support Technician	16 Assistant Program Director	383 Current Total
1 Senior HR Analyst	543 Human Services Technician I/II/III	Additions/(Deletions)
1 Human Resources Specialist I/II	1 Human Services Technician IV	1 Social Service Worker I/II/III/IV/V
14 Social Service Supervisor I/II	3 Fiscal Support Technician	384 Requested Total
63 Social Service Worker I/II/III/IV/V	1 Disability Advocate	
40 Office Services Technician	85 Human Services Supervisor	
4 Stock Clerk	67 Office Services Technician	
1 Human Services Facilities Mgr	26 Office Services Assistant	
9 Building Services Worker	17 Job Developers	
5 Mail Clerk I/II	19 Social Services Supervisor I/II	
1 Maintenance Supervisor	101 Social Service Worker I/II/III/IV/V	
6 Maintenance Worker I/II/III/IV	2 Program Support Supervisor	
1 Sup Building Services Worker	903 Requested Total	
1 Supervising Mail Clerk		
1 Utility Worker		
1 Warehouse Supervisor		
1 GIS Technician I/II		
2 Help Desk Technician I/II/III		
1 Database Analyst I/II		
2 Fiscal Support Supervisor		
1 Graphic Artist		
2 LAN Systems Analyst		
1 Technology Services Manager		
4 Technology Services Supervisor		
1 Senior System Analyst		
3 Office Services Assistant		
4 Systems Analyst I/II		
2 Programmer I/II		
5 Sr Information Sys Specialist		
5 Information System Specialist		
1 Network Systems Administrator		
1 Systems Programmer I/II		
2 Repro Production Tech I/II/III		
318 Current Total		
Additions/(Deletions)		
1 Human Services Aide		
1 Networks Systems Administrator		
320 Requested Total		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Estimate*	2018-19 Goal
Percent of all children with a substantiated allegation during the 12-month period, whom had another substantiated allegation within 12 months.	9.1%	N/A	9.1%	12.9%	9.1%
Rate of victimization per day of all children in care during the 12-month period.	3.46 days	5.57 days	8.5 days	4.38 days	8.5days
Percent of all children whom entered care in the 12-month period; discharged within 12 months to reunification or guardianship; and re-entered foster care.	N/A	N/A	8.3%	10.2%	8.3%
Rate of placement moves per day of all children whom entered care in the 12-month period.	5.74 moves	6.37 moves	4.12 days	5.93 moves	4.12 moves
Percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months.	42%	N/A	40.5%	42.7%	40.5%
Children in child welfare service programs that receive regular face-to-face visits by social workers.	93.6%	93.6%	95%	96.8%	95%
Timely Response Compliance – Immediate	97.5%	95.4%	90%	93.4%	90%
Timely Response Compliance – 10-day	95.5%	92.2%	90%	90.4%	90%
Permanency in care for 24 months or more	N/A	N/A	N/A	24.3%	30.3%

Child welfare is meeting established FY 2018-19 measurement goals in five areas, specifically rate of victimization per day of children in care, time response compliance for immediate referrals, time response compliance for 10 day referrals, percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months, and children in child welfare service programs that receive regular face-to-face visits by social workers. One year ago, the FY 2017-18 estimate for percent of children who re-entered foster care (re-entry into foster care) in 12 months was 10.2%. The department has shown improvement in this area and has reduced that measurement by 1.9%.

In late 2015, legislation was signed for the implementation of Continuum of Care Reform (CCR), which is comprehensive reform to placement and treatment options for youth in foster care. As a result of CCR, the department is undergoing significant changes, including but not limited to implementation of the Resource Family Approval process, use of Short Term Residential Therapeutic Programs as intensive treatment options, Child and Family Teaming, Level of Care funding for care providers, and use of the Child and Adolescent Needs and Strengths (CANS) assessment for all youth in foster care. Full implementation of CCR is expected in 2021. As the department proceeds with changes, outcomes have improved as expected. For example, Kern has come into compliance with two additional goals (percent of all children whom entered care in the 12-month period and discharged to permanency within 12 months, and children in child welfare service programs that receive regular face-to-face visits by social workers) since the last review, and Kern has improved compliance rates in 8 of the 9 measures. In FY 2017-18, Kern's child welfare agency implemented a new System Improvement Plan (SIP) in an effort to improve practice to support permanency and stability in the lives of foster youth. Four strategies were developed in that effort, which include discussions of permanency options amongst staff and with families for youth in care longer than two years, implementation of child and family teams, development of transition plans for youth in congregate care, and court data reviews to identify trends. This new plan began in FY 2017-18 and will continue through 2022. It is expected that the continued implementation of CCR as well as the SIP will improve permanency performance measure outcomes .

*Estimates are based on the most current data.

Goal 2: Assist individuals as they prepare for employment, and provide access to other Safety-Net Services.

Objective 1: Promote and provide services that encourage family self-sufficiency and provide access to mandated services such as medical care and food assistance.

Measurement	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Estimate*	2017-18 Goal
All Families participating in work-related activities.	24.3%	25.3%	19%	18.8%	20.5%
Two-Parent families participating in work-related activities.	26.7%	27.8%	19%	24.3%	23%
Adults who are working in paid employment that receives CalWORKs.	27.4%	26.2%	27%	26.7%	27%
Adults who are still working three months after their CalWORKs is discontinued.	77.6%	69.4%	82%	74.1%	70%
CalFresh benefits accurately administered.	98.9%	98.1%	95%	97.7%	95%
Medi-Cal intake cases that are processed within the State mandated timeframes.	N/A	N/A	90%	90%	90%

Kern continues to implement innovative strategies to expand the department’s capacity in the effective provision of mental health, substance abuse, domestic abuse, and housing assistance services to support our participants in overcoming employment barriers. The department will also continue to focus job development in industries that offer entry level employment as a means of improving federal work participation rate and promoting full-time employment/self-sufficiency. The department’s robust subsidized employment program assists clients in obtaining paid work experience to enhance their employability. The department continues to sustain a low CalFresh error rate resulting in fiscal sanction avoidance. Counties are currently held harmless by the Department of Health Care Services for Medi-Cal performance standards until further notice. During federal FY 2017-18, the department anticipates regulatory changes that will need to be implemented stemming from TANF Reauthorization at the Federal level.

*Estimates are based on average of fiscal years 12/13 through 16/17 combined with the most recent data available.

Public Assistance

County Contribution - Human Services Administration

Department Head: Dena Murphy

Function: Public Assistance

Fund: General

Activity: Administration

Budget Unit: 5121

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Administration budget unit 5120. These funds provide the County's share of financial responsibility for the department's operations in providing direct social services programs to eligible recipients in the community.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$18,035,748	\$17,774,742	\$17,774,742	\$17,541,382	\$17,541,382	\$17,891,382
TOTAL EXPENDITURES	\$18,035,748	\$17,774,742	\$17,774,742	\$17,541,382	\$17,541,382	\$17,891,382
REVENUE:						
Intergovernmental	\$1,372,082	\$1,445,702	\$1,457,258	\$1,533,717	\$1,533,717	\$1,533,717
TOTAL REVENUE	\$1,372,082	\$1,445,702	\$1,457,258	\$1,533,717	\$1,533,717	\$1,533,717
NET GENERAL FUND COST	\$16,663,666	\$16,329,040	\$16,317,484	\$16,007,665	\$16,007,665	\$16,357,665

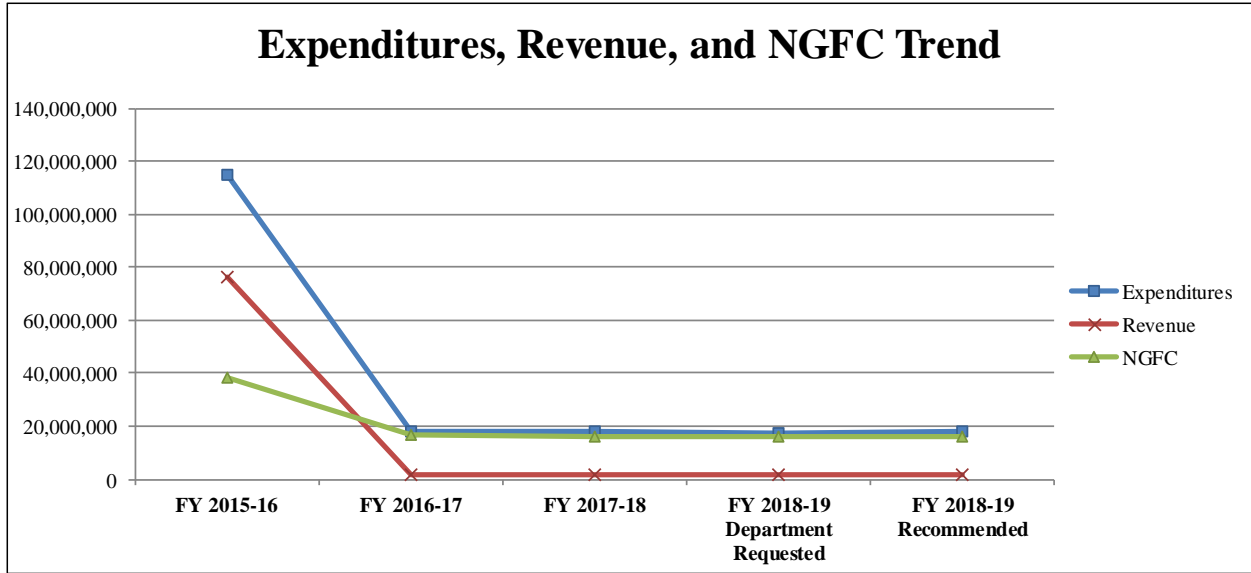
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget provides \$17.9 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 \$16.4 million. In prior fiscal years, the contribution for budget unit 5220, Human Services Direct Aid was also included in this budget unit. Beginning in FY 2016-17, the contribution to budget unit 5220 is provided out of budget unit 5125, County Contribution - Human Services Direct Financial Aid.

Budget Changes and Operational Impacts

The recommended budget includes an increase in other financing sources to fund additional cost associated with negotiated labor contract adjustments for Human Services Technicians. The contribution from this budget unit will provide sufficient resources to the Department of Human Services – Administration budget unit 5120 to administer social service and financial assistance programs to eligible recipients in the community at the current service level.

Public Assistance



Public Assistance

County Contribution - Human Services Direct Financial Aid

Department Head: Dena Murphy

Function: Public Assistance

Fund: General

Activity: Administration

Budget Unit: 5125

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Human Services Direct Financial Aid budget unit 5220. Prior to FY 2016-17, this contribution was included in the Human Services County Contribution budget unit 5121. To assist with transparency of Direct Aid versus Administration funding, the contributions to the Human Services budget units were separated. This budget unit funds the County's share of financial responsibility for the department's operations in providing financial assistance to eligible recipients in the community. The largest of the financial assistance programs are CalWORKs, Foster Care, Adoptions, and General Assistance.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$70,512,537	\$75,840,200	\$91,558,774	\$76,272,047	\$76,272,047	\$76,272,047
TOTAL EXPENDITURES	\$70,512,537	\$75,840,200	\$91,558,774	\$76,272,047	\$76,272,047	\$76,272,047
REVENUE:						
Intergovernmental	\$64,109,882	\$69,386,194	\$85,314,508	\$69,818,041	\$69,818,041	\$69,818,041
TOTAL REVENUE	\$64,109,882	\$69,386,194	\$85,314,508	\$69,818,041	\$69,818,041	\$69,818,041
NET GENERAL FUND COST	\$6,402,655	\$6,454,006	\$6,244,266	\$6,454,006	\$6,454,006	\$6,454,006

Public Assistance

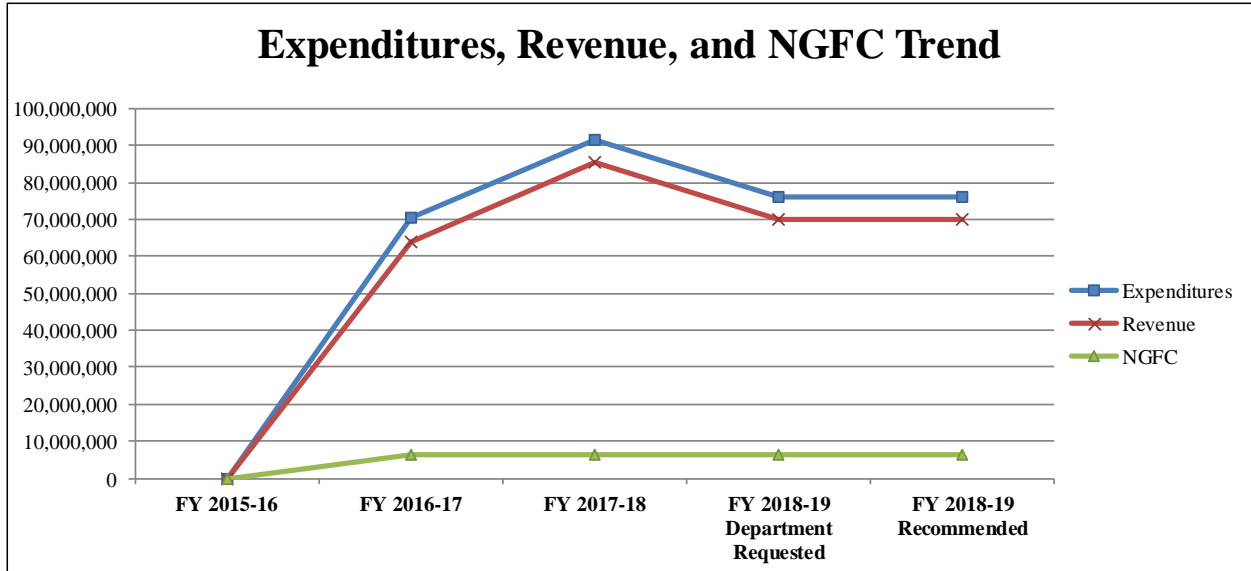
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget provides \$76.3 million to budget unit 5220, Human Services Direct Financial Aid. Prior to FY 2016-17, this contribution was included in budget unit 5121.

This contribution is funded by Social Services Program Realignment revenue of \$21 million, redirected 1991 Health Services Program Realignment for Child Poverty and Family Support revenue of \$31.4 million, \$17.3 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 2017-18 actual of approximately \$15.3 million primarily as a result of a decrease in Family Support and Child Poverty Realignment. The contributions from this budget unit are sufficient to cover the County's financial responsibility of providing financial assistance and social services programs to eligible recipients in the community.



Public Assistance

Human Services – Direct Financial Aid

Department Head: Dena Murphy

Function: Public Assistance

Fund: Human Services – Direct Financial Aid

Activity: Direct Financial Aid

Budget Unit: 5220

Description of Major Services

The Department of Human Services Direct Financial Aid budget unit accounts for direct financial assistance payments to eligible recipients. The largest component of financial aid is direct aid payments to eligible needy families under the Temporary Assistance for Needy Families (TANF) program. The primary recipients of aid are families eligible for TANF programs 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 Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Charges	\$219,770,648	\$232,215,739	\$226,139,548	\$221,183,074	\$227,949,283	\$227,949,283
TOTAL EXPENDITURES	\$219,770,648	\$232,215,739	\$226,139,548	\$221,183,074	\$227,949,283	\$227,949,283
REVENUE:						
Intergovernmental	\$111,294,532	\$114,273,369	\$92,497,370	\$106,694,269	\$108,986,637	\$108,986,637
Miscellaneous	2,191,449	2,080,110	2,454,428	2,388,254	2,388,254	2,388,254
Other Financing Sources:						
2011 Realignment	39,013,316	40,022,060	39,986,907	39,219,713	41,219,713	41,219,713
County Contribution	10,887,019	6,454,006	6,454,006	6,454,006	6,454,006	6,454,006
Social Services Realignment	18,162,423	20,475,621	20,475,621	21,053,151	21,053,151	21,053,151
Family Support-Realignment	17,425,278	26,110,870	35,188,888	20,000,000	20,000,000	20,000,000
Child Poverty Realignment	10,718,954	8,847,234	13,802,403	11,421,212	11,421,212	11,421,212
CalWORKs VLF Realignment	12,111,990	13,952,469	15,637,857	13,952,469	13,952,469	13,952,469
TOTAL REVENUE	\$221,804,961	\$232,215,739	\$226,497,480	\$221,183,074	\$225,475,442	\$225,475,442
NET FUND COST	(\$2,034,313)	\$0	(\$357,932)	\$0	\$2,473,841	\$2,473,841

Public Assistance

Major Expenditures and Revenue in FY 2018-19 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 within this budget unit at approximately \$120 million. Adoptions Assistance and Foster Care Assistance are budgeted at \$40 million and \$54.2 million, respectively. In addition, \$4 million is included for General Assistance.

Major revenue sources of the department include \$63.3 million in federal funds and \$107.6 million in 1991 Realignment and 2011 Realignment funding.

Budget Changes and Operational Impacts

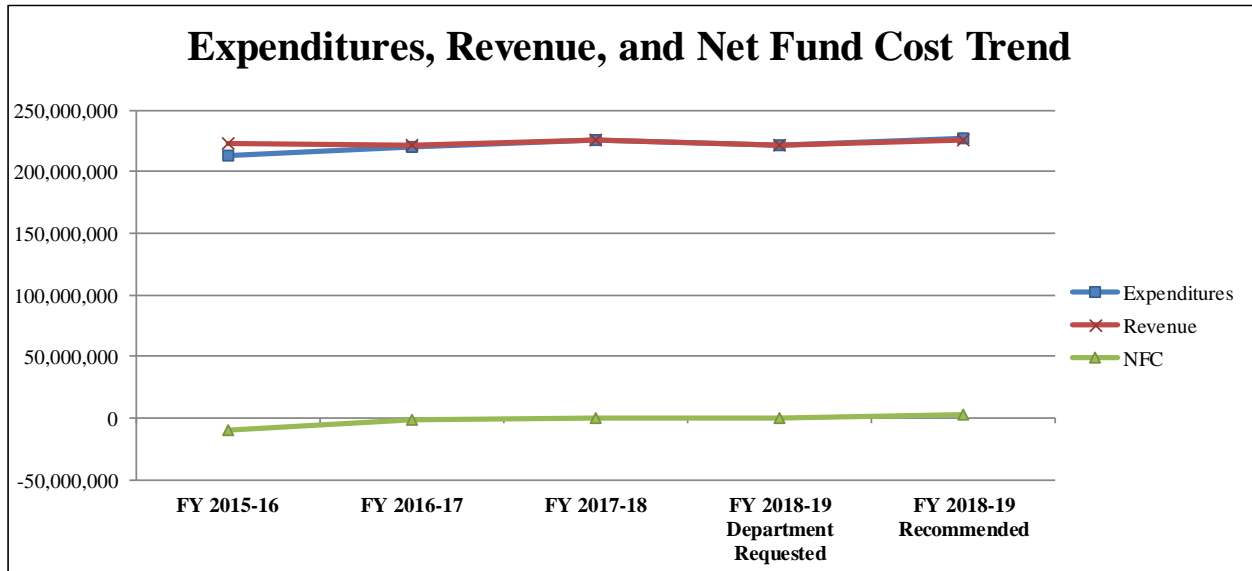
Revenue is budgeted at \$1 million less than actual revenue for FY 2017-18 due to the reduction in total overall realignment funding. The recommended budget also includes a \$6.5 million General Fund contribution. The General Fund contribution is anticipated to cover the County’s financial responsibility of assisting eligible recipients in the community.

The department submitted a supplemental request for approximately \$6.1 million to cover the anticipated cost increases for the implementation of Continuum of Care, caseload and Cost Necessities Index growth in Foster Care and Adoptions, and caseload in General Assistance. Caseload growth continues for the General Assistance program with 87% increase in FY 2017-18 and an anticipated increase of 20% for FY 2018-19.

To cover the supplemental request, the recommended budget includes \$2 million in available 2011 realignment resources and the use of \$2.5 million in available General Designation within the Human Services Direct Financial Aid fund. If the caseload and cost increases fully materialize, the remaining \$1.6 million of the supplemental budgetary request will be funded with the available 2011 designated realignment funds.

At June 30, 2018, the fund balance in the Human Services Direct Financial Aid fund was \$366,643 all of which, as prescribed by County policy will be placed in the General Designation until such time as the reconciliation of accrued revenue and final County Expense Claim has occurred.

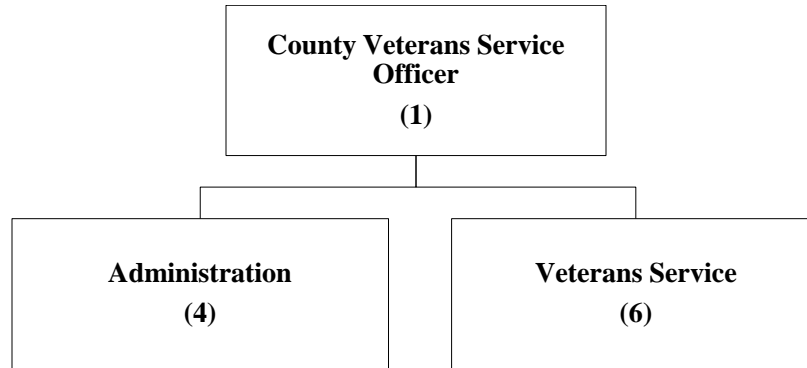
Public Assistance



Mission Statement

The Veterans Service 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 2016-17 and 2017-18 Accomplishments

- Collected \$804,836 in monthly cash benefits to local veterans from the U.S. Department of Veterans Affairs in FY 2016-17, which amounts to \$9,658,032 on an annualized basis.
- Collected \$4,931,711 in one-time payments in FY 2016-17 for veterans consisting of single and retroactive payments.
- Saved over \$1 million for veterans and their families with College Tuition Fee Waiver applications.
- Collaborated with the Department of Human Services by verifying entitlement to United States Department of Veterans Affairs benefits following public assistance referrals.
- Awarded a third grant in 2017 of \$155,000 from Chevron for veteran employment services provided by the Kern Patriot Partnership. The program has 159 committed employers and 210 veterans have been hired since the launch of the program in September 2015.
- Awarded one-time grant funds in the amount of \$120,941 from the Community Corrections Partnership to provide assistance to justice-involved veterans. The program has assisted over 70 veterans since October 2017.
- Continued a public/private partnership with Rio Tinto Minerals, Inc. to produce and issue Kern County Veterans Identification Cards. The cards allow for verification of military discharge records and provides an incentive for veterans to visit the department.
- Coordinated with Human Resources to restructure the department organizational structure, specifically the Veterans Service Representative classification. Since implementation, the restructuring has reduced wait times and increased client interactions.

Public Assistance

Veterans Service Department

Department Head: Richard Taylor

Fund: General

Budget Unit: 5510

Function: Public Assistance

Activity: Veterans Service

Description of Major Services

The Veterans Service Department is responsible for advocating on behalf of local veterans, providing assistance with claim preparation and benefits counseling, and referring veterans to other County, State and federal agencies for whose programs they may be eligible to receive. In addition, the department conducts outreach throughout the County for the purpose of informing the community of Veterans benefits and services.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$962,657	\$1,169,576	\$1,039,757	\$1,181,231	\$1,181,231	\$1,185,537
Services and Supplies	70,413	184,572	176,393	98,379	98,379	98,379
Other Financing Uses	403,365	182,758	0	0	0	184,350
TOTAL EXPENDITURES	\$1,436,435	\$1,536,906	\$1,216,150	\$1,279,610	\$1,279,610	\$1,468,266
REVENUE:						
Intergovernmental	\$238,717	\$212,000	\$213,883	\$212,000	\$212,000	\$212,000
Other Financing Sources:						
Veterans Grant and Donation Fund	0	137,227	0	85,729	85,729	85,729
2011 Realignment	0	120,941	120,941	120,000	120,000	120,000
TOTAL REVENUE	\$238,717	\$470,168	\$334,824	\$417,729	\$417,729	\$417,729
Less Available BSI *	\$0	(\$182,758)	\$0	\$0	\$0	(\$184,350)
NET GENERAL FUND COST	\$1,197,718	\$883,980	\$881,326	\$861,881	\$861,881	\$866,187
BSI Ending Balance *	\$172,236	N/A	\$182,758	N/A	N/A	N/A

* BSI = Budget Savings Incentives

Public Assistance

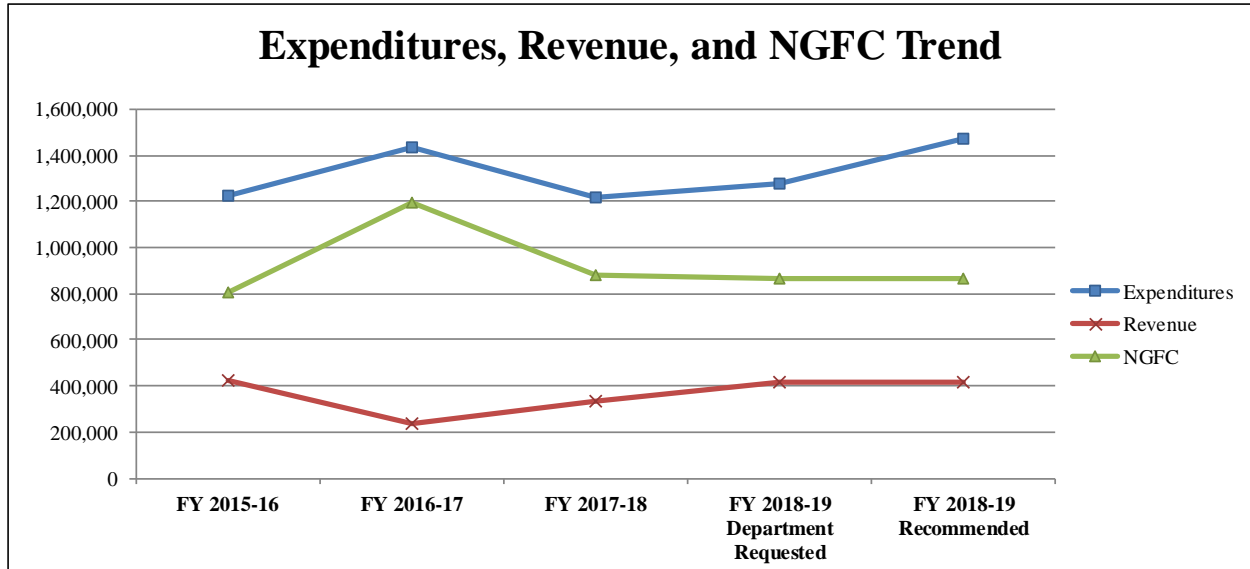
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of expenditures in this budget unit are associated with staffing costs to perform the services provided by the Veterans Service Department. The department is primarily funded by an allocation of Net General Fund Cost (NGFC). Additional sources of revenue include state funding and grants and donations.

Budget Changes and Operational Impacts

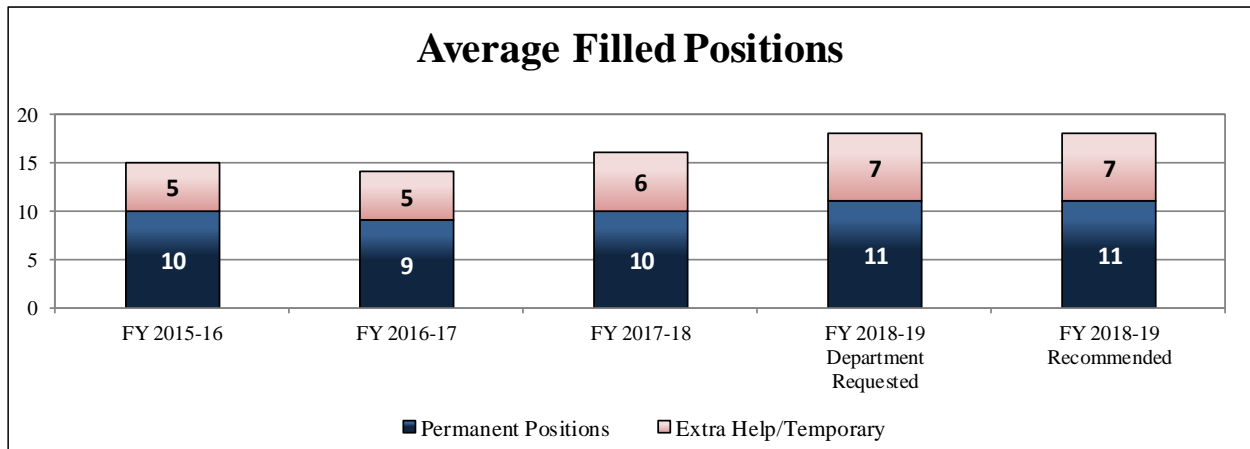
Salaries and benefits will be slightly higher than FY 2017-18 as the department had anticipated filling a number of positions that were vacant during the year. The department anticipates using \$85,729 from its Veterans Grant and Donation Fund, Budget Unit 5511, to offset staffing and supply costs related to the Kern Patriot Partnership Program. In addition, \$120,000 in one-time

2011 Realignment will be used to offset the cost of one (1) Veterans Service Representative position to help incarcerated veterans transition into the community. The recommended budget requires the use of \$11,500 of accumulated BSI credits for anticipated retirement payouts. The department does not anticipate service level impacts as a result of the 2.5% reduction in NGFC.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Veterans Service Representative Asst./I/II position, at an estimated cost of \$78,000.



Public Assistance

4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	10	9	10	11	11
Extra Help/Temporary	5	5	6	7	7
Total Positions	15	14	16	18	18
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	10	9	9	N/A	N/A
Extra Help/Temporary (FTE)	3	3	3	N/A	N/A
Total Positions	13	12	12	N/A	N/A
SALARIES & BENEFITS	\$1,080,782	\$962,657	\$1,039,757	\$1,181,231	\$1,185,537

Summary of Authorized Summary

The recommended budget includes 11 authorized positions, which are all budgeted to be filled in FY 2018-19.

Public Assistance

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	10	1	0	11	11	0	11
Total	10	1	0	11	11	0	11

Administration	
<u>Classification</u>	
1	County Veterans Service Officer
1	Veterans Service Manager
1	Administrative Coordinator
1	Office Service Technician
1	Office Service Assistant
5	Veterans Service Representative Asst./I/II
10	Current Total
<u>Additions/(Deletions)</u>	
1	Veterans Service Representative Asst./I/II
11	Requested Total

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of client contacts	16,467	19,602	18,500	19,204	19,500
Number of veteran dependents who applied for and were granted the California Department of Veterans Affairs College Fee Waiver	402	460	425	476	450
Number of outreach events	27	40	35	35	35

This indicator measures the department’s total number of contacts with clients at the Veteran’s office; additionally, department staff perform outreach activities to provide detailed information and to urge veterans to visit the office in order to assist them to obtain the benefits they have earned. The department is successfully generating veteran visits to its office and are providing high quality advocacy and claims processing. Moreover, tuition fees are waived by the State for children of veterans who either have a service-connected disability or were killed while on active duty while they attend a California State college or university. Students are encouraged to apply and are granted this benefit if entitled. The department is continuing the awareness outreach program to ensure all eligible dependents are informed of this program.

Objective 2: Receive required continuing education hours of training from the U. S. Department of Veterans Affairs and the California Department of Veterans Affairs to maintain federal accreditation and maximize staff knowledge of federal and State benefits and services.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of Veterans Service staff that satisfy continuing education requirements to maintain federal accreditation	100%	100%	100%	100%	100%
Percentage of training classes attended by Veterans Service staff, which are offered by the California Department of Veterans Affairs.	100%	100%	100%	100%	100%

A key element in providing top-quality customer service is the technical proficiency of staff. In addition to seeing clients on a continuous basis, the department has weekly training in the office as well as training sanctioned by the California Department of Veterans Affairs and conducted by the California Association of County Veterans Service Officers. By meeting these continuing education requirements, staff not only maintain their accreditation with the California Department of Veterans Affairs, but they also continue to be educated on new federal and state benefits. The department is leveraging resources to be able to send additional staff members to more comprehensive training.

Public Assistance

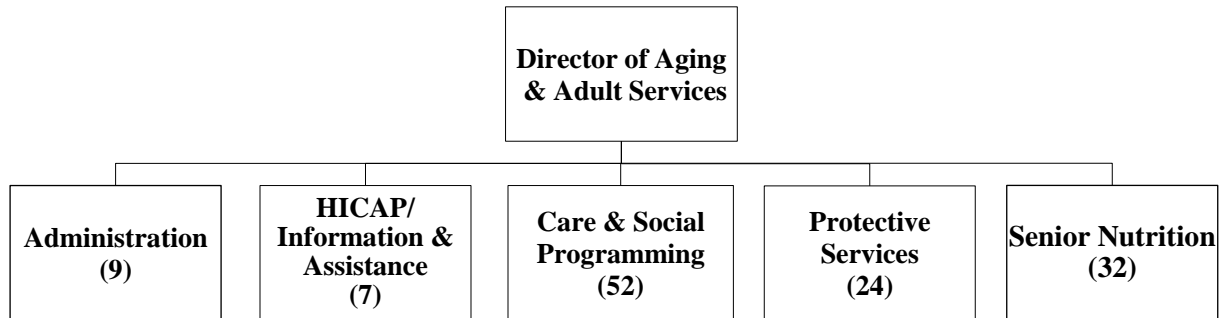
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- Held annual elder abuse conference with community partners, law enforcement and seniors.
- Continued multi-disciplinary team's dependent elder abuse review, elder death review team and geriatric task force to focus efforts of services on underserved populations.
- Collaborated with Behavioral Health Services on providing services to isolated seniors through the volunteer senior outreach program.
- Collaborated with Association of American Retired Persons to provide tax counseling of over 160 clients. Estimated total return to clients served was \$144,000.
- Distributed 30,000 farmers market produce coupons to seniors, with a redemption rate of 76%.
- Collaborated with certified growers to allow Meals on Wheels drivers to deliver fruit and vegetables directly to homebound seniors utilizing Farmers Market coupons.
- Partnered with Emergency Services to identify at-risk seniors and disabled adults during flooding and disaster events.
- Spring Alive resource fair held to expand knowledge of resources for seniors in the community in conjunction with the Commission on Aging and St. Johns Church.
- Emergency cooling centers were provided at twelve locations throughout the County and added Maricopa location.
- Held scam training events at senior centers to educate on current scams targeting seniors.

Public Assistance

Aging and Adult Services

Department Head: Lito Morillo
 Fund: Aging and Adult Services
 Budget Unit: 5610

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The Department of Aging and Adult Services administers federal, State, and local funds to provide services to elderly and disabled adults. Programs and services coordinated by the department include the In-Home Supportive Services (IHSS) program, abuse prevention, nutrition, homemaker, conservator, disease prevention and health promotion, insurance counseling, as well as substantial information and referral assistance.

Summary of Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$11,559,529	\$11,112,812	\$11,417,500	\$11,469,574	\$11,469,574	\$11,664,829
Services and Supplies	3,405,578	3,319,051	3,384,424	3,283,373	3,283,373	3,371,520
Other Charges	1,022,547	1,387,797	1,346,219	1,600,233	1,600,233	1,603,651
Capital Assets	40,917	24,000	19,944	0	0	0
TOTAL EXPENDITURES	\$16,028,571	\$15,843,660	\$16,168,087	\$16,353,180	\$16,353,180	\$16,640,000
REVENUE:						
Use of Money/Property	\$46,067	\$37,734	\$62,399	\$45,500	\$45,500	\$45,500
Intergovernmental	10,802,958	9,595,836	9,717,354	10,427,310	10,427,310	9,470,914
Charges for Services	1,933,074	1,912,049	1,968,630	2,036,835	2,036,835	1,984,398
Miscellaneous	277,325	266,700	269,399	306,228	306,228	306,228
Non-Revenue Receipts	1,455	0	0	0	0	0
Other Financing Sources:						
General Fund Contribution	759,098	732,531	1,639,994	714,218	714,218	714,218
Social Services Realignment	734,158	733,358	732,531	778,006	778,006	1,763,006
2011 Realignment	1,559,265	1,564,156	1,435,468	1,645,747	1,645,747	1,645,747
TOTAL REVENUE	\$16,113,400	\$14,842,364	\$15,825,775	\$15,953,844	\$15,953,844	\$15,930,011
NET FUND COST	(\$84,829)	\$1,001,296	\$342,312	\$399,336	\$399,336	\$709,989

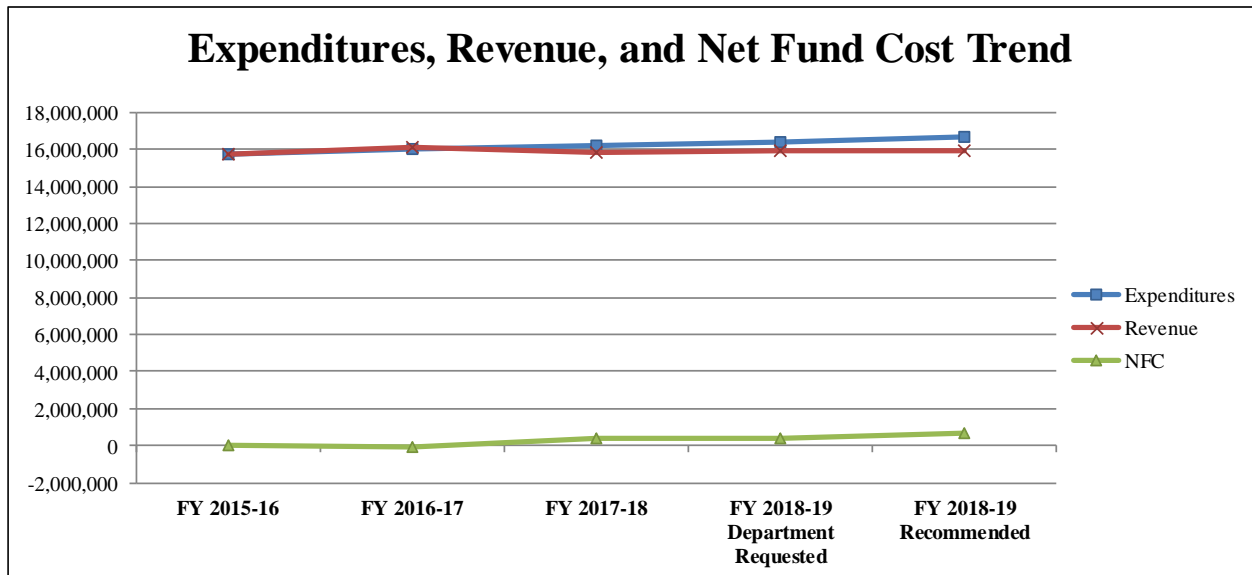
Public Assistance

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Staffing costs of \$11.7 million fund 169 budgeted positions, of which 113 are permanent positions and 56 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 \$9.5 million that include revenue for senior nutrition, protective services, and supportive services. Additionally, the department receives approximately \$1.6 million in 2011 Realignment revenue, \$1.8 million in 1991 Social Services Realignment, and \$714,218 in General Fund contribution.

Budget Changes and Operational Impacts

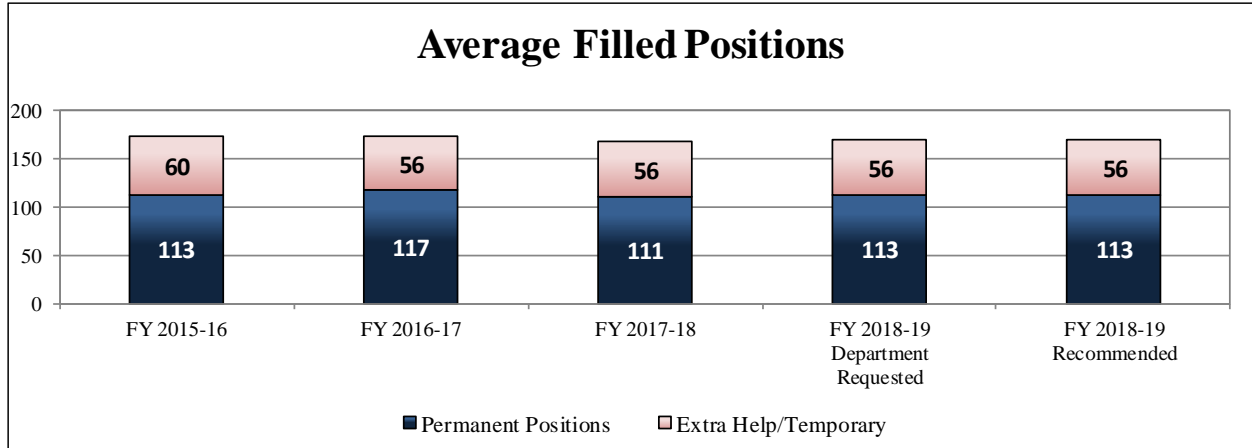
The recommended budget includes expenses similar to FY 2017-18, increasing slightly due to an increase in the IHSS program and minimum wage increases. The decrease in intergovernmental revenue is offset with a similar increase in 1991 Social Services Realignment. The Aging and Adult fund balance at June 30, 2018 is \$648,003, all of which will be budgeted in FY 2018-19. In addition, the use of \$61,986 of general designation is included in the recommended budget. The remaining balance of \$945,675 will remain in the general designation in order to mitigate future downturns in realignment revenue and to help minimize service level impacts resulting from increases in the minimum wage and the administration of the IHSS program.



Staffing Changes and Operational Impacts

The recommended budget includes the addition of one (1) Cook I/II position and one (1) Administrative Services Officer position and the deletion of one (1) Business Manager position, at an estimated net cost of approximately \$82,315. In addition, the department will hold the following twelve positions vacant and unfunded: one (1) Office Services Specialist, two (2) Social Service Worker I/II, one (1) Office Services Technician, one (1) Program Technician, one (1) Cook III, one (1) Senior Nutrition Site Coordinator, one (1) Food Service Worker I Part-Time, and four (4) Senior Home Delivery Drivers.

Public Assistance



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	113	117	111	113	113
Extra Help/Temporary	60	56	56	56	56
Total Positions	173	173	167	169	169
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	103	109	104	N/A	N/A
Extra Help/Temporary (FTE)	41	47	36	N/A	N/A
Total Positions	144	156	140	N/A	N/A
SALARIES & BENEFITS	\$11,096,840	\$11,559,529	\$11,417,500	\$11,469,574	\$11,664,829

Public Assistance

Summary of Authorized Positions

The department currently has 124 authorized positions. The recommended budget includes 125 authorized positions, of which 113 are budgeted during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Filled	Vacant	Total
					Total			
Administration	10	1	(1)		10	10	0	10
Care & Social Programing	52	0	0		52	48	4	52
HICAP/Information & Assistance	7	0	0		7	6	1	7
Adult Protective Services	24	0	0		24	24	0	24
Senior Nutrition	31	1	0		32	25	7	32
Total	124	2	(1)		125	113	12	125

Administration	Care & Social Programing	Adult Protective Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of Aging & Adult Services	1 Program Director	1 Program Director
1 Business Manager	6 Social Services Supervisor I	3 Social Services Supervisor I
2 Accountant I/II/III	30 Social Service Worker I/II/III	18 Social Service Worker I/II/III
1 Sr. Information Systems Specialist	1 Assistant Program Director	1 Mental Health Recovery Specialist
1 Administration Coordinator	1 Fiscal Support Assistant	1 Legal Secretary
1 Fiscal Support Specialist	9 Office Services Technician	<u>24</u> Requested Total
2 Fiscal Support Technician	2 Office Services Specialist	
1 Senior Office Services Specialist	2 Program Technician	
<u>10</u> Current Total	<u>52</u> Requested Total	
<u>Additions/(Deletions)</u>		
1 Administrative Services Officer		
(1) Business Manager		
<u>10</u> Requested Total		
HICAP/Information & Assistance	Senior Nutrition	
<u>Classification</u>	<u>Classification</u>	
1 Program Support Supervisor	2 Sr. Nutrition Program Coordinator	
1 Administrative Coordinator	2 Cook III	
<u>5</u> Program Technician	10 Cook I/II	
<u>7</u> Requested Total	10 Senior Nutrition Site Coordinator	
	1 Food Service Worker II	
	1 Food Service Worker I	
	5 Senior Home Delivery Driver	
	<u>31</u> Current Total	
	<u>Additions/(Deletions)</u>	
	1 Cook I/II	
	<u>32</u> Requested Total	

Public Assistance

Fiscal Year 2018-19 Goals, Objectives, and Performance Measures

Goal 1: Keep our senior and disabled adult community safe.

<i>Objective 1: Reduce exploitation and abuse through prevention and education.</i>					
Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of community education presentations	172	165	170	163	165
<p>In an effort to prevent and reduce elder abuse, the department continues to conduct presentations on the subject in order to bring awareness to this issue. The department provides an annual Elder Abuse Conference, and trains mandated reporters 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 department had a slight decline in the number of presentations provided this fiscal year, due in part to the shortage of staff and referrals received. However, more media presentations were completed this year which helped educate the public on the issues of elder abuse on a wider platform.</p>					

Objective 2: Investigate reported abuse and exploitation effectively.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 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	100%	99%	100%	100%	100%
Number of adult protective services referrals investigated	3,953	4,349	4,300	4,108	4,200
Total number of adult protective services referrals	4,529	4,730	4,500	4,700	4,500

State guidelines mandate that referrals to Adult Protective Services be resolved within ten days of receipt. Also, there must be a response to urgent referrals. The department has been able to continue to meet both of these requirements, even with increasingly complex cases, particularly those dealing with financial abuse.

Goal 2: Support the dignity and independence of our senior and disabled adult population.*Objective 1: Provide outreach, information, and education about services available to seniors and disabled adults.*

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of information and assistance contacts	36,416	27,941	37,800	22,338	25,000
Dollars saved for clients of the Health Insurance Counseling and Advocacy Programs (HICAP)	\$2,002,624	\$2,143,913	\$1,890,000	\$2,555,090	\$2,000,000
Number of HICAP contacts	29,088	20,689	31,500	14,911	20,000

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 Affordable Care Act and recent changes to Medicare was expected to result in a reduced number of HICAP cases last year, but this was not the case. Demand shifted to the more immediate need for coverage, and more Medicare share-of-cost cases than normal. HICAP goals are now set by the state annually. Outreach and community education presentations are provided throughout Kern County. However, limited staff resources prevented the department from attending various outreach events which reduced our ability to reach our information and assistance and HICAP contact goals.

Objective 2: Effectively and efficiently administer service programs for eligible seniors and disabled adults.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of senior meals served	354,556	342,290	360,000	341,597	340,000
Percentage of case assessments for In Home Supportive Services completed within 45 days or less.	76%	74%	90%	62%	90%
Number of initial case reviews for In Home Supportive Services Quality Assurance	308	328	313	298	316
Number of cases per worker for In Home Supportive Services	250	310	330	375	445

The department administers the Senior Nutrition Program, which provides lunchtime meals through congregate (senior centers) and home delivered to those 60 years and older. Increased cost in operations, including minimum wage, has hampered the department's ability to expand the program. Maintaining the nutrition program at our current level will be increasingly difficult if funding remains static. The department also administers the In-Home Supportive Services Program (IHSS) which provides in home care to individuals on Medi-Cal and who are at risk of institutionalization if services were not provided. The goal of all initial case assessments being completed within 45 days has continued to be somewhat elusive, due to continued staff turnover, and increase in applications received. The department has seen an increase in applications and ultimately ongoing cases due to the expansion of Medi-Cal eligibility under the Affordable Care Act, which have made more individuals eligible for services because they are on Medi-Cal. In FY 2017-18 the department took 400 more applications than in FY 2016-17. The department anticipates this growth increasing in FY 2018-19. The department has reorganized the functions of our IHSS social service workers. Non-case carrying units handle all our intake applications for new clients. This has increased the caseload for the case carrying IHSS social service workers. Quality assurance is a top priority for the department. The department will continue to staff and promote quality case management. State standards for Quality Assurance case review completion were not achieved as result of Extra Help Social Service Workers leaving incomplete cases which permanent staff were not able to review in addition to their existing caseload. IHSS is growing rapidly, and staffing remains at the same level, which has dramatically impacted our ability to reach our goals.

County Contribution – Aging and Adult Services

Department Head: Lito Morillo

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5611

Description of Major Services

This budget unit appropriates supplemental funding from the General Fund to the Aging and Adult Services Department to provide funding for abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,504,471	\$1,465,889	\$1,465,889	\$1,492,224	\$1,492,224	\$1,492,224
TOTAL EXPENDITURES	\$1,504,471	\$1,465,889	\$1,465,889	\$1,492,224	\$1,492,224	\$1,492,224
REVENUE:						
Intergovernmental	\$746,795	\$733,358	\$739,427	\$778,006	\$778,006	\$778,006
TOTAL REVENUE	\$746,795	\$733,358	\$739,427	\$778,006	\$778,006	\$778,006
NET GENERAL FUND COST	\$757,676	\$732,531	\$726,462	\$714,218	\$714,218	\$714,218

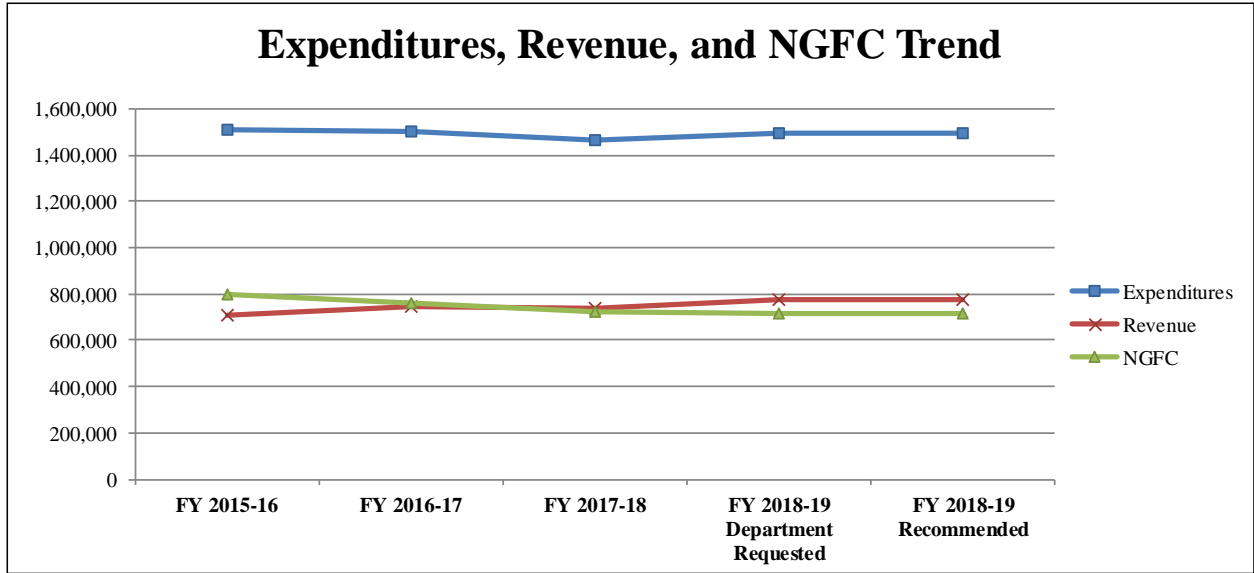
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

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 \$778,006, with the remainder being funded by a General Fund contribution.

Budget Changes and Operational Impacts

The recommended budget includes a 2.5% decrease in Net General Fund Cost from FY 2017-18 actual. The department is able to absorb any service level impacts of the reduction through use of fund balance carry forward from the previous year in the Aging and Adult Services fund.

Public Assistance



Public Assistance

County Contribution – In-Home Supportive Services

Department Head: Lito Morillo

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5810

Description of Major Services

This budget unit facilitates the appropriation of the County contribution for the In-Home Supportive Services (IHSS) program, which is administered by the Aging and Adult Services Department. State Law mandates that the County provide services to qualified aged and blind persons with disabilities in order for them to remain in their homes and avoid being institutionalized.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$8,335,805	\$11,557,235	\$10,293,644	\$10,745,537	\$10,745,537	\$11,267,240
TOTAL EXPENDITURES	\$8,335,805	\$11,557,235	\$10,293,644	\$10,745,537	\$10,745,537	\$11,267,240
REVENUE:						
Intergovernmental	\$8,352,688	\$11,557,235	\$10,293,644	\$8,700,757	\$8,700,757	\$9,222,460
TOTAL REVENUE	\$8,352,688	\$11,557,235	\$10,293,644	\$8,700,757	\$8,700,757	\$9,222,460
NET GENERAL FUND COST	(\$16,883)	\$0	\$0	\$2,044,780	\$2,044,780	\$2,044,780

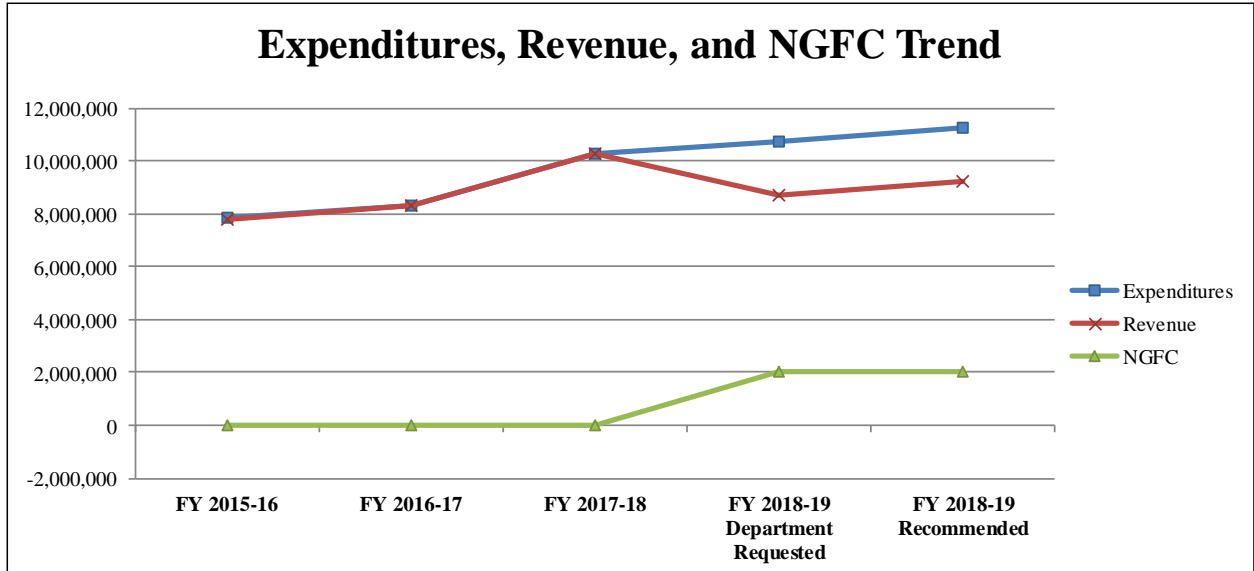
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget includes a contribution of \$11.3 million for the IHSS Maintenance of Effort (MOE) which covers service providers’ salaries and the County’s share of administrative costs of IHSS Public Authority, which is administered by Aging and Adult Services Departments. Social services program realignment revenue in the amount of \$9.2 million and approximately \$2 million in General Fund contribution offsets the County’s local match requirement.

Budget Changes and Operational Impacts

The recommended budget includes an increase over FY 2017-18 actual expenditures of approximately \$1 million primarily due to the State requiring counties to adjust the MOE base amount by a 5% inflation factor in FY 2018-19 and a reduction in State General Fund contributions. While the new MOE shifts significant costs to counties, the State is committing \$330 million in State General Fund contributions in FY 2018-19 and additional realignment revenue to partially offset this increase. The additional increase in IHSS cost is funded by approximately \$2 million in General Fund contribution.

Public Assistance

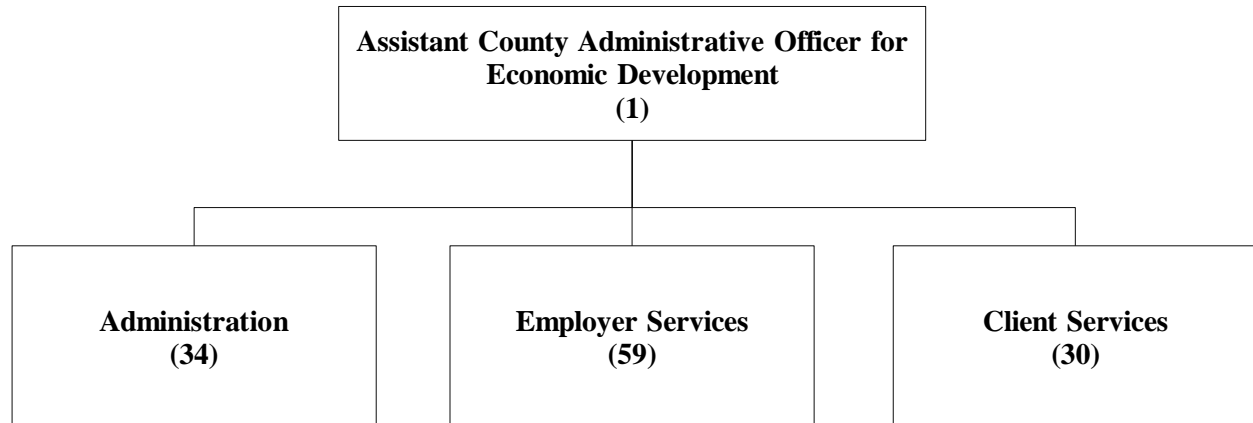


Public Assistance

Mission Statement

To provide expertise and leadership to ensure that the workforce development system prepares people for current and future jobs that improve the economic conditions of the community.

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Served 64,424 customers by providing over 191,789 units of service through America's Job Center of California (AJCC).
- Nearly 225 employer recruitment fairs were coordinated with AJCC staff.
- Worked with local employers on nearly 171 On-the-Job Training contracts totaling nearly \$384,000 in value.
- Partnered with the Human Services Department to place 680 CalWorks recipients in paid work experience and to provide job placement services that placed 1,480 CalWorks recipients in unsubsidized employment in FY 2016-17.
- Collaborated with Behavioral Health and Recovery Services to create an adult job search and development program for customers of Behavioral Health and worked with transitional age youth to prepare them for employment to enhance their workplace skills.
- Opened the Envision, Plan, Innovate and Connect Center at the Beale Memorial Library which aims to attract out-of-school youth to provide them a place where they can engage to focus on opportunities for their future.
- Received designation from the California Workforce Development Board as a high performing workforce board.
- Coordinated with local agencies to provide them with employees to assist in areas, which were impacted by flood, storm and drought.

Employers' Training Resource

Department Head: Ryan J. Alsop

Function: Public Assistance

Fund: General

Activity: Other Assistance

Budget Unit: 5923

Description of Major Services

Employers' Training Resource (ETR) administers Workforce Innovation and Opportunity Act (WIOA) funding from the U.S. Department of Labor as well as various other grants provided by the State Employment Development Department, other counties or collaboratives, the Department of Human Services, Behavioral Health and Recovery 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,812,179	\$11,296,586	\$10,064,132	\$11,966,952	\$11,966,952	\$13,522,953
Services and Supplies	1,929,447	2,556,374	2,537,755	3,324,462	3,324,462	3,621,229
Other Charges	0	181	0	10,981	10,981	10,981
Capital Assets	0	68,000	64,537	18,000	18,000	106,000
Other Financing Uses	0	10,000	0	10,000	10,000	10,000
TOTAL EXPENDITURES	\$11,741,626	\$13,931,141	\$12,666,424	\$15,330,395	\$15,330,395	\$17,271,163
Expend. Reimb.	(\$62,612)	(\$40,000)	(\$15,379)	(\$58,000)	(\$58,000)	(\$58,000)
TOTAL NET EXPENDITURES	\$11,679,014	\$13,891,141	\$12,651,045	\$15,272,395	\$15,272,395	\$17,213,163
REVENUE:						
Miscellaneous	\$32	\$1,000	\$39,527	\$1,000	\$1,000	\$1,000
Other Financing Sources:						
ETR - WIOA	11,651,421	13,810,141	12,587,104	15,149,395	15,149,395	17,090,163
ETR - Non-WIOA	11,399	80,000	24,387	122,000	122,000	122,000
TOTAL REVENUE	\$11,662,852	\$13,891,141	\$12,651,018	\$15,272,395	\$15,272,395	\$17,213,163
NET GENERAL FUND COST	\$16,162	\$0	\$27	\$0	\$0	\$0

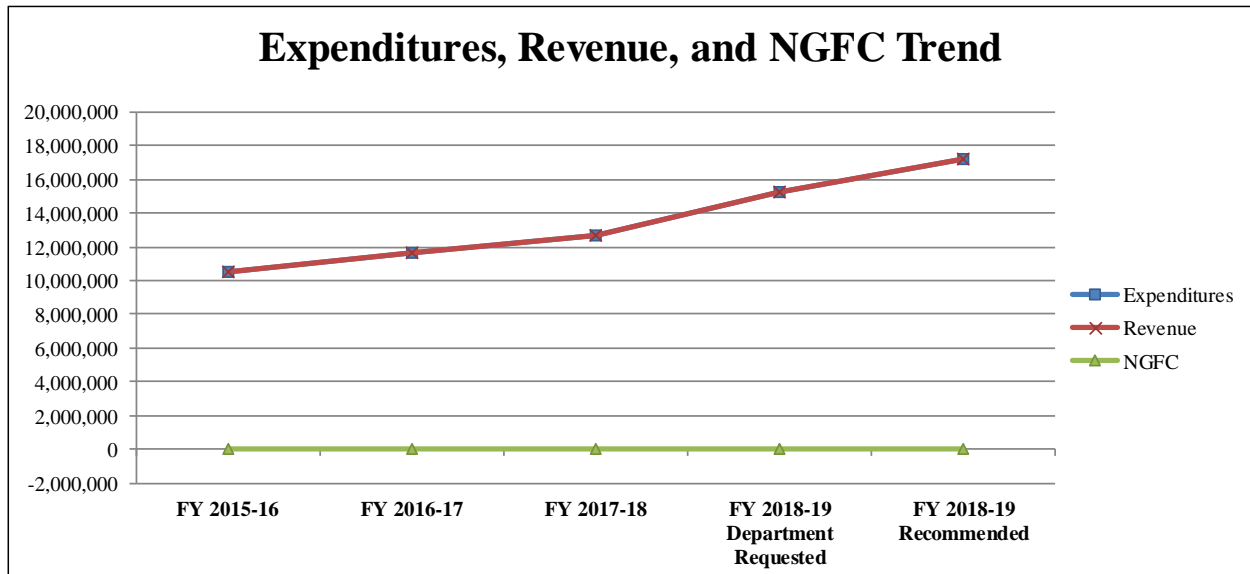
Public Assistance

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Major expenditures include salaries and benefits of \$13.5 million to fund 124 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

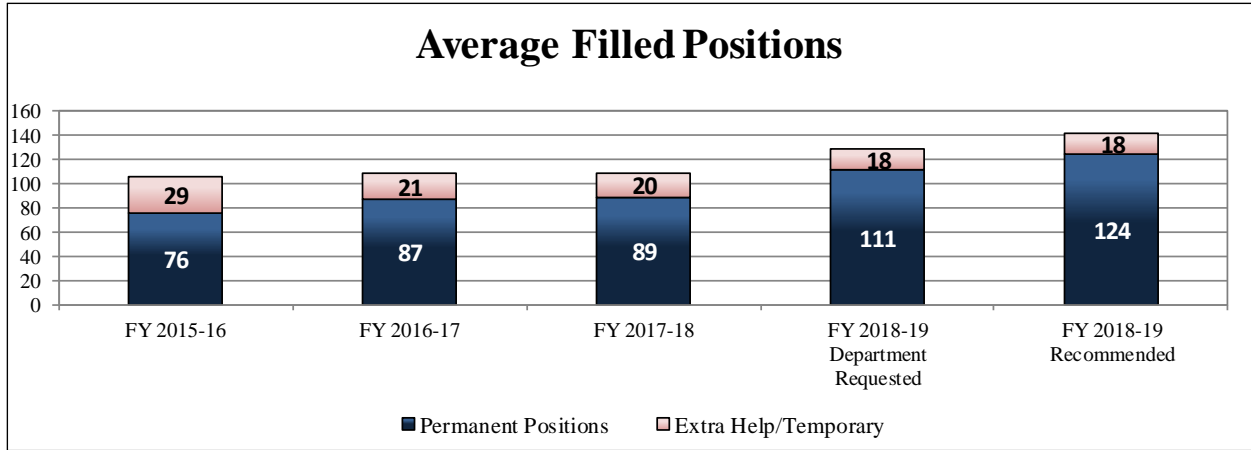
The recommended budget provides adequate funding to allow the department to maintain its current level of service to the community. The WIOA funds received by the department cover two fiscal years at a time while many of their smaller grants cross fiscal years. The department budgets the full amount 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 19 positions funded with an increased allocation from federal and State grants, and include: two (2) Job Developer I/II positions, six (6) Program Technician position, one (1) Marketing and Promotions Associate I/II position, four (4) Program Specialist I/II positions, one (1) Fiscal Support Specialist position, two (2) Office Services Technician positions and three (3) Office Services Assistant position at an estimated annual cost of \$1.7 million. The department anticipates maintaining current level of services for its primary mandated tasks of providing employment services to job seekers and businesses and increasing services for the youth population.

Public Assistance



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	76	87	89	111	124
Extra Help/Temporary	29	21	20	18	18
Total Positions	105	108	109	129	142
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	74	86	88	N/A	N/A
Extra Help/Temporary (FTE)	30	23	21	N/A	N/A
Total Positions	104	109	109	N/A	N/A
SALARIES & BENEFITS	\$9,007,835	\$9,812,179	\$10,064,132	\$11,966,952	\$13,522,953

Public Assistance

Summary of Authorized Positions

The department currently has 105 authorized permanent positions. The recommended budget includes 124 authorized permanent positions of which all have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested		Total	
				Filled	Vacant		
Administration	33	2	0	35	35	0	35
Client Services	23	7	0	30	30	0	30
Employer's Services	49	10	0	59	59	0	59
Total	105	19	0	124	124	0	124

Administration	Client Services	Employer Services
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant CAO	1 Deputy Director	1 Deputy Director
1 Deputy Director	4 Office Services Technician	18 Job Developer I/II
1 Business Manager	10 Program Specialist I/II	1 Office Services Assistant
4 Accountant I/II/III	3 Program Technician	5 Office Services Technician
1 Administrative Coordinator	2 Program Support Supervisor	2 Program Coordinator
1 Fiscal Support Specialist	1 Senior Office Services Specialist	4 Program Support Supervisor
2 Fiscal Support Technician	1 Program Coordinator	18 Program Specialist I/II
2 Supervising Dept Analyst	1 Syst. Analyst I/II-Programmer I/II	49 Current Total
11 Departmental Analyst I/II	23 Current Total	<u>Additions/(Deletions)</u>
1 Office Services Specialist	<u>Additions/(Deletions)</u>	2 Job Developer I/II
2 Sr. Office Services Specialist	2 Program Technician	1 Office Services Assistant
1 Marketing & Promo Asso./Asst.	2 Program Specialist I/II	3 Program Specialist I/II
1 Marketing & Promo Coord.	1 Office Services Technician	4 Program Technician
1 Program Coordinator	2 Office Services Assistant	59 Requested Total
1 Contracts Administration Asst.	30 Requested Total	
1 Graphic Artist		
1 Office Services Technician		
33 Current Total		
<u>Additions/(Deletions)</u>		
1 Fiscal Support Specialist		
1 Marketing & Promo Asso./Asst.		
35 Requested Total		

Public Assistance

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percent of surveyed employers who would use American's Job Center of California (AJCC) again for potential hires	95%	90-95%	93%	94%	90-95%
Number of employers who utilize AJCC for recruitments and job fairs	50	50-60	60	59	58-63
Number of employers who utilize On the Job Training (OJT)	27	35	20	32	27-32
Number of OJTs written	61	65	84	184	65-70
Amount employers saved by using OJTs	\$165,511	\$200,000	\$228,198	\$523,265	\$400,000
Number of employers who actively contribute time to the Workforce Development Board and forums	54	55	50-60	55	50-55
Number of employers with job openings	621	600	713	750	770
Number of job openings	1,786	4,000	9,757	7,000	7,000+
Number of job orders	1,519	1,964	2,500	2,000	2,000+
Participant wages upon entering the workforce	\$9-25/hr	\$10-30/hr	\$10-30/hr	\$12-30/hr	\$12-30/hr

The department is collaborating with employers to meet their workforce needs for recruitment, training, hiring, and retention in order to promote and support local economic growth.

Objective 2: Provide individual job seekers with opportunities to obtain gainful employment.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Workforce Investment Act (WIOA) Adult enrolled clients employed first quarter after exit from program	68	70%	70%	73%	73-75%
CalWORKs recipients employed upon program completion	20%	22%	25%	25%	25%
Average annual income of WIOA clients at employment	\$26,000	\$26,000	\$26,500	\$26,500	\$27,000
WIOA program participants who are satisfied or highly satisfied with services received	95%	92.5%	90%	92.5%	95%
Number of jobseekers attending WIOA orientations in English	4,895	4,756	4,800	3,700	2,883
Number of job seekers attending WIOA orientations in Spanish	311	186	250	135	158

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 In School Youth to Out School Youth.

Objective 1: Provide youth with vocational training, career exploration, and job searching techniques as well as support to increase graduation rates.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
WIOA Youth in employment or post-secondary education at exit	64.5%	67.0%	67.0%	N/A	N/A
WIOA Youth attainment of degree or certificate upon exit	64.1%	65.0%	66.0%	N/A	N/A
WIOA out-of-school youth literacy/numeracy gain rate	36.7%	42.0%	42.5%	N/A	N/A
WIOA Youth in unsubsidized employment or education during 2 nd quarter after Exit	N/A	N/A	N/A	62.4%	65.4%
WIOA Youth participants in unsubsidized employment or education during 4 th quarter after Exit	N/A	N/A	N/A	64.2%	67.2%
Credential Attainment within 4 quarters after Exit	N/A	N/A	N/A	54.7%	57.7%

The old measures were previously provided to Employers' Training Resource to track collaborations with local school districts and public and private agencies to assist with helping youth, both in-school and out-of-school, in developing work readiness, career awareness, and providing them with the skills to meet some of the challenges they face as they ready themselves to enter the workforce. The tools the department utilized to gather this information was provided by the federal government and is no longer available. The new measurements correspond to the replacement tools now provided by the federal government.

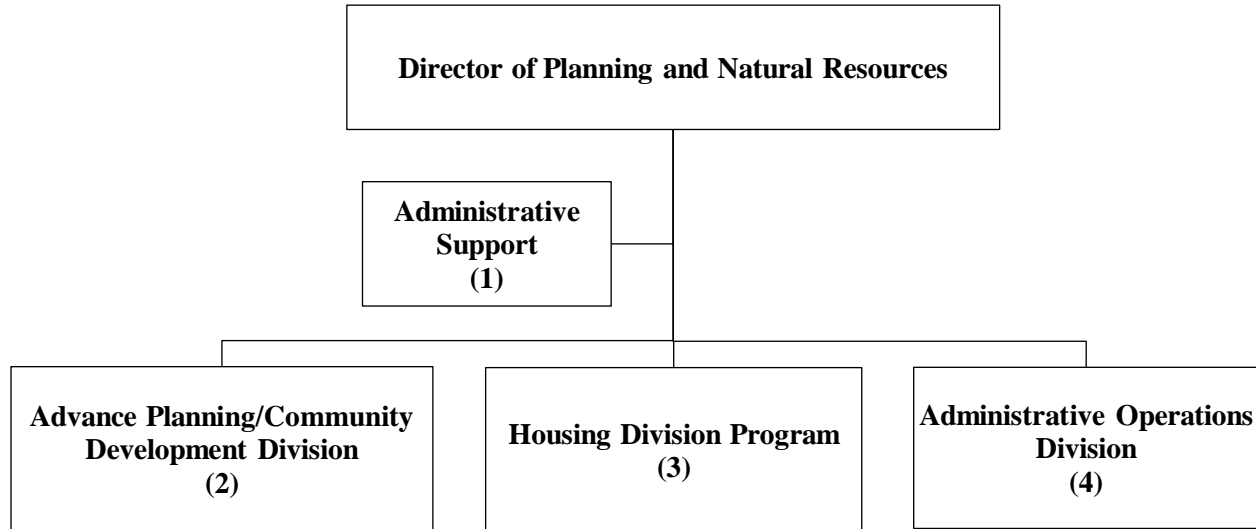
THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

The Community Development Division of the Planning and Natural Resources Department is dedicated to serving the diverse needs of Kern County residents, primarily those with lower incomes, by improving their economic, environmental, and social quality of life. We achieve this through projects and programs that revitalize neighbourhoods by providing safer living environments, decent and affordable housing, public facilities and improvements, and expanded employment opportunities.

Organizational Chart



Public Assistance

Fiscal Year 2015-16 and 2016-17 Accomplishments

- Expended \$3,351,521 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. Completed CDBG funded projects including Community Action Partnership of Kern County Food Bank Solar Energy Improvements, Claude W. Richardson Child Development Center Playground Improvements, Smothermon Spray Park Improvements, Mojave Community Streetscape Improvements, Rosamond Senior Center Parking Lot Rehabilitation Improvements, Bicycle/pedestrian safety improvements at Oildale, East Bakersfield, Oswell, Frontage Road, Virginia Avenue, City of Taft, and City of Tehachapi, Architectural Barrier Removal Program at the Mojave Veterans and Seniors Buildings, Public Safety Services Program in Mojave, North Area, and East Bakersfield.
- Completed Home Investment Partnership Act (HOME) single family acquisition/rehabilitation activities for three affordable rental homes using \$651,500 in HOME Community Housing Development Organization set-aside funds.

Community Development

Department Head: Lorelei H. Oviatt

Fund: General

Budget Unit: 5940

Function: Public Assistance

Activity: Other Assistance

Description of Major Services

Community Development is a division of the Planning and Natural Resources Department. The division is dedicated to serve the needs of the residents primarily those with lower incomes by improving their economic environment and quality of life through projects and programs that revitalize neighborhoods, improve public facilities and provide decent affordable housing. The division administers several Federal Department of Housing and Urban Development programs. These programs include the Community Development Block Grant, Emergency Solution Grant, the HOME Investment Partnership, Neighborhood Stabilization and the Economic Development Revolving Loan.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,190,526	\$1,217,175	\$1,097,558	\$1,299,677	\$1,299,677	\$1,262,135
Services and Supplies	164,394	256,915	208,427	189,788	189,488	233,556
Capital Assets	0	10,000	0	8,000	8,000	8,000
TOTAL EXPENDITURES	\$1,354,920	\$1,484,090	\$1,305,985	\$1,497,465	\$1,497,165	\$1,503,691
Expend. Reimb.	(\$44,370)	\$0	(\$42,735)	\$0	\$0	\$0
TOTAL NET EXPENDITURES	\$1,310,550	\$1,484,090	\$1,263,250	\$1,497,465	\$1,497,165	\$1,503,691
REVENUE:						
Other Financing Sources:						
Community Development Program	\$1,133,958	\$1,247,474	\$984,357	\$1,277,625	\$1,277,625	\$1,192,781
Emergency Shelter Grant	26,810	73,566	40,676	89,736	89,736	74,996
Home Investment Trust	144,473	148,652	217,454	129,804	129,804	235,914
CD-NSP Grant	5,309	0	6,363	0	0	0
Emergency Solution Grant	0	14,398	14,398	0	0	0
TOTAL REVENUE	\$1,310,550	\$1,484,090	\$1,263,248	\$1,497,165	\$1,497,165	\$1,503,691
NET GENERAL FUND COST	\$0	\$0	\$2	\$300	\$0	\$0

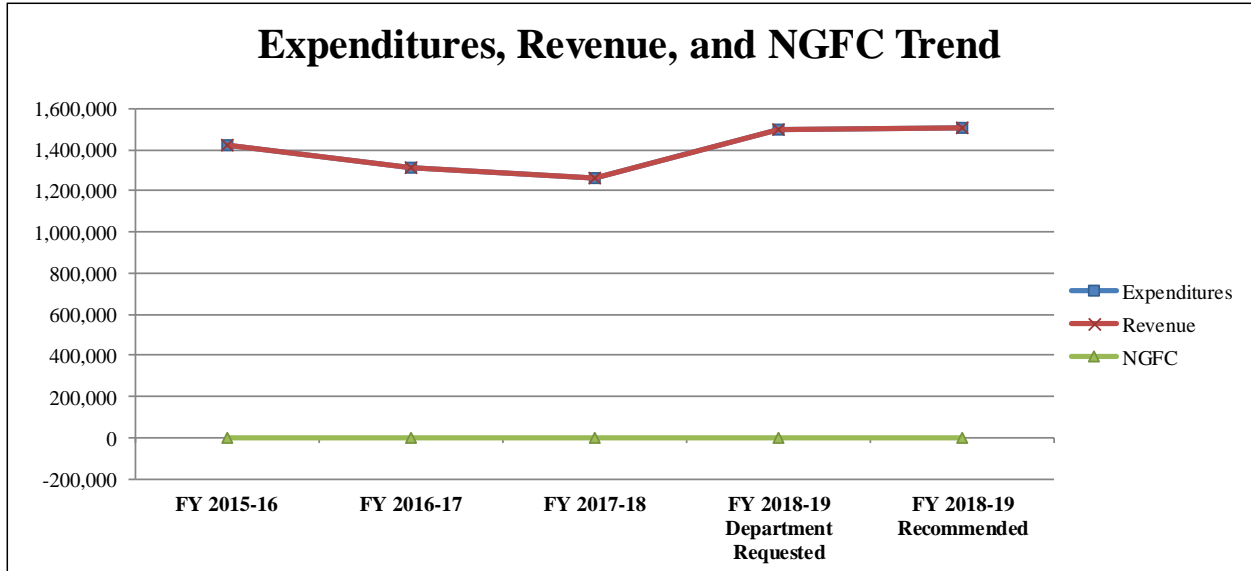
Public Assistance

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The major expenditures for the division include staffing expenditures related to the administration of the grant programs. The expenditures are funded with an allocation of the grants. There is no General Fund contribution to this budget unit.

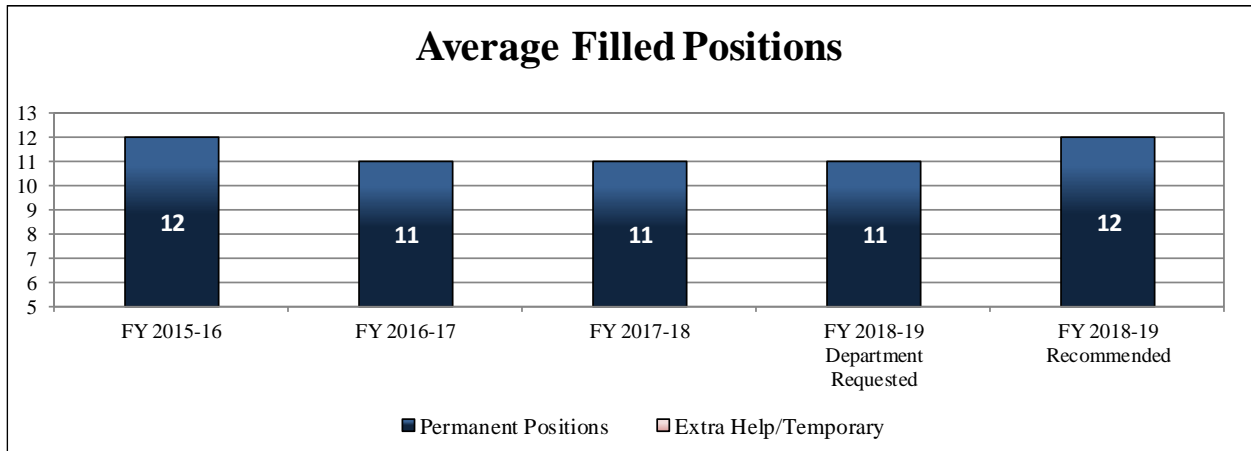
Budget Changes and Operational Impacts

The recommended budget includes funding similar to FY 2017-18, allowing the division to continue operations without any impacts to service levels.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 12 permanent positions, which includes the addition of one (1) Supervising Planner position at a cost of \$172,000.



Public Assistance

4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	12	11	11	11	12
Extra Help/Temporary	0	0	0	0	0
Total Positions	12	11	11	11	12
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	11	11	10	N/A	N/A
Extra Help/Temporary (FTE)	0	0	0	N/A	N/A
Total Positions	11	11	10	N/A	N/A
SALARIES & BENEFITS	\$1,213,788	\$1,190,526	\$1,097,558	\$1,299,677	\$1,262,135

Summary of Authorized Positions

The department is requesting 12 authorized permanent positions, all of which have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Planning/Community Development	2	1	0	3	3	0	3
Housing	4	0	0	4	4	0	4
Administrative/Fiscal	5	0	0	5	5	0	5
Total	11	1	0	12	12	0	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 Office Services Specialist	2 Current Total
1 Housing Rehabilitation Technician	2 Accountant I/II/III	<u>Additions/Deletions</u>
1 Fair Housing Coordinator	1 Fiscal Support Specialist	1 Supervising Planner
4 Requested Total	5 Requested Total	3 Requested Total

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 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.	91.79%	88.88%	≥70%	99.91%	≥70%
Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.	\$2,537,842	\$4,644,948	≥\$2,850,171	\$3,759,982	≥\$3,376,800

The Community Development Division of Planning and Community Development administers the Federal Housing and Urban Development (HUD) grants for the County. The primary objective of the Community Development Block Grant program is the development of viable communities principally for persons of low and/or moderate income. The division has consistently achieved or surpassed the minimum percentage of funds required by HUD to be expended. It is anticipated that the County, through Community Development, will continue to comply with the low/moderate income benefit expenditure rate in the budget year and in years to come. Grant funds received are formula based and fluctuate each fiscal year.

Goal 2: Improve fiscal efficiency/responsibility of County.

Objective 1: Improve and increase affordable housing for the community.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of housing units rehabilitated or reconstructed through use of HUD's Housing Rehabilitation loan funds.	3	0	2	3	3
Number of housing units made accessible to residents with physical disabilities through use of HUD's Home Access grant funds.	44	36	40	37	65
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.	1.98	1.48	≤1.5	1.46	≤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 so requires the cooperation of sub-recipients and the County departments who implement CDBG projects to assure that there is consistent progress and that the use of the funds is timely and expedited. Failure to meet the 1.5 standard will result in the imposition by HUD of an administrative sanction on the County and potential loss of future CDBG grant funding. 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.

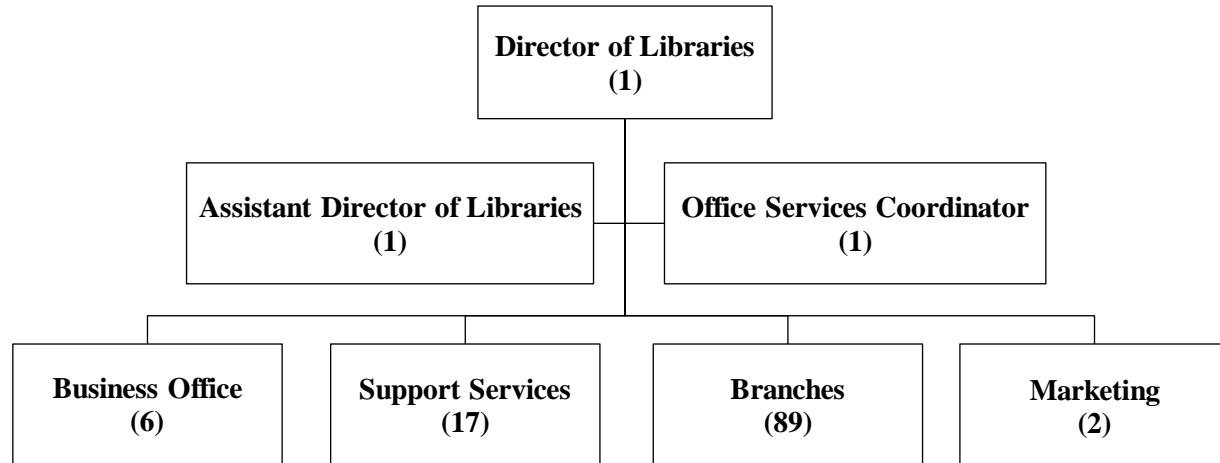
THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

Kern County Library provides access to resources that enrich lives.

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Completed the relocation of the Northeast and Tehachapi branches, which included more computers, increased indoor and outdoor space, a meeting room and two 3D printers in the Tehachapi branch.
- Implemented three grants totaling \$32,610 in funding for Kern River Valley, Wasco Branch and for Kern Bookmobile.
- Extended the "One Book, One Bakersfield, One Kern" program. In 2017, over 22,609 people attended 259 events.
- Expanded the summer lunch program to now include: Arvin, Frazier Park and the McFarland Library. The program which serves meals to children/teens and adults was the only California Library to be featured in a 2017 Lunch at the Library article in the New York Times. There was an increase of 11% in meals served between 2016 and 2017.
- Developed a partnership with Employer's Training Resource for two projects: Youth Center and the GED Test Prep Lab at the Beale Library.
- Completed the Summer Reading Challenge with over 48,000 participants, a 40% increase over 2016.
- Collaborated with the County Administrative Office, General Services and Parks to host the inaugural "Hart Park After Dark" event. The event provided an opportunity for community residents and youth to participate in activities in a fun, safe environment.
- Collaborated with JobFest Kern County to establish recruitment events and highlight career workforce resources for the community.

Library

Department Head: Andrea Sullivan

Function: Education

Fund: General

Activity: Education

Budget Unit: 6210

Description of Major Services

The Library Department operates 26 free public library facilities, including two 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 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,428,485	\$5,357,287	\$4,892,960	\$5,260,359	\$5,260,359	\$5,307,725
Services and Supplies	2,315,005	1,987,976	1,998,489	1,860,377	1,860,377	1,860,377
Capital Assets	38,283	0	0	0	0	0
Other Financing Uses	0	215,259	0	0	0	236,961
TOTAL EXPENDITURES	\$7,781,773	\$7,560,522	\$6,891,449	\$7,120,736	\$7,120,736	\$7,405,063
REVENUE:						
Use of Money/Property	\$60,177	\$101,200	\$73,050	\$91,200	\$91,200	\$91,200
Intergovernmental	77,000	0	7,500	0	0	0
Charges for Services	253,598	250,000	222,276	220,000	220,000	220,000
Miscellaneous	112,382	75,000	109,639	80,000	80,000	80,000
Other Financing Sources:						
Kern County Library Donations	175,350	138,000	100,422	118,000	118,000	118,000
TOTAL REVENUE	\$678,507	\$564,200	\$512,887	\$509,200	\$509,200	\$509,200
Less Available BSI *	\$0	(\$215,259)	\$0	\$0	\$0	(\$236,961)
NET GENERAL FUND COST	\$7,103,266	\$6,781,063	\$6,378,562	\$6,611,536	\$6,611,536	\$6,658,902
BSI Ending Balance *	\$192,626	N/A	\$215,259	N/A	N/A	N/A

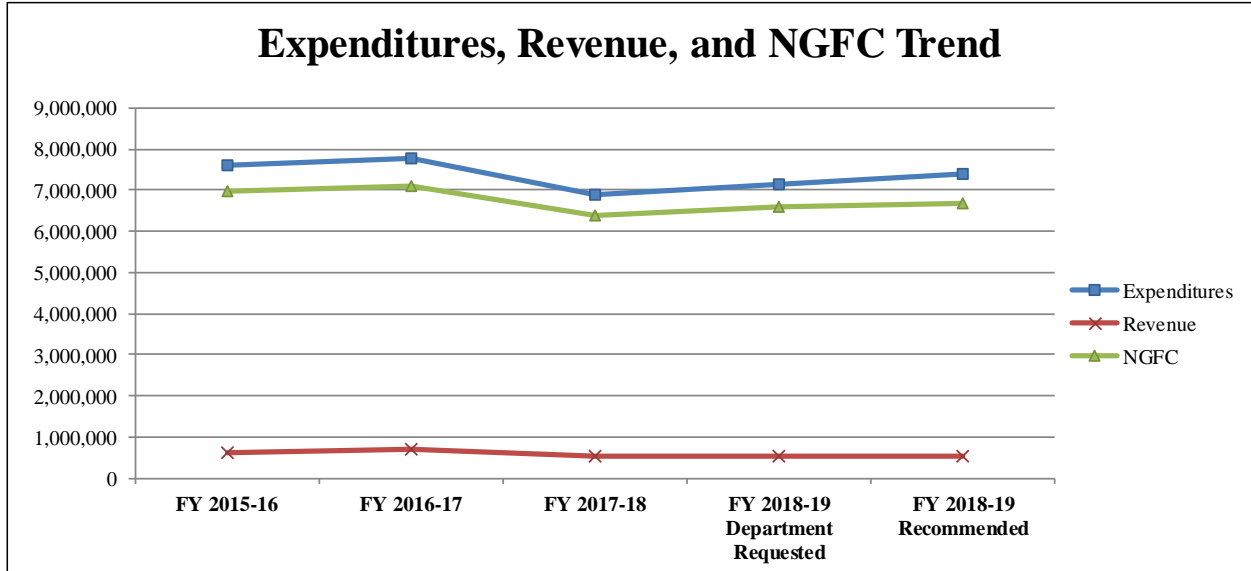
* BSI = Budget Savings Incentives

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Staffing expenses are the largest portion of the department's expenditures, which includes staffing for all the library facilities and the mobile units at the FY 2017-18 levels. Services and supplies expenditures of \$1.9 million include operating expenses for branch locations, memberships, library books and materials. Funding for books is established in the recommended budget at \$489,205, which is \$45,604 more than in FY 2017-18. Included in services and supplies is funding for participation in the San Joaquin Valley Library System (SJVLS). SJVLS is an organization composed of nine public libraries in six counties. As a member of SJVLS, Kern County residents are able to search the shared catalog and request that items be sent to their preferred branch.

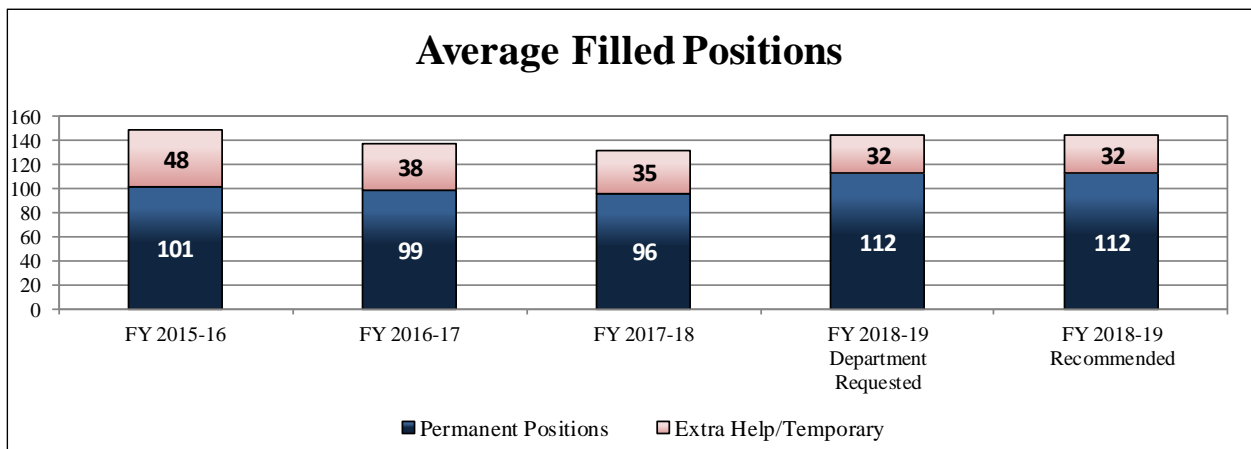
Budget Changes and Operational Impacts

The recommended budget allows the department to maintain current levels of service and continue to meet its mission with no change in hours of operation. The recommended budget also provides funding that will support 37,544 combined hours of operation at all 26 library facilities, which is the same as the hours of opening in FY 2017-18. The department anticipates increasing hours of operation in FY 2018-19, if additional grants are secured. In order to meet the 2.5% reduction in NGFC, the department will hold five positions vacant and unfunded.



Staffing Changes and Operational Impacts

The recommended budget includes funding for 112 authorized permanent positions and 32 extra help positions. The department will hold five positions vacant and unfunded: two (2) Librarian II positions, one (1) Fiscal Support Assistant position, one (1) Senior Office Services Specialist position and one (1) Library Associate position, at an annual savings of \$442,721.



Education

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
4-Year Staffing Trend					
				FY 2018-19	
AVERAGE FILLED POSITIONS					
Permanent Positions	101	99	96	112	112
Extra Help/Temporary	48	38	35	32	32
Total Positions	149	137	131	144	144
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	75	72	70	N/A	N/A
Extra Help/Temporary (FTE)	28	25	23	N/A	N/A
Total Positions	103	97	93	N/A	N/A
SALARIES & BENEFITS	\$5,579,002	\$5,428,485	\$4,892,960	\$5,260,359	\$5,307,725

Summary of Authorized Positions

The recommended budget includes 117 authorized positions, of which 112 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration	9	0	0	9	8	1	9
Support Services	17	0	0	34	16	1	17
Branch Staff	89	0	0	89	86	3	89
Marketing	2	0	0	2	2	0	2
Total	117	0	0	117	112	5	117

Education

Administration	Support Services	Branch Staff
Classification	Classification	Classification
1 Director of Libraries	2 Librarian II	3 Librarian III
1 Assistant Director of Libraries	2 Library Associate	2 Librarian II
1 Business Manager	2 Senior Office Services Specialist	5 Librarian I
1 Office Services Coordinator	1 Office Services Technician	10 Library Associate
1 Fiscal Support Supervisor	2 Office Services Assistant	1 Library Associate PT
1 Fiscal Support Specialist	1 Office Services Assistant PT	2 Office Services Specialist
1 Fiscal Support Technician	2 Light Vehicle Driver	7 Office Services Technician
1 Fiscal Support Assistant	5 Departmental Aide	5 Office Services Technician PT
1 Departmental Aide	17 Requested Total	5 Office Services Assistant
9 Requested Total		6 Office Services Assistant PT
		43 Departmental Aide
		89 Requested Total
Marketing		
Classification		
1 Marketing/Promotional Assistant		
1 Graphic Artist PT		
2 Requested Total		

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average attendance per hour of operation	29	30	30	28	30
Number of registered users	148,509	141,204	140,000	132,020	130,000
Percentage of registered users as portion of County population	17%	16%	16%	15%	16%
Number of items checked out annually	1,078,403	852,855	850,000	1,817,904	1,100,000
Number of participants in programs	64,428	107,740	110,000	120,435	100,000
Total public computer users	190,337	171,010	170,000	214,912	200,000
Number of hours computers used	136,712	119,865	120,000	103,375	100,000
Total number of website views	1,212,383	1,230,219	1,250,000	1,899,646	1,400,000
Total reach on social media platforms	N/A	N/A	N/A	2,721,330	2,500,000

It is the Library's mission to build community and cultivate opportunities through the connection of people, ideas, information, and technology – whether it occurs in-person, in branches or virtually. As more materials and resources become available primarily online through the Library's website, more customers are taking advantage of the convenience and flexibility offered beyond operating hours, as reflective in increases in circulation, website views, and reach on social media platforms. A decrease in the number of registered users is directly correlated to the department's purge of inactive borrowers and relief of accountability accounts. A decrease in public computer users is partly due to the department's elimination of antiquated account types and greatly impacted by the increased availability of at-home computers and mobile devices. In effect, this same trend has led to a direct increase in Library WiFi usage by customers. Encouraging active learning, social opportunities, and full-access to educational attainment, Library active and passive programs that do not necessitate registration are highly attended and continue to strongly increase in participants.

Objective 2: Expand recreational, cultural, and educational resources available to the public

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Total operating hours of library facilities	36,150	36,833	36,500	36,855	36,150
Average population served per staff full-time equivalent (FTE)	9,780	10,823	11,000	9,780	9,200
Total number of materials available to the public	880,564	842,906	825,000	849,531	800,000
Total eBooks and eAudiobooks offered	15,165	18,242	19,000	20,584	17,000
Total number of programs offered	3,543	5,058	5,000	9,944	6,000

An increase in operating hours at one branch was made possible through a grant; overall, operating hours have remained generally consistent across all branches countywide. Digital materials are available at all times, regardless of operating hours. The Library continues to serve nearly 10,000 community members per full-time staff member, continues to seek new ways to increase library programming, and continues to connect customers with materials online.

Goal 2: Promote integrity and fiscal responsibility in operations.

Objective 1: Utilize resources more efficiently and effectively

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Total unique partnerships with other agencies	N/A	N/A	N/A	407	375
Total programs offered in coordination with other agencies	1,398	1,419	1,400	6,006	2,400
Grants received	1/\$95,000	5/\$166,898	1/\$5,000	4/\$28,487	1/\$5,000

To achieve a large amount of program and service offerings, it is the Library's aim to leverage partnership opportunities and grants for funding to provide services in an efficient and effective manner and accounts for the increase in both areas. The department added one performance measure in FY 2018-19 to report the total unique partnerships with other agencies.

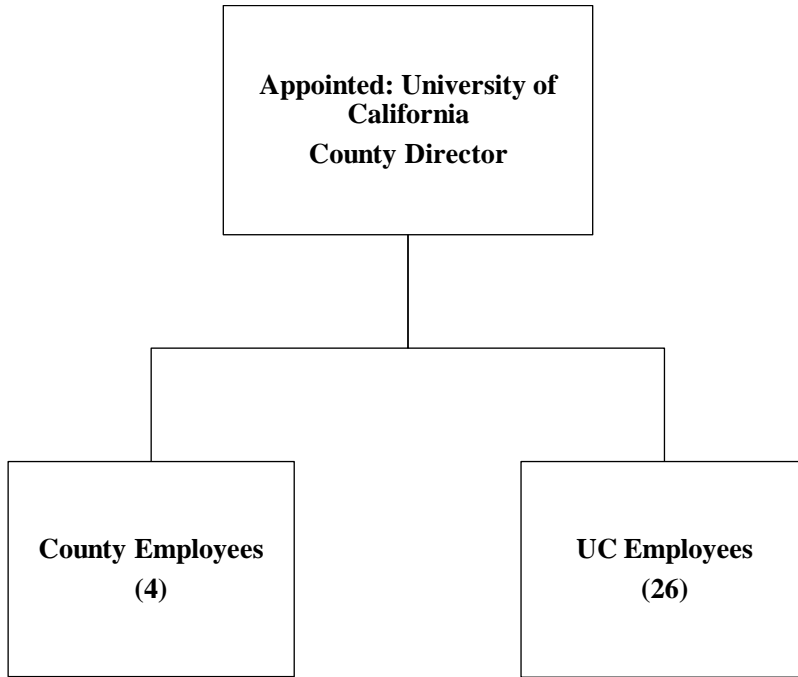
THIS PAGE INTENTIONALLY LEFT BLANK



Mission Statement

To serve California through the creation, development and application of knowledge in agricultural, natural and human resources.

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Hosted the 38th International Carrot Conference, bringing together over one hundred agricultural scientists, growers, and industry leaders. The conference publicized Kern County’s worldwide role in agricultural production.
- Conducted multiple symposiums to local growers, ranchers, and consumers on wide-ranging topics and commodities such as citrus, grapes, almonds, and pistachios.
- Reached over 3,000 adults through programs on food literacy, grocery shopping skills, and nutritional management.
- Increased outreach within the 4-H Youth Development division and continued to support children at both Edwards and China Lake military bases.

Education

Farm and Home Advisor

Farm Advisor: Brian Marsh

Function: Education

Fund: General

Activity: Education

Budget Unit: 6310

Description of Major Services

The Farm and Home Advisor is a cooperative extension of the University of California (UC) and the United States Department of Agriculture. This budget unit was established to facilitate the County contribution to this collaboration by providing funds for administrative support, under a Memorandum of Understanding (MOU) with the University of California. The UC cooperative extension develops and distributes information on the County's production and consumption of agricultural products and relays the County's agricultural needs to the University for research on product quality and yield improvements. The UC cooperative also operates the 4-H youth program, Adult and Youth Expanded Family Nutrition Education program, and the Horticultural Outreach and Education program.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$343,288	\$352,571	\$353,670	\$352,778	\$352,778	\$354,931
Services and Supplies	96,193	105,011	92,387	104,556	107,338	107,338
TOTAL EXPENDITURES	\$439,481	\$457,582	\$446,057	\$457,334	\$460,116	\$462,269
REVENUE:						
Miscellaneous	\$270	\$270	\$190	\$160	\$160	\$160
Non-Revenue Receipts	0	20	0	0	0	0
TOTAL REVENUE	\$270	\$290	\$190	\$160	\$160	\$160
NET GENERAL FUND COST	\$439,211	\$457,292	\$445,867	\$457,174	\$459,956	\$462,109

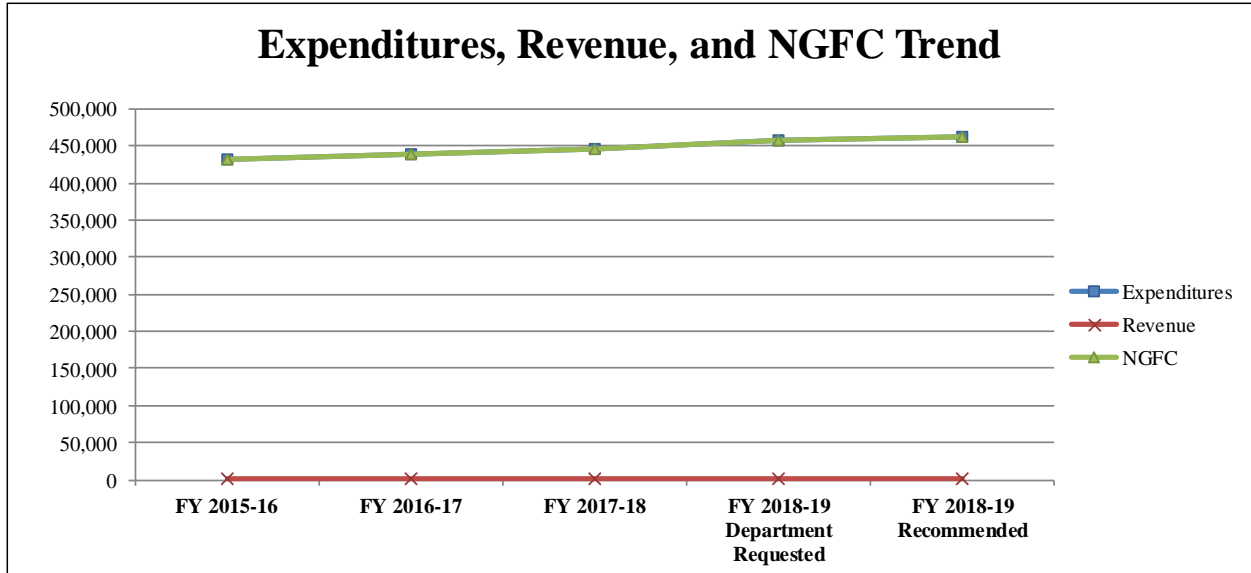
Education

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

A majority of the expenditures for this budget unit are associated with staffing costs to perform the office functions of the Farm and Home Advisor. Revenue for the department is minimal and the department is primarily funded by an allocation of Net General Fund Cost to cover the requirements stated in the MOU.

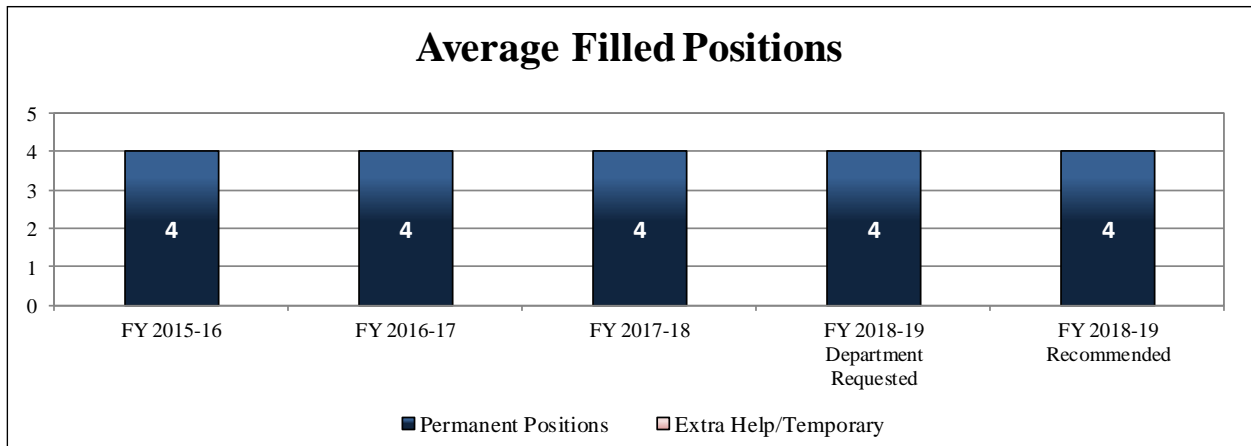
Budget Changes and Operational Impacts

The recommended budget provides the department with funding for staff and services and supplies as required by the MOU. The recommended budget includes a supplemental request for \$2,782 above the Net General Fund Cost guideline approved to cover anticipated increases in fuel cost.



Staffing Changes and Operational Impacts

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



Education

4-Year Staffing Trend	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
				FY 2018-19	
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	\$332,325	\$343,288	\$353,670	\$352,778	\$354,931

Summary of Authorized Positions

The department has 4 authorized permanent positions, of which all have been budgeted to be filled during FY 2018-19 as indicated below.

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

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 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions	100%	99.7%	100%	99.8%	100%
Percentage of surveyed participants that report a gain in useful knowledge in horticulture for landscapes, gardens, and orchards.	100%	98.6%	100%	99.2%	100%

Healthy eating reduces the risk of chronic diseases and improves quality of life. Educational sessions provide eight hours of nutrition education to low income families with children that include the subjects of physical activity, healthy eating, and food safety. Plants contribute to air quality, to energy conservation, to CO2 uptake, as well as providing aesthetic benefits and food. Participants in classes gain useful knowledge that enables them to maintain and enhance landscapes, as well as make informed choices that affect energy consumption, water conservation, and contribute to air quality. Both programs continue to flourish; participants indicate that they are gaining beneficial information and are incorporating that information and newly learned behaviors into their daily practices.

Objective 2: Provide targeted youth programs that focus on developing healthy lifestyles, acquisition of essential skills and the ability to thrive and succeed.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of first year 4-H Youth members that re-enroll.	71%	74%	80%	73%	80%
Percentage of first year 4-H Adult volunteers that re-enroll.	92%	87%	80%	82%	80%
Number of children reached through participation in the Expanded Food & Nutrition Education Program (EFNEP) for youth.	6823	6521	6500	6617	6500

The main goal of the 4-H Youth Development Program is the promotion of citizenship, leadership and life-skills. 4-H 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. Although not met for FY 2017-18, the goal is to increase the year-to-year retention rates of both youth members and adult volunteers by expanding the target population and increasing outreach. The EFNEP program prioritizes strategies to improve the diet and health of low-income children and families. Healthy eating reduces the risk of chronic diseases and improves the quality of life. This performance measure reflects the number of children participating in the nutrition education program. Local teachers, who have been trained by our staff, provide six hours of education to children using our Youth EFNEP nutrition curriculum. The curriculum is age-based for children from pre-school to Junior High.

Goal 2: Ensure economic vitality by supporting local commerce through the extension of research and the application of improved operational methods and procedures.

Objective 1: Disseminate the results of research addressing pest management, crop production, water conservation, soil management, and livestock issues, as well as the benefits of new plant varieties for Kern County.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of participants that report a gain in useful knowledge from Agriculture trainings.	99%	98.2%	100%	98.8%	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.	267	291	275	294	300

Farm advisors present the results of research addressing multiple areas of concern for Kern County agriculture. The measures allow for both qualitative and quantitative assessment of our performance by reporting benefits as judged by stakeholders, as well as the actual volume of materials provided to the community. Based on stakeholder input, the department is successfully addressing the needs of the agricultural community and participants are integrating new processes into their operating procedures. The farm advisors continue to refine and expand their educational outreach efforts, as measured by the number of publications issued and seminars conducted for commercial and consumer residents of Kern and surrounding counties.

Education

THIS PAGE INTENTIONALLY LEFT BLANK



Debt Service

Department Head: Ryan J. Alsop
 Fund: General
 Budget Unit: 8120

Function: Debt Service
 Activity: Interest on Long-Term Debt

Description of Major Services

This budget unit is used to make annual debt service payments for County projects and equipment financed on a long-term basis, and to pay interest on the County's short term cash flow borrowing. The County Administrative Office administers this budget unit.

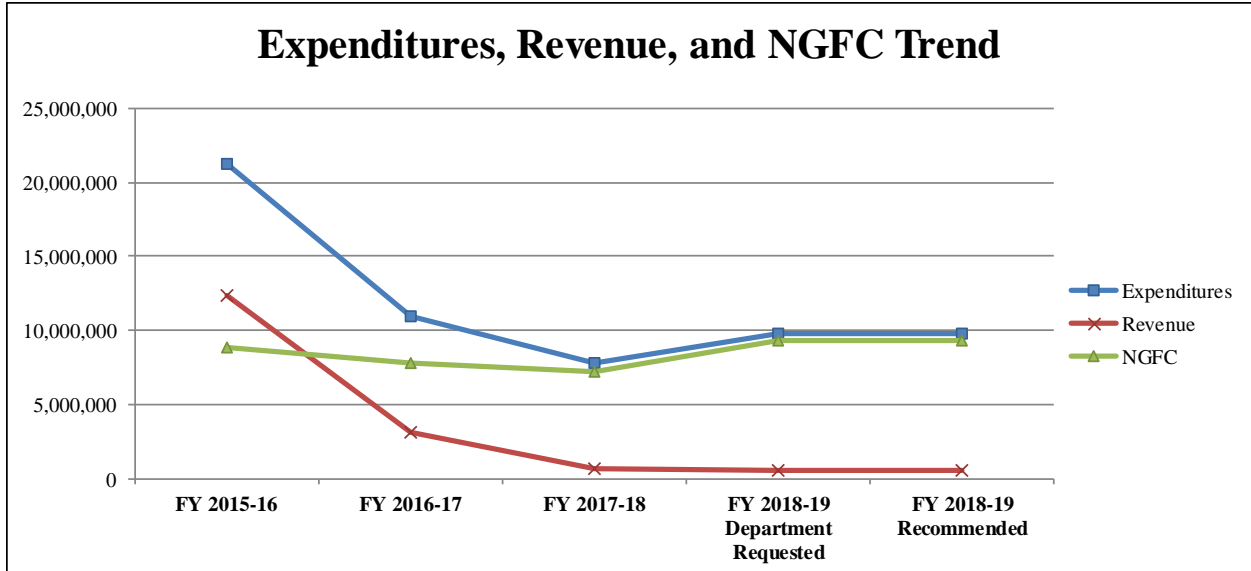
Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$515,020	\$1,192,685	\$568,865	\$1,192,685	\$1,192,685	\$1,192,685
Other Charges	10,428,726	8,553,679	7,199,325	8,550,769	8,550,769	8,550,769
TOTAL EXPENDITURES	\$10,943,746	\$9,746,364	\$7,768,190	\$9,743,454	\$9,743,454	\$9,743,454
REVENUE:						
Use of Money/Property	\$2,611,249	\$0	\$0	\$0	\$0	\$0
Miscellaneous	3,567	0	126,303	0	0	0
Other Financing Sources:						
Community Development Program	493,323	493,767	493,766	490,857	490,857	490,857
TOTAL REVENUE	\$3,108,139	\$493,767	\$620,069	\$490,857	\$490,857	\$490,857
NET GENERAL FUND COST	\$7,835,607	\$9,252,597	\$7,148,121	\$9,252,597	\$9,252,597	\$9,252,597

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget includes sufficient appropriations to cover debt service payments for the 2016 Refunding Certificates of Participation, the 2011 Refunding Certificates of Participation, and the 2007 California Infrastructure and Economic Development Bank Loan. Appropriations are included for the estimated costs for vacant space in the Southeast Bakersfield Community Services Center. 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 does not include any significant deviations from the prior year in ongoing expenditures or revenue. The recommended budget does not include the issuance of tax revenue anticipation notes, resulting in the continuation of no estimated use of money and property revenue.



Debt Service

**COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As of June 30, 2018**

Description of Issue	Source of Payment	Principal Outstanding	Final Maturity	2018-19 Payment Obligation
Certificates of Participation				
2016 Certificates of Participation (Capital Improvement Projects) ⁽¹⁾	General Fund	\$77,420,000	November 1, 2034	\$6,251,325
2011 Refunding Certificates of Participation (Capital Improvement Projects)	General/Kern Hospital Authority	3,135,000	November 1, 2019	1,637,375
Subtotal Certificates of Participation		\$80,555,000		\$7,888,700
Privately Placed and Other Obligations				
Qualified Energy Conservation Bonds (Installment Purchase)	General Fund	\$2,572,423	January 12, 2026	\$446,301
Economic Development Bank Loan (5th District Curb & Gutter Project)	Community Development Block Grant	3,832,476	August 1, 2026	479,359
Equipment Capital Leases	Various Funds ⁽²⁾	13,192,321	Various	3,688,790
Kern Public Services Financing Authority Lease Revenue Refunding Bonds, 2010 Series	Various Funds ⁽³⁾	8,675,000	March 1, 2032	901,009
Airport Terminal Refunding Lease/Leaseback	Airport Enterprise Fund	4,325,000	August 1, 2022	936,973
California Integrated Waste Management Board Loan	Solid Waste Enterprise Fund	128,000	September 1, 2019	64,000
Subtotal Privately Placed and Other Obligations		\$32,725,219		\$6,516,432
Pension Obligation Bonds⁽⁴⁾				
1995 Taxable Pension Obligation Bonds	Various Funds	\$26,697,249	August 15, 2021	\$40,975,000
2003 Taxable Pension Obligation Bonds	Various Funds	154,792,067	August 15, 2027	22,776,626
2008 Taxable Pension Obligation Refunding Bonds Series 2008A	Various Funds	50,000,000	August 15, 2027	2,092,500
Subtotal Pension Obligation Bonds		\$231,489,316		\$65,844,126
Total Long-Term Debt		\$344,769,535		\$80,249,258

⁽¹⁾ On December 14, 2016, the 2009 Certificates of Participation were refunded with the 2016 Refunding Certificates of Participation.

⁽²⁾ The debt service payments for the Equipment Capital Leases are made from the budget units owning the equipment.

⁽³⁾ 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.

⁽⁴⁾ The debt service payments for the 1995, 2003 and 2008 Pension Obligation Bonds are made on pro rata between various County Funds proportional to the amount of salary cost incurred in those funds.

THIS PAGE INTENTIONALLY LEFT BLANK



Appropriations for Contingencies

Department Head: Ryan J. Alsop
 Fund: General
 Budget Unit: 1970

Function: General Government
 Activity: Appropriation for Contingencies

Description of Major Services

The Appropriations for Contingencies budget unit accounts for General Fund resources set aside to help protect the County from unforeseen increases in expenditures or reductions in revenue, or from extraordinary events that might otherwise substantially harm the fiscal health of the County. In doing so, it is also intended to help avoid undue service level fluctuations during periods of economic instability. The County Administrative Office administers this budget unit.

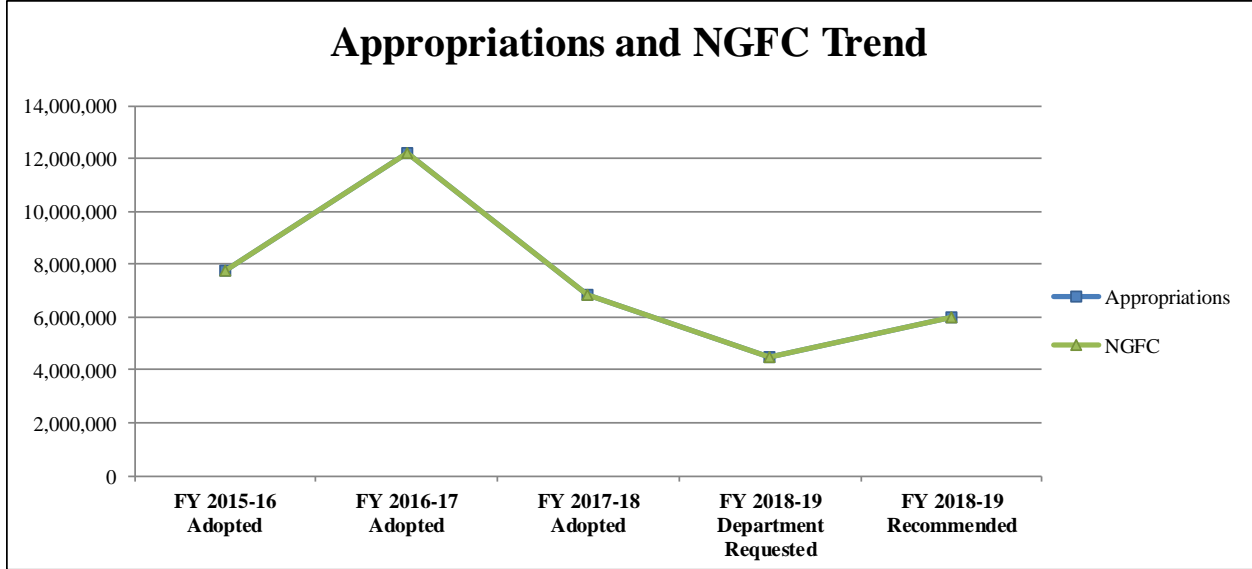
Summary of Expenditures and Revenue					
	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>		
	Adopted Budget	Adopted Budget	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:					
Contingencies	\$12,200,804	\$6,858,928	\$4,500,000	\$5,825,000	\$6,025,000
TOTAL EXPENDITURES	\$12,200,804	\$6,858,928	\$4,500,000	\$5,825,000	\$6,025,000
NET GENERAL FUND COST	\$12,200,804	\$6,858,928	\$4,500,000	\$5,825,000	\$6,025,000

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Expenditures are not incurred in this budget unit but rather appropriations are transferred to other General Fund budget units under limited circumstances if approved by the Board of Supervisors. The recommended budget includes the appropriation of 1% of General Fund general purpose revenue in the amount of \$4 million to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting the County’s operations that could not have been reasonably anticipated. In addition, \$500,000 is appropriated for other uncertainties departments may encounter such as emergency maintenance projects and other unforeseen circumstances. The budget unit is funded through an allocation of Net General Fund Cost.

Budget Changes and Operational Impacts

The recommended budget includes appropriations in the amount of \$1.3 million for potential costs associated with a training academy for the Sheriff’s Department and \$200,000 for potential costs related to the next general election.



Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
Governmental Funds				
00001 General				
Reserve-General	\$40,000,000	\$0	\$0	\$40,000,000
Reserve-Tax Litigation	8,855,227	3,089,953	0	5,765,274
Designation-Working Capital	26,452,848	0	0	26,452,848
Designation - RenewBiz	543,196	0	1,149,326	1,692,522
Designation - Blight Remediation	0	0	500,000	500,000
Designation - Retirement	29,841,535	5,781,443	8,994,549	33,054,641
Designation - Infrastructure Replacement	6,974,042	0	0	6,974,042
Designation - Fire Station 64 Replacement	355,000	0	0	355,000
Designation - Road Improvements	1,200,000	0	400,000	1,600,000
Designation - Oildale Economic Activity Area	0	0	400,889	400,889
Designation - Lost Hills	125,000	0	976,783	1,101,783
Designation - KMC Working Capital	38,823,070	0	0	38,823,070
Designation - Information Technology	268,995	0	5,000,000	5,268,995
Designation - Sheriff Aircraft	1,181,643	0	0	1,181,643
Designation - WESTARZ	147,705	0	643,048	790,753
Designation - Jail Operations	4,674,803	0	0	4,674,803
Designation - Capital Projects	2,000,000	0	1,000,000	3,000,000
General Fund Subtotal	\$161,443,064	\$8,871,396	\$19,064,595	\$171,636,263
Special Revenue Funds				
Operating Special Revenue Funds				
00007 Road				
Designation - General	\$7,568,399	\$5,684,049	\$0	\$1,884,350
00011 Structural Fire				
Shafter Operational Area	\$0	\$0	\$255,045	\$255,045
00120 Building Inspection				
Designation - General	\$14,090,757	\$2,576,107	\$0	\$11,514,650
00130 Department of Human Services - Administration				
Designation - General	\$3,958,250	\$2,181,036	\$1,152,066	\$2,929,280
00140 Department of Human Services - Direct Aid				
Designation - General	\$2,514,183	\$2,473,841	\$366,642	\$406,984
00141 Behavioral Health and Recovery Services				
Designation - General	\$26,434,333	\$1,920,536	\$0	\$24,513,797
00145 Aging and Adult Services				
Designation - General	\$1,007,660	\$61,986	\$0	\$945,674
00183 Kern County Dept. of Child Support				
Designation - General	\$745,449	\$0	\$100,714	\$846,163
00192 Recorder				
Designation - General	\$30,000	\$0	\$192,674	\$222,674
00270 Abatement Cost				
Designation - General	\$71,067	\$0	\$297,118	\$368,185
22066 Environmental Health Services				
Designation - Displaced Tenants	\$45,000	\$0	\$0	\$45,000
Designation - General	628,319	0	119,768	748,087
Environmental Health Services Subtotal	\$673,319	\$0	\$119,768	\$793,087
24101 Development Services				
Designation - General	\$0	\$0	\$70,014	\$70,014
Operating Special Revenue Funds Subtotal	\$57,093,417	\$14,897,555	\$2,554,041	\$44,749,903

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
Non-Operating Special Revenue Funds				
00160 Wildlife Resources				
Designation - General	\$3,557	\$0	\$2,538	\$6,095
00161 Timber Harvest Fund				
Designation - General	\$0	\$0	\$21,867	\$21,867
00163 Probation Juvenile Justice Realignment Fund				
Designation - General	\$968,434	\$72,655	\$0	\$895,779
00164 Real Estate Fraud				
Designation - General	\$498,558	\$187,872	\$0	\$310,686
00170 Off-Highway Motor Vehicle License				
Designation - General	\$641,318	\$0	\$104,393	\$745,711
00171 Planned Local Drainage - Shalimar				
Designation - Infrastructure Replacement	\$10,794	\$0	\$173	\$10,967
00172 Planned Local Drainage - Brundage				
Designation - Infrastructure Replacement	\$133,861	\$0	\$1,815	\$135,676
00173 Planned Local Drainage - Orangewood				
Designation - Infrastructure Replacement	\$866,297	\$0	\$22,393	\$888,690
00174 Planned Local Drainage - Breckenridge				
Designation - Infrastructure Replacement	\$36,232	\$0	\$472	\$36,704
00175 Range Improvement Section - 15				
Designation - General	\$66,414	\$0	\$3,193	\$69,607
00176 Planned Local Drainage - Oildale				
Designation - Infrastructure Replacement	\$191,587	\$0	\$2,680	\$194,267
00177 Range Improvement Section - 3				
Designation - General	\$29,096	\$1,287	\$0	\$27,809
00179 Probation Training				
Designation - General	\$85,156	\$2,520	\$0	\$82,636
00180 DNA Identification				
Designation - General	\$125,344	\$0	\$12,585	\$137,929
00181 Local Public Safety				
Designation - General	\$4,903,528	\$4,903,528	\$1,450,949	\$1,450,949
00182 Sheriff Facility Training				
Designation - General	\$87,833	\$10,086	\$0	\$77,747
00184 Automated Fingerprint				
Designation - General	\$427,683	\$140,275	\$0	\$287,408
00186 Juvenile Justice Facility Temp. Construction				
Designation - General	\$9,417	\$0	\$245	\$9,662
00187 Emergency Medical Services				
Designation - General	\$2,193,501	\$0	\$68,206	\$2,261,707
00188 Automated County Warrant System				
Designation - General	\$61,751	\$0	\$21,105	\$82,856
00190 Domestic Violence Program				
Designation - General	\$136,686	\$0	\$8,769	\$145,455
00191 Criminal Justice Facilities Construction				
Designation - General	\$1,800,815	\$0	\$192,498	\$1,993,313
00194 Recorder's Social Security Truncation				
Designation - General	\$317,972	\$7,364	\$0	\$310,608
00195 Alcoholism Program				
Designation - General	\$72,859	\$42,666	\$0	\$30,193
00196 Alcohol Abuse Education/Prevention				
Designation - General	\$6,151	\$0	\$37,407	\$43,558
00197 Drug Program Fund				
Designation - General	\$15,567	\$0	\$6,559	\$22,126

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
00198 Recorder's Modernization Fund				
Designation - General	\$1,178,357	\$0	\$136,532	\$1,314,889
00264 Tax Loss Reserve				
Reserve 1% Teeter Plan	\$9,600,355	\$0	\$863,152	\$10,463,507
Designation - General	49,000,937	1,262,202	0	47,738,735
Total Tax Loss Reserve	\$58,601,292	\$1,262,202	\$863,152	\$58,202,242
00266 Redemption System				
Designation - General	\$640,662	\$0	\$933,847	\$1,574,509
22010 County Local Revenue Fund				
Designation - AB109	\$3,020,795	\$1,058,715	\$5,797,735	\$7,759,815
Designation - General	18,433,031	5,434,915	11,146,016	24,144,132
Total County Local Revenue Fund	\$21,453,826	\$6,493,630	\$16,943,751	\$31,903,947
22027 Sterilization Fund				
Designation - General	\$22,405	\$0	\$7,530	\$29,935
22036 Board of Trade - Advertising				
Designation - General	\$323,394	\$40,606	\$0	\$282,788
22042 General Plan Admin. Surcharge				
Designation - General	\$1,797,492	\$724,155	\$0	\$1,073,337
22045 Countywide Crime Prevention P.C. 1205.5				
Designation - General	\$10,956	\$0	\$918	\$11,874
22046 Sheriff-Electronic Monitoring				
Designation - General	\$133,306	\$0	\$1,312	\$134,618
22064 D.A. Local Forfeiture				
Designation - General	\$21,882	\$0	\$94,910	\$116,792
22069 Public Health Miscellaneous				
Designation - General	\$15,441	\$0	\$11,551	\$26,992
22073 Health-MAA/TCM				
Designation - General	\$0	\$0	\$6,658	\$6,658
22074 CA Debris/Ash Removal Insurance Payments				
Designation - General	\$0	\$0	\$1,062,369	\$1,062,369
22075 MMP State Fee				
Designation - General	\$924	\$0	\$0	\$924
22076 Child Restraining Loaner Program				
Designation - General	\$3,487	\$3,102	\$0	\$385
22079 D.A. Equipment Automation				
Designation - General	\$366,780	\$0	\$5,962	\$372,742
22085 Mental Health Services Act				
Designation - General	\$55,921,678	\$6,817,399	\$0	\$49,104,279
22086 MHSA Prudent Reserve				
Designation - General	\$20,134,469	\$256,350	\$0	\$19,878,119
22087 Criminalistics Laboratories				
Designation - General	\$337,828	\$322,961	\$0	\$14,867
22097 Asset Forfeiture 15 Percent				
Designation - General	\$5,500	\$0	\$5,171	\$10,671
22098 Probation Asset Forfeiture				
Designation - General	\$56,375	\$7,278	\$0	\$49,097
22107 Asset Forfeiture Federal				
Designation - General	\$74,251	\$0	\$8,106	\$82,357
22123 Vehicle Apparatus				
Designation - General	\$17,207	\$0	\$219,402	\$236,609
22124 Oil and Gas Program				
Designation - General	\$932,296	\$0	\$364,631	\$1,296,927

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
22125 Hazardous Waste Settlements				
Designation - General	\$424,444	\$0	\$289,428	\$713,872
22126 Sheriff's Rural Crime				
Designation - General	\$15,843	\$609	\$0	\$15,234
22127 Sheriff's CAL-ID				
Designation - General	\$352,918	\$352,918	\$0	\$0
22128 Sheriff's Civil Subpoenas				
Designation - General	\$13,675	\$6,185	\$0	\$7,490
22129 KNET Special Asset Forfeiture				
Designation - General	\$272,342	\$0	\$16,549	\$288,891
22131 Sheriff's Drug Abuse Gang				
Designation - General	\$198,073	\$0	\$3,929	\$202,002
22132 Sheriff's Training				
Designation - General	\$26,338	\$0	\$134,602	\$160,940
22133 Sheriff Work Release				
Designation - General	\$100,982	\$0	\$156,464	\$257,446
22137 Sheriff State Forfeiture				
Designation - General	\$6,971	\$0	\$31,620	\$38,591
22138 Sheriff's Civil Automated				
Designation - General	\$939,296	\$0	\$240,574	\$1,179,870
22140 Sheriff's Firearms				
Designation - General	\$42,821	\$30,562	\$0	\$12,259
22141 Sheriff-Judgement Debtors Fee				
Designation - General	\$390,033	\$89,123	\$0	\$300,910
22142 Sheriff's Comm. Resources				
Designation - General	\$2,325	\$1,783	\$0	\$542
22143 Sheriff's Volunteer Services Group				
Designation - General	\$103,596	\$0	\$1,004	\$104,600
22144 Sheriff's Controlled Substance				
Designation - General	\$58,792	\$0	\$866,135	\$924,927
22153 Bakersfield Planned Sewer 1				
Designation - Infrastructure Replacement	\$2,496,458	\$0	\$100,098	\$2,596,556
22156 DIVCA Local Franchise Fee				
Designation - General	\$591,051	\$0	\$605,427	\$1,196,478
22158 Bakersfield Planned Sewer 2				
Designation - Infrastructure Replacement	\$325,530	\$0	\$4,579	\$330,109
22160 Sheriff's CAL-MMET				
Designation - General	\$13,440	\$0	\$81	\$13,521
22161 HIDTA State Asset Forfeiture				
Designation - General	\$47,647	\$0	\$344	\$47,991
22162 CAL-MMET State Asset Forfeiture				
Designation - General	\$804,333	\$0	\$111,710	\$916,043
22163 High Tech Equipment				
Designation - General	\$4,067	\$0	\$24	\$4,091
22164 Bakersfield Planned Sewer 3				
Designation - Infrastructure Replacement	\$4,125	\$0	\$89	\$4,214
22166 Bakersfield Planned Sewer 4				
Designation - General	\$80,497	\$0	\$1,109	\$81,606
22167 Bakersfield Planned Sewer 5				
Designation - Infrastructure Replacement	\$99,374	\$8,964	\$0	\$90,410
22173 Co. Planned Sewer Area A				
Designation - Infrastructure Replacement	\$46,598	\$0	\$1,028	\$47,626

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
22177 Co. Planned Sewer Area B				
Designation - General	\$967	\$0	\$11	\$978
22184 CSA 71 Septic Abandonment				
Designation - Infrastructure Replacement	\$1,116,831	\$0	\$59,293	\$1,176,124
22185 Wraparound Savings				
Designation - General	\$5,993,729	\$0	\$37,740	\$6,031,469
22187 Recorder's Electronic Recording				
Designation - General	\$50,451	\$8,547	\$0	\$41,904
22188 Fireworks Violations				
Designation - General	\$140,867	\$4,087	\$0	\$136,780
22190 Community Corrections Performance Incentive				
Designation - General	\$428,633	\$0	\$1,770	\$430,403
22194 Veterans Grant				
Designation - General	\$421,263	\$0	\$51,498	\$472,761
22195 Parks Donations				
Designation - General	\$37,577	\$36,993	\$0	\$584
22196 Rural Crimes/Environmental Impact Fee				
Designation - General	\$357,599	\$0	\$1,103,604	\$1,461,203
22197 Industrial Firefighting Vehicle				
Designation - General	\$370,858	\$0	\$439,297	\$810,155
22198 Oil and Gas Road Maintenance				
Designation - General	\$1,054,106	\$0	\$1,150,419	\$2,204,525
24026 Victim Services				
Designation - General	\$76,349	\$0	\$17,215	\$93,564
24028 D.A. Federal Forfeiture				
Designation - General	\$227,951	\$0	\$2,611	\$230,562
24038 D.A. Court Ordered Penalties				
Designation - General	\$2,584,873	\$809,378	\$0	\$1,775,495
24042 Fire Department Donations				
Designation - General	\$21,623	\$3,713	\$0	\$17,910
24043 State Fire				
Designation - General	\$835,270	\$0	\$129,897	\$965,167
24044 Fire Hazard Reduction				
Designation - General	\$151,998	\$151,998	\$0	\$0
24047 Fire Helicopter Operations				
Designation - General	\$2,133,439	\$200,193	\$0	\$1,933,246
24050 Mobile Fire Kitchen				
Designation - General	\$3,006	\$0	\$41	\$3,047
24057 Inmate Welfare - Sheriff Correctional Facility				
Designation - General	\$287,078	\$0	\$3,063,072	\$3,350,150
24060 Juvenile Inmate Welfare				
Designation - General	\$192,597	\$8,709	\$0	\$183,888
24063 CCP Community Recidivism				
Designation - General	\$1,313,598	\$0	\$0	\$1,313,598
24066 Kern County Children				
Designation - General	\$634,431	\$0	\$53,349	\$687,780
24067 Kern County Library Donations				
Designation - General	\$499,142	\$13,512	\$0	\$485,630
24086 Peace Officers' Training				
Designation - General	\$557	\$31	\$0	\$526
24088 Core Area Metro Bakersfield Impact Fee				
Designation - General	\$1,135,423	\$0	\$1,092,898	\$2,228,321

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
24089 Metro Bakersfield Transport Impact Fee				
Designation - General	\$7,987,535	\$0	\$1,120,846	\$9,108,381
24091 Rosamond Transport Impact Fee				
Designation - General	\$858,291	\$0	\$85,039	\$943,330
24095 Bakersfield Mitigation				
Designation - General	\$1,652,365	\$0	\$115,542	\$1,767,907
24096 Tehachapi Transport Impact Fee Core				
Designation - General	\$17,374	\$0	\$236	\$17,610
24097 Tehachapi Transport Impact Fee Non-Core				
Designation - General	\$2,328,113	\$0	\$299,536	\$2,627,649
24098 Project Impact Mitigation				
Designation - General	\$0	\$0	\$25,568	\$25,568
24105 Jamison Center				
Designation - General	\$83,916	\$3,941	\$0	\$79,975
24125 Strong Motion Instrumentation				
Designation - General	\$50,715	\$0	\$14,920	\$65,635
24126 Tobacco Education Control				
Designation - General	\$11,483	\$0	\$33,420	\$44,903
24137 Vital and Health Statistics - Health Department				
Designation - General	\$87,773	\$0	\$5,555	\$93,328
24138 Vital and Health Statistics - Recorder				
Designation - General	\$504,176	\$0	\$53	\$504,229
24139 Vital and Health Statistics - County Clerk				
Designation - General	\$2,140	\$492	\$0	\$1,648
24300 Oildale Revitalization				
Designation - General	\$8,420	\$0	\$0	\$8,420
25120 Parcel Map in Lieu Fees				
Designation - General	\$71,759	\$0	\$12,558	\$84,317
Non-Operating Special Revenue Funds Subtotal	\$216,936,064	\$23,027,674	\$34,104,431	\$228,012,821
Special Revenue Funds Subtotal	\$274,029,481	\$37,925,229	\$36,658,472	\$272,762,724
Capital Project Funds				
00004 ACO-General				
Designation - Infrastructure Replacement	\$2,336,082	\$0	\$32,417	\$2,368,499
00012 ACO-Structural Fire				
Designation - General	\$281,592	\$0	\$5,299	\$286,891
00235 Tobacco Securitization Proceeds - Cap. Projects				
Designation-Cash with Trustee	\$20,132,965	\$0	\$0	\$20,132,965
Designation - General	24,203	0	0	24,203
Tobacco Securitization Proceeds - Cap. Projects Subtotal	\$20,157,168	\$0	\$0	\$20,157,168
Capital Project Funds Subtotal	\$22,774,842	\$0	\$37,716	\$22,812,558
Total Governmental Funds	\$458,247,387	\$46,796,625	\$55,760,783	\$467,211,545

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
Other Funds				
Other Agencies				
Public Employment Grant Program				
29055 Employers Training Resource -Non-WIOA				
Designation - General	\$461,180	\$18,959	\$0	\$442,221
29060 Employers Training Resource - WIOA				
Designation - General	\$670,115	\$397,787	\$0	\$272,328
Public Employment Grant Program Subtotal	\$1,131,295	\$416,746	\$0	\$714,549
Community Development Grant Funds				
29080 Community Development Program				
Designation - General	\$259,213	\$0	\$64,861	\$324,074
29089 Community Development -Other Funding Source				
Designation - General	\$80,149	\$0	\$0	\$80,149
Community Development Grant Funds Subtotal	\$339,362	\$0	\$64,861	\$404,223
Internal Service Funds				
30010 Group Health Self Insurance Program - ISF				
Reserve-Deposit with Others	\$1,519,325	\$0	\$0	\$1,519,325
30012 General Services - Garage ISF				
Designation - Vehicle Replacement	\$5,523,863	\$0	\$1,500,000	\$7,023,863
Internal Service Funds Subtotal	\$7,043,188	\$0	\$1,500,000	\$8,543,188
Enterprise Funds				
35005 Airport Enterprise Fund				
Reserve - Imprest Cash	\$1,350	\$0	\$0	\$1,350
35050 Solid Waste Management Enterprise Fund				
Reserve - Imprest Cash	\$9,485	\$0	\$0	\$9,485
Designation - Article 5 Financial Assurance	2,000,000	0	0	2,000,000
Designation - HCP Mitigation Offsets	981,049	0	0	981,049
Designation - Bena SLF Phase 2A Closure/Postclosure	4,064,730	0	0	4,064,730
Designation - Boron SLF Closure/Postclosure	1,106,232	0	0	1,106,232
Designation - Mojave/Rosamond SLF Phase 1	2,830,105	0	0	2,830,105
Designation - Ridgecrest/Inyokern SLF Clos./Postclos.	5,621,054	0	0	5,621,054
Designation - Shafter SCO/SLF Closure/Postclosure	6,826,653	0	0	6,826,653
Designation - Taft SLF Closure/Postclosure	1,730,028	0	0	1,730,028
Designation - Tehachapi SLF Closure/Postclosure	3,106,247	0	0	3,106,247
Designation - Capital Projects	14,863,363	0	0	14,863,363
Solid Waste Management Enterprise Fund Subtotal	\$43,138,946	\$0	\$0	\$43,138,946
Enterprise Funds Subtotal	\$43,140,296	\$0	\$0	\$43,140,296
Special Districts				
County Service Areas				
40515 County Service Area #3				
Designation - General	\$2,037	\$0	\$112	\$2,149
40520 County Service Area #4				
Designation - General	\$4,477	\$1,105	\$0	\$3,372
40525 County Service Area #5				
Designation - General	\$8,071	\$0	\$204	\$8,275
40530 County Service Area #6				
Designation - General	\$22,078	\$0	\$1,673	\$23,751

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
40535 County Service Area #7				
Designation - General	\$774	\$0	\$8	\$782
40540 County Service Area #8				
Designation - General	\$30,959	\$0	\$713	\$31,672
40545 County Service Area #9				
Designation - Infrastructure Replacement	\$4,848	\$0	\$0	\$4,848
Designation - General	28,412	5,256	0	23,156
Total County Service Area #9	\$33,260	\$5,256	\$0	\$28,004
40548 County Service Area #10 Zone 6				
Designation - Infrastructure Replacement	\$76,550	\$0	\$1,683	\$78,233
40550 County Service Area #10				
Designation - General	\$20,997	\$4,637	\$0	\$16,360
40555 County Service Area #11				
Designation - General	\$55,239	\$0	\$7,549	\$62,788
40556 County Service Area #11 Zone 4				
Designation - General	\$0	\$0	\$39,842	\$39,842
40557 County Service Area #11 Zone 5				
Designation - Infrastructure Replacement	\$15,755	\$0	\$0	\$15,755
Designation - General	14,349	0	3,723	18,072
Total County Service Area #11 Zone 5	\$30,104	\$0	\$3,723	\$33,827
40561 County Service Area #12.2				
Designation - General	\$0	\$0	\$2	\$2
40565 County Service Area #12.6				
Designation - General	\$0	\$0	\$6	\$6
40568 County Service Area #12.9				
Designation - General	\$0	\$0	\$7	\$7
40595 County Service Area #13				
Designation - General	\$1,627	\$0	\$139	\$1,766
40600 County Service Area #14				
Designation - Infrastructure Replacement	\$19,375	\$0	\$0	\$19,375
Designation - General	1,736	0	5,234	6,970
Total County Service Area #14	\$21,111	\$0	\$5,234	\$26,345
40605 County Service Area #15				
Designation - General	\$38,854	\$2,506	\$0	\$36,348
40607 County Service Area #15 Zone 5				
Designation - Infrastructure Replacement	\$426	\$59	\$0	\$367
Designation - General	34	0	0	34
Total County Service Area #15 Zone 5	\$460	\$59	\$0	\$401
40609 County Service Area #15 Zone 4				
Designation - General	\$6,455	\$0	\$1,051	\$7,506
40610 County Service Area #16				
Designation - General	\$31,207	\$0	\$421	\$31,628
40615 County Service Area #17				
Designation - General	\$32,350	\$6,392	\$0	\$25,958
40616 County Service Area #17 Zone 1				
Designation - Infrastructure Replacement	\$40,168	\$0	\$24,637	\$64,805
40617 County Service Area #17 Zone 2				
Designation - General	\$132,511	\$1,514	\$0	\$130,997
40618 County Service Area #17 Zone 3				
Designation - General	\$8,385	\$0	\$3,436	\$11,821
40620 County Service Area #18				
Designation - General	\$44,022	\$0	\$3,233	\$47,255
40626 County Service Area #18 Zone 5				
Designation - General	\$7,502	\$0	\$3,662	\$11,164

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
40627 County Service Area #18 Zone 6				
Designation - Infrastructure Replacement	\$4,244	\$0	\$15,682	\$19,926
40628 County Service Area #18 Zone 7				
Designation - Infrastructure Replacement	\$22,573	\$0	\$5,338	\$27,911
40630 County Service Area #20				
Designation - Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation - General	25,158	5,064	0	20,094
Total County Service Area #20	\$65,158	\$5,064	\$0	\$60,094
40635 County Service Area#21				
Designation - Infrastructure Replacement	\$2,750	\$0	\$0	\$2,750
Designation - General	3,186	147	0	3,039
Total County Service Area #21	\$5,936	\$147	\$0	\$5,789
40640 County Service Area#22				
Designation - Infrastructure Replacement	\$40,000	\$0	\$0	\$40,000
Designation - General	23,227	0	1,519	24,746
Total County Service Area #22	\$63,227	\$0	\$1,519	\$64,746
40645 County Service Area#23				
Designation - Infrastructure Replacement	\$51,310	\$0	\$0	\$51,310
Designation - General	0	0	8,939	8,939
Total County Service Area #23	\$51,310	\$0	\$8,939	\$60,249
40648 County Service Area #23 Zone 1				
Designation - Infrastructure Replacement	\$2,500	\$0	\$0	\$2,500
Designation - General	1,063	0	445	1,508
Total County Service Area #23 Zone 1	\$3,563	\$0	\$445	\$4,008
40650 County Service Area#24				
Designation - General	\$2,783	\$715	\$0	\$2,068
40660 County Service Area #26				
Designation - General	\$28,098	\$1,108	\$0	\$26,990
40665 County Service Area #27				
Designation - Infrastructure Replacement	\$4,432	\$0	\$0	\$4,432
Designation - General	80,386	3,201	0	77,185
Total County Service Area #27	\$84,818	\$3,201	\$0	\$81,617
40666 County Service Area27 Zone 2				
Designation - Infrastructure Replacement	\$44,003	\$0	\$0	\$44,003
Designation - General	0	0	491	491
Total County Service Area #27 Zone 2	\$44,003	\$0	\$491	\$44,494
40675 County Service Area #29				
Designation - General	\$1,004	\$142	\$0	\$862
40676 County Service Area #30 Zone 6				
Designation - Infrastructure Replacement	\$84,231	\$9,215	\$0	\$75,016
Designation - General	937	0	0	937
Total County Service Area #30 Zone 6	\$85,168	\$9,215	\$0	\$75,953
40680 County Service Area #30				
Designation - General	\$54,680	\$13,367	\$0	\$41,313
40682 County Service Area #30 Zone 2				
Designation - Infrastructure Replacement	\$4,439	\$296	\$0	\$4,143
40685 County Service Area #31				
Designation - Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation - General	3,056	0	690	3,746
Total County Service Area #31	\$5,056	\$0	\$690	\$5,746
40690 County Service Area #32				
Designation - General	\$443	\$288	\$0	\$155
40700 County Service Area #34				
Designation - General	\$36,480	\$3,453	\$0	\$33,027

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
40710 County Service Area #36				
Designation - General	\$89,006	\$6,833	\$0	\$82,173
40711 County Service Area #36 Zone 1				
Designation - Infrastructure Replacement	\$1,273	\$0	\$0	\$1,273
Designation - General	7,313	0	889	8,202
Total County Service Area #36 Zone 1	\$8,586	\$0	\$889	\$9,475
40712 County Service Area #36 Zone 2				
Designation - General	\$5,475	\$0	\$546	\$6,021
40713 County Service Area #36 Zone 3				
Designation - Infrastructure Replacement	\$3,946	\$0	\$0	\$3,946
Designation - General	1,058	0	1,511	2,569
Total County Service Area #36 Zone 3	\$5,004	\$0	\$1,511	\$6,515
40715 County Service Area #37				
Designation - General	\$36,414	\$4,736	\$0	\$31,678
40720 County Service Area #38				
Designation - General	\$936	\$707	\$0	\$229
40722 County Service Area #39 Zone 4				
Designation - Infrastructure Replacement	\$21,780	\$646	\$0	\$21,134
40723 County Service Area #39 Zone 5				
Designation - Infrastructure Replacement	\$1,692	\$0	\$0	\$1,692
Designation - General	798	0	82	880
Total County Service Area #39 Zone 5	\$2,490	\$0	\$82	\$2,572
40724 County Service Area #40.1 EMS				
Designation - General	\$283,731	\$41,414	\$0	\$242,317
40725 County Service Area #39				
Designation - Infrastructure Replacement	\$4,256	\$0	\$85	\$4,341
40726 County Service Area #39 Zone 1				
Designation - Infrastructure Replacement	\$9,191	\$0	\$0	\$9,191
Designation - General	19,127	1,746	0	17,381
Total County Service Area #39 Zone 1	\$28,318	\$1,746	\$0	\$26,572
40727 County Service Area #39.2 Zone of Benefit 2				
Designation - Infrastructure Replacement	\$11,522	\$1,230	\$0	\$10,292
40730 County Service Area #40				
Designation - General	\$40,804	\$0	\$12,550	\$53,354
40733 County Service Area #39 Zone 8				
Designation - General	\$13,940	\$0	\$937	\$14,877
40737 County Service Area #38 ZN 2				
Designation - Infrastructure Replacement	\$3,409	\$0	\$5,639	\$9,048
40740 County Service Area #42				
Designation - Infrastructure Replacement	\$17,578	\$175	\$0	\$17,403
Designation - General	92	0	0	92
Total County Service Area #42	\$17,670	\$175	\$0	\$17,495
40745 County Service Area #43				
Designation - Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation - General	52,080	0	4,423	56,503
Total County Service Area #43	\$57,080	\$0	\$4,423	\$61,503
40750 County Service Area #44				
Designation - General	\$27,928	\$164	\$0	\$27,764
40755 County Service Area #45				
Designation - General	\$3,224	\$761	\$0	\$2,463
40765 County Service Area #47				
Designation - General	\$13,244	\$0	\$1,387	\$14,631
40785 County Service Area #51				
Designation - Infrastructure Replacement	\$1,914	\$1,279	\$0	\$635

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
40790 County Service Area #52				
Designation - General	\$37,772	\$2,296	\$0	\$35,476
40796 County Service Area #53 Zone 1				
Designation - Infrastructure Replacement	\$5,000	\$0	\$0	\$5,000
Designation - General	3,531	0	233	3,764
Total County Service Area #53 Zone 1	\$8,531	\$0	\$233	\$8,764
40800 County Service Area #54				
Designation - General	\$18,024	\$313	\$0	\$17,711
40805 County Service Area #55				
Designation - General	\$4,810	\$0	\$250	\$5,060
40810 County Service Area #56				
Designation - General	\$2,629	\$624	\$0	\$2,005
40820 County Service Area #58				
Designation - Infrastructure Replacement	\$13,703	\$0	\$0	\$13,703
Designation - General	7,961	2,000	0	5,961
Total County Service Area #58	\$21,664	\$2,000	\$0	\$19,664
40830 County Service Area #60				
Designation - Infrastructure Replacement	\$100,000	\$0	\$0	\$100,000
Designation - General	101,091	0	3,940	105,031
Total County Service Area #60	\$201,091	\$0	\$3,940	\$205,031
40831 County Service Area #60 Zone 1				
Designation - General	\$20,982	\$0	\$2,622	\$23,604
40832 County Service Area #60 Zone 2				
Designation - Infrastructure Replacement	\$273,953	\$0	\$0	\$273,953
Designation - General	0	0	83,191	83,191
Total County Service Area #60 Zone 2	\$273,953	\$0	\$83,191	\$357,144
40836 County Service Area #61 Zone 1				
Designation - General	\$13,574	\$5,017	\$0	\$8,557
40837 County Service Area #61 Zone 2				
Designation - General	\$2,453	\$82	\$0	\$2,371
40838 County Service Area #61 Zone 3				
Designation - General	\$15,208	\$0	\$1,877	\$17,085
40839 County Service Area #61 Zone 4				
Designation - General	\$5,481	\$0	\$142	\$5,623
40840 County Service Area #62				
Designation - General	\$10,566	\$339	\$0	\$10,227
40845 County Service Area #63				
Designation - General	\$48,066	\$0	\$8,290	\$56,356
40846 County Service Area #63 Zone 1				
Designation - General	\$30,953	\$0	\$67,873	\$98,826
40847 County Service Area #63 Zone 2				
Designation - Infrastructure Replacement	\$23,057	\$0	\$0	\$23,057
Designation - General	0	0	1,679	1,679
Total County Service Area #63 Zone 2	\$23,057	\$0	\$1,679	\$24,736
40848 County Service Area #63 Zone 3				
Designation - Infrastructure Replacement	\$17,231	\$0	\$0	\$17,231
Designation - General	3,382	0	16,562	19,944
Total County Service Area #63 Zone 3	\$20,613	\$0	\$16,562	\$37,175
40849 County Service Area #63 Zone 4				
Designation - Infrastructure Replacement	\$7,600	\$0	\$0	\$7,600
Designation - General	172,363	0	1,614	173,977
Total County Service Area #63 Zone 4	\$179,963	\$0	\$1,614	\$181,577
40852 County Service Area #63 Zone 6				
Designation - General	\$29,757	\$7,058	\$0	\$22,699

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
40855 County Service Area #65				
Designation - Infrastructure Replacement	\$8,396	\$0	\$0	\$8,396
Designation - General	34,239	24,422	0	9,817
Total County Service Area #65	\$42,635	\$24,422	\$0	\$18,213
40856 County Service Area #65.1				
Designation - Infrastructure Replacement	\$8,016	\$91	\$0	\$7,925
40860 County Service Area #66				
Designation - Infrastructure Replacement	\$2,000	\$0	\$0	\$2,000
Designation - General	5,612	1,370	0	4,242
Total County Service Area #66	\$7,612	\$1,370	\$0	\$6,242
40862 County Service Area #66 Zone 2				
Designation - General	\$3,321	\$0	\$514	\$3,835
40863 County Service Area #66 Zone 3				
Designation - General	\$0	\$0	\$738	\$738
40864 County Service Area #66 Zone 4				
Designation - Infrastructure Replacement	\$613	\$0	\$0	\$613
Designation - General	1,190	0	15,137	16,327
Total County Service Area #66 Zone 4	\$1,803	\$0	\$15,137	\$16,940
40865 County Service Area #67				
Designation - General	\$4,648	\$0	\$172	\$4,820
40866 County Service Area #67 ZN 1				
Designation - General	\$426	\$19	\$0	\$407
40875 County Service Area #69				
Designation - Infrastructure Replacement	\$22,625	\$48	\$0	\$22,577
Designation - General	334	0	0	334
Total County Service Area #69	\$22,959	\$48	\$0	\$22,911
40877 County Service Area #71.3 City Sewer Charges				
Designation - General	\$0	\$0	\$890	\$890
40885 County Service Area #71				
Designation - General	\$58,733	\$0	\$24,082	\$82,815
40886 County Service Area #71 Zone 1				
Designation - General	\$42,194	\$15,013	\$0	\$27,181
40887 County Service Area #71 Zone 2				
Designation - General	\$67,420	\$6,273	\$0	\$61,147
40888 County Service Area #71 Zone 3				
Designation - General	\$232,153	\$96,054	\$0	\$136,099
40890 County Service Area #72				
Designation - General	\$589	\$63	\$0	\$526
40893 County Service Area #71 Zone 5				
Designation - General	\$160,486	\$0	\$18,218	\$178,704
40894 County Service Area #71 Zone 6				
Designation - Infrastructure Replacement	\$1,776	\$211	\$0	\$1,565
40895 County Service Area #71 Zone 7				
Designation - General	\$0	\$0	\$149,290	\$149,290
40896 County Service Area #71 Zone 8				
Designation - General	\$371,943	\$34,319	\$0	\$337,624
40901 County Service Area #71 Zone 9				
Designation - Infrastructure Replacement	\$17,798	\$1,972	\$0	\$15,826
40904 County Service Area #81				
Designation - General	\$13,484	\$1,626	\$0	\$11,858
40906 County Service Area #85				
Designation - Infrastructure Replacement	\$2,746	\$0	\$5,447	\$8,193
40908 County Service Area #71 Zone 10				
Designation - Infrastructure Replacement	\$69,593	\$4,502	\$0	\$65,091

Summary of Provision for Reserves and Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2018	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2018-19	Total Reserves/ Designations for FY 2018-19
40910 County Service Area #87.2				
Designation - General	\$5,801	\$190	\$0	\$5,611
40911 County Service Area #87				
Designation - General	\$13,865	\$0	\$1,015	\$14,880
40913 County Service Area #89				
Designation - Infrastructure Replacement	\$2,149	\$0	\$0	\$2,149
Designation - General	4,264	0	4,429	8,693
Total County Service Area #89	\$6,413	\$0	\$4,429	\$10,842
40914 County Service Area #91				
Designation - Infrastructure Replacement	\$2,974	\$0	\$0	\$2,974
Designation - General	345	0	631	976
Total County Service Area #91	\$3,319	\$0	\$631	\$3,950
40915 County Service Area #92				
Designation - Infrastructure Replacement	\$690	\$0	\$1,402	\$2,092
40916 County Service Area #92 Zone 1				
Designation - General	\$24,490	\$3,401	\$0	\$21,089
40917 County Service Area #92 Zone 2				
Designation - Infrastructure Replacement	\$11,693	\$37	\$0	\$11,656
40918 County Service Area #95 - Construction				
Designation - Infrastructure Replacement	\$49,023	\$2,893	\$0	\$46,130
Designation - General	8,381	8,381	0	0
Total County Service Area #95 - Construction	\$57,404	\$11,274	\$0	\$46,130
40920 County Service Area #94				
Designation - Infrastructure Replacement	\$3,314	\$0	\$0	\$3,314
Designation - General	1,201	0	82	1,283
Total County Service Area #94	\$4,515	\$0	\$82	\$4,597
40921 CSA #94 Zone 1				
Designation - Infrastructure Replacement	\$9,231	\$0	\$17	\$9,248
40922 County Service Area #97 Zone 1				
Designation - Infrastructure Replacement	\$5,147	\$0	\$47	\$5,194
40923 County Service Area #97 Zone 2				
Designation - Infrastructure Replacement	\$27,080	\$0	\$0	\$27,080
Designation - General	88	0	101	189
Total County Service Area #97 Zone 2	\$27,168	\$0	\$101	\$27,269
40925 County Service Area #97				
Designation - Infrastructure Replacement	\$14,608	\$0	\$0	\$14,608
Designation - General	76	0	74	150
Total County Service Area #97	\$14,684	\$0	\$74	\$14,758
40943 County Service Area #89.1				
Designation - General	\$144	\$0	\$877	\$1,021
County Service Areas Subtotal	\$4,172,958	\$336,770	\$569,924	\$4,406,112
Sanitation Districts and Authority				
40313 Ford City-Taft Heights Sanitation Maint. and Operations				
Designation - Capital Projects	\$644,782	\$0	\$212,055	\$856,837
40332 Kern Sanitation Authority				
Designation - Capital Projects	\$2,775,323	\$0	\$1,497,117	\$4,272,440
40491 IHSS Public Authority				
Designation - General	\$767,350	\$46,863	\$0	\$720,487
Sanitation Districts and Authority Subtotal	\$4,187,455	\$46,863	\$1,709,172	\$5,849,764
Special Districts Subtotal	\$8,360,413	\$383,633	\$2,279,096	\$10,255,876
Other Funds Subtotal	\$60,014,554	\$800,379	\$3,843,957	\$63,058,132
Total County Reserves/Designations	\$518,261,941	\$47,597,004	\$59,604,740	\$530,269,677

THIS PAGE INTENTIONALLY LEFT BLANK



Employers' Training Resource - WIOA

Department Head: Ryan J. Alsop

Function: Public Assistance

Fund: Employers' Training Resource – WIOA

Activity: Other Assistance

Budget Unit: 8907

Description of Major Services

The Employers' Training Resource Department (ETR) administers the federal Workforce Innovation and Opportunity Act (WIOA), other U.S. Department of Labor grants, and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, other counties or collaboratives, and the County Department of Human Services. Services are delivered to job seekers and businesses throughout the County via the department's America's Job Centers of California. These Centers are strategically placed throughout the County. Services delivered include job search, supportive services, skills assessment, vocational training, job readiness skills, connection to employers, assisting businesses with outreach services, recruitment efforts and employee retention. In addition, ETR administers the federal WIOA funding for Inyo and Mono counties, although each of these counties operates its own employment and training programs and services.

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB has focused on demand industry sectors and is working with businesses to target these demand occupations and high growth industries. The WIB is comprised of private business representatives, labor organizations, and public sector partners who have been appointed by the County Board of Supervisors.

Summary of Expenditures and Revenue

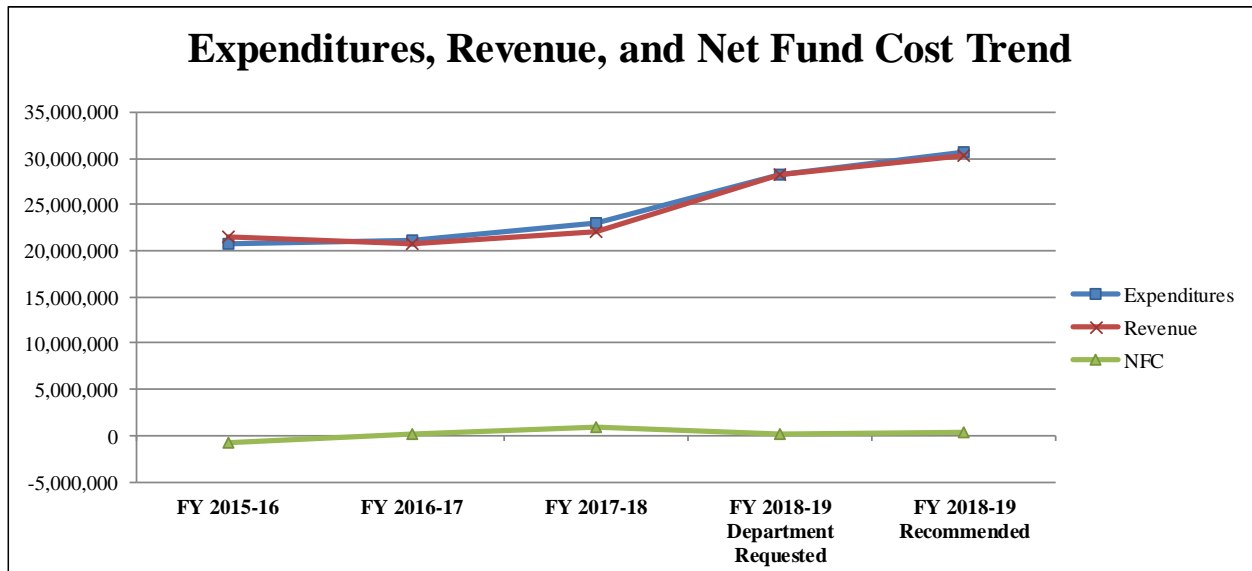
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$2,169	\$10,000	\$8,108	\$10,000	\$10,000	\$20,000
Other Charges	10,137,104	11,877,807	10,393,190	12,937,124	12,937,124	13,564,723
Other Financing Uses	10,915,203	13,810,141	12,587,104	15,359,594	15,149,395	17,090,163
TOTAL EXPENDITURES	\$21,054,476	\$25,697,948	\$22,988,402	\$28,306,718	\$28,096,519	\$30,674,886
REVENUE:						
Use of Money/Property	\$17,410	\$16,000	\$21,478	\$21,333	\$21,333	\$21,333
Intergovernmental	13,414,789	17,969,884	16,027,246	20,558,350	20,348,151	22,750,699
Charges for Services	6,542,282	6,255,984	5,382,476	6,879,743	6,879,743	6,862,303
Miscellaneous	6,613	100	4,542	100	100	100
Non-Revenue Receipts	0	0	0	200	200	200
Other Financing Sources:						
2011 Realignment	858,047	185,000	39,784	143,000	143,000	143,000
ETR - Non-WIOA	0	522,565	522,562	558,329	558,329	558,315
TOTAL REVENUE	\$20,839,141	\$24,949,533	\$21,998,088	\$28,161,055	\$27,950,856	\$30,335,950
NET FUND COST	\$215,335	\$748,415	\$990,314	\$145,663	\$145,663	\$338,936

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget includes \$13.6 million to provide contracts to service providers, individual training accounts, on the job training contracts and other services and assistance to clients. Another \$17 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 \$30.3 million, primarily U.S. Department of Labor WIOA funding, support federal programs administered by ETR. The fund has sufficient reserves and designations to cover the budgeted fund cost for FY 2018-19. The fund balance as of June 30, 2018 is a deficit of \$58,851. The department has a general designation of \$670,115 and anticipates using \$397,787 to cover operations and the deficit in fund balance.

Budget Changes and Operational Impacts

Budgeted resources are sufficient to maintain service levels. The department continuously seeks out additional revenue sources in order to expand or augment services provided. The WIOA funds received by the department cover two fiscal years at a time while many of their smaller grants cross fiscal years. The department budgets the full amount of each grant available, regardless of which fiscal year they will be spent.



Employers' Training Resource Non-WIOA

Department Head: Ryan J. Alsop

Function: Public Assistance

Fund: Emp Training Resource Non-WIOA

Activity: Other Assistance

Budget Unit: 8916

Description of Major Services

The Employers' Training Resource Non-WIOA budget unit provides funding for expenditures within the normal course of business that do not qualify for reimbursement under special grants or federal funding provided by the U.S. Department of Labor.

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$79,218	\$163,400	\$96,147	\$180,000	\$180,000	\$180,000
Other Charges	0	100,000	0	100,000	100,000	100,000
Other Financing Uses	11,399	265,000	64,171	265,000	265,000	265,000
TOTAL EXPENDITURES	\$90,617	\$528,400	\$160,318	\$545,000	\$545,000	\$545,000
REVENUE:						
Use of Money/Property	\$3,443	\$3,400	\$8,130	\$7,500	\$7,500	\$7,500
Charges for Services	61,909	125,000	60,422	150,000	150,000	150,000
Miscellaneous	341,333	182,000	152,308	90,000	90,000	90,000
Other Financing Sources:						
Sale of Assets	0	3,000	0	3,000	3,000	3,000
TOTAL REVENUE	\$406,685	\$313,400	\$220,860	\$250,500	\$250,500	\$250,500
NET FUND COST	(\$316,068)	\$215,000	(\$60,542)	\$294,500	\$294,500	\$294,500

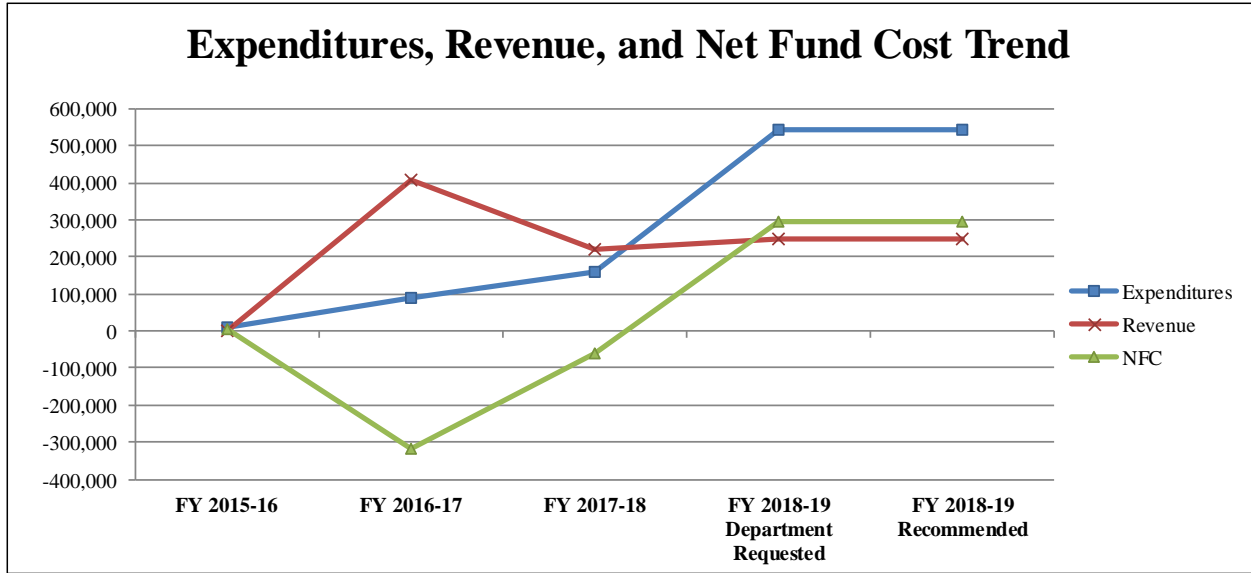
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Services and supplies of \$180,000 and other charges of \$100,000 are estimated to be adequate to cover expenditures that may arise through the normal course of business that will not qualify for reimbursement under special grants or federal funding provided by the U.S. Department of Labor.

Budget Changes and Operational Impacts

The recommended budget provides sufficient funding to administer and operate the non-WIOA programs in the County. Operating transfers in the amount of \$265,000 reimburse expenditures incurred in the department's operating budget units 5923 Administration and 8907 Employers' Training Resource – WIOA, for which federal funding is not available. Increases to charges for services revenue and corresponding services and supplies expenditures are primarily from the food service training program that is anticipated to generate increased cafeteria sales. The fund balance at June 30, 2018 is \$275,541, all of which will be budgeted in FY 2018-19. In addition, the use of \$18,959 of general designation is included in the recommended budget for operations.

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. The Community Development Division of the Planning and Natural Resources department administers the program.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,107,472	\$0	\$1,328,858	\$1,333,858	\$1,849,805
Services and Supplies	2,790,998	5,666,583	853,670	4,622,989	4,622,989	4,456,811
Other Charges	119,000	122,037	122,037	75,615	75,615	158,122
Other Financing Uses	3,291,588	2,400,862	3,665,893	3,767,744	3,762,744	3,696,412
TOTAL EXPENDITURES	\$6,201,586	\$9,296,954	\$4,641,600	\$9,795,206	\$9,795,206	\$10,161,150
REVENUE:						
Intergovernmental	\$6,207,688	\$9,201,954	\$4,222,596	\$9,790,206	\$9,790,206	\$10,758,763
Miscellaneous	91,457	90,000	0	0	0	0
Other Financing Sources:						
CD - Home Investment Trust	0	5,000	0	5,000	5,000	5,000
TOTAL REVENUE	\$6,299,146	\$9,296,954	\$4,222,596	\$9,795,206	\$9,795,206	\$10,763,763
NET FUND COST	(\$97,560)	\$0	\$419,004	\$0	\$0	(\$602,613)

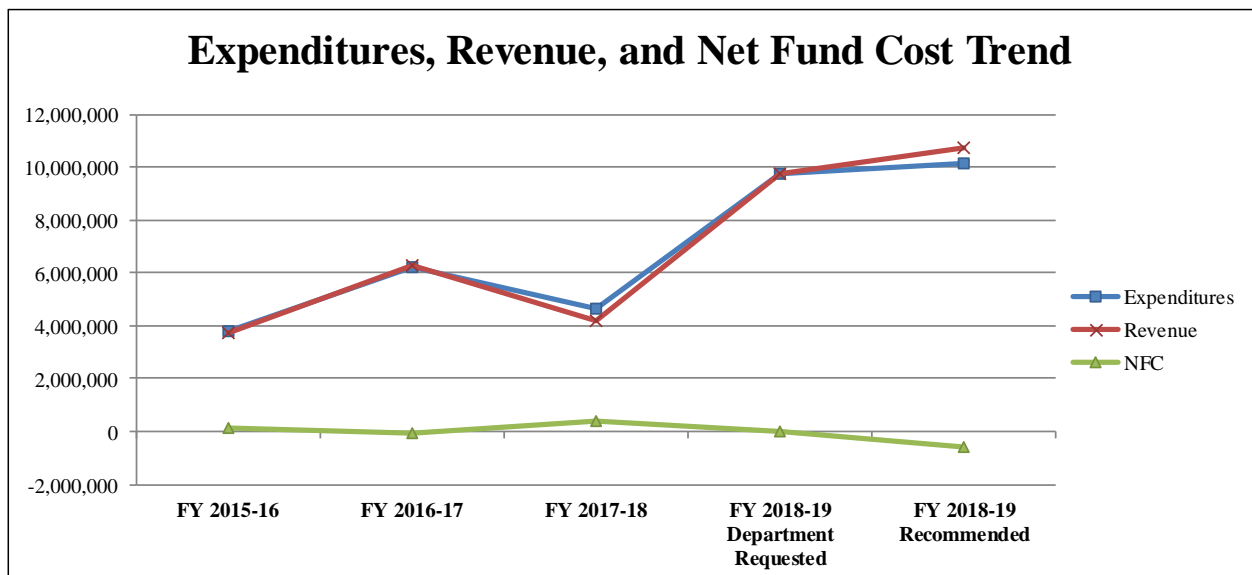
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The recommended budget includes revenue of \$10.7 million, all of which will be appropriated to fund projects meeting requirements of the federal grant. Other financing uses include reimbursement to Community Development for the administration of the program. There is no cost to the General Fund. Funding to assist in meeting public safety needs in three specifically qualified County areas is included in the recommended budget.

Budget Changes and Operational Impacts

The recommended budget establishes funding to support the Community Development Block Grant Program pursuant to the Housing and Community Development Act. Some of the projects approved by both the Board of Supervisors and HUD for FY 2018-19 are:

- *North Chester Sidewalk Improvements (Phase II):* Construction to complete sidewalk improvements.
- *East Bakersfield Boys and Girls Club Kitchen Renovation:* Design and construction of kitchen improvements.
- *Rexland Acres Community Sidewalk Improvements (Phase II):* Design, engineering, acquisition and installation of pedestrian and bicycle safety improvements.
- *City of Ridgecrest:* Design and construction of American’s with Disabilities Act compliant curb, drive approaches, accessibility ramps, asphalt patches, and related improvements.
- *City of Shafter:* Design and construction of community pool improvements.
- *South Taft Asher Avenue:* Design and construction of sidewalk improvements.
- *City of Tehachapi - Northside:* Design and construction of additional curb, gutter, sidewalk, curb ramps, drive approaches and related neighborhood improvements.
- *Boron Avenue Street Improvements:* Design and construction of street improvements.
- *Bakersfield ARC Facility Improvements:* Purchase tire recycling machinery (equipment) under Economic Development provisions.
- *California Infrastructure Bank Loan Payment:* Loan payment for the construction of street drainage improvements in unincorporated East Bakersfield.



Economic Development – Revolving Loan Program

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: CD-ED Revolving Loan

Activity: Other Assistance

Budget Unit: 8921

Description of Major Services

The U.S. Economic Development Administration provided funds to establish the Economic Development Revolving Loan Program. The loans provide qualified 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
TOTAL EXPENDITURES	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
NET FUND COST	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349

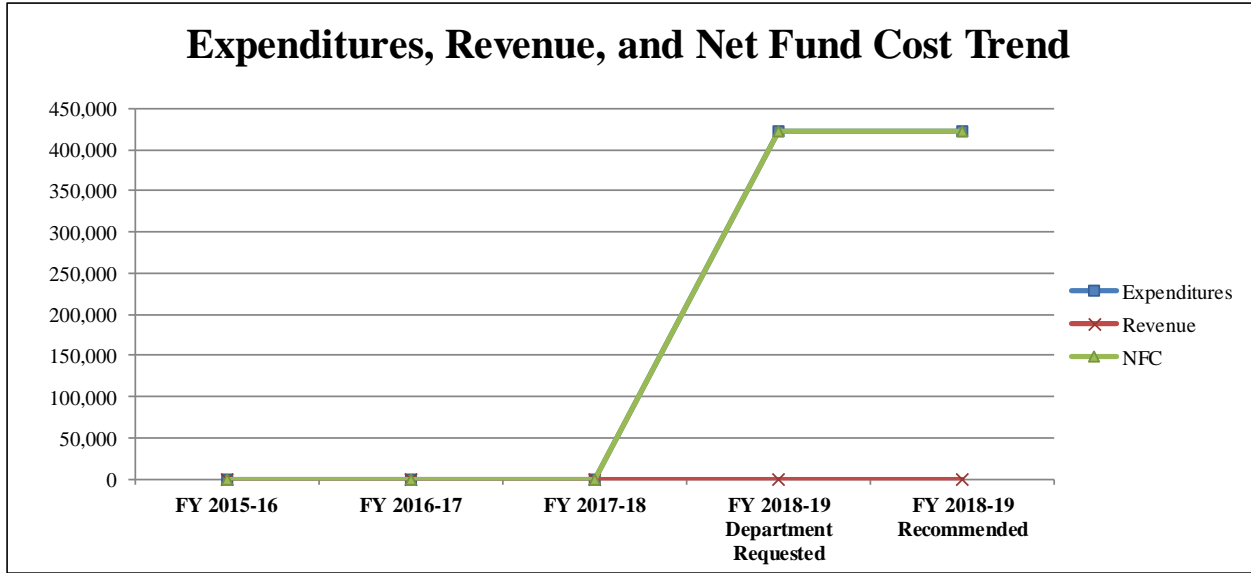
Major Expenditures and Revenue in FY 2018-19 Recommended Budget

All budgeted appropriations are established to ensure funding is available for qualifying applicants. The fund balance available at June 30, 2018 is \$422,349, which has been utilized to establish spending authority in order to provide funding to eligible businesses. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

Although there has been no activity in prior years, the recommended budget continues to establish spending authority in order to fund projects should an eligible business apply to the program for funding.

CD Grant Programs



Emergency Solutions Grant Program

Department Head: Lorelei H. Oviatt
 Fund: CD-Emergency Solutions Grant
 Budget Unit: 8932

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Emergency Solutions Grant Program (ESG) under the McKinney-Vento Homeless Assistance Act as amended by the Mortgage Foreclosures and Enhance Mortgage Credit Availability Act. Funds are used to provide emergency shelter services or facilities for homeless people and to assist people to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The Community Development Division of Planning and Natural Resources department administers the program.

CD Grant Programs

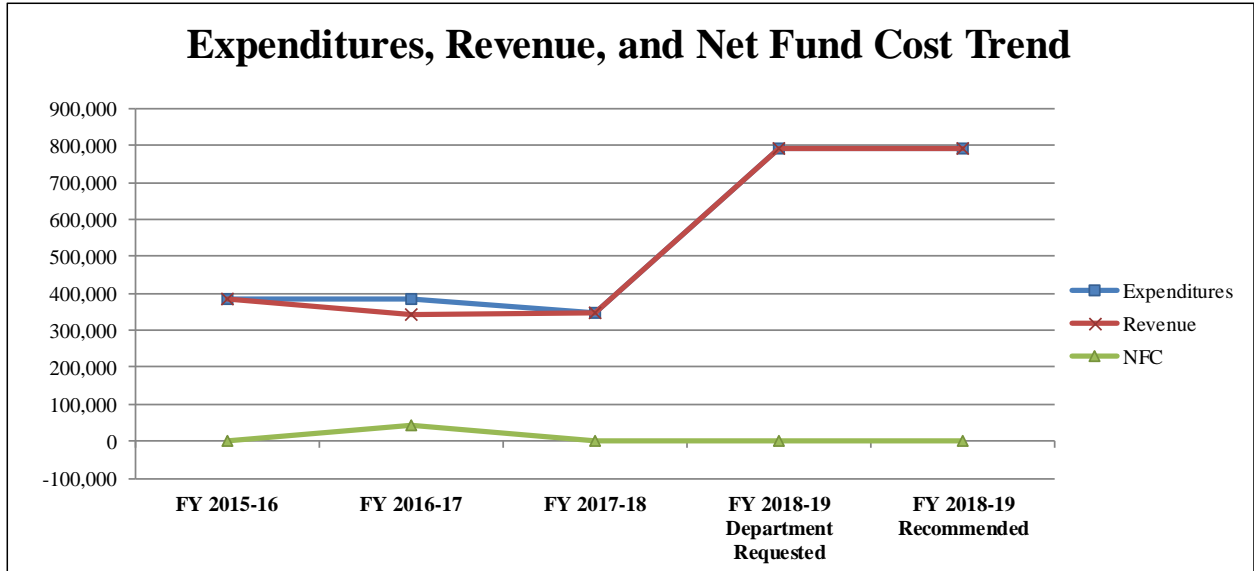
Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$363,915	\$751,955	\$303,576	\$712,681	\$712,681	\$738,923
Other Financing Uses	21,168	73,566	42,681	81,059	81,059	54,582
TOTAL EXPENDITURES	\$385,083	\$825,521	\$346,257	\$793,740	\$793,740	\$793,505
REVENUE:						
Intergovernmental	\$342,593	\$830,521	\$347,423	\$793,740	\$793,740	\$793,505
TOTAL REVENUE	\$342,593	\$830,521	\$347,423	\$793,740	\$793,740	\$793,505
NET FUND COST	\$42,490	(\$5,000)	(\$1,166)	\$0	\$0	\$0

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of expenditures in this budget unit are used to provide emergency shelter services and to assist people experiencing homelessness to regain stability in permanent housing. A total of \$54,582 is budgeted for administration of this federal grant program. This program has no cost to the General Fund.

Budget Changes and Operational Impacts

The recommended budget reflects an increase of \$447,248 in funding over FY 2017-18 actual expenditures. The increase in appropriations is offset by an increase in revenue for the same amount. This increase is primarily due to the department having \$399,871 in prior year carry forward grant funding allocations from the U.S. Department of Housing and Urban Development. A challenge in expending each year’s full allocation is that a sub-recipient must provide matching funds prior to being awarded a grant.



Neighborhood Stabilization Program

Department Head: Lorelei H. Oviatt
 Fund: CD-NSP Grant
 Budget Unit: 8933

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The U.S. Department of Housing and Urban Development provided funds for the Neighborhood Stabilization Program (NSP) for stabilizing communities that have suffered from foreclosures and abandonment. NSP refers to funds authorized under Division B, Title III of the Housing and Economic Recovery Act of 2008, which provided NSP grants to states and selected local governments on a formula basis. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The Community Development Division of the Planning and Natural Resources department administers the program.

CD Grant Programs

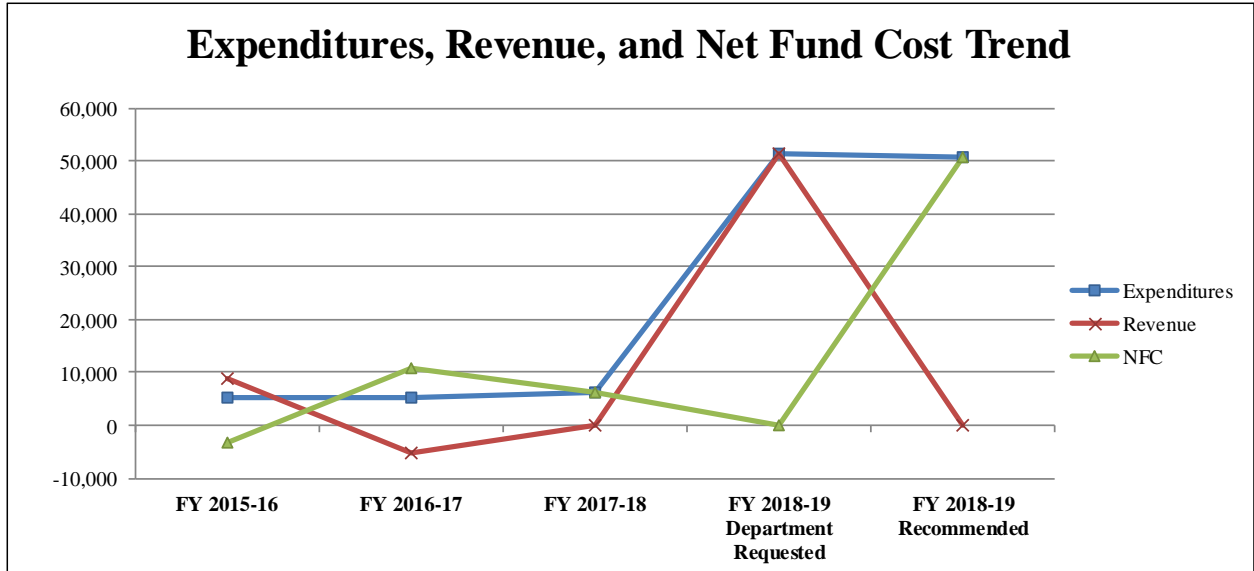
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Other Financing Uses	\$5,309	\$57,152	\$6,363	\$51,340	\$51,340	\$50,919
TOTAL EXPENDITURES	\$5,309	\$57,152	\$6,363	\$51,340	\$51,340	\$50,919
REVENUE:						
Intergovernmental	(\$5,373)	\$0	\$131	\$51,340	\$0	\$0
TOTAL REVENUE	(\$5,373)	\$0	\$131	\$51,340	\$0	\$0
NET FUND COST	\$10,682	\$57,152	\$6,232	\$0	\$51,340	\$50,919

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

This program will utilize fund balance at June 30, 2018 of \$50,919 for operations in FY 2018-19.

Budget Changes and Operational Impacts

The FY 2018-19 recommended budget utilizes the full \$50,919 of fund balance available at June 30, 2018 to continue stabilization efforts in communities that have suffered from foreclosure and abandonment.



Community Development Home Investment Trust

Department Head: Lorelei H. Oviatt

Function: Public Assistance

Fund: CD-Home Investment Trust

Activity: Other Assistance

Budget Unit: 8936

Description of Major Services

The U.S. Department of Housing and Urban Development provides funds for the Home Investment Partnership Program through grants that must be used for eligible activities and projects, such as expanding the supply of decent, safe, sanitary and affordable housing; strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing; and extending and strengthening partnerships between all levels of government and the private sector. The Community Development Division of the Planning and Natural Resources department administers the program.

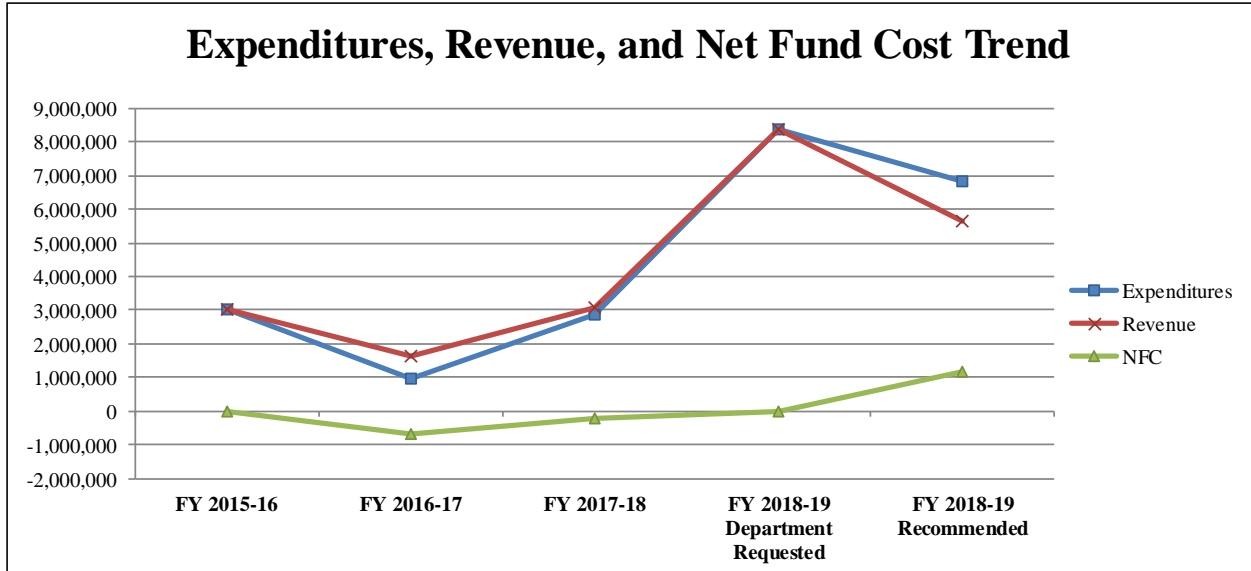
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,490,857	\$0	\$1,457,632	\$1,457,632	\$1,602,381
Services and Supplies	829,471	6,095,275	2,652,437	6,776,373	6,776,373	4,993,055
Other Financing Uses	144,472	153,652	217,501	134,803	134,804	240,914
TOTAL EXPENDITURES	\$973,943	\$7,739,784	\$2,869,938	\$8,368,808	\$8,368,809	\$6,836,350
REVENUE:						
Intergovernmental	\$744,104	\$6,412,399	\$3,081,576	\$8,368,808	\$8,368,809	\$5,647,328
Miscellaneous	903,777	350,000	(1)	0	0	0
TOTAL REVENUE	\$1,647,881	\$6,762,399	\$3,081,575	\$8,368,808	\$8,368,809	\$5,647,328
NET FUND COST	(\$673,938)	\$948,185	(\$211,637)	\$0	\$0	\$1,189,022

Major Expenditures and Revenue in FY 2018-19 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 recommended budget includes approximately \$5 million for projects consistent with the HOME Investment Partnerships Program and includes rehabilitation projects and projects associated with community housing development organizations. In addition, \$1.6 million is being set in appropriation for contingencies. Intergovernmental revenue of \$5.6 million along with \$1.2 million of fund balance provide funding for FY 2018-19 that exceeds FY 2017-18 actual by \$2.6 million in anticipation of the completion of current projects.



Emergency Solutions Program

Department Head: Lorelei H. Oviatt
 Fund: CD-Emergency Solutions
 Budget Unit 8937

Function: Public Assistance
 Activity: Other Assistance

Description of Major Services

The State of California Department of Housing and Community Development administers the Emergency Solutions Program with funding received from the U.S. Department of Housing and Urban Development. Funding is provided to local agencies to engage homeless individuals and families living on the streets; improve the number and quality of emergency shelters for homeless help operate these shelters; provide essential services to shelter residents; rapidly re-house homeless individuals and families and prevent families and individuals from becoming homeless.

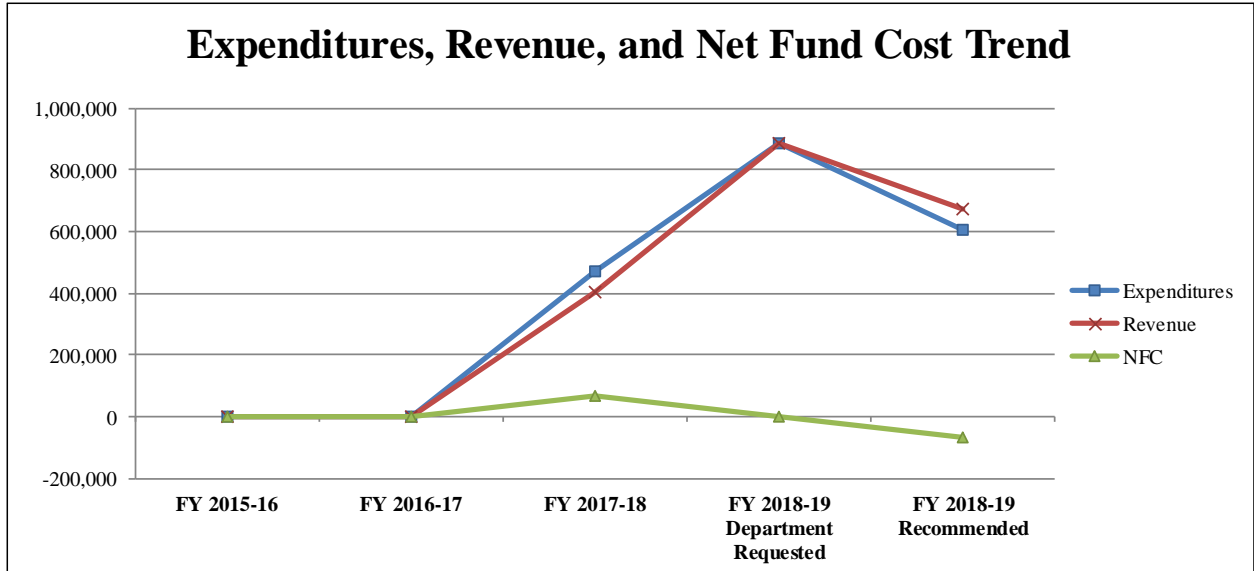
Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$508,707	\$454,146	\$875,785	\$875,785	\$586,855
Other Financing Uses	0	14,398	14,398	8,677	8,677	20,414
TOTAL EXPENDITURES	\$0	\$523,105	\$468,544	\$884,462	\$884,462	\$607,269
REVENUE:						
Intergovernmental	\$0	\$523,105	\$401,561	\$884,462	\$884,462	\$674,211
TOTAL REVENUE	\$0	\$523,105	\$401,602	\$884,462	\$884,462	\$674,211
NET FUND COST	\$0	\$0	\$66,942	\$0	\$0	(\$66,942)

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

This program began implementation in FY 2017-18. The majority of the revenue received will be distributed for homeless prevention, rapid rehousing, street outreach, and allocations to community partners to provide services to homeless individuals and families. A total of \$20,414 is allocated to the administration of this program.

Budget Changes and Operational Impacts

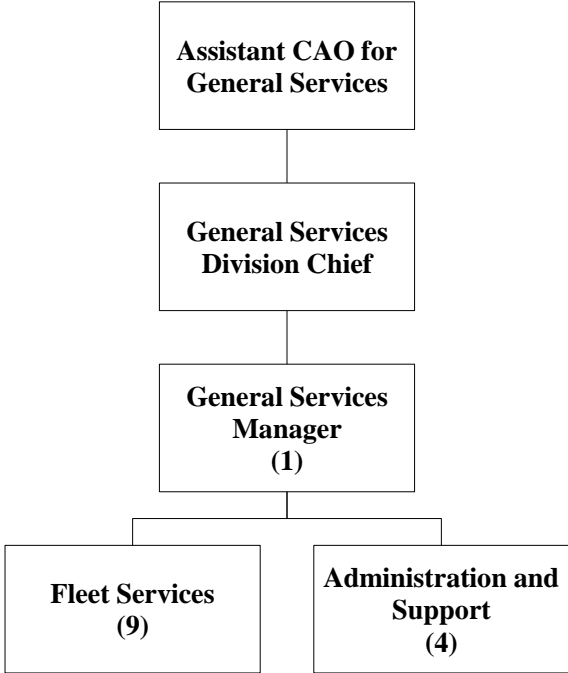
Available federal revenue is estimated at \$674,211, of which \$607,269 will be appropriated in FY 2018-19 to be used to provide services to homeless individuals and families. The remaining will be used to offset a negative fund balance of \$66,942 at June 30, 2018.



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 2016-17 and 2017-18 Accomplishments

- Earned a Blue Seal of Excellence Recognition from the National Institute for Automotive Service Excellence.
- Fleet Services had a ratio of 144:1 vehicles per mechanic compared to the industry average ratio of 75:1.
- Fleet Services tracked vehicle warranties, saving approximately \$103,000 per year in repairs to County Vehicles.
- Fleet Services maintained over 650 telemetric tracking systems in County vehicles.
- Fleet Services completed an average of 286 work orders per month.

Garage

Department Head: Ryan J. Alsop
 Fund: General Services Garage
 Budget Unit: 8950

Function: Internal Service Fund
 Activity: Other General

Description of Major Services

The Garage administers and maintains vehicles assigned to County departments and is managed by the General Services Division of the County Administrative Office. Services provided include vehicle maintenance including lubrication, steam cleaning and vehicle washing. Vehicle repairs include body and engine repair and overhaul, special body fabrication and brake services. Funding requirements for purchasing replacement and additional vehicles are included in this budget unit.

To provide flexibility in addressing departments' needs, the Garage offers vehicle maintenance services under three different plans. In Plan 1, the Garage owns the vehicle and provides full-service maintenance and replacement. In Plan 2, full-service maintenance is provided, but County departments own and replace the vehicle. In Plan 3, maintenance is provided to department-owned vehicles on a time-and-materials basis. Also, due to the on-going fiscal constraints facing departments, the Garage has a "Modified Plan 1" option to better assist departments that have experienced budget reductions. This option allows departments to defer purchase of replacement vehicles and extend service for existing vehicles at a reduced cost.

Internal Service Fund

Summary of Expenses and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$958,792	\$1,246,911	\$920,502	\$1,128,712	\$1,128,712	\$1,133,018
Services and Supplies	1,058,133	1,295,805	1,076,530	1,067,798	1,067,798	1,067,798
Other Charges	1,084,975	1,037,124	1,008,996	1,015,072	1,015,072	1,015,072
Capital Assets	1,141,292	242,211	141,057	734,150	734,150	734,150
TOTAL EXPENSES	\$4,243,192	\$3,822,051	\$3,147,085	\$3,945,732	\$3,945,732	\$3,950,038
REVENUE:						
Use of Money/Property	\$56,767	\$30,000	\$71,593	\$35,000	\$35,000	\$35,000
Charges for Services	3,662,317	3,955,185	3,863,371	3,307,580	3,307,580	3,307,580
Miscellaneous	348,342	171,273	232,488	29,010	29,010	29,010
Non-Revenue Receipts	900,963	1,000,000	971,722	1,000,001	1,000,001	1,000,001
Other Financing Sources:						
Sales of Assets	55,851	39,830	61,000	24,000	24,000	24,000
TOTAL REVENUE	\$5,024,240	\$5,196,288	\$5,200,174	\$4,395,591	\$4,395,591	\$4,395,591
INCR./(DECR.) IN RETAINED EARNINGS	\$781,048	\$1,374,237	\$2,053,089	\$449,859	\$449,859	\$445,553

Major Expenses and Revenue in FY 2018-19 Recommended Budget

Major expenses for the division include new vehicle purchases for customer departments and the supplies needed to service the vehicles. Remaining expenses cover the staffing needed to service

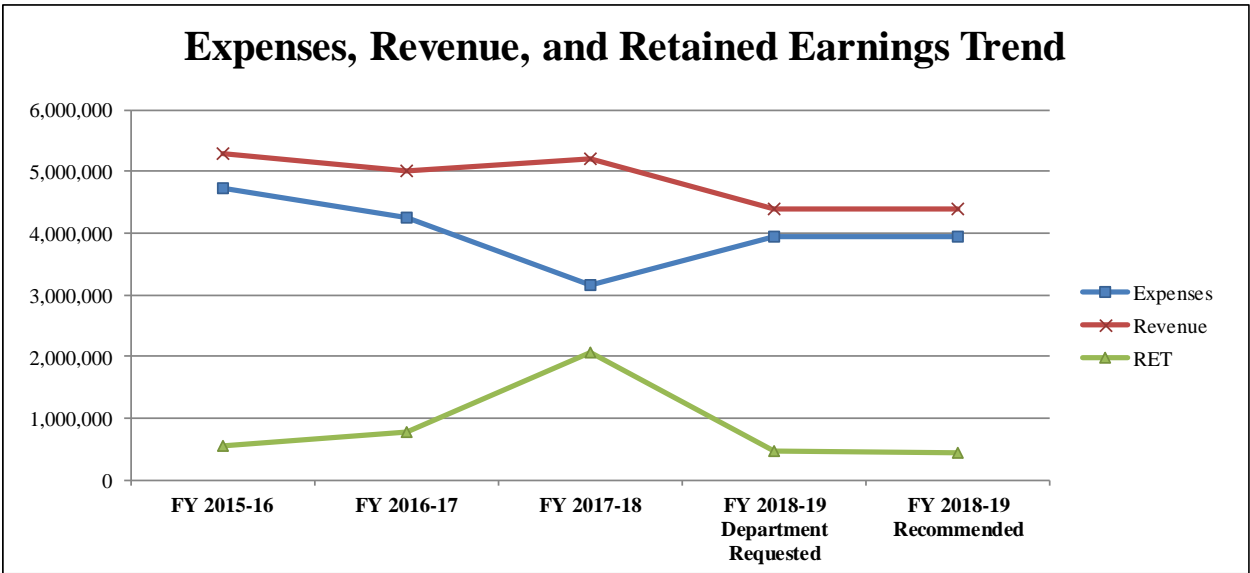
customer vehicles and respond to service requests. Revenue for the department is primarily derived from charges to departments for vehicle purchases and services provided.

Budget Changes and Operational Impacts

The recommended budget includes the purchase of 21 vehicles at a cost of \$722,150. During FY 2017-18 the division purchased comparatively less vehicles, which accounts for the variance in capital assets expenses. Budgeted changes in charges for services revenue are primarily due to the transition of approximately 100 vehicles to a pilot program with Enterprise Rental Services. If the pilot program is successful, the division will assess moving additional vehicles to the program. The transition of additional vehicles to the program is anticipated to generate an overall savings countywide. Expenses within the Garage Internal Service Fund would be adjusted to match any change in service levels.

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, 2018 was a deficit of \$2.3 million due to the inclusion of approximately \$4.3 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, 2018 was \$2 million. A transfer of \$1.5 million is budgeted to the vehicle replacement. A retained earnings balance of \$979,869, and a vehicle replacement designation balance of \$7 million are anticipated for June 30, 2019. The division is working to increase the balance of the vehicle replacement designation closer to the total market replacement value of the fleet.

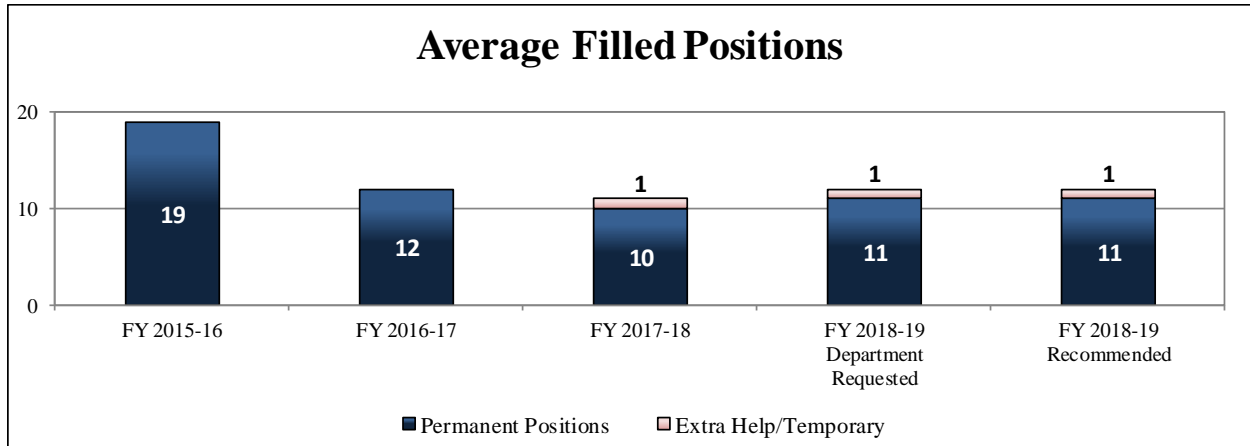
Internal Service Fund



Staffing Changes and Operational Impacts

No position additions or deletions are included in the recommended budget. The division intends to hold vacant and unfunded two (2) Automotive Mechanic I/II/Sr. positions and one (1) Fleet Services Supervisor position, at an annual savings of approximately \$360,000.

Internal Service Fund



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	19	12	10	11	11
Extra Help/Temporary	0	0	1	1	1
Total Positions	19	12	11	12	12
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	19	11	9	N/A	N/A
Extra Help/Temporary (FTE)	0	0	1	N/A	N/A
Total Positions	19	11	10	N/A	N/A
SALARIES & BENEFITS	\$1,756,683	\$958,792	\$920,502	\$1,128,712	\$1,133,018

Summary of Authorized Positions

The division has 14 authorized permanent positions, of which 11 have been budgeted to be filled during FY 2018-19 as indicated below.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Administration and Support	5	0	0	5	4	1	5
Fleet Services	9	0	0	9	7	2	9
Total	14	0	0	14	11	3	14

Administration and Support		Fleet Services	
<u>Classification</u>		<u>Classification</u>	
1	General Services Manager	7	Automotive Mechanic I/II/Sr.
2	Fleet Services Supervisor	2	Automotive Service Worker I/II
1	Auto Parts Storekeeper I/II	9	Requested Total
1	Light Vehicle Driver		
5	Requested Total		

Internal Service Fund

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Average percentage of fleet available on a daily basis	96%	91%	95%	97%	95%

With a ratio of vehicles to technicians at an above average level of 138:1, the division was able to meet its goal for fleet availability in FY 2017-18.

Objective: Automotive technicians are at a productivity level of 90% or greater.

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Percentage of productive hours of total paid hours	90%	90%	90%	90%	90%

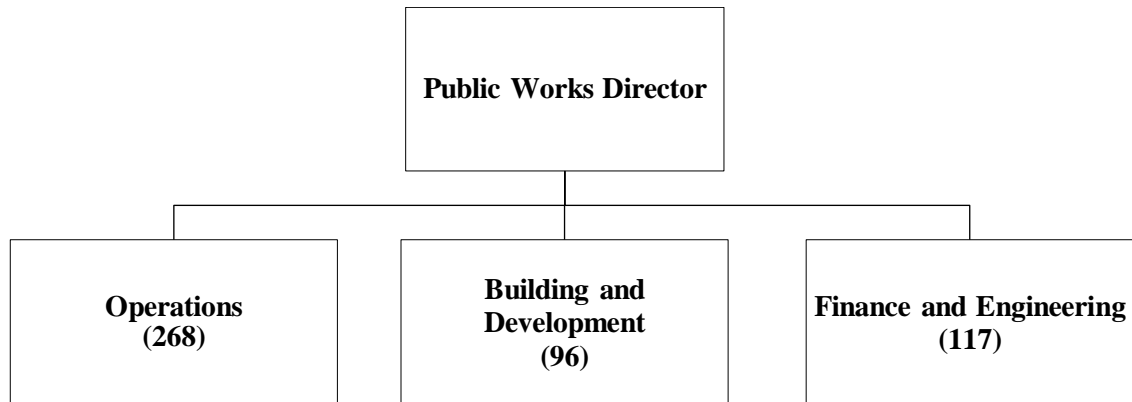
Measuring productive hours provides valuable information to determine the number of technicians required to perform all maintenance and repair tasks in meeting the needs of the fleet; and calculate repair labor rates. The division technicians have exceeded the industry standard of 75% to 80%.

Internal Service Fund

Mission Statement

To provide public infrastructure, facilitate development, and deliver services that protect and enhance the lives of the people of Kern County.

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- In FY 2016-17, completed 38 road, waste and wastewater projects totaling \$31.5 million.
- Scoped, estimated and submitted applications for 27 congestion mitigation air quality projects totaling \$40.6 million and seven (7) regional surface transportation projects totaling \$12.5 million in funding.
- Completed various federally funded road projects of more than \$36 million and locally funded road projects of more than \$2 million.
- Implemented paperless plans and specifications for all construction projects.
- Worked with PG&E to upgrade 4,000 streetlights to LED bulbs, reducing costs to residents.
- Conducted public workshops and hearings to adopt the 2016 California Building Standards Code and conducted public training to the building industry on the new code requirements.
- Reviewed, issued and inspected several large projects, such as the new County Jail Facility, utility-scale solar projects, commercial greenhouses and commercial egg-laying facilities.
- Performed damage assessments on over 300 parcels and provided recovery information and support in response to the Erskine fire, facilitated the acquisition and installation of 27 manufactured housing units to the Erskine fire victims.
- Disposed of 28,850 tons of fire debris from the Erskine fire in coordination with the California Governor's Office of Emergency Services which required special safety and handling precautions.
- Installed a pedestrian activated rectangular rapid flashing beacon at the existing crosswalk on SR 184 at Eucalyptus Drive near Foothill High School.
- Implemented electronic document review and on-line permitting for building permits.
- Began the Community Development funded wastewater treatment plant improvement at Lake Isabella Reeder Tract.

Internal Service Fund

Public Works

Department Head: Craig Pope

Fund: Public Works

Budget Unit: 8954

Function: Internal Service Fund

Activity: Public Ways

Description of Major Services

The Public Works Internal Service Fund was established to facilitate the reorganization of the Roads, Kern Regional Transit, Waste Management, Development 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 three categories: Finance and Engineering, Operations, and Building and Development.

Internal Service Fund

	Summary of Expenditures and Revenue					
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$42,835,676	\$52,255,231	\$43,447,345	\$54,481,980	\$54,481,980	\$56,601,794
Services and Supplies	7,939,617	8,527,365	7,834,279	7,719,997	7,719,997	8,119,997
Other Charges	0	820,095	820,095	1,078,305	1,078,305	1,096,305
Capital Assets	26,989	44,445	49,348	49,543	49,543	49,543
Other Financing Uses	4,000,000	6,421,215	6,421,215	6,421,215	6,421,215	6,421,215
TOTAL EXPENDITURES	\$54,802,282	\$68,068,351	\$58,572,282	\$69,751,040	\$69,751,040	\$72,288,854
REVENUE:						
Use of Money/Property	\$38,138	\$10,000	\$40,723	\$10,000	\$10,000	\$10,000
Intergovernmental	0	0	0	0	0	400,000
Charges for Services	49,704,572	61,635,136	53,739,818	63,317,825	63,317,825	65,437,639
Miscellaneous	1,859	0	46,494	0	0	0
Other Financing Sources						
Non-Revenue Receipts	0	2,000	2,000	2,000	2,000	20,000
Community Development Program	266,420	0	0	0	0	0
General Fund Contribution	4,997,910	6,421,215	6,421,215	6,421,215	6,421,215	6,421,215
TOTAL REVENUE	\$55,008,899	\$68,068,351	\$60,250,250	\$69,751,040	\$69,751,040	\$72,288,854
INCR./(DECR.) IN RETAINED EARNINGS	\$206,617	\$0	\$1,677,968	\$0	\$0	\$0

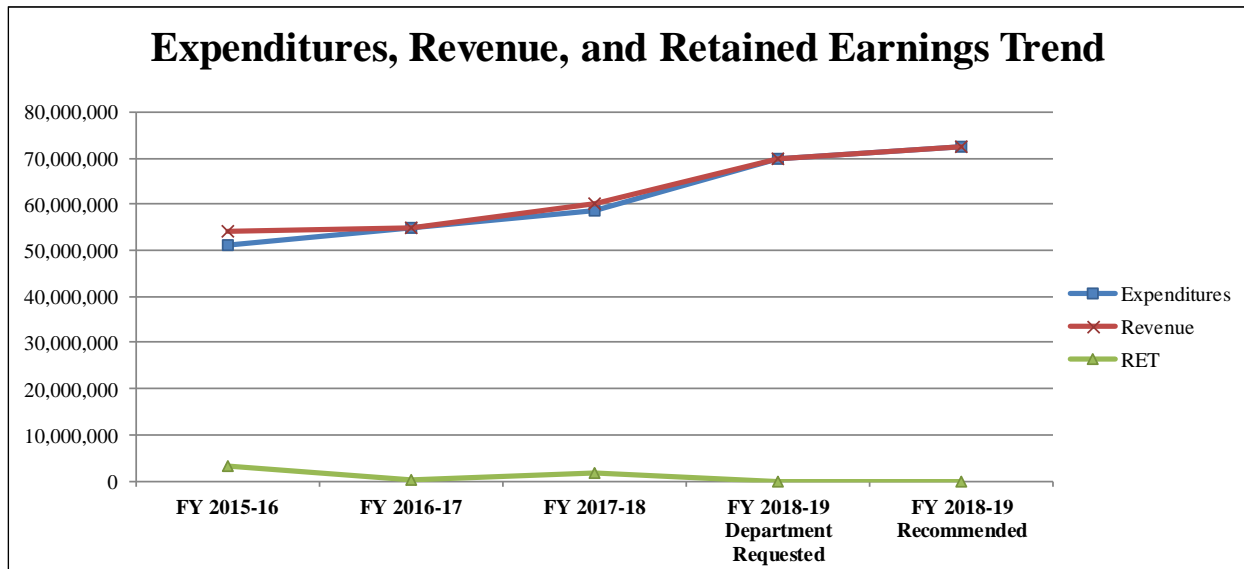
Major Expenses and Revenue in FY 2018-19 Recommended Budget

A majority of appropriations in this fund will be used for salaries and benefits that will be reimbursed from the appropriate budget units. The department operates a maintenance facility for department vehicles and heavy equipment, the labor and materials for this function are budgeted within the Internal Service Fund in the amount of \$5.2 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 \$6.4 million contribution will be passed through to the Road Fund for countywide road maintenance. The contribution to the Road Fund is consistent with the funding requirements of the Road Repair and Accountability Act of 2017 mandating a contribution to the Roads Fund of no less than the annual average of the County’s General Fund expenditures for street, road and highway purposes during FY 2009-10, 2010-11, and 2011-12. The department has budgeted to receive \$60 million in labor reimbursements and \$5.2 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, 2018 is \$3.6 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

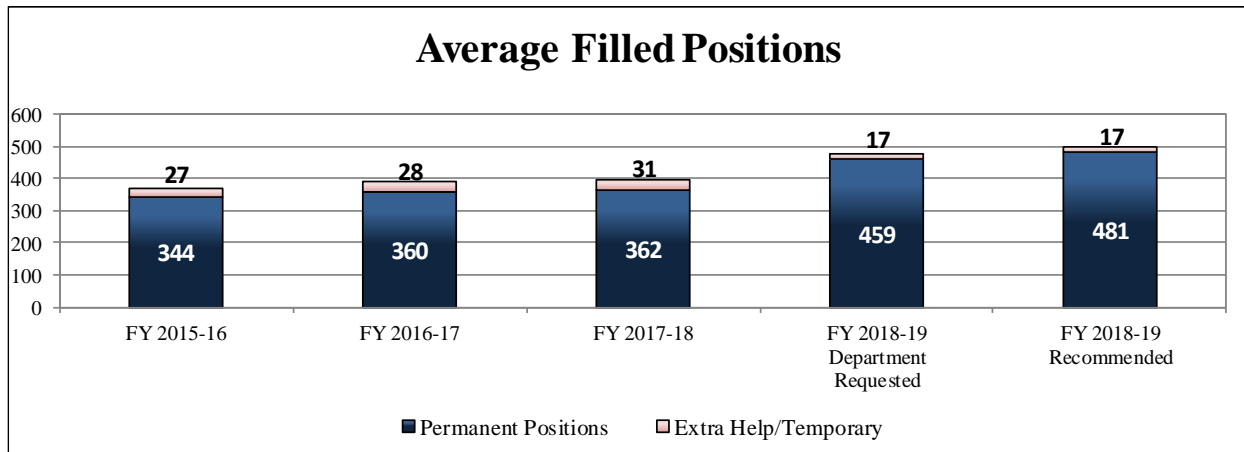
Staffing Changes and Operational Impacts

The recommended budget includes a reorganization of the Public Works Department for the continued effort to increase efficiency and improve service delivery. The reorganization will eliminate the Finance and Maintenance division to better consolidate all administrative, engineering, accounting, and finance functions within the Administration and Engineering division, and all road, waste, and transit functions within Operations.

Consistent with the County’s recycling and organic diversion strategies, the recommended budget includes the expansion of solid waste diversion within the operations division and the addition of fifteen positions. The positions will be utilized in order to meet the County’s strategic goals and recycling and diversion requirements set by California state regulatory requirements. The additional labor costs will be reimbursed by the Solid Waste Enterprise Fund.

The recommended budget includes 481 authorized positions after the deletion of two (2) Engineer I/II/III/III-C positions, one (1) Fiscal Support Technician position, two (2) Senior Office Services Specialist positions, and the additions of one (1) Public Works Manager position, one (1) Senior Engineering Manager position, one (1) Safety Specialist position, one (1) Marketing and Promotions Coordinator position, five (5) Waste Management Technician I/II positions, one (1) Waste Management Supervisor position, one (1) Waste Management Specialist I/II/III position, one (1) Waste Management Support Supervisor position, five (5) Waste Management Aide I/II/III positions, one (1) Accountant I/II/III position, two (2) Office Services Technician positions, two (2) Office Services Specialist positions, one (1) Utility Worker position, two (2) Supervising Road Maintenance Worker II positions, one (1) Heavy Equipment Mechanic position, and one (1) Supervising Heavy Equipment Mechanic position for an estimated annual cost of \$2,995,048.

Internal Service Fund



4-Year Staffing Trend

	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	344	360	362	459	481
Extra Help/Temporary	27	28	31	17	17
Total Positions	371	388	393	476	498
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	351	372	367	N/A	N/A
Extra Help/Temporary (FTE)	25	31	36	N/A	N/A
Total Positions	376	403	403	N/A	N/A
SALARIES & BENEFITS	\$41,722,467	\$42,835,676	\$43,447,345	\$54,481,980	\$56,601,794

Summary of Authorized Positions

The department currently has 459 authorized permanent positions. The recommended budget includes 481 permanent positions of which 479 have been budgeted to be filled during FY 2018-19 as indicated below. The department will hold one (1) Code Compliance Officer position and one (1) Engineering Manager position vacant and unfunded.

Division	Authorized	Additions	Deletions	Requested		Total
				Filled	Vacant	
Finance & Engineering	113	7	(3)	117	117	0
Operations	249	19	0	268	268	0
Building & Development	97	1	(2)	96	94	2
Total	459	27	(5)	481	479	2

Operations	Building & Development	Finance & Engineering
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
2 Assistant Director	1 Director of ESPS	1 Director of Public Works
3 Public Works Manager	1 Senior Engineering Manager	1 Public Works Manager
4 Engineering Manager	3 Engineering Manager	1 Human Resources Manager
2 Administrative Coordinator	1 Administrative Coordinator	1 Senior Engineering Manager
4 Supervising Engineer	1 Housing Rehab Program Supervisor	2 Engineering Manager
8 Engineer I/II/III/III-C	5 Supervising Engineer	1 Sr. Admin. & Fiscal Services Officer
5 Engineering Technician I/II/III/III-C	14 Engineer I/II/III/III-C	2 Special Projects Manager
1 Engineering Support Supervisor	1 GIS Specialist	1 Administrative Services Officer
4 Engineering Aide I/II/III	13 Engineering Technician I/II/III/III-C	1 Business Manager
1 Building Plans Technician	1 Code Compliance Supervisor	6 Administrative Coordinator
27 Waste Management Tech I/II	7 Code Compliance Officer	1 Contracts Administration Asst
3 Waste Management Supervisor	1 Engineering Support Supervisor	1 Planner I/II/III
12 Waste Management Specialist I/II/III	8 Engineering Aide I/II/III	2 Supervising Engineer
7 Waste Management Support Supervisor	1 Principal Building Inspector	12 Engineer I/II/III/III-C
20 Waste Management Aide I/II/III	3 Supervising Building Inspector-C	1 GIS Technician I/II
1 Warehouse Supervisor	17 Building Inspector-C	12 Engineering Technician I/II/III
2 Auto Parts Storekeeper I/II	2 Building Inspector Specialist-C	1 Code Compliance Officer
1 Senior Office Services Specialist	6 Building Plans Technician	1 Engineering Support Supervisor
2 Office Services Specialist	1 Fiscal Support Technician	9 Engineering Aide I/II/III
2 Office Services Technician	1 Senior Office Services Specialist	2 Waste Management Specialist I/II/III
2 Supervising Disposal Site Gate Attendant	7 Office Services Technician	6 Accountant I/II/III
24 Disposal Site Gate Attendant	2 Office Services Assistant	1 Contract Administrator
2 Road Superintendent	97 Current Total	2 Fiscal Support Supervisor
11 Supervising Road Maintenance Worker II	<u>Additions/Deletions</u>	8 Fiscal Support Specialist
1 Supervising Road Maintenance Worker I	1 Senior Engineering Manager	7 Fiscal Support Technician
28 Road Maintenance Worker III/III-C	(2) Engineer I/II/III/III-C	1 Senior Human Resources Specialist
50 Road Maintenance Worker I/II	96 Requested Total	1 Office Services Coordinator
1 Equipment Maintenance Superintendent		2 Senior Office Services Specialist
15 Heavy Equipment Mechanic		2 Office Services Technician
1 Supervising Heavy Equipment Mechanic		3 Real Property Agent I/II/III
1 Automotive Mechanic I/II		1 Senior Traffic Signal Tech
2 Auto Service Worker I/II		3 Traffic Signal Tech I/II
249 Current Total		1 Hwy Paint Equipment Superintendent
<u>Additions/Deletions</u>		12 Maintenance Painter
1 Public Works Manager		1 Road Maintenance Worker III/III-C
1 Marketing & Promotions Coordinator		2 Road Maintenance Worker I/II
5 Waste Management Technician I/II		1 Building Services Worker
1 Waste Management Specialist I/II/III		113 Current Total
1 Waste Management Support Supervisor		<u>Additions/Deletions</u>
5 Waste Management Aide I/II/III		1 Safety Specialist
1 Office Services Technician		1 Waste Management Supervisor
2 Supervising Road Maint Worker I/II		1 Accountant I/II/III
1 Heavy Equipment Mechanic		1 Fiscal Support Technician
1 Supervising Heavy Equipment Mechanic		(2) Sr. Office Services Specialist
268 Requested Total		1 Office Services Technician
		2 Office Services Specialist
		1 Utility Worker
		117 Requested Total

Internal Service Fund

THIS PAGE INTENTIONALLY LEFT BLANK



Group Health and Dental Self-Insurance Program

Department Head: Ryan J. Alsop

Function: Internal Service Fund

Fund: Group Health and Dental

Activity: Employee Health Benefits

Budget Unit: 8960

Description of Major Services

The Group Health Self-Insurance Program is used to fund the County's employee medical, dental, and vision benefit plan programs. This budget unit is used to pay all self-funded medical and dental claims, medical and dental plan premiums, County administration costs, third-party administration costs, and Employee Assistance Program and Employee Wellness Program administration costs. The Human Resources Division of the County Administrative Office administers this budget unit.

Summary of Expenses and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Services and Supplies	7,378,192	9,226,000	7,143,147	9,246,000	9,246,000	9,246,000
Other Charges	121,353,431	132,905,402	124,396,403	134,751,680	134,751,680	134,751,680
TOTAL EXPENSES	\$128,731,623	\$143,131,402	\$131,539,550	\$144,997,680	\$144,997,680	\$144,997,680
REVENUE:						
Use of Money/Property	\$265,946	\$95,000	\$535,873	\$350,000	\$350,000	\$350,000
Intergovernmental	49,930	25,000	57,682	55,000	55,000	55,000
Charges for Services	147,594,482	145,300,000	150,843,069	143,350,000	143,350,000	143,350,000
Miscellaneous	3,391,877	2	(20)	2	2	2
TOTAL REVENUE	\$151,302,235	\$145,420,002	\$151,436,604	\$143,755,002	\$143,755,002	\$143,755,002
INCR./(DECR.) IN RETAINED EARNINGS	\$22,570,612	\$2,288,600	\$19,897,054	(\$1,242,678)	(\$1,242,678)	(\$1,242,678)

Internal Service Fund

Major Expenses and Revenue in FY 2018-19 Recommended Budget

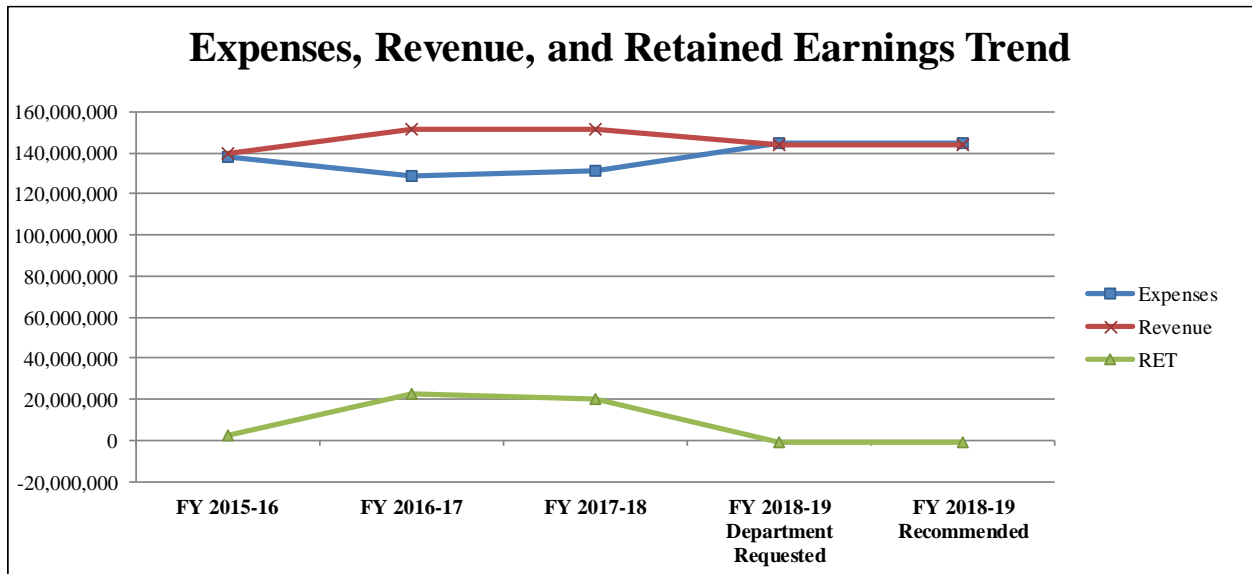
This budget unit funds all expenses related to active employee health care benefits with utilization and actual claims being the primary drivers of costs. The Human Resources Division continues to explore changes to health plan cost-sharing and employee wellness and education in an effort to reduce overall claims expenses for self-funded plan options. Revenue consists of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees.

The retained earnings balance as of June 30, 2018 was \$45 million. A decrease of \$1.2 million is budgeted to provide required services while stabilizing rates, resulting in an estimated retained earnings balance of \$43.8 million for June 30, 2019.

Budget Changes and Operational Impacts

The other charges expense object is budgeted to increase from FY 2017-18 actual, primarily due to an anticipated increase in claim costs. Changes in charges for services revenue is primarily due to reductions in employer contribution rates. Expenses are budgeted to remain relatively flat compared to prior year adopted, but there is always a potential for increased expenses due to general medical inflation and unexpected claims.

Internal Service Fund



Retiree Group Health – Internal Service Fund

Department Head: Ryan J. Alsop
 Fund: Retiree Group Health
 Budget Unit: 8965

Function: Internal Service Fund
 Activity: Other Post Employment Benefits

Description of Major Services

The Retiree Group Health Program budget unit is used to pay the County’s contributions to the Retiree Health Insurance Stipend and Retiree Health Premium Supplement Programs, and for administration costs. The Stipend Program provides a monthly stipend to all County retirees, which helps to offset the premium cost of medical benefits purchased by retirees through a County administered retiree health plan. The Retiree Health Premium Supplement Program (RHPSP) originated as a negotiated item for all employee unions. It was designed to further assist retirees under the age of 65 in paying for their medical benefits purchased through a County administered retiree health plan until they are Medicare eligible. The Human Resources Division of the County Administrative Office administers this budget unit.

Internal Service Fund

Summary of Expenses and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$500,000	\$0	\$500,000	\$500,000	\$500,000
Salaries and Benefits	8,874,519	8,600,000	8,701,659	8,600,000	8,600,000	8,600,000
Services and Supplies	196,354	200,012	169,295	219,012	219,012	219,012
Other Charges	(63,113)	(58,757)	(58,753)	(16,272)	(16,272)	(16,272)
TOTAL EXPENSES	\$9,007,760	\$9,241,255	\$8,812,201	\$9,302,740	\$9,302,740	\$9,302,740
REVENUE:						
Use of Money/Property	\$31,521	\$25,000	\$24,907	\$25,000	\$25,000	\$25,000
Charges for Services	9,092,262	9,040,000	8,840,437	8,340,000	8,340,000	8,340,000
TOTAL REVENUE	\$9,123,783	\$9,065,000	\$8,865,344	\$8,365,000	\$8,365,000	\$8,365,000
INCR./(DECR.) IN RETAINED EARNINGS	\$116,023	(\$176,255)	\$53,143	(\$937,740)	(\$937,740)	(\$937,740)

Major Expenses and Revenue in FY 2018-19 Recommended Budget

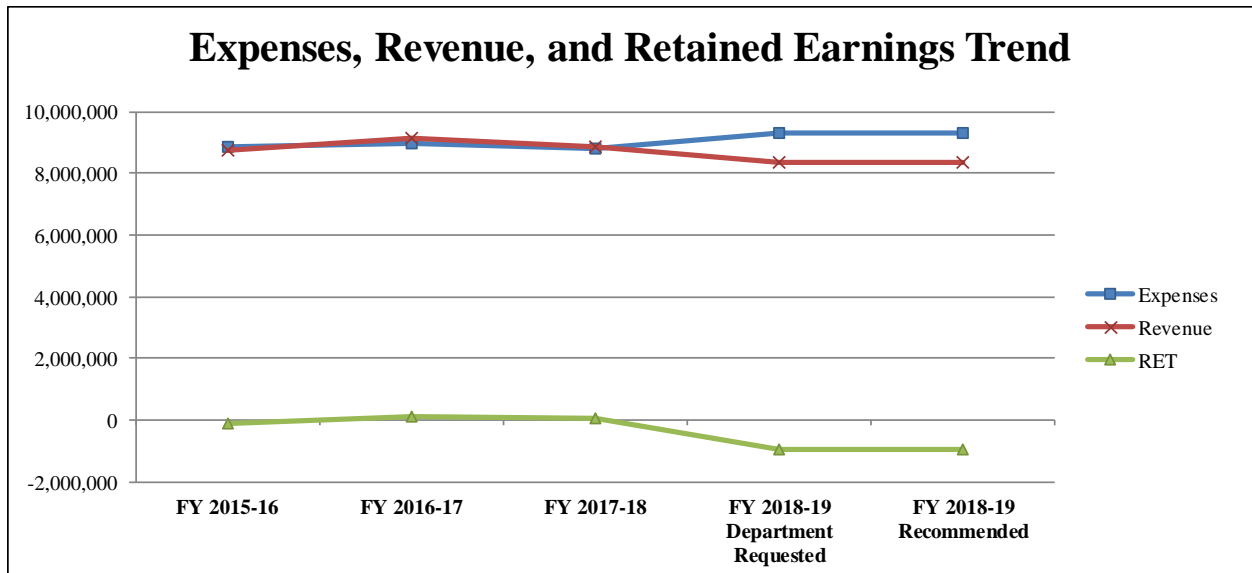
This budget unit incurs costs for the retiree health benefits programs and receives monthly reimbursement from the Other Post-Employment Benefits (OPEB) irrevocable trust fund for actual expenses. Both the Stipend and RHPSP assist in paying monthly health benefits costs for qualified County or special district retirees and their dependents or beneficiaries. Based on current beneficiaries receiving benefits, total annual expenses are estimated at \$9.3 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

This budget unit maintains minimum reserves adequate to ensure payment of benefits on a monthly basis and is reimbursed from the OPEB trust for actual expenses for both the Stipend and RHPSP programs for current retirees.

Additional reserves may be transferred to the OPEB trust fund as appropriate. The retained earnings balance as of June 30, 2018 was \$3.3 million. The recommended budget includes the use of \$937,740 in fund resources, for an anticipated retained earnings balance of \$2.4 million for June 30, 2019.

Internal Service Fund



General Liability Self-Insurance Program

Department Head: Mark Nations

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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,904,859	\$6,079,894	\$5,358,964	\$5,551,349	\$5,551,349	\$5,551,349
Other Charges	6,354,303	10,750,762	5,784,566	13,850,898	10,350,898	10,350,898
TOTAL EXPENSES	\$12,259,162	\$16,830,656	\$11,143,530	\$19,402,247	\$15,902,247	\$15,902,247
REVENUE:						
Use of Money/Property	\$209,847	\$41,000	\$251,147	\$41,000	\$41,000	\$41,000
Charges for Services	12,976,220	10,331,169	10,265,731	8,613,400	8,613,400	8,613,400
Miscellaneous	11,070	0	14,746	0	0	0
TOTAL REVENUE	\$13,197,137	\$10,372,169	\$10,531,624	\$8,654,400	\$8,654,400	\$8,654,400
INCR./(DECR.) IN RETAINED EARNINGS	\$937,975	(\$6,458,487)	(\$611,906)	(\$10,747,847)	(\$7,247,847)	(\$7,247,847)

Internal Service Fund

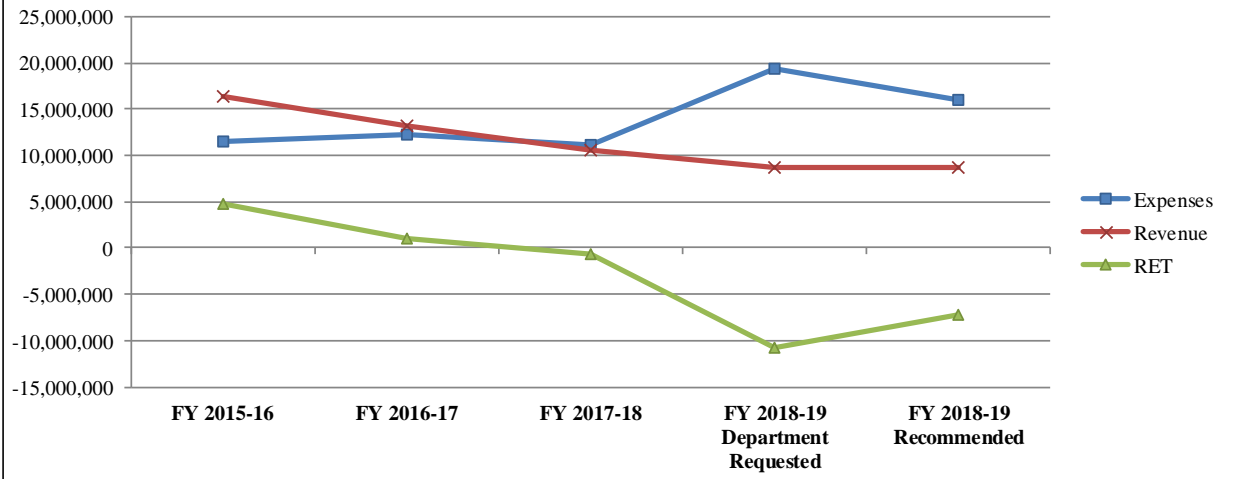
Major Expenses and Revenue in FY 2018-19 Recommended Budget

The primary expenses of this budget unit are insurance expenses and legal costs. This budget unit is financed primarily through charges to County departments for coverage and services provided.

Budget Changes and Operational Impacts

The recommended budget provides funding for the County’s General Liability Program. Other charges are budgeted at \$10.4 million primarily to cover anticipated claims. Several claims budgeted in FY 2017-18 did not settle and are anticipated to settle in FY 2018-19. The department has budgeted \$7.2 million of retained earnings to cover prior year claims. The retained earnings balance as of June 30, 2018 is \$18.3 million.

Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund

Unemployment Compensation Insurance Program

Department Head: Ryan J. Alsop

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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$14,213	\$26,000	\$10,999	\$26,000	\$26,000	\$26,000
Other Charges	2,640,303	2,501,376	2,118,025	1,994,824	1,994,824	1,994,824
TOTAL EXPENSES	\$2,654,516	\$2,527,376	\$2,129,024	\$2,020,824	\$2,020,824	\$2,020,824
REVENUE:						
Use of Money/Property	\$24,820	\$20,000	\$29,757	\$20,000	\$20,000	\$20,000
Charges for Services	3,004,234	2,560,354	2,582,059	1,325,695	1,325,695	1,325,695
TOTAL REVENUE	\$3,029,054	\$2,580,354	\$2,611,816	\$1,345,695	\$1,345,695	\$1,345,695
INCR./(DECR.) IN RETAINED EARNINGS	\$374,538	\$52,978	\$482,792	(\$675,129)	(\$675,129)	(\$675,129)

Internal Service Fund

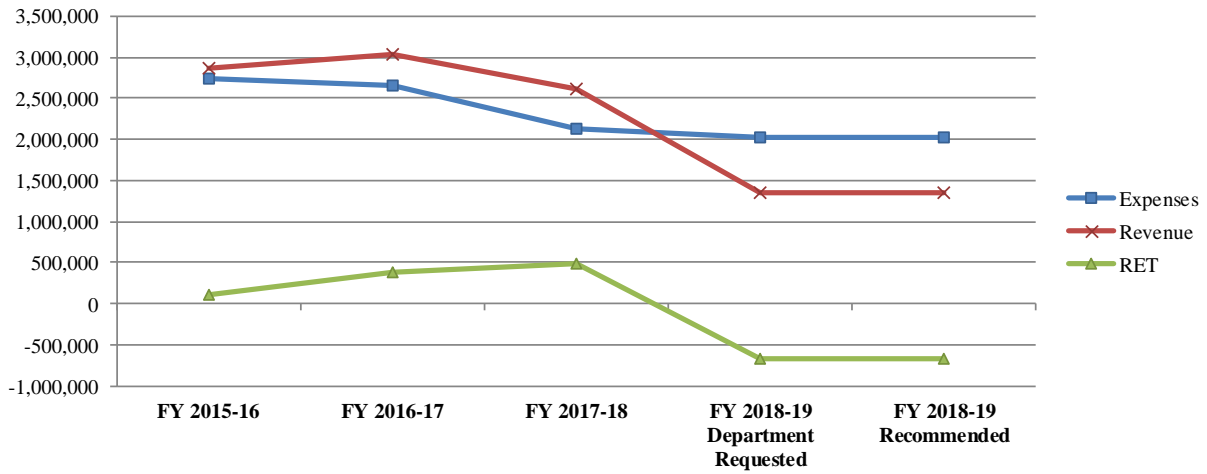
Major Expenses and Revenue in FY 2018-19 Recommended Budget

The majority of expenses in this budget unit are payment of actual unemployment benefit claims. Future unemployment costs are not easily estimated, as unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim. The availability of other employment in the community also has an effect on the County’s claims. Revenue in this budget unit is primarily comprised of charges to County departments based on each individual department’s actual unemployment experience and claims.

Budget Changes and Operational Impacts

Charges to departments are budgeted at a level sufficient to cover anticipated costs and maintain adequate reserves. The retained earnings balance as of June 30, 2018 was \$1.7 million. A retained earnings balance of \$1.0 million is anticipated for June 30, 2019.

Expenses, Revenue, and Retained Earnings Trend



Internal Service Fund

Workers' Compensation Self-Insurance Program

Department Head: Mark Nations

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 employees for work-related injuries.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$4,704,443	\$5,112,319	\$4,765,213	\$5,571,356	\$5,571,356	\$5,571,356
Other Charges	12,400,493	12,650,089	11,805,548	11,254,952	11,254,952	11,254,952
TOTAL EXPENSES	\$17,104,936	\$17,762,408	\$16,570,761	\$16,826,308	\$16,826,308	\$16,826,308
REVENUE:						
Use of Money/Property	\$149,919	\$42,000	\$173,510	\$42,000	\$42,000	\$42,000
Intergovernmental	0	0	0	0	0	0
Charges for Services	16,231,368	16,766,402	16,766,404	15,250,880	15,250,880	15,250,880
Miscellaneous	585,227	300,000	594,131	450,000	450,000	450,000
TOTAL REVENUE	\$16,966,514	\$17,108,402	\$17,534,045	\$15,742,880	\$15,742,880	\$15,742,880
INCR./(DECR.) IN RETAINED EARNINGS	(\$138,422)	(\$654,006)	\$963,284	(\$1,083,428)	(\$1,083,428)	(\$1,083,428)

Internal Service Fund

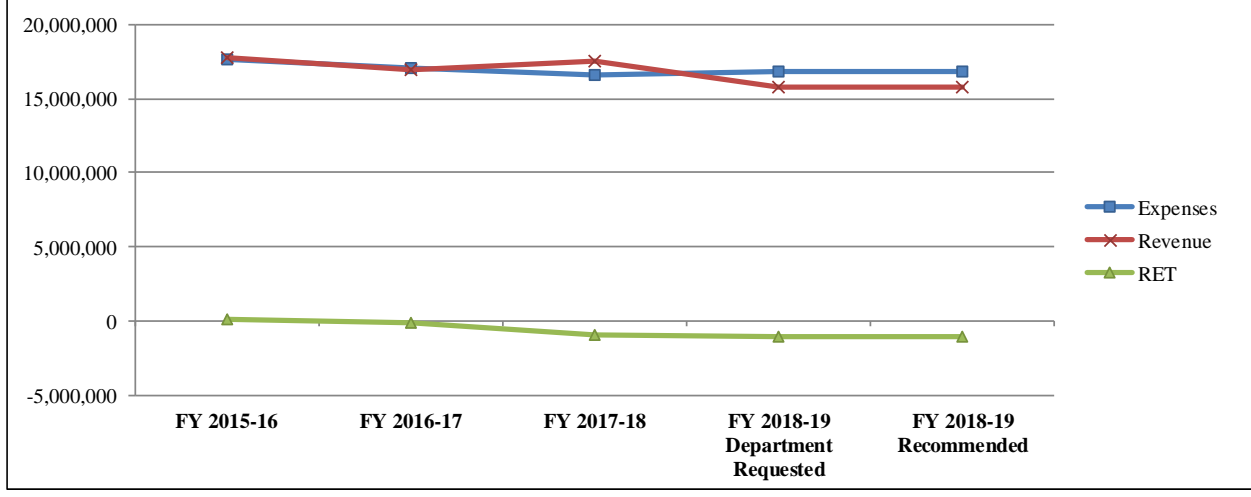
Major Expenses and Revenue in FY 2018-19 Recommended Budget

The Workers' Compensation Self-Insurance Program is financed through direct charges to County departments largely based on each department's claims history. The primary expense for the program is the cost of claims paid to injured workers.

Budget Changes and Operational Impacts

The recommended budget includes \$16.8 million in appropriations, which is a slight increase from the FY 2017-18 actual. Revenue is decreasing by approximately \$1.7 million, primarily due to a reduction in premiums charged to departments. Retained earnings is available to offset the premiums charged to departments. The retained earnings balance as of June 30, 2018 is \$12.3 million. The department anticipates decreasing retained earnings by approximately \$1.1 million to offset expenses.

Expenses, Revenue, and Retained Earnings Trend

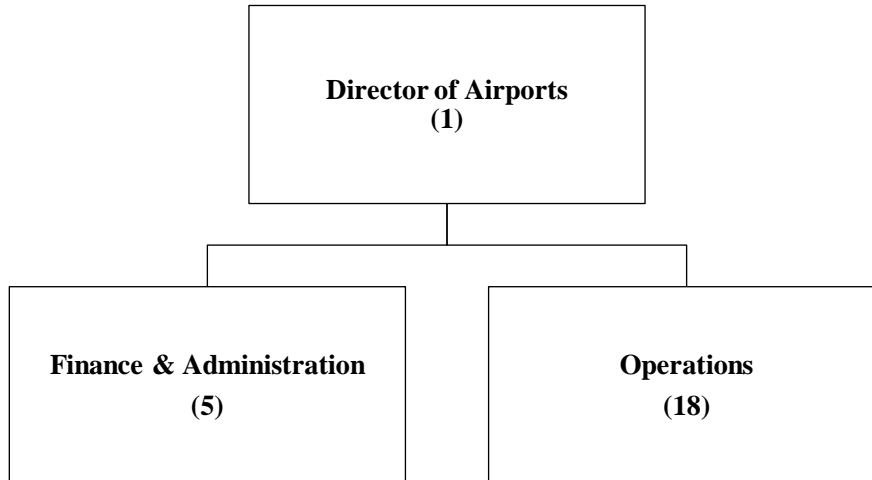


Internal Service Fund

Mission Statement

The Department of Airports mission is to build a world class quality commercial air service airport and general aviation airports that focus on the customer, compliments the Kern County economy, promotes efficient operations and provides safe airfield facilities.

Organizational Chart



Fiscal Year 2016-17 and 2017-18 Accomplishments

- Administered approximately \$33 million in Federal Aviation Administration (FAA) and California Department of Transportation grants for airport improvements to Meadows Field and Kern Valley airports.
- Offered exceptional customer service to over 210,000 total passengers with daily flights to San Francisco, Phoenix, and Denver.
- Completed the 2017 FAA Part 139 inspection for Meadows Field Airport.
- Supported California Aeronautical University at Meadows Field Airport in a joint aviation event to promote Aviation Day to attract new students.
- Department finalizing completion of Phase II of the Meadows Field Runway 30R/12L Rehabilitation Project.
- Began Phase III of the Meadows Field Runway 30R/12L Rehabilitation Project, which is the largest construction project in the history of the Meadows Field airport.

Airports Enterprise Fund

Department Head: Teresa Hitchcock, Interim
 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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,314,971	\$2,418,228	\$2,247,077	\$2,451,416	\$2,451,416	\$2,446,022
Services and Supplies	1,598,389	1,935,584	1,579,244	2,005,678	2,005,678	2,455,678
Other Charges	4,158,380	3,919,355	3,915,952	4,307,637	4,307,637	4,307,637
Capital Assets	8,926,077	14,567,209	5,258,909	2,358,174	2,358,174	2,423,174
TOTAL EXPENSES	\$16,997,817	\$22,840,376	\$13,001,182	\$11,122,905	\$11,122,905	\$11,632,511
REVENUE:						
Taxes	\$601,592	\$705,000	\$542,367	\$615,000	\$615,000	\$615,000
Licenses and Permits	8,500	8,500	0	0	0	0
Fines and Forfeitures	637	420	1,036	900	900	900
Use of Money/Property	3,269,632	3,417,727	3,339,234	3,443,282	3,443,282	3,443,282
Intergovernmental	18,518,605	21,938,537	14,365,745	8,153,056	8,153,056	8,653,056
Charges for Services	241,414	318,810	269,849	269,248	269,248	269,248
Miscellaneous	160,245	223,856	221,905	203,674	203,674	203,674
Residual Equity Transfers	3,119,238	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Other Financing Sources:						
General Fund	328,473	305,138	305,138	355,000	295,946	395,946
TOTAL REVENUE	\$26,248,336	\$30,417,988	\$22,545,274	\$16,540,160	\$16,481,106	\$17,081,106
INC./(DECR) IN RETAINED EARNINGS	\$9,250,519	\$7,577,612	\$9,544,092	\$5,417,255	\$5,358,201	\$5,448,595

Enterprise Funds

Major Expenses and Revenue in FY 2018-19 Recommended Budget

The recommended budget includes staffing expenses of \$2.4 million to fund 21 positions that provide support for seven County-operated airports. Expenses for services and supplies of \$2.5 million include property insurance, utilities, other professional services, and general maintenance. In addition, other charges includes \$3.6 million to cover countywide cost allocation charges and depreciation. The recommended budget also includes debt service payments totaling \$632,733 and capital expenses of \$2.3 million for Phase III of the Meadows Field Runway 30R Rehabilitation project, Kern Valley Environmental Assessment project and Jet Bridge maintenance at Meadows Field Airport, which will be primarily funded with federal reimbursements.

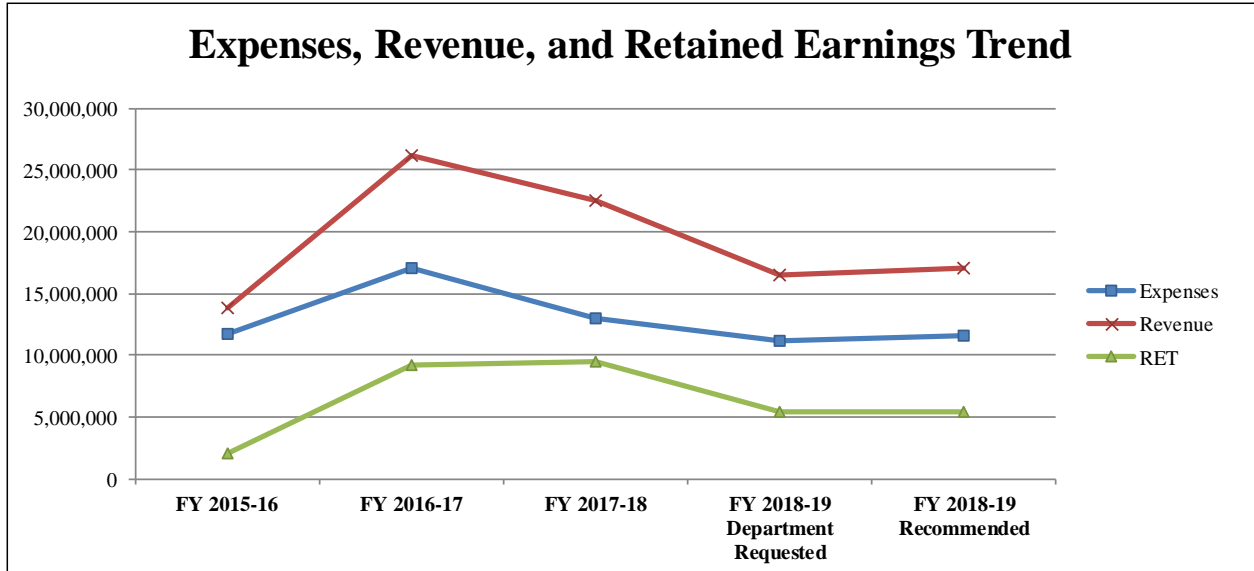
The recommended budget includes \$3.4 million in revenue associated to airline rates and charges, concessions and user fees. Additionally, the Meadows Field Airport receives a County contribution from the General Fund derived from property taxes collected in the Airport Economic Opportunity Area. State and federal grants are significant sources of revenue to construct, improve and maintain airport infrastructure.

Budget Changes and Operational Impacts

The recommended budget includes a \$1.3 million decrease in expenses from FY 2017-18 actual, primarily due to Phase II and Phase III of the Meadows Field Runway 30R Rehabilitation project being included in FY 2017-18. Phase III is the third and anticipated final phase in a series of improvements to enhance the runway and improve the competitiveness, efficiency and bring the airfield to Federal Aviation Administration pavement standards. The decrease in intergovernmental revenue is associated with a similar decrease in cost associated with the Runway 30R Rehabilitation project. Approximately \$8 million will cover prior year encumbrances for Phase III of the Rehabilitation project. Other revenue sources are increasing slightly as a result of landing fees, airline operating agreements and concessions.

The Airports Enterprise Fund retained earnings at June 30, 2018 is a deficit of \$13.7 million. The deficit is due to the inclusion of approximately \$5.2 million of long-term liabilities primarily associated with pension obligations and a long-term private placement loan. The long-term liabilities do not come due within the current budget and represent future costs that will be funded with future revenue. In addition, construction contracts for Phase III of the Runway 30R Rehabilitation project in the amount of \$9.2 million were encumbered during FY 2017-18 and reduced retained earnings at June 30, 2018. Reimbursement from the Federal Aviation Administration is included in the FY 2018-19 recommended budget to cover prior year encumbrances.

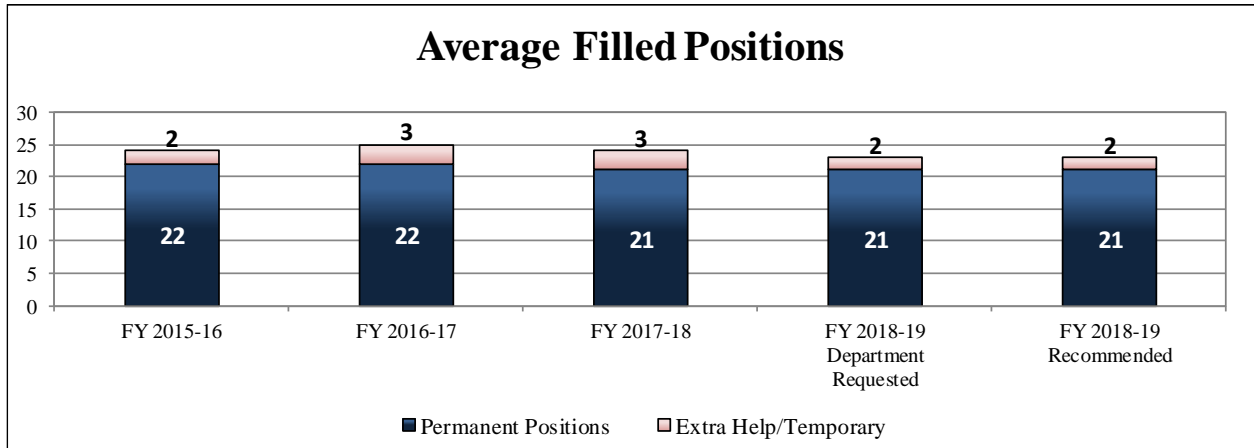
After adjusting for long-term debt and project encumbrances, the estimated budgeted retained earnings balance at June 30, 2018 is approximately \$546,064. The department is anticipating utilizing all of its retained earnings to cover the required 10% local match for the Airport Phase III Runway 30R Rehabilitation project in FY 2018-19. If sufficient revenue is not generated to provide the match for Phase III of the Meadows Field Runway 30R Rehabilitation project, a contribution from the General Fund may be required.



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 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS				FY 2018-19	
Permanent Positions	22	22	21	21	21
Extra Help/Temporary	2	3	3	2	2
Total Positions	24	25	24	23	23
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	23	24	21	N/A	N/A
Extra Help/Temporary (FTE)	2	2	3	N/A	N/A
Total Positions	25	26	24	N/A	N/A
SALARIES & BENEFITS	\$2,352,937	\$2,314,971	\$2,247,077	\$2,451,416	\$2,446,022

Summary of Authorized Positions

The department has 24 permanent positions, of which 21 have been budgeted to be filled during FY 2018-19 as indicated below. The department will hold three positions vacant and unfunded: one (1) Airport Police Officer I/II position, one (1) Airport Security Attendant I/II position and one (1) Airports Maintenance Worker position.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Finance and Administration	6	0	0	6	6	0	6
Operations	18	0	0	18	15	3	18
Total	24	0	0	24	21	3	24

Operations	Finance and Administration
<u>Classification</u>	<u>Classification</u>
1 Airports Chief Operations Officer	1 Director of Airports
1 Airports Maintenance Supervisor	1 Airports Chief Financial Officer
1 Supervising Building Svcs Worker	1 Accountant I/II/III
1 Airport Op & Security Manager	1 Fiscal Support Technician
5 Airport Police Officer I/II	1 Fiscal Support Supervisor
1 Security Attendant	1 Office Services Technician
1 Airport Facilities Manager	6 Requested Total
4 Maintenance Worker I/II/III/IV	
3 Building Services Worker I/II/III	
18 Requested Total	

Enterprise Funds

Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of available seats offered by airlines	159,400	145,670	172,000	148,466	172,000
Number of enplaned passengers	145,000	103,850	135,000	104,892	135,000
Number of destinations offered by airlines	4	3	4	3	4
Number of aircraft operations	50,535	56,075	57,000	59,988	57,000
Number of community air service presentations	6	7	7	7*	7
Number of airline service meetings	7	9	10	10*	10

A continued effort is being made by the department to recruit new air service with new airlines and expansion of current services with United Airlines and American Airlines to bring increased connectivity and economic benefits to the County. The recent announcement of a new airline coming to Meadows Field is proof that the efforts are working. Future goals of available seats and enplaned passengers are tied to the efforts by the department to engage with airlines and present Air Service Case Studies for new and expanded service, and to offer incentives to serve Meadows Field Airport.

*Estimates are based on the best available data.

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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of safety violations from the Federal Aviation Administration	0	0	0	1	0
Number of safety violations from the California Department of Transportation Division of Aeronautics	0	0	0	0	0
Number of security violations from Transportation Security Administration	0	0	0	0	0
Job related injuries	1	0	0	2	0
Completed airport construction projects	1	2	2	2	1

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 2018-19 remains the same, however the magnitude of the projects are much more extensive than any project completed at Meadows Field Airport in the past several years. The Runway 30R/12L Rehabilitation Project - Phase 3 is underway and should be completed by late fall of 2018.

Golf Course Enterprise Fund

Department Head: Ryan J. Alsop
 Fund: Golf Course Enterprise
 Budget Unit: 8991

Function: Recreation and Culture
 Activity: Recreation Facilities

Description of Major Services

The Golf Course Enterprise Fund is used to account for the operation of three County-owned golf courses; North Kern, Kern River, and Buena Vista. Private contractors operate the golf courses under land lease agreements. The General Services Division provides administrative support to the Golf Course Enterprise Fund.

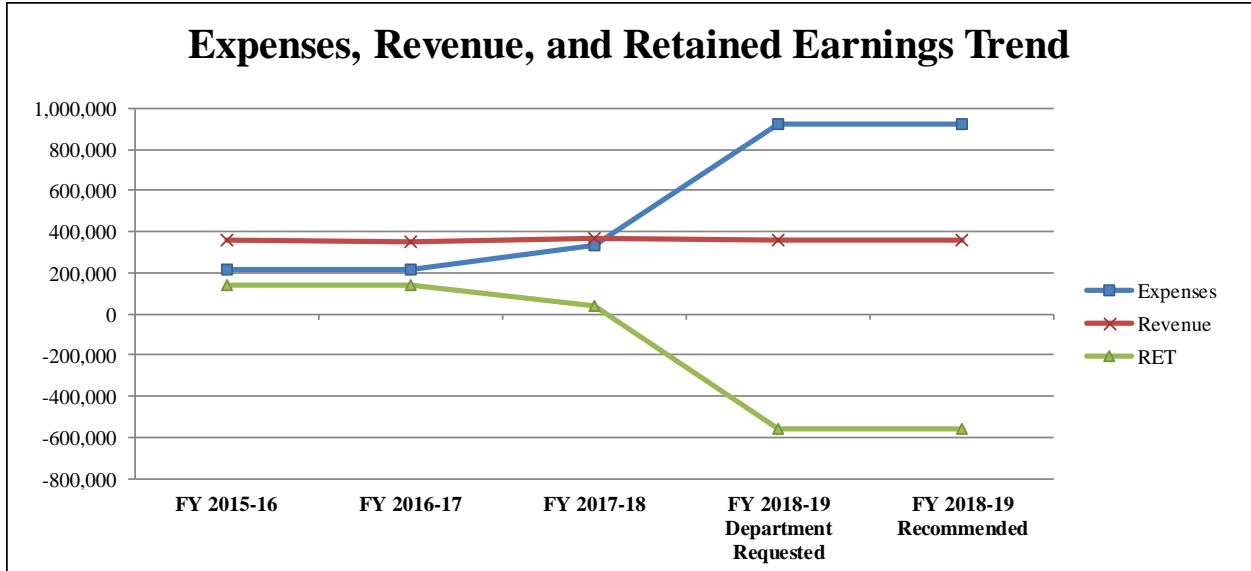
Summary of Expenses and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$120,636	\$345,530	\$157,215	\$725,500	\$725,500	\$725,500
Other Charges	97,119	174,209	174,209	195,965	195,965	195,965
TOTAL EXPENSES	\$217,755	\$519,739	\$331,424	\$921,465	\$921,465	\$921,465
REVENUE:						
Use of Money/Property	\$13,732	\$10,000	\$20,337	\$12,000	\$12,000	\$12,000
Charges for Services	191,132	200,000	199,643	200,000	200,000	200,000
Non-Revenue Receipts	148,206	148,206	148,206	148,206	148,206	148,206
TOTAL REVENUE	\$353,070	\$358,206	\$368,186	\$360,206	\$360,206	\$360,206
INCR./(DECR.) IN RETAINED EARNINGS	\$135,315	(\$161,533)	\$36,762	(\$561,259)	(\$561,259)	(\$561,259)

Major Expenses and Revenue in FY 2018-19 Recommended Budget

Revenue is primarily generated from land lease agreements and is deposited into the Golf Course Enterprise Fund where it is used for necessary capital and infrastructure maintenance projects at the golf courses and to reimburse the General Services Division for administrative support.

Budget Changes and Operational Impacts

The recommended budget includes appropriations of \$150,000 for the Kern River course, \$200,000 for the North Kern course, and \$325,000 for the Buena Vista course. Increases in services and supplies and other charges for FY 2018-19 are primarily due to planned improvement and maintenance projects at the courses. The retained earnings balance as of June 30, 2018 was \$1.5 million, of which the division anticipates using \$561,259 in FY 2018-19. The estimated retained earnings balance as of June 30, 2019 is \$952,158.



Enterprise Funds

Universal Collection Enterprise Fund

Department Head: Craig Pope
 Fund: Universal Collection Enterprise Fund
 Budget Unit: 8992

Function: Health and Sanitation
 Activity: Sanitation

Description of Major Services

The Universal Collection Enterprise Fund is used to account for the revenue and expenses connected with refuse collection in the Universal Collection Areas. These areas cover the more densely populated, unincorporated portion of metropolitan Bakersfield and other portions of the County. All improved properties within the Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Public Works Department administers this fund, providing ongoing support, oversight of contracted waste haulers, and contract administration.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$13,265,235	\$13,542,096	\$16,008,452	\$16,755,658	\$16,814,353	\$16,814,353
Other Charges	17,912	19,625	19,649	17,260	17,260	17,260
TOTAL EXPENDITURES	\$13,283,147	\$13,561,721	\$16,028,101	\$16,772,918	\$16,831,613	\$16,831,613
REVENUE:						
Taxes	\$13,144,820	\$13,154,430	\$15,654,629	\$16,640,816	\$16,640,816	\$16,640,816
Fines and Forfeitures	212,882	210,760	165,635	208,621	208,621	208,621
Use of Money/Property	12,669	5,200	2,717	0	0	0
Charges for Services	(9,975)	(9,730)	(10,095)	(17,824)	(17,824)	(17,824)
TOTAL REVENUE	\$13,360,396	\$13,360,660	\$15,812,886	\$16,831,613	\$16,831,613	\$16,831,613
INCR/(DECRS) IN RETAINED EARNINGS	\$77,249	(\$201,061)	(\$215,215)	\$58,695	\$0	\$0

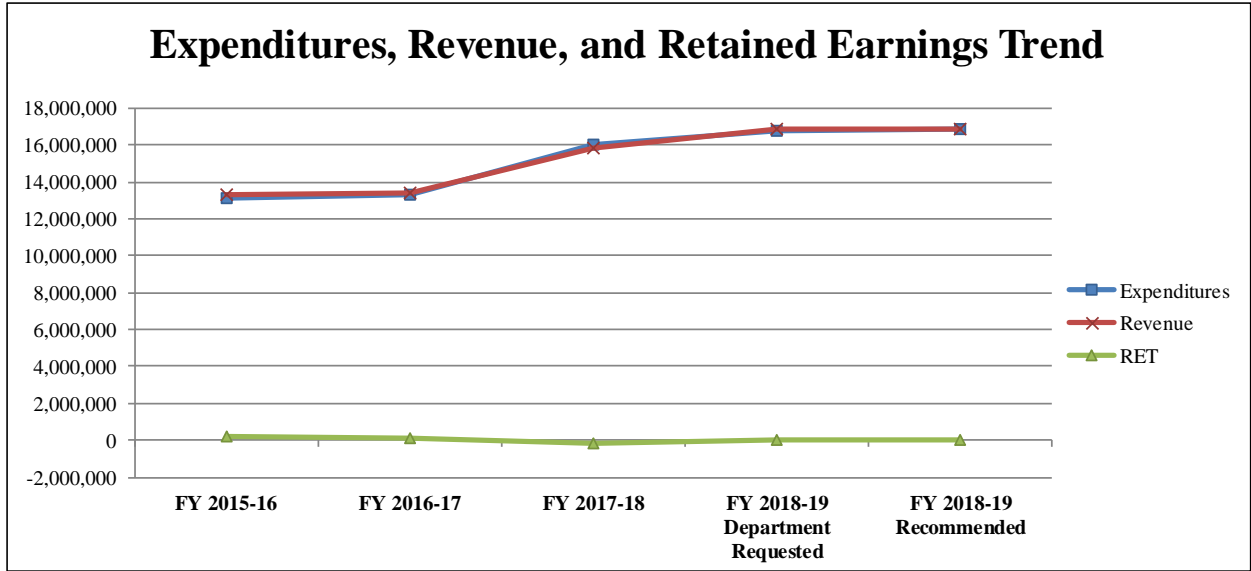
Enterprise Funds

Major Expenses and Revenue in FY 2018-19 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 \$16.8 million within services and supplies. This represents an \$805,000 increase from FY 2017-18 actual expenses largely due to anticipated cost increases associated with contracts. The division is budgeting for an increase in revenue due to the approved inflation adjustment and the first full year inclusion of multi-family residential property solid waste collection and related services fees. The retained earnings balance as of June 30, 2018 is estimated at \$2.4 million. The division has not budgeted to use any retained earnings for operations in FY 2018-19.



Enterprise Funds

Kern Regional Transit Enterprise Fund

Department Head: Craig Pope

Function: Public Ways and Facilities

Fund: Public Transportation

Activity: Transportation Systems

Budget Unit: 8998

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 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$9,096,936	\$9,634,887	\$8,976,940	\$9,801,913	\$9,801,913	\$9,801,913
Other Charges	1,305,545	1,312,908	1,312,908	1,362,134	1,362,134	1,362,134
Capital Assets	2,188,569	1,817,820	1,259,928	1,412,949	1,412,949	1,412,949
TOTAL EXPENSES	\$12,591,050	\$12,765,615	\$11,549,776	\$12,576,996	\$12,576,996	\$12,576,996
REVENUE:						
Taxes	\$6,268,234	\$6,543,086	\$6,567,387	\$6,238,201	\$6,238,201	\$6,238,201
Use of Money/Property	88,768	59,852	73,807	76,108	76,108	76,108
Intergovernmental	-20,056	3,229,835	2,169,187	3,658,678	3,658,678	3,658,678
Charges for Services	1,056,193	1,139,420	1,158,630	1,064,420	1,064,420	1,064,420
Miscellaneous	184,355	474,584	389,552	169,442	169,442	169,442
Other Financing Sources:						
Capital Asset Sales	0	6,000	24,879	0	0	0
Depreciation	1,296,821	1,312,838	1,312,838	1,370,147	1,370,147	1,370,147
TOTAL REVENUE	\$8,874,315	\$12,765,615	\$11,696,280	\$12,576,996	\$12,576,996	\$12,576,996
INCR./(DECR.) IN RETAINED EARNINGS	(\$3,716,735)	\$0	\$146,504	\$0	\$0	\$0

Enterprise Funds

Major Expenses and Revenue in FY 2018-19 Recommended Budget

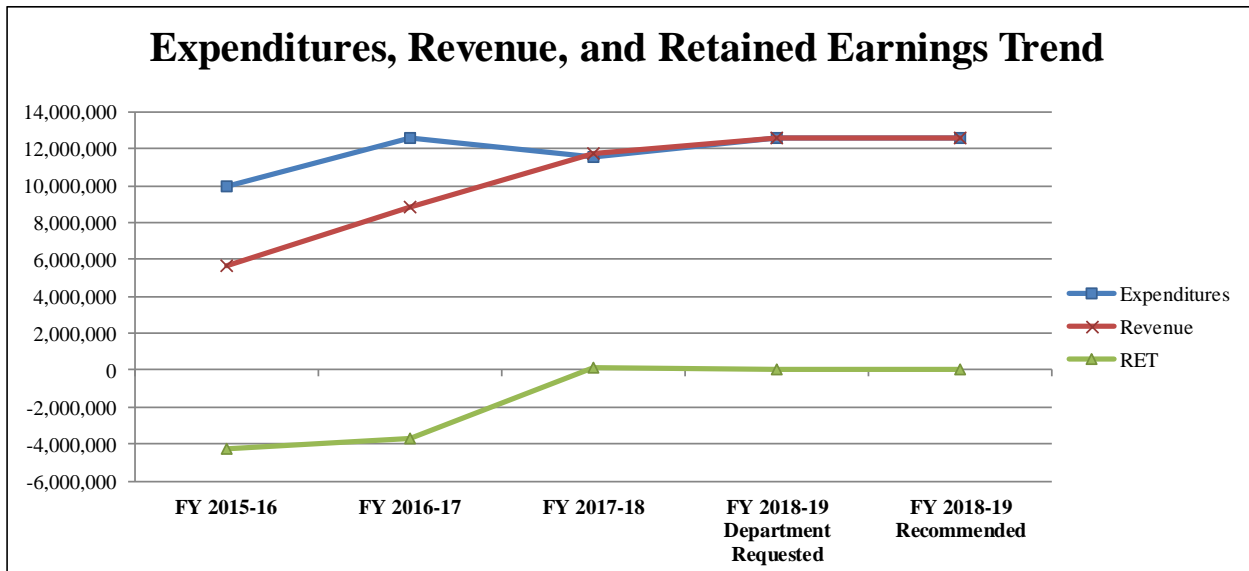
The activities of Kern Regional Transit are funded primarily from Sales and Use Tax for local transportation, State Public Transportation Modernization, Improvement, and Service Enhancement Account Program and funding from the State Department of Transportation Section 5311 that provides funding for public transit in non-urbanized areas. The primary expenses for the division include contracts for transportation services and labor and vehicle reimbursement for Public Works.

Budget Changes and Operational Impacts

The recommended budget includes \$1.8 million in services and supplies to reimburse the Public Works department for both the labor and vehicle maintenance work of the Kern Regional Transit Enterprise Fund. Within services and supplies, the recommended budget also includes \$5.3 million for agreements with private entities, a \$665,000 increase from the FY 2017-18 actual expenses due to a new GPS service being contracted by the department and the addition of a rapid transit route to Santa Clarita. The division plans to continue with the Mojave Transit Center and other bus stop enhancements in FY 2018-19. The capital assets will be funded with a combination of revenues such as State aid programs, including the Road Repair and Accountability Act of 2017 (“SB1”) and Office of Emergency Services grants.

The retained earnings balance as of June 30, 2018 is a deficit of \$16,848 due to the inclusion of long-term liabilities associated with pension obligations that do not come due within the budgetary cycle and represent future costs that will be funded with future revenue. The division has not budgeted to use any retained earnings for operations in FY 2018-19.

Enterprise Funds



FY 2018-19 Goals, Objectives and Performance Measures

GOAL 1: Promote public transportation to improve access to services and improve air quality

Objective: Encourage as many people as we can to get out of their cars and use public transit instead

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Total number of passengers who board a Kern Regional Transit bus	617,000	688,620	650,000	396,900	450,000
Requests for additional services	15	16	18	8	8
Average cost per passenger per mile	\$1.17	\$1.18	\$1.20	\$1.98	\$2.00

In FY 2017-18, the Kern Regional Transit System upgraded their reporting system and methodology used to count passengers and invested in automatic counting fare boxes. As a result, the recorded FY 2017-18 total number of passengers who boarded a Kern Regional Transit bus fell. Because charges for services remained consistent with prior years, the Division considers the FY 2017-18 total number of passengers who boarded a Kern Regional Transit bus to be a more accurate record of ridership and has adjusted benchmarks to reflect the revised methodology. Cost per rider remains steady through creating trip efficiencies and reduced bus maintenance costs.

GOAL 2: Ensure customer service as a priority

Objective: Provide a safe and reliable form of transportation for Kern County residents

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
On-time performance	N/A	N/A	90%	87%	90%
Preventable Accidents per 1,000 miles	N/A	N/A	5	.0032	1
Passenger complaints per 100 passengers	N/A	N/A	2	1.7	2
Service Interruptions per 100 miles	N/A	N/A	1.5	.01	.01

The department added these performance measures for FY 2017-18 in order to report performance and quality of customer service provided by Kern Regional Transit System. The division was able to meet, or nearly meet, all goals for FY 2017-18 and set more challenging benchmarks for FY 2018-19.

Enterprise Funds

THIS PAGE INTENTIONALLY LEFT BLANK



Waste Management Division

Department Head: Craig Pope
Fund: Solid Waste Management Enterprise
Budget Unit: 8999 and 8993

Function: Health and Sanitation
Activity: Sanitation

Description of Major Services

Waste Management is a division of the Public Works Department. The division is responsible for the operation and management of the County's solid waste disposal system, which consists of seven active landfills, seven recycling/transfer stations, and three special waste facilities. The division administers the County's solid waste franchise program, which authorizes and regulates trash collection by private haulers in some of the County's unincorporated areas, and state mandated waste diversion and recycling programs. The division also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$34,561,522	\$41,346,366	\$37,098,674	\$45,328,114	\$45,328,114	\$47,253,028
Other Charges	5,797,395	5,423,590	5,358,049	5,639,494	5,639,494	5,639,494
Capital Assets	2,059,073	27,162,779	2,090,899	26,167,600	26,167,600	26,402,600
TOTAL EXPENDITURES	\$42,417,990	\$73,932,735	\$44,547,622	\$77,135,208	\$77,135,208	\$79,295,122
REVENUE:						
Taxes	\$22,883,084	\$23,420,600	\$23,143,182	\$23,309,852	\$23,309,852	\$23,309,852
Fines and Forfeitures	272,420	249,660	257,362	248,431	248,431	248,431
Use of Money/Property	1,019,084	746,071	1,149,091	886,071	886,071	890,571
Intergovernmental	313,512	283,870	303,769	200,000	200,000	200,000
Charges for Services	19,848,131	18,151,009	19,905,713	18,665,261	18,665,261	18,665,261
Miscellaneous	702,973	402,000	1,222,148	552,000	552,000	552,000
Depreciation	3,113,698	4,000,000	3,934,459	4,400,000	4,400,000	4,400,000
TOTAL REVENUE	\$48,152,902	\$47,253,210	\$49,915,724	\$48,261,615	\$48,261,615	\$48,266,115
INCR./ (DECR.) IN RETAINED EARNINGS	\$5,734,912	(\$26,679,525)	\$5,368,102	(\$28,873,593)	(\$28,873,593)	(\$31,029,007)

Enterprise Funds

Major Expenses and Revenue in FY 2018-19 Recommended Budget

A major expense for the division's recommended budget is labor reimbursement to the Public Works Department within services and supplies of \$20.5 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.

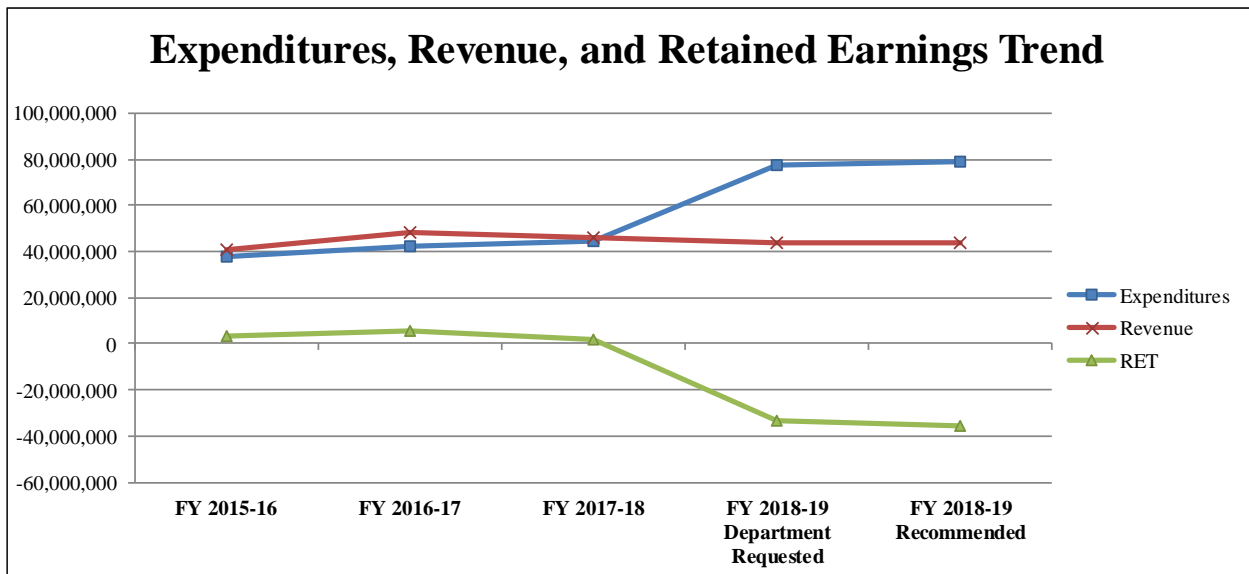
Budget Changes and Operational Impacts

The recommended budget includes funding for \$26.4 million in capital assets including \$13.6 million for improvements to the Bena landfill, \$3 million for air burners, and \$1.4 million for ground water wells.

The division is budgeting to receive \$23.4 million in land use fee revenue from collections on the tax roll in addition to \$12.7 million from gate fee revenue collected at the waste sites.

The retained earnings for the Waste Management Enterprise fund at June 30, 2018 is a deficit of \$29.6 million due to the inclusion of long-term liabilities of approximately \$49 million associated with pollution remediation obligations, future closure and post-closure maintenance and pension obligations. These liabilities do not come due within the budget cycle and represent future costs that will be funded with future revenue. After adjusting for long-term debt, the estimated budgetary retained earnings balance as of June 30, 2018 is approximately \$41.6 million. The division is anticipating utilizing approximately \$31 million of retained earnings toward operations in FY 2018-19.

Enterprise Funds



Fiscal Year 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Regulatory compliance rate for active landfills and transfer stations	93.57%	97.83%	100%	100%	100%
Hazardous waste diverted from County landfills through Special Waste Facilities	533 Tons	538 Tons	500 Tons	559 Tons	500 Tons
Percentage of disposal reduced by department recycling programs	18%	21%	20%	17.2%	20%

The Waste Operations and Special Waste divisions continue to work diligently to minimize operational concerns in regards to regulatory compliance. In FY 2017-18 the department achieved a 100% compliance rating for the 132 compliance points inspected across 13 active operations. Steps continue to be implemented to increase the education of customers regarding unacceptable wastes for disposal through increased frequency of hazardous waste screening of loads at the active areas. The division also continues to strive to increase the amount of material diverted or recycled through County diversion programs. The special waste program held 19 household hazardous waste temporary collection events for communities throughout the County in FY 2017-18.

GOAL 2: Fulfill solid waste management mission by meeting the needs of county customers cost effectively

Objective: Operate cost effectively

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Cost of operating department recycling programs per ton recycled	\$40.40	\$38.20	\$40-\$50	\$55.28	\$45-\$55
Cost of operating landfills per ton of waste handled	\$22.67	\$20.15	\$21-\$23	\$21.20	\$21-23
Cost of operating transfer stations per ton of waste handled	\$96.45	\$75.10	\$75-\$85	\$86.09	\$75-\$85
Cost of operating the Special Waste Facilities per ton of hazardous waste handled	\$5,271	\$4,030	\$4,100	\$6,985	\$4,100

Cost effective operation of all County landfills, transfer stations and Special Waste facilities will allow the Waste division of Public Works to provide necessary solid waste and hazardous waste services to County customers without increasing rates. Beginning in FY 2017-18, depreciation expense for capital improvements will be included in the operating cost of landfills and transfer stations. Departmental overhead costs have increased over the past year, increasing the cost of operating the recycling and hazardous waste programs.

Enterprise Funds

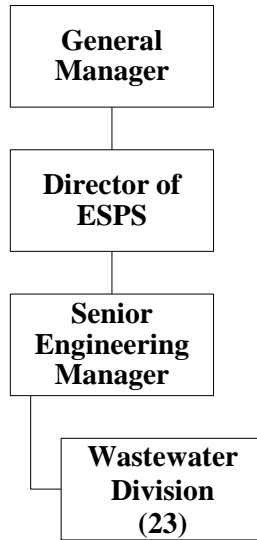
THIS PAGE INTENTIONALLY LEFT BLANK



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



FY 2016-17 and 2017-18 Accomplishments

- Assumed responsibility for inspection and maintenance of County Service Areas 71, 71.1, 71.2, 71.3 and 11.4 “Rexland Acres” sewer collections systems and lift stations.
- Accomplished a perfect safety record with no injuries.
- Successfully completed the construction for the new Sheriff’s Lerdo Wastewater Treatment Plant project with collaboration from General Services and consultants.
- Successfully completed the construction for the Buena Vista Aquatic Recreational Area Wastewater Treatment Plant maintenance project with collaboration from General Services and consultants.
- Completed design and construction of the concrete repairs around the KSA Wastewater Treatment Plant and a new concrete driveway for the gas scrubber.
- Completed design and construction of 300 feet of sewer segment replacement project.
- Completed design and construction of 14 manholes for KSA.
- Purchased and installed manhole monitoring system for KSA collection system to assist in overflow prevention.
- Successfully operated and maintained six wastewater treatment plants in Kern County without a notice of violation.
- Successfully completed the public workshop for the Proposition 218 process to increase the annual sewer service charge to better plan for future infrastructure replacements.

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 that manages 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 Expenditures and Revenue

	FY 2016-17		FY 2017-18		FY 2018-19	
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,002,839	\$2,307,919	\$2,026,617	\$2,354,723	\$2,354,723	\$2,354,723
Services and Supplies	1,582,907	3,392,489	1,472,115	3,637,091	3,637,091	3,637,091
Other Charges	374,030	512,180	401,789	562,270	562,270	562,270
Capital Assets	62,622	649,550	202,841	858,550	858,550	858,550
TOTAL EXPENDITURES	\$4,022,398	\$6,862,138	\$4,103,362	\$7,412,634	\$7,412,634	\$7,412,634
REVENUE:						
Taxes	\$2,645,383	\$4,352,010	\$4,374,769	\$4,530,130	\$4,530,130	\$4,530,130
Licenses and Permits	1,117	0	6,247	0	0	0
Fines and Forfeitures	61,131	105,550	50,668	50,000	50,000	50,000
Use of Money/Property	159,453	140,300	187,628	149,800	149,800	149,800
Charges for Services	1,539,841	1,829,004	1,465,637	1,853,966	1,853,966	1,853,966
Miscellaneous	130,106	185,870	148,725	100,000	100,000	100,000
Other Financing Sources	359,835	480,000	369,609	500,000	500,000	500,000
TOTAL REVENUE	\$4,896,866	\$7,092,734	\$6,603,283	\$7,183,896	\$7,183,896	\$7,183,896
INCR. (DECR.) IN RETAINED EARNINGS	\$874,468	\$259,796	\$2,499,921	(\$228,738)	(\$228,738)	(\$228,738)

Special Districts

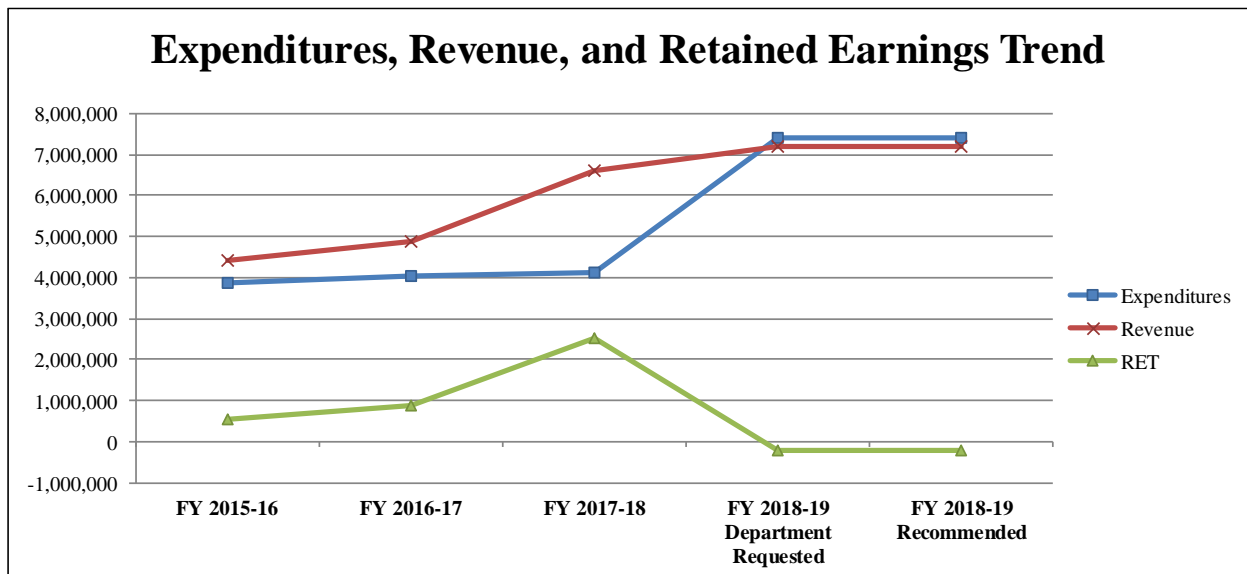
Major Expenses and Revenue in FY 2018-19 Recommended Budget

The largest expense for the district is staffing costs related to the positions required to operate and maintain the system and wastewater treatment plant. Services and supplies include the costs associated with the equipment and materials needed to service and maintain the sanitation resources of the district as well as maintenance projects needed throughout the fiscal year. The primary revenue sources for this budget 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

On May 8, 2018, the Kern Sanitation Authority Board approved a \$7.68 cost of living adjustment to the equivalent single-family dwelling fee, establishing a rate of \$282.68 per parcel for FY 2018-19. The fee is projected to generate approximately \$4.5 million in revenue for the district in FY 2018-19. The additional revenue will cover the operational and maintenance needs to provide sewer service to the district customers. The recommended budget for the district includes increased appropriations for structural repairs to wastewater treatment equipment. Capital assets in the amount of \$858,550 have been included for the purchase of one (1) backup gas purifier, two (2) driveway security gates, two (2) surface aerators, four (4) vehicles, and two (2) sludge pumps.

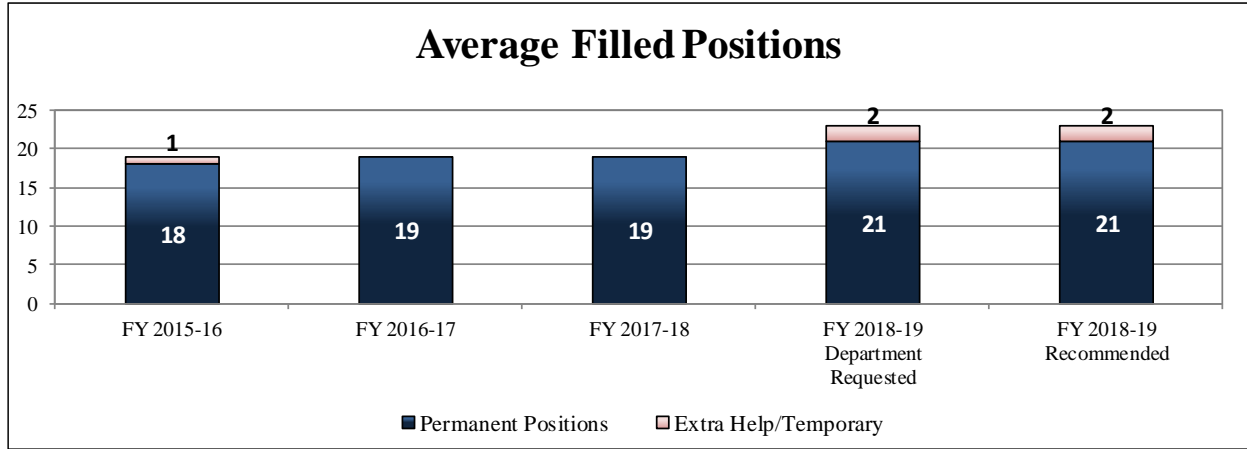
While the Kern Sanitation District has approximately \$9.3 million in unrestricted cash that can be used to support operations of the District, the retained earnings as of June 30, 2018 was \$1,725,855 due to the inclusion of approximately \$5.2 million in long term liabilities associated with pension obligation bonds. These liabilities do not come due within the FY 2018-19 budget and represent future costs that will be funded with future revenue or existing reserves. The district has budgeted to use \$228,738 in retained earnings for operations in FY 2018-19.



Special Districts

Staffing Changes and Operational Impacts

The recommended budget provides the district with funding for 21 of its 23 authorized positions, leaving two (2) Wastewater Treatment Plant Operator positions vacant and unfunded.



	Actual			Department	
	FY 2015-16	FY 2016-17	FY 2017-18	Requested	Recommended
AVERAGE FILLED POSITIONS					
Permanent Positions	18	19	19	21	21
Extra Help/Temporary	1	0	0	2	2
Total Positions	19	19	19	23	23
ACTUAL FULL-TIME EQUIVALENTS					
Permanent Positions (FTE)	18	20	20	N/A	N/A
Extra Help/Temporary (FTE)	1	0	0	N/A	N/A
Total Positions	19	20	20	N/A	N/A
SALARIES & BENEFITS	\$1,859,578	\$2,002,839	\$2,026,617	\$2,354,723	\$2,354,723

Special Districts

Summary of Authorized Positions

The recommended budget provides the district with funding for all but two (2) vacant and unfunded Wastewater Treatment Plant Operator positions.

Division	Authorized	Additions	Deletions	Requested	Filled	Vacant	Total
				Total			
Wastewater	23	0	0	23	21	2	23
Total	23	0	0	23	21	2	23

Wastewater Division

Classification

- 1 Administrative Coordinator
- 2 Wastewater Specialist I/II
- 1 Wastewater Technologist I/II
- 12 Wastewater Treatment Plant Operator Trainee/I/II/III
- 1 Sewer Collections Systems Supervisor
- 4 Sewer Maintenance Worker I/II
- 1 Waste Management Specialist I/II/III
- 1 Building Services Worker I/II/III
- 23 Requested Total**

FY 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of months each year of safe operation of the wastewater system with no Notices of violation of wastewater discharge requirements	12	12	12	12	12

Kern Sanitation Authority is committed to operate its treatment plant facility safely and 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of sewer system overflows onto private property	1	1	0	0	0
Percentage of times responded in less than one hour when notification of a sewer system overflow was received	100%	100%	100%	100%	100%

Kern Sanitation Authority continues to promptly respond to all sewer system overflows. KSA continues to promptly respond to all sewer system overflows. KSA sewer crew staff are set up for 24/7 emergency response. KSA also provided additional maintenance to sewer lines in known trouble areas in an effort to prevent "hot spot" overflows commonly caused by vandals breaking into manholes and throwing material into the sewer lines.

GOAL 2: Fulfill Kern Sanitation Authority mission cost effectively

Objective: Provide cost effective wastewater treatment and collection services to customers

Measurement	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Annual charge for sewer service for a single family residence	\$162.58	\$162.58	\$275.00	\$275.00	\$282.68

Kern Sanitation Authority has continued to provide cost effective service to its customers. KSA has been getting by without increasing rates over the Consumer Price Index (CPI) increase, but the regulatory obligations and cost of replacing aging infrastructure forced a rate increase in FY 2017-18. On May 9, 2017 a protest hearing was held, a majority was not reached and the increase was approved with a continued CPI adjustment for the next four fiscal years.

Special Districts

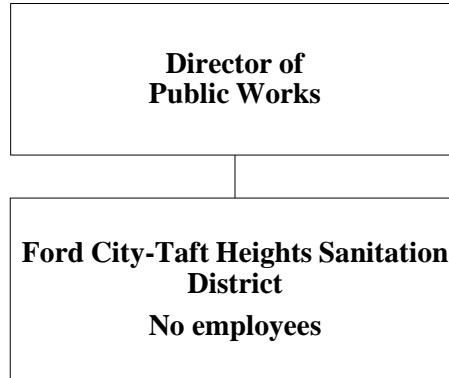
THIS PAGE INTENTIONALLY LEFT BLANK



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 2016-17 and 2017-18 Accomplishments

- Successfully completed construction of the Wastewater Treatment Plant Improvement Projects with collaboration from the City of Taft, Consultants, and the United States Department of Agriculture.
- Worked with the City of Taft to complete the design and construction for the Federal Prison wastewater treatment plant primary clarifier weir adjustments.
- Completed design and construction of a 531 feet sewer segment replacement with new sewer manhole installation project.
- Completed design and construction of a 4-sewer manhole installation and maintenance project.
- Purchased and installed manhole-monitoring system for the District’s collection system to assist in overflow prevention.

Special Districts

Ford City-Taft Heights Sanitation District

Department Head: Craig Pope

Function: Health and Sanitation

Fund: Ford City-Taft Heights Sanitation

Activity: Sanitation

Budget Unit: 9146

Description of Major Services

The Ford City-Taft Heights Sanitation District is a County Sanitation District which manages wastewater from the unincorporated areas of Ford City and Taft Heights. Sewer collection for the communities joins the City of Taft system and gravity flows to the Taft Wastewater Treatment Plant. The Taft Wastewater Treatment Plant is jointly owned by the City of Taft (52%) and the district (48%). The Kern Sanitation Authority maintains the district's sewer collection system and the Public Works Department provides administration and maintenance services.

Summary of Expenditures and Revenue

	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$907,092	\$1,057,737	\$650,057	\$1,035,604	\$1,035,604	\$1,035,604
Other Charges	40,396	92,590	70,590	105,910	105,910	105,910
TOTAL EXPENDITURES	\$947,488	\$1,150,327	\$720,647	\$1,141,514	\$1,141,514	\$1,141,514
REVENUE:						
Taxes	\$785,911	\$851,640	\$853,334	\$873,020	\$873,020	\$873,020
Fines and Forfeitures	12,472	19,619	9,144	15,000	15,000	15,000
Use of Money/Property	10,063	9,460	17,125	10,450	10,450	10,450
Charges for Services	24,561	28,079	28,192	28,601	28,601	28,601
Miscellaneous	13,952	10,000	5,537	10,000	10,000	10,000
Other Financing Sources						
Non-Revenue Receipts	78,133	100,000	78,000	90,000	90,000	90,000
TOTAL REVENUE	\$925,092	\$1,018,798	\$991,332	\$1,027,071	\$1,027,071	\$1,027,071
INCR./(DECR.) IN RETAINED EARNINGS	(\$22,396)	(\$131,529)	\$270,685	(\$114,443)	(\$114,443)	(\$114,443)

Special Districts

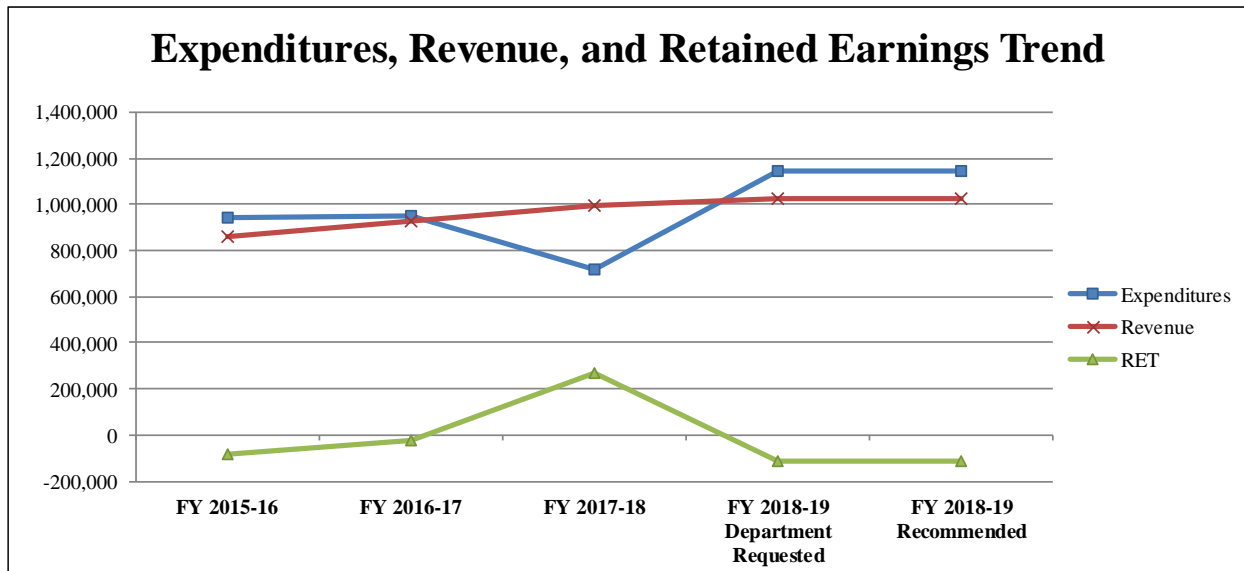
Major Expenses and Revenue in FY 2018-19 Recommended Budget

The major expense for the district is the County's share of cost paid to the City of Taft for the operation of the treatment plant as stipulated by an agreement between the City of Taft and the district as well as reimbursements to the Kern Sanitation Authority and Public Works Department for administration and maintenance. The operational, administrative and maintenance costs are paid with sewer service charges collected through property tax bills. Charges for services and miscellaneous revenues are collected for connection fees and other district cost reimbursements.

Budget Changes and Operational Impacts

The recommended budget includes sufficient appropriations to pay the City of Taft the operational cost of the plant and to reimburse the Kern Sanitation Authority and the Public Works department for administrative and maintenance costs. Beginning in FY 2014-15 the district began paying the City of Taft its portion of the U.S. Department of Agriculture Rural Development loan secured for a major plant upgrade. The loan amount of \$3,619,000 will be repaid over 20 years at a reduced interest rate of 2.5%. The district is responsible for 48% of the debt service payment. There is no change in the \$379.80 per equivalent single-family dwelling fee. The fee is projected to generate approximately \$1 million to be used for operational and maintenance needs to provide sewer service for the district customers in FY 2018-19.

The district’s retained earnings as of June 30, 2018 is \$326,498. The district will utilize \$114,443 to cover the anticipated operational cost for FY 2018-19, and the remaining \$212,055 will be added to the general designation for use in future years.



Special Districts

FY 2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Number of sewer system overflows onto private property	0	0	0	2	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 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2017-18 Actual	2018-19 Goal
Annual charge for sewer service for a single family residence	\$319.26	\$349.53	\$379.80	\$379.80	\$379.80

Ford City-Taft Heights Sanitation District will continue to provide cost effective sewer service to its customers. The rate increase strategy required to fund the District’s share of improvements to the City of Taft wastewater treatment plant was spread over four years to minimize the impact to District customers. FY 2017-18 was the fourth and final consecutive year and, in FY 2018-19, there is no change in the \$379.80 per equivalent single-family dwelling fee.

In-Home Supportive Services Public Authority

Department Head: Lito Morillo

Function: Public Assistance

Fund: In-Home Supportive Services

Activity: Other Assistance

Budget Unit: 9147

Description of Major Services

The In-Home Supportive Services (IHSS) program is designed to assist persons with disabilities and older adults in avoiding premature placement in long-term care facilities. The IHSS Public Authority was established by the Board of Supervisors in November 2002, and is administered under contract by the Aging and Adult Services Department. The Public Authority is the employer of record for the purpose of collective bargaining for individuals that provide services to eligible aged, blind or disabled individuals, in order to allow those persons to remain in their homes and avoid institutionalization.

Summary of Expenditures and Revenue						
	FY 2016-17	FY 2017-18		FY 2018-19		
	Actual	Adopted Budget	Actual	Department Requested	Preliminary Recommended	Recommended
APPROPRIATIONS:						
Services and Supplies	\$45,174	\$31,821	\$31,221	\$0	\$0	\$0
Other Charges	8,923,774	11,891,643	9,837,685	11,293,203	11,293,203	10,829,906
TOTAL EXPENDITURES	\$8,968,948	\$11,923,464	\$9,868,906	\$11,293,203	\$11,293,203	\$10,829,906
REVENUE:						
Use of Money/Property	\$4,171	\$2,700	\$15,524	\$11,560	\$9,153	\$9,153
Intergovernmental	560,114	356,970	412,952	538,513	538,513	538,513
Other Financing Sources:						
Social Services Realignment	8,210,582	11,557,235	9,387,008	10,745,537	8,700,757	8,237,460
General Fund Contribution	0	0	0	0	2,044,780	2,044,780
TOTAL REVENUE	\$8,774,867	\$11,916,905	\$9,815,484	\$11,295,610	\$11,293,203	\$10,829,906
NET FUND COST	\$194,081	\$6,559	\$53,422	(\$2,407)	\$0	\$0

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

The majority of expenditures in this budget unit are associated with IHSS service providers' salaries. The personnel costs and services and supplies for administering the IHSS program are found in budget unit 5610. The IHSS Maintenance of Effort (MOE) represents the County's share of cost for the following: service provider wages, IHSS administrative costs, health benefits for caregivers, and the administration of the IHSS Public Authority. The recommended budget estimates the County's financial responsibility for the cost of IHSS services at \$10.8 million. In prior fiscal years, the County's share of administrative costs of IHSS was included in this budget unit. Beginning in FY 2018-19, the County's share of administrative costs of IHSS and offsetting realignment revenue is provided directly to budget unit 5610.

Budget Changes and Operational Impacts

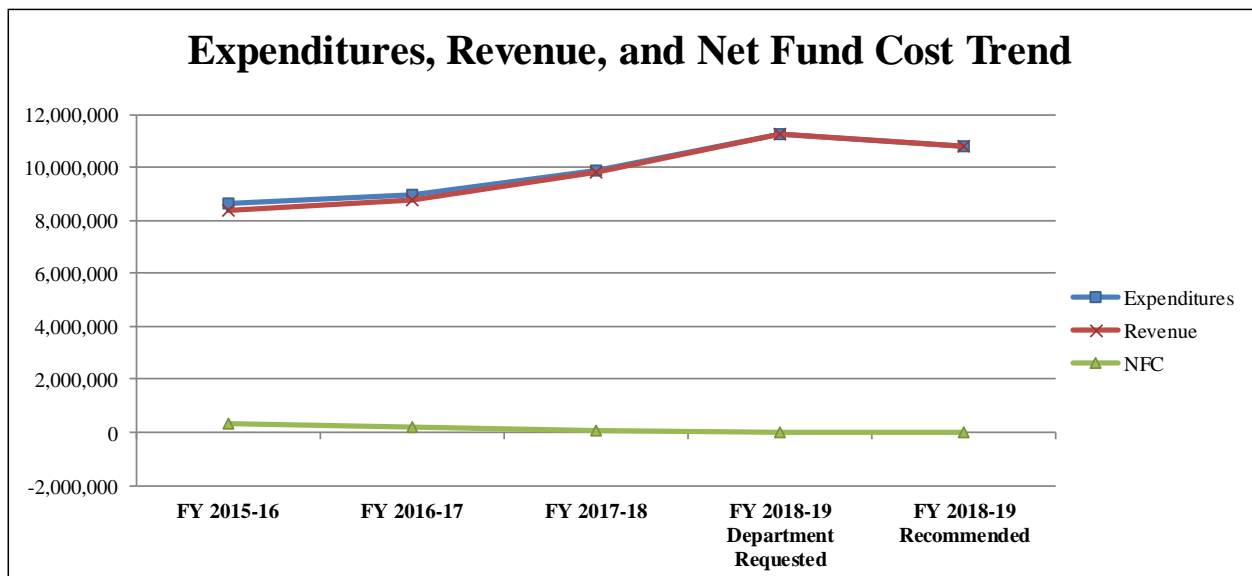
In FY 2017-18, the State adjusted the MOE to a less favorable formula that requires counties to pay 35 percent of the non-federal IHSS costs with the State paying 65 percent. The State acknowledged that counties would have financial hardship due to this change and made available a funding mechanism to alleviate the hardship for three years. However, despite this multi-faceted funding mechanism, the County’s cost is anticipated to increase in FY 2018-19.

The recommended budget includes a decrease of approximately \$1 million in Social Services realignment. In addition, the recommended budget includes an increase of approximately \$1 million over FY 2017-18 actual expenditures primarily due to the State requiring counties to adjust the MOE base amount by a 5% inflation factor in FY 2018-19 and the reduction in State General Fund contributions. In future years, the inflation factor will be adjusted on a sliding scale ranging from no annual cost, up to a seven percent inflator. The IHSS cost will continue to grow in the next five years due to the State program changes related to implementation of Fair Labor Standards Act requirements for providers, annual mandated cost escalators, State minimum wage increases, increase caseload size and reduction in State General Fund contributions for IHSS program.

The additional net increase in cost is funded by an increase of approximately \$2 million in General Fund contribution. The fund balance as June 30, 2018 is a deficit of \$46,863. The department has a general designation of \$767,350 and anticipates using \$46,863 to cover the deficit. The remaining \$720,787 designation will be used 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

Budget Units as Listed

Description of Major Services

Special revenue funds were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Special revenue funds are transferred to a variety of County departments to fund specific activities. Funds are transferred into departments as operating transfers in and are detailed in the Summaries of Expenditures and Revenues for each department as other financing sources. A few special revenue funds expend directly out of the fund. However, the majority of the appropriations recommended below will be transferred into operating budgets in other County funds.

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2017-18			FY 2018-19		Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended Appropriations	
General Government								
Finance								
00264	1113	Tax Loss Reserve	\$7,000,000	\$0	\$0	\$7,000,000	\$7,000,000	\$7,300,000
00266	1121	Redemption Systems	\$1,022,712	\$0	\$0	\$337,581	\$337,581	\$200,000
Total Finance			\$8,022,712	\$0	\$0	\$7,337,581	\$7,337,581	\$7,500,000
Property Management								
22156	1611	DIVCA Local Franchise Fee	\$392,500	\$0	\$0	\$82,370	\$82,370	\$340,000
Total Property Management			\$392,500	\$0	\$0	\$82,370	\$82,370	\$340,000
Promotion								
22036	1814	Board of Trade-Advertising	\$38,000	\$0	\$0	\$50,000	\$50,000	\$5,000
Total Promotion			\$38,000	\$0	\$0	\$50,000	\$50,000	\$5,000
Plant Acquisition								
22153	1950	Bakersfield Planned Sewer #1	\$20,500	\$100,500	\$0	\$0	\$100,500	\$80,000
22158	1951	Bakersfield Planned Sewer #2	\$500	\$0	\$0	\$0	\$0	\$0
22164	1952	Bakersfield Planned Sewer #3	\$500	\$500	\$0	\$0	\$500	\$80
22166	1953	Bakersfield Planned Sewer #4	\$500	\$500	\$0	\$0	\$500	\$950
22167	1954	Bakersfield Planned Sewer #5	\$500	\$500	\$0	\$0	\$500	\$1,000
22173	1956	County Planned Sewer Area A	\$500	\$500	\$0	\$0	\$500	\$900
22177	1957	County Planned Sewer Area B	\$500	\$500	\$0	\$0	\$500	\$8
22184	1958	CSA #71 Septic Abandonment	\$500	\$2,000	\$0	\$0	\$2,000	\$35,000
00171	1962	Planned Local Drainage-Shalimar	\$500	\$500	\$0	\$0	\$500	\$150
00172	1963	Planned Local Drainage-Brundage	\$500	\$500	\$0	\$0	\$500	\$1,550
00173	1961	Planned Local Drainage-Orangewood	\$500	\$500	\$0	\$0	\$500	\$13,000
00174	1964	Planned Local Drainage-Breckenridge	\$500	\$500	\$0	\$0	\$500	\$400
00176	1965	Planned Local Drainage-Oildale	\$500	\$500	\$0	\$0	\$500	\$2,300
00191	1968	Criminal Justice Facilities Construction	\$2,700,000	\$0	\$0	\$2,400,000	\$2,400,000	\$2,113,500
Total Plant Acquisition			\$2,726,500	\$107,500	\$0	\$2,400,000	\$2,507,500	\$2,248,838
Total General Government			\$11,179,712	\$107,500	\$0	\$9,869,951	\$9,977,451	\$10,093,838
Public Protection								
Judicial								
00180	2111	DNA Identification	\$375,000	\$0	\$0	\$375,000	\$375,000	\$375,000
00181	2112	Local Public Safety	\$78,253,849	\$0	\$0	\$76,688,775	\$76,688,775	\$70,066,703
00188	2113	Automated County Warrant System	\$31,000	\$0	\$0	\$71,000	\$71,000	\$41,000
00190	2114	Domestic Violence	\$150,000	\$0	\$0	\$150,000	\$150,000	\$150,000
00164	2115	Real Estate Fraud	\$1,322,698	\$200,000	\$0	\$986,557	\$1,186,557	\$1,012,000
22064	2181	District Attorney Local Forfeiture	\$30,000	\$0	\$0	\$30,000	\$30,000	\$10,600
22079	2182	District Attorney Equipment/Automation	\$73,000	\$0	\$0	\$73,000	\$73,000	\$1,000
22087	2185	Criminalistics Laboratories	\$354,429	\$0	\$0	\$354,429	\$354,429	\$50,000
24038	2187	District Attorney-Court Ordered Penalties	\$770,000	\$0	\$0	\$980,000	\$980,000	\$1,000,000
Total Judicial			\$81,359,976	\$200,000	\$0	\$79,708,761	\$79,908,761	\$72,706,303

Special Revenue Funds

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2017-18			FY 2018-19		Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended Appropriations	
Police Protection								
00182	2211	Sheriff Facility Training	\$211,000	\$0	\$0	\$0	\$0	\$0
00184	2212	Automated Fingerprint	\$400,000	\$0	\$0	\$400,000	\$400,000	\$202,500
22046	2119	Sheriff Electronic Monitoring	\$0	\$0	\$0	\$0	\$0	\$23,000
22127	2214	Sheriff-California Identification	\$2,914,000	\$0	\$0	\$2,816,000	\$2,816,000	\$1,637,886
22128	2215	Sheriff-Civil Subpoenas	\$15,000	\$0	\$0	\$15,000	\$15,000	\$9,000
22129	2231	KNET Asset Forfeiture	\$50,000	\$0	\$0	\$0	\$0	\$0
22132	2217	Sheriff Training	\$100,000	\$0	\$0	\$100,000	\$100,000	\$160,600
22133	2218	Sheriff Work Release	\$400,000	\$0	\$0	\$400,000	\$400,000	\$451,700
22137	2219	Sheriff State Forfeiture	\$6,000	\$0	\$0	\$15,000	\$15,000	\$0
22138	2220	Sheriff Civil Automated	\$36,500	\$0	\$0	\$118,263	\$118,263	\$214,000
22140	2221	Sheriff Firearms	\$5,000	\$0	\$0	\$45,100	\$45,100	\$5,500
22141	2222	Sheriff Judgement Debtor's Fee	\$397,550	\$0	\$0	\$393,350	\$393,350	\$220,000
22142	2223	Sheriff Community Resources	\$5,000	\$0	\$0	\$2,500	\$2,500	\$285
22143	2224	Sheriff Volunteer Services	\$15,000	\$0	\$0	\$15,000	\$15,000	\$9,000
22144	2225	Sheriff Controlled Substance	\$0	\$0	\$0	\$45,120	\$45,120	\$40,800
22196	2233	Rural Crime - Environment Impact Fee	\$653,642	\$0	\$0	\$775,456	\$775,456	\$1,200,000
22126	2213	Sheriff Rural Crime	\$0	\$0	\$0	\$0	\$0	\$190
24057	2230	Inmate Welfare	\$4,273,600	\$0	\$0	\$4,096,799	\$4,096,799	\$2,030,000
Total Police Protection			\$9,482,292	\$0	\$0	\$9,237,588	\$9,237,588	\$6,204,461
Detention & Correction								
22010	2300	Public Safety 2011 Realignment	\$73,015,774	\$0	\$2,520,862	\$74,387,749	\$76,908,611	\$72,329,660
24063	2193	CCP Community Recidivism	\$5,859,739	\$4,383,706	\$0	\$0	\$4,383,706	\$1,108,539
22097	2347	Asset Forfeiture 15 Percent	\$5,000	\$0	\$0	\$0	\$0	\$130
00179	2341	Probation Training	\$249,645	\$0	\$0	\$203,175	\$203,175	\$203,175
00163	2342	Probation Juvenile Justice Realignment	\$3,731,448	\$0	\$0	\$3,869,004	\$3,869,004	\$3,887,004
22098	2343	Probation Asset Forfeiture	\$10,000	\$0	\$0	\$10,000	\$10,000	\$700
24060	2344	Juvenile Inmate Welfare	\$49,000	\$0	\$0	\$50,000	\$50,000	\$25,000
22107	2348	Probation Federal Asset Forfeiture	\$0	\$0	\$0	\$0	\$0	\$5,400
Total Detention & Correction			\$82,920,606	\$4,383,706	\$2,520,862	\$78,519,928	\$85,424,496	\$77,559,608
Fire Protection								
22188	2420	Fireworks Violations	\$25,500	\$0	\$0	\$25,500	\$25,500	\$36,000
24042	2421	Fire Department Donations	\$15,000	\$0	\$0	\$15,000	\$15,000	\$400
24043	2422	State Fire	\$697,544	\$0	\$0	\$521,521	\$521,521	\$0
24044	2423	Fire-Hazard Reduction	\$450,000	\$0	\$0	\$250,000	\$250,000	\$125,512
24047	2425	Fire-Helicopter Operations	\$850,000	\$0	\$0	\$850,000	\$850,000	\$765,000
Total Fire Protection			\$2,038,044	\$0	\$0	\$1,662,021	\$1,662,021	\$926,912
Protective Inspection								
24125	2626	Strong Motion Instrumentation	\$51,000	\$20,500	\$0	\$0	\$20,500	\$12,000
Total Protective Inspection			\$51,000	\$20,500	\$0	\$0	\$20,500	\$12,000
Other Protection								
00160	2740	Wildlife Resources	\$4,383	\$593	\$4,000	\$0	\$4,593	\$4,400
00194	2709	Recorder-Social Security Truncation	\$9,700	\$0	\$0	\$9,700	\$9,700	\$0
00198	2706	Recorder's Modernization	\$2,300,364	\$0	\$100,000	\$2,234,751	\$2,334,751	\$795,040
00199	2707	Micrographics Recorder	\$2,291	\$0	\$0	\$0	\$0	\$0
22124	2753	Oil and Gas Program	\$1,080,796	\$0	\$0	\$2,875,545	\$2,875,545	\$2,007,000
22187	2708	Recorder-Electronic Recording	\$159,400	\$0	\$0	\$162,425	\$162,425	\$164,865
22042	2751	General Plan Administration Surcharge	\$1,636,861	\$0	\$0	\$2,577,585	\$2,577,585	\$700,000
24098	2752	Project Impact Mitigation	\$0	\$0	\$0	\$3,387,079	\$3,387,079	\$0
22027	2764	Sterilization Fund	\$33,000	\$0	\$0	\$30,000	\$30,000	\$36,000
00175	2780	Range Improvement Section 15	\$5,750	\$0	\$5,750	\$0	\$5,750	\$6,872
00177	2781	Range Improvement Section 3	\$2,000	\$0	\$2,000	\$0	\$2,000	\$928
Total Other Protection			\$5,234,545	\$593	\$111,750	\$11,277,085	\$11,389,428	\$3,715,105
Total Public Protection			\$181,086,463	\$4,604,799	\$2,632,612	\$180,405,383	\$187,642,794	\$161,124,389

Special Revenue Funds

Summary of Expenditures and Revenue

Fund Number	Budget Unit	Description	FY 2017-18		FY 2018-19			Total Estimated Revenue
			Adopted Appropriation	Services & Supplies	Other Charges	Other Financing Uses	Total Recommended Appropriations	
Public Ways & Facilities								
Public Ways								
24089	3003	Metro Bakersfield Transport Impact	\$6,000,000	\$0	\$0	\$3,000,000	\$3,000,000	\$0
22198	3020	Oil and Gas Road Maintenance Mitigation	\$0	\$0	\$0	\$2,984,685	\$2,984,685	\$2,010,000
Total Public Ways			\$6,000,000	\$0	\$0	\$5,984,685	\$5,984,685	\$2,010,000
Total Public Ways & Facilities			\$6,000,000	\$0	\$0	\$5,984,685	\$5,984,685	\$2,010,000
Health & Sanitation								
Health								
22069	4111	Public Health Miscellaneous	\$6,646	\$0	\$0	\$1,989	\$1,989	\$6,400
22125	4116	Hazardous Waste Settlements	\$343,690	\$0	\$0	\$256,000	\$256,000	\$100,000
24139	4118	Vital & Health Statistics-County Clerk	\$3,500	\$0	\$0	\$3,500	\$3,500	\$2,820
24138	4119	Vital & Health Statistics-Recorder	\$90,545	\$0	\$0	\$93,000	\$93,000	\$79,000
00195	4124	Alcoholism Program	\$59,923	\$0	\$0	\$153,000	\$153,000	\$70,473
00196	4125	Alcohol Abuse Education/Prevention	\$120,067	\$0	\$0	\$60,000	\$60,000	\$57,103
00197	4126	Drug Program	\$15,994	\$0	\$0	\$6,000	\$6,000	\$11,915
22085	4130	Mental Health Services Act	\$43,677,026	\$0	\$0	\$62,108,809	\$62,108,809	\$44,960,000
22086	4131	MHSA Prudent Reserve	\$0	\$0	\$0	\$0	\$0	\$3,080,000
22073	4136	Health-MAA/TCM	\$121,465	\$0	\$0	\$10,288	\$10,288	\$500
22076	4137	Child Restraint Loaner Program	\$63,750	\$0	\$0	\$51,404	\$51,404	\$22,275
24126	4140	Tobacco Education Control Program	\$138,870	\$0	\$0	\$1,218,261	\$1,218,261	\$1,271,811
24137	4141	Vital & Health Statistics-Health	\$77,125	\$0	\$0	\$79,388	\$79,388	\$75,000
22010	4142	Behavioral Health Services 2011 Realignment	\$51,084,558	\$0	\$0	\$52,386,210	\$52,386,210	\$52,386,210
Total Health			\$95,803,159	\$0	\$0	\$116,427,849	\$116,427,849	\$102,123,507
Hospital Care								
00187	4201	Emergency Medical Payments	\$2,122,456	\$2,021,000	\$0	\$441,804	\$2,462,804	\$2,035,500
Total Hospital Care			\$2,122,456	\$2,021,000	\$0	\$441,804	\$2,462,804	\$2,035,500
Total Health & Sanitation			\$97,925,615	\$2,021,000	\$0	\$116,869,653	\$118,890,653	\$104,159,007
Public Assistance								
Administration								
22194	5511	Veterans' Grant Fund	\$137,227	\$0	\$0	\$85,729	\$85,729	\$0
22185	5122	Wraparound Savings	\$2,387,797	\$144,000	\$0	\$2,249,944	\$2,393,944	\$1,137,647
24066	5123	Kern County Children	\$491,702	\$583,606	\$0	\$0	\$583,606	\$178,906
24105	5124	Jamison Center	\$100,000	\$100,000	\$0	\$0	\$100,000	\$0
Total Administration			\$3,116,726	\$827,606	\$0	\$2,335,673	\$3,163,279	\$1,316,553
Other Assistance								
22039	5400	Disaster Assistance	\$1,850,169	\$0	\$0	\$0	\$0	\$0
22010	5300	Human Services 2011 Realignment	\$68,632,131	\$0	\$0	\$69,785,016	\$69,785,016	\$67,448,665
Total Other Assistance			\$70,482,300	\$0	\$0	\$69,785,016	\$69,785,016	\$67,448,665
Total Public Assistance			\$73,599,026	\$827,606	\$0	\$72,120,689	\$72,948,295	\$68,765,218
Education								
Education								
24067	6211	Kern County Library Donations	\$138,000	\$0	\$0	\$118,000	\$118,000	\$122,000
Total Education			\$138,000	\$0	\$0	\$118,000	\$118,000	\$122,000
Total Education			\$138,000	\$0	\$0	\$118,000	\$118,000	\$122,000
Recreation & Culture								
Recreation Facilities								
00170	7103	Off Highway Motor Vehicle License	\$76,518	\$0	\$0	\$79,900	\$79,900	\$130,000
22195	7104	Parks Donations	\$5,000	\$41,000	\$0	\$0	\$41,000	\$0
25120	7105	Parcel Map In-Lieu Fees	\$100,000	\$100,000	\$0	\$0	\$100,000	\$2,200
Total Recreation Facilities			\$181,518	\$141,000	\$0	\$79,900	\$220,900	\$132,200
Total Recreation & Culture			\$181,518	\$141,000	\$0	\$79,900	\$220,900	\$132,200
Total Special Revenue Funds			\$370,110,334	\$7,701,905	\$2,632,612	\$385,448,261	\$395,782,778	\$346,154,766

Special Revenue Funds

THIS PAGE INTENTIONALLY LEFT BLANK



Other Capital Projects

Fund: As listed

Budget Units: As Listed

Description of Major Services

Other capital projects encompass countywide capital projects not accounted for in other budget units. Capital projects are financed through a variety of funding sources including Certificates of Participation, State and federal grants, private contributions, and traffic mitigation fees and are budgeted in the year authorized. Budgeted and actual expenditures and revenues in the table below are listed cumulative for the projects. The Public Works Department and the General Services Division of the County Administrative Office generally manage the projects.

Major Expenditures and Revenue in FY 2018-19 Recommended Budget

Other Capital Projects includes one project for the construction of a new jail. The jail was completed in February 2018 and is currently in the closeout phase. The recommended budget also includes \$2.1 million in transfers to the General Fund. One transfer is for interest earnings from the Tobacco Securitization Tobacco Endowment fund that are available for discretionary purposes. Another transfer in the amount of \$1,701,049 funds several major maintenance projects including the reroof of Boron Sheriff Substation, upgrade to lighting in the County Administrative building and the reroof of Juvenile Hall.

SUMMARY OF EXPENDITURES AND REVENUE									
Fund Number	Budget Unit	Description	Cumulative Balances				FY 2018-19		
			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	\$1,714,049	\$1,701,049	
00012	1949	ACO - Structural Fire	\$0	\$0	\$0	\$0	\$3,500	\$0	
00235	8235	Tobacco Securitization Proceeds - CP							
		8851-Operating Transfer Out	\$27,580,954	\$22,134,305	\$25,980,954	\$23,022,177	\$0	\$0	
Finance									
00235	1947	Tobacco Endowment Interest	\$0	\$0	\$0	\$0	\$400,000	\$400,000	
Public Protection									
Detention and Correction									
00225	1945	8568-Kern County Justice Facility	\$124,831,000	\$120,816,704	\$124,831,000	\$110,277,872	\$0	\$0	
Total Projects			\$152,411,954	\$142,951,009	\$150,811,954	\$133,300,049	\$2,117,549	\$2,101,049	

THIS PAGE INTENTIONALLY LEFT BLANK



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 126 active County Service Areas (CSAs) were established to provide services that include landscape maintenance, street sweeping, sewer service, and street lighting services. All assessments and fees charged to property owners are limited to covering the cost of providing a special benefit to the property being charged. California law does not permit the fees collected through CSAs to be used to benefit the general public residing outside a CSA. The Public Works Department administers all of the CSAs.

Summary of Expenditures and Revenue								
			FY 2017-18	FY 2018-19				
Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets	Recommended Appropriations	Total Estimated Revenue
40515	9103	Edmondson Acres	\$2,700	\$2,514	\$245	\$0	\$2,759	\$2,346
40520	9104	Northwest Ranchos	\$9,300	\$8,358	\$338	\$0	\$8,696	\$6,255
40525	9105	Casa Loma Acres	\$5,000	\$4,272	\$274	\$0	\$4,546	\$3,816
40530	9106	Highland Knolls	\$19,000	\$17,862	\$631	\$0	\$18,493	\$18,759
40535	9107	Standard 14-C Taft	\$1,000	\$808	\$322	\$0	\$1,130	\$980
40540	9108	LaCresta	\$19,660	\$18,062	\$521	\$0	\$18,583	\$16,684
40545	9109	Hillcrest	\$33,000	\$29,978	\$687	\$0	\$30,665	\$22,873
40548	9300	Sabaloni	\$2,100	\$506	\$400	\$0	\$906	\$1,073
40550	9110	Sabaloni	\$26,000	\$24,562	\$584	\$0	\$25,146	\$19,071
40555	9111	Lakeview	\$34,500	\$29,099	\$890	\$0	\$29,989	\$27,847
40556	9129	Rexland Sewer	\$252,644	\$212,197	\$294	\$0	\$212,491	\$213,173
40557	9130	Lakeview	\$12,000	\$16,007	\$109	\$0	\$16,116	\$4,885
40561	9113	Panama/Buena Vista	\$14	\$0	\$0	\$0	\$0	\$0
40565	9117	Taft	\$7,289	\$7,175	\$130	\$0	\$7,305	\$75
40568	9120	Mojave	\$2,629	\$2,355	\$193	\$0	\$2,548	\$0
40572	9128	Alta Vista	\$5	\$0	\$0	\$0	\$0	\$0
40595	9150	Bodfish	\$2,200	\$1,965	\$244	\$0	\$2,209	\$2,284
40600	9151	Wofford Heights	\$40,000	\$39,044	\$60	\$0	\$39,104	\$4,956
40605	9152	Oakhaven	\$29,000	\$27,587	\$693	\$0	\$28,280	\$21,726
40607	9163	Oakhaven	\$900	\$610	\$106	\$0	\$716	\$396
40609	9161	Oakhaven	\$2,500	\$2,122	\$259	\$0	\$2,381	\$2,440
40610	9153	Mojave	\$20,000	\$16,073	\$469	\$0	\$16,542	\$19,222
40615	9154	Orangewood	\$71,000	\$65,250	\$1,106	\$0	\$66,356	\$63,421
40616	9156	Orangewood	\$80,000	\$75,027	\$558	\$0	\$75,585	\$22,237
40617	9162	Orangewood	\$124,000	\$103,270	\$3,329	\$0	\$106,599	\$84,973
40618	9165	Orangewood	\$8,860	\$7,041	\$453	\$0	\$7,494	\$7,369
40620	9155	Virginia Colony	\$69,160	\$63,700	\$1,336	\$0	\$65,036	\$59,894
40626	9264	Virginia Colony	\$6,500	\$4,050	\$363	\$0	\$4,413	\$4,091
40627	9266	Virginia Colony	\$27,000	\$17,533	\$708	\$0	\$18,241	\$7,611
40628	9267	Virginia Colony	\$19,000	\$16,255	\$1,021	\$0	\$17,276	\$15,348
40630	9157	College Avenue	\$55,000	\$50,130	\$1,112	\$0	\$51,242	\$40,828
40635	9158	Kern Citrus	\$4,400	\$3,920	\$275	\$0	\$4,195	\$3,553
40640	9159	La Loma	\$43,000	\$39,820	\$866	\$0	\$40,686	\$34,652
40645	9160	Mexican Colony	\$34,000	\$27,620	\$613	\$0	\$28,233	\$25,739
40648	9164	Mexican Colony	\$2,400	\$2,171	\$284	\$0	\$2,455	\$2,078
40650	9185	Fairfax	\$2,800	\$2,521	\$289	\$0	\$2,810	\$1,748
40655	9186	Ashe Tract	\$4,788	\$4,781	\$30	\$0	\$4,811	\$67
40660	9187	Ford City	\$18,500	\$18,055	\$563	\$0	\$18,618	\$16,009
40665	9188	Greenfield	\$47,000	\$46,111	\$930	\$0	\$47,041	\$36,539
40666	9189	Greenfield	\$2,000	\$1,611	\$165	\$0	\$1,776	\$632
40675	9230	West Hi Ranchos	\$1,700	\$1,416	\$244	\$0	\$1,660	\$1,228
40676	9303	Greenacres	\$600	\$10,310	\$86	\$0	\$10,396	\$1,172
40680	9231	Greenacres	\$67,000	\$66,168	\$1,301	\$0	\$67,469	\$49,062
40682	9274	Greenacres	\$2,200	\$1,460	\$124	\$0	\$1,584	\$961
40685	9232	Amador	\$2,900	\$2,416	\$338	\$0	\$2,754	\$2,783

Summary of Expenditures and Revenue

FY 2017-18

FY 2018-19

Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets	Recommended Appropriations	Total Estimated Revenue
40690	9233	Harris School	\$1,900	\$1,643	\$162	\$0	\$1,805	\$1,355
40700	9235	Descanso Park	\$25,000	\$23,209	\$605	\$0	\$23,814	\$16,516
40710	9237	Pioneer Drive	\$67,000	\$63,050	\$1,148	\$0	\$64,198	\$47,915
40711	9364	Pioneer Drive	\$6,600	\$7,800	\$200	\$0	\$8,000	\$2,585
40712	9365	Pioneer Drive	\$1,400	\$1,206	\$265	\$0	\$1,471	\$1,306
40713	9366	Pioneer Drive	\$6,500	\$4,971	\$90	\$0	\$5,061	\$159
40715	9238	Bel Aire Estates	\$34,000	\$33,585	\$539	\$0	\$34,124	\$24,162
40720	9239	Countryside	\$7,200	\$6,321	\$200	\$0	\$6,521	\$5,606
40722	9313	Kern Valley	\$1,500	\$1,439	\$159	\$0	\$1,598	\$316
40723	9314	Kern Valley	\$100	\$162	\$50	\$0	\$212	\$257
40724	9242	Pine Mountain Club	\$236,400	\$6,120	\$2,038	\$271,550	\$279,708	\$139,522
40725	9240	Kern Valley	\$4,000	\$3,806	\$150	\$0	\$3,956	\$114
40726	9297	Kern Valley Z/B	\$12,500	\$13,050	\$574	\$0	\$13,624	\$11,573
40727	9255	Kern Valley Z/B	\$3,500	\$2,270	\$198	\$0	\$2,468	\$181
40730	9241	Pine Mountain Club	\$38,000	\$42,320	\$539	\$0	\$42,859	\$32,750
40733	9256	Kern Valley	\$291,000	\$256,677	\$0	\$0	\$256,677	\$227,660
40737	9258	Countryside	\$24,000	\$19,606	\$254	\$0	\$19,860	\$1,692
40740	9243	Alpine Forest Park	\$400	\$456	\$90	\$0	\$546	\$247
40745	9244	Lock Lomond	\$37,000	\$36,595	\$849	\$0	\$37,444	\$35,129
40750	9245	Keith Addition	\$19,000	\$17,545	\$570	\$0	\$18,115	\$13,918
40755	9246	Panama Mobile Serv.	\$3,200	\$3,320	\$294	\$0	\$3,614	\$2,567
40765	9249	Highland Terrace	\$9,900	\$9,233	\$398	\$0	\$9,631	\$8,993
40785	9253	O'Neil Cyn	\$3,750	\$3,118	\$130	\$0	\$3,248	\$1,085
40790	9259	Cedarcrest	\$26,000	\$23,565	\$586	\$0	\$24,151	\$18,084
40795	9262	Southgate	\$5	\$0	\$0	\$0	\$0	\$0
40796	9265	Southgate	\$5,000	\$4,320	\$318	\$0	\$4,638	\$3,019
40800	9263	O'Grady	\$16,200	\$15,631	\$492	\$0	\$16,123	\$13,133
40805	9272	Harvest Moon Ranch	\$3,700	\$3,213	\$301	\$0	\$3,514	\$2,860
40810	9273	Mustang Ranch	\$5,300	\$3,422	\$315	\$0	\$3,737	\$1,905
40820	9289	Stockdale Ranchos	\$6,700	\$6,294	\$395	\$0	\$6,689	\$3,945
40830	9277	Oildale	\$202,000	\$216,950	\$3,419	\$0	\$220,369	\$194,207
40831	9278	Oildale Z/B	\$29,000	\$23,684	\$745	\$0	\$24,429	\$20,209
40832	9276	North Meadows	\$173,000	\$150,100	\$1,595	\$0	\$151,695	\$90,466
40836	9279	West County Z/B	\$10,000	\$9,130	\$398	\$0	\$9,528	\$3,642
40837	9280	West County Z/B	\$1,900	\$1,720	\$277	\$0	\$1,997	\$1,655
40838	9281	West County Z/B	\$8,400	\$7,840	\$370	\$0	\$8,210	\$7,794
40839	9282	West County Z/B	\$3,000	\$2,804	\$294	\$0	\$3,098	\$2,832
40840	9283	Randsburg-Johannesburg	\$6,250	\$6,045	\$335	\$0	\$6,380	\$5,735
40845	9284	Rosamond	\$18,000	\$16,125	\$493	\$0	\$16,618	\$14,802
40846	9290	Rosamond	\$130,000	\$162,500	\$1,717	\$0	\$164,217	\$93,891
40847	9291	Rosamond	\$14,000	\$13,011	\$250	\$0	\$13,261	\$511
40848	9292	Rosamond	\$58,000	\$45,146	\$1,115	\$0	\$46,261	\$45,275
40849	9293	Rosamond	\$92,000	\$94,447	\$2,058	\$0	\$96,505	\$69,363
40851	9294	Westpark Rec. Center	\$103,538	\$105,954	\$1,653	\$0	\$107,607	\$102,790
40852	9295	Westpark Landscaping	\$77,000	\$75,950	\$1,446	\$0	\$77,396	\$61,700
40855	9286	South Taft	\$112,000	\$135,063	\$376	\$0	\$135,439	\$13,096
40856	9298	South Taft	\$4,100	\$3,774	\$311	\$0	\$4,085	\$3,753
40860	9287	Lazy Acres	\$6,000	\$5,832	\$346	\$0	\$6,178	\$4,100
40862	9299	Lazy Acres	\$2,100	\$1,561	\$274	\$0	\$1,835	\$1,458
40863	9301	Lazy Acres	\$6,953	\$4,510	\$719	\$0	\$5,229	\$3,342
40864	9302	Lazy Acres	\$35,000	\$23,006	\$363	\$0	\$23,369	\$6,126
40865	9288	Pumpkin Center	\$3,200	\$2,920	\$293	\$0	\$3,213	\$2,490
40866	9305	Pumpkin Center	\$6,000	\$5,968	\$90	\$0	\$6,058	\$89
40875	9307	San Joaquin	\$500	\$469	\$90	\$0	\$559	\$320
40885	9309	West Bakersfield	\$180,000	\$165,805	\$150	\$0	\$165,955	\$118,446
40886	9316	West Bakersfield	\$50,000	\$59,050	\$864	\$0	\$59,914	\$40,563
40887	9317	West Bakersfield Z/B	\$90,000	\$91,070	\$1,460	\$0	\$92,530	\$74,966
40888	9319	West Bakersfield	\$650,000	\$724,725	\$9,180	\$0	\$733,905	\$586,575
40890	9318	Rancho Algodon	\$2,200	\$1,712	\$279	\$0	\$1,991	\$1,599
40893	9321	West Bakersfield	\$87,500	\$70,482	\$1,829	\$0	\$72,311	\$75,577
40894	9322	West Bakersfield	\$1,200	\$907	\$216	\$0	\$1,123	\$783
40895	9323	West Bakersfield	\$244,532	\$243,020	\$5,605	\$0	\$248,625	\$151,896
40896	9324	West Bakersfield	\$390,000	\$379,050	\$10,791	\$0	\$389,841	\$273,269
40901	9328	West Bakersfield	\$10,000	\$9,370	\$720	\$0	\$10,090	\$7,304
40904	9331	Knudson Drive	\$2,600	\$2,010	\$288	\$0	\$2,298	\$351
40906	9333	Oswell Street	\$16,500	\$16,625	\$689	\$0	\$17,314	\$18,409
40908	9344	Multi-use Trail	\$64,000	\$64,645	\$1,587	\$0	\$66,232	\$45,333
40910	9338	Habecker	\$3,500	\$3,670	\$448	\$0	\$4,118	\$3,506

Summary of Expenditures and Revenue

FY 2017-18

FY 2018-19

Fund Number	Budget Unit	Description	Adopted Appropriations	Services & Supplies	Other Charges	Capital Assets	Recommended Appropriations	Total Estimated Revenue
40911	9337	Habecker	\$3,600	\$9,020	\$254	\$0	\$9,274	\$7,228
40913	9339	Core Makr Court	\$7,200	\$13,329	\$384	\$0	\$13,713	\$10,038
40914	9340	Lost Hills	\$1,400	\$910	\$263	\$0	\$1,173	\$613
40915	9341	South Union	\$16,500	\$14,555	\$383	\$0	\$14,938	\$1,635
40916	9342	South Union	\$12,600	\$14,050	\$555	\$0	\$14,605	\$7,366
40917	9343	South Union	\$1,400	\$1,202	\$154	\$0	\$1,356	\$179
40918	9345	Lebec	\$33,000	\$44,701	\$250	\$0	\$44,951	\$1,243
40920	9347	Buena Vista	\$300	\$606	\$30	\$0	\$636	\$458
40921	9348	Buena Vista	\$200	\$192	\$30	\$0	\$222	\$129
40922	9349	Erro Ranch	\$200	\$130	\$30	\$0	\$160	\$77
40923	9350	Erro Ranch	\$300	\$331	\$30	\$0	\$361	\$375
40925	9352	Erro Ranch	\$200	\$147	\$30	\$0	\$177	\$203
40943	9370	Brundage	\$900	\$855	\$130	\$0	\$985	\$1,021

THIS PAGE INTENTIONALLY LEFT BLANK



**SUMMARY OF FY 2018-19 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 Server	P	2	\$15,500	\$31,000
			<u>2</u>		<u>\$31,000</u>
<u>B.U. #1130</u>					
ASSESSOR	Ethernet Switches	P	2	\$7,678	\$15,356
	Replacement File Server	P	1	\$13,000	\$13,000
	Replacement Backup Server	P	1	\$13,600	\$13,600
	Replacement of Cash Flow System	P	1	\$78,625	\$78,625
			<u>5</u>		<u>\$120,581</u>
<u>B.U. #1160</u>					
INFORMATION TECHNOLOGY SERVICES	ARC GIS License	P	1	\$8,400	\$8,400
	Integrated Criminal Justice Info System	P	1	\$47,765	\$47,765
	VPN appliance	P	1	\$120,000	\$120,000
	Telecom Switches Top and Bottom	P	2	\$37,500	\$75,000
			<u>5</u>		<u>\$251,165</u>
<u>B.U. #2200</u>					
FORENSIC SCIENCES-DIVISION OF DISTRICT ATTORNEY	Liquid Chromatography Mass Spectrometry (MS) /MS Instrument	P	1	\$450,000	\$450,000
	TruAllele Expansion Module	P	1	\$64,465	\$64,465
	Blood Drug Screener Equipment	P	1	\$65,000	\$65,000
			<u>3</u>		<u>\$579,465</u>
<u>B.U. #2210</u>					
SHERIFF-CORONER	Night Vision Rifle Scope	P	1	\$22,000	\$22,000
	Offroad 4x4 Truck	P	1	\$73,000	\$73,000
	Utility Trailer	P	1	\$16,000	\$16,000
	Passenger Vans	P	2	\$40,000	\$80,000
	Scheduling Software	P	1	\$67,000	\$67,000
	Juniper VPN Appliance	P	1	\$20,000	\$20,000
	TSD - Servers Replace	P	1	\$45,000	\$45,000
			<u>8</u>		<u>\$323,000</u>
<u>B.U. #2340</u>					
PROBATION	Firewall-Failover Cluster	P	1	\$8,500	\$8,500
	I/A Pro Blue Team Software	P	1	\$37,400	\$37,400
	AS 400 Hardware Replace	P	1	\$40,000	\$40,000
	Water Heaters	P	3	\$14,995	\$44,985
	Dryer	P	1	\$14,000	\$14,000
			<u>7</u>		<u>\$144,885</u>
<u>B.U. #2415</u>					
FIRE DEPARTMENT	Large Plans Scanner	P	1	\$10,000	\$10,000
	CAD Server	P	1	\$15,000	\$15,000
	Main Battery Backup	P	1	\$35,000	\$35,000
			<u>3</u>		<u>\$60,000</u>
<u>B.U. #2750</u>					
PLANNING AND NATURAL RESOURCES	Copier	P	1	\$25,000	\$25,000
	Workstations	P	12	\$5,000	\$60,000
			<u>13</u>		<u>\$85,000</u>

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #3000</u>					
ROADS DEPARTMENT	10 Yard Truck	P	3	\$153,333	\$460,000
	One Ton Flatbed	P	1	\$50,000	\$50,000
	Steel Wheel Rollers	P	2	\$75,000	\$150,000
	Maintenance Facility	P	1	\$2,000,000	\$2,000,000
	Backhoe	P	2	\$110,000	\$220,000
	3/4 Ton Pickup	P	8	\$35,000	\$280,000
	3/4 Ton Pickup Ext Cab	P	1	\$40,000	\$40,000
	Tank & Baffle On Rock Truck	P	1	\$25,000	\$25,000
	SUV 4X4	P	8	\$37,500	\$300,000
	F550 W Service Body	P	1	\$150,000	\$150,000
			28		\$3,675,000
<u>B.U. #4110</u>					
PUBLIC HEALTH	Biofire- Syndromic Testing System	P	1	\$45,000	\$45,000
	Wi-Fi System	P	1	\$215,000	\$215,000
			2		\$260,000
<u>B.U. #4120</u>					
BEHAVIORAL HEALTH AND RECOVERY SERVICES	Data Loss Prevention	P	1	\$15,000	\$15,000
	Endpoint Encryption	P	1	\$15,000	\$15,000
	Wi-Fi all sites	P	1	\$400,000	\$400,000
	Large Server	P	1	\$35,000	\$35,000
	GIS Software	P	1	\$150,000	\$150,000
	Network Equipment	P	1	\$25,000	\$25,000
	Uninterruptable Power Source	P	8	\$20,000	\$160,000
	Keri System Upgrade	P	1	\$50,000	\$50,000
	Citrix System	P	1	\$200,000	\$200,000
	Network Switches	P	7	\$15,000	\$105,000
	Turnkey Replacement-Security Cameras	P	1	\$50,000	\$50,000
			24		\$1,205,000
<u>B.U. #4122</u>					
ENVIROMENTAL HEALTH SERVICES	HazMat Awning	P	1	\$250,000	\$250,000
	Photo Ionization Detector	P	1	\$6,000	\$6,000
			2		\$256,000
<u>B.U. #5120</u>					
HUMAN SERVICES - ADMINISTRATION	Avaya G450 MP 160	P	4	\$7,500	\$30,000
	Avaya Software	P	1	\$40,000	\$40,000
	RealPresence Collaboration Server	P	1	\$25,000	\$25,000
	DHS Fax Server	P	1	\$20,000	\$20,000
	Cargo Vans Class 1	P	4	\$26,000	\$104,000
	SUV 4X4 Class 1625	P	2	\$29,000	\$58,000
	Mini Cargo Vans	P	2	\$25,300	\$50,600
	Vehicles Sedans	P	30	\$18,700	\$561,000
	3/4 Ton Pickup	P	1	\$32,000	\$32,000
			46		\$920,600
<u>B.U. #5923</u>					
EMPLOYERS TRAINING RESOURCES	File Server	P	1	\$9,000	\$9,000
	File Server	P	1	\$9,000	\$9,000
	Vehicle	P	2	\$25,000	\$50,000
	Production Copier	P	1	\$25,000	\$25,000
	Video Conferencing Units	P	2	\$6,500	\$13,000
			7		\$106,000
<u>B.U. #5940</u>					
COMMUNITY DEVELOPMENT	Office Furniture	P	1	\$8,000	\$8,000
			1		\$8,000

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> <u>(P)urchase</u> <u>or (L)ease</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #8950</u>					
G.S. GARAGE INTERNAL SERVICE FUND	Vehicle Diagnostic Software	P	1	\$12,000	\$12,000
	Sedan Compact	P	1	\$23,100	\$23,100
	Sedan Intermediate	P	1	\$39,600	\$39,600
	Pickup Compact Reg Cab 2W	P	1	\$22,000	\$22,000
	Pickup 1/2 Ton Reg Cab 2W	P	4	\$26,400	\$105,600
	Pickup 1/2 Ton Ext Cab 2W	P	1	\$25,300	\$25,300
	SUV Compact 4-passenger 2	P	4	\$24,750	\$99,000
	SUV Compact 4-passenger 4	P	2	\$28,600	\$57,200
	SUV Compact Hybrid 2WD	P	1	\$31,350	\$31,350
	Pickup 3/4 Ton Animal Con	P	4	\$59,950	\$239,800
	Pickup 1 Ton Ext Cab 2WD	P	1	\$39,160	\$39,160
	Pickup 3/4 Ton 8501-10000	P	1	\$40,040	\$40,040
			22		\$734,150
<u>B.U. #8954</u>					
PUBLIC WORKS INTERNAL SERVICE FUND	GPS Rover	P	1	\$34,451	\$34,451
	Large Format Scanner	P	1	\$15,092	\$15,092
			2		\$49,543
<u>B.U. #8995</u>					
AIRPORTS	Microwave	P	1	\$15,000	\$15,000
	Jet Boarding Bridge Monitor	P	1	\$50,000	\$50,000
			2		\$65,000
<u>B.U. #8998</u>					
KERN REGIONAL TRANSIT	Mojave Transit Center	P	1	\$979,708	\$979,708
	Bus Stop Enhancement	P	1	\$161,241	\$161,241
	Bus	P	1	\$272,000	\$272,000
			3		\$1,412,949
<u>B.U. #8999</u>					
WASTE MANAGEMENT	Oil Tanks	P	1	\$140,000	\$140,000
	Gatehouse Software	P	1	\$25,000	\$25,000
	Roll Off Truck	P	1	\$165,000	\$165,000
	Roll Off Bins	P	12	\$6,000	\$72,000
	Skid Steer Loader	P	1	\$62,500	\$62,500
	Sea Trains	P	1	\$12,000	\$12,000
	3/4 Ton Pickup	P	4	\$51,250	\$205,000
	Portable Chippers	P	1	\$100,000	\$100,000
	Walking Floor Trailer	P	1	\$90,000	\$90,000
	Grapple Bucket Roll Out	P	1	\$60,000	\$60,000
	Air Burners	P	1	\$3,000,000	\$3,000,000
	Horizontal Wood Grinder	P	1	\$850,000	\$850,000
	Wheeled Front Loader	P	1	\$200,000	\$200,000
	Wood Chip Spreader	P	1	\$9,000	\$9,000
	Pool Vehicles	P	1	\$70,000	\$70,000
	1 Ton Pickup	P	1	\$130,000	\$130,000
	Water Trailer	P	1	\$8,000	\$8,000
	Tractor	P	1	\$75,000	\$75,000
	1 Ton Stake Bed	P	1	\$75,000	\$75,000
	Backhoe Trailer	P	1	\$105,000	\$105,000
	Trailer	P	1	\$10,000	\$10,000
	10 Cubic Yard Dump Truck	P	1	\$150,000	\$150,000
	Baler	P	1	\$35,000	\$35,000
	Storage Trailer	P	2	\$10,000	\$20,000
	Feeders For Chipper/Grind	P	1	\$60,000	\$60,000
	Office Trailer	P	2	\$35,000	\$70,000
	4x4 SUV	P	3	\$35,000	\$105,000
	Front Wheel Loader	P	1	\$265,000	\$265,000
	1/2 Ton Pickup	P	3	\$33,333	\$100,000
			49		\$6,268,500

<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. #9144</u>					
KERN SANITATION AUTHORITY	Backup Digester Construction Gas Purifier	P	1	\$612,000	\$612,000
	Driveway Security Gates	P	2	\$10,000	\$20,000
	South Reservoir Aera	P	2	\$55,000	\$110,000
	Hidrostal Pump for Trickle	P	1	\$30,000	\$30,000
	Wipes Ready Muffin Monster	P	1	\$10,000	\$10,000
	Ferric Chloride Tank and	P	1	\$8,000	\$8,000
	Chassis Lift for Crawler	P	1	\$13,500	\$13,500
	2 Sludge Pumps	P	2	\$27,525	\$55,050
			11		\$858,550
GRAND TOTAL					\$17,414,388

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
General Government							
Legislative and Administrative							
General Fund							
Administrative Office (B.U. #1020)	2392	Information Security Officer	(1)	0	\$180,000	(\$180,000)	1/5/2019
	0793	Fiscal and Policy Analyst I/II/III	(1)	0	\$163,000	(\$163,000)	9/1/2018
	0645	Senior Chief Administrative Office Manager	1	0	\$229,000	\$229,000	9/1/2018
Subtotal Administrative Office			(1)	0		(\$114,000)	
Total Legislative and Administrative			(1)	0		(\$114,000)	
Finance							
General Fund							
Auditor-Controller (B.U. #1110)	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
	0820	Business Manager	1	0	\$151,000	\$151,000	9/1/2018
Subtotal Auditor-Controller			0	0		\$72,000	
Treasurer-Tax Collector (B.U. #1120)	2345	Accountant I/II/III	1	0	\$129,000	129,000	9/1/2018
	2845	Fiscal Support Specialist	1	0	\$91,000	91,000	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	10/27/2018
Subtotal Treasurer-Tax Collector			1	0		\$141,000	
Total Finance			1	0		\$213,000	
Other General							
General Fund							
Information Technology Service (ITS) (B.U. #1160)	2392	Information Security Officer	1	0	\$180,000	\$180,000	9/1/2018
	2830	Fiscal Support Supervisor	1	0	\$108,000	\$108,000	9/1/2018
	0840	Administrative Coordinator	(1)	0	\$109,000	(\$109,000)	9/1/2018
Subtotal ITS			1	0		\$179,000	
Total Other General			1	0		\$179,000	
Elections							
General Fund							
Elections (B.U. #1420)	2224	Election Process Supervisor	1	0	\$101,000	\$101,000	9/1/2018
	3257	Chief Deputy Registrar of Voters	1	0	\$150,000	\$150,000	9/1/2018
Subtotal Elections			2	0		\$251,000	
Total Elections			2	0		\$251,000	
Human Resources							
General Fund							
Human Resources (B.U.#1310)	2320	Human Resources Analyst I/Sr.	1	0	\$146,000	\$146,000	9/1/2018
	3063	Senior Human Resources Specialist-Confidential	1	0	\$108,000	\$108,000	9/1/2018
	3060	Human Resources Assistant-Confidential	(1)	0	\$75,000	(\$75,000)	1/5/2019
	3064	Human Resources Specialist-Confidential I/II	(1)	0	\$95,000	(\$95,000)	1/5/2019
Subtotal Human Resources			0	0		\$84,000	
Total Human Resources			0	0		\$84,000	
Property Management							
General Fund							
General Services (B.U. #1610)	4140	Supervising Real Property Agent	1	0	\$150,000	\$150,000	9/1/2018
	2845	Fiscal Support Specialist	1	0	\$104,000	\$104,000	9/1/2018
	4150	Real Property Agent I/II/III	(1)	0	\$125,000	(\$125,000)	1/5/2019
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	1/5/2019
Subtotal General Services			0	0		\$50,000	
Total Property Management			0	0		\$50,000	
Total General Government			3	0		\$663,000	
Public Protection							
Judicial							
General Fund							
District Attorney-Criminal Division (B.U.#2180)	4421	District Attorney's Investigator I/II/III	2	0	\$203,000	\$406,000	9/1/2018
Subtotal District Attorney-Criminal Division			2	0		\$406,000	
Public Defender (B.U.#2190)	3138	Senior Legal Secretary	4	0	\$100,000	\$400,000	9/1/2018
	3124	Paralegal	1	0	\$104,000	\$104,000	9/1/2018
	0840	Administrative Coordinator	1	0	\$109,000	\$109,000	9/1/2018
	3140	Legal Secretary	(2)	0	\$87,000	(\$174,000)	1/5/2019
	3275	Office Services Technician	(2)	0	\$73,000	(\$146,000)	1/5/2019
	3265	Senior Office Services Specialist	(1)	0	\$87,000	(\$87,000)	1/5/2019
Subtotal Public Defender			1	0		\$206,000	
Other Fund							
Child Support Services (B.U.#2183)	1280	Customer Service Representative	9	0	\$80,000	\$720,000	9/1/2018
	3275	Office Services Technician	2	0	\$73,000	\$146,000	9/1/2018
	0840	Administrative Coordinator	2	0	\$109,000	\$218,000	9/1/2018
	2483	Help Desk Technician I	1	0	\$76,000	\$76,000	9/1/2018
	2820	Graphic Artist	1	0	\$84,000	\$84,000	9/1/2018
	3280	Office Services Assistant	(1)	0	\$67,000	(\$67,000)	9/1/2018
	0901	Marketing and Promotions Associate	(1)	0	\$103,000	(\$103,000)	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
Subtotal Child Support Services			12	0		\$995,000	
Total Judicial			15	0		\$1,607,000	

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Police Protection							
General Fund							
District Attorney - Forensic Sciences (B.U. #2200)	2457	Programmer I	1	0	\$111,000	\$111,000	9/1/2018
Subtotal DA-Forensic Sciences			1	0		\$111,000	
Sheriff (B.U. #2210)	3280	Office Services Assistant	1	0	\$67,000	\$67,000	9/1/2018
	5195	Automotive Mechanic	1	0	\$97,000	\$97,000	9/1/2018
	2454	Systems Analyst I/II	1	0	\$132,000	\$132,000	9/1/2018
	0701	Fleet Manager	1	0	\$150,000	\$150,000	9/1/2018
	4406	Supervising Deputy Public Administrator	1	0	\$129,000	\$129,000	9/1/2018
	3328	Sheriff's Dispatch Assistant	3	0	\$93,000	\$279,000	9/1/2018
	0644	Human Resources Manager	1	0	\$163,000	\$163,000	9/1/2018
	0840	Administrative Coordinator	(1)	0	\$109,000	(\$109,000)	1/5/2019
	4466	Sheriff's Sergeant	(1)	0	\$192,000	(\$192,000)	9/1/2018
Subtotal Sheriff			7	0		\$716,000	
Total Police Protection			8	0		\$827,000	
Other Protection							
General Fund							
Planning (B.U. 2750)	1974	Assistant Director - Planning and Natural Resources	1	0	\$272,000	\$272,000	9/1/2018
	2830	Fiscal Support Supervisor	1	0	\$90,000	\$90,000	9/1/2018
	0840	Administrative Coordinator	1	0	\$109,000	\$109,000	9/1/2018
Subtotal Planning			3	0		\$471,000	
Total Planning			3	0		\$471,000	
Total Public Protection			26	0		\$3,016,000	
Health and Sanitation							
Health							
General Fund							
Public Health (B.U. #4110)	0905	Program Technician	1	0	\$86,000	\$86,000	9/1/2018
	1085	GIS Technician I/II	1	0	\$88,000	\$88,000	9/1/2018
	2174	Environmental Health Specialist I/II/III	1	0	\$101,000	\$101,000	9/1/2018
	3404	Health Education Assistant I/II	1	0	\$79,000	\$79,000	9/1/2018
	3390	Director of Health Promotion and Public Information	(1)	0	\$156,000	(\$156,000)	9/1/2018
	2830	Fiscal Support Supervisor	(1)	0	\$101,000	(\$101,000)	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
	3265	Senior Office Services Specialist	(1)	0	\$87,000	(\$87,000)	9/1/2018
Subtotal Public Health			0	0		(\$69,000)	
Total Public Health			0	0		(\$69,000)	
Other Fund							
Behavioral Health and Recovery Services (B.U. #4120)	0840	Administrative Coordinator	4	0	\$109,000	\$436,000	9/1/2018
	3715	Behavioral Health Planning Analyst	2	0	\$108,000	\$216,000	9/1/2018
	3719	Behavioral Health Recovery Specialist I/II/III	1	0	\$93,000	\$93,000	9/1/2018
	3711	Behavioral Health Therapist I/II	19	0	\$122,000	\$2,318,000	9/1/2018
	3704	Behavioral Health Unit Supervisor I/II	2	0	\$155,000	\$310,000	9/1/2018
	1549	Clinical Psychologist I/II	3	0	\$155,000	\$465,000	9/1/2018
	0790	Coordinator of Administrative and Legislative Analysis	1	0	\$149,000	\$149,000	9/1/2018
	0847	Contracts Administration Assistant	3	0	\$108,000	\$324,000	9/1/2018
	0849	Departmental Analyst I/II	1	0	\$98,000	\$98,000	9/1/2018
	0798	Departmental Public Information Officer	1	0	\$125,000	\$125,000	9/1/2018
	2845	Fiscal Support Specialist	3	0	\$91,000	\$273,000	9/1/2018
	2830	Fiscal Support Supervisor	1	0	\$101,000	\$101,000	9/1/2018
	3065	Human Resources Specialist-Confidential	1	0	\$90,000	\$90,000	9/1/2018
	2478	Information Systems Specialist I/II/III/Sr.	3	0	\$111,000	\$333,000	9/1/2018
	3421	Medical Assistant I/II	1	0	\$74,000	\$74,000	9/1/2018
	1513	Nurse Practitioner	3	0	\$220,000	\$660,000	9/1/2018
	3270	Office Services Specialist	2	0	\$80,000	\$160,000	9/1/2018
	3275	Office Services Technician	3	0	\$73,000	\$219,000	9/1/2018
	0899	Program Specialist I/II	4	0	\$99,000	\$396,000	9/1/2018
	0905	Program Technician	4	0	\$86,000	\$344,000	9/1/2018
	1567	Substance Abuse Specialist I/II	5	0	\$89,000	\$445,000	9/1/2018
Subtotal Behavioral Health and Recovery Services			67	0		\$7,629,000	
Total Behavioral Health and Recovery Services			67	0		\$7,629,000	
Other Fund							
Environmental Health Services (B.U. #4122)	1079	GIS Specialist	(1)	0	\$113,000	(\$113,000)	9/1/2018
Subtotal Environmental Health Services			(1)	0		(\$113,000)	
Total Environmental Health			(1)	0		(\$113,000)	
California Children's Services							
General Fund							
California Children's Services (B.U.#4300)	1492	Public Health Project Specialist	1	0	\$103,000	\$103,000	9/1/2018
Subtotal California Children's Services			1	0		\$103,000	
Total California Children's Services			1	0		\$103,000	
Total Health and Sanitation			67	0		\$7,550,000	

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Public Assistance							
Administration							
Other Fund							
Human Services (B.U. #5120)	3735	Human Services Aide	1	0	\$68,000	\$68,000	9/1/2018
	3654	Social Service Worker I/II/III/IV/V	1	0	\$127,000	\$127,000	9/1/2018
	2436	Networks System Administrator	1	0	\$150,000	\$150,000	9/1/2018
		Subtotal Human Services	3	0		\$345,000	
		Total Administration	3	0		\$345,000	
Other Assistance							
General Fund							
Veterans Service Department (B.U. #5510)	0890	Veterans Services Representative Asst./I/II	1	0	\$104,000	\$104,000	9/1/2018
		Subtotal Veterans Services	1	0		\$104,000	
Employers' Training Resource (B.U. #5923)	0906	Job Developer I/II	2	0	\$104,000	\$208,000	9/1/2018
	0898	Program Specialist I/II	4	0	\$104,000	\$416,000	9/1/2018
	0905	Program Technician	6	0	\$86,000	\$516,000	9/1/2018
	0904	Marketing and Promotions Associate I/II	1	0	\$79,000	\$79,000	9/1/2018
	2845	Fiscal Support Specialist	1	0	\$91,000	\$91,000	9/1/2018
	3275	Office Services Technician	2	0	\$73,000	\$146,000	9/1/2018
	3280	Office Services Assistant	3	0	\$67,000	\$201,000	9/1/2018
		Subtotal Employers' Training Resource	19	0		\$1,657,000	
Community Development (B.U.#5940)	0930	Supervising Planner	1	0	\$172,000	\$172,000	9/1/2018
		Subtotal Community Development	1	0		\$172,000	
Other Fund							
Aging and Adult Services (B.U. #5610)	5502	Cook I/II	0	1	\$70,000	\$70,000	9/1/2018
	0809	Administrative Services Officer	1	0	\$163,000	\$163,000	9/1/2018
	0820	Business Manager	(1)	0	\$151,000	(\$151,000)	4/1/2019
		Subtotal Aging and Adult Services	0	1		\$82,000	
		Total Other Assistance	21	1		\$2,015,000	
		Total Public Assistance	24	1		\$2,360,000	
Internal Service Fund							
Public Ways							
Other Fund							
Public Works (B.U. #8954)	0473	Public Works Manager	1	0	\$208,000	\$208,000	9/1/2018
	0727	Senior Engineering Manager	1	0	\$229,000	\$229,000	9/1/2018
	0819	Safety Specialist	1	0	\$100,000	\$100,000	9/1/2018
	0880	Marketing & Promotions Coordinator	1	0	\$112,000	\$112,000	9/1/2018
	1071	Engineer I/II/III/III-C	(2)	0	\$175,000	(\$350,000)	9/1/2018
	1205	Waste Management Technician I/II	5	0	\$108,000	\$540,000	9/1/2018
	1209	Waste Management Supervisor	1	0	\$152,000	\$152,000	9/1/2018
	1211	Waste Management Specialist I/II/III	1	0	\$139,000	\$139,000	9/1/2018
	1214	Waste Management Support Supervisor	1	0	\$114,000	\$114,000	9/1/2018
	1217	Waste Management Aide I/II/III	5	0	\$92,000	\$460,000	9/1/2018
	2345	Accountant I/II/III	1	0	\$129,000	\$129,000	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
	3265	Sr. Office Services Specialist	(2)	0	\$87,000	(\$174,000)	9/1/2018
	3275	Office Services Technician	2	0	\$73,000	\$146,000	9/1/2018
	3270	Office Services Specialist	2	0	\$80,000	\$160,000	9/1/2018
	4931	Utility Worker	1	0	\$63,000	\$63,000	9/1/2018
	5010	Supervising Road Maint Worker II	2	0	\$109,000	\$218,000	9/1/2018
	5096	Heavy Equipment Mechanic	1	0	\$102,000	\$102,000	9/1/2018
	5130	Supervising Heavy Equipment Mechanic	1	0	\$122,000	\$122,000	9/1/2018
		Subtotal Public Works	22	0		\$2,391,000	
		Total Public Ways	22	0		\$2,391,000	
		Total Internal Service Fund	22	0		\$2,391,000	
County Departments - Grand Total			142	1		\$15,980,000	

THIS PAGE INTENTIONALLY LEFT BLANK



Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
General Government							
Legislative and Administrative							
General Fund							
Administrative Office (B.U. #1020)	2392	Information Security Officer	(1)	0	\$180,000	(\$180,000)	1/5/2019
	0793	Fiscal and Policy Analyst I/II/III	(1)	0	\$163,000	(\$163,000)	9/1/2018
	0645	Senior Chief Administrative Office Manager	1	0	\$229,000	\$229,000	9/1/2018
Subtotal Administrative Office			(1)	0		(\$114,000)	
Total Legislative and Administrative			(1)	0		(\$114,000)	
Finance							
General Fund							
Auditor-Controller (B.U. #1110)	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
	0820	Business Manager	1	0	\$151,000	\$151,000	9/1/2018
Subtotal Auditor-Controller			0	0		\$72,000	
Treasurer-Tax Collector (B.U. #1120)	2345	Accountant I/II/III	1	0	\$129,000	129,000	9/1/2018
	2845	Fiscal Support Specialist	1	0	\$91,000	91,000	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	10/27/2018
Subtotal Treasurer-Tax Collector			1	0		\$141,000	
Total Finance			1	0		\$213,000	
Other General							
General Fund							
Information Technology Service (ITS) (B.U. #1160)	2392	Information Security Officer	1	0	\$180,000	\$180,000	9/1/2018
	2830	Fiscal Support Supervisor	1	0	\$108,000	\$108,000	9/1/2018
	0840	Administrative Coordinator	(1)	0	\$109,000	(\$109,000)	9/1/2018
Subtotal ITS			1	0		\$179,000	
Total Other General			1	0		\$179,000	
Elections							
General Fund							
Elections (B.U. #1420)	2224	Election Process Supervisor	1	0	\$101,000	\$101,000	9/1/2018
	3257	Chief Deputy Registrar of Voters	1	0	\$150,000	\$150,000	9/1/2018
Subtotal Elections			2	0		\$251,000	
Total Elections			2	0		\$251,000	
Human Resources							
General Fund							
Human Resources (B.U.#1310)	2320	Human Resources Analyst I/Sr.	1	0	\$146,000	\$146,000	9/1/2018
	3063	Senior Human Resources Specialist-Confidential	1	0	\$108,000	\$108,000	9/1/2018
	3060	Human Resources Assistant-Confidential	(1)	0	\$75,000	(\$75,000)	1/5/2019
	3064	Human Resources Specialist-Confidential I/II	(1)	0	\$95,000	(\$95,000)	1/5/2019
Subtotal Human Resources			0	0		\$84,000	
Total Human Resources			0	0		\$84,000	
Property Management							
General Fund							
General Services (B.U. #1610)	4140	Supervising Real Property Agent	1	0	\$150,000	\$150,000	9/1/2018
	2845	Fiscal Support Specialist	1	0	\$104,000	\$104,000	9/1/2018
	4150	Real Property Agent I/II/III	(1)	0	\$125,000	(\$125,000)	1/5/2019
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	1/5/2019
Subtotal General Services			0	0		\$50,000	
Total Property Management			0	0		\$50,000	
Total General Government			3	0		\$663,000	
Public Protection							
Judicial							
General Fund							
Public Defender (B.U.#2190)	3138	Senior Legal Secretary	4	0	\$100,000	\$400,000	9/1/2018
	3124	Paralegal	1	0	\$104,000	\$104,000	9/1/2018
	0840	Administrative Coordinator	1	0	\$109,000	\$109,000	9/1/2018
	3140	Legal Secretary	(2)	0	\$87,000	(\$174,000)	1/5/2019
	3275	Office Services Technician	(2)	0	\$73,000	(\$146,000)	1/5/2019
	3265	Senior Office Services Specialist	(1)	0	\$87,000	(\$87,000)	1/5/2019
Subtotal Public Defender			1	0		\$206,000	
Other Fund							
Child Support Services (B.U.#2183)	1280	Customer Service Representative	9	0	\$80,000	\$720,000	9/1/2018
	3275	Office Services Technician	2	0	\$73,000	\$146,000	9/1/2018
	0840	Administrative Coordinator	2	0	\$109,000	\$218,000	9/1/2018
	2483	Help Desk Technician I	1	0	\$76,000	\$76,000	9/1/2018
	2820	Graphic Artist	1	0	\$84,000	\$84,000	9/1/2018
	3280	Office Services Assistant	(1)	0	\$67,000	(\$67,000)	9/1/2018
	0901	Marketing and Promotions Associate	(1)	0	\$103,000	(\$103,000)	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
Subtotal Child Support Services			12	0		\$995,000	
Total Judicial			13	0		\$1,201,000	

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
Police Protection							
General Fund							
District Attorney - Forensic Sciences (B.U. #2200)	2457	Programmer I	1	0	\$111,000	\$111,000	9/1/2018
Subtotal DA-Forensic Sciences			1	0		\$111,000	
Sheriff (B.U. #2210)	3280	Office Services Assistant	1	0	\$67,000	\$67,000	9/1/2018
	5195	Automotive Mechanic	1	0	\$97,000	\$97,000	9/1/2018
	2454	Systems Analyst I/II	1	0	\$132,000	\$132,000	9/1/2018
	0701	Fleet Manager	1	0	\$150,000	\$150,000	9/1/2018
	4406	Supervising Deputy Public Administrator	1	0	\$129,000	\$129,000	9/1/2018
	3328	Sheriff's Dispatch Assistant	3	0	\$93,000	\$279,000	9/1/2018
	0644	Human Resources Manager	1	0	\$163,000	\$163,000	9/1/2018
	0840	Administrative Coordinator	(1)	0	\$109,000	(\$109,000)	1/5/2019
	4466	Sheriff's Sergeant	(1)	0	\$192,000	(\$192,000)	9/1/2018
Subtotal Sheriff			7	0		\$716,000	
Total Police Protection			8	0		\$827,000	
Other Protection							
General Fund							
Planning (B.U. #2750)	1974	Assistant Director - Planning and Natural Resources	1	0	\$272,000	\$272,000	9/1/2018
	2830	Fiscal Support Supervisor	1	0	\$90,000	\$90,000	9/1/2018
	0840	Administrative Coordinator	1	0	\$109,000	\$109,000	9/1/2018
Subtotal Planning			3	0		\$471,000	
Total Planning			3	0		\$471,000	
Total Public Protection			24	0		\$2,499,000	
Health and Sanitation							
Health							
General Fund							
Public Health (B.U. #4110)	0905	Program Technician	1	0	\$86,000	\$86,000	9/1/2018
	1085	GIS Technician I/II	1	0	\$88,000	\$88,000	9/1/2018
	2174	Environmental Health Specialist I/II/III	1	0	\$101,000	\$101,000	9/1/2018
	3404	Health Education Assistant I/II	1	0	\$79,000	\$79,000	9/1/2018
	3390	Director of Health Promotion and Public Information	(1)	0	\$156,000	(\$156,000)	9/1/2018
	2830	Fiscal Support Supervisor	(1)	0	\$101,000	(\$101,000)	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
	3265	Senior Office Services Specialist	(1)	0	\$87,000	(\$87,000)	9/1/2018
Subtotal Public Health			0	0		(\$69,000)	
Total Public Health			0	0		(\$69,000)	
Other Fund							
Behavioral Health and Recovery Services (B.U. #4120)	0840	Administrative Coordinator	4	0	\$109,000	\$436,000	9/1/2018
	3715	Behavioral Health Planning Analyst	2	0	\$108,000	\$216,000	9/1/2018
	3719	Behavioral Health Recovery Specialist I/II/III	1	0	\$93,000	\$93,000	9/1/2018
	3711	Behavioral Health Therapist I/II	19	0	\$122,000	\$2,318,000	9/1/2018
	3704	Behavioral Health Unit Supervisor I/II	2	0	\$155,000	\$310,000	9/1/2018
	1549	Clinical Psychologist I/II	3	0	\$155,000	\$465,000	9/1/2018
	0790	Coordinator of Administrative and Legislative Analysis	1	0	\$149,000	\$149,000	9/1/2018
	0847	Contracts Administration Assistant	3	0	\$108,000	\$324,000	9/1/2018
	0849	Departmental Analyst I/II	1	0	\$98,000	\$98,000	9/1/2018
	0798	Departmental Public Information Officer	1	0	\$125,000	\$125,000	9/1/2018
	2845	Fiscal Support Specialist	3	0	\$91,000	\$273,000	9/1/2018
	2830	Fiscal Support Supervisor	1	0	\$101,000	\$101,000	9/1/2018
	3065	Human Resources Specialist-Confidential	1	0	\$90,000	\$90,000	9/1/2018
	2478	Information Systems Specialist I/II/III/Sr.	3	0	\$111,000	\$333,000	9/1/2018
	3421	Medical Assistant I/II	1	0	\$74,000	\$74,000	9/1/2018
	1513	Nurse Practitioner	3	0	\$220,000	\$660,000	9/1/2018
	3270	Office Services Specialist	2	0	\$80,000	\$160,000	9/1/2018
	3275	Office Services Technician	3	0	\$73,000	\$219,000	9/1/2018
	0899	Program Specialist I/II	4	0	\$99,000	\$396,000	9/1/2018
	0905	Program Technician	4	0	\$86,000	\$344,000	9/1/2018
	1567	Substance Abuse Specialist I/II	5	0	\$89,000	\$445,000	9/1/2018
Subtotal Behavioral Health and Recovery Services			67	0		\$7,629,000	
Total Behavioral Health and Recovery Services			67	0		\$7,629,000	
Other Fund							
Environmental Health Services (B.U. #4122)	1079	GIS Specialist	(1)	0	\$113,000	(\$113,000)	9/1/2018
Subtotal Environmental Health Services			(1)	0		(\$113,000)	
Total Environmental Health			(1)	0		(\$113,000)	

Summary of Position Additions/Deletions

Department	Item	Classification	Full-Time	Part-Time	Position Cost	Total Cost	Effective Date
California Children's Services							
General Fund							
California Children's Services (B.U.#4300)	1492	Public Health Project Specialist	1	0	\$103,000	\$103,000	9/1/2018
Subtotal California Children's Services			1	0		\$103,000	
Total California Children's Services			1	0		\$103,000	
Total Health and Sanitation			67	0		\$7,550,000	
Public Assistance							
Administration							
Other Fund							
Human Services (B.U. #5120)	3735	Human Services Aide	1	0	\$68,000	\$68,000	9/1/2018
	3654	Social Service Worker I/II/III/IV/V	1	0	\$127,000	\$127,000	9/1/2018
	2436	Networks System Administrator	1	0	\$150,000	\$150,000	9/1/2018
Subtotal Human Services			3	0		\$345,000	
Total Administration			3	0		\$345,000	
Other Assistance							
General Fund							
Veterans Service Department (B.U. #5510)	0890	Veterans Services Representative Asst./I/II	1	0	\$104,000	\$104,000	9/1/2018
Subtotal Veterans Services			1	0		\$104,000	
Employers' Training Resource (B.U. #5923)	0906	Job Developer I/II	2	0	\$104,000	\$208,000	9/1/2018
	0898	Program Specialist I/II	4	0	\$104,000	\$416,000	9/1/2018
	0905	Program Technician	6	0	\$86,000	\$516,000	9/1/2018
	0904	Marketing and Promotions Associate I/II	1	0	\$79,000	\$79,000	9/1/2018
	2845	Fiscal Support Specialist	1	0	\$91,000	\$91,000	9/1/2018
	3275	Office Services Technician	2	0	\$73,000	\$146,000	9/1/2018
	3280	Office Services Assistant	3	0	\$67,000	\$201,000	9/1/2018
Subtotal Employers' Training Resource			19	0		\$1,657,000	
Community Development (B.U.#5940)	0930	Supervising Planner	1	0	\$172,000	\$172,000	9/1/2018
Subtotal Community Development			1	0		\$172,000	
Other Fund							
Aging and Adult Services (B.U. #5610)	5502	Cook I/II	0	1	\$70,000	\$70,000	9/1/2018
	0809	Administrative Services Officer	1	0	\$163,000	\$163,000	9/1/2018
	0820	Business Manager	(1)	0	\$151,000	(\$151,000)	4/1/2019
Subtotal Aging and Adult Services			0	1		\$82,000	
Total Other Assistance			21	1		\$2,015,000	
Total Public Assistance			24	1		\$2,360,000	
Internal Service Fund							
Public Ways							
Other Fund							
Public Works (B.U. #8954)	0473	Public Works Manager	1	0	\$208,000	\$208,000	9/1/2018
	0727	Senior Engineering Manager	1	0	\$229,000	\$229,000	9/1/2018
	0819	Safety Specialist	1	0	\$100,000	\$100,000	9/1/2018
	0880	Marketing & Promotions Coordinator	1	0	\$112,000	\$112,000	9/1/2018
	1071	Engineer I/II/III/III-C	(2)	0	\$175,000	(\$350,000)	9/1/2018
	1205	Waste Management Technician I/II	5	0	\$108,000	\$540,000	9/1/2018
	1209	Waste Management Supervisor	1	0	\$152,000	\$152,000	9/1/2018
	1211	Waste Management Specialist I/II/III	1	0	\$139,000	\$139,000	9/1/2018
	1214	Waste Management Support Supervisor	1	0	\$114,000	\$114,000	9/1/2018
	1217	Waste Management Aide I/II/III	5	0	\$92,000	\$460,000	9/1/2018
	2345	Accountant I/II/III	1	0	\$129,000	\$129,000	9/1/2018
	2865	Fiscal Support Technician	(1)	0	\$79,000	(\$79,000)	9/1/2018
	3265	Sr. Office Services Specialist	(2)	0	\$87,000	(\$174,000)	9/1/2018
	3275	Office Services Technician	2	0	\$73,000	\$146,000	9/1/2018
	3270	Office Services Specialist	2	0	\$80,000	\$160,000	9/1/2018
	4931	Utility Worker	1	0	\$63,000	\$63,000	9/1/2018
	5010	Supervising Road Maint Worker II	2	0	\$109,000	\$218,000	9/1/2018
	5096	Heavy Equipment Mechanic	1	0	\$102,000	\$102,000	9/1/2018
	5130	Supervising Heavy Equipment Mechanic	1	0	\$122,000	\$122,000	9/1/2018
Subtotal Public Works			22	0		\$2,391,000	
Total Public Ways			22	0		\$2,391,000	
Total Internal Service Fund			22	0		\$2,391,000	
County Departments - Grand Total			140	1		\$15,463,000	

THIS PAGE INTENTIONALLY LEFT BLANK



**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2018 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General Fund				
00001 General	\$45,666,683	\$8,871,396	\$775,179,957	\$829,718,036
Total General Fund	\$45,666,683	\$8,871,396	\$775,179,957	\$829,718,036
Special Revenue Funds				
Operating Special Revenue				
00007 Road	\$2,706,154	\$5,684,049	\$65,867,177	\$74,257,380
00011 Structural Fire	595,752	0	146,690,514	147,286,266
00120 Building Inspection	1,954,901	2,576,107	4,949,440	9,480,448
00130 Dept. of Human Services -Admin.	1,152,066	2,181,036	214,466,991	217,800,093
00140 Human Services-Direct Fin. Aid	366,642	2,473,841	225,475,442	228,315,925
00141 Behavioral Health and Recovery Services	24,354,295	1,920,536	219,762,066	246,036,897
00145 Aging and Adult Services	648,003	61,986	15,930,011	16,640,000
00150 County Clerk	184,228	0	709,701	893,929
00183 Kern County Dept. of Child Support	100,714	0	22,644,519	22,745,233
00192 Recorder	1,103,785	0	3,581,247	4,685,032
00270 Abatement Cost	288,280	0	1,698,506	1,986,786
22066 Environmental Health Services	316,805	0	9,214,154	9,530,959
24101 Development Services	222,005	0	2,191,325	2,413,330
Operating Special Revenue Subtotal	\$33,993,630	\$14,897,555	\$933,181,093	\$982,072,278
Non-Operating Special Revenue				
00160 Wildlife Resources	\$2,731	\$0	\$4,400	\$7,131
00161 Timber Harvest Fund	21,867	0	0	21,867
00163 Probation Juvenile Justice Realignment Fund	(90,655)	72,655	3,887,004	3,869,004
00164 Real Estate Fraud	(13,315)	187,872	1,012,000	1,186,557
00170 Off-Highway Motor Vehicle License	54,293	0	130,000	184,293
00171 Planned Local Drainage - Shalimar	523	0	150	673
00172 Planned Local Drainage - Brundage	765	0	1,550	2,315
00173 Planned Local Drainage - Orangewood	9,893	0	13,000	22,893
00174 Planned Local Drainage - Breckenridge	572	0	400	972
00175 Range Improvement Section 15	2,071	0	6,872	8,943
00176 Planned Local Drainage - Oildale	880	0	2,300	3,180
00177 Range Improvement Section 3	(215)	1,287	928	2,000
00179 Probation Training	(2,520)	2,520	203,175	203,175
00180 DNA Identification	12,585	0	375,000	387,585
00181 Local Public Safety	3,169,493	4,903,528	70,066,703	78,139,724
00182 Sheriff Facility Training	(10,086)	10,086	0	0
00184 Automated Fingerprint	57,225	140,275	202,500	400,000
00186 Juvenile Justice Facility Temp. Construction	245	0	0	245
00187 Emergency Medical Services	495,510	0	2,035,500	2,531,010
00188 Automated County Warrant System	51,105	0	41,000	92,105
00190 Domestic Violence Program	8,769	0	150,000	158,769
00191 Criminal Justice Facilities Construction	478,998	0	2,113,500	2,592,498
00194 Recorder's Social Security Truncation	2,336	7,364	0	9,700
00195 Alcoholism Program	39,861	42,666	70,473	153,000
00196 Alcohol Abuse Education/Prevention	40,304	0	57,103	97,407
00197 Drug Program Fund	644	0	11,915	12,559
00198 Recorders Modernization	1,676,243	0	795,040	2,471,283
00264 Tax Loss Reserve	(699,050)	1,262,202	7,300,000	7,863,152
00266 Redemption Systems	1,071,428	0	200,000	1,271,428
22010 County Local Revenue Fund 2011	17,365,423	6,493,630	192,164,535	216,023,588
22027 Sterilization Fund	1,530	0	36,000	37,530
22036 Board of Trade-Advertising	4,394	40,606	5,000	50,000
22042 General Plan Admin. Surcharge	1,153,430	724,155	700,000	2,577,585
22045 County-Wide Crime Prev. P.C.1202.5	918	0	0	918
22046 Sheriff-Electronic Monitoring	(21,688)	0	23,000	1,312
22064 D.A.-Local Forfeiture	114,310	0	10,600	124,910

**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2018 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
22069	Public Health Miscellaneous	7,140	0	6,400
22073	Health-MAA/TCM	16,446	0	500
22074	CA Debris/Ash Removal Insurance Payments	1,062,369	0	0
22075	MMP State Fee Trust	0	0	0
22076	Child Restraint Loaner Program	26,027	3,102	22,275
22079	District Attorney Equipment/Automation	77,962	0	1,000
22085	Mental Health Services Act	10,331,410	6,817,399	44,960,000
22086	MHSA Prudent Reserve	(3,336,350)	256,350	3,080,000
22087	Criminalistics Laboratories	(18,532)	322,961	50,000
22097	Asset Forfeiture 15 Percent	5,041	0	130
22098	Probation Asset Forfeiture	2,022	7,278	700
22107	Asset Forfeiture Federal	2,706	0	5,400
22123	Vehicle/Apparatus	219,402	0	0
22124	Oil And Gas Program	1,233,176	0	2,007,000
22125	Hazardous Waste Settlements	445,428	0	100,000
22126	Sheriff's-Rural Crime	(799)	609	190
22127	Sheriff's Cal-Identification	825,196	352,918	1,637,886
22128	Sheriff's Civil Subpoenas	(185)	6,185	9,000
22129	KNET Special Asset Forfeiture	16,549	0	0
22131	Sheriff's Drug Abuse Gang Diversion	3,929	0	0
22132	Sheriff's Training	74,002	0	160,600
22133	Sheriff-Work Release	104,764	0	451,700
22137	Sheriff-State Forfeiture	46,620	0	0
22138	Sheriff's Civil Automated	144,837	0	214,000
22140	Sheriff's Firearms	9,038	30,562	5,500
22141	Sheriff-Judgment Debtors Fee	84,227	89,123	220,000
22142	Sheriff's Community Resources	432	1,783	285
22143	Sheriff's Volunteer Service Group	7,004	0	9,000
22144	Sheriffs-Controlled Substance	870,455	0	40,800
22153	Bakersfield Planned Sewer #1	120,598	0	80,000
22156	DIVCA Local Franchise Fee	347,797	0	340,000
22158	Bakersfield Planned Sewer #2	4,579	0	0
22160	Sheriff's Cal-MMET	81	0	0
22161	HIDTA-State Asset Forfeiture	344	0	0
22162	Cal-MMET-State Asset Forfeiture	111,710	0	0
22163	High Tech Equipment	24	0	0
22164	Bakersfield Planned Sewer #3	509	0	80
22166	Bakersfield Planned Sewer #4	659	0	950
22167	Bakersfield Planned Sewer #5	(9,464)	8,964	1,000
22173	County Planned Sewer Area A	628	0	900
22177	County Planned Sewer Area B	503	0	8
22184	County Service Area #71 Septic Abandonment	26,293	0	35,000
22185	Wraparound Savings	1,294,037	0	1,137,647
22187	Recorders Electronic Recording	(10,987)	8,547	164,865
22188	Fireworks Violations	(14,587)	4,087	36,000
22190	Comm. Corrections Perform. Incentive Fund	1,770	0	0
22194	Veterans Grant Fund	137,227	0	0
22195	Parks Donation Fund	4,007	36,993	0
22196	Rural Crimes/Environmental Impact Fee	679,060	0	1,200,000
22197	Industrial Firefighting Vehicle	439,297	0	0
22198	Oil and Gas Road Maintenance	2,125,104	0	2,010,000
24026	Victim Services	17,215	0	0
24028	District Attorney Federal Forfeiture	2,611	0	0
24038	District Attorney Court Ordered Penalties	(829,378)	809,378	1,000,000
24042	Fire Dept. Donations	10,887	3,713	400
24043	State Fire	651,418	0	0
24044	Fire-Hazard Reduction	(27,510)	151,998	125,512
24047	Fire-Helicopter Operations	(115,193)	200,193	765,000

**SUMMARY OF AVAILABLE FINANCING
GOVERNMENTAL FUNDS**

	Estimated Fund Balance June 30, 2018 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
24050 Mobile Fire Kitchen	41	0	0	41
24057 Inmate Welfare-Sheriff Correctional Facility	5,129,871	0	2,030,000	7,159,871
24060 Juvenile Inmate Welfare	16,291	8,709	25,000	50,000
24063 CCP Community Recidivism	3,275,167	0	1,108,539	4,383,706
24066 Kern County Children	458,049	0	178,906	636,955
24067 Kern County Library Donations	(17,512)	13,512	122,000	118,000
24086 Peace Officers' Training-Post	(31)	31	0	0
24088 Core Area Metro Bakersfield Impact Fee	1,092,898	0	0	1,092,898
24089 Metro Bakersfield Transport Impact Fee	4,120,846	0	0	4,120,846
24091 Rosamond Transport Impact Fee	85,039	0	0	85,039
24095 Bakersfield Mitigation	115,542	0	0	115,542
24096 Tehachapi Transp. Impact Fee Core	236	0	0	236
24097 Tehachapi Transp. Impact Fee Non-Core	299,536	0	0	299,536
24098 Project Impact Mitigation Fund	3,412,647	0	0	3,412,647
24105 Jamison Center	96,059	3,941	0	100,000
24125 Strong Motion Instrumentation	23,420	0	12,000	35,420
24126 Tobacco Education Control Program	(20,130)	0	1,271,811	1,251,681
24137 Vital & Health Stat-Health Department	9,943	0	75,000	84,943
24138 Vital & Health Stat-Recorder	14,053	0	79,000	93,053
24139 Vital & Health Stat-Co. Clerk	188	492	2,820	3,500
25120 Parcel Map In-Lieu Fees	110,358	0	2,200	112,558
Non-Operating Special Revenue Sub Total	\$60,452,883	\$23,027,674	\$346,406,652	\$429,887,209
Total Special Revenue Funds	\$94,446,513	\$37,925,229	\$1,279,587,745	\$1,411,959,487
Capital Projects				
00004 ACO - General	\$19,417	\$0	\$1,714,049	\$1,733,466
00012 ACO-Structural Fire	1,799	0	3,500	5,299
00235 Tobacco Securitization Proceeds-Cap. Projects	0	0	400,000	400,000
Total Capital Projects	\$21,216	\$0	\$2,117,549	\$2,138,765
Total Governmental Funds	\$140,134,412	\$46,796,625	\$2,056,885,251	\$2,243,816,288

THIS PAGE INTENTIONALLY LEFT BLANK



Summary of Financing Requirements Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
General Fund				
00001	General	\$810,653,441	\$19,064,595	\$829,718,036
Total General Fund		\$810,653,441	\$19,064,595	\$829,718,036
Special Revenue Funds				
Operating Special Revenue Funds				
00007	Road	\$74,257,380	\$0	\$74,257,380
00011	Structural Fire	147,031,221	255,045	\$147,286,266
00120	Building Inspection	9,480,448	0	\$9,480,448
00130	Department of Human Services - Admin.	216,648,027	1,152,066	\$217,800,093
00140	Human Services-Direct Fin. Aid	227,949,283	366,642	\$228,315,925
00141	Mental Health Fund	246,036,897	0	\$246,036,897
00145	Aging And Adult Services	16,640,000	0	\$16,640,000
00150	County Clerk	893,929	0	\$893,929
00183	Kern County Depart. of Child Support	22,644,519	100,714	\$22,745,233
00192	Recorder	4,492,358	192,674	\$4,685,032
00270	Abatement Cost	1,689,668	297,118	\$1,986,786
22066	Environmental Health Services	9,411,191	119,768	\$9,530,959
24101	Development Services	2,343,316	70,014	\$2,413,330
Operating Special Revenue Funds Subtotal		\$979,518,237	\$2,554,041	\$982,072,278
Non-Operating Special Revenue Funds				
00160	Wildlife Resources	\$4,593	\$2,538	\$7,131
00161	Timber Harvest Fund	0	21,867	\$21,867
00163	Probation Juvenile Justice Realignment Fund	3,869,004	0	\$3,869,004
00164	Real Estate Fraud	1,186,557	0	\$1,186,557
00170	Off Highway Motor Vehicle License	79,900	104,393	\$184,293
00171	Plan Local Drainage - Shalimar	500	173	\$673
00172	Plan Local Drainage - Brundage	500	1,815	\$2,315
00173	Plan Local Drainage - Oranewood	500	22,393	\$22,893
00174	Plan Local Drainage - Breckenridge	500	472	\$972
00175	Range Improvement Section 15	5,750	3,193	\$8,943
00176	Plan Local Drainage - Oildale	500	2,680	\$3,180
00177	Range Improvement Section 3	2,000	0	\$2,000
00179	Probation Training	203,175	0	\$203,175
00180	DNA Identification	375,000	12,585	\$387,585
00181	Local Public Safety	76,688,775	1,450,949	\$78,139,724
00184	Automated Fingerprint Fund	400,000	0	\$400,000
00186	Juvenile Justice Facility Temp. Construction	0	245	\$245
00187	Emergency Medical Services	2,462,804	68,206	\$2,531,010
00188	Automated County Warrant System	71,000	21,105	\$92,105
00190	Domestic Violence Program	150,000	8,769	\$158,769
00191	Criminal Justice Facilities Construction	2,400,000	192,498	\$2,592,498
00194	Recorder's Social Security Truncation	9,700	0	\$9,700
00195	Alcoholism Program	153,000	0	\$153,000
00196	Alcohol Abuse Education/Prevention	60,000	37,407	\$97,407
00197	Drug Program Fund	6,000	6,559	\$12,559
00198	Recorders Modernization Fund	2,334,751	136,532	\$2,471,283
00264	Tax Loss Reserve	7,000,000	863,152	\$7,863,152
00266	Redemption Systems	337,581	933,847	\$1,271,428
22010	County Local Revenue Fund 2011	199,079,837	16,943,751	\$216,023,588

Summary of Financing Requirements Governmental Funds

		Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22027	Sterilization Fund	30,000	7,530	37,530
22036	Board of Trade-Advertising	50,000	0	50,000
22042	General Plan Admin. Surcharge	2,577,585	0	2,577,585
22045	County-Wide Crime Prev. P.C.1202.5	0	918	918
22046	Sheriff-Electronic Monitoring	0	1,312	1,312
22064	D.A. - Local Forfeiture Trust	30,000	94,910	124,910
22069	Public Health Miscellaneous	1,989	11,551	13,540
22073	Health-MAA/TCM	10,288	6,658	16,946
22074	CA Debris/Ash Removal Insurance Payments	0	1,062,369	1,062,369
22076	Child Restraint Loaner Program	51,404	0	51,404
22079	District Attorney Equipment/Automation	73,000	5,962	78,962
22085	Mental Health Services Act	62,108,809	0	62,108,809
22087	Criminalistics Laboratories	354,429	0	354,429
22097	Asset Forfeiture 15 Percent	0	5,171	5,171
22098	Probation Asset Forfeiture	10,000	0	10,000
22107	Asset Forfeiture Federal	0	8,106	8,106
22123	Vehicle/Apparatus	0	219,402	219,402
22124	Oil And Gas Program	2,875,545	364,631	3,240,176
22125	Hazardous Waste Settlements	256,000	289,428	545,428
22127	Sheriff's Cal-Identification	2,816,000	0	2,816,000
22128	Sheriff's Civil Subpoenas	15,000	0	15,000
22129	KNET-Special Asset Forfeiture	0	16,549	16,549
22131	Sheriff's Drug Abuse Gang Diversion	0	3,929	3,929
22132	Sheriff's Training	100,000	134,602	234,602
22133	Sheriff-Work Release	400,000	156,464	556,464
22137	Sheriff-State Forfeiture	15,000	31,620	46,620
22138	Sheriff's Civil Automated	118,263	240,574	358,837
22140	Sheriff's Firearms	45,100	0	45,100
22141	Sheriff-Judgement Debtors Fee	393,350	0	393,350
22142	Sheriff's Community Resources	2,500	0	2,500
22143	Sheriff's Volunteer Service Group	15,000	1,004	16,004
22144	Sheriff's Controlled Substance	45,120	866,135	911,255
22153	Bakersfield Planned Sewer #1	100,500	100,098	200,598
22156	DIVCA Local Franchise Fee	82,370	605,427	687,797
22158	Bakersfield Planned Sewer #2	0	4,579	4,579
22160	Sheriff's Cal-MMET	0	81	81
22161	HIDTA-State Asset Forfeit	0	344	344
22162	Cal-MMET-State Asset Forfeit	0	111,710	111,710
22163	High Tech Equipment	0	24	24
22164	Bakersfield Planned Sewer #3	500	89	589
22166	Bakersfield Planned Sewer #4	500	1,109	1,609
22167	Bakersfield Planned Sewer #5	500	0	500
22173	County Planned Sewer Area A	500	1,028	1,528
22177	County Planned Sewer Area B	500	11	511
22184	County Service Area #71 Septic Abandonment	2000	59,293	61,293
22185	Wraparound Savings	2,393,944	37,740	2,431,684
22187	Recorders Electronic Recording	162,425	0	162,425
22188	Fireworks Violations	25,500	0	25,500
22190	Comm. Corrections Perform Incentive Fund	0	1,770	1,770
22194	Veterans Grant Fund	85,729	51,498	137,227
22195	Parks Donation Fund	41,000	0	41,000

Summary of Financing Requirements Governmental Funds

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22196 Rural Crimes/Environmental Impact Fee	775,456	1,103,604	1,879,060
22197 Industrial Firefighting Vehicle	0	439,297	439,297
22198 Oil & Gas Road Maintenance	2,984,685	1,150,419	4,135,104
24026 Victim Services	0	17,215	17,215
24028 District Attorney Federal Forfeiture	0	2,611	2,611
24038 District Attorney Court Ordered Penalties	980,000	0	980,000
24042 Fire Dept Donations	15,000	0	15,000
24043 State Fire	521,521	129,897	651,418
24044 Fire-Hazard Reduction	250,000	0	250,000
24047 Fire-Helicopter Operations	850,000	0	850,000
24050 Mobile Fire Kitchen	0	41	41
24057 Inmate Welf-Sheriff Correctional Facility	4,096,799	3,063,072	7,159,871
24060 Juvenile Inmate Welfare	50,000	0	50,000
24063 CCP Community Recidivism	4,383,706	0	4,383,706
24066 Kern County Children	583,606	53,349	636,955
24067 Kern County Library Donations	118,000	0	118,000
24088 Core Area Metro Bakersfield Impact Fee	0	1,092,898	1,092,898
24089 Metro Bakersfield Transport Impact Fee	3,000,000	1120846	4,120,846
24091 Rosamond Transport Impact Fee	0	85,039	85,039
24095 Bakersfield Mitigation	0	115,542	115,542
24096 Tehachapi Transp. Impact Fee Core	0	236	236
24097 Tehachapi Transp Impact Fee Non-Core	0	299,536	299,536
24098 Project Impact Mitigation Fund	3387079	25,568	3,412,647
24105 Jamison Center	100,000	0	100,000
24125 Strong Motion Instrumentation	20,500	14,920	35,420
24126 Tobacco Education Control Program	1,218,261	33,420	1,251,681
24137 Vital & Health Stat-Health Department	79,388	5,555	84,943
24138 Vital & Health Stat-Recorder	93,000	53	93,053
24139 Vital & Health Stat-Co. Clerk	3,500	0	3,500
25120 Parcel Map In-Lieu Fees	100,000	12,558	112,558
Non-Operational Special Revenue Subtotal	\$395,782,778	\$34,104,431	\$429,887,209
Total Special Revenue Funds	\$1,375,301,015	\$36,658,472	\$1,411,959,487
Capital Projects Funds			
00004 ACO-General	\$1,701,049	\$32,417	\$1,733,466
00012 ACO-Structural Fire	0	5,299	\$5,299
00235 Tobacco Securitization Proceeds-Cap. Projects	400,000	0	\$400,000
Total Capital Projects	\$2,101,049	\$37,716	\$2,138,765
Total Governmental Funds	\$2,188,055,505	\$55,760,783	\$2,243,816,288

THIS PAGE INTENTIONALLY LEFT BLANK



Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2017-18 Adopted Net General Fund Cost	FY 2017-18 Adopted Net General Fund Cost (excluding BSI)	FY 2018-19 Recommended Net General Fund Cost (excluding BSI)	Increase / (Decrease) in Net General Fund Cost (excluding BSI)	% Change From FY 2017-18
1011	Board of Supervisors-District 1	\$563,192	\$489,785	\$479,693	(\$10,092)	-2.06%
1012	Board of Supervisors-District 2	491,707	490,975	480,315	(10,660)	-2.17%
1013	Board of Supervisors-District 3	527,251	490,830	480,174	(10,656)	-2.17%
1014	Board of Supervisors-District 4	538,490	491,453	480,780	(10,673)	-2.17%
1015	Board of Supervisors-District 5	512,109	488,820	478,215	(10,605)	-2.17%
1020	Administrative Office	3,903,593	2,937,720	2,670,626	(267,094)	-9.09%
1030	Clerk of the Board	875,394	752,094	754,090	1,996	0.27%
1040	Special Services	4,956,414	4,956,414	5,456,414	500,000	10.09%
1110	Auditor-Controller	5,421,507	4,425,380	4,333,585	(91,795)	-2.07%
1120	Treasurer-Tax Collector	1,293,851	793,555	786,632	(6,923)	-0.87%
1130	Assessor	9,392,892	7,849,001	7,741,059	(107,942)	-1.38%
1160	Information Technology Service	5,988,295	5,235,932	5,601,194	365,262	6.98%
1210	County Counsel	5,323,278	4,000,194	3,568,574	(431,620)	-10.79%
1310	Human Resources	2,808,593	2,550,021	2,494,882	(55,139)	-2.16%
1420	Elections	3,319,529	3,319,529	3,243,537	(75,992)	-2.29%
1610	General Services	16,755,793	15,111,089	14,427,723	(683,366)	-4.52%
1615	Utility Payments-Division of General Services	8,979,088	8,979,088	10,190,611	1,211,523	13.49%
1640	Construction Services - General Services	514,131	514,131	512,042	(2,089)	-0.41%
1650	General Services - Major Maintenance	7,104,971	7,104,971	4,443,768	(2,661,203)	-37.46%
1812	Board of Trade	948,173	931,125	1,146,279	215,154	23.11%
1960	Capital Projects	1,083,514	1,083,514	0	(1,083,514)	-100.00%
General Government Subtotal		\$81,301,765	\$72,995,621	\$69,770,193	(\$3,225,428)	-4.42%
2110	Contribution-Trial Court Funding	\$7,533,653	\$7,533,653	\$8,715,055	\$1,181,402	15.68%
2116	County Clerk	144,220	0	0	0	N/A
2120	Local Emergency Relief	1,000,000	1,000,000	500,000	(500,000)	-50.00%
2160	Grand Jury	176,845	176,845	172,424	(4,421)	-2.50%
2170	Indigent Defense Services	5,220,000	5,220,000	5,220,000	0	0.00%
2180	District Attorney	18,171,487	16,811,978	16,438,507	(373,471)	-2.22%
2190	Public Defender	10,187,416	8,207,173	8,043,978	(163,195)	-1.99%
2200	District Attorney - Forensic Sciences	6,298,430	5,302,813	5,186,927	(115,886)	-2.19%
2210	Sheriff-Coroner	111,422,334	111,354,008	117,964,420	6,610,412	5.94%
2340	Probation	31,752,074	30,412,295	30,879,321	467,026	1.54%
2416	Contribution to Fire	3,988,933	3,988,933	6,181,549	2,192,616	54.97%
2610	Agriculture and Measurement Standards	2,030,237	1,421,493	1,405,874	(15,619)	-1.10%
2730	Development Services Agency	546,871	419,192	0	(419,192)	-100.00%
2750	Planning and Natural Resources	4,306,266	3,902,527	2,964,478	(938,049)	-24.04%
2760	Animal Services	5,108,221	5,063,319	5,189,187	125,868	2.49%
Public Protection Subtotal		\$207,886,987	\$200,814,229	\$208,861,720	\$8,047,491	4.01%
3016	Contribution to Public Works	\$10,004,352	\$10,004,352	\$9,191,288	(\$813,064)	-8.13%
3201	Contribution to Airports	305,138	305,138	395,946	90,808	29.76%
Public Ways and Facilities Subtotal		\$10,309,490	\$10,309,490	\$9,587,234	(\$722,256)	-7.01%
4110	Public Health	\$6,926,278	\$5,381,431	\$4,342,707	(\$1,038,724)	-19.30%
4127	Contribution to Behavioral Health	980,649	980,649	980,649	0	0.00%
4202	Kern Medical-County Contribution	31,378,528	31,378,528	35,762,348	4,383,820	13.97%
4300	California Children Services	440,543	440,543	465,301	24,758	5.62%
Health and Sanitation Subtotal		\$39,725,998	\$38,181,151	\$41,551,005	\$3,369,854	8.83%
5121	Contribution to Human Services-Admin	\$16,329,040	\$16,329,040	\$16,357,665	\$28,625	0.18%
5125	Contribution to Human Services-Direct Aid	6,454,006	6,454,006	6,454,006	0	0.00%
5510	Veterans Service	1,066,738	883,980	866,187	(17,793)	-2.01%
5611	Contribution to Aging and Adult Services	732,531	732,531	714,218	(18,313)	-2.50%
5810	Contribution to In-Home Supportive Services	0	0	2,044,780	2,044,780	N/A
Public Assistance Subtotal		\$24,582,315	\$24,399,557	\$26,436,856	\$2,037,299	8.35%
6210	Library	\$6,996,322	\$6,781,063	\$6,658,902	(\$122,161)	-1.80%
6310	Farm and Home Advisor	457,292	457,292	462,109	4,817	1.05%
Education Subtotal		\$7,453,614	\$7,238,355	\$7,121,011	(\$117,344)	-1.62%
8120	Debt Service - General Fund	\$9,252,597	\$9,252,597	\$9,252,597	\$0	0.00%
Debt Service Subtotal		\$9,252,597	\$9,252,597	\$9,252,597	\$0	0.00%

Summary of Recommended Net General Fund Cost

Budget Unit and Department		FY 2017-18	FY 2017-18	FY 2018-19	Increase /	% Change From FY 2017-18
		Adopted Net General Fund Cost	Adopted Net General Fund Cost (excluding BSI)	Recommended Net General Fund Cost (excluding BSI)	(Decrease) in Net General Fund Cost (excluding BSI)	
1970	Appropriations for Contingencies					
	General Purpose Contingencies	\$6,858,928	\$6,858,928	\$6,025,000	(\$833,928)	-12.16%
	Reserve-Tax Litigation	3,230,467	3,230,467	0	(3,230,467)	-100.00%
	Designation-Renewbiz	0	0	1,149,326	1,149,326	N/A
	Designation-Blight Remediation	0	0	500,000	500,000	N/A
	Designation-Retirement	21,071,659	21,071,659	8,994,549	(12,077,110)	-57.31%
	Designation-Road Improvements	400,000	400,000	400,000	0	0.00%
	Designation-Oildale Economic Area	0	0	400,889	400,889	N/A
	Designation-Lost Hills	0	0	976,783	976,783	N/A
	Designation-Information Technology Projects	192,938	192,938	5,000,000	4,807,062	2491.51%
	Designation-Westar	0	0	643,048	643,048	N/A
	Designation-Capital Projects	2,000,000	2,000,000	1,000,000	(1,000,000)	-50.00%
Contingencies & Reserves/Designations Subtotal		\$33,753,992	\$33,753,992	\$25,089,595	(\$8,664,397)	-25.67%
TOTAL		\$414,266,758	\$396,944,992	\$397,670,211	\$725,219	0.18%

Summary of Recommended Appropriations

Budget Unit and Department	FY 2017-18 Adopted Appropriations	FY 2018-19 Recommended Appropriations	% Change From FY 17-18
GOVERNMENTAL FUNDS			
General Fund			
General Government			
1011 Board of Supervisors-District 1	\$563,192	\$556,672	-1.16%
1012 Board of Supervisors-District 2	491,707	482,358	-1.90%
1013 Board of Supervisors-District 3	527,251	523,422	-0.73%
1014 Board of Supervisors-District 4	538,490	531,014	-1.39%
1015 Board of Supervisors-District 5	512,109	505,121	-1.36%
1020 Administrative Office	3,978,593	3,946,044	-0.82%
1030 Clerk of the Board	973,994	930,113	-4.51%
1040 Special Services	4,981,414	5,461,414	9.64%
1110 Auditor-Controller	6,286,213	6,568,881	4.50%
1120 Treasurer-Tax Collector	6,757,454	6,852,733	1.41%
1130 Assessor	13,017,755	11,183,151	-14.09%
1160 Information Technology Service	11,345,950	13,221,275	16.53%
1210 County Counsel	11,612,986	12,138,456	4.52%
1310 Human Resources	4,286,484	4,537,792	5.86%
1420 Elections	3,507,329	4,905,593	39.87%
1610 General Services	21,585,817	20,978,898	-2.81%
1615 Utility Payments-Division of General Services	13,151,596	14,076,858	7.04%
1640 Construction Services-Division of General Services	741,331	885,242	19.41%
1650 General Services-Major Maintenance	16,247,287	8,692,020	-46.50%
1812 Board of Trade	986,723	1,351,122	36.93%
1910 Risk Management	3,951,719	3,886,855	-1.64%
1960 Capital Projects	5,438,409	2,116,365	-61.08%
General Government Subtotal	\$131,483,803	\$124,331,399	-5.44%
Public Protection			
2110 Trial Court Funding	\$17,165,381	\$18,583,960	8.26%
2116 County Clerk	798,020	0	-100.00%
2120 Local Emergency Relief	1,000,000	500,000	-50.00%
2160 Grand Jury	176,845	172,424	-2.50%
2170 Indigent Defense Services	7,030,000	6,845,000	-2.63%
2180 District Attorney	37,134,712	38,063,229	2.50%
2190 Public Defender	19,046,104	19,154,706	0.57%
2200 District Attorney-Forensic Sciences Division	8,173,743	7,913,390	-3.19%
2210 Sheriff-Coroner	212,651,882	227,363,049	6.92%
2340 Probation	88,318,405	90,513,168	2.49%
2416 Contribution to Fire	3,988,933	6,181,549	54.97%
2610 Agriculture and Measurement Standards	7,522,923	7,622,787	1.33%
2705 Contribution to Recorder	562,600	500,000	-11.13%
2730 Development Services Agency	1,429,839	0	-100.00%
2750 Planning and Natural Resources	13,055,923	13,521,417	3.57%
2760 Animal Services	7,544,923	7,507,960	-0.49%
Public Protection Subtotal	\$425,600,233	\$444,442,639	4.427%
Public Ways and Facilities			
3016 Contribution to Public works	\$10,004,352	\$9,191,288	-8.13%
3201 Contribution to Airports	305,138	395,946	29.76%
Public Ways and Facilities Subtotal	\$10,309,490	\$9,587,234	-7.006%

Summary of Recommended Appropriations

Budget Unit and Department		FY 2017-18 Adopted Appropriations	FY 2018-19 Recommended Appropriations	% Change From FY 17-18
Health and Sanitation				
4110	Public Health	\$30,817,085	\$32,248,272	4.64%
4127	Contribution to Behavioral Health	4,046,919	4,046,920	0.00%
4134	Contribution to Environmental Health	97,408	99,991	2.65%
4202	Kern Medical-County Contribution	31,878,528	36,112,348	13.28%
4300	California Children Services	7,871,516	9,030,173	14.72%
Health and Sanitation Subtotal		\$74,711,456	\$81,537,704	9.137%
Public Assistance Subtotal				
5121	Contribution to Human Services-Administration	\$17,774,742	\$17,891,382	0.66%
5125	Contribution to Human Services-Direct Aid	75,840,200	76,272,047	0.57%
5510	Veterans Service	1,536,906	1,468,266	-4.47%
5611	Contribution to Aging and Adult Services	1,465,889	1,492,224	1.80%
5810	Contribution to In-Home Supportive Services	11,557,235	11,267,240	-2.51%
5923	Employers Trainig Resource-Administration	13,891,141	17,213,163	23.91%
5940	Community Development Program Agency	1,484,090	1,514,357	2.04%
Public Assistance Subtotal		\$123,550,203	\$127,118,679	2.888%
Education				
6210	Library	\$7,560,522	\$7,405,063	-2.06%
6310	Farm and Home Advisor	457,582	462,269	1.02%
Education Subtotal		\$8,018,104	\$7,867,332	-1.88%
Debt Service				
8120	Debt Service - General Fund	\$9,746,364	\$9,743,454	-0.03%
Debt Service Subtotal		\$9,746,364	\$9,743,454	-0.03%
Contingencies				
1970	Appropriations for Contingencies General Purpose Contingencies	\$6,858,928	\$6,025,000	-12.16%
Contingencies Subtotal		\$6,858,928	\$6,025,000	-12.158%
General Fund Subtotal		\$790,278,581	\$810,653,441	2.578%
SPECIAL REVENUE FUNDS				
Operating Special Revenue Funds				
General Government				
1905	Development Services	\$3,081,362	\$2,343,316	-23.95%
General Government Subtotal		\$3,081,362	\$2,343,316	-23.952%
Public Protection				
2118	County Clerk	\$0	\$893,929	N/A
2183	Child Support Services	22,642,987	22,644,519	0.01%
2415	Fire Department	141,915,079	147,031,221	3.61%
2623	Abatement Cost	1,836,924	1,689,668	-8.02%
2625	Building Inspection	8,235,412	9,480,448	15.12%
2700	Recorder	3,910,753	3,581,245	-8.43%
2701	Appropriations for Contingencies-Recorder	907,364	911,113	0.41%
Public Protection Subtotal		\$179,448,519	\$186,232,143	3.78%
Public Ways and Facilities				
3000	Roads Department	\$66,450,279	\$74,257,380	11.75%
Public Ways and Facilities Subtotal		\$66,450,279	\$74,257,380	11.749%

Summary of Recommended Appropriations

Budget Unit and Department		FY 2017-18 Adopted Appropriations	FY 2018-19 Recommended Appropriations	% Change From FY 17-18
Health and Sanitation				
4120	Behavioral Health and Recovery Services	\$189,494,134	\$223,626,897	18.01%
4121	Approp for Cont-Behavioral Health and Recov Svcs	9,433,388	22,410,000	137.56%
4122	Environmental Health Services	8,865,965	9,411,191	6.15%
Health and Sanitation Subtotal		\$207,793,487	\$255,448,088	22.934%
Public Assistance Subtotal				
5120	Human Services-Administration	\$208,327,211	\$216,648,027	3.99%
5220	Human Services-Direct Financial Aid	232,215,739	227,949,283	-1.84%
5610	Aging & Adult Services	15,843,660	16,640,000	5.03%
Public Assistance Subtotal		\$456,386,610	\$461,237,310	1.063%
Operating Special Revenue Funds Subtotal		\$913,160,257	\$979,518,237	7.267%
Non-Operating Special Revenue Funds				
General Government				
1113	Tax Loss Reserve	\$7,000,000	\$7,000,000	0.00%
1121	Redemption Systems	1,022,712	337,581	-66.99%
1611	DIVCA Local Franchise Fee	392,500	82,370	-79.01%
1814	Board of Trade-Advertising	38,000	50,000	31.58%
1950	Bakersfield Planned Sewer #1	20,500	100,500	390.24%
1951	Bakersfield Planned Sewer #2	500	0	-100.00%
1952	Bakersfield Planned Sewer #3	500	500	0.00%
1953	Bakersfield Planned Sewer #4	500	500	0.00%
1954	Bakersfield Planned Sewer #5	500	500	0.00%
1956	County Planned Sewer Area A	500	500	0.00%
1957	County Planned Sewer Area B	500	500	0.00%
1958	County Service Area #71 Septic Abandonment	500	2,000	300.00%
1961	Capital Project-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-Oildale	500	500	0.00%
1968	Criminal Justice Facilities	2,700,000	2,400,000	-11.11%
General Government Subtotal		\$11,179,712	\$9,977,451	-10.754%
Public Protection				
2111	DNA Identification	\$375,000	\$375,000	0.00%
2112	Local Public Safety	78,253,849	76,688,775	-2.00%
2113	Automated County Warrant System	31,000	71,000	129.03%
2114	Domestic Violence	150,000	150,000	0.00%
2115	Real Estate Fraud	1,322,698	1,186,557	-10.29%
2181	D.A.-Local Forfeiture	30,000	30,000	0.00%
2182	D. A. Equipment/Automation	73,000	73,000	0.00%
2185	Criminalistics Laboratories	354,429	354,429	0.00%
2187	D.A.-Court Ordered Penalties	770,000	980,000	27.27%
2193	CCP Community Recidivism	5,859,739	4,383,706	-25.19%
2211	Sheriff Facility Trainig	211,000	0	-100.00%
2212	Automated Fingerprint	400,000	400,000	0.00%
2214	Sheriff's California Identification	2,914,000	2,816,000	-3.36%
2215	Sheriff's Civil Subpoenas	15,000	15,000	0.00%
2217	Sheriff's Training	100,000	100,000	0.00%
2218	Sheriff-Work Release	400,000	400,000	0.00%

Summary of Recommended Appropriations

Budget Unit and Department		FY 2017-18 Adopted Appropriations	FY 2018-19 Recommended Appropriations	% Change From FY 17-18
2219	Sheriff-State Forfeiture	6,000	15,000	150.00%
2220	Sheriff's Civil Automated	36,500	118,263	224.01%
2221	Sheriffs Firearms	5,000	45,100	802.00%
2222	Sheriff-Judgement Debtors	397,550	393,350	-1.06%
2223	Sheriff's Comm Resources	5,000	2,500	-50.00%
2224	Sheriff's Volunteer Service Group	15,000	15,000	0.00%
2225	Sheriff-Controlled Substance	0	45,120	N/A
2230	Inmate Welfare-Sheriff's Correction Facility	4,273,600	4,096,799	-4.14%
2231	KNET Asset Forfeiture Fund	50,000	0	-100.00%
2233	Rural Crimes-Environmental Impact Fee	653,642	775,456	18.64%
2300	2011 Public Safety Realignment	73,015,774	76,908,611	5.33%
2341	Probation Training	249,645	203,175	-18.61%
2342	Probation Juvenile Justice Realignment	3,731,448	3,869,004	3.69%
2343	Probation Asset Forfeiture	10,000	10,000	0.00%
2344	Juvenile Inmate Welfare	49,000	50,000	2.04%
2347	Asset Forfeiture 15 Percent	5,000	0	-100.00%
2420	Fireworks Violations	25,500	25,500	0.00%
2421	Fire Dept Donations	15,000	15,000	0.00%
2422	State Fire	697,544	521,521	-25.23%
2423	Fire-Hazard Reduction	450,000	250,000	-44.44%
2425	Fire-Helicopter Operations	850,000	850,000	0.00%
2626	Strong Motion Instrumentation	51,000	20,500	-59.80%
2706	Recorders Fee	2,300,364	2,334,751	1.49%
2707	Micrographics/Recorder	2,291	0	-100.00%
2708	Recorder's Modernization	159,400	162,425	1.90%
2709	Recorder's Social Security Numbers Truncation	9,700	9,700	0.00%
2740	Wildlife Resources	4,383	4,593	4.79%
2751	General Plan Administration Surcharge	1,636,861	2,577,585	57.47%
2752	Project Impact Mitigation	0	3,387,079	N/A
2753	Oil and Gas Program	1,080,796	2,875,545	166.06%
2764	Sterilization Fund	33,000	30,000	-9.09%
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		\$181,086,463	\$187,642,794	3.621%
Public Ways and Facilities				
3003	Metro Bakersfield Transportation Impact Fee	\$6,000,000	\$3,000,000	-50.00%
3020	Oil and Gas Road Maintenance	0	2,984,685	N/A
Public Ways and Facilities Subtotal		\$6,000,000	\$5,984,685	-0.255%
Health and Sanitation				
4111	Public Health Miscellaneous	\$6,646	\$1,989	-70.07%
4116	Hazardous Waste Settlements	343,690	256,000	-25.51%
4118	Vital and Health Statistics-County Clerk	3,500	3,500	0.00%
4119	Vital and Health Statistics-Recorder	90,545	93,000	2.71%
4124	Alcoholism Program	59,923	153,000	155.33%
4125	Alcohol Abuse Education/Prevention	120,067	60,000	-50.03%
4126	Drug Program	15,994	6,000	-62.49%
4130	Mental Health Services Act	43,677,026	62,108,809	42.20%
4136	Health-MAA/TCM	121,465	10,288	-91.53%
4137	Child Restraint Loaner Program	63,750	51,404	-19.37%

Summary of Recommended Appropriations

Budget Unit and Department		FY 2017-18 Adopted Appropriations	FY 2018-19 Recommended Appropriations	% Change From FY 17-18
4140	Tobacco Education Control Program	138,870	1,218,261	777.27%
4141	Vital and Health Statistics-Health	77,125	79,388	2.93%
4142	2011 Behavioral Health Realignment	51,084,558	52,386,210	2.55%
4201	Emergency Medical Payments	2,122,456	2,462,804	16.04%
Health and Sanitation Subtotal		\$97,925,615	\$118,890,653	21.409%
Public Assistance Subtotal				
5122	Wraparound Savings	\$2,387,797	\$2,393,944	0.26%
5123	Kern County Children's	491,702	583,606	18.69%
5124	Shelter Care	100,000	100,000	0.00%
5300	2011 Protective Services Realignment	68,632,131	69,785,016	1.68%
5400	Disaster Assistance	1,850,169	0	-100.00%
5511	Veterans Grant	137,227	85,729	-37.53%
Public Assistance Subtotal		\$73,599,026	\$72,948,295	-0.884%
Education				
6211	Kern County Library Donations	\$138,000	\$118,000	-14.49%
Education Subtotal		\$138,000	\$118,000	-14.493%
Recreation and Culture				
7103	Off Highway Motor Vehicle License	\$76,518	\$79,900	4.42%
7104	Parks Donation	5,000	41,000	720.00%
7105	Parcel Map In-Lieu Fees	100,000	100,000	0.00%
Recreation and Culture Subtotal		\$181,518	\$220,900	21.696%
Non-Operating Special Revenue Funds Subtotal		\$370,110,334	\$395,782,778	6.936%
Special Revenue Funds Subtotal		\$1,283,270,591	\$1,375,301,015	7.172%
Capital Projects Funds				
1947	Tobacco Endowment Interest	\$400,000	\$400,000	0.00%
1948	ACO-General	4,354,895	1,701,049	-60.94%
1966	Facility Projects	1,659	0	-100.00%
3009	7th Standard Widening	8,522	0	-100.00%
Total Capital Projects Funds		\$4,765,076	\$2,101,049	-55.907%
TOTAL GOVERNMENTAL FUNDS		\$2,078,314,248	\$2,188,055,505	5.28%
OTHER FUNDS				
Public Employment Grant Programs				
8907	Employers Training Resource-WIOA	\$25,697,948	\$30,674,886	19.37%
8916	Employers Training Resource-Non-WIOA	528,400	545,000	3.14%
Public Employment Grant Programs Subtotal		\$26,226,348	\$31,219,886	19.04%
Community Development Grant Programs				
8920	Community Development Program	\$9,296,954	\$10,161,150	9.30%
8921	Community Develop-Econ Development	422,349	422,349	0.00%
8932	CD-Emergency Shelter Grant	825,521	793,505	-3.88%
8933	CD-Neighborhood Stablization	57,152	50,919	-10.91%
8936	CD-Home Investment Trust	7,739,784	6,836,350	-11.67%
8937	CD-Emergency Shelter Grant	523,105	607,269	16.09%
Community Development Grant Programs Subtotal		\$18,864,865	\$18,871,542	0.035%

Summary of Recommended Appropriations

Budget Unit and Department		FY 2017-18 Adopted Appropriations	FY 2018-19 Recommended Appropriations	% Change From FY 17-18
Internal Service Funds				
8950	General Services Garage-ISF	\$3,822,051	\$3,950,038	3.35%
8954	Public Works-ISF	68,068,351	72,288,854	6.20%
8960	Group Health Self Insurance Program-ISF	143,131,402	144,997,680	1.30%
8965	Retiree Group Health Program-ISF	9,241,255	9,302,740	0.67%
8970	General Liability Insurance-ISF	16,830,656	15,902,247	-5.52%
8980	Unemployment Compensation Insurance-ISF	2,527,376	2,020,824	-20.04%
8990	Workers Compensation Insurance-ISF	17,762,408	16,826,308	-5.27%
Internal Service Funds Subtotal		\$261,383,499	\$265,288,691	1.494%
Enterprise Funds				
8991	Golf Course Enterprise Fund	\$519,739	\$921,465	77.29%
8992	Universal Collection Enterprise Fund	13,561,721	16,831,613	24.11%
8993	Solid Waste Enterprise-Capital Projects	25,831,279	20,134,100	-22.06%
8994	Airport Enterprise-Capital Projects	14,883,574	2,990,907	-79.90%
8995	Airports Enterprise Fund	7,956,802	8,641,604	8.61%
8998	Public Transportation Enterprise	12,765,615	12,576,996	-1.48%
8999	Solid Waste Management Enterprise	48,101,456	59,161,022	22.99%
Enterprise Funds Subtotal		\$123,620,186	\$121,257,707	-1.911%
Special Districts				
County Service Areas Subtotal		\$5,083,777	\$5,115,075	0.616%
Other Agencies Subtotal		\$19,935,929	\$19,384,054	-2.768%
Special Districts Subtotal		\$25,019,706	\$24,499,129	-2.081%
TOTAL OTHER FUNDS		\$455,114,604	\$461,136,955	1.323%
TOTAL COUNTY APPROPRIATIONS - ALL FUNDS		\$2,533,428,852	\$2,649,192,460	4.569%

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.

AUDIT

An official inspection of County financials and compliance done by either the office of the Kern County Auditor-Controller or an independent outside organization.

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.

BALANCED BUDGET

A budget in which funding sources are equal to funding uses.

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 FUND

A fund whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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
2018-19 Beginning			
Budgetary Fund Balance⁽¹⁾	\$45,666,683	\$94,446,513	\$21,978
Add:			
Revenues	\$579,253,033	\$949,292,884	\$2,117,549
Other Financing Sources	195,926,924	331,088,366	0
Use of Reserves	8,871,396	37,925,229	0
Total Available Financing	\$784,051,353	1,318,306,479	\$2,117,549
Less:			
Expenditures	\$679,703,705	\$989,419,148	\$0
Other Financing Uses	130,949,736	386,675,372	2,101,049
Increase in Reserves	19,064,595	36,658,472	38,478
Total Requirements	\$829,718,036	\$1,412,752,992	\$2,139,527
2018-19 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 balances of Reserves and Designations for the General Fund, Special Revenue Funds, and Capital Project Funds is \$171,636,263, \$272,762,724, and \$22,812,558, respectively, as detailed in the Reserves and Designations section of this book.

General Fund

Of the \$45.7 million FY 2018-19 Beginning Budgetary Fund Balance, \$19.5 million is recommended to re-establish appropriation for Budget Savings Incentive Credits for General Fund departments that closed to fund balance at year end. The remaining nearly \$26.2 million balance is recommended to be allocated as follows: \$4 million to various major maintenance projects, \$1 million to parks capital improvements, \$5 million for a contribution to a designation for information technology projects, \$8.9 million for a contribution to a designation for retirement escalation costs and \$7.3 million to the General Fund's operational budget gap.

Special Revenue Funds

Of the \$94.4 million FY 2018-19 Beginning Budgetary Fund Balance, \$36.7 million is recommended to be placed in designations or reserves. Material increases to reserves/designations includes \$16.9 million in the 2011 Realignment Fund and \$3.1 million in the Inmate Welfare – Sheriff Correctional Facility Fund. The remaining \$57.7 million is recommended to be appropriated in various special revenue funds as detailed in Appendix D.

Capital Project Funds

The entire \$21,978 in FY 2018-19 Budgetary Fund Balance along with \$16,500 of FY 2018-19 revenue is recommended to be placed in designations.

Kern County Strategic Framework							
Department	Keeping our Communities Safe	Healthy Environment	Recreation and Culture	Building a Community Where Every Child and Adult Thrives	Prosperous Place to Live	Roads and Infrastructure	Responsible and Efficient Government
County Administrative Office	✓	✓		✓	✓		✓
Auditor-Controller	✓						✓
Treasurer-Tax Collector	✓						✓
Information Technology Services	✓			✓			✓
County Counsel				✓			✓
General Services	✓	✓	✓	✓	✓	✓	✓
Board of Trade					✓		✓
Engineering and Surveying Services	✓	✓	✓			✓	✓
District Attorney	✓						✓
Child Support Services				✓			✓
Public Defender	✓						✓
Sheriff	✓			✓			✓
Probation	✓			✓			✓
Fire	✓						✓
Agriculture & Measurement Standards	✓				✓		✓
Code Compliance	✓						✓
Planning and Natural Resources			✓	✓	✓	✓	✓
Animal Services	✓	✓					✓
Roads		✓	✓		✓	✓	✓
Airports					✓		✓
Public Health	✓	✓		✓			✓
Mental Health	✓			✓			✓

Kern County Strategic Framework							
Department	Keeping our Communities Safe	Healthy Environment	Recreation and Culture	Building a Community Where Every Child and Adult Thrives	Prosperous Place to Live	Roads and Infrastructure	Responsible and Efficient Government
Environmental Health		✓			✓	✓	✓
Human Services	✓		✓	✓	✓		✓
Veterans' Services				✓			✓
Aging & Adult Services	✓	✓	✓	✓			✓
Employers' Training Resource				✓	✓		✓
Library			✓				✓
Farm & Home Advisor	✓	✓	✓	✓	✓		✓
Waste Management		✓					✓