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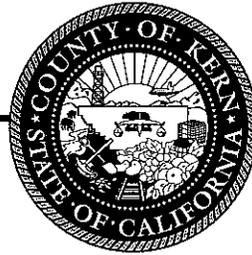
**County  
of  
Kern**



***FY 2008-09  
Recommended Budget***

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# Kern County Administrative Office



## County Administrative Center

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

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

**RONALD M. ERREA**

County Administrative Officer

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

## **RECOMMENDED BUDGET FOR FISCAL YEAR 2008-09**

### **INTRODUCTION**

Transmitted herewith are the County Administrative Office's budget recommendations for FY 2008-09. The recommended regular County Budget of nearly \$1.5 billion is \$98 million or 7% higher than last year's budget. The recommended budget targets available resources to specific FY 2008-09 objectives aimed at fulfilling the general goals in the County's Strategic Plan and at continuing progress toward some specific public safety and transportation goals. Another goal specifically targeted in the recommended budget is ensuring that departments have sufficient resources to comply with all legal and fiscal requirements as well as follow all County operating procedures.

Budget recommendations were developed using tiered priorities that took into account the relative importance of a broad range of County services as articulated in the Strategic Plan. In developing these tiers, the County Administrative Office also recognized that many services provided by smaller departments such as Veterans Service do not claim high overall budget priority but are so important to the clients they serve that it would be impossible for them to sustain the loss of even a single position without serious service consequences.

The County Administrative Office had initially planned a schedule that again called for final adoption of the budget before the new fiscal year began, but the need for continuing development of departmental budget step-down plans imposed by overall County fiscal constraints has delayed adoption of the budget until after the start of FY 2008-09. Efforts to reduce the State Budget deficit, which has reached enormous and unprecedented proportions, will likely cause additional negative impacts on County finances whose scope and size will not be known until well after adoption of the County budget.

In sharp contrast to last year, revenues needed by departments to carry out mandated and discretionary programs designated in the Strategic Plan will not increase substantially in FY 2008-09. Very modest growth in commercial and residential real estate values, together with stagnant sales tax revenues and a much smaller carryover balance from the previous fiscal year, have required careful scrutiny of all spending to ensure that resources are targeted to the services most critically needed by the people of Kern County.

In FY 2008-09, increased revenues will not translate directly to corresponding increases in services, capital projects, or fiscal reserves, because market-driven salary increases for general and safety employees totaling \$28 million will claim much of these added resources. The initial budget guidelines provided to departments included these salary increases, raising the baseline net General Fund contribution above what was initially approved for FY 2007-08. Therefore, year-to-year budget and service comparisons must start with that requirement in mind.

With revenue growth having slowed substantially as costs continue to rise, the County will be challenged to maintain recent progress toward achieving its strategic goals and fulfilling unmet needs. This fiscal environment is not projected to change soon, so it is more important than ever for the County to limit the growth of fixed costs. The recommended budget therefore cuts 52 vacant positions while maintaining filled positions in law enforcement, fire safety, roads, planning, mental health, public health, Kern Medical Center, and several other County services with a particular emphasis on carrying out the Gang Violence Strategic Plan that the County is pursuing with other local law enforcement agencies. Position additions and deletions by all departments will result in a net loss of 54 positions including 16 potential layoffs, leaving total County employment at 8,924 full-time and 294 part-time positions in the recommended budget.

Since discretionary revenues are projected to grow by only \$18 million (5.5%) above amounts received last fiscal year, the use of discretionary revenues to finance services and infrastructure must be weighed against the need to maintain fiscal reserves for future contingencies. The scarcity of new discretionary revenues therefore requires much lower recommended budget allocations for major maintenance projects, capital projects, and the purchase of new and replacement equipment.

Nearly all departments concur with recommended budget totals. However, the list of services and capital projects needed to fulfill the goals of the Strategic Plan is far greater than even the past few years of growth in County revenues could accommodate, and your Board has repeatedly expressed its desire to maintain budget reserves against fiscal emergencies. Therefore, many needs will remain unbudgeted and unmet.

## **BUDGET OVERVIEW**

The recommended regular County budget for FY 2008-09 totals nearly \$1.5 billion, which is \$98 million or 7% higher than total appropriations adopted last year. Revenues from a very modest growth in commercial and residential property values and a relatively modest carryover balance from FY 2007-08 were aided by strong oil prices to push discretionary revenues 5.5% above last year's level. In addition, a required accounting change will increase the reported budget by transferring \$174.9 million from previously off-budget trust funds to a new Special Purpose Funds budget group. New agreements with County employee bargaining units resulted in salary cost increases that will total \$28 million in FY 2008-09. It should be noted that these agreements incorporate a restructured retirement plan for new general employees that lowers the County's defined benefit obligation while introducing a defined contribution element. This change will help to lower the County's retirement contribution per employee this year and will stabilize long-term compensation costs.

The \$1.5 billion regular County budget does not include special budgets totaling \$778.2 million for special purpose funds; enterprise funds such as Kern Medical Center, Airports, and Waste Management; internal service funds such as Workers' Compensation and Group Health; and grant-funded programs administered by the Employers' Training Resource and the Community and Economic Development Program departments. Special budgets have increased by \$209.3 million from FY 2007-08. Of that increase, \$174.9 million is attributable to an accounting change resulting in inclusion of a new Special Purpose Funds budget group within the special budgets category.

Program-specific revenues are projected to increase by \$100 million above the FY 2007-08 level to \$1.094 billion. By law, these revenues must be spent for specific, mandated programs or come to the County as direct reimbursements for the cost of providing services. The Board of Supervisors has no discretion in their use. These revenues account for 73.3% of the total budget. Most State and federal subventions must be used to operate health and human services programs. Discretionary revenues controlled by the Board of Supervisors will increase this year by \$18 million or about 5.5% above last year's actual collections. Discretionary revenues will decline to 26.7% of the budget, and the County must use much of this money to meet local match requirements for mandated State and federal programs. Budget totals are summarized below:

**Total Regular County Budget**

<i>Last Year</i>	<i>\$1.395 billion</i>
<i>This Year</i>	<i>\$1.493 billion</i>
<i>Increase</i>	<i>\$ 98 million (7% increase)</i>

**Special Purpose Funds, Enterprise Funds, Internal Service Funds,  
Grant Programs (ETR and CED)**

<i>Last Year</i>	<i>\$568.9 million</i>
<i>This Year</i>	<i>\$778.2 million</i>
<i>Increase</i>	<i>\$209.3 million (36.8% increase)*</i>

*\*Increase reflects accounting change resulting in inclusion of \$174.9 million in Special Purpose Funds.*

**Discretionary Funds vs. Program-Specific Funds**

<i>Discretionary Funds</i>	<i>\$398.6 million, 26.7% of Total Budget</i>
<i>Program-Specific Funds</i>	<i>\$1.094 billion, 73.3% of Total Budget</i>

**AVAILABLE RESOURCES**

As expected, Kern County's unprecedented growth in assessed valuation has fallen to more sustainable levels as the national, statewide and local boom in real estate experienced a sharp reversal. However, continued strong oil and natural gas prices will continue to shore up County property tax revenues.

The estimated net available carryover balance from FY 2007-08 of \$38 million is slightly more than half of last year's total. Two factors are chiefly responsible: 1) the County General Fund was forced to convert more than \$17 million in loans to Kern Medical Center to bad debt that will not be repaid; and 2) in November 2007 your Board reconciled remaining FY 2007-08 County spending to allocate \$17 million in resources to fulfill several unmet needs.

The County expects an approximate \$91 million decrease in the total amount of federal and State revenues received in FY 2008-09 to offset costs of programs operated by the County on behalf of State and federal governments. This represents a 15.8% decline in earmarked State and federal funding accounts.

The State Budget (discussed in greater detail below) holds some pluses for County finances but also presents extremely serious risks. On the positive side, voter enactment in 2006 of Proposition 1B, a State transportation bond measure, will yield an additional \$2.5 million for Kern County roads in FY 2008-09 on top of the \$11.4 million received in FY 2007-08. However, Governor Schwarzenegger proposed in January to cut 10% from all State assistance programs to counties ranging from Medicaid to law enforcement. Emergency actions taken by the Legislature and signed by the Governor in February cut 10% from Medicaid provider rates and delayed several health and human services payments to counties. And a Senate budget subcommittee voted to completely eliminate all State assistance to local law enforcement agencies. While this preliminary action may not be sustained in the final budget, it illustrates the risks for counties of possible State measures to close a projected \$17 billion budget deficit. Further cuts to State programs operated by counties are expected.

**ASSESSED VALUATION – PROPERTY TAX VALUES**

Two consecutive years of record increases in Kern County property values ended in FY 2007-08 as expected. Based on this year's assessed valuation provided by the Assessor, the Auditor-Controller estimates that current property taxes within both the General Fund and the Fire Fund will grow by a combined \$9.7 million, a 4.3%

increase over last year, and it is anticipated that assessed valuation and property taxes will not grow at all in FY 2009-10. Residential and commercial real estate values will increase by about 2.6%, even after a reassessment of 40,000 properties resulted in downward adjustments that averaged \$40,000 per home, because a substantial number of new home purchases were added to the supplemental roll. The Assessor expects to make further downward adjustments in FY 2008-09 as home prices decline further.

Continued strong crude oil prices contribute more than \$7.81 million of the growth in property taxes, and petroleum properties account for 28% of the total Assessment Roll. While crude oil prices have spiked upward, Proposition 13 limits annual increases in the assessed value of existing reserves to 2%, and the Assessor reports that few new reserves have been placed on the roll at 2008 crude oil prices.

Schools continue to claim the largest portion (more than 60%) of increased property tax revenues, with the remainder going to all levels of local government and to special districts.

The Assessor forecasts that the explosive growth realized in the Assessment Roll during the four years that preceded FY 2007-08 will continue to level off and decline slightly rather than collapse. Although the national and statewide decline of housing construction and home prices has now hit hard in Kern County as well, Kern's housing affordability should eventually support renewed demand, and expected strong oil prices will continue to propel the petroleum industry's performance in Kern County.

#### **PROVISIONS FOR RESERVES, DESIGNATIONS, AND CONTINGENCIES**

Maintaining sufficient reserves is a critical goal of prudent fiscal management. The County's Strategic Plan specifies that a minimum percentage of discretionary revenues should be reserved against emergencies. Over the past three fiscal years, the County has built increasing General Fund reserves and designations, adding \$39.6 million in FY 2007-08 for total reserves and designations of \$97 million.

In order to maintain most of these reserves and designations against future emergencies and to ensure the County's continued access to the most favorable financial rates, the recommended budget redirects \$13.5 million from these accounts to satisfy general departmental needs. In the current fiscal year, the County Administrative Office recommends the following General Fund identifiable contingencies, reserves, and designations.

**Retirement Designation: \$0** – Given the County's declining retirement contribution and recent changes in its defined benefit pension obligations, the County Administrative Office recommends eliminating the Retirement Designation of \$6.5 million and transferring these funds for general discretionary use.

**Unmet Needs Designation: \$0** – In the past, this recommended designation has earmarked funds to address unmet capital and equipment needs. However, FY 2008-09 budget constraints will leave no funds available to apply to extra department-identified capital project needs. Therefore, the recommended budget transfers the entire \$7.05 million balance from this designation to general discretionary use.

**Appropriations for Contingencies: \$6.9 million** – Appropriations for Contingencies sets aside funds to pay unexpected emergency costs or costs that are identified after the County Budget is adopted. This budget account helps meet unknown expenses, including potential State-imposed budget cuts that may be required. In the past, funding levels within this budget have fallen into two categories: general-purpose contingencies and a contingency for higher departmental salaries and benefit costs. Two years ago, the Board of Supervisors approved the establishment of a separate expenditure account within Contingencies to earmark funds that would be made available to departments during the fiscal year. Departments may receive budget augmentations from this account if they have projected appropriations shortfalls within their salaries and benefits expenditure objects caused by either successful recruitment efforts resulting in lower-than-anticipated position vacancy rates or by higher-than-budgeted payoffs of accumulated vacation and sick leave balances for retiring employees. In order

to meet fiscal constraints, the recommended level of funding in Contingencies does not include a separate allocation for this purpose. The overall recommended amount is funded solely from the General Fund.

**Budget Savings Incentive Credits Designation: \$11.3 million** – County departments may carry over and accumulate a portion of the savings they achieve by spending less than their designated annual budget. Budget savings incentive (BSI) credits earned in prior years can be applied at a department's discretion to address operating expenses and non-recurring needs within their respective departments, such as the need for replacement equipment or technology upgrades. Shortly following adoption of the budget, the County Administrative Office will return to the Board with recommendations for the appropriation of earned BSI credits to departments.

**Strategic Workforce Planning Designation: \$3.6 million** – This General Fund designation earmarks funds for future programs, which may include salary increases, needed to strategically align the County's workforce with the County's mission, goals, and objectives. Last year's recommended budget allocated \$20 million, which was transferred to departments during FY 2007-08 for negotiated salary increases. The recommended amount for this designation in FY 2008-09 is \$3.6 million. As programs are developed and ready for implementation, funds will be transferred into the appropriate department's budget to the extent needed to cover the associated program costs.

**Tax Liability Reserve: \$700,000 increase** – This reserve earmarks funds for the potential loss of County property tax proceeds from: 1) Assessment Appeals Board decisions in favor of the taxpayer; 2) tax roll adjustments by the Assessor; or 3) resolution of court cases related to disputed property assessments. The current balance in the General Fund reserve for this purpose is \$1.542 million, and the balance in the Fire Fund is \$615,000. Increases of \$500,000 and \$200,000 are recommended for the General Fund and Fire Fund.

**Fiscal Stability Reserve: \$48 million unchanged** – The Board established this reserve to help moderate wide swings in discretionary revenues from one fiscal year to the next. The intent was to identify and set aside non-recurring revenues, when available, to minimize service reductions in fiscal years in which property taxes or other discretionary revenues decline sharply. The Board has set a goal of maintaining 7.5% to 10% of total General Fund expenditures in this reserve. Following last year's action to add more than \$13 million to this reserve, its current balance is \$48 million, which equals approximately 6.4% of total budgeted General Fund expenditures in FY 2008-09. The recommended budget proposes not to reduce this minimum targeted level for this important reserve.

**Technology Infrastructure and Innovation Designation: \$3 million unchanged** – This designation was added last year in recognition of the need to set aside funds to renew and replace legacy technology systems in order to obtain maximum leverage of County staff, assets, and other resources in delivering services. Currently underway is a County Financial Management System (FMS) replacement project that will likely require most, if not all, of the \$3 million available. The County Administrative Office recommends no change in this designation.

## STATE BUDGET

Although the FY 2007-08 State Budget held few negative impacts for counties, State spending has now far outstripped the modest growth in State revenues, and Sacramento now must close an enormous budget deficit. Despite emergency actions taken by the Legislature and Governor in February 2008 to cut Medicaid provider rates and to defer the payment of the local share of gasoline taxes, Medicaid payments, and other health and social service administrative payments, the State still faces a \$17 billion budget deficit in FY 2008-09. Since State revenues comprise about one-third of the County's annual resources, any State budget shortfalls could have a substantial impact on the County's available budget resources.

Many risks to counties remain as Assembly and Senate budget conferees deliberate. The Governor and Assembly favor a 10% cut in Citizens' Option for Public Safety (COPS) and Juvenile Justice Crime Reduction

Grants, Juvenile Probation Camps and Ranches, and Mentally Ill Offender Crime Grants, which the recommended County budget anticipates. However, the Senate has voted to eliminate all funding for these programs. In addition, Assembly and Senate budget conferees are considering eliminating funding and fee authority for counties to receive Jail Booking Fees for certain inmates arrested by city police and housed at county jails, which is not reflected in the County's recommended budget. If funding for these law enforcement programs is completely eliminated, the County could lose \$12.2 million, which would seriously jeopardize its ability to maintain its commitment to fund law enforcement needs.

Also on the table is a package of proposals to reduce prison inmate and parole populations advanced by the Legislative Analyst's Office. These proposals involve shifting supervision of certain adult parolee populations from the State to counties and would raid local waste and water district property taxes to pay the cost, a financing mechanism that the County has joined other local governments in opposing.

The Senate also voted to eliminate virtually the entire \$39 million for subventions to counties that provide property tax relief to owners of farmland near urban centers who preserve their land in agricultural use under the Williamson Act. The Governor and Assembly propose to cut this subvention by 10%. The recommended County budget anticipates the proposed 10% reduction, but not the loss of all Williamson Act funding, which would cost the County more than \$4.5 million.

For the eighth consecutive year, the proposed State Budget not only fails to include an increase in State payments to counties to administer the CalWORKs welfare-to-work program, Food Stamps, and other social services programs, but budget conferees in the Legislature are also considering the Governor's proposal to cut administrative funding for Medicaid, In-Home Supportive Services, Food Stamps, and CalWORKs.

While counties are required by law to "match" State payments for State-mandated programs with a local contribution, counties have received no increase in State administrative payments for seven years while program costs and caseloads have climbed. Since federal penalties could be imposed for failure to meet performance goals in these services, counties have been forced to backfill these administrative shortfalls with even more of their own general funds.

The amount of a county's administrative contribution that exceeds the required match that a county must pay in order to receive State payments is referred to as the "overmatch". The County has spent an estimated \$15.2 million over the past eight years to "overmatch" State-mandated human services programs. Your Board has indicated a strong desire to reduce the "overmatch" that is not required by law to be devoted to these programs. The recommended Human Services Department budget reflects this direction while maintaining the County's commitment to fund child protective services, as discussed further in the "Program Impacts" section of this message.

The immense size of the deficit might also lead the State to borrow up to 8% of counties' property taxes under Proposition 1A. To invoke this provision, the Governor must declare that a severe State fiscal hardship requires suspension of Proposition 1A's prohibition against State appropriation of local revenues. Each house of the Legislature then must vote by a two-thirds majority to suspend Proposition 1A and the Legislature must enact a statute that provides for full repayment of the loan with interest. The State would have three fiscal years in which to repay counties. Up to \$1.8 billion could be raised in this manner, although Proposition 1A does not state how the suspension would impact individual agencies that receive property taxes. It is assumed that all agencies would lose 8%, but that may be subject to negotiation. The loss of 8% of Kern County's share of property taxes would cost the County General Fund \$13.1 million.

Suspending Proposition 1A will not help the State solve its chronic structural deficit. Since it must be repaid in three years, such a suspension would only create more debt. Credit markets would likely view such a suspension negatively, because it would do nothing to move toward a long-term solution to address the State's budget problems. In addition, this action may increase borrowing costs, further diverting State resources away from actual services.

The State Budget does honor some State spending promises. Passage of Proposition 1B in 2006 authorized issuance of transportation bonds that will make badly needed road maintenance and improvement money available to local governments. The County received the first \$11.4 million of this money in FY 2007-08; it is expected to receive \$2.5 million more in FY 2008-09. The budget also contains nearly \$90 million to reimburse counties' costs to conduct a separate February 2008 presidential primary election, of which the County would receive an estimated \$1.3 million.

The above impacts would be dwarfed by the potential fiscal consequences if lawsuits prompted by State prison overcrowding and deficiencies in prison healthcare are successful. A federal court-appointed receiver is seeking to order the State to spend \$7 billion immediately to build more than 10,000 prison hospital beds for inmate patient care. If this effort succeeds, the State would be forced to issue bonds, make drastic cuts elsewhere in the State Budget, raise taxes, or perhaps pursue all three methods to finance the project. Drastic cuts in County programs surely would result if the State budget were to take such an immediate and enormous unforeseen hit.

The County Administrative Office will work with the State Administration and the Legislature to defend County-operated health and human services programs against reductions, maintain law enforcement grants and Williamson Act funding, and secure cost reimbursement for the presidential primary election. The outcomes of these issues could require subsequent mid-year adjustments in the County budget. It is recommended that after State Budget adoption, any subsequent program funding cuts be directed toward the affected programs, and any State Budget outcomes that result in unbudgeted discretionary revenues from the State be directed toward reserves for use in FY 2009-10.

#### **RETIREMENT AND HEALTH INSURANCE BENEFITS**

The County's retirement contribution will decline by more than 15% per general employee and by more than 18% for each safety employee in FY 2008-09. This reduction is due chiefly to actuarial recognition of previously unrealized gains on the County's retirement fund investments, and also results from recently negotiated reductions in the County's defined benefit pension obligations.

Costs for health insurance benefits will remain at last year's level after the County budgeted a \$20.7 million increase in FY 2007-08 to respond to the growing number and cost of health insurance claims that had accrued in previous years.

#### **KERN MEDICAL CENTER**

Kern Medical Center's finances continue to affect the County's overall financial stability. The hospital's General Fund loan balance on June 30, 2008 was \$38.9 million, in contrast to the FY 2006-07 year-end balance of \$25.3 million and a year-end balance in FY 2005-06 of \$7.3 million.

Much of the higher loan balance is attributable to delayed federal and State Medicaid reimbursement for the hospital's services. Because it is a public hospital that is mandated to provide care to all patients in a county with hundreds of thousands of indigent or Medicaid-eligible people, KMC relies heavily on State and federal Medicaid payments, which have not kept pace with growing caseloads or the rising cost of care.

Despite a concerted effort to contain costs, KMC continues to pay the higher costs for pharmaceuticals, equipment, nursing staff, physicians, and utilities that all hospitals face. However, since the great majority of patients receiving care at KMC are Medicaid or indigent patients, the hospital has limited prospects of increasing patient revenues.

A five-year federal-State agreement for Medicaid payments signed in 2005 shifts the non-federal cost burden to counties while holding the State nearly harmless from paying any share of public hospitals' Medicaid costs. Fortunately, Congress has extended until April 2009 a prohibition enacted last year against proposed new Medicaid reimbursement regulations that would have severely limited counties' ability to claim federal

Medicaid payments for the care that county-operated hospitals deliver to indigent and uninsured patients. The proposed rules would also have prohibited Medicaid reimbursement for any care provided by resident physicians under KMC's graduate medical education program.

The hospital has begun a plan to increase patient revenues through more effective billing and collections as well as faster Medicaid claiming, to control staffing and equipment costs, and to expand access to industry-funded free prescription drugs for indigent patients.

KMC is also working to eliminate the cost burden of the Emergency Psychiatric Assessment Center by transferring this function to the Mental Health Services Department, which can operate it for \$4.6 million less each year, and with greater access to State and federal funds. KMC is the only hospital in Kern County providing this costly and non-mandated service, and it has approached other local hospitals to help the County shoulder the growing psychiatric assessment burden.

In FY 2008-09, the recommended net General Fund contribution to KMC will increase by \$6.1 million to \$20.1 million. This increase is budgeted primarily to meet the rising cost to the hospital of meeting the County's legal requirement to care for inmates and juvenile offenders and the increased demand on the Maximum-Medium Detention Facility at the Lerdo Jail, and to contribute \$3 million to the Central Plant facility project. The hospital's allocation of \$19 million in realignment revenues, necessary to provide basic health care to the County's disproportionately high share of the medically indigent, is slightly below the previous fiscal year due to statewide economic conditions.

KMC's new leadership team is working to reduce operational costs and enhance revenue streams through numerous initiatives. However, the largest single factor affecting the hospital's future remains the extent to which safety net hospitals such as Kern Medical Center receive sufficient Medicaid revenues to pay for care to the low-income and indigent patients they are mandated to serve.

### **PROGRAM IMPACTS**

The recommended budget will still enable the County to make progress toward the most critical Strategic Plan goals and objectives. However, its constraints will limit many departments' ability to meet their stated goals. Major program impacts are summarized below:

**Gang Violence Strategic Plan** – In the opinion of the County Administrative Office, the recommended budget maintains the County's strong commitment to reduce gang violence by providing several County law enforcement and social services agencies with a full year of added resources to attack this problem by gang crime prevention, investigation, arrest, prosecution, and incarceration. Enhancement of the Sheriff's Gang Suppression Unit that occurred midway through FY 2007-08 will be sustained, and substantially increased detention beds and detention staffing will enable more extensive incarceration of gang offenders. The Probation Department's significantly increased staff resources added last year will enable the department to operate its High Risk Adult Supervision Unit at full strength for an entire fiscal year and enhance gang intervention and suppression efforts. The recommended budget will enable the District Attorney to investigate and prosecute gang-related crimes, and it maintains indigent defense staff resources in the Public Defender's Office. Prior to budget hearings, the County Administrative Office will continue to work with departments that are in disagreement with Gang Violence Strategic Plan funding recommendations.

**Accountability and Compliance** – To ensure that public resources are used efficiently, effectively, and appropriately, the County has increased its oversight resources. The recommended budget retains six accounting positions added midway through FY 2007-08 to enable the Auditor-Controller-County Clerk Department to complete required departmental audits while meeting its workload in other areas. To monitor compliance with the County's fiscal and operational procedures and policies, the County Administrative Office added a County Compliance and Accountability Officer position. Positions have also been added in other

selected departments for the same purpose. All departments were contacted to confirm that they had budget resources available to meet all compliance requirements.

**Mental Health** – The Mental Health Services Department’s highest priority in FY 2008-09 is developing its capacity to meet the demand for involuntary psychiatric referral, treatment, and evaluation of patients who are gravely disabled or who represent a danger to themselves or others under Section 5150 of the Welfare and Institutions Code. In collaboration with Kern Medical Center and several other County departments, the department formed the Emergency Psychiatric Assessment Center (EPAC) Taskforce to study Kern County’s future psychiatric inpatient need, both short and long term. The Taskforce has developed a plan to transfer Kern Medical Center’s EPAC to the Mary K. Shell building and to designate the remodeled facility to receive, evaluate, and treat individuals who are being held involuntarily for mental health reasons. In FY 2007-08, the Board of Supervisors approved the designation and the department is currently awaiting approval from the State Department of Mental Health. The department will return to the Board of Supervisors in mid-year FY 2008-09 to add the necessary positions to operate the Mary K. Shell EPAC facility.

The department is also continuing to develop its required plan for delivering services funded by Proposition 63, the Mental Health Services Act, to Kern County’s underserved populations, including the homeless and those at risk of becoming homeless, young adults, and populations in geographically remote areas. Its challenge is to do so within funding constraints. The recommended budget unfunds 150 vacant clerical, administrative, and clinical positions to maintain total funded positions at last year’s level.

**Human Services** – Despite significant improvements, population growth and caseload increases are driving up the cost of providing State-mandated human services. Medi-Cal caseloads have grown 124% since 1999, and numerous administrative processes have been added, such as the requirement to verify identity and citizenship for both initial and on-going eligibility. Food Stamp demand continues to grow at an annual rate of 6%.

While a large percentage of these costs are funded through State and federal sources, increases in County resources are also required by law. Counties are legislatively mandated to administer numerous human services programs; State funding to administer these services has been frozen at 2001 cost levels. Failing to fund actual increases in counties’ cost of doing business for six years has led to a growing funding gap. The department has in recent years maximized its claiming of available federal and State funds. Salary and benefit increases for employees occurring since 2001 have required the County to exceed the required local funding match to maintain services. This resulted in an estimated overmatch in local funds of \$11.9 million in FY 2007-08.

The cost of providing mandated services, which are not otherwise reimbursed through federal and State funding sources, is covered by the County General Fund through a combination of Social Services Program Realignment funds and discretionary revenues. Total local cost for FY 2008-09 is recommended at \$29 million, which represents a 52% increase over FY 2007-08. Of this total, \$10.5 million is derived from Social Services Program Realignment funding and the remainder must be funded with local discretionary revenue.

The department’s FY 2008-09 requested budget included a \$10.9 million overmatch in local funds for Child Protective Services and a \$13.2 million overmatch for Public Assistance programs, for a total requested overmatch of \$24.1 million. Due to budget constraints, the FY 2008-09 budget recommends that the local funds overmatch be reduced to \$9.6 million for Child Protective Services and to \$9.5 million for Public Assistance programs, for a total of \$19.1 million. While there is a \$5 million reduction in local funding for overmatching State and federal reimbursements between the department’s request and the recommended budget, the largest portion of this reduction is to Public Assistance programs. The department is committed to maintaining Child Protective Services and to continuing to address the recommendations resulting from the Child Welfare League of America (CWLA) review.

**Animal Control** – The department continues working to implement recommendations of an operational and management review conducted in 2005. In FY 2006-07 and 2007-08, the department’s budget was increased to add some staff, services, and supplies. Positions were added in administration, shelter and field functional areas.

Staff has attended more training in three years than in the past 10 years combined. Structural improvements have been made to the shelter, and a medical program has been instituted.

Despite these efforts, the Resource Management Agency Director is concerned that the department's resources are inadequate to meet the expectations of stakeholder groups. The recommended budget for FY 2008-09 will reduce staffing by one Animal Control Officer and two Animal Care Workers and will eliminate all training. The recommended budget will enable the department to operate with all positions and all previously unmet needs fully funded so the department can continue to meet the goals outlined in the County Strategic Plan to improve animal shelter facilities and operations.

**Planning** – As Kern County's rapid growth continues, the department faces increasing demand for environmental reviews and detailed Specific Plans throughout the County. However, the recommended budget eliminates two Planner positions and an extra help Office Services Assistant who provides electronic database support. Reduction of the Planner positions will significantly hamper the department's ability to embark on new special projects, such as new or revised Specific Plans, and it will significantly delay the processing of General Plan Amendments and Environmental Impact Reports (EIRs). Priority will be given to applicant-submitted General Plan amendments, the Community Plan Updates that are currently in progress, and 18 currently active EIR projects including the Biosolids EIR, Metro Bakersfield General Plan and EIR, Greater Tehachapi Area Specific Plan, Kern River Valley Specific Plan and EIR, and South Beltway EIR. Priority will also be given to the Oildale Community Charrette process.

The director is concerned that no staff resources will be available to address the Indian Wells Valley Specific Plan, Rosamond/Willow Springs Specific Plan update, Mojave Specific Plan update, Airport Land Use Compatibility Plan update, Joint Land Use Study implementation, and the Kern Wind Area California Energy Commission (CEC) grant. The director notes that applications received for five power plants (solar and hydrogen) require staff resources that also exceed current capability, and little staff time is available to review and comment on documents and programs issued by other agencies such as the Bureau of Land Management and the U.S. Forest Service.

**Library** – The recommended budget will be nearly \$1 million below last year's level, which will seriously impact the Library's ability to meet Strategic Plan goals. The recommended budget will reduce overall hours of operation at the main library and branch locations by 16%. Branches that will be subject to reduced hours are: Rathbun, Southwest, Wilson, Northeast, Arvin, Buttonwillow, California City, Kern River Valley, Lamont, Rosamond, Shafter, and Wasco. The department will continue to provide additional library services to outlying areas through its two bookmobiles; however, bookmobile stops must be reduced from the current once-a-week service to bi-weekly service at all locations. A 15% reduction in programs for all ages is anticipated as hours of operation and staffing are reduced at the branches noted above.

The lower recommended budget will require the Library to lay off six technical and clerical positions, and leaves 14 clerical and librarian positions unfunded. Because it does not include sufficient matching funds, it also precludes the County from receiving \$275,860 in State Public Library Fund (PLF) monies and other outside revenue sources which will then be unavailable to assist the Library's operational budget for materials, staff, services and supplies.

**Roads** – The recommended budget for the Roads Department maintains the same level of maintenance achieved in last year's adjusted budget. The budget includes a General Fund contribution of \$10.1 million, which nearly matches last year's \$550,000 budgeted increase as well as a \$4 million mid-year augmentation that brought the net General Fund contribution to \$10.4 million. The proposed State FY 2008-09 budget appropriates Proposition 1B Transportation Bond proceeds, which will yield \$2.5 million for construction and maintenance projects identified for FY 2007-08. If the State honors its commitment to pay Proposition 42 local roads revenues, the County will also receive \$8.2 million in Proposition 42 revenues this year. However, the County still awaits payment of \$5.9 million, its share of State gasoline tax revenues that were deferred until September 2008 by emergency State budget actions.

In total, the budget recommends \$27 million for road construction projects. The Roads Department will devote \$11 million to overlay nearly 60 miles of existing roadway; \$4.8 million to pave dirt roads and shoulders; install \$3.3 million of new curbs, gutters, and sidewalks; and \$1.5 million each will go to construct new pedestrian and bike paths and to install new and modified traffic signals. The department also will spend \$5.6 million to machine seal (repave) approximately 112 miles of roadway. In addition, there is the potential for another \$13 million in projects funded from proceeds of the proposed County bonding for roads. The department's construction of the \$26 million overpass and interchange modifications at 7<sup>th</sup> Standard Road and Highway 99 will continue, and it will begin two major construction projects: the expanded overpass at Wheeler Ridge Road and Interstate 5 and the \$57 million widening project on 7<sup>th</sup> Standard Road from Coffee Road to Santa Fe Way, which will include a separation of grade at Santa Fe Way.

Overall funding for road maintenance and improvement will not match FY 2006-07, when the County accomplished an unprecedented amount of repair and rehabilitation, resurfacing more than 200 road miles. However, far greater resources will go toward overlays, which last five times longer than blade seals. The department expects to use Proposition 1B funding and County bond funding to make unprecedented improvements to the pavement conditions of the County road system in the next three years. A significant backlog of road maintenance and improvement needs remains, for which long-term solutions to the structural funding deficiency must be identified. The department will maintain new positions added last year to help manage its increased workload.

**Parks** – The recommended budget is \$860,000 below last year's level, which will require significant cutbacks in parks maintenance. The department will hold 17 positions comprising 12% of its current workforce vacant and unfunded, which will reduce its schedule of turf watering, park maintenance and facility services. The department will once again rely on extra help staff to keep parks and facilities open during the peak season. Additional Tree Trimmers are still needed to maintain the estimated 45,000 trees under the department's jurisdiction, but have not yet been hired, thus falling short of the County Strategic Plan goal to increase the number of department employees who are able to prune trees correctly, and to increase and maintain the tree canopy.

These reductions could result in brown turf in parks and a possible increase in graffiti and vandalism. The department expects significant impacts on its ability to quickly remove graffiti and vandalism and to manage the tree canopy. The department has requested use of its Budget Savings Incentive funds for extra help employees in lieu of funding any new capital equipment. The inability of the recommended budget to include funds for capital expenditures will require the department to continue spending resources to maintain an aging fleet of vehicles and equipment that frequently break down, and that burn more fuel and discharge more emissions when they are operating.

**Probation** – The recommended budget provides a \$3.9 million increase in funding for salaries and benefits as a result of negotiated union agreements, which is partially offset by \$2.2 million in savings from reduced retirement rates. In FY 2007-08, the department received \$2.9 million for staff and fixed assets to implement the department's efforts related to the Gang Violence Strategic Plan. The recommended budget includes the \$4.4 million total cost of fully implementing the Plan in FY 2008-09. Despite a 6% reduction in net General Fund contribution, the recommended budget maintains all positions added in FY 2007-08 plus two more positions and is adequate to provide public protection, prevent crime, redirect offenders, and implement the Gang Violence Strategic Plan.

However, the director is concerned that the budget achieves these goals by using increased State Youthful Offender Block Grant funds in lieu of discretionary County resources to fund 14 formerly vacant positions, using accumulated Budget Savings Incentive credits, deferring the purchase of a number of fixed assets, and by not setting aside appropriations for contingencies for salary shortfall. The director cautions that because the recommended budget will not allow the department to fill remaining vacant positions needed to implement the

Gang Violence Strategic Plan, the key functions of prevention and intervention will be severely understaffed, and recidivism and crime rates will increase.

**District Attorney** – The District Attorney’s recommended budget continues the County’s commitment to the Gang Violence Strategic Plan by retaining 13 positions to investigate and prosecute gang-related crimes and four new positions to enhance truancy law enforcement to aid gang prevention efforts, all added in FY 2007-08. In addition, the recommended budget includes full funding for six positions added last year to continue rebuilding staff to meet growing caseload demands in outlying County regions. To conserve budget resources, the department will defer the addition of two Deputy District Attorney positions in the Target Gang Program until FY 2009-10, when gang-related crime caseloads are expected to require more prosecutors.

The District Attorney’s Forensic Sciences Division is budgeted to maintain the increased level of service in FY 2008-09 that was authorized last year to enable the Crime Lab to process DNA evidence faster; however, two Forensic Technician positions must be unfunded in order to meet overall salary guidelines. This may initially delay toxicology test results and increase the number of such tests that must be outsourced to private toxicology labs. However, planned mid-year acquisition of equipment to enable complex toxicology analyses should enable the department to reduce such outsourcing as outlined in its performance measure #2.

**Public Defender** – In the opinion of the County Administrative Office, the recommended budget maintains staffing at last year’s levels so that the Public Defender may continue to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court. The department already participates in more felony jury trials per attorney than any other county in the State, but statewide ballot measures increasing drug treatment of offenders and allowing some juvenile cases to be tried as adults have increased Public Defender caseloads. These new laws, coupled with an increased number of juvenile cases, increased “Three Strikes” cases, and new “Three Strikes” case review procedures, continue to put pressure on the department to handle an increased caseload.

The Public Defender strongly disagrees with recommended budget and staff levels, cautioning that budget shortfalls will likely require the courts to assign more cases to outside indigent defense attorneys, which will result in greater indigent defense costs that will more than offset Public Defender salary savings.

**Sheriff** – After adding more than \$14 million and 50 new positions in FY 2007-08 to fund the Sheriff’s comprehensive proposal to combat gang violence and enable the department to fulfill its role in the Gang Violence Strategic Plan, the recommended Sheriff’s budget for FY 2008-09 continues progress on gang violence and on rebuilding the Sheriff’s command structure. The department continues to recruit, hire and train sworn personnel, including detentions sworn personnel added to the Sheriff’s comprehensive gang unit. The remaining two dorms approved in the Gang Violence Program will be fully functioning when these personnel complete the current Detentions Core Course. This will comply with all legal requirements, State regulations, and constitutional standards governing the care and custody of inmates. Jail capacity has increased to 2,500 beds from 2,218 beds in FY 2004-05.

In FY 2005-06, the State Budget reduced the County’s authority to charge cities for booking prisoners into County jail facilities to 50% of actual costs. However, the State has not yet approved FY 2008-09 appropriations for cities to reimburse counties through booking fees. The booking fee issue has been perpetually controversial, but it is absolutely imperative, from the County’s perspective, that authority for counties to charge booking fees remains intact. The Legislature is discussing eliminating both the booking fee subvention and the authority for counties to charge a fee-for-service; the County would then have to fully bear the \$2.4 million annual burden of this reduction in funding. The County Administrative Office will continue to advocate that the Legislature appropriate reimbursement to counties for booking fees that are not chargeable to the cities.

The recommended budget includes funding for Phase II of the Lieutenant’s Program, the positions for which were approved in FY 2006-07. The recommended budget adds six Sheriff’s Lieutenant positions at an annual cost of \$996,000; and deletes two Sheriff’s Commander Positions at an annual savings of \$433,000.

The Sheriff has expressed three major concerns with the recommended budget. First, the amount of available overtime hours has decreased for several years as salary and benefit costs increased. Second, extra help funding that allows the Sheriff to temporarily fill critical positions is in the same situation. As full time positions continue to be filled, it is hoped that the need for extra help will decline. Finally, the continued climb in fuel costs will affect the Sheriff's budget. The Sheriff's fleet drives approximately 10 million miles per year. During development of the Sheriff's proposed budget, fuel was below \$3 per gallon but in the intervening months has risen well above \$4 per gallon. Therefore, the Sheriff's fuel budget may be insufficient.

**Fire** – The department's recommended budget provides a modest increase of 3% and retains Firefighter positions added in FY 2007-08 to increase minimum on-duty staffing at all stations except Meadows Field to three personnel. The budget also includes the purchase of support vehicles to deploy a second fire fighting helicopter and an additional \$2.1 million to replace equipment. However, paying for salary, benefit, and retirement cost increases will preclude the department from undertaking other apparatus and equipment replacements totaling \$8.1 million, and the recommended budget does not include more than 40 new positions requested by the department.

The Fire Chief cautions that an unreasonably low net General Fund cost guideline will not enable the department to add critical fire fighting and non-safety positions, replace aging apparatus and equipment, or staff the County's new Emergency Operations Center that is scheduled to open in September 2008. However, the County Administrative Office and the Fire Chief anticipate that the department's reimbursement revenues from other agencies will add to available funds during the coming fiscal year, enabling supplemental appropriations for positions and/or fixed assets that address a number of unmet needs.

**Personnel** – Within a recommended budget that maintains current staffing levels, the department will continue to implement the Strategic Workforce Plan to streamline recruitment, in some cases conducting immediate hiring at job fairs, in order to compete with the private sector while still adhering to the County's civil service rules. The department has also made internship job specifications to more flexible so departments can attract and acquire available, qualified interns who eventually may seek full employment with the County. The recommended budget includes the FY 2007-08 mid-year addition and deletion of positions aimed at meeting three separate recommendations in the County Strategic Workforce Plan: reviewing job specifications used by multiple departments, drafting adequate job specification minimum qualifications in order to capture additional qualified candidates, and updating job specifications to accommodate current job duties and responsibilities. The budget also increases funds to advertise County job opportunities as recommended by the Strategic Workforce Plan.

#### **INFRASTRUCTURE: CAPITAL PROJECTS AND MAJOR MAINTENANCE**

Infrastructure is the platform from which any public or private enterprise delivers services to the public. The County's capital projects and major maintenance investments 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.

Because of the scarcity of available discretionary revenues for new capital projects, many new projects budgeted in FY 2008-09 have associated revenues or special purpose funding to partially offset project costs. Fourteen new projects with a net County cost of \$6.6 million are included in the recommended budget. In addition to the projects included in this budget, three large projects were approved for bond financing in FY 2008-09: the new Information Technology Services facility and replacement fire stations for the Pine Mountain community and Fire Station 65 on Rosedale Highway. Design of these projects will begin in Summer 2008 with financing and construction to ensue in the following months.

Sixteen projects with a combined net cost of \$7.6 million are recommended for rebudgeting in the Capital Projects budget for FY 2008-09, including the new Frazier Park Library, the replacement mess hall at Camp

Owen, a new Animal Control administration building, and County matching funds for a State-funded seismic retrofit of the main Museum building.

Spending on major maintenance is prioritized by the same criteria used for capital projects and is equally critical. Major maintenance protects the public's substantial investment in capital projects, extends the life of infrastructure, reduces risks to employees and to public safety, and is economical. For example, leaky roofs can cause other problems that are many times more costly to repair, and heating/ventilation/air conditioning (HVAC) investments are repaid in lower utility and repair bills. In FY 2008-09, new major maintenance projects are budgeted at a net County cost of \$6.1 million.

## STRATEGIC WORKFORCE PLANNING

Aligning human capital with the goals in the County's Strategic Plan requires the County to compete successfully with other employers for a quality workforce. With the growing movement of a generation of workers into retirement, recruiting and maintaining qualified personnel is perhaps the greatest challenge facing both public and private sector employers, one that requires sharpened and continuous strategic focus.

The recommended budget implements recommendations of the Strategic Workforce Planning Taskforce and provides \$3.6 million for programs and possible salary increases. It maintains last year's increases in Personnel Department staffing and increases budget resources for job vacancy advertising. The County is reviewing personnel recruitment and promotional processes and is developing succession planning, as outlined in the County's Strategic Plan. A departmental committee is reviewing countywide job specification, recruitment, and requisition procedures. Job applicants as well as County departments now receive greater information from the Personnel Department throughout the recruitment process. The Personnel Department's staffing increases have enabled improved response time in logging and retrieving documents and increased reception desk assistance for job applicants. The critical goal of filling vacancies with appropriate qualified staff quickly and efficiently remains essential to successful County government operations.

## CONCLUSION

The FY 2008-09 Recommended Budget is a fiscally sound, balanced spending plan that, within the constraints of modest revenue growth, applies tiered priorities of importance to align with County Strategic Plan goals. Current year estimated revenues exceed current year anticipated expenses, and the recommended budget strikes a balance between capital and service needs and the need to maintain healthy reserves. In FY 2007-08, another year of strong discretionary revenue growth allowed the County to address many unmet needs of Kern County residents. This year, a much smaller revenue increase must first be applied to absorb \$28 million in negotiated salary increases. Therefore, this year's recommended budget must target remaining budget resources primarily to the County's most critical public safety and transportation strategic goals while making barely adequate resources available for health care and social service objectives, services for families, children and seniors, and infrastructure renewal.

The recommended budget contains funding to continue capital and major maintenance projects already in progress and a limited list of new projects. A few departments in key areas such as public safety will add positions, but most departments are being asked to defer the addition of much-needed positions. The recommended budget may result in 16 employee layoffs and will fund 8,924 full-time and 294 part-time positions. The FY 2008-09 spending plan will require parks and libraries to give back hard-won and long deferred budget gains, resulting in unavoidable service reductions. The budget again reserves a portion of revenues against contingencies, fluctuations in available resources, and other unforeseen threats to fiscal stability. The budget also fulfills an important goal of ensuring that all departments have the resources they need to comply with legal and fiscal requirements as well as County operating procedures. The boom in discretionary revenues has subsided, and the impacts of potentially severe actions to close the State's budget deficit are still unknown, so the importance of maintaining strong fiscal reserves is undeniable. As

recommended earlier, any State Budget reductions should be absorbed within the affected programs, and any unbudgeted discretionary revenues resulting from State Budget decisions should be placed in reserves.

The recommended budget aligns tiered spending decisions with Strategic Plan goals and performance benchmarks, and it continues to implement Strategic Workforce Plan recommendations to help the County recruit and keep a qualified workforce to replace retiring employees. Recently negotiated changes in the County's retirement structure will make it easier to recruit new employees and to control long-term pension costs. The retirement changes combine lower defined benefits with tax-deferred employee contributions that are matched by the County.

The Budget Hearings will provide opportunities for members of the public to comment on the budgetary recommendations presented here. The recommended budget meets the County's legal obligations, responds to the needs identified in the Strategic Plan and is structurally sound.

Sincerely,

A handwritten signature in black ink, appearing to read "Ronald M. Errea", with a long horizontal flourish extending to the right.

Ronald M. Errea  
County Administrative Officer

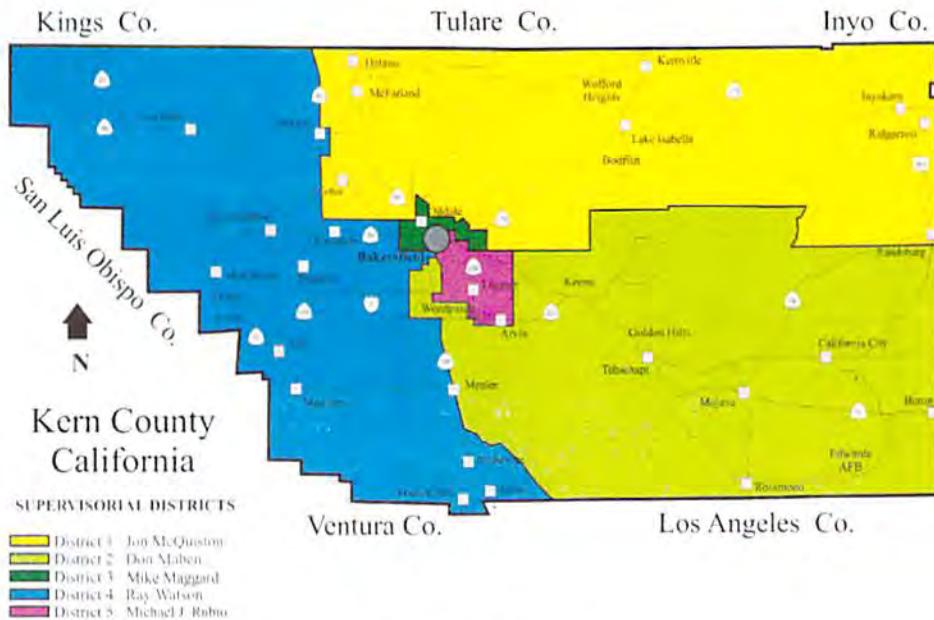


**COUNTY OF KERN**  
**COUNTY ADMINISTRATIVE OFFICE**  
**RECOMMENDED BUDGET**  
**FY 2008-09**

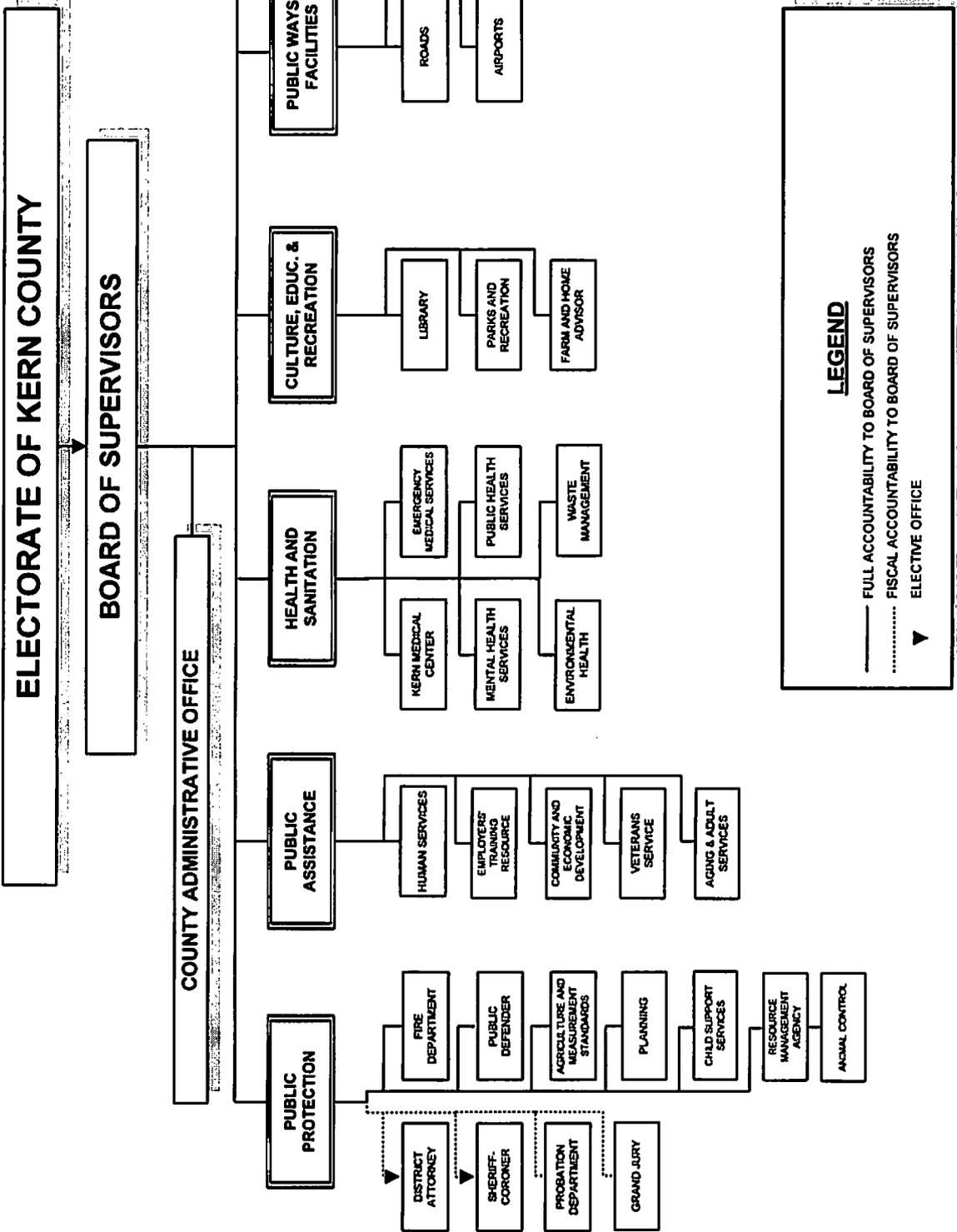
Submitted by  
**Ronald M. Errea**  
County Administrative Officer

**BOARD OF SUPERVISORS**

Jon McQuiston	Supervisor, District 1
Don Maben	Supervisor, District 2
Mike Maggard	Supervisor, District 3
Raymond A. Watson	Supervisor, District 4
Michael Rubio	Supervisor, District 5



**KERN COUNTY**  
**SUPERVISORIAL DISTRICTS**



**LEGEND**

— FULL ACCOUNTABILITY TO BOARD OF SUPERVISORS

..... FISCAL ACCOUNTABILITY TO BOARD OF SUPERVISORS

▼ ELECTIVE OFFICE

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*SUMMARY OF  
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# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET

## Available Financing

County Funds	Estimated Fund		Estimated Additional Financing Sources	Total Available Financing
	Balance June 30, 2008 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations		
General	38,000,000	13,550,000	701,527,555	753,077,555
Road	13,767,526	0	49,206,334	62,973,860
Structural Fire	3,414,573	0	123,916,667	127,331,240
Building Inspection	3,568,140	0	5,913,280	9,481,420
Department Of Human Services-Admin	6,864,375	0	173,298,084	180,162,459
Human Services-Direct Financial Aid	0	0	186,338,995	186,338,995
Mental Health Fund	1,626,980	0	110,119,546	111,746,526
Aging And Adult Services	97,051	0	13,008,084	13,105,135
Seventh Standard Road Project	2,895,143	0	19,950,000	22,845,143
Wildlife Resources	3,695	8,605	12,700	25,000
Range Improvement Sec 15	21,866	3,038	12,400	37,304
Range Improvement Sec 3	30,582	0	3,400	33,982
Child Support Services	0	0	23,982,026	23,982,026
Emergency Medical Services Fund	361,090	0	1,668,532	2,029,622
<b>Sub-Total Regular County Budget</b>	<b>70,651,021</b>	<b>13,561,643</b>	<b>1,408,957,603</b>	<b>1,493,170,267</b>
ACO-General	641,827	0	0	641,827
ACO-Structural Fire	9,171	0	0	9,171
Wheeler Ridge Overpass	1,500,000	0	8,200,000	9,700,000
Tehachapi Mountain Forest Park Fund	115,250	0	27,500	142,750
Probation Dept Juv Jus Realignment Fund	353,000	0	2,812,995	3,165,995
Real Estate Fraud	50,000	0	75,000	125,000
Litter Clean Up	616	0	4,400	5,016
Off Highway Motor Vehicle Licence	49,972	0	172,000	221,972
Planned Local Drainage-Shalamar	427	4,561	540	5,528
Planned Local Drainage - Brundage	3,725	20,000	6,000	29,725
Planned Local Drainage-Orangewood	23,709	0	30,000	53,709
Planned Local Drainage-Breckenridge	1,387	10,000	1,800	13,187
Planned Local Drainage-Oildale	14,712	0	10,200	24,912
Informational Kiosk Fund	13,573	0	20,000	33,573
Probation Training Fund	0	0	262,000	262,000
DNA Identification	56,300	0	489,400	545,700
Local Public Safety	1,649,062	0	60,213,971	61,863,033
Sherrif's Facility Training Fund	95,000	0	195,000	290,000
Automated Fingerprint Fund	(17,765)	0	357,000	339,235
Juvenile Justice Facility Temporary Const	(501)	501	0	0
Automated County Warrant System	0	9,200	100,800	110,000
Domestic Violence Program	189,665	0	180,000	369,665
Criminal Justice Facilities Construction	(178,088)	343,884	3,791,522	3,957,318
Courthouse Construction Fund	21,957	0	0	21,957
Alcoholism Program	180,160	0	142,000	322,160
Alcohol Abuse Education and Prevention	(64,700)	64,700	125,000	125,000
Drug Program Fund	42,827	0	9,000	51,827
Recorders Fee-Rcd	(424,767)	1,760,593	651,612	1,987,438
Micrographic-Rcd	91,710	379,244	168,000	638,954
C.O.P.-Kern Medical Center	0	0	0	0

# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET

## Available Financing

County Funds	Estimated Fund Balance June 30, 2008 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Airport Project Fund	0	0	0	0
C.O.P. Solid Waste	0	0	0	0
Election Voting System	0	0	0	0
Tax Loss Reserve	4,472,170	0	5,250,000	9,722,170
Redemption Systems	2,500,000	0	210,000	2,710,000
Abatement Cost	676,081	0	200,000	876,081
Director Of Airports Holding Fund	50,857	0	0	50,857
Passenger Facility Charge	368,845	0	0	368,845
A-C Farm Advanced Agricultural Research	395,866	0	2,075	397,941
Animal Care Donations	5,317	0	0	5,317
Animal Care	57,906	0	0	57,906
Animal Control-Feline Carcasses	35,028	0	0	35,028
Kern Medical Center Faculty Practice Trust	0	0	0	0
Board Of Trade-Advertising	8,753	0	40,500	49,253
General Planning Administration Surcharge	2,942,900	0	540,001	3,482,901
Co-Wide Crime Prevention P.C.1202.5	5,054	0	0	5,054
District Attorney-Local Forfeiture Trust	634,470	0	94,652	729,122
Health-Local Option	27,147	0	20,000	47,147
Health-State L.U.S.T. Program	3,742	0	65,000	68,742
Public Health Miscellaneous	68,883	0	0	68,883
Health-Fax Death Certificates	6,752	0	0	6,752
Health-MAA/TCM	0	0	0	0
Child Restraint Loaner Program	83,143	0	0	83,143
District Attorney Equipment/Automation	601,733	0	18,932	620,665
Mental Health-Prop 36 Sub A & Crime Prev	985,887	0	2,306,989	3,292,876
KCIRT	0	0	5,636	5,636
Mental Health Services Act	2,411,429	0	13,545,434	15,956,863
Mental Health Drug Abuse Court Diversion	0	0	0	0
Criminalistics Laboratories	0	0	180,000	180,000
Probation Asset Forfeiture	43,406	0	1,600	45,006
Parks-Derby Acres	30,000	0	0	30,000
Health-NNFP	110,000	0	0	110,000
Truck 21 Replacement	675,000	0	100,000	775,000
Fixed Wing Aircraft	342,004	0	9,400	351,404
Vehicle/Apparatus	775,128	0	18,250	793,378
Hazardous Waste Settlements	487,020	0	120,000	607,020
Sheriff's-Rural Crime Trust	0	0	0	0
Sheriff's California-ID Trust	2,502,981	0	790,000	3,292,981
Sheriff's Civil Subpoenas	67,087	0	6,800	73,887
Sheriff's Drug Abuse Gang Diversion	146,020	0	7,900	153,920
Sheriff's Training	110,112	0	121,500	231,612
Sheriff-Work Release Trust	48,341	0	324,641	372,982
Sheriff-State Forfeiture Trust	291,951	0	89,346	381,297
Sheriff's Civil Automated Trst	487,173	0	140,500	627,673

# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET

## Available Financing

County Funds	Estimated Fund Balance June 30, 2008 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Sheriff's Firearms	4,697	0	1,691	6,388
Sheriff-Judgement Debtors Fee	800,829	0	156,220	957,049
Sheriff's Community Resources Trust	133,542	0	4,532	138,074
Sheriff's Volunteer Service Group	82,286	0	11,809	94,095
Sheriff's-Controlled Substance	66,072	0	3,130	69,202
Bakersfield Planned Sewer #1	1,773,667	0	36,000	1,809,667
Bakersfield Planned Sewer #2	247,761	0	72,000	319,761
Sheriff's California-MMET	12,083	0	281,274	293,357
HIDTA-State Asset Forfeiture	128,027	0	36,203	164,230
CAL-MMET-State Asset Foreiture	609,569	0	127,702	737,271
High Tech Equipment	3,662	0	3,512	7,174
Bakersfield Planned Sewer #3	2,721	0	2,400	5,121
Bakersfield Planned Sewer #4	59,367	0	5,000	64,367
Bakersfield Planned Sewer #5	55,595	0	4,200	59,795
County Planned Sewer Area A	22,330	0	9,000	31,330
Health-Bio Terrorism Grant	1,200,000	0	0	1,200,000
County Planned Sewer Area B	1,308	0	100	1,408
CSA #71 Septic Abandonment	779,955	0	72,000	851,955
Wraparound Savings	1,029,239	0	700,000	1,729,239
Recorder's Modernization	264,400	0	180,000	444,400
Fireworks Violations	22,000	0	750	22,750
District Attorney Family - Excess Revenue	357,019	0	14,000	371,019
District Attorney-Federal Forfeiture	72,552	0	2,160	74,712
District Attorney-Court Ordered Penalties	360,970	0	150,000	510,970
Emergency Medical Serv Week - Donations	62,559	0	10,400	72,959
Fire Dept Donations	64,999	0	3,000	67,999
State Fire	2,053,600	0	50,000	2,103,600
Fire-Hazard Reduction	212,306	0	479,200	691,506
Flood Disaster	268,453	0	0	268,453
Fire-Helicopter Operations	2,921,299	0	50,000	2,971,299
Mobile Fire Kitchen	25,212	0	0	25,212
Inmate Welfare-Sheriff's Correction Facility	6,179,516	0	2,178,784	8,358,300
Juvenile Inmate Welfare	193,584	0	36,300	229,884
Kern County Children's	495,717	0	300,000	795,717
Kern County Library Book	372,229	0	138,000	510,229
Peace Officers' Training-Post	267	0	0	267
Publications Trust Fund	0	0	0	0
Core Area Metropolitan Bakersfield Imp Fee	2,396,043	0	599,162	2,995,205
Metropolitan Bakersfield Transport Imp Fee	5,676,338	0	1,437,796	7,114,134
Rosamond Transport Imp Fee	398,168	0	347,248	745,416
Solid Waste Enforcement	48,550	0	100,000	148,550
Bakersfield Mitigation	1,907,760	0	472,199	2,379,959
Tehachapi Transport Impact Fee Core	6,684	0	325	7,009
Tehachapi Transport Impact Fee Non-Core	876,090	0	370,991	1,247,081
Shelter Care	200,548	0	100,000	300,548

# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET

## Available Financing

<b>County Funds</b>	<b>Estimated Fund Balance June 30, 2008 Unreserved/ Undesignated</b>	<b>Cancellation of Prior Year Reserves/ Designations</b>	<b>Estimated Additional Financing Sources</b>	<b>Total Available Financing</b>
Strong Mot Instrumentation	48,311	0	90,000	138,311
Tobacco Education Control Prog	207,579	0	390,579	598,158
Vital & Health Statistics-Health Department	81,570	0	0	81,570
Vital & Health Statistics-Recorder	340,818	0	104,000	444,818
Vital & Health Statistics-County Clerk	1,130	0	1,600	2,730
Central Kern County Refuse Collection	0	0	0	0
S.W. Kern County Refuse Collection	0	0	0	0
Lost Hills Refuse Collection	0	0	0	0
Eastern Refuse Collection	0	0	0	0
Parcel Map In-Lieu Fees	901,908	0	35,000	936,908
<b>Sub-Total Special Purpose Funds</b>	<b>60,907,304</b>	<b>2,592,683</b>	<b>111,423,163</b>	<b>174,923,150</b>
<b>GRAND TOTAL</b>	<b>\$131,558,325</b>	<b>\$16,154,326</b>	<b>\$1,520,380,766</b>	<b>\$1,668,093,417</b>

# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET

## Financing Requirements

County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
General	737,338,568	15,738,987	753,077,555
Road	62,973,860	0	62,973,860
Structural Fire	127,114,390	216,850	127,331,240
Building Inspection	9,077,497	403,923	9,481,420
Department Of Human Services-Admin	180,162,459	0	180,162,459
Human Services-Direct Financial Aid	186,338,995	0	186,338,995
Mental Health Fund	111,746,526	0	111,746,526
Aging And Adult Services	13,008,084	97,051	13,105,135
Seventh Standard Road Project	19,950,000	2,895,143	22,845,143
Wildlife Resources	25,000	0	25,000
Range Improvement Sec 15	37,304	0	37,304
Range Improvement Sec 3	33,982	0	33,982
Child Support Services	23,982,026	0	23,982,026
Emergency Medical Services Fund	1,742,919	286,703	2,029,622
<b>Sub-Total Regular County Budget</b>	<b>1,473,531,610</b>	<b>19,638,657</b>	<b>1,493,170,267</b>
ACO-General	0	641,827	641,827
ACO-Structural Fire	0	9,171	9,171
Wheeler Ridge Overpass	9,700,000	0	9,700,000
Tehachapi Mountain Forest Park Fund	142,750	0	142,750
Probation Dept Juv Jus Realignment Fund	2,812,995	353,000	3,165,995
Real Estate Fraud	100,000	25,000	125,000
Litter Clean Up	4,000	1,016	5,016
Off Highway Motor Vehicle Licence	165,000	56,972	221,972
Planned Local Drainage-Shalamar	540	4,988	5,528
Planned Local Drainage - Brundage	6,000	23,725	29,725
Planned Local Drainage-Orangewood	30,000	23,709	53,709
Planned Local Drainage-Breckenridge	1,800	11,387	13,187
Planned Local Drainage-Oildale	10,200	14,712	24,912
Informational Kiosk Fund	20,000	13,573	33,573
Probation Training Fund	262,000	0	262,000
DNA Identification	489,400	56,300	545,700
Local Public Safety	61,863,033	0	61,863,033
Sherrif's Facility Training Fund	215,000	75,000	290,000
Automated Fingerprint Fund	200,000	139,235	339,235
Juvenile Justice Facility Temporary Const	0	0	0
Automated County Warrant System	110,000	0	110,000
Domestic Violence Program	180,000	189,665	369,665
Criminal Justice Facilities Construction	3,957,318	0	3,957,318
Courthouse Construction Fund	0	21,957	21,957
Alcoholism Program	142,000	180,160	322,160
Alcohol Abuse Education and Prevention	125,000	0	125,000
Drug Program Fund	9,000	42,827	51,827
Recorders Fee-Rcd	1,987,438	0	1,987,438
Micrographic-Rcd	638,954	0	638,954
C.O.P.-Kern Medical Center	0	0	0
Airport Project Fund	0	0	0
C.O.P. Solid Waste	0	0	0
Election Voting System	0	0	0
Tax Loss Reserve	0	9,722,170	9,722,170

# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET Financing Requirements

County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
Redemption Systems	350,886	2,359,114	2,710,000
Abatement Cost	200,000	676,081	876,081
Director Of Airports Holding Fund	0	50,857	50,857
Passenger Facility Charge	0	368,845	368,845
A-C Farm Advanced Agricultural Research	0	397,941	397,941
Animal Care Donations	0	5,317	5,317
Animal Care	0	57,906	57,906
Animal Control-Feline Carcasses	0	35,028	35,028
Kern Medical Center Faculty Practice Trust	0	0	0
Board Of Trade-Advertising	40,000	9,253	49,253
General Planning Administration Surcharge	2,061,155	1,421,746	3,482,901
Co-Wide Crime Prevention P.C.1202.5	0	5,054	5,054
District Attorney-Local Forfeiture Trust	534,000	195,122	729,122
Health-Local Option	20,000	27,147	47,147
Health-State L.U.S.T. Program	65,000	3,742	68,742
Public Health Miscellaneous	0	68,883	68,883
Health-Fax Death Certificates	0	6,752	6,752
Health-MAA/TCM	0	0	0
Child Restraint Loaner Program	0	83,143	83,143
District Attorney Equipment/Automation	0	620,665	620,665
Mental Health-Prop 36 Sub A & Crime Prev	2,306,989	985,887	3,292,876
KCIRT	5,636	0	5,636
Mental Health Services Act	13,545,434	2,411,429	15,956,863
Mental Health Drug Abuse Court Diversion	0	0	0
Criminalistics Laboratories	180,000	0	180,000
Probation Asset Forfeiture	0	45,006	45,006
Parks-Derby Acres	0	30,000	30,000
Health-NNFP	0	110,000	110,000
Truck 21 Replacement	0	775,000	775,000
Fixed Wing Aircraft	334,000	17,404	351,404
Vehicle/Apparatus	0	793,378	793,378
Hazardous Waste Settlements	0	607,020	607,020
Sheriff's-Rural Crime Trust	0	0	0
Sheriff's California-ID Trust	2,691,599	601,382	3,292,981
Sheriff's Civil Subpoenas	0	73,887	73,887
Sheriff's Drug Abuse Gang Diversion	0	153,920	153,920
Sheriff's Training	76,500	155,112	231,612
Sheriff-Work Release Trust	0	372,982	372,982
Sheriff-State Forfeiture Trust	0	381,297	381,297
Sheriff's Civil Automated Trst	115,750	511,923	627,673
Sheriff's Firearms	0	6,388	6,388
Sheriff-Judgement Debtors Fee	100,000	857,049	957,049
Sheriff's Community Resources Trust	35,000	103,074	138,074
Sheriff's Volunteer Service Group	0	94,095	94,095
Sheriff's-Controlled Substance	0	69,202	69,202
Bakersfield Planned Sewer #1	300,000	1,509,667	1,809,667
Bakersfield Planned Sewer #2	200,000	119,761	319,761
Sheriff's California-MMET	0	293,357	293,357
HIDTA-State Asset Forfeiture	0	164,230	164,230

# SUMMARY OF FY 2008-09 RECOMMENDED COUNTY BUDGET

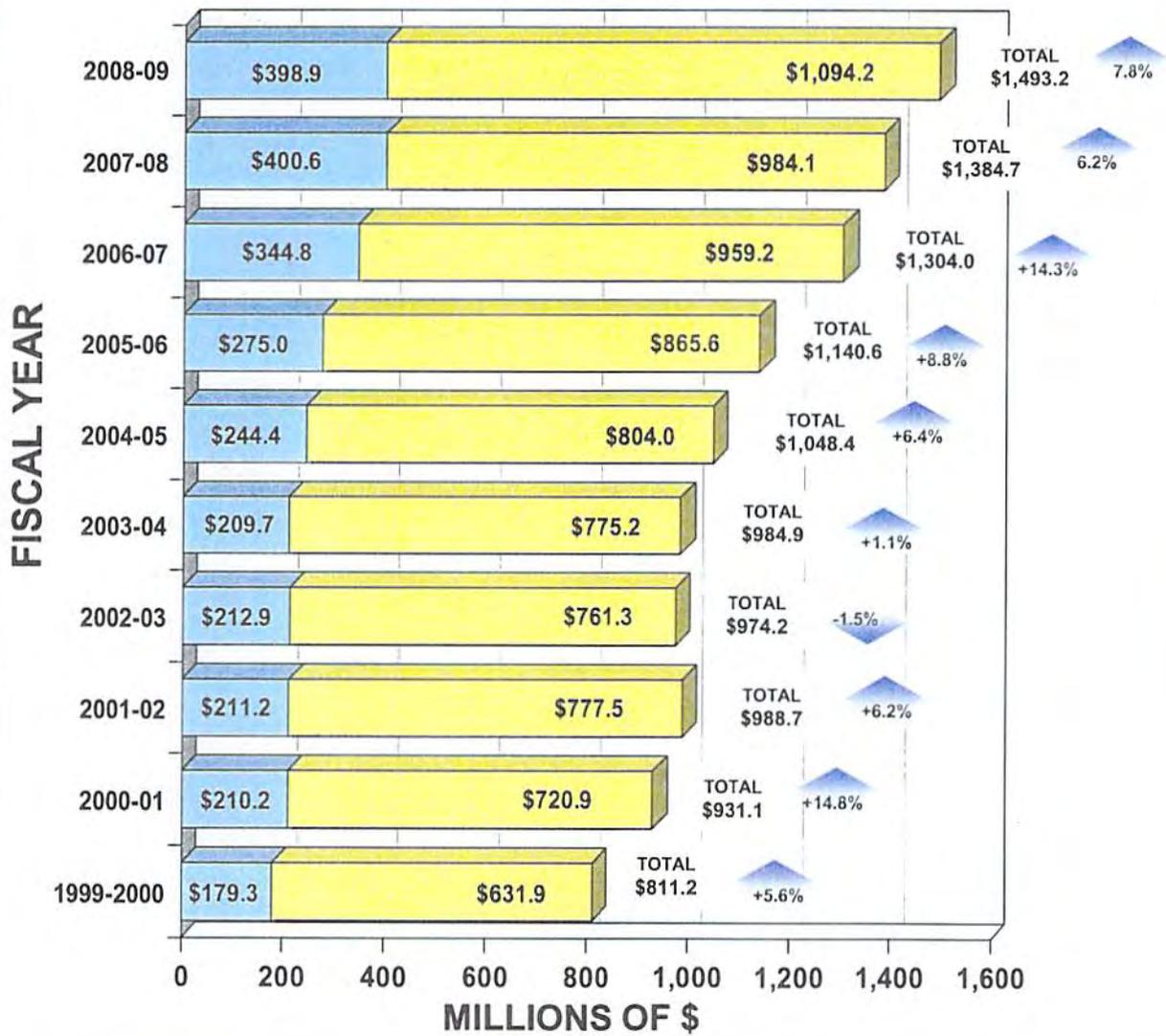
## Financing Requirements

County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
CAL-MMET-State Asset Foreiture	0	737,271	737,271
High Tech Equipment	0	7,174	7,174
Bakersfield Planned Sewer #3	5,105	16	5,121
Bakersfield Planned Sewer #4	64,021	346	64,367
Bakersfield Planned Sewer #5	51,062	8,733	59,795
County Planned Sewer Area A	13,213	18,117	31,330
Health-Bio Terrorism Grant	791,255	408,745	1,200,000
County Planned Sewer Area B	1,408	0	1,408
CSA #71 Septic Abandonment	200,000	651,955	851,955
Wraparound Savings	700,000	1,029,239	1,729,239
Recorder's Modernization	20,000	424,400	444,400
Fireworks Violations	0	22,750	22,750
District Attorney Family - Excess Revenue	371,019	0	371,019
District Attorney-Federal Forfeiture	0	74,712	74,712
District Attorney-Court Ordered Penalties	0	510,970	510,970
Emergency Medical Serv Week - Donations	15,000	57,959	72,959
Fire Dept Donations	0	67,999	67,999
State Fire	0	2,103,600	2,103,600
Fire-Hazard Reduction	474,700	216,806	691,506
Flood Disaster	0	268,453	268,453
Fire-Helicopter Operations	500,000	2,471,299	2,971,299
Mobile Fire Kitchen	11,500	13,712	25,212
Inmate Welfare-Sheriff's Correction Facility	2,680,800	5,677,500	8,358,300
Juvenile Inmate Welfare	20,000	209,884	229,884
Kern County Children's	118,199	677,518	795,717
Kern County Library Book	206,000	304,229	510,229
Peace Officers' Training-Post	0	267	267
Publications Trust Fund	0	0	0
Core Area Metropolitan Bakersfield Imp Fee	0	2,995,205	2,995,205
Metropolitan Bakersfield Transport Imp Fee	3,175,000	3,939,134	7,114,134
Rosamond Transport Imp Fee	0	745,416	745,416
Solid Waste Enforcement	135,000	13,550	148,550
Bakersfield Mitigation	825,000	1,554,959	2,379,959
Tehachapi Transport Impact Fee Core	0	7,009	7,009
Tehachapi Transport Impact Fee Non-Core	0	1,247,081	1,247,081
Shelter Care	30,000	270,548	300,548
Strong Mot Instrumentation	90,000	48,311	138,311
Tobacco Education Control Prog	390,579	207,579	598,158
Vital & Health Statistics-Health Deptment	0	81,570	81,570
Vital & Health Statistics-Recorder	83,900	360,918	444,818
Vital & Health Statistics-County Clerk	2,730	0	2,730
Central Kern County Refuse Collection	0	0	0
S.W. Kern County Refuse Collection	0	0	0
Lost Hills Refuse Collection	0	0	0
Eastern Refuse Collection	0	0	0
Parcel Map In-Lieu Fees	0	936,908	936,908
<b>Sub-Total Special Purpose Funds</b>	<b>117,309,868</b>	<b>57,613,282</b>	<b>174,923,150</b>
<b>GRAND TOTAL</b>	<b>\$1,590,841,478</b>	<b>\$77,251,939</b>	<b>\$1,668,093,417</b>

# HISTORY OF COUNTY BUDGET TOTALS

(Regular County Budget - \$ Millions)

DISCRETIONARY USE FUNDS      PROGRAM SPECIFIC FUNDS



**SUMMARY COMPARISON OF  
FY 2008-09 CAO RECOMMENDED BUDGET  
WITH FY 2007-08 ADOPTED BUDGET**

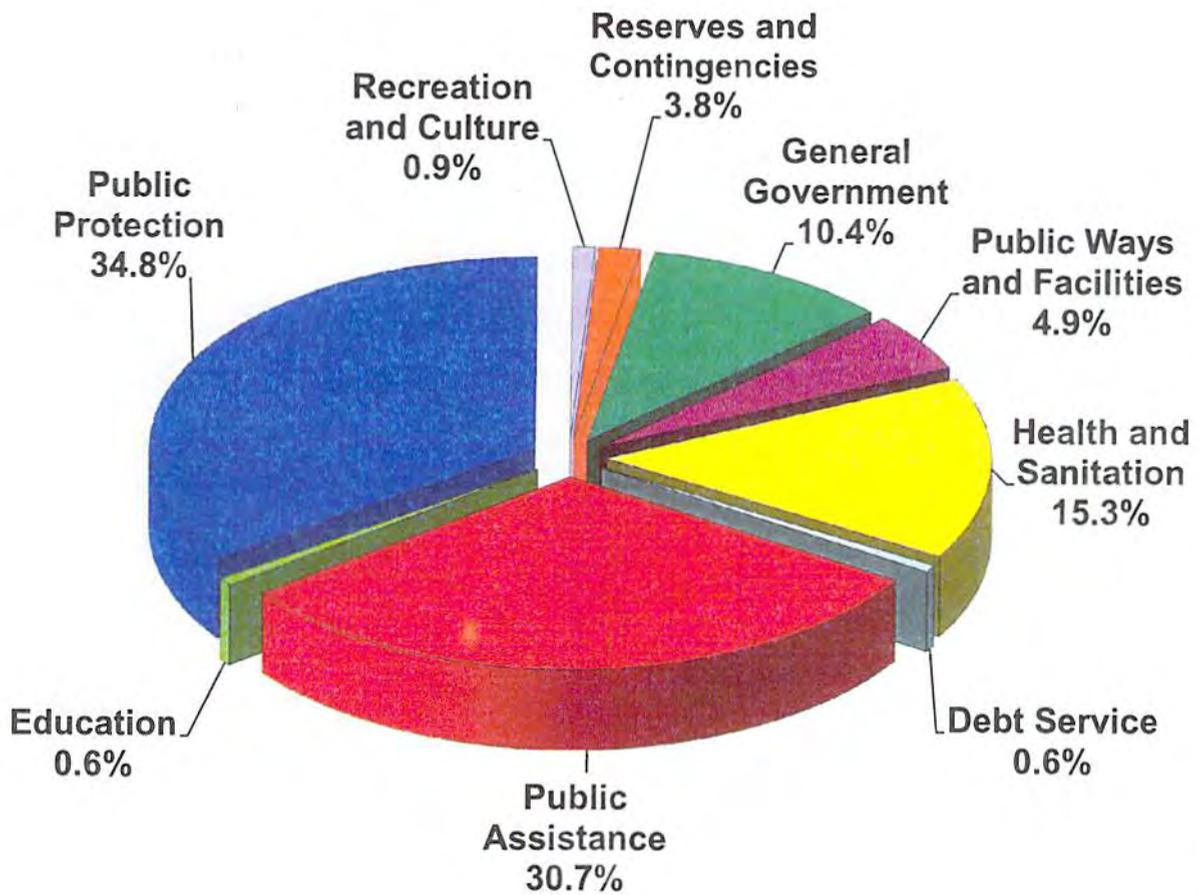
<b>Function</b>	<b>FY 2007-08 Adopted Budget</b>	<b>FY 2008-09 CAO Recommended</b>	<b>Incr / (Decr) From FY 2007-08</b>	<b>Percent Change</b>
General Government	\$184,660,479 (1)	\$155,071,630	(\$29,588,849)	-16.02%
Public Protection	\$476,540,147 (1)	\$520,336,769	\$43,796,622	9.19%
Public Ways and Facilities	\$62,018,155 (1)	\$73,110,360	\$11,092,205	17.89%
Health and Sanitation	\$199,164,578 (1)	\$228,461,174	\$29,296,596	14.71%
Public Assistance	\$374,180,864 (1)	\$458,089,355	\$83,908,491	22.42%
Education	\$10,318,462 (1)	\$9,311,239	(\$1,007,223)	-9.76%
Recreation and Culture	\$14,598,882 (1)	\$13,924,178	(\$674,704)	-4.62%
Debt Service	\$11,055,983 (1)	\$8,326,905	(\$2,729,078)	-24.68%
Reserves and Contingencies	\$52,192,750 (2)	\$26,538,657 (2)	(\$25,654,093)	-49.15%
<b>Total Regular County Budget</b>	<b>\$1,384,730,300</b>	<b>\$1,493,170,267</b>	<b>\$108,439,967</b>	<b>7.83%</b>

(1) Excludes Budget Savings Incentive Funds

(2) Includes Budget Savings Incentive Designation

# USE OF FUNDS BY FUNCTION

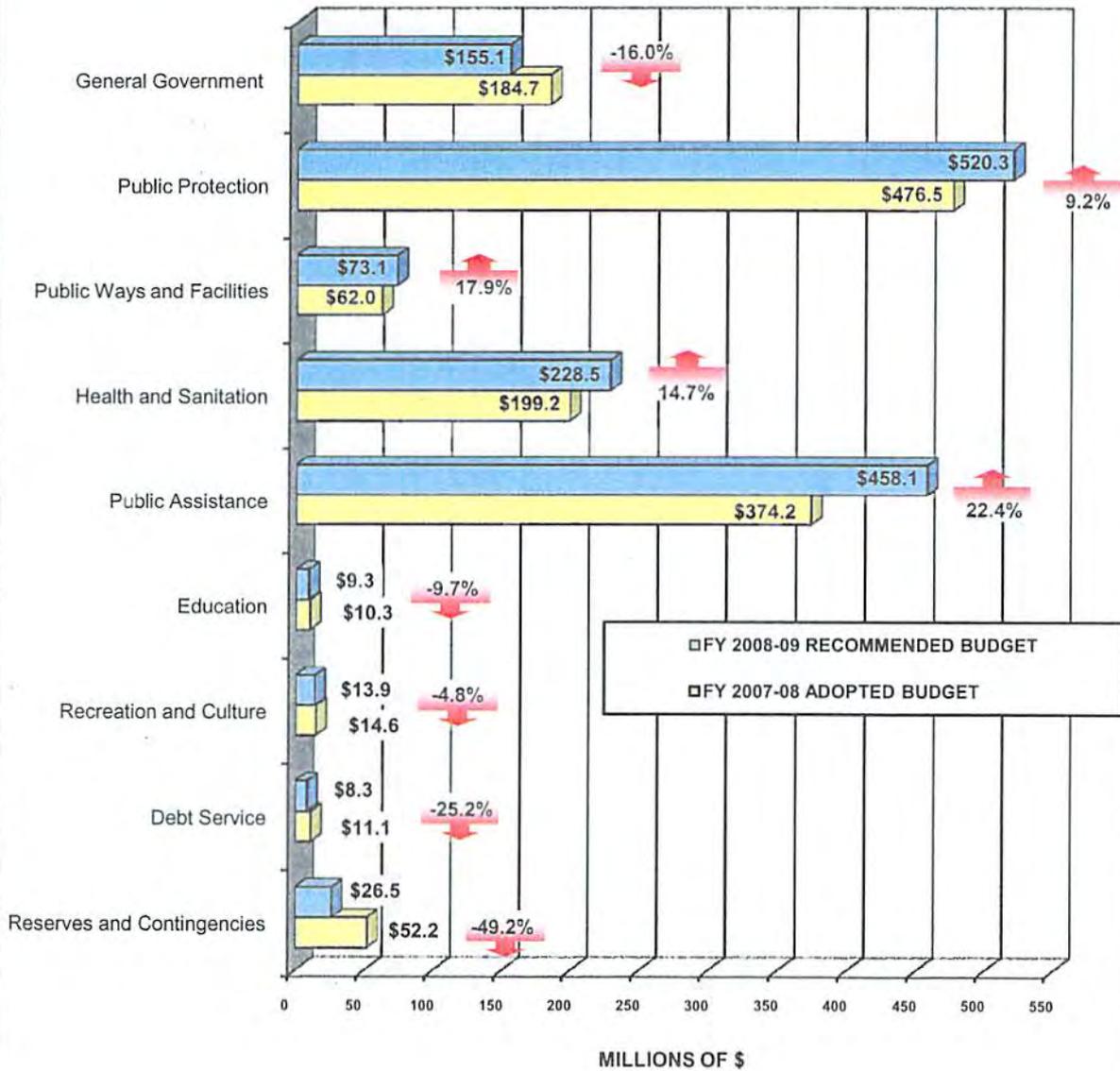
FY 2008-09 RECOMMENDED COUNTY BUDGET



**TOTAL REGULAR COUNTY BUDGET**  
**\$1,493.2 million**

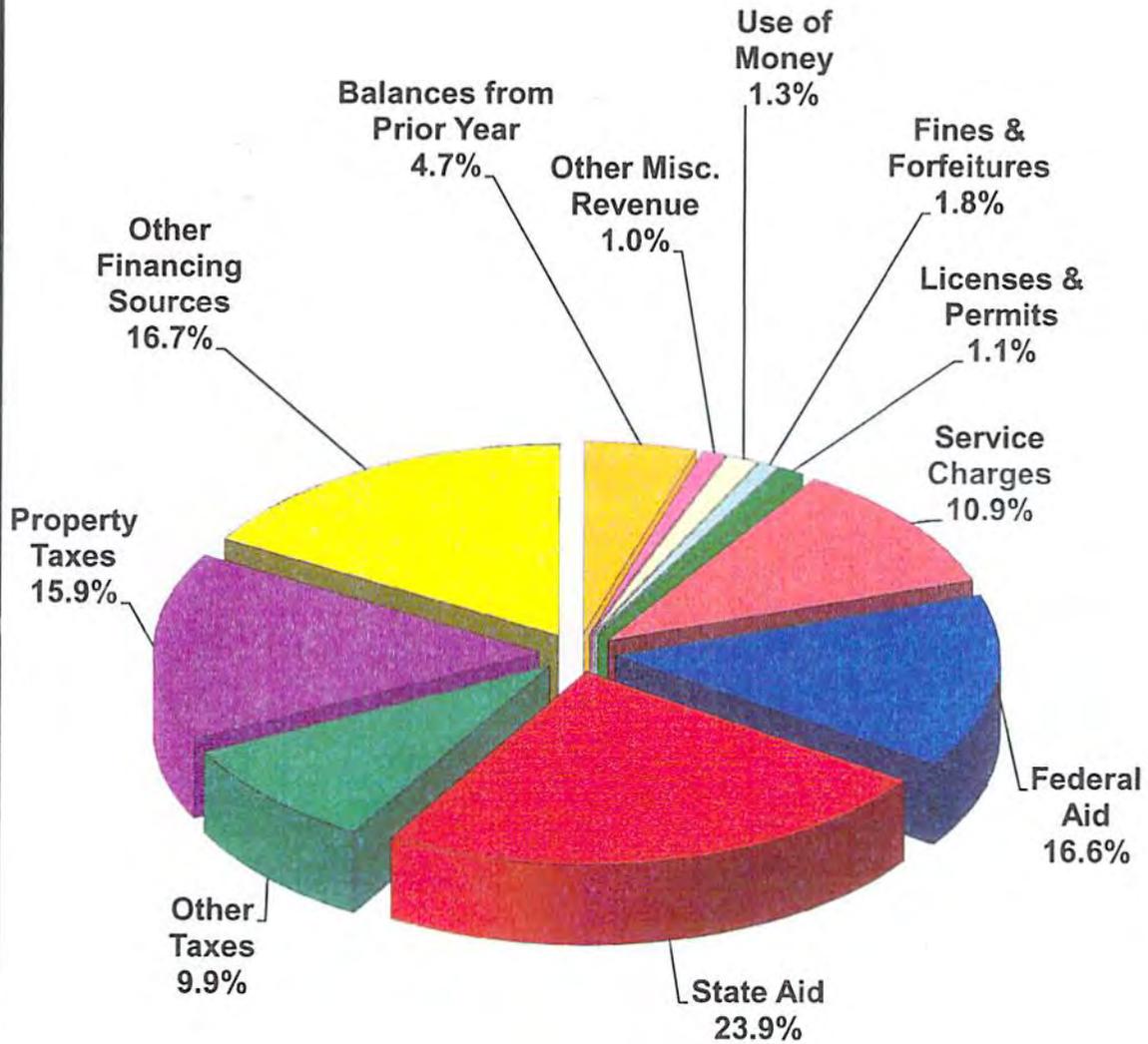
# SUMMARY OF BUDGET ALLOCATIONS BY FUNCTION

FY 2007-08 ADOPTED VS. FY 2008-09 RECOMMENDED



# SOURCES OF FINANCING

FY 2008-09 RECOMMENDED COUNTY BUDGET

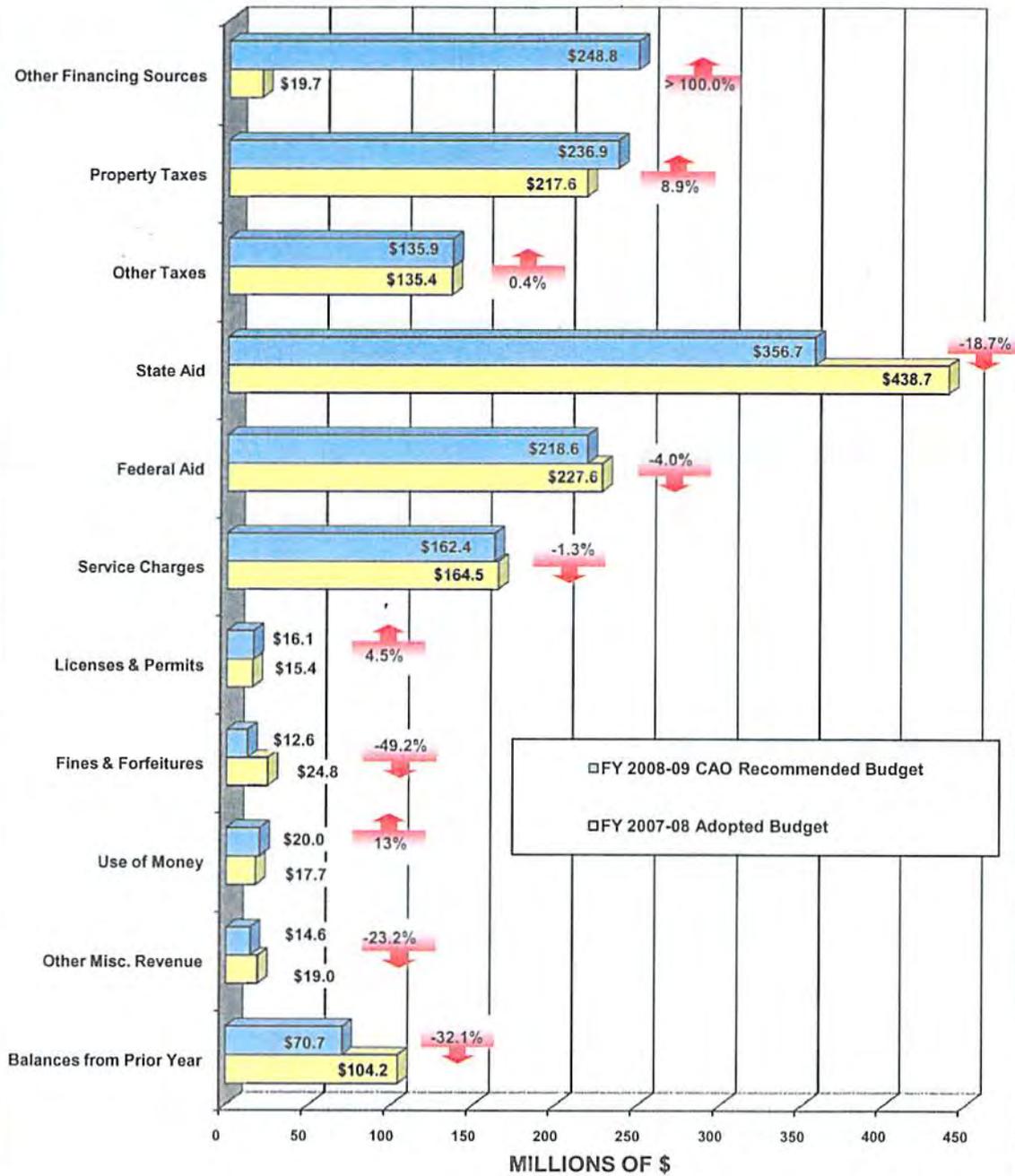


TOTAL REGULAR COUNTY BUDGET

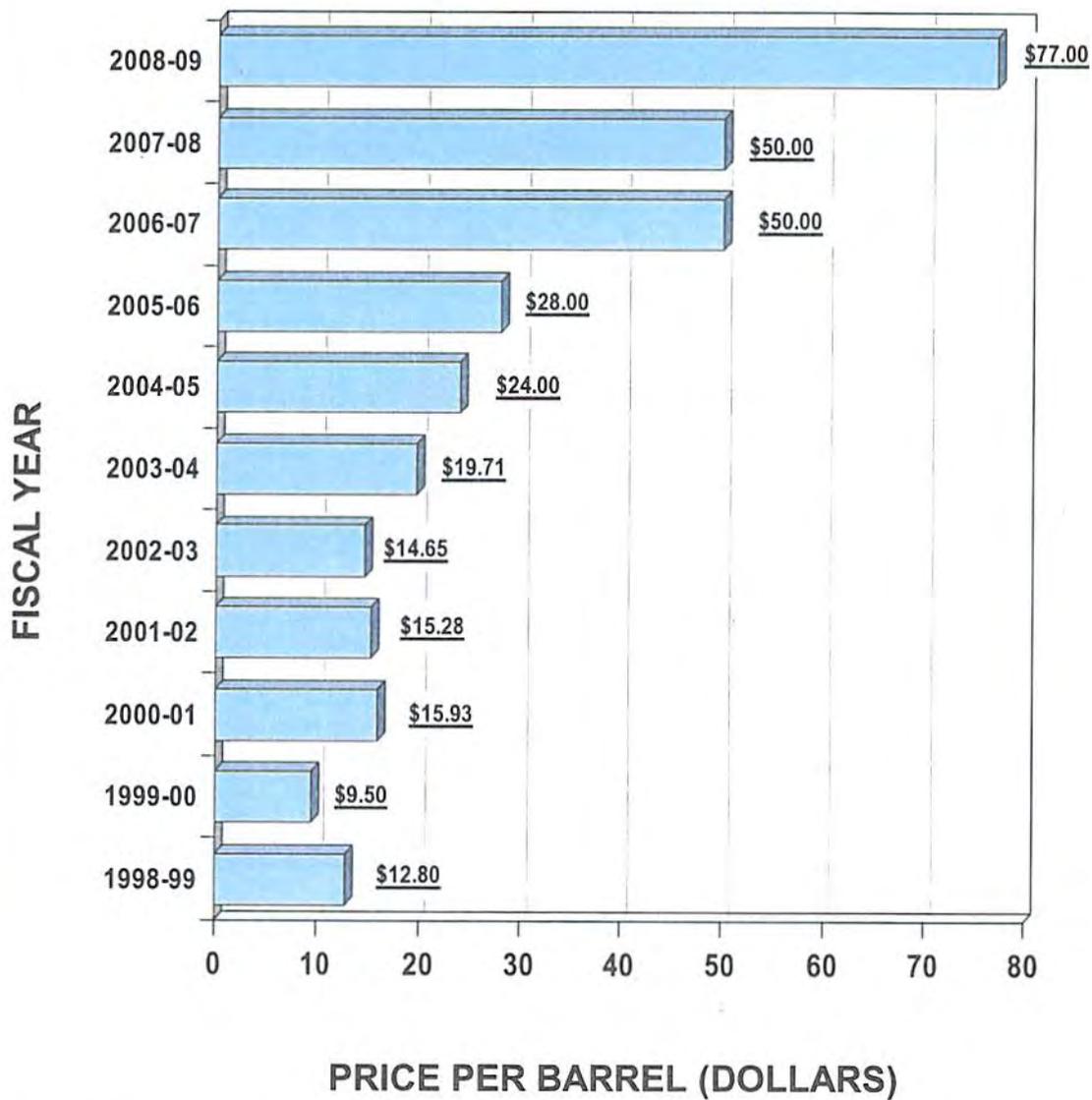
\$1,493.2 million

# SUMMARY OF FINANCING SOURCES

## FY 2008-09 RECOMMENDED COUNTY BUDGET

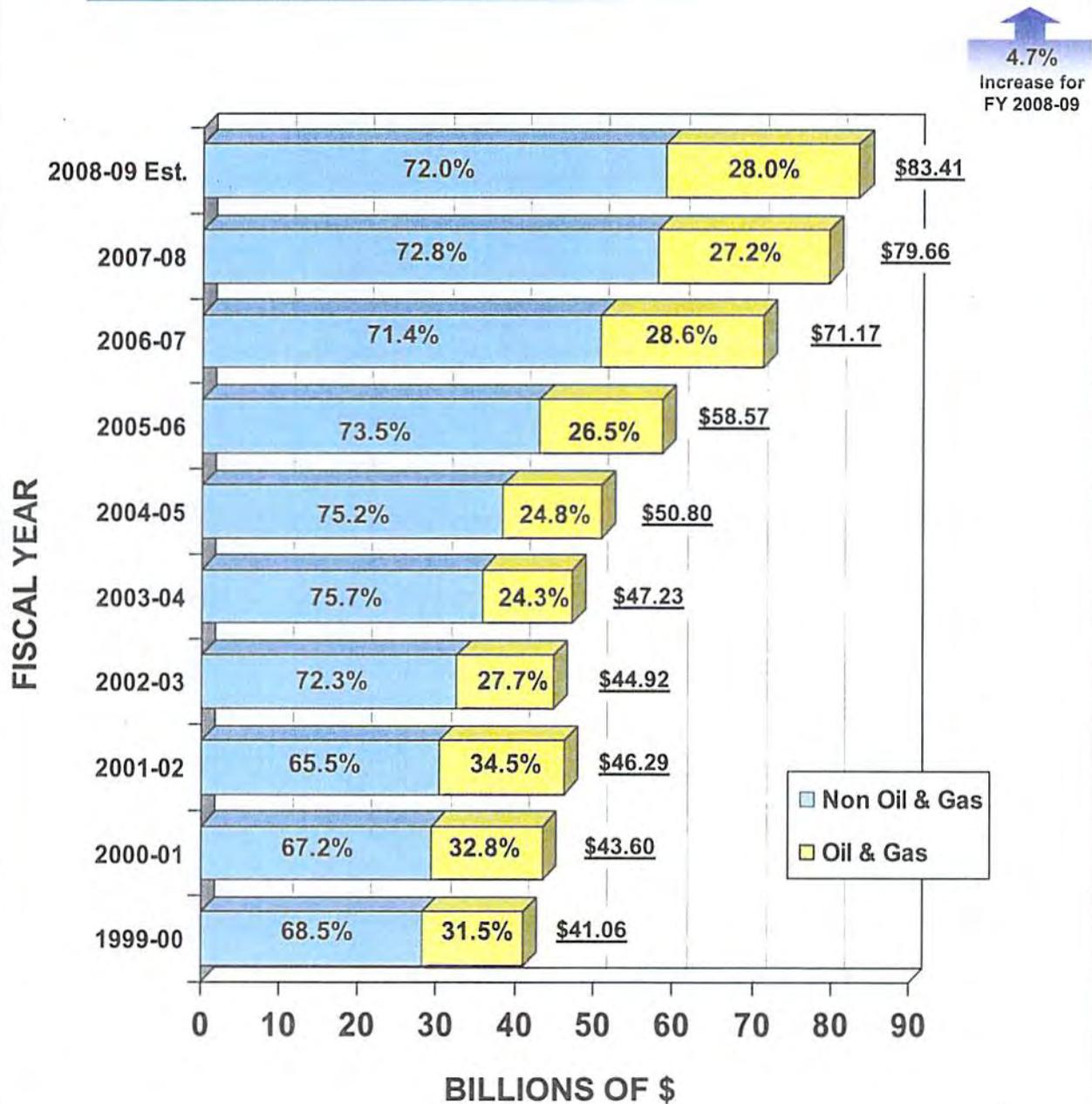


# OIL PRICE USED TO VALUE OIL/GAS PROPERTY (KERN RIVER CRUDE)

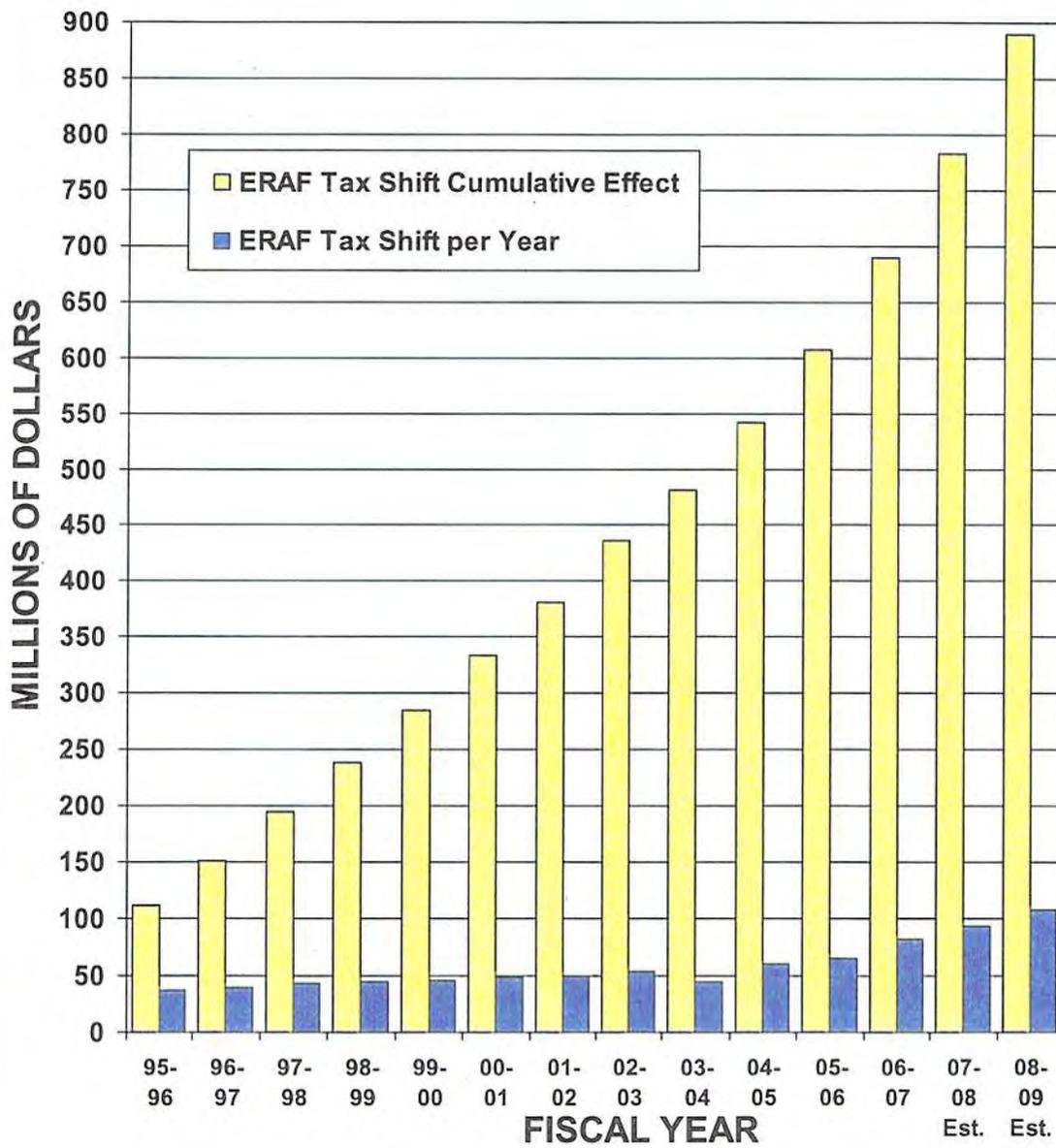


# COUNTYWIDE ASSESSED VALUATION

## COUNTY OF KERN

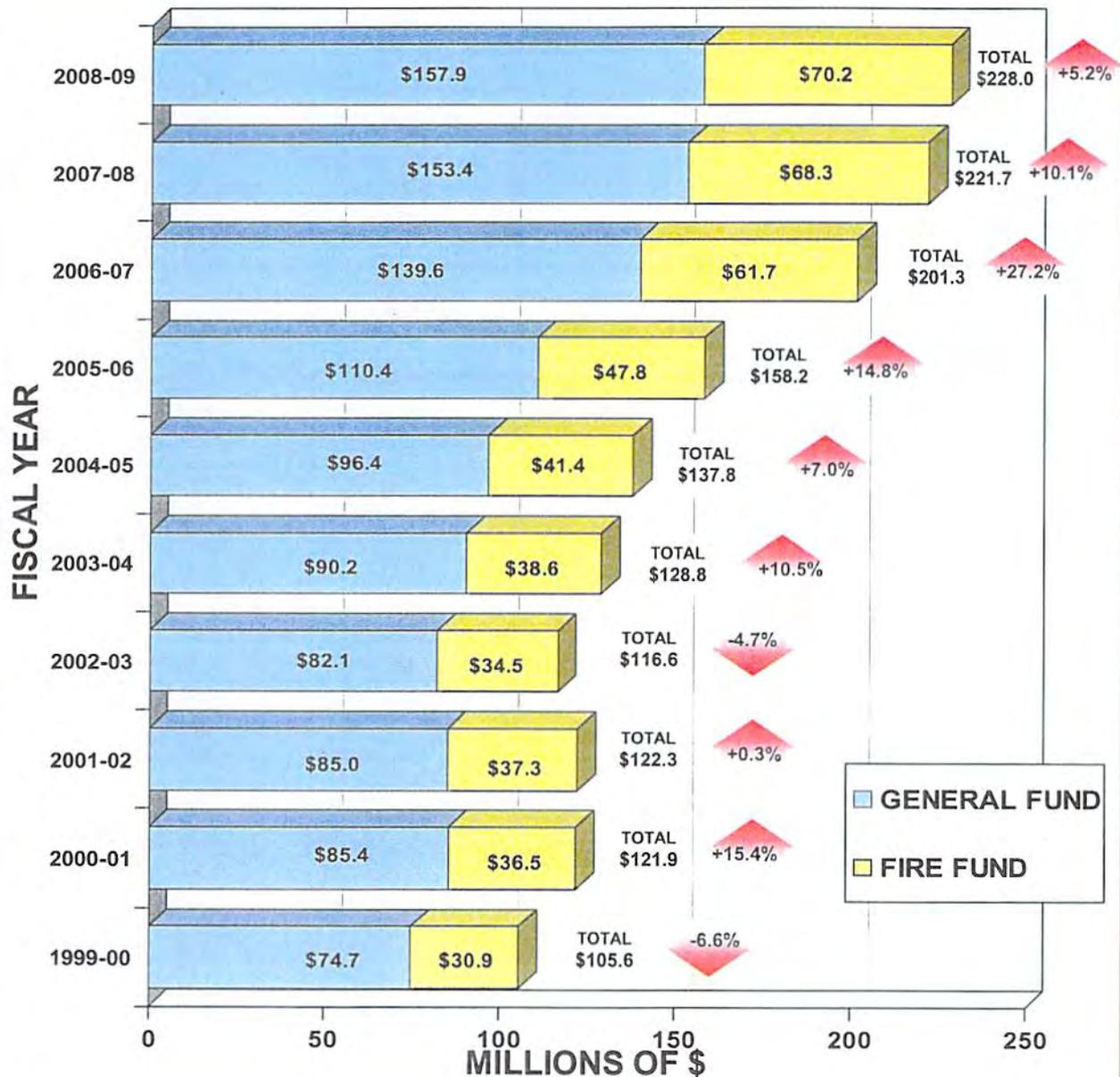


## SUMMARY OF LOCAL PROPERTY TAXES SHIFTED TO THE STATE EDUCATIONAL REVENUE AUGMENTATION FUND (ERAF)



# BUDGETED CURRENT PROPERTY TAXES

(Regular County Budget - \$ Millions)



**FY 2008-09 REVENUE FORECAST OF  
GENERAL FUND DISCRETIONARY-USE REVENUES**

<b>Discretionary-Use Revenue Source</b>	<b>FY 2007-08 Estimated Actual</b>	<b>FY 2008-09 Forecast</b>	<b>Incr/(Decr) From FY 2007-08 Adopted Estimate</b>	
Current Property Taxes - General Fund	\$162,752,948	\$163,882,530	\$1,129,582	0.69%
Property Taxes In-Lieu of Vehicle License Fees	\$86,828,318	\$88,999,026	\$2,170,708	2.50%
Property Taxes In-Lieu of Sales and Use Taxes	\$9,805,078	\$10,050,205	\$245,127	2.50%
Redevelopment Agency Pass-Through Revenue	\$2,878,394	\$2,992,091	\$113,697	3.95%
Sales and Use Tax	\$30,162,467	\$29,416,468	(\$745,999)	-2.47%
Homeowner Property Tax Relief Subvention	\$1,486,826	\$1,321,650	(\$165,176)	-11.11%
State Revenue Stabilization Funds	\$1,996,000	\$1,996,000	\$0	0.00%
Federal In-Lieu and Reimbursements	\$2,542,954	\$2,130,500	(\$412,454)	-16.22%
Williamson Act Open Space Subvention	\$4,720,554	\$4,012,471	(\$708,083)	-15.00%
Interest on Deposits and Investments	\$16,320,885	\$15,549,331	(\$771,554)	-4.73%
Available Tax Loss Reserve Funds (Teeter)	\$7,000,000	\$0	(\$7,000,000)	-100.00%
Penalties and Interest - Property Taxes	\$2,926,092	\$3,000,000	\$73,908	2.53%
Transient Occupancy Tax	\$1,406,610	\$1,547,232	\$140,622	10.00%
Real Property Transfer Tax	\$3,619,908	\$3,020,420	(\$599,488)	-16.56%
Countywide Cost Allocation Plan Reimb.	\$7,836,172	\$9,452,827	\$1,616,655	20.63%
Hazardous Waste Facilities Tax	\$1,320,890	\$1,051,898	(\$268,992)	-20.36%
Franchise Fees	\$6,794,854	\$6,816,583	\$21,729	0.32%
Cancellation of Prior Reserves	\$4,570,151	\$13,550,000	\$8,979,849	196.49%
All Other Discretionary Funds	\$3,945,601	\$2,150,753	(\$1,794,848)	-45.49%
General Fund Balance Available	\$69,957,748	\$38,000,000	(\$31,957,748)	-45.68%
<b>Total General Fund Discretionary-Use Funds</b>	<b>\$428,872,450</b>	<b>\$398,939,985</b>	<b>(\$29,932,465)</b>	<b>-6.98%</b>

## SUMMARY OF FY 2008-09 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2007-08 Adopted Appropriations	FY 2008-09 Recommended Appropriations	% Change From FY 2007-08
1011	Board Of Supervisors-Dist 1	\$553,969	\$590,226	6.54%
1012	Board Of Supervisors-Dist 2	\$537,227	\$567,178	5.58%
1013	Board Of Supervisors-Dist 3	\$503,334	\$518,736	3.06%
1014	Board Of Supervisors-Dist 4	\$490,249	\$559,980	14.22%
1015	Board Of Supervisors-Dist 5	\$549,075	\$563,863	2.69%
1020	County Administrative Office	\$3,321,456	\$3,091,007	-6.94%
1030	Clerk Of The Board	\$840,445	\$720,623	-14.26%
1040	Special Services	\$12,152,030	\$8,812,365	-27.48%
1110	Auditor-Controller	\$5,107,688	\$4,961,854	-2.86%
1115	Travel and Purchasing Card Expense	\$2,320,000	\$0	-100.00%
1120	Treasurer-Tax Collector	\$4,663,224	\$4,958,205	6.33%
1130	Assessor	\$8,254,959	\$9,771,548	18.37%
1140	Assessor-Property Tax Administration	\$1,275,024	\$0	-100.00%
1160	Information Technology Services	\$9,270,843	\$10,575,174	14.07%
1210	County Counsel	\$6,898,674	\$6,823,189	-1.09%
1310	Personnel	\$2,838,164	\$2,739,439	-3.48%
1420	Elections	\$7,979,894	\$4,733,408	-40.68%
1510	Communications-Div Gen Serv	\$1,461,822	\$1,557,475	6.54%
1610	General Services	\$12,854,905	\$12,348,102	-3.94%
1615	Utility Payments-Div Gen Serv	\$8,261,200	\$8,901,585	7.75%
1640	Construction Serv-Div Gen Serv	\$747,843	\$952,206	27.33%
1650	General Srvcs-Major Maintenance	\$15,487,406	\$12,987,240	-16.14%
1812	Board of Trade	\$953,094	\$885,440	-7.10%
1900	Engineering and Survey Services	\$6,946,632	\$5,811,977	-16.33%
1910	Risk Management	\$4,632,323	\$4,742,740	2.38%
1955	Seventh Standard Road Project Fund	\$28,955,834	\$19,950,000	-31.10%
1960	Capital Projects	\$27,445,379	\$26,948,070	-1.81%
<b>General Government Sub-Total</b>		<b>\$175,302,693</b>	<b>\$155,071,630</b>	<b>-11.54%</b>
2110	Contribution to Trial Court Funding	\$15,213,060	\$14,931,485	-1.85%
2116	County Clerk	\$0	\$583,475	N/A
2160	Grand Jury	\$281,245	\$241,692	-14.06%
2170	Indigent Defense Services	\$5,448,900	\$5,656,146	3.80%
2180	District Attorney	\$28,246,108	\$28,802,179	1.97%
2183	Child Support Services	\$24,589,023	\$23,982,026	-2.47%
2190	Public Defender	\$12,604,612	\$14,143,497	12.21%
2200	Forensic Sciences-Div of District Attorney	\$5,876,124	\$6,403,010	8.97%
2210	Sheriff-Coroner	\$168,292,863	\$179,603,948	6.72%
2340	Probation	\$62,095,490	\$64,292,054	3.54%
2415	Fire Department	\$123,468,520	\$127,114,390	2.95%
2416	Contribution to Fire	\$0	\$19,195,657	N/A
2610	Agriculture and Measurement Standards	\$5,754,454	\$5,973,871	3.81%
2620	Code Compliance	\$2,212,820	\$1,941,378	-12.27%
2625	Building Inspection	\$9,156,485	\$9,077,497	-0.86%
2705	Recorder	\$3,854,960	\$3,718,084	-3.55%
2730	Resource Management Agency	\$1,455,348	\$1,559,837	7.18%
2740	Wildlife Resources	\$25,000	\$25,000	0.00%
2750	Planning	\$7,544,165	\$8,195,753	8.64%
2760	Animal Control	\$4,626,562	\$4,824,504	4.28%
2780	Range Improvement-Section 15	\$25,000	\$37,304	49.22%
2781	Range Improvement-Section 3	\$32,212	\$33,982	5.49%
<b>Public Protection Sub-Total</b>		<b>\$480,802,951</b>	<b>\$520,336,769</b>	<b>8.22%</b>

## SUMMARY OF FY 2008-09 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2007-08 Adopted Appropriations	FY 2008-09 Recommended Appropriations	% Change From FY 2007-08
3000	Roads Department	\$67,747,629	\$62,973,860	-7.05%
3001	Contribution to Roads	\$0	\$10,136,500	N/A
<b>Public Ways and Facilities Sub-Total</b>		<b>\$67,747,629</b>	<b>\$73,110,360</b>	<b>7.92%</b>
4110	Public Health	\$27,511,869	\$33,069,833	20.20%
4113	Environment Health	\$5,419,111	\$5,305,836	-2.09%
4120	Mental Health	\$99,221,784	\$96,315,835	-2.93%
4123	Mental Health-Substance Abuse Program	\$18,237,253	\$15,430,691	-15.39%
4127	Contribution to Mental Health	\$0	\$25,980,570	N/A
4200	Emergency Medical Services	\$1,328,258	\$1,364,229	2.71%
4201	Emergency Medical Payments	\$2,264,930	\$1,742,919	-23.05%
4202	Kern Medical Center-County Contribution	\$35,910,000	\$39,493,000	9.98%
4203	Ambulance Service Payments	\$500,371	\$415,475	-16.97%
4300	California Children Services	\$9,000,896	\$9,342,786	3.80%
<b>Health and Sanitation Sub-Total</b>		<b>\$199,394,472</b>	<b>\$228,461,174</b>	<b>14.58%</b>
5120	Human Services-Administration	\$163,051,377	\$180,162,459	10.49%
5121	Contribution to Human Services	\$0	\$52,078,886	N/A
5220	Human Services-Direct Fin Aid	\$172,102,809	\$186,338,995	8.27%
5510	Veterans Service	\$777,412	\$794,326	2.18%
5610	Aging and Adult Services	\$13,041,945	\$13,008,084	-0.26%
5611	Aging and Adult Services-County Contribution	\$0	\$2,062,760	N/A
5810	In Home Supportive Services-County Contribution	\$10,998,050	\$9,474,075	-13.86%
5923	Employers' Training Resource-Administration	\$12,535,846	\$12,197,819	-2.70%
5940	Community and Economic Development	\$1,887,864	\$1,971,951	4.45%
<b>Public Assistance Sub-Total</b>		<b>\$374,395,303</b>	<b>\$458,089,355</b>	<b>22.35%</b>
6210	Library	\$9,705,058	\$8,729,967	-10.05%
6310	Farm and Home Advisor	\$613,404	\$581,272	-5.24%
<b>Education Sub-Total</b>		<b>\$10,318,462</b>	<b>\$9,311,239</b>	<b>-9.76%</b>
7100	Parks and Recreation Department	\$14,597,382	\$13,924,178	-4.61%
<b>Recreation and Cultural Services Sub-Total</b>		<b>\$14,597,382</b>	<b>\$13,924,178</b>	<b>-4.61%</b>
8120	Debt Service - General Fund	\$11,055,983	\$8,326,905	-24.68%
<b>Debt Service Sub-Total</b>		<b>\$11,055,983</b>	<b>\$8,326,905</b>	<b>-24.68%</b>
1970	Appropriations for Contingencies			
	General Purpose Contingencies	\$20,205,411	\$6,900,000	-65.85%
	Special Fund Designation-Additions	\$1,724,067	\$3,899,670	126.19%
	General Fund Reserve-Fiscal Stability	\$13,500,000	\$0	-100.00%
	General Fund Desig-Tech Infrastructure and Innovation	\$3,000,000	\$0	-100.00%
	General Fund Desig-Savings Incentive Credits	\$9,709,195	\$11,275,016	16.13%
	General Fund Desig-Strategic Workforce Planning	\$13,365,762	\$3,622,000	-72.90%
	General Fund Reserve-Tax Litigation	\$0	\$537,476	N/A
	General Fund Desig-Unmet Needs	\$0	\$0	#DIV/0!
	General Fund Desig-Retirement	\$0	\$0	#DIV/0!
	General Fund Desig-Infrastructure Replacement	\$0	\$0	#DIV/0!
	General Fund Desig-Litigation	\$0	\$0	#DIV/0!
	General Fund Desig-Sheriffs Aircraft	\$0	\$304,495	N/A
<b>Contingencies and Reserves/Designations Sub-Total</b>		<b>\$61,504,435</b>	<b>\$26,538,657</b>	<b>-56.85%</b>
<b>TOTAL - REGULAR COUNTY BUDGET</b>		<b>\$1,395,119,310</b>	<b>\$1,493,170,267</b>	<b>7.03%</b>

## SUMMARY OF FY 2008-09 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2007-08 Adopted Appropriations	FY 2008-09 Recommended Appropriations	% Change From FY 2007-08
<b>OTHER BUDGET GROUP</b>			
1113 Tax Loss Reserve	\$0	\$0	N/A
1121 Redemption Systems Fund	\$0	\$350,886	N/A
1813 Informational Kiosks	\$0	\$20,000	N/A
1814 Board of Trade-Advertising Trust	\$0	\$40,000	N/A
1950 Bkfd Planned Sewer #1 Trust	\$0	\$300,000	N/A
1951 Bkfd Planned Sewer #2 Trust	\$0	\$200,000	N/A
1952 Bkfd Planned Sewer #3 Trust	\$0	\$5,105	N/A
1953 Bkfd Planned Sewer #4 Trust	\$0	\$64,021	N/A
1954 Bkfd Planned Sewer #5 Trust	\$0	\$51,062	N/A
1956 Co Planned Sewer Area A Trust	\$0	\$13,213	N/A
1957 Co Planned Sewer Area B Trust	\$0	\$1,408	N/A
1958 CSA #71 Septic Abandonment Trust	\$0	\$200,000	N/A
1961 Capital Proj-Orangewd Pld	\$0	\$30,000	N/A
1962 Pl Loc Dran-Shal	\$0	\$540	N/A
1963 Pl Loc Dran-Brund	\$0	\$6,000	N/A
1964 Pl Loc Dran-Breck	\$0	\$1,800	N/A
1965 Capital Projects-Pld Oildale	\$0	\$10,200	N/A
1968 Capital Projects-Criminal Just Fac	\$0	\$3,957,318	N/A
<b>General Government Sub-Total</b>	<b>\$0</b>	<b>\$5,251,553</b>	<b>N/A</b>
2111 DNA Identification Fund	\$0	\$489,400	N/A
2112 Local Public Safety Fund	\$0	\$61,863,033	N/A
2113 Automated Co Warrant System	\$0	\$110,000	N/A
2114 Domestic Violence Fund	\$0	\$180,000	N/A
2115 Real Estate Fraud	\$0	\$100,000	N/A
2181 DA-Local Forfeiture Trust	\$0	\$534,000	N/A
2184 DA Family - Excess Revenue	\$0	\$371,019	N/A
2185 Criminalistics Laboratories Fund	\$0	\$180,000	N/A
2211 Sheriff Fac Training Fund	\$0	\$215,000	N/A
2212 Automated Fingerprint Fund	\$0	\$200,000	N/A
2214 Sheriff's Cal-Id Trust Fund	\$0	\$2,691,599	N/A
2217 Sheriff's Training Trust Fund	\$0	\$76,500	N/A
2220 Sheriff's Civil Automated Trust	\$0	\$115,750	N/A
2222 Sheriff-Judgement Debtors Fee	\$0	\$100,000	N/A
2223 Sheriff's Comm Resources Trust	\$0	\$35,000	N/A
2230 Inmate Welfare Fund	\$0	\$2,680,800	N/A
2341 Probation Training Fund	\$0	\$262,000	N/A
2342 Probation DJJ Realignment Fund	\$0	\$2,812,995	N/A
2344 Juvenile Inmate Welfare Fund	\$0	\$20,000	N/A
2418 Fixed Wing Aircraft Trust	\$0	\$334,000	N/A
2423 Fire-Hazard Reduction	\$0	\$474,700	N/A
2425 Fire-Helicopter Operations	\$0	\$500,000	N/A
2426 Mobile Fire Kitchen Trust Fund	\$0	\$11,500	N/A
2623 Abatement Cost	\$0	\$200,000	N/A
2626 Strong Mot Instrumentation Trust	\$0	\$90,000	N/A
2706 Recorders Fee Fund	\$0	\$1,987,438	N/A
2707 Micrographics/Recorder Fund	\$0	\$638,954	N/A
2708 Recorder's Modernization Trust	\$0	\$20,000	N/A
2751 General Plan Admin Surcharge	\$0	\$2,061,155	N/A
<b>Public Protection Sub-Total</b>	<b>\$0</b>	<b>\$79,354,843</b>	<b>N/A</b>
3003 Metro Bfld Transport Imp Fee	\$0	\$3,175,000	N/A
3005 Bakersfield Mitigation Funds	\$0	\$825,000	N/A
3008 Wheeler Ridge Overpass	\$0	\$9,700,000	N/A

## SUMMARY OF FY 2008-09 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2007-08 Adopted Appropriations	FY 2008-09 Recommended Appropriations	% Change From FY 2007-08
<b>Public Ways and Facilities Sub-Total</b>	\$0	\$13,700,000	N/A
4114 Health-Local Option Trust	\$0	\$20,000	N/A
4115 Hlth-State L.U.S.T. Prog Trust	\$0	\$65,000	N/A
4116 Hazardous Waste Settlemnts	\$0	\$0	N/A
4117 Solid Waste Enforcement Trust	\$0	\$135,000	N/A
4118 Vital & Health Stat-Co. Clerk	\$0	\$2,730	N/A
4119 Vital & Health Stat-Recorder	\$0	\$83,900	N/A
4124 Alcoholism Program	\$0	\$142,000	N/A
4125 Alcohol Abuse Education/Prev	\$0	\$125,000	N/A
4126 Drug Program	\$0	\$9,000	N/A
4128 MH-Prop 36 Substance Abuse and Crime Prev	\$0	\$2,306,989	N/A
4129 KCIRT Trust Fund	\$0	\$5,636	N/A
4130 Mental Health Services Act	\$0	\$13,545,434	N/A
4139 Health-Bio Terrorism Grant	\$0	\$791,255	N/A
4140 Tobacco Education Control Prog	\$0	\$390,579	N/A
4205 Health EMS Week-Donations Trust	\$0	\$15,000	N/A
<b>Health and Sanitation Sub-Total</b>	\$0	\$17,637,523	N/A
5122 Wraparound Savings Trust Fund	\$0	\$700,000	N/A
5123 Kern County Children's Trust Fund	\$0	\$118,199	N/A
5124 Shelter Care	\$0	\$30,000	N/A
<b>Public Assistance Sub-Total</b>	\$0	\$848,199	N/A
6211 Kern County Library Book Trust	\$0	\$206,000	N/A
6311 A-C Farm Adv Agri Research Trust	\$0	\$0	N/A
<b>Education Sub-Total</b>	\$0	\$206,000	N/A
7101 Parks-Tehachapi Mountain Forest	\$0	\$142,750	N/A
7102 Litter Clean Up	\$0	\$4,000	N/A
7103 Off Hwy Motor Vehicle License	\$0	\$165,000	N/A
7104 Parks-Derby Acres Trust	\$0	\$0	N/A
<b>Recreation and Cultural Services Sub-Total</b>	\$0	\$311,750	N/A
8211 C.O.P. KMC Surgical Services	\$0	\$0	N/A
8212 1999 C.O.P. KMC Projects	\$0	\$0	N/A
<b>Sub-Total</b>	\$0	\$0	N/A
8215 Airport Project Fund	\$0	\$0	N/A
8230 C.O.P. Solid Waste	\$0	\$0	N/A
8245 Election Voting System	\$0	\$0	N/A
<b>New group 8215 - 8245 Sub-Total</b>	\$0	\$0	N/A
Special Fund Reserves/Designation-Additions	\$0	\$57,613,282	N/A
<b>Contingencies and Reserves/Designations Sub-Total</b>	\$0	\$57,613,282	N/A
<b>TOTAL - OTHER BUDGET GROUP</b>	\$0	\$174,923,150	N/A
<b>GRAND TOTAL - REGULAR COUNTY &amp; OTHER BUDGET</b>	<b>\$1,353,820,286</b>	<b>\$1,668,093,417</b>	<b>23.21%</b>

## SUMMARY OF FY 2008-09 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2007-08 Adopted Appropriations	FY 2008-09 Recommended Appropriations	% Change From FY 2007-08
<b>SPECIAL BUDGET UNITS (excluded from Regular County Budget total)</b>			
<b>PUBLIC EMPLOYMENT GRANT PROGRAMS</b>			
8907 Employers' Training Resource-WIA	\$18,633,258	\$18,139,735	-2.65%
8916 Employers Training Resource-Non-WIA	\$415,000	\$500,000	20.48%
<b>Total Public Employment Grant Program</b>	<b>\$19,048,258</b>	<b>\$18,639,735</b>	<b>-2.14%</b>
<b>COMMUNITY DEVELOPMENT GRANT PROGRAMS</b>			
8920 Community Development Program	\$12,745,928	\$10,608,536	-16.77%
8921 Community Development-Economic Development	\$427,375	\$422,349	-1.18%
8925 Industrial Development Authority Program	\$30,836	\$35,500	15.13%
8932 CD-Emergency Shelter Grant	\$614,057	\$491,094	-20.02%
8936 CD-Home Investment Trust	\$11,782,621	\$12,230,347	3.80%
<b>Total Community Development Grant Program</b>	<b>\$25,600,817</b>	<b>\$23,787,826</b>	<b>-7.08%</b>
<b>INTERNAL SERVICE FUNDS</b>			
8950 G.S. Garage Internal Serv Fund	\$3,518,584	\$4,281,778	21.69%
8960 Group Health Self Ins Prog-ISF	\$119,412,187	\$136,492,203	14.30%
8965 Retiree Group Health Prog ISF	\$6,181,579	\$6,524,672	5.55%
8970 General Liability Insurance ISF	\$6,472,000	\$7,374,539	13.95%
8980 Unemployment Comp Insurance	\$2,616,151	\$2,787,410	6.55%
8990 Workers Compensation Ins-ISF	\$18,271,000	\$19,019,500	4.10%
<b>Total Internal Service Funds</b>	<b>\$156,471,501</b>	<b>\$176,480,102</b>	<b>12.79%</b>
<b>ENTERPRISE FUNDS</b>			
8991 Golf Course Enterprise Fund	\$5,215,000	\$679,614	-86.97%
8992 Universal Collection Enterpr	\$9,650,000	\$10,128,700	4.96%
8993 Solid Waste Enterprise-Capital Project	\$16,177,651	\$16,413,597	1.46%
8994 Airport Ent-Capital Projects	\$3,924,100	\$4,490,444	14.43%
8995 Airports Enterprise Fund	\$8,502,169	\$8,489,782	-0.15%
8996 Kern Medical Center Enterprise-Capital Project	\$0	\$3,587,500	N/A
8997 Kern Medical Center Enterprise	\$269,012,690	\$287,346,502	6.82%
8998 Pub Transp Ent-Div Transp Mgmt	\$7,803,810	\$8,680,785	11.24%
8999 Solid Waste Mgmt Enterprise Fund	\$43,313,099	\$44,541,652	2.84%
<b>Total Enterprise Funds</b>	<b>\$363,598,519</b>	<b>\$384,358,576</b>	<b>5.71%</b>
<b>TOTAL - SPECIAL BUDGET</b>	<b>\$564,719,095</b>	<b>\$603,266,239</b>	<b>6.83%</b>

## ALLOCATION OF HEALTH, MENTAL HEALTH, AND SOCIAL SERVICES PROGRAM REALIGNMENT REVENUES

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>	
	Actual	Adopted Realignment	Estimated Actual Realignment	Recommended Realignment	Incr/(Decr)
<b>Health Trust Fund:</b>					
Animal Control	\$1,150,000	\$1,150,000	\$1,005,839	\$929,878	(\$220,122)
Environmental Health	325,413	325,000	325,160	308,261	(16,739)
Public Health	8,040,000	8,040,000	8,520,100	8,155,208	115,208
Kern Medical Center	20,800,000	20,800,000	19,688,901	18,482,097	(2,317,903)
<b>Mental Health Trust Fund:</b>					0
Mental Health	26,000,000	26,201,000	26,121,689	24,879,582	(1,321,418)
Aging and Adult Services	135,000	35,000	30,425	29,242	(5,758)
<b>Social Services Trust Fund:</b>					
California Children Services	1,050,000	1,080,000	1,080,543	1,029,039	(50,961)
Human Services - Administration	7,850,000	9,500,000	9,504,769	10,576,233	1,076,233
Human Services - Direct Aid	12,800,000	12,800,000	12,806,426	12,196,018	(603,982)
Aging and Adult Services	600,000	700,000	700,351	666,970	(33,030)
In-Home Supportive Services	4,075,000	8,275,000	8,279,154	7,884,535	(390,465)
Probation	3,000,000	3,000,000	3,001,506	2,858,442	(141,558)
Kern Medical Center	0	650,000	602,699	573,903	(76,097)
Special Services	0	1,600,000	1,600,802	0	(1,600,000)
<b>Total Realignment Funding</b>	<b>\$85,825,413</b>	<b>\$94,156,000</b>	<b>\$93,268,364</b>	<b>\$88,569,408</b>	<b>(\$5,586,592)</b>

In the FY 1991-92 State budget reconciliation, the State transferred fiscal responsibility for a number of health and welfare programs to counties, along with an independent revenue source in the form of increased sales tax (half-cent increase) and a change in the depreciation schedule for Vehicle License Fees (VLF). In exchange, the State changed the County share of cost or eliminated funding to counties for a number of categorical programs. The revenue source, entitled Program Realignment, is administered at the County level through the use of three special trust funds: the Health Program Realignment Trust Fund; the Mental Health Program Realignment Trust Fund; and the Social Services Program Realignment Trust Fund.

Program Realignment revenues serve as an important source of funding for the categorical programs transferred to counties for funding. The Program Realignment revenues recommended for FY 2008-09 comprise approximately 15% of the combined funding level recommended for the major participating departments. Since its inception, adopted funding levels from Program Realignment revenues increased from \$29,912,692 to \$93,268,364 (212%) in FY 2007-08, however, the recommended funding level for FY 2008-09 of \$88,569,408 reflects a 5.9% decrease from the FY 2007-08 Estimated Actual Realignment.

As a result of the projected decrease in FY 2008-09 Program Realignment revenues, for several budget units, the recommended realignment allocation is lower, some significantly, than the level included in the FY 2007-08 Adopted Budget. Increases in Health Program Realignment revenues have not kept pace with the increases in the County's cost of providing public health services. Mental Health Program and Social Services Program Realignment revenues have also decreased. Program Realignment revenues are a function of sales tax and Vehicle License Fee collections. As such, they do not necessarily keep up with the demand for all services funded through this program. The greatest demand on County resources and Health Program Realignment revenues has come from the need to provide medical services to the indigent. However, with the decrease in all available Program Realignment revenues, there is a \$2.3 million decrease in Health Program Realignment revenues recommended for Kern Medical Center.

While there is a \$1.3 million reduction in the recommended budget for Program Realignment funding for the Mental Health Services Department, Program Realignment continues to provide a major source of funding for the department.

Program Realignment funding for the Public Health Department includes an \$115,208 increase. These resources will be used to help the department to continue to recruit and train physical and occupational therapists.

For FY 2008-09, the recommendation is to continue to replace, when possible, realignment funding for net General Fund contribution in those departments eligible for realignment. As a result, there is an increase of \$1.08 million in the recommended allocation of Program Realignment funding for the Department of Human Services-Administration budget. This increase represents, in part, the redirection of realignment funds allocated to Special Services in FY 2007-08 for the Gang Violence Strategic Plan, as discussed below.

Program Realignment funding from the Social Services Trust Fund, allocated to Kern Medical Center, has been reduced by approximately \$76,000, but continues to be used to offset costs of the Elderlife Program, which KMC provides for the senior citizen population. In the Special Services budget unit, \$1.6 million of Social Services Program Realignment will not be recommended in FY 2008-09 as this resource was used to fund the social services aspects of prevention and intervention strategies found in the Gang Violence Strategic Plan during FY 2007-08. These services were accomplished by contracting with community-based organizations through the Department of Human Services.

Although State Realignment funds are categorically allocated, provisions allow for limited flexibility by the County to redirect up to ten percent of a fund into another category. This feature of the realignment program recognizes that often there are competing needs for limited resources and acknowledges that these difficult choices are best addressed at the local level. In order to maximize client outcomes and provide the most cost-effective use of available resources, transfers may be made after a Public Hearing and upon approval of the Board of Supervisors.

**SUMMARY OF FY 2008-09 RECOMMENDED  
LOCAL PUBLIC SAFETY FUND**

The Local Public Safety Fund is derived from the half-cent sales tax enacted through the passage of Proposition 172 in the November 1993 special election. By law, these monies must be used for "local public safety services", which include the activities of the Sheriff, District Attorney, Public Defender, Probation Department, and Fire Department. The chart below summarizes the actual allocation of the Local Public Safety Fund for fiscal years 2006-07 and 2007-08, and the recommended allocation for FY 2008-09. The allocation percentage for each department was approved by the Board of Supervisors in FY 1994-95, and remains constant each fiscal year.

<b>Budget Unit and Department</b>	<b>Allocation Percentage</b>	<b>FY 2006-07 Actual Allocation</b>	<b>FY 2007-08 Actual Allocation</b>	<b>FY 2008-09 Recommended Allocation</b>
2180 District Attorney	7.27%	\$3,558,877	\$4,240,926	\$4,497,443
2190 Public Defender	6.11%	3,029,733	3,564,244	3,779,830
2200 D.A.-Forensic Sciences	0.27%	133,883	157,503	167,030
2210 Sheriff	60.05%	29,776,671	35,029,928	37,148,752
2340 Probation	16.68%	8,271,022	9,730,212	10,318,754
2415 Fire	9.62%	4,770,218	5,611,789	5,951,224
<b>Total Public Safety Fund Allocation</b>	<b>100.00%</b>	<b>\$49,540,404</b>	<b>\$58,334,602</b>	<b>\$61,863,033</b>

## SUMMARY OF FY 2008-09 RECOMMENDED NET GENERAL FUND COST

Budget Unit and Department	FY 2007-08 Adopted Net General Fund Cost	FY 2008-09 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change From FY 2007-08
1011 Board of Supervisors-Dist 1	\$553,969	\$590,226	\$36,257	6.54%
1012 Board of Supervisors-Dist 2	\$537,227	\$567,178	\$29,951	5.58%
1013 Board of Supervisors-Dist 3	\$503,334	\$518,736	\$15,402	3.06%
1014 Board of Supervisors-Dist 4	\$490,249	\$559,980	\$69,731	14.22%
1015 Board of Supervisors-Dist 5	\$549,075	\$563,863	\$14,788	2.69%
1020 Administrative Office	\$2,259,456	\$2,188,007	(\$71,449)	-3.16%
1030 Clerk of The Board	\$812,003	\$684,977	(\$127,026)	-15.64%
1040 Special Services	\$10,423,858	\$8,685,325	(\$1,738,533)	-16.68%
1110 Auditor-Controller	\$3,765,250	\$4,343,819	\$578,569	15.37%
1115 Travel and Purchasing Card Exp	\$0	\$0	\$0	N/A
1120 Treasurer-Tax Collector	\$840,777	\$804,886	(\$35,891)	-4.27%
1130 Assessor	\$5,915,946	\$7,066,050	\$1,150,104	19.44%
1140 Assessor-Property Tax Admin	\$1,275,024	\$0	(\$1,275,024)	-100.00%
1160 Information Technology Service	\$3,484,407	\$5,499,892	\$2,015,485	57.84%
1210 County Counsel	\$1,705,594	\$1,803,620	\$98,026	5.75%
1310 Personnel	\$2,699,722	\$2,578,642	(\$121,080)	-4.48%
1420 Elections	\$5,657,494	\$4,000,709	(\$1,656,785)	-29.28%
1510 Communications-Div Gen Serv	\$914,919	\$854,366	(\$60,553)	-6.62%
1610 General Services	\$10,651,233	\$10,187,274	(\$463,959)	-4.36%
1615 Utility Payments-Div Gen Serv	\$4,409,697	\$3,822,766	(\$586,931)	-13.31%
1640 Construction Serv-Div Gen Serv	\$165,690	\$164,247	(\$1,443)	-0.87%
1650 General Srvcs-Major Maint	\$13,339,206	\$12,137,600	(\$1,201,606)	-9.01%
1812 Board of Trade	\$751,594	\$798,140	\$46,546	6.19%
1900 Engineering and Survey Services	\$2,121,598	\$1,741,521	(\$380,077)	-17.91%
1910 Risk Management	\$782,804	\$782,192	(\$612)	-0.08%
1960 Capital Projects	\$4,263,620	\$14,235,565	\$9,971,945	233.88%
<b>General Government Sub-Total</b>	<b>\$78,873,746</b>	<b>\$85,179,581</b>	<b>\$6,305,835</b>	<b>7.99%</b>
2110 Contribution-Trial Court Funding	\$3,109,217	\$3,056,810	(\$52,407)	-1.69%
2116 County Clerk	\$0	\$69,745	\$69,745	N/A
2160 Grand Jury	\$281,245	\$241,692	(\$39,553)	-14.06%
2170 Indigent Defense Services	\$4,038,900	\$4,356,146	\$317,246	7.85%
2180 District Attorney	\$15,680,318	\$16,460,736	\$780,418	4.98%
2183 Child Support Services	\$0	\$0	\$0	N/A
2190 Public Defender	\$7,524,702	\$9,182,444	\$1,657,742	22.03%
2200 Forensic Sciences-Div of DA	\$4,159,806	\$4,591,437	\$431,631	10.38%
2210 Sheriff-Coroner	\$96,964,393	\$103,423,063	\$6,458,670	6.66%
2340 Probation	\$27,014,259	\$27,159,360	\$145,101	0.54%
2415 Fire	\$19,995,476	\$0	(\$19,995,476)	-100.00%
2416 Contribution to Fire	\$0	\$19,195,657	\$19,195,657	N/A
2610 Agriculture and Measurement Standards	\$1,810,908	\$1,777,051	(\$33,857)	-1.87%
2620 Code Compliance	\$1,434,350	\$1,156,378	(\$277,972)	-19.38%
2625 Building Inspection	\$0	\$0	\$0	N/A
2705 Recorder	(\$873,540)	(\$849,246)	\$24,294	-2.78%
2730 Resource Management Agency	\$769,348	\$712,923	(\$56,425)	-7.33%
2740 Wildlife Resources	\$0	\$0	\$0	N/A
2750 Planning	\$3,067,165	\$2,201,212	(\$865,953)	-28.23%
2760 Animal Control	\$2,164,162	\$2,393,326	\$229,164	10.59%
2780 Range Improvement-Section 15	\$0	\$0	\$0	N/A
2781 Range Improvement-Section 3	\$0	\$0	\$0	N/A
<b>Public Protection Sub-Total</b>	<b>\$187,140,709</b>	<b>\$195,128,734</b>	<b>\$7,988,025</b>	<b>4.27%</b>

## SUMMARY OF FY 2008-09 RECOMMENDED NET GENERAL FUND COST

Budget Unit and Department	FY 2007-08 Adopted Net General Fund Cost	FY 2008-09 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change From FY 2007-08
3000 Roads	\$6,050,000	\$0	(\$6,050,000)	-100.00%
3001 Contribution to Roads	\$0	\$10,136,500	\$10,136,500	N/A
<b>Public Ways and Facilities Sub-Total</b>	<b>\$6,050,000</b>	<b>\$10,136,500</b>	<b>\$4,086,500</b>	<b>67.55%</b>
4110 Public Health	\$2,700,863	\$6,031,042	\$3,330,179	123.30%
4113 Environment Health	\$0	\$0	\$0	N/A
4120 Mental Health	\$771,125	\$0	(\$771,125)	-100.00%
4123 Mental Health - Substance Abuse	\$553,539	\$0	(\$553,539)	-100.00%
4127 Contribution to Mental Health	\$0	\$1,100,988	\$1,100,988	N/A
4200 Emergency Medical Services	\$52,635	\$41,810	(\$10,825)	-20.57%
4201 Emergency Medical Payments	\$0	\$0	\$0	N/A
4202 KMC-County Contribution	\$13,960,000	\$20,087,000	\$6,127,000	43.89%
4203 Ambulance Service Payments	\$386,830	\$344,147	(\$42,683)	-11.03%
4300 California Children Services	\$286,481	\$384,465	\$97,984	34.20%
<b>Health and Sanitation Sub-Total</b>	<b>\$18,711,473</b>	<b>\$27,989,452</b>	<b>\$9,277,979</b>	<b>49.58%</b>
5120 Human Services - Administration	\$9,878,625	\$0	(\$9,878,625)	-100.00%
5121 Contribution to Human Services	\$0	\$29,306,635	\$29,306,635	N/A
5220 Human Services - Direct Aid	\$7,340,579	\$0	(\$7,340,579)	-100.00%
5510 Veterans Service	\$650,687	\$674,326	\$23,639	3.63%
5610 Aging and Adult Services	\$1,255,675	\$0	(\$1,255,675)	-100.00%
5611 Aging and Adult-County Contribution	\$0	\$1,366,548	\$1,366,548	N/A
5810 IHSS-County Contribution	\$2,723,050	\$1,589,540	(\$1,133,510)	-41.63%
5923 Employers' Training Resource-Admin	\$0	\$0	\$0	N/A
5940 Community and Economic Development	\$66,000	\$66,000	\$0	0.00%
<b>Public Assistance Sub-Total</b>	<b>\$21,914,616</b>	<b>\$33,003,049</b>	<b>\$11,088,433</b>	<b>50.60%</b>
6210 Library	\$8,431,004	\$8,016,502	(\$414,502)	-4.92%
6310 Farm and Home Advisor	\$556,120	\$578,482	\$22,362	4.02%
<b>Education Sub-Total</b>	<b>\$8,987,124</b>	<b>\$8,594,984</b>	<b>(\$392,140)</b>	<b>-4.36%</b>
7100 Parks and Recreation Department	\$11,813,760	\$11,172,158	(\$641,602)	-5.43%
<b>Recreation and Cultural Services Sub-Total</b>	<b>\$11,813,760</b>	<b>\$11,172,158</b>	<b>(\$641,602)</b>	<b>-5.43%</b>
8120 Debt Service - General Fund	\$8,950,383	\$5,096,540	(\$3,853,843)	-43.06%
<b>Debt Service Sub-Total</b>	<b>\$8,950,383</b>	<b>\$5,096,540</b>	<b>(\$3,853,843)</b>	<b>-43.06%</b>
1970 Appropriations for Contingencies				
General Purpose Contingencies	\$20,205,411	\$6,900,000	(\$13,305,411)	-65.85%
Special Fund Designation-Additions	\$1,724,067	\$3,899,670	\$2,175,603	126.19%
General Fund Reserve-Fiscal Stability	\$13,500,000	\$0	(\$13,500,000)	-100.00%
General Fund Reserve-Tax Litigation	\$0	\$537,476	\$537,476	N/A
General Fund Desig-Tech Infrastructure and Innovation	\$3,000,000	\$0	(\$3,000,000)	-100.00%
General Fund Desig-Savings Incentive Credits	\$9,709,195	\$11,275,016	\$1,565,821	16.13%
General Fund Desig-Strategic Workforce Planning	\$13,365,762	\$3,622,000	(\$9,743,762)	-72.90%
General Fund Desig-Sheriff's Aircraft	\$0	\$304,495	\$304,495	N/A
<b>Contingencies and Reserves/Designations Sub-Total</b>	<b>\$61,504,435</b>	<b>\$26,538,657</b>	<b>(\$34,965,778)</b>	<b>-56.85%</b>
<b>TOTAL - REGULAR COUNTY BUDGET</b>	<b>\$403,946,246</b>	<b>\$402,839,655</b>	<b>(\$1,106,591)</b>	<b>-0.27%</b>

**SUMMARY OF FY 2008-09  
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Position Cost	Total Cost	Effective Date
<b>B.U. #1110</b>							
Auditor-Controller	2830	Fiscal Support Supervisor	(1)		\$82,973	(\$82,973)	8/2/2008
	2865	Fiscal Support Technician	(1)		\$69,153	(\$69,153)	8/2/2008
	3270	Office Services Specialist	(1)		\$64,003	(\$64,003)	8/2/2008
	3275	Office Services Technician	(3)		\$59,986	(\$179,957)	8/2/2008
	3275	Office Services Technician	(1)		\$63,000	(\$63,000)	8/2/2008
			(7)	0		(\$459,086)	
<b>B.U. #1130</b>							
Assessor	1056	Petroleum Geologist	1		\$160,518	\$160,518	8/2/2008
	2454	System Analyst 1/2 - Programmer 1/2	1		\$119,653	\$119,653	8/2/2008
	2865	Fiscal Support Technician	1		\$66,716	\$66,716	8/2/2008
	2875	Fiscal Support Assistant	3		\$61,790	\$185,370	8/2/2008
	3242	Appraisal Assistant	3		\$60,633	\$181,899	8/2/2008
	3275	Office Services Technician	1		\$61,324	\$61,324	8/2/2008
	4075	Appraiser 1/2/3	5		\$81,080	\$405,400	8/2/2008
	4119	Auditor-Appraiser 1/2/3	1		\$77,856	\$77,856	8/2/2008
			16	0		\$1,258,736	
<b>B.U. #1140</b>							
Property Tax Administration	1056	Petroleum Geologist	(1)		\$160,518	(\$160,518)	8/2/2008
	2454	System Analyst 1/2 - Programmer 1/2	(1)		\$119,653	(\$119,653)	8/2/2008
	2865	Fiscal Support Technician	(1)		\$66,716	(\$66,716)	8/2/2008
	2875	Fiscal Support Assistant	(3)		\$61,790	(\$185,370)	8/2/2008
	3242	Appraisal Assistant	(3)		\$60,633	(\$181,899)	8/2/2008
	3275	Office Services Technician	(1)		\$61,324	(\$61,324)	8/2/2008
	4075	Appraiser 1/2/3	(5)		\$81,080	(\$405,400)	8/2/2008
	4119	Auditor-Appraiser 1/2/3	(1)		\$77,856	(\$77,856)	8/2/2008
			(16)	0		(\$1,258,736)	
<b>B.U. #1610</b>							
General Services	1045	Video Services Technician I/II	1		\$59,064	\$59,064	8/2/2008
	2576	Contract Administrator		(1)	\$101,990	(\$101,990)	10/1/2008
	2572	Supervising Buyer	1		\$101,990	\$101,990	8/2/2008
			2	(1)		\$59,064	
<b>B.U. #1900</b>							
Engineering and Survey Services	1101	Engineering Technician I/II/III - Draft Tech I/II/III	(2)		(\$83,000)	(\$166,000)	9/1/2008
			(2)	0		(\$166,000)	
<b>B.U. #2116</b>							
County Clerk	2830	Fiscal Support Supervisor	1		\$82,973	\$82,973	8/2/2008
	2865	Fiscal Support Technician	1		\$69,153	\$69,153	8/2/2008
	3270	Office Services Specialist	1		\$64,003	\$64,003	8/2/2008
	3275	Office Services Technician	3		\$59,986	\$179,957	8/2/2008
			6	0		\$396,086	
<b>B.U. #2180</b>							
District Attorney	4440	Investigative Aide	1		\$69,000	\$69,000	1/1/2009
			1	0		\$69,000	
<b>B.U. #2183</b>							
Child Support Services	2875	Fiscal Support Assistant	(3)		\$58,911	(\$176,733)	9/1/2008
	1220	Child Support Attorney 1/2/3/4/5	(2)		\$135,373	(\$270,746)	8/2/2008
	1285	Dept of CSS Program Manager	(1)		\$103,490	(\$103,490)	8/2/2008
	1288	Family Support Officer 1/2/3	(12)		\$64,023	(\$768,276)	8/2/2008
	1297	Family Support Staff Development Specialist	(1)		\$83,541	(\$83,541)	8/2/2008
	3138	Senior Legal Secretary	(1)		\$79,227	(\$79,227)	8/2/2008
	2385	Accountant 1/2/3	(1)		\$78,907	(\$78,907)	8/2/2008
	2454	System Analyst 1/2 - Programmer 1/2	(1)		\$103,886	(\$103,886)	8/2/2008
	3280	Office Services Assistant	(11)		\$53,938	(\$593,318)	8/2/2008
			(33)			(\$2,258,124)	

**SUMMARY OF FY 2008-09  
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Position Cost	Total Cost	Effective Date
<b>B.U. #2210</b> Sheriff	2865	Fiscal Support Technician	1		\$67,000	\$67,000	8/2/2008
			<u>1</u>	<u>0</u>		<u>\$67,000</u>	
<b>B.U. #2340</b> Probation	2845	Fiscal Support Specialist	1		\$74,000	\$74,000	8/2/2008
	2477	Information Systems Specialist I/II - Desktop Tech	1		\$78,000	\$78,000	8/2/2008
			<u>2</u>	<u>0</u>		<u>\$152,000</u>	
<b>B.U. #2415</b> Fire	2477	Information Systems Specialist I/II - Desktop Tech	1		\$104,000	\$104,000	8/2/2008
	2605	Fire Equipment Technician	1		\$70,000	\$70,000	8/2/2008
	0840	Administrative Coordinator	1		\$96,000	\$96,000	8/2/2008
	1198	Fire Prevention Specialist 1/2	(1)		(\$69,000)	(\$69,000)	8/2/2008
	2436	Network Systems Administrator	(1)		(\$125,000)	(\$125,000)	8/2/2008
			<u>1</u>	<u>0</u>		<u>\$76,000</u>	
<b>B.U. #2705</b> Recorder	3275	Office Services Technician	(1)		\$68,000	(\$68,000)	8/2/2008
			<u>(1)</u>	<u>0</u>		<u>(\$68,000)</u>	
<b>B.U. #2730</b> Resource Management Agency	0840	Administrative Coordinator	(1)		(\$85,000)	(\$85,000)	9/1/2008
			<u>(1)</u>	<u>0</u>		<u>(\$85,000)</u>	
<b>B.U. #2750</b> Planning	0944	Planning Technician	1		\$76,000	\$76,000	8/2/2008
	2385	Accountant 1/2/3	(1)		(\$89,000)	(\$89,000)	8/2/2008
			<u>0</u>	<u>0</u>		<u>(\$13,000)</u>	
<b>B.U. #3000</b> Roads	1168	Engineering Aide I/II/III	1		\$78,000	\$78,000	8/2/2008
	1195	Building Plans Technician	(1)		(\$66,000)	(\$66,000)	8/2/2008
			<u>0</u>	<u>0</u>		<u>\$12,000</u>	
<b>B.U. #4110</b> Public Health	3420	Medical Investigator	2		\$73,000	\$146,000	8/2/2008
	3400	Health Educator	1		\$83,000	\$83,000	8/2/2008
			<u>3</u>	<u>0</u>		<u>\$229,000</u>	
<b>B.U. #4113</b> Environmental Health	3275	Office Services Technician	(1)		(\$64,000)	(\$64,000)	8/2/2008
	2175	Environmental Health Specialist Trainee	(8)		(\$76,000)	(\$608,000)	9/1/2008
			<u>(9)</u>	<u>0</u>		<u>(\$672,000)</u>	
<b>B.U. #5120</b> Human Services	3280	Office Services Assistant	1		\$56,400	\$56,400	8/2/2008
			<u>1</u>	<u>0</u>		<u>\$56,400</u>	
<b>B.U. #5610</b> Aging & Adult Services	3280	Office Services Assistant	1		\$56,000	\$56,000	8/2/2008
	3751	Human Services Technician 1/2/3	(1)		\$60,000	\$60,000	8/2/2008
	5602	Senior Nutrition Site Supervisor		(1)	(\$34,000)	(\$34,000)	9/1/2008
	1567	Substance Abuse Specialist 1/2	(1)		(\$88,000)	(\$88,000)	8/2/2008
	0725	Senior Nutrition Program Coordinator		(1)	(\$54,000)	(\$54,000)	8/2/2008
			<u>(1)</u>	<u>(2)</u>		<u>(\$60,000)</u>	

**SUMMARY OF FY 2008-09  
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Position Cost	Total Cost	Effective Date
<b>B.U. #5923</b>							
Employers' Training Resource	3280	Office Services Assistant	(1)		\$56,492	(\$56,492)	8/2/2008
	2865	Fiscal Support Technician	(1)		\$66,716	(\$66,716)	8/2/2008
	2845	Fiscal Support Specialist	(1)		\$76,612	(\$76,612)	8/2/2008
	0839	Supervising Departmental Analyst	(1)		\$100,268	(\$100,268)	8/2/2008
	0898	Program Specialist I/II	(4)		\$77,873	(\$311,492)	8/2/2008
	2385	Accountant 1/2/3	1		\$107,393	\$107,393	8/2/2008
	0905	Program Technician	(1)		\$73,660	(\$73,660)	8/2/2008
			(8)	0		(\$577,847)	
<b>B.U. #6210</b>							
Library	3275	Office Services Technician	(2)		\$59,750	(\$119,500)	10/1/2008
	3275	Office Services Technician		(2)	\$15,124	(\$30,248)	10/1/2008
	3280	Office Services Assistant		(6)	\$12,926	(\$77,556)	10/1/2008
			(2)	(8)		(\$227,304)	
<b>B.U. #7100</b>							
Parks and Recreation	5195	Automotive Mechanic 1/2	(1)		\$74,807	(\$74,807)	8/2/2008
	5635	Senior Building Services Worker	1		\$63,960	\$63,960	8/2/2008
			0	0		(\$10,847)	
<b>B.U. #8997</b>							
Kern Medical Center	0848	Departmental Analyst 1/2	(2)			(\$166,300)	8/2/2008
	0785	Special Projects Manager	1			\$135,600	8/2/2008
	3221	Cancer Registrar	(1)			(\$78,300)	8/2/2008
	3275	Office Services Technician	1			\$59,600	8/2/2008
			(1)	0		(\$49,400)	
<b>B.U. #8999</b>							
Solid Waste Enterprise Fund	1215	Waste Management Technician	4		\$80,000	\$320,000	8/2/2008
	1211	Waste Management Specialist 1/2/3	1		\$83,000	\$83,000	8/2/2008
	1101	Engineering Technician 1/2/3 - Draft Tech 1/2/3	1		\$80,000	\$80,000	8/2/2008
	0727	Senior Engineering Manager	1		\$160,000	\$160,000	8/2/2008
	1217	Waste Management Aide 1/2/3	(1)		(\$63,000)	(\$63,000)	8/2/2008
	5390	Groundskeeper 1/2	(1)		(\$50,000)	(\$50,000)	8/2/2008
			5	0		\$530,000	
<b>TOTAL</b>			(43)	(11)		(3,000,058)	

Total Annual Salaries and Benefits Cost

(3,000,058)

## SUMMARY OF FY 2008-09 PROPOSED LAYOFFS

Budget Unit Department	Item #	Position Description	Full- Time	Part- Time
<u>B.U. #1900</u>				
Engineering and Survey Services	1101	Engineering Technician I/II/III - Draft Tech I/II/III	2	
<u>B.U. #2183</u>				
Child Support Services	2875	Fiscal Support Assistant	1	
<u>B.U. #2730</u>				
Resource Management Agency	0840	Administrative Coordinator	1	
<u>B.U. #4113</u>				
Environmental Health	2175	Environmental Health Specialist Trainee	5	
<u>B.U. #5610</u>				
Aging and Adult Services	5602	Senior Nutrition Site Supervisor		1
<u>B.U. #6210</u>				
Library	3275	Office Services Technician	1	
	3275	Office Services Technician		2
	3280	Office Services Assistant		3
<b>TOTAL</b>			<b>10</b>	<b>6</b>

**SUMMARY OF FY 2008-09 RECOMMENDED  
CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Equipment Description	Expenditure			Total
		Type	Quantity	Unit Price	
<b><u>B.U. #1030</u></b>					
Clerk of the Board	Electronic Agenda System	P	<u>1</u>	\$40,000	<u>\$40,000</u>
			1		\$40,000
<b><u>B.U. #1110</u></b>					
Auditor-Controller	Server Rack	P	1	\$22,000	\$22,000
	Virtualization Software	P	<u>1</u>	\$20,000	<u>\$20,000</u>
			2		\$42,000
<b><u>B.U. #1120</u></b>					
Treasurer-Tax Collector	Vehicle - Sedan	P	1	\$20,000	\$20,000
	Storage Server	P	1	\$12,655	\$12,655
	Tape Backup	P	<u>1</u>	\$28,400	<u>\$28,400</u>
			3		\$61,055
<b><u>B.U. #1160</u></b>					
Information Technology	Internet Firewall Replacement	P	<u>1</u>	\$75,000	<u>\$75,000</u>
			1		\$75,000
<b><u>B.U. #1420</u></b>					
Elections	High Speed Ballot Counter	P	3	\$60,000	\$180,000
	Firewall	P	1	\$6,500	\$6,500
	Server Rack	P	1	\$15,000	\$15,000
	Tape Backup System	P	1	\$10,000	\$10,000
	Servers	P	<u>2</u>	\$15,000	<u>\$30,000</u>
			8		\$241,500
<b><u>B.U. #1510</u></b>					
G.S. Communications	Inventory Control System	P	<u>1</u>	\$7,000	<u>\$7,000</u>
			1		\$7,000
<b><u>B.U. #1812</u></b>					
Board of Trade	Kiosk Unit	P	<u>1</u>	\$15,000	<u>\$15,000</u>
			1		\$15,000
<b><u>B.U. #1900</u></b>					
Engineering and Survey Services	Geocortex Software	P	1	\$15,000	\$15,000
	Data Collector	P	1	\$5,600	\$5,600
	Base/Rover	P	1	\$23,000	\$23,000
	Rover	P	1	\$22,000	\$22,000
	Survey Truck Class 3711D	P	1	\$40,000	\$40,000
	SUV Compact Hybrid 2WD	P	<u>1</u>	\$23,650	<u>\$23,650</u>
			6		\$129,250
<b><u>B.U. #2210</u></b>					
Sheriff-Coroner	TSD-Servers	P	3	\$15,000	\$45,000
	6800-CAD DB Servers	P	2	\$21,500	\$43,000
	CAD MDT & Comm Server	P	1	\$14,620	\$14,620
	220S/221S Transformer	P	1	\$8,600	\$8,600
	AFIS System-RAN	P	1	\$700,000	\$700,000
	Phase II Radio Project	P	1	\$259,875	\$259,875
	Mugshot System-RAN	P	1	\$200,000	\$200,000
	Livescans & Cabinets	P	10	\$10,000	\$100,000
	Full-size sedans, with equipment	LP	15	\$50,000	\$750,000
	47-Passenger Transportation Bus	LP	2	\$600,000	\$1,200,000
	Pick-up 3/4-Ton Reg Cab	LP	6	\$25,000	\$150,000
	SUV Mid-size	LP	6	\$30,000	\$180,000
	Full-size patrol sedans, fully equipped	LP	<u>85</u>	\$52,000	<u>\$4,420,000</u>
			134		\$8,071,095

**SUMMARY OF FY 2008-09 RECOMMENDED  
CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Equipment Description	Expenditure		Unit Price	Total
		Type	Quantity		
<b><u>B.U. #2340</u></b>					
Probation	Drug Dog	P	1	\$10,000	\$10,000
	Full-Size Sedans- DJJ	P	4	\$24,000	\$96,000
	Mid-Size Sedans - DJJ	P	3	\$22,000	\$66,000
	Full-Size Sedans	P	5	\$24,000	\$120,000
	Mid-Size Sedans	P	5	\$22,000	\$110,000
	Risk Assessment Product-DJJ	P	1	\$117,250	\$117,250
			<u>19</u>		<u>\$519,250</u>
<b><u>B.U. #2415</u></b>					
Fire Department	Rotor Static Balance Tool	P	1	\$12,000	\$12,000
	Fuel Tender 407	P	1	\$185,000	\$185,000
	Crew Carrier	P	1	\$110,000	\$110,000
	Mid-Size SUV - Command Vehicles	P	3	\$30,000	\$90,000
	Helitender	P	1	\$90,000	\$90,000
	Rescue Engines	P	3	\$510,000	\$1,530,000
	Patrol Vehicles	P	4	\$110,000	\$440,000
	Large Crew Carrier	P	1	\$206,679	\$206,679
			<u>15</u>		<u>\$2,663,679</u>
<b><u>B.U. #2625</u></b>					
Building Inspection	Voice Response for Permit	P	1	\$45,000	\$45,000
	SUV 4WD - Hybrid	P	2	\$29,638	\$59,276
	Terminal Services Server	P	1	\$7,400	\$7,400
	Imaging Server	P	1	\$17,220	\$17,220
	Web Server	P	1	\$7,400	\$7,400
			<u>6</u>		<u>\$136,296</u>
<b><u>B.U. #2705</u></b>					
Recorder	AS 400 System	P	1	\$100,000	\$100,000
			<u>1</u>		<u>\$100,000</u>
<b><u>B.U. #3000</u></b>					
Roads Department	1/2-Ton Pickup	P	2	\$20,000	\$40,000
	1/2-Ton SUV Vehicle	P	1	\$23,000	\$23,000
	Conflict Monitor	P	1	\$11,000	\$11,000
	Message Boards	P	2	\$18,500	\$37,000
	Dump Truck 2-cu yd	P	5	\$50,000	\$250,000
	Motor Grader AWD	P	1	\$200,000	\$200,000
	Over Road Truck Tractor	P	2	\$100,000	\$200,000
	Vehicle - Sedan	P	1	\$20,000	\$20,000
	1-1/2 Ton Flatbed Pickup	P	1	\$39,000	\$39,000
			<u>16</u>		<u>\$820,000</u>
<b><u>B.U. #4120</u></b>					
Mental Health	Server Poweredge	P	1	\$5,200	\$5,200
	Router 5510-48T	P	1	\$22,914	\$22,914
	Router SR 4134	P	1	\$18,439	\$18,439
			<u>3</u>		<u>\$46,553</u>
<b><u>B.U. #4200</u></b>					
Emergency Medical Services	Live Scan Fingerprinting	P	1	\$10,000	\$10,000
			<u>1</u>		<u>\$10,000</u>
<b><u>B.U. #4300</u></b>					
California Children Services	Server, SQL	P	1	\$10,000	\$10,000
			<u>1</u>		<u>\$10,000</u>

**SUMMARY OF FY 2008-09 RECOMMENDED  
CAPITAL EQUIPMENT PURCHASES/LEASES**

<b>Budget Unit #</b>		<b>Expenditure</b>				
<b>Department</b>	<b>Equipment Description</b>	<b>Type</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Total</b>	
<b><u>B.U. #5120</u></b>						
Human Services - Admin	Video Conference Camera	P	4	\$7,500	\$30,000	
	Servers	P	6	\$6,167	\$37,002	
	Mini-Cargo Van	P	2	\$18,491	\$36,982	
	4WD SUV	P	1	\$25,121	\$25,121	
	2WD SUV	P	3	\$23,565	\$70,695	
	Intermediate Sedan	P	6	\$26,076	\$156,456	
	Network Switches	P	11	\$5,091	\$56,001	
			33		\$412,257	
<b><u>B.U. #5923</u></b>						
Employers' Training Resource	Copiers	P	5	\$25,000	\$125,000	
	Folding Machine	P	1	\$5,200	\$5,200	
			6		\$130,200	
<b><u>B.U. #7100</u></b>						
Parks and Recreation	Small SUV Hybrid	P	1	\$30,000	\$30,000	
			1		\$30,000	
<b><u>B.U. #8950</u></b>						
G.S. Garage ISF	SUV Compact Hybrid 2WD	P	1	\$27,801	\$27,801	
	Mechanics Service Truck 4WD	P	1	\$60,000	\$60,000	
	Van 1-Ton 12-Passenger	P	1	\$24,775	\$24,775	
	Vehicle - Sedan Compact	P	2	\$14,785	\$29,570	
	Vehicle - Sedan Hybrid	P	1	\$26,752	\$26,752	
	Vehicle - Sedan Intermediate	P	6	\$16,068	\$96,408	
	Van 3/4-Ton 8-Passenger	P	2	\$25,750	\$51,500	
	Van 7-Passenger Mini	P	1	\$20,660	\$20,660	
	Van 1/2-Ton Cargo	P	1	\$17,750	\$17,750	
	Van Mini Cargo	P	1	\$23,571	\$23,571	
	Pickup Compact Reg Cab	P	2	\$13,815	\$27,630	
	Pickup Compact Ext Cab	P	2	\$15,214	\$30,428	
	Pickup 1/2-Ton Reg Cab	P	2	\$16,004	\$32,008	
	Pickup 1/2-Ton Ext Cab 2WD	P	1	\$20,596	\$20,596	
	SUV Compact 4-Passenger	P	3	\$25,184	\$75,552	
	SUV Compact Hybrid 2WD	P	2	\$27,801	\$55,602	
	Van 1-Ton Box	P	2	\$33,428	\$66,856	
	Pickup 3/4-Ton Reg Cab	P	2	\$18,876	\$37,752	
	Pickup 3/4-Ton Utility	P	7	\$24,402	\$170,814	
	Pickup 3/4-Ton Animal	P	5	\$50,576	\$252,880	
	Pickup 3/4-Ton Ext Cab 4WD	P	1	\$31,350	\$31,350	
	SUV 3/4-Ton 6-Passenger 4WD	P	1	\$45,375	\$45,375	
				47		\$1,225,630
	<b><u>B.U. #8994</u></b>					
	Airport - Capital Projects	ARFF Vehicle	P	1	\$1,000,000	\$1,000,000
				1		\$1,000,000

**SUMMARY OF FY 2008-09 RECOMMENDED  
CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Equipment Description	Expenditure		Unit Price	Total
		Type	Quantity		
<b><u>B.U. #8997</u></b>					
<b>Kern Medical Center</b>					
	Data Management System	P	1	\$215,000	\$215,000
	C-arm Mini Orthopedic	P	1	\$87,000	\$87,000
	Portable X-ray System	P	1	\$108,300	\$108,300
	Radiology Reading Station	P	1	\$100,000	\$100,000
	Mammography QA Upgrade	P	1	\$39,000	\$39,000
	Physician Contact System	P	1	\$82,000	\$82,000
	Radiographic System	P	1	\$250,000	\$250,000
	Non-Ferrous IV Infusion Pump	P	1	\$35,000	\$35,000
	Portable Ultrasound Machine	P	1	\$50,000	\$50,000
	TCM Adult/Neonatal Monitors	P	4	\$14,500	\$58,000
	Hi Frequency Ventilator	P	1	\$32,000	\$32,000
	Hi Flow Oxygen Meters	P	4	\$6,400	\$25,600
	Video Bronchoscopes	P	2	\$22,000	\$44,000
	FICE Image Processing Unit	P	1	\$6,500	\$6,500
	Treadmill	P	1	\$6,000	\$6,000
	Laryngoscope System	P	1	\$33,000	\$33,000
	Ultrasound System	P	1	\$56,000	\$56,000
	64-Slice CT Scanner	P	1	\$450,000	\$450,000
	Hematology Analyzers	P	2	\$186,000	\$372,000
	Centrifuges	P	2	\$11,000	\$22,000
	Blood Gas Analyzers	P	3	\$18,000	\$54,000
	Immunoassay Analyzers	P	2	\$167,000	\$334,000
	Grossing Station	P	1	\$30,000	\$30,000
	Angiography System	P	1	\$1,500,000	\$1,500,000
	Radiographic System	P	1	\$280,000	\$280,000
	4-Slice CT Scanner	P	1	\$408,000	\$408,000
	Ventilators w/CO2 Monitors	P	6	\$33,200	\$199,200
	Air Compressor	P	1	\$11,000	\$11,000
	Non-Invasive Ventilation BIPAP	P	2	\$12,100	\$24,200
	Gurneys	P	14	\$6,300	\$88,200
			<u>61</u>		<u>\$5,000,000</u>
<b><u>B.U. #8998</u></b>					
<b>Transit</b>					
	CNG Bus Lift	P	1	\$250,000	\$250,000
	Bus Service Enclosure	P	1	\$438,763	\$438,763
	12-Passenger Van	P	4	\$50,000	\$200,000
	Emergency Generator	P	1	\$145,142	\$145,142
	Replacement Diesel Mini	P	7	\$76,935	\$538,545
	Shop Facility Equipment	P	1	\$200,000	\$200,000
			<u>15</u>		<u>\$1,772,450</u>

**SUMMARY OF FY 2008-09 RECOMMENDED  
CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Equipment Description	Expenditure		Unit Price	Total
		Type	Quantity		
<b>B.U. #8999</b>					
Solid Waste Management	Survey Truck Tool Box	P	1	\$14,000	\$14,000
	Color Plotter	P	1	\$20,000	\$20,000
	Utility Vehicle	P	1	\$10,000	\$10,000
	Yard Roll Off Trailer	P	1	\$45,000	\$45,000
	Mercantile Store Building	P	1	\$75,000	\$75,000
	Drop Off Recycling Bins	P	4	\$9,375	\$37,500
	Sea-Train	P	1	\$8,000	\$8,000
	Mobile Shed	P	1	\$12,000	\$12,000
	Leachate/LFG Pipe Inspection Equip	P	1	\$11,000	\$11,000
	Self-Dumping Trash Trailer	P	1	\$10,000	\$10,000
	Scale Computer System	P	1	\$15,000	\$15,000
	Pallet Racking System	P	1	\$15,000	\$15,000
	Evaporative Coolers	P	7	\$5,000	\$35,000
	Surveillance System	P	1	\$15,000	\$15,000
	Copiers	P	2	\$8,000	\$16,000
	1-Ton PU Ext Crew Cab D/R Tire 4WD	P	1	\$43,000	\$43,000
	SUV 1/2-Ton 5-Passenger 4WD	P	1	\$30,000	\$30,000
	3/4-Ton Pickup Crew Cab 2WD	P	1	\$30,000	\$30,000
	3/4-Ton Pickup Reg Cab 2WD	P	1	\$22,000	\$22,000
	2-1/2 Ton D/T Diesel Stakebed	P	1	\$200,000	\$200,000
	Utility Vehicle	P	1	\$10,000	\$10,000
	Communication Microwave	P	1	\$25,000	\$25,000
	1/2-Ton Pickup Ext Cab 2WD	P	2	\$25,000	\$50,000
			34		\$748,500
<b>B.U. #9144</b>					
Kern Sanitation Authority	Golf Cart	P	1	\$8,500	\$8,500
	3/4-Ton Pickup Ext Cab 2WD Longbed	P	1	\$30,000	\$30,000
	Server	P	1	\$5,100	\$5,100
			3		\$43,600
<b>GRAND TOTAL</b>			420		\$23,350,315

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #1020</u></b>		
County Administrative Office		
1	Funding to fill two analyst positions for accountability and compliance	\$ 280,000
		<u>\$ 280,000</u>
<b><u>B.U. #1030</u></b>		
Clerk of the Board		
1	Backfile conversion of historical microfilm and paper records to optical disk	\$ 100,000
2	Central Records Storage Center	\$ 1,300,000
		<u>\$ 1,400,000</u>
<b><u>B.U. #1110</u></b>		
Auditor-Controller-County Clerk		
1	Additional office space to house workforce (BU 1110)	\$ 100,000
2	Relocate County Clerk (BU 2116)	\$ 50,000
		<u>\$ 150,000</u>
<b><u>B.U. #1120</u></b>		
Treasurer-Tax Collector		
1	Phase 2 - Cash Management System (CMS)	\$ 500,000
2	Storage Area Network (SAN) Replacement	\$ 300,000
		<u>\$ 800,000</u>
<b><u>B.U. #1130</u></b>		
Assessor		
1	Migrate the property tax billing system off the mainframe (cost unknown).	
<b><u>B.U. #1160</u></b>		
Information Technology Services		
1	Virtual Server & SAN Migration	\$ 675,000
2	Business Continuity	\$ 1,320,000
3	County Data/Voice Network Infrastructure	\$ 570,000
4	Telecommunications Infrastructure	\$ 700,000
5	Major Application Replacement	\$ 14,500,000
		<u>\$ 17,765,000</u>
<b><u>B.U. #1210</u></b>		
County Counsel		
1	Server room airconditioning (cost estimate only)	\$ 50,000
2	New servers	\$ 25,000
3	JJC Heating and airconditioning 4th floor (cost unknown)	
4	Matter Management, Document Management Systems	\$ 108,000
5	Desktop computers and monitors	\$ 85,000
		<u>\$ 268,000</u>

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #1310</u></b>		
<b>Personnel</b>		
1	Personnel Assistant Position	\$ 83,000
2	Personnel Assistant Position	\$ 83,000
3	Senior Personnel Analyst Position	\$ 60,574
4	Office Services Assistant Position	\$ 62,230
5	Supervising Personnel Analyst Position	\$ 132,296
6	Expansion of Space in Personnel Department	\$ 421,100
<b><u>B.U. #1610</u></b>		
<b>General Services - KGOV</b>		
1	Television Station Digital Compliant Retrofit	\$ 1,500,000
2	Television Station - Interim Retrofit	\$ 325,000
		\$ 1,825,000
<b><u>B.U. #1812</u></b>		
<b>Board of Trade</b>		
1	Salary increases of 4% and East Kern Marketing Position	\$ 56,781
2	Economic Development Plan Implementation- marketing and branding project necessary to meet ICF Economics Plan and in the Strategic Plan	\$ 100,000
3	Visitor Center Public Restroom	\$ 300,000
		\$ 456,781
<b><u>B.U. #1900</u></b>		
<b>Engineering and Survey Services</b>		
1	Drainage Facilities Repairs (Lamont Area) - East and West Sumps are missing grates and safety rails. The Drainfield needs 300 feet of fence and tack welding. The North Lamont Channel sump fence has been damaged by a vehicle and taken down for ATV access.	\$ 200,000
2	Mojave Sump Repairs - repair fence, concrete curbing, and eroded areas resulting from 2005 storm	\$ 150,000
3	GIS strategic plan and enterprise implementation	\$ 68,000
4	Additional ESRI license Countywide (ESRI software for central servers/GIS pool)	\$ 40,000
		\$ 458,000
<b><u>B.U. #1910</u></b>		
<b>Risk Management</b>		
1	Server room air conditioning (cost estimate only)	\$ 50,000
2	Safety specialist	\$ 86,000
3	New servers	\$ 25,000
		\$ 161,000

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #2180</u></b>		
<b>District Attorney</b>		
1	South Kern additional staff to assist with workload. (1) Deputy District Attorney, (1) Investigative Aide	\$ 282,352
2	Lifer Hearing Deputy District Attorney to represent victims before the Board of Parole Hearings	\$ 210,019
3	Lake Isabella Deputy District Attorney to assist with additional court days as established by Superior Court	\$ 210,019
		\$ 702,390
<b><u>B.U. #2183</u></b>		
<b>Child Support Services</b>		
1	Fill 12 unfunded positions	\$ 302,465
		\$ 302,465
<b><u>B.U. #2190</u></b>		
<b>Public Defender</b>		
1	Deputy Public Defender I	\$ 101,621
2	Deputy Public Defender I	\$ 101,621
3	Information Systems Specialist - Desktop	\$ 81,153
4	Office Services Assistant	\$ 50,384
5	Office Services Assistant	\$ 50,384
		\$ 385,163
<b><u>B.U. #2200</u></b>		
<b>District Attorney - Forensic Science Division</b>		
1	Crime Lab Expansion Area Build out	
2	(3) Microscopes for drug analysis and trace evidence	\$ 75,000
3	(3) Criminalist for DNA	\$ 392,352
		\$ 467,352
<b><u>B.U. #2210</u></b>		
<b>Sheriff</b>		
1	Overtime	\$ 6,200,000
2	Extra Help	\$ 1,600,333
3	Admin Coordinators (2) - Jan 09	\$ 78,003
4	Sr Deps IA - (2)	\$ 123,500
5	Civil Dep (1) (half yr)	\$ 59,000
6	Vehicles 50 Cut (135 to 85)	\$ 650,000
7	37 Deps to One/Thou - 3/4 yr	\$ 2,192,250
8	Detens Security Pos 12 DO Pos	\$ 980,000
9	Dep Coroner	\$ 75,000
10	Workers Comp Investigators - SRS (2)	\$ 250,000
11	Contracts Admin (Adm Coord) (1) (half yr)	\$ 39,002
		\$ 12,247,088

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<u>B.U. #2340</u>		
Probation		
1	Increase Department's net county cost to 1) replace the of loss of JJCPA, JPCF and Prop 36 state funds and 2) fund current increases to salaries and benefits	\$ 4,823,362
2	Add 120 Detention beds @ Juv. Hall	\$ 18,000,000
3	Enhance Administrative Services Division	\$ 551,090
4	Add 10 Deputy Probation Officers/Augment Juvenile & Adult Field Services	\$ 932,590
5	Add 8 Office Services Technicians/Augment Clerical Support	\$ 288,855
6	Add 2 Juvenile Corrections Maintenance Workers/Maintenance at Juv. Hall and Juv. Treatment Ctr.	\$ 170,920
7	Add 2 Juvenile Corrections Officer III's, 8 Juvenile Corrections Officer I/II's/Crt. Schools/Camp Erwin Owen	\$ 889,264
8	Add one Dep. Prob. Offcr III/Camp Erwin Owen - 24 Hr. coverage	\$ 119,568
9	Add one Volunteer Coordinator/Camp Erwin Owen	\$ 74,434
10	Construct New Building - Probation Annex Building	\$ 2,259,600
11	Construct Intake / Security Area - Camp Owen	\$ 931,100
12	Emergency Power - Juvenile Hall	\$ 1,422,200
13	Replace Admin. Bldg. - Camp Owen	\$ 844,200
14	Contract New Central School - Juvenile Hall	\$ 4,000,000
15	Build Maintenance Shop - LJR Kern Crossroads Facility	\$ 250,000
16	Build Softball/Recreational Field - LJR Kern Crossroads Facility	\$ 125,000
17	Install Fire Supression System/Camp Erwin Owen, Juv. Hall, Juv. Trtmt Ctr.	\$ 1,000,000
19	Detainee Rm Conc. Floor Coating - Juvenile Hall	\$ 211,000
20	Repave Access Roads - Camp Owen	\$ 574,800
21	Replace Front Security Fencing - Juvenile Hall	\$ 31,300
22	Replace Water Lines - Camp Owen	\$ 593,400
23	Interface Security Alarm Between JH & Juvenile Treatment Center- Juvenile Hall	\$ 710,100
24	Install Security Fencing Around Proposed Recreation Areas - Juvenile Hall	
25	Security Reception Windows - outlying offices	\$ 454,500
26	A/C - Baumeister Barracks - Camp Owen	
27	Replace Heating & Evaporative coolers with HVAC - Camp Owen	\$ 75,000
28	A/C - School Classrooms - Camp Owen	
29	Audio Monitoring System - Juvenile Hall	\$ 372,500
30	Upgrade Sewage System - Camp Owen	\$ 104,100
31	Weather Cover for Delivery and Storage Area - Juvenile Hall	\$ 34,170
32	Pave Exit Road - Kern Crossroads Facility	\$ 111,100
33	Security Slab Weather Cover - Juvenile Hall	\$ 682,100
34	Install All Weather Cover - Kern Crossroads Facility	\$ 542,200
35	Construct visiting shelter with toilet facilities/Camp Erwin Owen	\$ 250,000
36	Install centralized storage facility/Camp Erwn Owen	\$ 300,000
37	Construct library at Kern Crossroads Facility	\$ 600,000
		\$ 42,328,453

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #2412</u></b>		
<b>Fire Department</b>		
1	(56) COMPUTERS - MDC's	\$ 750,000
2	Helicopter Hangar @ Hart Flat - New Facility	\$ 500,000
3	Helicopter Hangar @ Tejon - New Facility	\$ 500,000
4	Apparatus and Equipment Backlog - 20% Recommended Annually	\$ 2,426,200
5	Fire Station #18 - Stallion Springs	\$ 4,500,000
6	Fire Station #10 - Golden Hills - New Facility	\$ 5,000,000
7	Fire Station #68 - Northwest Rosedale - New Facility	\$ 4,500,000
8	Helicopter Hangar @ Meadows Field - New Facility	\$ 2,500,000
9	Build-up of 3rd Helicopter (per Strategic Air Plan)	\$ 4,500,000
10	Fire Station #57 - Frazier Park - Replacement	\$ 4,500,000
11	Fire Station #11 - Keene - Replacement	\$ 4,500,000
12	Fire Station #45 - Edison - Replacement	\$ 4,500,000
13	Fire Station #53 - Old River - Replacement	\$ 4,500,000
14	Fire Station #72 - Lake Isabella - Replacement	\$ 4,500,000
15	Fire Station #76 - Kernville - Replacement	\$ 4,500,000
16	Fire Station #36 - Glenville - Replacement	\$ 4,500,000
17	Fire Station #64 - Riverview - Replacement	\$ 4,500,000
18	Fire Station #14 - Mojave - Replacement	\$ 4,500,000
19	Fire Station #56 - Lebec - Replacement	\$ 4,500,000
20	Replace Hose Towers at 6 Fire Stations	\$ 150,000
21	Fire Headquarters Facility - Replacement of Air Conditioning Unit	\$ 98,000
22	Fire Headquarters Facility - Emergency Generator	\$ 550,000
23	Fire Headquarters Facility - Resurface Asphalt	\$ 350,000
24	Fire Station #15 - Rosamond - Construct Perimeter Block Wall	\$ 65,000
25	Fire Heavy Equipment Facility - Install Security Gates	\$ 90,000
26	Fire Station #61 - Norris Road - Replacement of HVAC, Insulation, Electrical Wiring, and Remodel B/C Dorm.	\$ 250,000
27	Fire Station #41 - Virginia Colony - Replacement of Insulation, Electrical Wiring, and Remodel Kitchen	\$ 125,000
28	Fire Station #63 - Highland - Replacement of Insulation, Electrical Wiring, and Remodel Kitchen	\$ 125,000
29	Fire Station #51 - Lamont - Replacement of Insulation, and Electrical Wiring	\$ 75,000
		\$ 72,054,200
<b><u>B.U. #2610</u></b>		
<b>Agriculture and Measurement Standards</b>		
1	Constuction of Weights & Measures Division Addition to Main Office	\$ 2,000,000
2	Add 2 Consumer and Agricultural Protection Staff	\$ 104,472
3	Add 1 Evironmental and Public Protection Staff	\$ 52,236
		\$ 2,156,708

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #2620</u></b>		
Code Compliance		
1	Illegal Dumping Enforcement (County-wide) - Waste Management Department reimburses Code Compliance for illegal dumping remediation expenditures up to a maximum of \$300,000 annually. Estimated illegal dumping in 2008-09 is \$485,000.	\$ 185,000
2	Special Projects Code Compliance Officer - to proactively focus on community needs, as determined by Board of Supervisors, focusing on health and safety issues and blight exacerbated by gang violence.	\$ 90,974
		\$ 275,974
<b><u>B.U. #2730</u></b>		
Resource Management Agency		
1	Purchase fiber port for PSB network switch - allows CAD users to have 1 Gb connection to their data; increases speed in retrieving/saving very large files & increases productivity	\$ 17,200
2	Purchase copper port for PSB network switch - provides needed expansion for network applications that don't require 1 GB connection speed (copper less expensive than fiber)	\$ 10,400
		\$ 27,600
<b><u>B.U. #2750</u></b>		
Planning		
1	Oildale Community Planning / Implementation Issues	\$ 80,000
2	Planner I position (Airport Planning including Airport Land Use compatibility Plan Updates)	\$ 91,043
3	Office Modular Workstations for staff to enhance more efficient office space use in the Department's limited work areas	\$ 100,000
4	Color Duplicating Machine for Staff Presentations	\$ 20,000
5	Video Conferencing Unit for Public Meeting Room to enhance meeting capabilities, as well as, facilitate emergency preparedness.	\$ 50,000
6	Automated Planning Application Tracking Software	\$ 60,000
		\$ 401,043
<b><u>B.U. #3000</u></b>		
Roads		
1	Replacement of on-road diesel equipment sidelined due to new air quality regulations	\$ 3,500,000
2	Stabilization of road shoulders to meet PM-10 air quality guidelines by January 2010	\$ 30,000,000
		\$ 33,500,000
<b><u>B.U. #4110</u></b>		
Public Health		
1	Restore Nursing and Disease Control Staff Levels	\$ 4,291,137
2	Childhood Obesity and Diabetes Prevention Program	\$ 721,730
3	Complete GIS mapping of Kern County Sumps - 1 Extra Help GIS Technician	\$ 31,353
4	West Nile Virus Sump Clean-up	\$ 100,000
5	Internal Security System	\$ 58,000
6	Ergonomic Equipment for Education Center	\$ 149,000
7	Grant Writer - Departmental Analyst	\$ 80,440
8	Fund 1 Administrative Coordinator	\$ 75,359
9	Add 2 Office Services Specialist (partially funded)	\$ 40,680
10	Add 1 Fiscal Support Supervisor (partially funded)	\$ 32,045
11	Add 1 Public Health Nutritionist 1/3 Funded	\$ 46,717
12	Health Educator	\$ 18,918
		\$ 5,645,379

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #4120</u></b>		
<b>Mental Health</b>		
1	Adolescent Substance Abuse Residential Treatment: Development & implementation of a residential treatment program for the youth in Kern County in need of an intensive level of care - 1 position incl	\$ 654,600
2	Adult Age 25 to 55: Treatment services for seriously and persistently mentally ill adults who do not receive services - incl 140 positions	\$ 8,402,374
3	Children & Youth Age 0 to 16: Treatment services for mentally ill children and youth who do not currently receive services - incl 87 positions	\$ 639,408
4	Older Adult Age 55 and up: Treatment services for older adults who do not currently receive services - incl 62 positions	\$ 3,489,276
5	Transitional Age Youth Age 16 to 25: Treatment services for transitional youth ages who do not currently receive services - incl 78 positions	\$ 1,303,545
		\$ 14,489,203
<b><u>B.U. #4200</u></b>		
<b>Emergency Medical Services</b>		
1	Pediatric Critical Care	\$ 163,959
		\$ 163,959
<b><u>B.U. #4203</u></b>		
<b>Ambulance Service Payments</b>		
1	Additional compensation for indigent service	\$ 113,541
		\$ 113,541
<b><u>B.U. #5510</u></b>		
<b>Veterans Services</b>		
1	Upgrade desktop computers	\$25,000
2	Upgrade printers	\$ 4,500
		\$29,500
<b><u>B.U. #5610</u></b>		
<b>Aging and Adult Services</b>		
1	Fund 2 Social Worker III positions left unfunded due to anticipated State cuts; 1 to be stationed in Kern River Valley; fund 1 SSW position in In Home Supportive Services left unfunded due to anticipated budget cuts	\$ 164,286
2	Enhance funding for congregate and home delivered senior nutrition programs to reflect the increase in cost of doing business	\$ 143,375
3	Add/delete four Deputy Conservators to SSW III (see note below)	\$ 25,576
4	Fund extra help Program Technician for Information and Referral	\$ 25,915
5	Upgrade Microsoft Office Licenses	\$ 31,170
6	Increase available funding for Alzheimer's Disease Association for respite care	\$ 10,000
7	Enhance funding for Linkages Service	\$ 4,000
8	Purchase replacement vehicle for Brown Bag program	\$ 12,000
9	Increase available funding for Valley Caregivers Resource Center for homemaker services	\$ 31,984
		\$ 448,306

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #5923</u></b>		
<b>Employers' Training Resource</b>		
1	Waiver of ETR's County Cost Allocation Plan which increased by 574%	\$ 368,248
2	Staff Dedicated to Industry Clusters--7 Program Specialists & 2 OSAs	\$ 670,000
3	Staff Dedicated to Farmworker 167 Grant--5 Program Specialists (bilingual) & 1 OSAs (bilingual)	\$ 455,000
4	4 new copiers to replace those with very high copy volume and frequent breakdowns--some greater than 2 Million copies	\$ 90,000
		\$ 1,583,248
<b><u>B.U. #5940</u></b>		
<b>Community and Economic Development</b>		
1	Continuation of non-CDBG eligible econ. dvlpmnt.(ED) and related activites (enterprise zone, redevelopment, Kern's Ec. Dev. Strategy, other special projects as requested by the Board, etc.) - Fill/fund vacant position. Planner I	\$ 80,926
2	Continuation of non-CDBG eligible ED and related activites (ent. zone, redvlpmt., Kern's Ec. Dev. Strategy, special projects as requested by the Board, etc.) and other fiscal tasks - Fill/fund vacant position. Fiscal Support Tech	\$ 57,587
3	Continuation of non-CDBG eligible ED and related activites (as above) and to enable the dept to return Sub-recipient monitoring and other fiscal tasks to full capacity - Fill/fund vacant position. Accountant I	\$ 70,956
4	Departmental Accounting system to replace outdated existing Lotus DOS system (estimated cost)	\$ 200,000
		\$ 409,469
<b><u>B.U. #6210</u></b>		
<b>Library</b>		
1	Replacement of 32' 1983 Bookmobile with 1992 chassis with approx. 300,000 miles with a ADA and CA ARB compliant one (replace 2003 Bookmobile filters with BACT to filter diesel)	\$520,000
2	Increase book and audiovisual materials by 40,000 items plus processing costs consistent with recent survey results to ensure adequate public access to resources	\$1,300,000
3	Increase hours of opening approximately 5,000 at nine rural branch locations (Buttonwillow, Wofford Heights, Boron, Mojave, McFarland, Shafter, Wasco, Holloway-Gonzales, and Baker Branches) to provide more adequate access to library resources	\$340,000
4	Mandated San Joaquin Valley Library System (SJVLS) (JPA) upgrade to the library's automated, integrated system mainframe and increased broadband to 125 MBPS	\$325,000
5	Purchase and install wireless access to five branches to expand public access (five year phase in project)	\$175,000
		\$2,660,000

## Summary of Unmet Needs - FY 2008/09

Dept Priority	Unmet Need	First Year Cost
<b><u>B.U. #6310</u></b>		
<b>Farm and Home Advisors</b>		
1	7750 - Personal vehicle mileage - We have reduced the personal vehicle mileage by almost half in our submitted budget. The budget amount requested, \$6,682 is not sufficient for our department to be able to continue to travel to research fields or clientele meetings.	\$ 6,000
2	7745 - County Garage - Fleet Plan #1 rates increased by approximately \$6,000 this year which cuts into our already small amount budgeted for fuel costs through Voyager. To meet GF Budget Guidelines, we had to cut Voyager fuel approximately \$2,500. With rising fuel costs, the requested budget amount of \$16,682 may not be sufficient to continue to travel to do research projects.	\$ 3,000
3	7453 - County Reprographics - The department prints many newsletters in-house to save costs, but there are some projects that we are incapable of doing. We have reduce this expense key by \$7,000 to meet GF guidelines. With the current budget amount requested, there may not be enough funds available to print newsletters and mailings which is essential to our mission of educational outreach.	\$ 3,000
		\$ 12,000
<b><u>B.U. #7100</u></b>		
<b>Parks and Recreation</b>		
1	Fund 16 permanent authorized positions which the department has held "unfunded" in the FY 2008-09 requested budget in order to meet the net county cost guideline. Please see attached cover memo for justification and explanation.	\$ 937,242
2	Addition of one Senior Building Service Worker in the East Division for Senior, Recreation, Veteran's and Community buildings. See justification attached.	\$ 74,425
3	Add one Urban Forester position to manage the department's tree program. See justification attached.	\$ 104,644
4	Replacement of all department vehicles (rolling stock only) over 8 years old, totaling 63 vehicles, and associated Garage Plan 1 fees. See list and justification attached.	\$1,889,000
		\$ 3,005,311
<b><u>B.U. #8999</u></b>		
<b>Waste Management Department (costs unknown)</b>		
1	<b><u>SOLID WASTE BU #8999:</u></b> The most pressing unmet need this department has is the need for more office space and storage. We lack adequate space to house our staff and equipment. Staff are scattered on different floors in the building and in off-site locations. Equipment used daily by staff is stored in numerous different locations as well. Because of our inter-reliance on RMA departments who regulate or support our operations in many ways, efficiency would dictate that we either remain in this building or be in close proximity. This need has been communicated to the Assistant CAO for General Services.	
2	<b><u>KSA BU #9144 &amp; FCTH BU #9146:</u></b> An unmet need continues to be the accumulation of a substantial reserve for collection system maintenance and plant repairs in the event of a disaster. This need will not be met until a reserve is accumulated after several years of collecting the new annual service charge. A reserve of \$5,000,000 would be prudent. At our current service charge, this will take approx 10 yrs. (2004 report to Board on fiscal forecast for KSA).	
3	<b><u>SOLID WASTE BU #8999:</u></b> The Solid Waste Enterprise Fund advanced \$2,500,000 to the Universal Collection Fund when the fund was created to help it with its cash flow. The cash flow problem occurred as a result of paying the franchise haulers their hauling fees prior to actually collecting the property tax revenue. As soon as revenue is received, the haulers are due to be paid again thereby effectively eliminating the recovery of the \$2,500,000.	
<b>TOTAL</b>		<b>\$ 217,393,233</b>

## GLOSSARY OF BUDGET TERMS

The following glossary provides a brief explanation of terms used throughout the Recommended Budget document. This information is provided by the County Administrative Office to assist the public in reviewing and understanding the Recommended Budget, by defining the many technical terms, abbreviations, and acronyms used in presenting budget information.

### ACCOUNT

A record of a monetary transaction maintained in the accounting ledger. It may be a classification of expenditure or revenue. Example: "Office Expense" is an account in the Services and Supplies expenditure category.

### ADDITIONAL EQUIPMENT

Equipment requested for purchase that is not for the purpose of replacing an existing, similar item of equipment.

### 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. This term is used interchangeably with the term "Final Budget".

### 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.

### ASSESSED VALUATION

A valuation set upon real estate or other property by the Assessor or State Board of Equalization which serves as a basis for levying taxes.

### ASSESSMENT ROLL

The official list prepared by the Assessor which contains the legal description of each parcel or item of property and its assessed valuation. This term is used to denote the total valuation of all taxable property in the County.

### AUTHORIZED POSITIONS

Regular positions approved by the Board of Supervisors which may or may not have funding (see Budgeted Positions).

### AVAILABLE FINANCING

All the means of financing available to meet expenditure and reserve requirements for the fiscal year.

### BOARD

This term, used throughout this document, refers to the five-member Board of Supervisors.

### BUDGET

The planning and controlling document for financial operation that sets forth estimates of proposed expenditures and revenues 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 department 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 set of programs.

### BUDGETED POSITIONS

The number of full-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.

### CAO

Acronym for County Administrative Officer or County Administrative Office, depending on the context.

### CAO REC.

Abbreviation for County Administrative Officer's recommendation.

### CAPITAL PROJECT

A new structure or facility or a major improvement to an existing structure or facility, that significantly increases the value of the structure or facility. Land acquisition is also included in the definition of Capital Projects.

### CONTINGENCY

An amount, not to exceed 15 percent of total specified appropriations of the fund in which it is allocated, appropriated for emergencies or unforeseen expenditure requirements. This term is used interchangeably with Appropriation for Contingencies.

**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.

**DISCRETIONARY FUNDS**

Discretionary revenues (defined below) plus the General Fund net carryover balance from the preceding fiscal year. The Board of Supervisors has discretion in deciding how these funds are used.

**DISCRETIONARY REVENUES**

Revenues received by the County which can be used for any legal purpose determined by the Board of Supervisors. Discretionary revenues are not earmarked by law for a specified purpose, and the Board has discretion in deciding how these revenues are used. Discretionary revenues are also referred to as "general-purpose revenues." The term, "discretionary", does not imply extra or surplus.

**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, Public Transportation System, Kern Medical Center, Golf Course, Universal Collection, and Solid Waste Management are Kern County's only Enterprise Funds.

**ESTIMATED ACTUAL**

Refers to the amount of expenditures estimated to be made, or the amount of revenue estimated to be received, by the end of the fiscal year. Estimated actual projections of expenditures or revenues are usually made several months before the end of the fiscal year.

**EXPENDITURE**

Payment of funds, resulting in a decrease in current assets.

**EXPENDITURE APPROPRIATION**

See 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 has the same meaning as "Intrafund Transfer" and the now-obsolete term "Cost Applied".

**EXTRA HELP**

Personnel employed on a temporary, limited-term basis (not to exceed nine months), 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).

**FINAL BUDGET**

The budget document formally approved by the Board of Supervisors after the required public hearings and deliberation on the recommended budget. It is a legal spending plan for the fiscal year. This term is used interchangeably with the term "Adopted Budget".

**FIRE FUND**

A restricted-use fund used to account for those property taxes and other revenues that are designated for use for Structural Fire Protection. The Fire Fund is used to finance the operations of the Kern County Fire Department.

### **FISCAL YEAR**

Twelve-month period for which a budget is prepared and adopted. The fiscal year for Kern County is July 1 to June 30. Throughout the budget document the term fiscal year is abbreviated as FY.

### **FIXED ASSET**

A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000.

### **FORCE ACCOUNT**

When remodeling or maintenance jobs are accomplished by County personnel, the work is said to be done by Force Account rather than outside contractors.

### **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: Public Protection, Public Assistance, Health and Sanitation, Education, General Government, Public Ways/Facilities, 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 revenues, and for the use or expenditure of those revenues.

### **FUND BALANCE**

The excess of assets of a fund over its liabilities. This balance may be available to finance the succeeding year's budget.

### **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 revenues 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 FUND**

The main operations fund used to account for revenues and expenditures except those required to be accounted for in special-purpose funds.

### **GENERAL-PURPOSE FUNDS**

This term is used interchangeably with the term "Discretionary Funds". (See Discretionary Funds).

### **GENERAL-PURPOSE REVENUES**

This term is used interchangeably with the term "Discretionary Revenues". (See Discretionary Revenues).

### **GRANT**

A contribution from one governmental unit to another, usually made for a specific purpose and time period. Most of the grants received by Kern County are from the State and federal governments.

### **GROSS APPROPRIATION**

The total authorized appropriations for a budget unit, before subtracting Intrafund Transfers. It is the sum of Salaries and Employee Benefits, Services and Supplies, Other Charges and Fixed Assets expenditure categories.

### **INTERNAL SERVICE FUND**

A fund used to account for expenses and revenues related to providing services to other County departments on a cost-reimbursement basis.

### **INTRAFUND TRANSFER**

Intrafund Transfer amounts (shown in 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 Transfer replaces 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)**

A legal requirement, usually imposed by State or federal law. This term is used to refer to County services which are provided to comply with State or federal laws.

### **MAJOR MAINTENANCE PROJECT**

A repair or improvement to an existing structure or facility.

### **NET APPROPRIATION**

Gross appropriations minus intrafund reimbursements. This is the amount actually appropriated for each budget unit.

**NET GENERAL FUND COST**

Net appropriation less program revenues (or special-purpose funds allocated). This figure represents the part of a budget unit's appropriation that is financed by the County's discretionary (general purpose) revenues.

**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 REVENUES**

This term applies to enterprise fund and internal service fund budgets, and refers to revenues that are not derived from day-to-day operations. Examples include 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. For example, Salaries and Employee Benefits, Services and Supplies, and Fixed Assets are objects of expenditure.

**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**

Operating income is the same as "Operating Revenue." This term applies to enterprise fund and internal service fund budgets.

**OPERATING REVENUE**

Revenues derived from the operations or services of an enterprise fund or internal service fund activity.

**PERFORMANCE MEASURE**

Term used to describe 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 (how much) and the unit is what gives the number its meaning.

**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 REVENUES**

Revenues 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 Revenues are not discretionary (general purpose) revenues.

**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.

**PROPOSITION #4**

The State-wide ballot initiative measure approved by the voters in November, 1979, which established the Gann Appropriations Limit through amendment of the State Constitution (Article 13-B of the State Constitution). See Gann Limit.

**PROPOSITION #13**

A State-wide ballot initiative measure (known as the Jarvis/Gann Initiative) enacted by the voters in June, 1978, which amended the State Constitution to limit property taxes to 1% of the 1975-76 market value, and which limited annual increases in assessed valuation to 2% (except for new construction or property which changes ownership).

**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, which are set aside in a reserve account for future use.

**RESERVED RETAINED EARNINGS**

Reserved retained earnings are retained earnings, which are earmarked for a specific purpose. This is a term that applies to Enterprise Fund departments.

**RETAINED EARNINGS**

This term refers to the accumulated net earnings of an Enterprise Fund or Internal Service Fund.

**REPLACEMENT EQUIPMENT**

Equipment requested for purchase to replace an existing, similar equipment item.

**RESTRICTED- USE FUNDS**

Funds which are designated for use for a specific purpose.

**SPECIAL-PURPOSE FUND**

A fund which is used to account for revenues which are designated (usually by State law) for use for a specific purpose. Examples are the Road Fund and Fire Fund. Special purpose funds are also known as Special Revenue Funds.

**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.

**UNRESERVED RETAINED EARNINGS**

Unreserved retained earnings are retained earnings that can be used for any legitimate governmental purpose. This is a term that applies to Enterprise Fund departments.

**UNSECURED TAX**

A tax on properties such as office furniture, equipment, and boats which are not secured by real property owned by the assessee.

**WORK UNIT**

A measure of the quantity of work produced, or the quantity of services provided.

**YEAR-END**

This term means as of June 30th (the end of the fiscal year).

# *GENERAL GOVERNMENT*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$457,325	\$505,622	\$469,912	\$535,464	\$535,464	\$29,842
Services and Supplies	51,744	48,347	51,664	54,762	54,762	6,415
Fixed Assets	0	0	26,034	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$509,069</b>	<b>\$553,969</b>	<b>\$547,610</b>	<b>\$590,226</b>	<b>\$590,226</b>	<b>\$36,257</b>
<b>REVENUES:</b>						
Miscellaneous	\$0	\$0	\$1,135	\$0	\$0	\$0
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,135</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET GENERAL FUND COST</b>	<b>\$509,069</b>	<b>\$553,969</b>	<b>\$546,475</b>	<b>\$590,226</b>	<b>\$590,226</b>	<b>\$36,257</b>
<b>Authorized Positions:</b>	5	5	5	5	5	0
<b>Funded Positions:</b>	5	5	5	5	5	0

**OPERATIONAL SUMMARY**

▪ *Vision:*

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

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Five-member governing body for the County of Kern and some special districts, elected to four-year terms from separate geographical districts
- Powers and authority are prescribed in the State Constitution and in State statute
- Enacts legislation governing the County
- Allocates budget resources
- Establishes policy for County operations and the special districts it governs

**PROGRAM DISCUSSION**

The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

The recommended budget provides sufficient resources to assist the Supervisor in performing the various duties and functions required of the governing body. All positions are funded, and the services and supplies object is budgeted at a minimum level in recognition of the County’s fiscal constraints. If additional resources are needed to serve the constituents of the First Supervisorial District, the Supervisor has accumulated Budget Savings Incentive credits that can be accessed.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$464,174	\$503,058	\$556,560	\$535,023	\$535,023	\$31,965
Services and Supplies	32,280	34,169	32,626	32,155	32,155	(2,014)
<b>TOTAL EXPENDITURES</b>	<b>\$496,454</b>	<b>\$537,227</b>	<b>\$589,186</b>	<b>\$567,178</b>	<b>\$567,178</b>	<b>\$29,951</b>
<b>REVENUES:</b>						
Miscellaneous	\$0	\$0	\$578	\$0	\$0	\$0
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$578</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET GENERAL FUND COST</b>	<b>\$496,454</b>	<b>\$537,227</b>	<b>\$588,608</b>	<b>\$567,178</b>	<b>\$567,178</b>	<b>\$29,951</b>
<b>Authorized Positions:</b>	6	6	6	6	6	0
<b>Funded Positions:</b>	5.5	5.5	5.5	4.5	4.5	(1)

**OPERATIONAL SUMMARY**

▪ *Vision:*

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

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Five-member governing body for the County of Kern and some special districts, elected to four-year terms from separate geographical districts
- Powers and authority are prescribed in the State Constitution and in State statute
- Enacts legislation governing the County
- Allocates budget resources
- Establishes policy for County operations and the special districts it governs

**PROGRAM DISCUSSION**

The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission

meetings, and participation in organizations at the local, regional, State, and federal levels.

The recommended budget provides sufficient resources to assist the Supervisor in serving the constituents of the Second Supervisorial District and in performing the various duties and functions required of the governing body. Three positions are funded on a part-time basis and the services and supplies object is budgeted at a minimal level in recognition of the County’s fiscal constraints.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09	
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
	<b>APPROPRIATIONS:</b>					
Salaries and Benefits	\$388,513	\$473,127	\$457,010	\$489,855	\$489,855	\$16,728
Services and Supplies	16,576	30,207	14,820	28,881	28,881	(1,326)
<b>TOTAL EXPENDITURES</b>	<b>\$405,089</b>	<b>\$503,334</b>	<b>\$471,830</b>	<b>\$518,736</b>	<b>\$518,736</b>	<b>\$15,402</b>
<b>NET GENERAL FUND COST</b>	<b>\$405,089</b>	<b>\$503,334</b>	<b>\$471,830</b>	<b>\$518,736</b>	<b>\$518,736</b>	<b>\$15,402</b>
<b>Authorized Positions:</b>	5	5	5	5	5	0
<b>Funded Positions:</b>	5	5	5	4.5	4.5	(0.5)

**OPERATIONAL SUMMARY**

▪ *Vision:*

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

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Five-member governing body for the County of Kern and some special districts, elected to four-year terms from separate geographical districts
- Powers and authority are prescribed in the State Constitution and in State statute
- Enacts legislation governing the County
- Allocates budget resources
- Establishes policy for County operations and the special districts it governs

**PROGRAM DISCUSSION**

The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings,

and participation in organizations at the local, regional, State, and federal levels.

The recommended budget provides sufficient resources to assist the Supervisor in serving the constituents of the Third Supervisorial District and in performing the various duties and functions required of the governing body. One authorized position is funded at part-time and the services and supplies object is budgeted at a minimal level in recognition of the County’s fiscal constraints.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$361,690	\$459,194	\$432,066	\$530,633	\$530,633	\$71,439
Services and Supplies	24,371	30,855	17,101	29,347	29,347	(1,508)
Other Charges	93	200	0	0	0	(200)
<b>TOTAL EXPENDITURES</b>	<b>\$386,154</b>	<b>\$490,249</b>	<b>\$449,167</b>	<b>\$559,980</b>	<b>\$559,980</b>	<b>\$69,731</b>
<b>REVENUES:</b>						
Miscellaneous	\$0	\$0	\$293	\$0	\$0	\$0
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$293</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET GENERAL FUND COST</b>	<b>\$386,154</b>	<b>\$490,249</b>	<b>\$448,874</b>	<b>\$559,980</b>	<b>\$559,980</b>	<b>\$69,731</b>
<b>Authorized Positions:</b>	5	5	5	5	5	0
<b>Funded Positions:</b>	5	5	5	5	5	0

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**PROGRAM DISCUSSION**

The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings,

and participation in organizations at the local, regional, State, and federal levels.

The recommended budget provides sufficient resources to assist the Supervisor in serving the constituents of the Fourth Supervisorial District and in performing the various duties and functions required of the governing body. All positions are funded, and the services and supplies object is budgeted at a minimal level in recognition of the County’s fiscal constraints.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$420,746	\$518,063	\$549,990	\$534,269	\$534,269	\$16,206	
Services and Supplies	29,782	31,012	25,752	29,594	29,594	(1,418)	
Other Charges	264	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$450,792</b>	<b>\$549,075</b>	<b>\$575,742</b>	<b>\$563,863</b>	<b>\$563,863</b>	<b>\$14,788</b>	
<b>REVENUES:</b>							
Miscellaneous	\$0	\$0	\$3,728	\$0	\$0	\$0	
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,728</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>NET GENERAL FUND COST</b>	<b>\$450,792</b>	<b>\$549,075</b>	<b>\$572,014</b>	<b>\$563,863</b>	<b>\$563,863</b>	<b>\$14,788</b>	
<b>Authorized Positions:</b>							
Full time	4	5	5	5	5	0	
Part time	2	1	1	1	1	0	
<b>Total Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	
<b>Funded Positions:</b>							
Full time	4	5	5	5	5	0	
Part time	2	1	1	1	1	0	
<b>Total Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	

**OPERATIONAL SUMMARY**

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**PROGRAM DISCUSSION**

The Board meets each Tuesday, taking action on public and departmental requests and other matters presented on the agenda. The Board meets one Monday a month at Kern Medical Center to specifically address the issues

impacting the County hospital. The Board also sits as the Board of Directors of the County sanitation districts on the first Tuesday of each month. Other Board member activities include committee and commission meetings, and participation in organizations at the local, regional, State, and federal levels.

The recommended budget provides sufficient resources to assist the Supervisor in performing the various duties and functions required of the governing body. All positions are funded, and the services and supplies object is budgeted at a minimum level in recognition of the

County's fiscal constraints. If additional resources are needed to serve the constituents of the Fifth Supervisorial District, the Supervisor has accumulated Budget Savings Incentive credits that can be accessed.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,624,038	\$3,041,303	\$2,941,720	\$3,034,271	\$2,928,546	(\$112,757)
Services and Supplies	210,664	337,953	261,861	317,261	317,261	(20,692)
Other Charges	10,014	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$2,844,716</b>	<b>\$3,379,256</b>	<b>\$3,203,581</b>	<b>\$3,351,532</b>	<b>\$3,245,807</b>	<b>(\$133,449)</b>
Less Expend. Reimb.	51,522	57,800	57,800	158,300	154,800	97,000
<b>TOTAL NET EXPENDITURES</b>	<b>\$2,793,194</b>	<b>\$3,321,456</b>	<b>\$3,145,781</b>	<b>\$3,193,232</b>	<b>\$3,091,007</b>	<b>(\$230,449)</b>
<b>REVENUES:</b>						
Intergovernmental	\$52,161	\$30,000	\$0	\$0	\$0	(\$30,000)
Charges for Services	782,543	1,029,000	965,000	962,100	900,000	(129,000)
Miscellaneous	0	3,000	3,000	3,000	3,000	0
<b>LESS TOTAL REVENUES</b>	<b>\$834,704</b>	<b>\$1,062,000</b>	<b>\$968,000</b>	<b>\$965,100</b>	<b>\$903,000</b>	<b>(\$159,000)</b>
<b>NET GENERAL FUND COST</b>	<b>\$1,958,490</b>	<b>\$2,259,456</b>	<b>\$2,177,781</b>	<b>\$2,228,132</b>	<b>\$2,188,007</b>	<b>(\$71,449)</b>
<b>Authorized Positions:</b>	24	24	27	27	27	3
<b>Funded Positions:</b>	24	24	24	23.5	23.5	(0.5)

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- To assist the Board of Supervisors in implementing the County’s Strategic Plan
- To timely prepare the County’s budget
- To operate as an efficient, customer service-oriented department
- To provide oversight and accountability, and to ensure ethical administration of County departments
- To implement the policies and directions of the Board of Supervisors
- To administer the County’s Employee and labor relations functions

**PROGRAM DISCUSSION**

In recognition of the County’s fiscal constraints, the recommended budget requires the department to use approximately \$101,000 of accumulated Budget Savings

Incentive (BSI) credits to meet a 15% reduction in net General Fund cost. At this funding level it will also require the department to hold three positions unfunded for the full fiscal year and one position unfunded for half the fiscal year. A more detailed discussion of positions is provided below.

The department will continue its efforts to meet the goal of the County Strategic Plan to ensure responsible and efficient government by providing proper fiscal planning that meets the needs of the public and County departments. The department will strive to meet the established performance measures to provide quality services in the areas of employee relations, legislative program assistance, and other support functions as well as meet Board referrals within a specified time frame and provide compliance and accountability reviews with the number of funded staff included in the recommended budget.

The reduction in the salaries and benefits object is due to a reduction in the retirement rate, holding positions vacant and unfunded, and an unspecified salary savings of \$101,000 to be offset with BSI credits. These reductions are offset with salary increases approved in FY 2007-08 and the addition of positions approved during FY 2007-08 (discussed below). The services and supplies object has been reduced in recognition of the County's fiscal constraints. Expenditure reimbursements have increased due to the increased focus on the debt program and costs being appropriately allocated to the Debt Service budget unit.

Revenues have decreased due to this budget no longer receiving California Healthcare for Indigents Program (CHIP) revenue for administration of the program. This revenue is now dedicated directly to Kern Medical Center although this department continues to administer the CHIP program. Additionally, reimbursements from the Group Health Internal Service Fund have decreased due to a reduction in the retirement rate and a reduction in staffing allocated to this program (see discussion below).

## **POSITIONS DISCUSSION**

During FY 2007-08, the Board approved the addition of three positions to the County Administrative Office to form a new division, Compliance and Accountability. The purpose of this division is to monitor and report to the Board on any and all compliance and accountability issues. The incorporation of this function into the department will allow a more intense level of scrutiny with regard to departmental compliance within Kern County government, serving to compliment the work of the Auditor-Controller and ensuring that the Board remains apprised of any and all issues that may require attention. The approved addition of the positions discussed below allows for an expansion of the department's oversight and monitoring role and further enables the active pursuit of an even greater level of compliance and accountability within the County,

enhancing the County's ability to garner the trust and confidence of its citizenry.

One County Compliance and Accountability Officer and two Administrative Analyst positions were approved for addition to this budget in FY 2007-08. The anticipated costs of the Compliance and Accountability Officer were to be absorbed within the department's FY 2007-08 budget, but the analysts positions were not funded. The Board wished to revisit the funding of these positions during Budget Hearings. The recommended funding level includes funding for half of the fiscal year for only one of the analyst positions (at an approximate cost of \$64,000). However, this recommendation requires that the department will maintain vacant and unfunded the Public Information Officer position and one Administrative Analyst position for the employee relations division for FY 2008-09, for a total cost savings of approximately \$254,000.

No position changes are requested.

## **DIRECTOR'S DISCUSSION**

As discussed above, the recommended budget provides adequate funding for the department to meet the goal of the Strategic Plan to ensure responsible and efficient government by providing proper fiscal planning that meets the needs of the public and County departments. The use of BSI credits allows the department to maintain minimum staffing levels and avoid layoffs. However, holding critical positions vacant and unfunded will impact the efficiency of this department to meet the expectations of the Board, departments, and the public.

With your Board's commitment to enhanced efforts on compliance and accountability, the need to hold a portion of these positions vacant will slow the implementation of this function. It is anticipated the Compliance and Accountability Officer will soon be hired but will be limited in their efforts due to limited staff support.

The recommendation to hold the employee relations analyst vacant will impact the responsiveness of this unit. The majority of the County's employee associations' agreements are due to expire on June 30, 2009, and negotiations will begin mid-year. The employee relations analyst would play a vital role in assisting with these negotiations in providing market surveys and research in developing and negotiating these agreements.

The department has operated over the past year without the Public Information Officer position being filled. The Legislative Analyst has taken on this responsibility, which has diverted his full attention to the legislative program. The department will explore other opportunities to meet

the Board's expectations for fulfilling the public information, employee relations, and compliance functions.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Ratio of General Fund backed debt service to General Fund expenditures.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Actual</b>	<b>FY 2008-2009 Proposed Goal</b>
1.09%	.76%	2 to 3%, not to exceed 4.8%	.64%	2 to 3%, not to exceed 4.8%
<b>What:</b> This ratio serves as an internal indicator of the potential that a disproportionate share of the County's discretionary resources would be utilized for repayment of debt instead of providing vital County services. The Board of Supervisors approved the established benchmark on February 26, 2002.				
<b>Why:</b> This performance measure aids in the analysis of the County's credit rating, fiscal prudence and credit worthiness. This indicator also measures debt capacity in terms of annual debt service, and it also provides a critical tool for planning countywide financial management and capital projects.				
<b>How are we doing?</b> The proportionate share of County resources used for debt repayment is well below the established benchmark. As debt is retired and projected General Fund expenditures increase, the amount of additional debt service capacity increases. The County has the capacity to incur additional debt within the allowable guideline. The County's bond ratings analysis indicates an underlying credit worthiness that is favorable, within the A to A+ range. The County Administrative Office will re-evaluate the established benchmark in Fiscal Year 2008-09.				
<b>How is this funded?</b> General Fund Debt Service is funded with General Fund discretionary resources.				

**Performance Measure #2:**

Percentage of departments rating the quality of employee relations assistance as satisfactory or above.				
FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Adopted Goal	FY 2007-2008 Estimated Actual	FY 2008-2009 Proposed Goal
NA	79%	100%	93%	100%
<p><b>What:</b> The County Administrative Office annually surveys department heads to determine the level of satisfaction departments have with the services provided by the Office. This indicator shows the relative quality of the assistance provided through the employee relations division, which provides advice to departments on employment law, hiring and disciplinary matters, and on meet and confer matters with employee unions.</p> <p>In addition to assisting departments with employee matters, this Office also has engaged in a Strategic Workforce Planning effort aimed at increasing the number and quality of applications received and in retaining County employees. A number of proposals were before the Board and the Civil Service Commission at a joint meeting in April. As this effort unfolds and implementation occurs, this Office will closely watch for impacts on the County's employee recruitment and attrition rate.</p>				
<p><b>Why:</b> This indicator demonstrates the County's ability to effectively manage and work with its entire labor force. By doing so, recruitment is improved, employee attrition is reduced, customer service improves, and departments are better able to control costs.</p> <p>Quality assistance with employment matters, ultimately leads to a reduction in the County's attrition rate. A study conducted by Cornell University placed the total cost of losing a single employee at 30% of the employee's annual salary; another study by the Saratoga Institute placed the cost of replacing an employee at 150% of the employee's annual salary. In 2005, it was conservatively estimated that the County's cost for employee turnover exceeded \$11 million. It is noted that the County's attrition rate dropped from 11.18% in 2005 to 9.79% in 2006. For 2007, the attrition rate was 9.73% through October, but rose to 10.73% by the end of the year. In summary, activities that lower the County's attrition rate save the County money in recruitment, training and other costs, which in turn can be used to provide services to our citizens.</p>				
<p><b>How are we doing?</b> In the department head survey, 36% of departments noted that they were very satisfied with the quality of assistance with employee relations issues and 29% rated the program as excellent. In response to the survey's results, the employee relations division has developed a module for the Leadership Development Program. In 2008-09 an alternative survey process and instrument will be used to further assure objectivity and anonymity.</p>				
<p><b>How is this funded?</b> Employee relations activities are funded through the General Fund.</p>				

<b>Performance Measure #3:</b>				
Percentage of departments rating the County's State and federal legislative programs as satisfactory or above.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Actual</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	100%	100%	97%	100%
<p><b>What:</b>                      The County Administrative Office has begun an annual department head survey to determine the level of satisfaction departments have with the services provided by the Office. This indicator measures the active involvement and effectiveness of the County's legislative program in protecting local resources and programs.</p> <p>The County Administrative Office closely monitors introduced legislation and legislation that is winding its way through the legislative committee process. When potential legislative impacts are identified, the Legislative Analyst works with affected departments to determine the exact cost of the proposal, and the impact the proposal will have on the services the department provides. In concert with the County's legislative advocates, strategies for opposing legislation that has a negative impact on the County are implemented; as are strategies for supporting positive legislation. In most instances, proposed legislative actions are at the Board's direction. However, through the use of the Board adopted Legislative Platform the County Administrative Office can quickly note the County's support or opposition to a legislative matter and ensure that the appropriate correspondence is sent and that the County's legislative advocates are aware of the County's position.</p> <p>It is also noted that the County's federal lobbyist is actively engaged in monitoring federal bills that may provide for an opportunity to receive designated funding, and is working to relate any negative impacts on the County to the County's representatives. The Board has also adopted a Federal Legislative Platform to assist the County Administrative Office in responding to federal legislative activities.</p>				
<p><b>Why:</b>                      As a political subdivision of the State, the County is impacted by statutory changes in State law, and federally funded departments such as Employers' Training Resource and Community and Economic Development are significantly impacted by federal funding decisions.</p> <p>In addition to the funding levels for those departments that are dependent on federal decisions, the Probation Department receives Title IV funding, and Child Support Services Department is dependent on federal funding. Regulatory changes to the Medicaid distribution formula, absent a waiver, would significantly impact Kern Medical Center's revenue stream. The County has also received federal funds for the new airport terminal and other infrastructure projects. As such, it is important that the County be actively engaged in federal funding and regulatory matters.</p>				
<p><b>How are we doing?</b>                      The County continues to increase the number of legislative initiatives on which the Board takes a position that reduce regulations, ensure financing of State mandates, and enhance local government services to its citizenry. Of the department heads responding to the survey, 33% noted that they are very satisfied with the County's State legislative program and 20% rated the program as excellent. In response to the survey's results, the Office is bolstering its federal legislative program.</p> <p>Actions have included developing a Federal Legislative Platform for adoption by the Board of Supervisors, conducting department head meetings with the County's federal lobbyist, and continuing to actively engage departments that are affected by federal initiatives. In 2008-09 an alternative survey process and instrument will be used to further assure objectivity and anonymity.</p>				
<p><b>How is this funded?</b>                      Legislative activities are funded through the General Fund.</p>				

<b>Performance Measure #4:</b>				
Percentage of department rating the County Administrative Office's support services as satisfactory or above.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Actual</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	100%	100%	100%
<p><b>What:</b> The County Administrative Office has begun an annual department head survey program to determine the level of satisfaction departments have with the services provided and the quality of staff support offered to ensure efficient operations throughout the County.</p> <p>The County Administrative Office staff serve as a resource to County departments in interpreting County policies, clarifying procedures, and assisting with budgetary, organizational, and labor relations matters. As such, it is important that these support services being provided are high quality and meet the satisfaction of County departments.</p>				
<p><b>Why:</b> The information provided by departments allows the Office to continuously improve the quality of its services. Through the survey process, the County Administrative Office can quantify the satisfaction departments have with service quality and can identify areas where staff knowledge and support needs to be strengthened, either through training or mentoring.</p>				
<p><b>How are we doing?</b> In this survey, 53% of department heads noted that they were very satisfied, and 24% rated the quality of services provided as excellent. The Office also received high ratings in the categories of staff professionalism, knowledge, and helpfulness. In response to the survey results, the Office has published an annual calendar of major events (budget preparation, strategic plan updates, etc.), and will be developing an orientation manual for new department heads. In FY 2008-09 an alternative survey process and instrument will be used to further assure objectivity and anonymity.</p>				
<p><b>How is this funded?</b> County Administrative Office activities are funded through the General Fund.</p>				

<b>Performance Measure #5:</b>				
Percentage of Board referrals responded to within 30 days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Actual</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	90%
<p><b>What:</b> The goal of a 30 day turn around time for responding to 90% of Board referrals is established to provide a measure of the County Administrative Office's responsiveness to Board directives.</p>				
<p><b>Why:</b> Although a goal of 100% would be preferable, it is unachievable due to the need for multiple stakeholder involvement, and the complex analytical and legal work that must frequently be performed in order to provide the Board with a quality report on some referrals.</p>				
<p><b>How are we doing?</b> This is a new performance measure for the County Administrative Office.</p>				
<p><b>How is this funded?</b> County Administrative Office activities are funded through the General Fund.</p>				

<b>Performance Measure #6:</b>				
Percentage of departmental internal and external audit reports reviewed and evaluated.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Actual</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	100%
<b>What:</b> Review and evaluation of departmental audit reports is defined as: 1) review of findings and recommendations; 2) discussing the implementation of the findings and recommendations with the department; and 3) reporting to the Board of Supervisors on the extent of the department's implementation of the recommendations. .				
<b>Why:</b> The ethical decision making by County departments and the implementation of necessary internal controls are important to assure the Board of Supervisors and the public that taxpayer monies are being properly handled and appropriately spent.				
<b>How are we doing?</b> This is a new performance measure for the County Administrative Office. However, it is noted that this Office added an Ethical Decision Making module to the Leadership Development Program this year and the recent addition of the County Compliance and Accountability function to this Office.				
<b>How is this funded?</b> County Administrative Office activities are funded through the General Fund.				

<b>Performance Measure #7:</b>				
Number of work-related injuries resulting in an employee being off work for one full day or longer.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Actual</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	0
<b>What:</b> This measure shows the County Administrative Office's degree of safety consciousness in the performance of its functions.				
<b>Why:</b> Lack of safety consciousness can result in costly injuries and lost employee productivity.				
<b>How are we doing?</b> This is a new performance measure for the County Administrative Office.				
<b>How is this funded?</b> County Administrative Office activities are funded through the General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$535,279	\$633,635	\$563,606	\$638,726	\$512,258	(\$121,377)	
Services and Supplies	208,498	211,810	210,413	213,365	213,365	1,555	
Fixed Assets	0	40,000	0	40,000	40,000	0	
<b>TOTAL EXPENDITURES</b>	<b>\$743,777</b>	<b>\$885,445</b>	<b>\$774,019</b>	<b>\$892,091</b>	<b>\$765,623</b>	<b>(\$119,822)</b>	
Less Expend. Reimb.	76,392	45,000	49,868	45,000	45,000	0	
<b>TOTAL NET EXPENDITURES</b>	<b>\$667,385</b>	<b>\$840,445</b>	<b>\$724,151</b>	<b>\$847,091</b>	<b>\$720,623</b>	<b>(\$119,822)</b>	
<b>REVENUES:</b>							
Intergovernmental	\$3,115	\$0	\$0	\$0	\$0	\$0	
Charges for Services	42,793	28,074	32,986	35,404	35,404	7,330	
Miscellaneous	212	368	242	242	242	(126)	
<b>LESS TOTAL REVENUES</b>	<b>\$46,120</b>	<b>\$28,442</b>	<b>\$33,228</b>	<b>\$35,646</b>	<b>\$35,646</b>	<b>\$7,204</b>	
<b>NET GENERAL FUND COST</b>	<b>\$621,265</b>	<b>\$812,003</b>	<b>\$690,923</b>	<b>\$811,445</b>	<b>\$684,977</b>	<b>(\$127,026)</b>	
<b>Authorized Positions:</b>	8	8	8	8	8	0	
<b>Funded Positions:</b>	8	8	8	8	8	0	

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

*Fundamental Functions & Responsibilities:*

- Prepare and record official actions of the Board of Supervisors to promote open participation in local government
- Maintain, preserve, and provide accessibility to official County public records and information
- Facilitate a fair and equitable property assessment appeal process
- Maintain records of Boards, Commissions, and Committee appointments by the Board of Supervisors
- Maintain Conflict of Interest Codes and serve as Filing Official for Statements of Economic Interests

**PROGRAM DISCUSSION**

The recommended budget includes the planned use of \$129,852 in Budget Savings Incentive (BSI) credits and will allow the department to maintain its current level of

service in FY 2008-09. The department anticipates reaching its goals and performance measures, as outlined in the County Strategic Plan. A decrease of \$121,000 in the recommended budget for salaries and benefits is due to the use of BSI credits to offset salary and benefit costs,

enabling the department to provide sufficient funding for services and supplies.

The purchase and installation of the video web-streaming product in FY 2005-06 continues to allow the public and other County departments greater access to weekly Board of Supervisors' meeting information.

As directed in the County Strategic Plan goals and outcomes related to Responsible and Efficient Government, the department has evaluated communications technologies and submitted recommendations to implement new technologies to improve access to public information, including Board of Supervisors' agendas and minutes. With the planned addition of two automated and electronic systems during FY 2008-09, as described below, the department will continue to modify its processes to help ensure that it continues to meet this goal.

Two unmet need priorities were funded in FY 2006-07 and FY 2007-08; however, staff vacancies, the complexity of the two projects, and other departmental activities did not allow for completion of purchase and implementation. Therefore, the recommended budget includes re-budgeted funding for an electronic agenda process system, at a cost of \$40,000, and an automated Boards, Commissions, and Committees system, estimated at \$25,000. Both systems will contribute to the interactive communications strategies and improved public access to County policies, decisions, and management practices as highlighted in the County Strategic Plan. It is anticipated the electronic agenda process system will allow the department to continue to meet its 100% accuracy rate in the timely posting of the Board of Supervisors' agenda, discussed in the Goals and Performance Measures section below.

## **POSITIONS DISCUSSION**

No position changes were requested or included in the FY 2008-09 recommended budget.

## **DIRECTOR'S DISCUSSION**

The recommended budget for Fiscal Year 2008-2009, when offset by department budget savings, complies with the budget guidelines adopted by the Board of Supervisors. The Clerk of the Board's Office continues to meet all mandated responsibilities and takes pride in the excellent service provided to the Board of Supervisors, Kern County citizens, and County departments.

The Clerk of the Board's department is not a revenue-generating department and is funded almost entirely by

the County General Fund. The majority of the department's functions are defined and mandated by various California statutes, the Revenue and Taxation Code, County ordinances, Board resolutions, County Rules of Procedure and by the Board of Supervisors' policy. Each year, the Clerk of the Board files a claim for State mandated reimbursements (SB90 – Open Meetings Act or OMA) from the State of California for staff time in preparing agendas for Board of Supervisors and Assessment Appeals Board meetings. However, due to the State's continued suspension of this reimbursement program, the Clerk of the Board does not expect to realize any SB90 reimbursement. Additionally, a small amount of revenue is derived from property tax administration services related to Assessment Appeals functions. This revenue source is always a moving target, as the Auditor-Controller does not receive final calculations from the State Controller until January of each year. The projected estimate for FY 2008-2009 is \$18,709, which is an increase of \$2,173 over the previous year's actual receipts.

Seventy eight percent (78%) of the budget is comprised of salaries and benefits for the eight full time positions allocated to the department. To ensure the same level of service continues to be provided, it is vital that all existing positions be maintained to fulfill mandated and discretionary responsibilities. At this time there are no vacant positions within the department. It is the department's intention to utilize sound, conservative spending practices during this fiscal year to minimize the need to backfill from BSI credits.

Due to a concerted effort by the Clerk of the Board to encourage increased use of the Internet for access to Board agendas and summaries, over 500 subscribers currently receive their subscriptions via e-mail notification. This reduction in paper subscriptions continues to save valuable tax dollars in postage, production costs, and staff time to process weekly mailings.

The \$129,832 shortfall the department has projected for FY 2008-2009 will be offset by the use of BSI credits, should the need arise. The Clerk of the Board's Office remains committed to ensuring a quality work product and in providing exceptional service to all served. This department continues to streamline operations and develop efficiencies while ensuring mandated responsibilities are maintained. Although the economic outlook appears more uncertain than in recent past, department staff takes pride in the service provided while maintaining a conservative approach to fiscal matters.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of accurate Board agenda item titles.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
Not available	Not available	98.9% accuracy 60/5300 corrections/total items	99.3% accuracy 18/2551 corrections/total items	100% accuracy
<b>What:</b> This indicator measures the Clerk of the Board’s training to County departments for accuracy in submission of agenda items.				
<b>Why:</b> Tracking this measure allows the Clerk to assess the quality of instructing County departments to submit accurate agenda titles in compliance with Brown Act requirements, and identifies areas and issues that require further instruction.				
<b>How are we doing?</b> County departments are making progress with agenda item accuracy; the Clerk of the Board strives for 100% accuracy.				
<b>How is this funded?</b> Funding is provided through the General Fund.				

<b>Performance Measure #2:</b>				
Percentage of property value assessment appeal applications decided or waived within the statutory two-year deadline.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
100%	100%	100%	100%	100%
<b>What:</b> The Clerk of the Board tracks and monitors application file dates to assure their placement on the Assessment Appeals Board agenda in a timely manner. This measure indicates the success in managing caseloads to ensure regulatory actions are taken before legal deadlines.				
<b>Why:</b> This indicator assesses if the Clerk’s current policies and procedures result in processing all appeals within the statutory deadlines.				
<b>How are we doing?</b> The Clerk of the Board’s office continues to meet anticipated goals.				
<b>How is this funded?</b> The majority of the funding is provided through the General Fund; however, some funding is realized through Property Tax Administration reimbursement.				

<b>Performance Measure #3:</b>				
Percentage of customers that are satisfied with services provided by the Clerk of the Board.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
This is a new performance measure	N/A	N/A	N/A	95%
<b>What:</b> Two surveys will be conducted targeting our main customer groups, County departments and the public, which will provide measurement of staff's success in meeting customer needs. Final results will be combined to report as a single measure.				
<b>Why:</b> The results assess the Clerk of the Board's success in meeting the needs of its customers in a professional and courteous manner.				
<b>How are we doing?</b> The department is finalizing its customer satisfaction surveys for circulation during the next fiscal year.				
<b>How is this funded?</b> Funding provided through the General Fund and the annual County budgeting process.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$273,192	\$278,890	\$271,148	\$270,840	\$270,840	(\$8,050)
Services and Supplies	4,087,710	9,424,640	3,572,334	6,804,275	6,804,275	(2,620,365)
Other Charges	1,446,128	2,448,500	2,191,500	1,737,250	1,737,250	(711,250)
<b>TOTAL EXPENDITURES</b>	<b>\$5,807,030</b>	<b>\$12,152,030</b>	<b>\$6,034,982</b>	<b>\$8,812,365</b>	<b>\$8,812,365</b>	<b>(\$3,339,665)</b>
<b>REVENUES:</b>						
Intergovernmental	\$44,104	\$1,725,000	\$44,104	\$125,000	\$125,000	(\$1,600,000)
Charges for Services	2,224	3,172	2,225	2,040	2,040	(1,132)
<b>LESS TOTAL REVENUES</b>	<b>\$46,328</b>	<b>\$1,728,172</b>	<b>\$46,329</b>	<b>\$127,040</b>	<b>\$127,040</b>	<b>(\$1,601,132)</b>
<b>NET GENERAL FUND COST</b>	<b>\$5,760,702</b>	<b>\$10,423,858</b>	<b>\$5,988,653</b>	<b>\$8,685,325</b>	<b>\$8,685,325</b>	<b>(\$1,738,533)</b>

**PURPOSE**

This budget unit contains appropriations for a variety of services and programs, including Assessment Appeals Board expenses, the contribution for the employee group life insurance premium, expenses for special studies and projects, consulting and professional services expenses, and general Board of Supervisors' expenses not allocated to individual supervisorial districts. The County's contributions to private non-profit agencies, the Kern Economic Development Corporation, Local Agency Formation Commission, and Kern Council of Governments, and the obligations incurred under the County's economic incentive program are also included in this budget unit. The County Administrative Office administers this budget unit.

**PROGRAM DISCUSSION**

Assessment Appeals Board

Funding to support the activities of the Assessment Appeals Board (AAB) is included in the Special Services budget. Anticipated costs associated with AAB activities include professional and specialized services agreements to assist in the preparation and defense of major assessment appeal cases related to the valuation of oil and gas properties, per diem payments for meeting attendance and travel expenses for AAB members, reimbursement of

County Counsel's staff costs related to handling AAB matters, office expenses, and postage. Supplemental roll assessment fees and property tax administration charges offset a portion of these expenses.

Contributions to Other Agencies

The Special Services budget contains recommended contributions to various private non-profit agencies for performance of cultural or humanitarian services benefiting the public. The following requests for contributions were received from agencies that have received contributions in the past. Due to the fiscal constraints facing the County, it is recommended that contributions to these agencies be reduced by 10% from the FY 2007-08 funding level.

- Kern County Museum Authority – \$661,500 requested, \$595,350 recommended. Represents a decrease of \$66,150 (10%) from FY 2007-08.
- Arts Council of Kern – \$116,000 requested, \$104,400 recommended. Represents a decrease of \$11,600 (10%) from FY 2007-08.
- Bakersfield Museum of Art – \$50,000 requested, \$45,000 recommended. Represents a decrease of \$5,000 (10%) from FY 2007-08.
- Tehachapi Orchestra – \$6,000 requested, \$5,400 recommended. Represents a decrease of \$600 (10%) from FY 2007-08.

- Bakersfield Symphony – \$177,500 requested, \$139,500 recommended. Represents a decrease of \$15,500 (10%) from FY 2007-08.
- Court Appointed Special Advocates (CASA) – \$180,000 requested, \$135,000 recommended. Represents a decrease of \$15,000 (10%) from FY 2007-08.
- Kern Economic Development Corporation – \$100,000 requested, \$90,000 recommended. Represents a decrease of \$10,000 (10%) from FY 2007-08.
- Southwest Defense Alliance – \$60,000 requested, \$54,000 recommended. Represents a decrease of \$6,000 (10%) from FY 2007-08.
- Edwards Community Alliance – \$35,000 requested, \$31,500 recommended. Represents a decrease of \$3,500 (10%) from FY 2007-08.
- Valley Fever Vaccine Project of the Americas – \$50,000 requested and recommended. A request for \$100,000 over a two-year period was presented in FY 2007-08. The recommended amount represents the second year of that commitment. No reduction is recommended.
- Community Action Partnership of Kern County – \$100,000 requested, \$90,000 recommended. Represents a decrease of \$10,000 (10%) from FY 2007-08.

*National Health Services, Inc.*

National Health Services, Inc. has requested \$5,000 to assist in its two capital campaign projects in Shafter and Ridgecrest at a cost of \$1 million. The Shafter project is to consolidate administration functions more efficiently allowing the expansion of services at the Wasco Medical and Dental Center and the Shafter Community Medical and Dental Center by creating needed space for ancillary programs as well as establishing a women’s health center in Wasco and a walk-in clinic in Shafter. The Ridgecrest project will assist in bringing dental services to that community. Due to budget constraints, the requested contribution is not recommended and is not included in the recommended budget.

Gang Violence Strategic Plan

The funding approved in the FY 2007-08 budget to implement the Gang Violence Strategic Plan related to community-based organizations to address the prevention and intervention components of the plan in an amount of \$1.6 million was reallocated to the Department of Human Services as the administrator of the agreements with these organizations. No funding is allocated to this budget for these services, but is included in the Department of Human Services budget.

Nursing Scholarship Program

The FY 2007-08 budget included General Fund resources to support a nursing scholarship program. California State University Bakersfield developed a program that allows individuals with bachelor’s degrees to enter the program and obtain a Bachelor’s of Science in Nursing in 15 months. This a continuous program with only the normal breaks between quarters. A total of 44 students will be in the program with 11 designated for the County (Kern Medical Center, Public Health and Mental Health departments). Mercy, Memorial, and San Joaquin hospitals are also sponsoring 11 students each. Funding required for the completion of this program in FY 2008-09 is included in the recommended budget in the amount of \$715,000.

Travel and Tourism Promotion

In FY 2000-01, a program was initiated to nurture the promotion of travel and tourism by local groups. The Board of Trade was designated to administer this program, with the funding appropriated in Special Services. The funds are distributed to local chambers of commerce and promotional organizations on a competitive basis for the purpose of promoting their particular unincorporated locale. It is recommended that \$200,000 be allocated for this discretionary program, which is a decrease of \$50,000 from the amount allocated FY 2007-08. This decrease is recommended in recognition of the current budget constraints.

Board of Supervisors General Expenses

The Special Services budget includes the general expenses for the Board of Supervisors. The costs anticipated for FY 2008-09 include the County’s memberships in the National Association of Counties (NACo), California State Association of Counties (CSAC), Quadstate County Government Coalition, California Space Authority, Southern California Water Association, and San Joaquin Valley Water Coalition, phone line costs for the Board Chambers and ancillary areas, district specific projects, and travel costs associated with countywide issues.

Roads-related Projects

The Special Services budget contains funding to offset expenses incurred by the Roads Department for projects that do not specifically qualify for the use of Road funds. These types of projects include cattle guard maintenance and the installation of special signage.

Economic Incentive Program

A large portion of the Special Services recommended budget is comprised of appropriations for the County's Economic Incentive Program. It is anticipated that approximately \$2.14 million in incentives will be awarded during FY 2008-09 to fulfill commitments incurred under

the Board's adopted Economic Incentive Program. The following table provides the anticipated impact of the Economic Incentive Program for the next four years. The recommended appropriations for the anticipated incentive awards are included in the services and supplies expenditure category.

**ESTIMATED FISCAL IMPACT OF  
ECONOMIC INCENTIVE PROGRAM BY FISCAL YEAR**

<i>Company</i>	<i>Estimated Investment</i>	<i>Paid FY 2007-08</i>	<i>Est. Impact FY 2008-09</i>	<i>Est. Impact FY 2009-10</i>	<i>Est. Impact FY 2010-11</i>	<i>Est. Impact FY 2011-12</i>
Auto Parts Wholesale*	\$8.2 million	\$7,417	\$19,000	\$0	\$0	\$0
Bear Creek*	\$7.3 million	\$3,906	\$5,000	\$5,000	\$0	\$0
Oxy/Elk Hills Power*	\$225 million	\$648,315	\$609,000	\$609,000	\$609,000	\$609,000
PG&E/La Paloma*	\$620 million	\$1,412,649	\$1,200,000	\$1,200,000	\$0	\$0
Rio Bravo Tomato*	\$35 million	\$91,530	\$97,000	\$99,000	\$101,000	\$0
KEDC	10% share	\$240,424	\$212,000	\$212,000	\$80,000	\$68,000
<b>TOTAL</b>		\$2,404,241	\$2,142,000	\$2,125,000	\$790,000	\$677,000

Notes: 1) Estimated fiscal impacts are based on the preliminary findings of eligibility. Actual impacts will not be known until the qualifying infrastructure projects are completed and the appropriate information is submitted to the County.

2) Pursuant to the County's agreement with the Kern Economic Development Corporation (KEDC), KEDC receives 10% of those economic incentives awarded under the County's Economic Incentive Policy, as revised July 29, 1997, for which it has provided assistance to the eligible company. Companies receiving 90% of any economic incentive awarded under the revised policy are identified by an asterisk (\*), and the estimated amount of the company is net the 10% share. Incentives based on the County's new incentive program, approved on December 5, 2000, do not provide for payments to KEDC.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$3,554,500	\$4,379,067	\$4,604,636	\$6,164,936	\$4,771,529	\$392,462
Services and Supplies	486,205	578,621	557,712	586,788	574,325	(4,296)
Fixed Assets	17,361	300,000	0	42,000	42,000	(258,000)
<b>TOTAL EXPENDITURES</b>	<b>\$4,058,066</b>	<b>\$5,257,688</b>	<b>\$5,162,348</b>	<b>\$6,793,724</b>	<b>\$5,387,854</b>	<b>\$130,166</b>
Less Expend. Reimb.	140,626	150,000	172,814	180,000	426,000	276,000
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,917,440</b>	<b>\$5,107,688</b>	<b>\$4,989,534</b>	<b>\$6,613,724</b>	<b>\$4,961,854</b>	<b>(\$145,834)</b>
<b>REVENUES:</b>						
Licenses and Permits	\$239,094	\$255,400	\$228,023	\$0	\$0	(\$255,400)
Intergovernmental	31,588	5,800	5,800	5,800	5,800	0
Charges for Services	1,087,595	1,078,238	998,926	599,235	599,235	(479,003)
Miscellaneous	53,471	3,000	12,901	13,000	13,000	10,000
<b>LESS TOTAL REVENUES</b>	<b>\$1,411,748</b>	<b>\$1,342,438</b>	<b>\$1,245,650</b>	<b>\$618,035</b>	<b>\$618,035</b>	<b>(\$724,403)</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,505,692</b>	<b>\$3,765,250</b>	<b>\$3,743,884</b>	<b>\$5,995,689</b>	<b>\$4,343,819</b>	<b>\$578,569</b>
<b>Authorized Positions:</b>	55	57	70	63	63	(7)
<b>Funded Positions:</b>	55	55	55	63	61	6

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Pay employees
- Pay vendors
- Record financial transactions and maintain Financial Management System
- Prepare tax roll for billing, calculate tax bills, maintain tax roll, and allocate tax dollars received
- Conduct departmental audits
- Produce various financial reports and submit claims for reimbursement
- File and provide documents to public

**PROGRAM DISCUSSION**

As a result of the establishment of a separate budget unit for the County Clerk, funding for all staff and activities of the County Clerk division have been removed from this budget unit and are recommended in the County Clerk budget unit 2116.

The funding level recommended will enable the department to accomplish its assigned functions of: department audits, 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, such as the Comprehensive Annual Financial Report (CAFR).

In recognition of the County's fiscal constraints, the recommended budget requires the department to continue to hold vacant two Senior Accountant positions that have been vacant for the last year, use approximately \$437,000 in accumulated Budget Savings Incentive (BSI) credits, and achieve a salary savings of 7%.

The department continues to experience difficulty in recruiting and retaining qualified staff. The recommended budget includes funding all authorized positions, except two Senior Accountant positions, as discussed below.

### **POSITIONS DISCUSSION**

During FY 2007-08, the Board approved the addition of 13 positions to the Auditor-Controller's Office. Six of these positions were added to provide sufficient staff to move forward with the planned replacement of the County Financial Management System while continuing to conduct the ongoing functions of the office.

Historically, the financial reporting function had been performed by the audit division. This required audit staff to direct a large portion of their time to preparing required financial statements from July to January of each year resulting in an inability of the division to conduct all required audits. A total of six positions were added to allow for the creation of a new reporting division and the dedication of audit staff to performing audits. The addition of these positions will assist in meeting the goal of the County Strategic Plan for improving fiscal efficiency and responsibility in the County.

A position was also added to the County Clerk division.

As previously discussed, the County Clerk functions and costs will be budgeted in a separate budget unit beginning in FY 2008-09. Therefore, it is recommended that staff assigned to the County Clerk be added to budget unit 2116. The positions include one Fiscal Support Supervisor position, one Fiscal Support Technician position, one Office Services Specialist position, and three Office Services Technician positions. Since the department will no longer be performing civil marriage ceremonies as described in the County Clerk budget discussion, the deletion of one Office Services Technician position, resulting in an annual cost savings of \$63,000 is also recommended.

The recommended budget provides funding for all authorized positions, except two Senior Accountant positions, which the department has held vacant for the last year due to the lack of qualified candidates. No additional positions are requested at this time.

### **DIRECTOR'S DISCUSSION**

We concur with the FY 2008-09 recommended budget. However, the net General Fund cost does not include the use of a significant amount of BSI funds. Although we still have six vacant accountant positions (due to the difficulty in hiring and retaining qualified personnel), we have hired two experienced retirees and one experienced part time extra help staff to assist with the workload until we are able to hire permanent staff. Combined with the assistance of Brown Armstrong Accountancy Corp, we have come very close to achieving our goal of bringing departmental audits current.

The financial/payroll system selection process is underway. All but one position approved for this project has been filled, and training is in progress. The selection committee has narrowed the field to two vendors, and demonstrations will commence in August.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Calculate and forward to the Treasurer-Tax Collector unsecured bills by July 31 and secured bills by October 3.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
July 8 - Unsecured Sept. 7 - Secured	July 7 - Unsecured Sept. 11 - Secured	July 31 - Unsecured October 3 - Secured	July 10 - Unsecured Sept 10 - Secured	July 31 - Unsecured October 3 - Secured
<b>What:</b> Determines whether the Auditor is more than meeting the statutory requirement for property tax billing and assisting Treasurer in maximizing revenue for the County.				
<b>Why:</b> California law requires a 30 day notice to taxpayers. Earlier billing maximizes interest revenue cash for the County.				
<b>How are we doing?</b> Meeting statutory requirement. Providing opportunity for increased interest earnings to County.				
<b>How is this funded?</b> General Fund. Partial funding from property tax administration reimbursement from those taxing entities that receive property tax revenue, of which schools are excluded.				

<b>Performance Measure #2:</b>				
Payments to vendors/contractors to be mailed within six working days of this office' receipt of an approved claim 80 % of the time.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	7 working days	6 working days 80 % of the time
<b>What:</b> This indicator measures length of time for payment of claims to the County's vendors/contractors.				
<b>Why:</b> This indicator demonstrates this office ability to process payments timely, which ensures good and fair business practices with outside vendors and contractors.				
<b>How are we doing?</b> We are meeting this goal.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #3:</b>				
Complete 100% of County departmental audits on a biennial basis.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	Limited scope audits in progress	Audit 50% of County departments
<b>What:</b> Measures whether departments are being audited in a timely fashion.				
<b>Why:</b> Measures our ability to comply with State law. Helps to ensure that departments are safeguarding County assets and helps to detect and deter fraud.				
<b>How are we doing?</b> Sufficient positions have been authorized. Contract audits are in progress. Departmental audits are in progress. Recruitment is in progress.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #4:</b>				
Develop, implement and maintain Countywide financial system that will provide increased functionality, improved reporting capabilities, and improved accounting and other applications that will better meet the current and future needs of County departments and the Auditor-Controller.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	Needs Assessment Completed	Selection of System	Review of proposals in progress	If vendor selected, begin implementation by October
<b>What:</b> Measures whether or not we have complied with the projected phase of the project.				
<b>Why:</b> To assess progress in developing a new system that will provide relevant financial data and tools to departments, and that will support functions in the areas of general ledger accounting, cost plan, accounts payable, payroll, human resources, financial reporting and auditing.				
<b>How are we doing?</b> On schedule.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #5:</b>				
To produce accurate financial reports as evidenced by receipt of GFOA Certificate and State Controller's Award for excellence in financial reporting.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
Received both awards	Received both awards	To receive both awards	Received both awards	To receive both awards
<b>What:</b> Measures the quality of our work in financial reporting.				
<b>Why:</b> Accurate reporting is essential in order to properly represent the County's financial position and can affect public trust.				
<b>How are we doing?</b> Meeting our goal.				
<b>How is this funded?</b> General Fund.				



**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,422,888	\$2,855,661	\$2,699,356	\$3,173,699	\$2,978,172	\$122,511
Services and Supplies	1,542,990	1,753,679	1,667,532	1,971,686	1,918,978	165,299
Fixed Assets	24,701	53,884	43,000	82,400	61,055	7,171
<b>TOTAL EXPENDITURES</b>	<b>\$3,990,579</b>	<b>\$4,663,224</b>	<b>\$4,409,888</b>	<b>\$5,227,785</b>	<b>\$4,958,205</b>	<b>\$294,981</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$225,084	\$200,000	\$230,000	\$230,000	\$230,000	\$30,000
Intergovernmental	1,820	0	0	0	0	0
Charges for Services	2,654,926	3,386,447	3,068,584	3,189,659	3,182,433	(204,014)
Miscellaneous	392,340	236,000	398,985	390,000	390,000	154,000
Other Financing Sources:						
Redemption Systems	0	0	0	350,886	350,886	350,886
<b>LESS TOTAL REVENUES</b>	<b>\$3,274,170</b>	<b>\$3,822,447</b>	<b>\$3,697,569</b>	<b>\$4,160,545</b>	<b>\$4,153,319</b>	<b>\$330,872</b>
<b>NET GENERAL FUND COST</b>	<b>\$716,409</b>	<b>\$840,777</b>	<b>\$712,319</b>	<b>\$1,067,240</b>	<b>\$804,886</b>	<b>(\$35,891)</b>
<b>Authorized Positions:</b>	33	34	34	34	34	0
<b>Funded Positions:</b>	33	34	34	34	33.5	(0.5)

**OPERATIONAL SUMMARY**

▪ *Mission:*

- To efficiently bill and collect property taxes and 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 by providing quality service, education, and investment programs to enhance retirement benefits.

▪ *Fundamental Functions & Responsibilities:*

- Bill and collect property taxes and special assessments pursuant to California Revenue and Taxation Code
- Invest all funds on deposit in Kern County Treasurer’s Pool in accordance with California Government Code following guidelines in order of importance: 1) safeguard investment principal, 2) provide sufficient liquidity to meet daily cash flow requirements for all Pool participants, 3) achieve a reasonable rate of return
- Administer the Deferred Compensation Plan for all eligible Plan participants

**PROGRAM DISCUSSION**

The elective office of the Treasurer-Tax Collector receives, safeguards, invests, and disburses funds for the County, school districts, special districts, special trust funds, and the County deferred compensation plan. The department also collects real and personal property taxes and other local taxes for all local government agencies and conducts tax-defaulted land sales.

As a result of the County's fiscal constraints, the recommended funding level for the Treasurer-Tax Collector's Office requires the department to hold one position vacant for one half of the fiscal year and to reduce the number of extra-help staff hired during peak workload periods. The department will strive to continue the delivery of services to the public and its customers and provide for the collection and processing in excess of \$1 billion of taxes levied on behalf of the County, cities, schools, and special districts. Customers may experience longer wait times as a result of reductions in funding for extra help staff.

The recommended budget will support the department's administration of the County's deferred compensation program, as well as oversight of the investment of the more than \$2.4 billion in funds held in the Treasurer's investment pool. In accordance with the County Strategic Plan, the department's goal is to provide its services in the most efficient manner at the least overall cost to the taxpayers. The recommended funding level will allow the department to continue developing and maintaining its technology and automation programs and implement process improvements to increase efficiency with its existing workforce.

The recommended budget provides an increase of \$165,299 in the services and supplies object primarily due to increases in technology system maintenance and licensing costs as a result of the implementation of the Collection Management System and increases in credit card fees and expenses. Credit card fees and expenses are fully offset with credit card fee revenue. In addition, the recommended budget provides an increase in funding for salaries and benefits as a result of negotiated salary increases.

In accordance with an accounting change, revenues from the Redemption System Payment Fund to reimburse costs

associated with redemptions of delinquent taxes are now recorded as another financing source. Revenues from this fund were previously included as charges for services.

**POSITIONS DISCUSSION**

There are no position additions or deletions included in the recommended budget. However, to achieve a 14% reduction in net General Fund cost the department will hold one Fiscal Support Specialist position vacant for six months and will reduce its use of extra-help to assist during peak workload periods.

The department has achieved a reduction in the number of extra help positions required through efforts to increase efficiency including implementation of the new integrated Collection Management System, reformatting of supplemental property tax bills to allow for the processing of supplemental payments offsite through the drop box system and remodeling of the lobby to facilitate the combination of the information and cashiering functions.

**DIRECTOR'S DISCUSSION**

We concur with the FY 2008-09 recommended budget; however, the CAO recommended 14% reduction will impact our service to the public and could possibly delay tax collection efforts. Our performance measurement goals for secured tax revenue collection percentage, unsecured tax collection percentage, and average taxpayer telephone wait time may not be attainable with the reductions in staffing.

Our budget does not include using our Budget Saving Incentive (BSI) credits. Consistent with the purpose for the BSI program, our current BSI balance will be essential to replace capital equipment and programming critical to our tax collection and treasury operations that cannot be funded through the annual budget process. Thankfully, we were able to negotiate extended technology maintenance agreements, which prevented replacement purchases that would have been required in FY 2008-09.

We will continue to strive to provide quality service to all our customers and hope for their understanding if they must wait in line or be placed on hold longer than expected.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of Secured Taxes collected.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
96.94%	96.86%	100%	55.45%	100%
<b>What:</b> This indicator measures the collection rate of secured lien date tax bills mailed. Secured taxes represent taxes based on the value of all land and improvements secured to the land.				
<b>Why:</b> This indicator demonstrates the effectiveness of all the secured tax collection activities undertaken by the Treasurer-Tax Collector.				
<b>How are we doing?</b> The consistently high collection rate indicates that the secured tax collection activities are effective.				
<b>How is this funded?</b> General Fund with offsetting revenue.				

<b>Performance Measure #2:</b>				
Percentage of Unsecured Taxes collected.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
98.35%	87.97%	100%	97.31%	100%
<b>What:</b> This indicator measures the collection rate of unsecured lien date tax bills mailed. Unsecured taxes represent taxes based on the assessable property not secured to the land. Examples of unsecured taxes are: mobile homes, boats, planes, and business equipment.				
<b>Why:</b> This indicator demonstrates the effectiveness of the unsecured tax collection activities undertaken by the Treasurer-Tax Collector.				
<b>How are we doing?</b> The consistently high collection rate indicates that the unsecured tax collection activities are effective. The anomaly in FY 2006-07 was a result of the bankruptcy of a utility company with a \$3.6 million tax bill. Bankruptcy halts any collection effort.				
<b>How is this funded?</b> General Fund with some offsetting revenue.				

<b>Performance Measure #3:</b>				
Average wait time for incoming taxpayer telephone calls before speaking to a taxpayer services representative.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	57 Seconds	60 Seconds
<b>What:</b> This indicator measures the average time a taxpayer waited in our automated call management system, listening to an automated message, before speaking to a taxpayer services representative				
<b>Why:</b> This indicator measures customer service level.				
<b>How are we doing?</b> The telephone statistical data is stored for only the 13 previous months (February 2007). The average wait time for the period 2/07 to 1/08 was 1:21 minutes. The mid-year results listed above do not include the most time consuming calls after delinquent notices are mailed in May of each year. The proposed FY 2008-09 goal of 60 seconds is reasonable based on the data available. This measurement will help manage our telephone customer service levels during the tax collection cycle.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #4:</b>				
Number of deferred compensation transactions processed per FTE in the Deferred Compensation Division.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
2,545	2,691	2,745	1,614	3,000
<b>What:</b> 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; and other DC related transactions.				
<b>Why:</b> The number of transactions processed increase as the number of County employees increase. Through the implementation of technology and continual process improvements, more transactions are processed with the same number of staff thereby increasing efficiency and reducing the overall cost to the plan participants.				
<b>How are we doing?</b> More transactions continue to be processed with the same number of staff.				
<b>How is this funded?</b> 100% funded by the participants.				

<b>Performance Measure #5:</b>				
Percentage of new employees taking advantage of the deferred compensation employer match.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	22%	100%
<b>What:</b> This indicator measures the percentage of new employees taking advantage of the deferred compensation employer match. Because new 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.				
<b>Why:</b> This indicator measures the effectiveness of our educational and information dissemination programs to promote saving for retirement and taking advantage of the employer match provision for new SEIU and unrepresented management employees.				
<b>How are we doing?</b> The employer match program began in November 2007 with the adoption of the SEIU MOU. As of February 29, 2008, 22% of new employees eligible for the employer match are taking advantage of it with an average percentage of 5.4%. With the recent implementation of this benefit, we are still developing the marketing and education tools to increase participation. Each new employee must attend a presentation and receive informational documentation concerning the deferred compensation plan. It is our goal to provide ongoing education to promote participation.				
<b>How is this funded?</b> 100% funded by the participants.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$7,039,621	\$7,810,474	\$7,976,862	\$10,392,558	\$9,004,233	\$1,193,759
Services and Supplies	554,934	744,544	678,568	1,053,553	1,051,761	307,217
Other Financing Uses	17,754	0	543,596	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$7,612,309</b>	<b>\$8,555,018</b>	<b>\$9,199,026</b>	<b>\$11,446,111</b>	<b>\$10,055,994</b>	<b>\$1,500,976</b>
Less Expend. Reimb.	155,017	300,059	300,059	284,446	284,446	(15,613)
<b>TOTAL NET EXPENDITURES</b>	<b>\$7,767,326</b>	<b>\$8,254,959</b>	<b>\$8,898,967</b>	<b>\$11,161,665</b>	<b>\$9,771,548</b>	<b>\$1,516,589</b>
<b>REVENUES:</b>						
Charges for Services	\$1,861,239	\$2,339,013	\$2,141,658	\$2,705,498	\$2,705,498	\$366,485
Miscellaneous	9,932	0	1,165	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$1,871,171</b>	<b>\$2,339,013</b>	<b>\$2,142,823</b>	<b>\$2,705,498</b>	<b>\$2,705,498</b>	<b>\$366,485</b>
<b>NET GENERAL FUND COST</b>	<b>\$5,896,155</b>	<b>\$5,915,946</b>	<b>\$6,756,144</b>	<b>\$8,456,167</b>	<b>\$7,066,050</b>	<b>\$1,150,104</b>
<b>Authorized Positions:</b>	111	111	111	111	111	0
<b>Funded Positions:</b>	111	111	111	111	111	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

The Kern County Assessor’s mission is to produce an annual Assessment Roll which includes all assessable property in accordance with legal mandates, in a timely, accurate and efficient manner. The Office will complete all assessments in a manner which reflects uniformity of law, equality and integrity. We are dedicated to consistently maintaining a courteous and fair attitude with all parties conducting business with our Office.

▪ *Fundamental Functions & Responsibilities:*

- Application of all laws governing Assessor
- Locate all assessable property in Kern County
- Describe the property
- Value the property
- Apply all exemptions and exclusions
- Deliver the Assessment Roll to the County Auditor-Controller
- Provide necessary assessment information to all public and government agencies

**PROGRAM DISCUSSION**

The above Summary of Expenditures and Revenues reflects the merger of Assessor budget unit 1130 and Assessor Property Tax Administration Program budget unit 1140. From 1996 to 2005, the County participated in a State program that provided funding to counties to enhance property tax administration systems and to reduce audit backlogs. The program’s revenues and costs were separated into the Assessor Property Tax

Administration Program budget unit 1140 to comply with reporting requirements. Effective FY 2005-06, the State suspended funding for this program, and the Assessor operated out of budget unit 1140 until all State funds were exhausted. In fiscal years 2006-07 and 2007-08, there was a net General Fund cost associated with budget unit 1140. Because there is no expectation that State funding for this program will be restored, it is no longer necessary to track costs

separately. Consequently, the two budget units are combined under budget unit 1130.

The recommended budget for the Assessor provides funding for all positions, but does require the department to achieve a 4% salary savings rate which reflects the department's normal rate. In addition, the department will use \$845,600 in accumulated Budget Savings Incentive (BSI) credits to maintain the current level of service and meet a 12.5% reduction in net General Fund cost.

The department is responsible for appraising the majority of land and improvements within the County, including the valuation of all land and mineral content values, water rights, wind energy facilities, and business personal property. In the County, with its extensive mineral and natural resources, and unique assessment rules related to oil producing property, this has proven to be very challenging.

In addition to ensuring that the values placed on all taxable property are computed accurately, fairly, and in accordance with State appraisal guidelines, the department is responsible for tracking property ownership changes and responding to requests for title information. The department is also responsible for the creation of new parcels from deeds, tract maps, parcel maps, records of survey, and parcel map waivers. The recommended budget will permit the department to meet all of its responsibilities.

In accordance with the County Strategic Plan for a responsible and efficient government, the recommended budget will allow the department to pursue its goal to levy fair and equitable assessments on real property in an accurate and timely manner.

### **POSITIONS DISCUSSION**

The recommended funding level provides for the addition of one Administrative Coordinator position at an annual cost of \$99,720 and the deletion of one Appraisal Assistant position at an annual cost of \$72,980. This reorganization will provide appropriate resources to ensure compliance and accountability within the department.

In addition, to accomplish the merger of the two budget units, 16 positions currently assigned to the Assessor Property Tax Administration Program budget unit 1140 are recommended for addition to the Assessor budget unit 1130. A complete listing of the positions is available at Exhibit R, Summary of FY 2008-09 Recommended Position Additions and Deletions.

All authorized positions for the department are funded.

### **DIRECTOR'S DISCUSSION**

I concur with the FY 2008-09 recommended budget. I anticipate this level of funding will enable us to maintain services at the level provided in FY 2007-08 and meet all constitutional duties. However, this level of required budget reduction has completely depleted the Assessor's BSI credits which were intended to help fund the migration of Kern County's current property tax billing system off its mainframe platform. The depletion of these funds and our declining program revenues leave the Assessor with no funding source for this much needed project.

The Assessor is facing a very unusual year. The downturn in the real estate market has already placed an additional burden on this office and it is anticipated that next year's workload is going to increase significantly. Though new construction and transfers will continue to decline, the increase in Proposition 8 revaluations and assessment appeals will increase tremendously. These activities are very time consuming. This office has already lowered values on more than 40,000 properties, by law, for the current assessment roll. In addition, the law states we must again review each of the decreased values in the following assessment year. For the 2009 assessment roll, we anticipate the number of properties to be revalued will exceed 50,000. The revaluation of these properties is done through a variety of methods: computer appraisal programs, trending formulas, and hands-on appraisal reviews. Upon completion of these revaluations, we expect public inquiries concerning individual property values to more than triple and assessment appeals will double. We anticipate challenges on appraisal reviews will increase from 2,000 properties this year to approximately 8,000 properties next year. Assessment appeals will increase from 1,632 this year to approximately 4,000 next year. All of these events require personal handling by appraisal staff. There is no shortcut process that can occur at this point. Our job is prescribed by the California Constitution. We have no choice, but to perform these functions. Kern County's taxpayers are entitled to fair and equitable property assessments which ensure they are not required to pay property taxes which are in excess of the amounts allowed by law. Therefore, I cannot defer these property revaluations. The integrity of the assessment roll would be compromised if these quantities of audit and appraisal assignments are delayed or cannot be completed. The integrity of the assessment roll is vital as it is Kern County's largest source of discretionary revenue.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1:</b>				
The number of completed work units per staff member.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
2,054	1,946	2,000	1,850	1,900
<b>What:</b> This measurement compares the size of the workload per staff member from year to year.				
<b>Why:</b> The indicator tracks changes in production as new procedures or automated systems are introduced.				
<b>How are we doing?</b> During the last few years, we have seen tremendous growth in the housing market with new construction and transfers. Kern County was acknowledged, at this time, as being one of the fastest growing areas in the entire nation.  Since 2000, this performance measurement has increased 57%. This increase in production stems from increased utilization of automated valuations programs and streamlining of office procedures. With the down-turn in the housing market, we anticipate processing over 40,000 reductions in value.				
<b>How is this funded?</b> Approximately one-third of the Assessor's funding comes from Supplemental and Property Tax Administration Fees. The remainder of our funding comes from the County's General Fund.				

<b>Performance Measure #2:</b>									
Total assessed value per staff member (millions).									
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>					
558	717	720	720	720					
<b>What:</b> This measurement is the total assessed value divided by the number of staff members.									
<b>Why:</b> Total assessed value has increased at record levels. The Assessment Roll has increased by 75% in a five-year period. Along with more value comes the issue of increased complexity of assessment and appraisal issues. Additional time and resources are expended with an increase in value.									
<b>How are we doing?</b> In 1981, the Assessor had 130 employees and the total assessed value per employee was \$167 million. By 1997 the Assessor's staff had shrunk to 114 and the total assessed value per employee was \$341 million. Today, the Assessor's staff has been reduced to 111. Since 1981 this performance measurement has increased 384%. This is well in excess of the maximum 2% per year per Proposition 13 inflation increase and reflects the extraordinary growth in workload experienced by the department. Looking at it another way, from 1981 to 2007, the population of Kern County increased by 88% but the Assessor's staffing levels have actually been reduced by 15%.  The following chart compares Kern with other comparable Counties for Work Units and Budget Dollars.									
<b>2006-2007</b>	<b>Roll (000s)</b>	<b>Staff</b>	<b>Roll/Staff (000s)</b>	<b>Gross Budget</b>	<b>Roll/Budget</b>	<b>Transfers</b>	<b>Transfers/Staff</b>	<b>Roll Units</b>	<b>Units/Staff</b>
Kern	\$ 71,173,273	109	\$ 652,966	\$ 9,303,518	\$ 7,650	51,003	468	422,180	3,873
Fresno	\$ 55,454,172	143	\$ 387,791	\$ 11,701,623	\$ 4,739	29,538	207	314,531	2,200
Riverside	\$ 205,531,763	277	\$ 741,992	\$ 20,485,687	\$ 10,033	139,578	504	909,214	3,282
Sacramento	\$ 123,872,216	179	\$ 692,024	\$ 18,041,770	\$ 6,866	35,549	199	511,269	2,856
San Bernardino	\$ 154,051,168	233	\$ 661,164	\$ 20,006,661	\$ 7,700	104,053	447	809,401	3,474
San Joaquin	\$ 59,421,023	106	\$ 560,576	\$ 9,006,321	\$ 6,598	22,191	209	236,365	2,230
San Luis Obispo	\$ 37,443,335	89	\$ 420,712	\$ 7,623,464	\$ 4,912	8,922	100	177,472	1,994
Stanislaus	\$ 39,472,427	65	\$ 607,268	\$ 5,540,587	\$ 7,124	12,525	193	182,478	2,807
Tulare	\$ 23,769,321	65	\$ 365,682	\$ 5,194,496	\$ 4,576	17,534	270	165,122	2,540
Kings	\$ 7,107,294	26	\$ 273,357	\$ 2,084,893	\$ 3,409	6,594	254		
Average	\$ 77,729,599	129	\$ 536,353	\$ 10,898,902	\$ 6,361	42,749	285	\$ 414,226	2,806
<b>Kern Percentage of Average</b>			<b>122%</b>		<b>120%</b>		<b>164%</b>		<b>138%</b>
<b>How is this funded?</b> Approximately one-third of the Kern County Assessor's funding comes from Supplemental and Property Tax Administration Fees. The remainder of our funding comes from the County General Fund.									

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$5,894,344	\$6,185,961	\$6,630,898	\$7,187,188	\$7,202,713	\$1,016,752
Services and Supplies	5,477,849	5,047,697	5,099,427	5,930,628	5,915,628	867,931
Other Charges	60,540	61,271	60,409	44,570	44,570	(16,701)
Fixed Assets	136,307	0	64,548	75,000	75,000	75,000
<b>TOTAL EXPENDITURES</b>	<b>11,569,040</b>	<b>11,294,929</b>	<b>11,855,282</b>	<b>13,237,386</b>	<b>13,237,911</b>	<b>1,942,982</b>
Less Expend. Reimb.	2,217,968	2,024,086	1,729,873	2,662,737	2,662,737	638,651
<b>TOTAL NET EXPENDITURES</b>	<b>\$9,351,072</b>	<b>\$9,270,843</b>	<b>\$10,125,409</b>	<b>\$10,574,649</b>	<b>\$10,575,174</b>	<b>\$1,304,331</b>
<b>REVENUES:</b>						
Intergovernmental	\$0	\$300	\$0	\$0	\$0	(\$300)
Charges for Services	4,803,098	4,452,236	4,087,712	4,965,171	4,965,171	512,935
Miscellaneous	2,255	300	271	111	111	(189)
Other Financing Sources:						
Automated Co Warrant System	108,818	110,000	110,000	110,000	110,000	0
Criminal Jus Facilities Const	655,987	1,223,600	1,223,600	0	0	(1,223,600)
<b>TOTAL NET REVENUES</b>	<b>\$5,570,158</b>	<b>\$5,786,436</b>	<b>\$5,421,583</b>	<b>\$5,075,282</b>	<b>\$5,075,282</b>	<b>(\$711,154)</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,780,914</b>	<b>\$3,484,407</b>	<b>\$4,703,826</b>	<b>\$5,499,367</b>	<b>\$5,499,892</b>	<b>\$2,015,485</b>
<b>Authorized Positions:</b>	62	62	62	62	62	0
<b>Funded Positions:</b>	62	58	60	62	62	4

**OPERATIONAL SUMMARY**

▪ *Mission:*

To enable more open and efficient government through the application of technology.

▪ *Fundamental Functions & Responsibilities:*

- Provide 24-hour computer operations, systems support, and network support
- Develop and maintain large business applications
- Manage the County’s public web site, intranet, and email system
- Provide departments with access to internet services
- Oversee and manage the County’s telephone system

**PROGRAM DISCUSSION**

In accordance with the County Strategic Plan, to ensure that the County’s infrastructure needs are met, the division will continue its support of the major automation

systems for its customer departments. Major mainframe systems supported include the Kern Integrated Property System (KIPS), the Criminal Justice Information System (CJIS), the County’s payroll system, the Financial Management System (FMS), the Job Applicant Tracking

System, the Trust Fund System, and Database Administration.

Other major systems supported by ITS, under the guidance of the County Strategic Plan, that facilitate interactive communications strategies that use available technologies include the Wide Area Network, GroupWise, Internet connectivity, CountyNet, the County Web Site, and anti-virus applications. ITS will continue to provide desktop support and assistance to departments upon request, and maintain the County's telephone system and upgrade the phone and data communications systems as customer departments' needs and budgets dictate.

The recommended budget provides an increase in funding for salaries and benefits as a result of negotiated union agreements and to provide funding to fill all positions. Due to the scheduled retirement of three individuals in key positions in the KIPS unit in early 2009, the division has filled vacancies to provide cross-training to ensure that this critical system remains functional. Upon the retirement of these three individuals, the positions will remain vacant.

The additional increase in the recommended net General Fund cost for this budget unit is due to the reallocation of funding from the Criminal Justice Facilities Construction Fund. This funding source, formerly allocated in part to the Information Technology Services budget unit will be allocated in total to the Utilities budget unit 1615 where costs associated with providing services to Superior Court are reflected. The net General Fund contribution equal to the amount of this funding source has been transferred to the Information Technology Services budget unit from the Utilities budget unit.

The recommended budget includes increases to services and supplies resulting from a greater demand for telecommunication services and other miscellaneous projects from non-General Fund departments. The increase in charges for services reflects this demand.

## **POSITION DISCUSSION**

No position changes were requested.

## **DIRECTOR'S DISCUSSION**

Information Technology Services (ITS) has completed a very successful 2007-08 fiscal year. The Applications group has developed the new KernBPS budget preparation system of which this Recommended Budget book your Board is reviewing is one of the end products. They have supported the County's Workforce Planning efforts and implemented the payroll changes required with the County's numerous MOUs. They implemented a

process to send delinquent court-ordered debt to the Franchise Tax Board for collection which significantly improves collection rates and thereby increases revenues for the County. They developed an online Veterans Registry system that provides information on past and current Kern County residents who have served in the U.S. armed forces. The veteran's information will appear on the online registry as well as on the Kern Veterans Memorial computer kiosk on Truxtun Avenue. They have completed numerous other enhancements to the County's mainframe, Intranet, and Internet applications. The Telecommunications group completed new installations in the Human Services' Commerce Administration and Taft facilities, the Sheriff Pegasus facility, and the District Attorney 17<sup>th</sup> Street Investigations Unit. They also completed major upgrades at numerous locations that include the downtown and regional Administration/Courts campuses, KMC, Sheriff facilities, Human Services facilities, Fire facilities, and others. The Office Technology Group led the County in implementing virtual server technology and is currently migrating the production servers to the new environment. They also have implemented the East Kern Video Project to allow County departments to conduct video conference meetings with members in the east Kern region without the time, expense, and pollution of traveling. The Systems and Operations groups implemented and tested a mutual-aid plan with San Luis Obispo County for disaster recovery of our mainframe systems. The ITS staff supported the technology needs of many departments throughout the year, and completed many other projects that are not listed here.

ITS faces a challenging 2008-09 fiscal year as our costs rise and our revenues decline, all while the service expectations of the customer departments continue to expand. The FY 2008-09 Recommended Budget should allow ITS to maintain current service levels to customer departments, but enhancements or expansions of services will be difficult to accomplish. Additionally, the Recommended Budget does not allow for technology refreshment or new technology initiatives which could impact ITS' ability to service County departments' future needs. It does allow the division to prepare for the retirement of key members of the Property Tax group (KIPS), which is critical to ITS' ability to support the departments and applications that processed and collected almost \$1 billion in property taxes and assessments during the 2007-08 fiscal year.

ITS believes it has been fiscally prudent in the past and will continue to be so in the future. ITS looks forward to providing the highest level of service to customer departments and to working with your Board to achieve that goal.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Average number of hits on county web site per resident.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
4.589	5.107	5.238	5.229	5.359
<b>What:</b> This indicator measures public use of the County's web site.				
<b>Why:</b> The County's web site offers the public an alternative method of obtaining information and conducting business with Kern County government.				
<b>How are we doing?</b> The increased usage of the County's web site indicates the public is becoming more aware of the County's efforts to share information on its web site. While ITS has been able to effect modest changes to the site, we seek further direction from County departments on the desired content and vision for use of it.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #2:</b>				
Average number of staff training hours per FTE.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
12	10	20	12	10
<b>What:</b> This indicator measures our ability to keep our staff prepared for current and future technology.				
<b>Why:</b> This indicator demonstrates our division's ability to provide timely and effective service to our customers by preparing our staff to support current and future technology.				
<b>How are we doing?</b> The division was able to train key members of its staff on technology as demands dictate. The future is uncertain as additional costs must be absorbed and the training budget is trimmed back to compensate. Investing in existing staff, as well as any new staff, will continue to be a challenge because of the need to balance the County's current and future needs against fiscal realities. The division continues to search for ways to provide effective training for its staff to ensure that it has capable and knowledgeable people to support its customer departments. Budget permitting, ITS would recommend a minimum of 20 hours of training per employee.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #3:</b>				
Percentage of time that the county's it servers are fully operational and total minutes of downtime per year.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
99.92% 48 hours	99.93% 38 hours	99.90%	99.95% 17 hours	99.90%
<b>What:</b> The composite uptime average is based on statistics gathered from five key servers: mainframe, main Web, Email, Internet, and Internet firewall.				
<b>Why:</b> This indicator demonstrates our department's ability to provide a reliable and effective technology infrastructure to our customers. When servers are down, government cannot be as efficient in its delivery of services to the public.				
<b>How are we doing?</b> ITS saw a significant increase in server uptime this year due to a more reliable Internet firewall.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #4:</b>				
Average customer satisfaction score received by ITS				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
3.30 out of 4.00	NA	NA	NA	3.50 out of 4.00
<b>What:</b> This indicator measures customer departments' overall satisfaction with our services.				
<b>Why:</b> This indicator demonstrates the division's ability to provide timely and effective service to our customers.				
<b>How are we doing?</b> We are currently reviewing the survey instrument to ensure that measurement questions are quantifiable.				
<b>How is this funded?</b> General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$6,428,847	\$7,069,643	\$7,247,500	\$7,797,998	\$6,942,927	(\$126,716)
Services and Supplies	431,784	601,241	433,328	495,822	478,322	(122,919)
Fixed Assets	47,244	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,907,875</b>	<b>\$7,670,884</b>	<b>\$7,680,828</b>	<b>\$8,293,820</b>	<b>\$7,421,249</b>	<b>(\$249,635)</b>
Less Expend. Reimb.	720,886	772,210	563,000	598,060	598,060	(174,150)
<b>TOTAL NET EXPENDITURES</b>	<b>\$6,186,989</b>	<b>\$6,898,674</b>	<b>\$7,117,828</b>	<b>\$7,695,760</b>	<b>\$6,823,189</b>	<b>(\$75,485)</b>
<b>REVENUES:</b>						
Charges for Services	\$5,107,355	\$5,187,030	\$5,217,015	\$5,747,359	\$5,013,519	(\$173,511)
Miscellaneous	2,142	6,050	1,500	6,050	6,050	0
<b>LESS TOTAL REVENUES</b>	<b>\$5,109,497</b>	<b>\$5,193,080</b>	<b>\$5,218,515</b>	<b>\$5,753,409</b>	<b>\$5,019,569</b>	<b>\$560,329</b>
<b>NET GENERAL FUND COST</b>	<b>\$1,077,492</b>	<b>\$1,705,594</b>	<b>\$1,899,313</b>	<b>\$1,942,351</b>	<b>\$1,803,620</b>	<b>\$98,026</b>
<b>Authorized Positions:</b>	48	48	49	49	49	1
<b>Funded Positions:</b>	48	48	49	49	48	(1)

**OPERATIONAL SUMMARY**

▪ *Mission:*

To provide effective legal representation and advice consistent with the highest professional and ethical standards.

▪ *Fundamental Functions & Responsibilities:*

- Provide competent and timely legal representation and advice to clients
- Defend the County, its officers, and employees aggressively in civil actions
- Provide legal services to clients efficiently and economically
- Promote accountability and compliance with laws, regulations, and procedures that govern County operations

**PROGRAM DISCUSSION**

The recommended budget includes sufficient resources to provide legal support required to implement Board policy, protect the interests of the County, and represent County departments concerning any legal issues related to the operation and management of the County.

The recommended budget includes the FY 2007-08 mid-year addition of one Deputy County Counsel position assigned as an additional health care/Kern Medical Center attorney, enabling the department to address its goal of providing cost effective litigation services to protect County interests. This action is directly related to the County Strategic Plan regarding responsible and efficient government. It is also related to the department's performance goal of providing satisfactory and above legal services to County departments.

The recommended budget includes a minor reduction in services and supplies and the use of Budget Savings Incentive (BSI) credits in the amount of \$238,400 to decrease the department's net General Fund cost. Also included is a decrease in retirement costs of \$250,000.

**POSITIONS DISCUSSION**

The recommended budget includes an unfunded Senior Paralegal position at an annual salary savings of \$87,200. No additional position changes have been requested by the department.

**DIRECTOR'S DISCUSSION**

To meet the budget guidelines and step downs required, this office used \$238,449 of its Budget Savings Incentive credits or 76%, postponed purchase of vital automation equipment and upgrades, cut discretionary travel, and left unfunded a litigation paralegal position. Nonetheless, it is anticipated that the legal department will be able to carry out its essential services.

**Case and document management systems.** To maintain experienced and adequate staffing throughout the legal department over the past four budget cycles, it has been necessary to postpone updating and replacing core hardware and software. The case management and document management systems have been out of warranty and not supported by the vendor since 2003. Without upgrades or replacements these systems are already failing because of their inability to integrate with other office and County systems. They were cut from the

FY 2008-09 budget to comply with budget guidelines: case management system \$53,000; document management system \$55,000.

**Servers.** Also the office's six servers are three to five years old, out of warranty, and generate heat in the server room up to over 100 degrees Fahrenheit, because they are not the newer horizontal blade type servers and lack of air conditioning in the server room on weekends. In June of 2007 two hard drives crashed because of a thermal runaway that virtually shut down the legal department for two days. The six servers were cut from the FY 2008-09 budget to meet guidelines: six servers \$15,000.

**Computers and monitors.** As of December 2008 all computers and monitors in the legal department will be out of warranty. The replacement of these units was cut from the FY 2008-09 budget: computers \$70,000; monitors \$15,000.

**Travel for training cut.** The discretionary part of the travel budget dedicated to section meetings of the County Counsels Association will be cut by \$10,000 to meet the budget step-down requirements.

**Senior Litigation Paralegal Position Unfunded.** Because of the retirement of a litigation paralegal recently that created a vacancy, this position will remain unfunded to meet the step-down requirements of the FY 2008-09 budget.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Total cost of legal services as a percentage of total County expenditures.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
.53%	.58%	Less than .7%	.66%	Less than .7%
<b>What:</b> This indicator measures the cost of all legal services to the County in relation to total County expenditures. Included in these costs are the special circumstances when private counsel is retained to handle conflict matters or cases calling for special expertise. Also included are legal expert and related legal services costs.				
<b>Why:</b> This indicator will demonstrate whether the County Counsel’s office is operating efficiently and economically from year to year while providing effective legal representation. Also, this measure permits management to focus on reducing the cost of legal services and improving efficiencies to lower those costs. This indicator provides guidance to management in assessing programs to reduce the costs of litigation, experts, discovery and the use of more expensive private counsel.				
<b>How are we doing?</b> The office seeks to maintain and push the costs of legal services below .7% of total County expenditures. The cost of legal services has been rising as salaries for government lawyers have increased substantially in recent years. In order to control costs the office handles and manages all litigation with in-house attorneys and uses private counsel only when necessary.				
<b>How is this funded?</b> County Counsel is funded by a General Fund contribution and a direct charge to certain departments for legal services based on an hourly rate set by the Auditor-Controller under the County Cost Allocation Program. For the FY 2007-08 budget, the General Fund contribution is \$2,087,594 to provide services to general fund departments; legal billings to certain subvented departments and Internal Service Funds are \$5,187,000 as budgeted. Uninsured litigation is funded in Budget Unit 1910 from the General Fund in the amount of \$1,144,804 for FY 2007-08.				

<b>Performance Measure #2:</b>				
The percentage of lawsuits resolved with a payout of less than \$10,000 to plaintiffs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
18 of 36: 50%	16 of 24: 67%	15 of 22: 68%	32 of 44: 73%	26 of 35: 74%
<b>What:</b> This indicator measures the performance of County lawyers in handling financially significant lawsuits involving general liability and medical malpractice lawsuits. Whether the lawsuit is resolved by a motion for summary judgment, a motion to dismiss, mediation, or jury trial, the dollars paid are always a critical issue for the County Counsel’s office, the department that bears the loss, and the Board of Supervisors that authorizes any payouts over \$20,000. This measure does not address the lawsuits that do not involve payouts to plaintiffs in damages, such as environmental, discipline, juvenile, and Workers’ Compensation matters.				
<b>Why:</b> This indicator demonstrates to some extent the effectiveness of County lawyers to defend the County in lawsuits with significant financial consequences and at the same time alert County department heads and management where corrective action may be necessary to avoid another similar lawsuit. This measure assists the department in carrying out its dual roles of legal defense and government accountability.				
<b>How are we doing?</b> While payouts on lawsuits vary considerably from year to year both in number and amounts paid, each payout raises questions of accountability and risk avoidance in the future. These data have been tracked for the past few years and have been used internally to assess the performance of the County’s litigation program.				
<b>How is this funded?</b> County Counsel is funded by a combination of a General Fund contribution and a direct charge to certain departments for legal services based on an hourly rate set by the Auditor-Controller under the County Cost Allocation Program. For the FY 2007-08 budget, the General Fund contribution is \$2,087,594 to provide services to general fund departments; legal billings to certain subvented departments and Internal Service Funds are \$5,187,000. The County Counsel litigation defense costs are funded in this way.				

<b>Performance Measure #3:</b>				
The percentage of clients rating legal services satisfactory or above.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
97%	92%	95%	95%	95%
<b>What:</b> This indicator measures how clients assess the effectiveness of the legal services provided by each lawyer and the office as a whole. As each lawyer’s annual EPR is prepared, key clients are requested to complete an assessment of that lawyer’s performance by a standardized instrument. These assessments are then summarized to determine the office’s overall rating.				
<b>Why:</b> This indicator demonstrates that each lawyer is addressing the legal needs of assigned departments timely and competently. Also these survey results provide a basis for department management to fine tune service delivery to meet specific client needs.				
<b>How are we doing?</b> Results of surveys have proved valuable in assessing client satisfaction with each assigned attorney and the office’s efforts to meet its mission. Over the years, the client base that is surveyed has been expanded and the results collated and incorporated in each attorney’s EPR. Those results provide a basis for highlighting outstanding performance as well as taking corrective action if necessary.				
<b>How is this funded?</b> County Counsel is funded by a combination of a General Fund contribution and a direct charge to certain departments for legal services based on an hourly rate set by the Auditor-Controller under the County Cost Allocation Program. For the FY 2007-08 budget, the General Fund contribution is \$2,087,594 to provide services to general fund departments; legal billings to certain subvented departments and Internal Service Funds are \$5,187,000.				

<b>Performance Measure #4:</b>				
The percentage of contracts reviewed within 10 business days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	To be determined	95%
<b>What:</b> This indicator measures how quickly attorneys at County Counsel review contracts submitted by departments. A contract may be reviewed and returned to the department for additional information, changes, or approved. Each time the contract comes to County Counsel the 10 business day clock starts to run.				
<b>Why:</b> This indicator demonstrates that departmental contracts receive high priority treatment by County Counsel and are reviewed in a timely manner. Timely turnaround of contracts ensures that the pace of County business is maintained.				
<b>How are we doing?</b> This is a new indicator that grew out of the Board of Supervisors meeting and the data is being developed.				
<b>How is this funded?</b> County Counsel is funded by a combination of a General Fund contribution and a direct charge to certain departments for legal services based on an hourly rate set by the Auditor-Controller under the County Cost Allocation Program. For the FY 2007-08 budget, the General Fund contribution is \$1,705,594 to provide services to general fund departments; legal billings to certain subvented departments and Internal Service Funds are \$5,187,000.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$2,167,695	\$2,550,551	\$2,422,600	\$2,639,797	\$2,428,981	(\$121,570)	
Services and Supplies	229,077	327,020	291,863	326,004	341,004	13,984	
Fixed Assets	0	0	5,000	5,000	5,000	5,000	
<b>TOTAL EXPENDITURES</b>	<b>\$2,396,772</b>	<b>\$2,877,571</b>	<b>\$2,719,463</b>	<b>\$2,970,801</b>	<b>\$2,774,985</b>	<b>(\$102,586)</b>	
Less Expend. Reimb.	32,398	39,407	31,235	35,546	35,546	(3,861)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$2,364,374</b>	<b>\$2,838,164</b>	<b>\$2,688,228</b>	<b>\$2,935,255</b>	<b>\$2,739,439</b>	<b>(\$98,725)</b>	
<b>REVENUES:</b>							
Charges for Services	\$137,253	\$137,792	\$98,496	\$160,197	\$160,197	\$22,405	
Miscellaneous	604	650	418	600	600	(50)	
<b>LESS TOTAL REVENUES</b>	<b>\$137,857</b>	<b>\$138,442</b>	<b>\$98,914</b>	<b>\$160,797</b>	<b>\$160,797</b>	<b>\$22,355</b>	
<b>NET GENERAL FUND COST</b>	<b>\$2,226,517</b>	<b>\$2,699,722</b>	<b>\$2,589,314</b>	<b>\$2,774,458</b>	<b>\$2,578,642</b>	<b>(\$121,080)</b>	
<b>Authorized Positions:</b>	24	27	27	27	27	0	
<b>Funded Positions:</b>	24	27	27	27	27	0	

**OPERATIONAL SUMMARY**

▪ *Mission:*

Provide a full-range of personnel services to our customers in a timely and professional manner and, in accordance with accepted personnel management practices and applicable laws, to ensure a diversified and productive workforce

▪ *Fundamental Functions & Responsibilities:*

- Test and measurement of applicants for employment
- Develop, review, change and maintain position classifications
- Certify names of eligible employment candidates to departments

**PROGRAM DISCUSSION**

The recommended budget provides a sufficient level of funding for the Personnel Department to meet its mission of providing personnel services and support to County departments. The recommended budget includes the use of the department’s accrued Budget Savings Incentive (BSI) credits in the amount of \$27,800 and an increase in salary savings to decrease the department’s net General Fund cost. Additional funding has been provided for

advertising County job opportunities as recommended by the Strategic Workforce Planning Taskforce. A Process Improvement Team has been formed to evaluate and streamline recruitment and hiring processes. A compilation of Frequently Asked Questions has been displayed on the County’s website in order to streamline efforts and to provide applicants as well as County departments with more information regarding the recruitment process.

In collaboration with the Strategic Workforce Planning Taskforce, the department has developed a protocol for immediate hiring at job fairs for hard to recruit positions. This protocol will streamline the recruitment process, and allow the County to be competitive with the private sector for on the spot hiring, while still adhering to the County's civil service rules. In addition, the department has developed job specifications for internships that are based on education levels rather than on job specific experience. This action will provide flexibility for departments to attract and acquire available, qualified applicants that in return may encourage interns to seek full employment with the County.

The recommended budget includes the FY 2007-08 mid-year deletion of one Supervising Personnel Analyst position and the addition of one Senior Personnel Analyst position, which is assigned to manage the County position classification system. This action meets three separate recommendations in the County Strategic Workforce Plan: reviewing job specifications used by multiple departments, drafting adequate job specification minimum qualifications in order to capture additional qualified candidates, and updating job specifications to accommodate current job duties and responsibilities.

**POSITIONS DISCUSSION**

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

**DIRECTOR'S DISCUSSION**

The Personnel Department concurs with the methodology for achieving the proposed 2% budget reduction through a decrease in budget incentives and salary savings.

Your Board's approval of the Personnel Department's budget will assure the planned reassignment of a Senior Personnel Analyst to manage the County's Classification System. Comprehensive, systematic management of our classification system is a full-time, ongoing job. Thorough classification analysis, update and potential structural change are necessary to make the County competitive as we move into a period of labor shortage brought on by retirement of Baby Boomers. This effort will include partnering with operating departments to ensure they have job classifications that meet their needs.

The Classification Analyst position is but one enhancement that will have very positive impact on County Personnel administration. Another position identified in our unmet needs is the Disability Manager/Return-to-Work Coordinator. Funding this position has the potential for saving the County significant expenditures annually by expediting the return to work of employees on temporary disability.

The Personnel Department has served the County well over the years. As the budget permits, we have the potential for providing even greater services to our customers. However, greater services require resourcing. A modest investment in Personnel (five new positions) will pay big dividends in truly meeting the intent of the Strategic Workforce Plan – enhancing the level of personnel services to County Departments (including recruitment efforts), employees and candidates for employment.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Median number of days for completion of eligible lists from date of the receipt of a requisition.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	35	26	25	25
<b>What:</b> This measure captures the median number of days for completion of eligible lists from date of the receipt of a requisition by the Personnel Department. Eligible lists contain the names of candidates meeting minimum criteria for hire. This indicator captures the amount of time required to develop an eligible list. The timeframe includes recruitment elements such as consultation with the department about recruitment strategies, time for advertising, review of applications, administration of test components and calculation of final scores for each candidate. We are using FY 2006-07 data as a comparison index. Thirty-five days is the median timeframe for all recruitments in that year.				
<b>Why:</b> The Test & Measurement process is the most basic Personnel Department function. This indicator will allow us to track our progress in this fundamental area, which determines the timeframe for identifying candidates to fill vacancies in County Departments.				
<b>How are we doing?</b> Since this is a new measure, there is comparison data for one year only.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #2:</b>				
Percentage of certifications made within five days of the availability of an eligible list.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	84%	91%	91%	100%
<b>What:</b> This measure indicates the timeliness with which the Personnel Department provides names to departments for hiring consideration. It is the process of providing certified names from the eligible list to departments. Our goal is to have names to departments as soon as possible, but at least within five working days of eligible list completion.				
<b>Why:</b> This indicator will allow us to capture a very specific component of the recruitment process – the time it takes to certify names from an eligible list to the requisitioning department. It will help us refine the process.				
<b>How are we doing?</b> Since this is a new measure, there is comparison data for one year only.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #3:</b>				
Percentage of classification actions completed within six months of receipt of request.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	78%	100%
<b>What:</b> This measure indicates the timeliness with which the Personnel Department addresses requests from departments to evaluate and change various components of the classification system. The requested actions include development of new classifications, revision of existing classification specifications and the review of individual positions to determine whether the incumbents are properly classified. Given the complexity of this process, six months is felt to be a reasonable goal.				
<b>Why:</b> Classification is a key component of personnel administration. This indicator will help us evaluate our processes in managing the County Classification System.				
<b>How are we doing?</b> Since this is a new measure, there is no comparison data. We will start gathering data for comparison this year.				
<b>How is this funded?</b> General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$856,580	\$1,365,609	\$1,344,568	\$1,603,527	\$1,531,385	\$165,776
Services and Supplies	2,058,762	6,554,285	3,321,778	4,044,523	2,960,523	(3,593,762)
Other Charges	1,006,363	0	0	0	0	0
Fixed Assets	0	60,000	10,242	241,500	241,500	181,500
<b>TOTAL EXPENDITURES</b>	<b>\$3,921,705</b>	<b>\$7,979,894</b>	<b>\$4,676,588</b>	<b>\$5,889,550</b>	<b>\$4,733,408</b>	<b>(\$3,246,486)</b>
<b>REVENUES:</b>						
Intergovernmental	\$1,890,839	\$2,120,000	\$4,512	\$162,999	\$288,399	(\$1,831,601)
Charges for Services	1,401,095	184,400	239,687	425,300	425,300	240,900
Miscellaneous	11,994	18,000	16,272	19,000	19,000	1,000
<b>LESS TOTAL REVENUES</b>	<b>\$3,303,928</b>	<b>\$2,322,400</b>	<b>\$260,471</b>	<b>\$607,299</b>	<b>\$732,699</b>	<b>(\$1,589,701)</b>
<b>NET GENERAL FUND COST</b>	<b>\$617,777</b>	<b>\$5,657,494</b>	<b>\$4,416,117</b>	<b>\$5,282,251</b>	<b>\$4,000,709</b>	<b>(\$1,656,785)</b>
<b>Authorized Positions:</b>	14	16	16	16	16	0
<b>Funded Positions:</b>	14	16	16	16	16	0

**PURPOSE**

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 election laws mandate the services performed by this division.

**PROGRAM DISCUSSION**

The recommended funding level provides for full compliance with all legal requirements for conducting elections. The significant decrease in the recommended resources is due to a reduction in the number of elections during FY 2008-09. The Elections Division will be required to plan, conduct, and certify one major election and five smaller elections in FY 2008-09 as compared to three major elections and five smaller elections conducted and certified in FY 2007-08.

The recommended budget includes funding to purchase two high speed ballot counters at an estimated cost of \$180,000. These costs will be fully reimbursed with

federal Help America Vote Act (HAVA) grant funds. Additional fixed assets funded in the recommended budget include a firewall, server rack, tape back-up system and two servers with a total estimated cost of \$60,150. The purchase of these fixed assets will improve the reliability of the department’s computer network.

The division will continue to conduct voter outreach and registration programs, examine and verify signatures on all initiative petitions, and maintain the County’s register of voters as required under State and federal laws.

**POSITIONS DISCUSSION**

No position additions or deletions are recommended at this time.

**DIRECTOR'S DISCUSSION**

We concur with the recommended budget. However, it does not reflect any salary increases that may occur as a result of the current reclassification study being conducted by Personnel on most positions within this budget unit, and we expect that salary appropriations will be adjusted accordingly.

In the coming year, we will be conducting one major election in November 2008 and several smaller elections

throughout the year. We expect to receive certification from the State during the FY 2008-09 fiscal year for various components of election equipment. This equipment is fully reimbursable with HAVA funds and the estimated cost and offsetting revenue of \$1.1 million has been excluded from the recommended budget. At such time that these items receive certification from the State, we will be requesting additional appropriations and revenue in order to proceed with acquisition.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,343,484	\$1,394,869	\$1,407,482	\$1,639,650	\$1,588,579	\$193,710
Services and Supplies	615,154	729,592	624,024	709,470	664,970	(64,622)
Fixed Assets	67,890	0	0	7,000	7,000	7,000
<b>TOTAL EXPENDITURES</b>	<b>\$2,026,528</b>	<b>\$2,124,461</b>	<b>\$2,031,506</b>	<b>\$2,356,120</b>	<b>\$2,260,549</b>	<b>\$136,088</b>
Less Expend. Reimb.	321,623	662,639	739,048	703,074	703,074	40,435
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,704,905</b>	<b>\$1,461,822</b>	<b>\$1,292,458</b>	<b>\$1,653,046</b>	<b>\$1,557,475</b>	<b>\$95,653</b>
<b>REVENUES:</b>						
Charges for Services	\$849,682	\$546,358	\$632,755	\$642,385	\$702,109	\$155,751
Miscellaneous	5,421	545	899	1,000	1,000	455
<b>LESS TOTAL REVENUES</b>	<b>\$855,103</b>	<b>\$546,903</b>	<b>\$633,654</b>	<b>\$643,385</b>	<b>\$703,109</b>	<b>\$156,206</b>
<b>NET GENERAL FUND COST</b>	<b>\$849,802</b>	<b>\$914,919</b>	<b>\$658,804</b>	<b>\$1,009,661</b>	<b>\$854,366</b>	<b>(\$60,553)</b>
<b>Authorized Positions:</b>	15	15	14	14	14	(1)
<b>Funded Positions:</b>	15	15	14	14	14	(1)

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Provide and maintain consistent, reliable radio Communication support to County departments and public safety agencies

**PROGRAM DISCUSSION**

The Communications unit will continue to devote its resources to three core functions in FY 2008-09: radio system operations and maintenance, digital microwave system operations and maintenance, and cable and wiring installation.

The recommended budget provides an increase in funding for salaries and benefits as a result of negotiated union agreements. Moderate increases in revenue will offset a portion of these increases. The reduction to services and

supplies accounts will impact the unit’s ability to address all requested projects. The unit is committed to being responsive to the needs of its customers and provide the highest quality of service possible.

**POSITIONS DISCUSSION**

The recommended budget funds all authorized positions and will meet the County Strategic Plan which ensures responsible and efficient government by providing adequate staff to meet the needs of all departments given the fiscal constraints. During Fiscal Year 2007-08, the

General Services division proposed and implemented organizational changes throughout the division. This included the addition of one Division Director in the General Services budget unit and the deletion of the Communications Manager in this budget unit. This reorganization, as it relates to the Communications budget unit, ensures that the services provided to other County departments are receiving proper oversight, interaction, quality control and accountability.

**DIRECTOR’S DISCUSSION**

The recommended budget for the Communications unit allows for the continued operation and maintenance of the County’s public safety radio/microwave system at the current level, albeit with a heightened amount of risk and vulnerability. The recommended 10% budget reduction was achieved through a combination of decreasing funding available to procure parts and materials needed to perform repairs to communications equipment and an unanticipated increase in projected revenue from upcoming Superior Court voice/data cabling projects. The budget reduction for parts and materials is compounded by recent price increases for those same parts and materials. The reduction will, whenever possible, necessitate delaying the replacement of communications equipment that has either reached the end of its useful life or is marginally operating. This

“stretching” approach comes with the risk that the equipment could fail, resulting in more costly emergency repairs.

In addition, the recommended budget does not address our long term need for succession planning within this small, but vital, functional area. The responsibility for maintaining the County’s expansive communications system, with more than 30 repeater sites distributed throughout the County’s 8,000 square miles, requires highly trained technicians. Absent the fiscal constraints faced by the County in the upcoming year, our plan had been to request your Board’s approval to add two temporary technician positions so that these new staff could have adequate time in the field to receive the highly specialized training and experience necessary to support the microwave/radio system before existing staff retirements impact this operational unit. In the long term, our inability to hire and fully train new staff presents the County with a significant vulnerability.

This highly dedicated group of staff will utilize their years of experience and professional expertise to keep the communications systems fully functioning while making the most effective use of the funds available to meet their needs.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Communications measures the percentage of time that public safety agencies and County departments have immediate and full access to the public safety radio system.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	99.9%	99.9%	99.9%	99.9%
<b>What:</b> Communications measures the percentage of time that public safety agencies and County departments have immediate and full access to the public safety radio system.				
<b>Why:</b> It is critical to provide and maintain the availability of the countywide microwave/radio communications system to the industry standard of 99% operation or an outage of no more than 32 seconds per year.				
<b>How are we doing?</b> Since the completion of the new radio system in the last quarter of FY 2005-06, we have been able to exceed the industry standard with 99% available air time.				
<b>How is this funded?</b> General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$8,930,125	\$10,338,123	\$10,854,510	\$11,806,446	\$10,795,014	\$456,891
Services and Supplies	3,687,450	4,056,261	3,996,555	3,707,375	3,374,150	(682,111)
Other Charges	9,792	36,700	12,960	12,771	12,771	(23,929)
Fixed Assets	127,299	95,000	94,867	0	0	(95,000)
<b>TOTAL EXPENDITURES</b>	<b>\$12,754,666</b>	<b>\$14,526,084</b>	<b>\$14,958,892</b>	<b>\$15,526,592</b>	<b>\$14,181,935</b>	<b>(\$344,149)</b>
Less Expend. Reimb.	1,913,907	1,671,179	1,524,382	1,833,833	1,833,833	162,654
<b>TOTAL NET EXPENDITURES</b>	<b>\$10,840,759</b>	<b>\$12,854,905</b>	<b>\$13,434,510</b>	<b>\$13,692,759</b>	<b>\$12,348,102</b>	<b>(\$506,803)</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$142,679	\$122,250	\$177,134	\$155,000	\$155,000	\$32,750
Charges for Services	1,970,875	1,969,033	1,594,094	1,858,759	1,915,828	(53,205)
Miscellaneous	3,844	112,389	29,834	90,000	90,000	(22,389)
<b>LESS TOTAL REVENUES</b>	<b>\$2,117,398</b>	<b>\$2,203,672</b>	<b>\$1,801,062</b>	<b>\$2,103,759</b>	<b>\$2,160,828</b>	<b>(\$42,844)</b>
<b>NET GENERAL FUND COST</b>	<b>\$8,723,361</b>	<b>\$10,651,233</b>	<b>\$11,633,448</b>	<b>\$11,589,000</b>	<b>\$10,187,274</b>	<b>(\$463,959)</b>
<b>Authorized Positions:</b>	147	154	158	158	159	5
<b>Funded Positions:</b>	147	154	158	158	148	(6)

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Provide responsive maintenance services to ensure that all County facilities are kept in a safe and fully operational condition
- Provide and maintain a safe, secure and functional environment within the County downtown complex by providing security services
- Provide professional, accurate and timely mail delivery services for the customers we serve

- Mail services measures the average customer satisfaction rating on a 5-point scale
- Provide and maintain timely customer-focused accounting and billing services and information support to County departments and private agencies
- Maintain efficient purchasing services in order to facilitate County-wide acquisition of goods and services for our customers in an effective and responsive manner
- Provide experienced support and high quality real estate services to assist departments with innovative solutions for complex facility and land management needs
- Provide effective and responsive custodial services to ensure a clean and safe environment for our customers
- Produce high-quality government programming as a means of public information

**PROGRAM DISCUSSION**

The recommended budget provides an increase in funding for salaries and benefits as a result of organizational changes that were approved in FY 2007-08. After a lengthy exploration of its organizational structure and position classifications, the division identified critical weaknesses in its existing structure. The new organizational structure was approved and provides greater accountability, oversight and quality control, and increases responsiveness, performance, and effectiveness of the division while ensuring succession planning for the future.

The recommended budget includes reductions in services and supplies. While reductions in services and supplies affect all of the division's functional areas, the division is committed to being responsive to the needs of its customers and providing the highest quality of service possible. The division will continue to make progress in improving the effectiveness and responsiveness to the County customers they serve in accordance with the County Strategic Plan.

### **POSITIONS DISCUSSION**

Mid-year organizational changes were approved in this budget unit, which included the addition/deletion of the following positions in FY 2007-08: the addition of one Supervising Engineer position, one Real Property Agent position, one Supervising Buyer position, one Division Director position; and the deletion of one Supervising Real Property Agent position and one Fiscal Support Specialist position. Also, the Communications Manager position was deleted in the Communications budget unit 1510 and an additional Division Director position was added to this budget unit to complete the organizational restructuring. During FY 2007-08, in the division's effort to expand and promote KGOV, one Station Manager position was also added.

The recommended budget includes the addition of one Supervising Buyer position and the deletion of one Contracts Administrator position. This add/delete action will provide the division greater flexibility in the supervision and training of staff within the Purchasing unit, does not result in any additional cost, and permits the elimination of a singleton job classification. The recommended budget also includes reductions in funding for vacant positions. The positions that will remain vacant and unfunded in FY 2008-09 are one Broadcast Engineer position, two Mail Clerk positions, two Real Property Agent positions, one Maintenance Worker position, two Senior Building Services Worker positions and two Building Services Worker I/II positions, for a total annual savings of \$680,000. However, one Video Services Technician position has been added, with offsetting revenue, from Non-General Fund departments that are requesting additional programming projects. The

division continues to expand and promote KGOV programming even with the limited resources available.

### **DIRECTOR'S DISCUSSION**

Consistent with the theme I am certain can be echoed by many County departments, the funding level recommended for the General Services Division will negatively impact the services we provide and the facilities we are charged to maintain and clean. Our ability to implement new programs, that better serve customers, and maintain an increased level of preventative maintenance performed within County facilities, will be hampered by the reduction in funding. Despite these fiscal constraints, we remain committed to evaluating our internal processes and services in an effort to identify and implement operational efficiencies throughout the organization. We hope to partially mitigate the negative impact on this division through the combination of previously identified and implemented operational efficiencies and soon-to-be implemented measures.

In addition to withholding funding for 10 positions (6.3% of authorized positions) identified in the County Administrative Office's narrative, the recommended budget requires that the division hold an additional 11 FTE (7%) positions vacant for the entire fiscal year in order to meet the \$717,958 in salary savings included in the recommended budget. This level of salary savings was required in order for the division to meet the original budget submittal guidelines and will require the division to carefully manage and delay filling positions that become vacant during the course of the year. The combined loss of funding for approximately 13% of our authorized positions will present a significant operational challenge in the upcoming year.

Furthermore, the recommended funding level reduces support for services and supplies by \$682,111 (16.8%) and eliminates funding for all fixed assets. The majority of this recommended reduction will be accomplished by eliminating funds for KGOV replacement technology, significantly reducing the stores/warehousing function performed by Reprographics, and reducing the level of funding available for the repair of County facilities. The remainder of the reduction will be addressed through the elimination of services currently provided by contract staffing, postponement of technology replacement, and a variety of operational efficiencies already implemented. While we will remain diligent throughout the year to operate within the reduced funding level for the Services and Supplies expenditure object, the decrease in appropriations will jeopardize our ability to address anything but minor unforeseen equipment replacement and facility repairs.

The General Services Division remains committed to our mission – to provide responsive, customer-focused

support enabling the effective delivery of County services. It continues to be our goal to provide the highest level of services to County departments and to operate within our adopted budget. The General Services management team is up to the challenge.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Average number of days it takes to respond to non-emergency requests for maintenance and repair services within County facilities.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
14 days	8 days	7 days	7 days	5 days
<b>What:</b> This performance measure reports the average number of days it takes to respond to non-emergency requests for maintenance and repair services within County facilities.				
<b>Why:</b> We believe that faster response times help maximize the amount of time that County facilities are fully functional and are available for use by County departments and members of the public.				
<b>How are we doing?</b> Implementation of the Preventative Maintenance Program in FY 2006-07 has helped reduce the number of service requests received for unexpected repairs, thereby enabling the Division to respond faster to the remaining service requests.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #2:</b>				
Average customer satisfaction rating on a 5-point scale.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	New	5-Points
<b>What:</b> This measures the average customer satisfaction rating on a 5-point scale.				
<b>Why:</b> Provide and maintain an excellent quality of service in response to requests for information, security services, and proper parking patrol coverage.				
<b>How are we doing?</b> This is a new performance measure as we are initiating a Customer Service Satisfaction survey in FY 2007-08 and we will report annually on our success.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #3:</b>				
Average customer satisfaction on a 5-point scale.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	5-Points
<b>What:</b> This measure gives an average customer satisfaction rating on a 5-point scale, with our goal to provide responsive, customer-focused support.				
<b>Why:</b> It is fundamental to our mission to measure our customer satisfaction in the areas of professionalism and timely mail delivery services.				
<b>How are we doing?</b> This is a new performance measure in which we are establishing a baseline and we will report annually on our success.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #4:</b>				
Average number of days it takes after a request is received to respond and mitigate graffiti incidences.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
12 working days	10 working days	3 working days	2 working days	2 working days
<b>What:</b> This measures the turn around time from the date a graffiti abatement request is received to the date the graffiti was mitigated.				
<b>Why:</b> It is important to maintain healthy, graffiti-free communities throughout the County of Kern.				
<b>How are we doing?</b> This performance measure is being implemented in FY 2007-08 and we will continue to track and report our performance.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #5:</b>				
Average number of days it takes to process and finalize a bill for payment to a department or private agency.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	2 days
<b>What:</b> This measures the average number of days it takes to process and finalize a bill for payment to a department or private agency.				
<b>Why:</b> It is important to maintain a high level of fiscal accountability and efficiency in processing various types of billing and ensuring that payments are made in a timely manner. Continuous evaluation of our administrative processes to ensure the highest level of efficiencies.				
<b>How are we doing?</b> This performance measure is being implemented in FY 2007-08 and we will continue to track and report on our performance.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #6:</b>				
Average number of days between the receipt of a purchase requisition and the issuance of a purchase order.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
25 days	15 days	15 days	12 days	10 days
<b>What:</b> This measure delivers the average number of days between the receipt of a purchase requisition and the issuance of a purchase order.				
<b>Why:</b> It is critical to our division mission to measure our responsiveness in facilitating the acquisition of goods and services for our customers which provide County services to the public.				
<b>How are we doing?</b> Additional permanent staff added in FY 2006-07 and the current implementation of a new web-based purchasing system will assist the division in providing more responsive and efficient services to our customers.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #7:</b>				
Measures an average customer satisfaction rating on a 5-point scale.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	5-Points
<b>What:</b> This measures the average customer satisfaction rating on a 5-point scale for Property Management Services.				
<b>Why:</b> It is important to measure our responsiveness and excellent customer service for our customers who provide County services to the public.				
<b>How are we doing?</b> This is a new performance measure as we are initiating a Customer Service Satisfaction survey in FY 2007-08 and we will report annually on our success.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #8:</b>				
Average customer satisfaction rating on a 5-point scale.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	5-Points
<b>What:</b> This measures the average customer satisfaction rating on a 5-point scale for Building Services.				
<b>Why:</b> It is important to measure our responsiveness and excellent customer service for our customers who provide County services to the public.				
<b>How are we doing?</b> This is a new performance measure for FY 2007-08 and we will report annually on our success.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #9:</b>				
Percentage of KGOV television that is produced as Government Programming				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	60% (89 hrs/wk.)
<b>What:</b> This measures the percentage of KGOV television that is produced government programming.				
<b>Why:</b> Produced television programs are more effective and compelling to our viewers than non-produced programming.				
<b>How are we doing?</b> This performance measure was implemented recently and we will continue to track and report on our performance.				
<b>How is this funded?</b> General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$7,627,006	\$8,114,700	\$7,878,392	\$8,742,105	\$8,742,105	\$627,405
Other Charges	479,478	479,479	479,479	479,480	479,479	0
<b>TOTAL EXPENDITURES</b>	<b>\$8,106,484</b>	<b>\$8,594,179</b>	<b>\$8,357,871</b>	<b>\$9,221,585</b>	<b>\$9,221,584</b>	<b>\$627,405</b>
Less Expend. Reimb.	347,782	332,979	320,960	320,000	320,000	(12,979)
<b>TOTAL NET EXPENDITURES</b>	<b>\$7,758,702</b>	<b>\$8,261,200</b>	<b>\$8,036,911</b>	<b>\$8,901,585</b>	<b>\$8,901,584</b>	<b>\$640,384</b>
<b>REVENUES:</b>						
Charges for Services	\$1,153,752	\$1,117,785	\$1,153,137	\$1,121,500	\$1,121,500	\$3,715
Miscellaneous	511,964	0	13,637	0	0	0
Other Financing Sources:						
Criminal Jus Facilities Const	2,733,718	2,733,718	2,733,718	3,957,318	3,957,318	1,223,600
<b>LESS TOTAL REVENUES</b>	<b>\$4,399,434</b>	<b>\$3,851,503</b>	<b>\$3,900,492</b>	<b>\$5,078,818</b>	<b>\$5,078,818</b>	<b>\$1,227,315</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,359,268</b>	<b>\$4,409,697</b>	<b>\$4,136,419</b>	<b>\$3,822,767</b>	<b>\$3,822,766</b>	<b>(\$586,931)</b>

**PURPOSE**

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

**PROGRAM DISCUSSION**

The General Services Division continues to review and evaluate the acquisition of utility services and commodities to attain the best rates possible. The recommended budget reflects rate increases anticipated in FY 2008-09 for electricity (a 13% increase) and natural gas (an 11% increase). The recommended budget also includes the reallocation of funding that is transferred from the Criminal Justice Facilities Construction Fund. This funding source, formerly allocated in part to the Information Technology Services budget unit will be allocated in total to the Utilities budget unit where costs associated with providing services to Superior Court are reflected. The net General Fund contribution equal to the amount of this funding source has been transferred to the Information Technology Services budget unit from the Utilities budget unit thereby averting

adverse fiscal impacts that would occur due to this accounting change.

Projects are being implemented to decrease energy consumption and maximize the best return possible for each dollar spent on energy.

The “Best Rate Program” was developed to ensure County power accounts are on the best rate tariffs possible in accordance with the County Strategic Plan to improve fiscal efficiency and responsibility. Accounts are reviewed to eliminate open accounts where no usage is occurring, and accounts are consolidated, where feasible. Current and historic billing data is monitored to catch and correct billing errors and seek reimbursement from utility vendors.

Progress is being made in retrofitting County buildings with the most up-to-date energy efficient equipment. Energy audits are being conducted on some of the larger County buildings to identify these opportunities.

The County continues to adhere to the energy conservation measures implemented a few years ago. The measures are designed to eliminate wasteful use of energy in County facilities. Examples of energy conservation measures include reducing lighting levels and burn hours, turning off equipment whenever it is not needed, and raising air conditioning thermostat levels during the warmer months.

Overall, a heightened awareness and responsiveness to energy issues has permeated the County.

Over the last five years, the County has been working with Pacific Gas & Electric, Southern California Edison, and Southern California Gas Company on the Energy Watch

Partnership Program. The collaboration allows the County to replace outdated and inefficient lighting and mechanical equipment in County buildings and receive rebates to offset a portion of the cost. The County will continue to participate in this program during FY 2008-09.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$1,549,828	\$2,336,568	\$1,884,121	\$2,668,983	\$2,565,037	\$228,469	
Services and Supplies	236,225	457,046	251,311	552,371	552,371	95,325	
Other Charges	4,397	5,278	4,837	5,278	5,278	0	
<b>TOTAL EXPENDITURES</b>	<b>\$1,790,450</b>	<b>\$2,798,892</b>	<b>\$2,140,269</b>	<b>\$3,226,632</b>	<b>\$3,122,686</b>	<b>\$323,794</b>	
Less Expend. Reimb.	912,622	2,051,049	1,403,462	2,170,480	2,170,480	(119,431)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$877,828</b>	<b>\$747,843</b>	<b>\$736,807</b>	<b>\$1,056,152</b>	<b>\$952,206</b>	<b>\$204,363</b>	
<b>REVENUES:</b>							
Intergovernmental	\$4,224	\$0	\$5,597	\$0	\$0	\$0	
Charges for Services	741,293	582,153	302,955	583,600	769,959	187,806	
Miscellaneous	22	0	31,000	18,000	18,000	18,000	
<b>LESS TOTAL REVENUES</b>	<b>\$745,539</b>	<b>\$582,153</b>	<b>\$339,552</b>	<b>\$601,600</b>	<b>\$787,959</b>	<b>\$205,806</b>	
<b>NET GENERAL FUND COST</b>	<b>\$132,289</b>	<b>\$165,690</b>	<b>\$397,255</b>	<b>\$454,552</b>	<b>\$164,247</b>	<b>(\$1,443)</b>	
<b>Authorized Positions:</b>	21	24	24	24	24	0	
<b>Funded Positions:</b>	21	24	24	24	24	0	

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Provide efficient and cost-effective Construction Services for all County departments

**PROGRAM DISCUSSION**

In FY 2008-09, Construction Services will continue to devote resources to project management and inspection services for completion of the Emergency Operation Center, projects at various parks, and other capital and major maintenance projects. Administration will also be provided for Job Order Contract (JOC) projects throughout the County. Construction Services staff continues to be involved in Community Development Block Grant Program projects and court related projects.

The demand for design support and project management is expected to continue as Construction Services

endeavors to accomplish a large number of projects that continue to be in process from FY 2007-08, as well as those projects that have been approved for debt financing. With the recent retirement of experienced senior staff, the department continues to provide succession planning to better position the department to meet the demands associated with new and continuing projects. County design staff efforts will continue to be augmented through the use of architectural and engineering consultant contracts.

Services such as preliminary cost estimating, construction scheduling, verification of certified payrolls, contractor insurance and bonding verification, and administration of various grant funded projects in addition to design and

project management services noted above will continue to be core activities of the unit.

Construction Services continues to work with the Sheriff's Office and the California Corrections Standards Authority to site a re-entry facility in conjunction with the potential construction of a new jail facility funded with Assembly Bill 900 County Jail Facility Construction grant.

The recommended budget provides an increase in funding for salaries and benefits as a result of negotiated union agreements. Moderate increases in revenue will offset a portion of these increases. The recommended budget also reflects increases in services and supplies that are primarily due to increases in consultant contracts for projects, and the acquisition of one vehicle for construction project inspection. An increase in expenditure reimbursements represents additional, anticipated reimbursements from project work performed for General Fund departments.

**DIRECTOR'S DISCUSSION**

The recommended budget for the Construction Services Division allows for the continued design, administration, and inspection of County capital and major maintenance projects approved by your Board. The majority of the staffing, outside professional services, and material costs incurred within this budget unit are directly allocated during the course of the fiscal year to the associated approved projects. For FY 2008-09, the diverse group of dedicated professionals within Construction Services will not only work to complete the projects approved within the Capital Projects and Major Maintenance budget units, but also those approved for debt financing (two replacement fire stations and the relocation of the County's Information Technology Services Division), and those projects we administer on behalf of various County enterprise fund departments.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of costs that are indirect costs in relation to total construction project costs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
18%	16%	16%	16%	16%
<b>What:</b> This measures the percentage of costs that are indirect costs in relation to total construction project costs for significant projects over \$250,000.				
<b>Why:</b> This indicator reports on County construction projects over \$250,000, with an effort to decrease the indirect expenses as a percentage of total construction costs which maximizes the use of taxpayer resources.				
<b>How are we doing?</b> Each year Construction Services becomes progressively more efficient in reducing indirect costs for projects over \$250,000.				
<b>How is this funded?</b> General Fund.				

# Major Maintenance Projects

Budget Unit 1650

Department Head: Ronald M. Errea, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$3,957,426	\$15,487,406	\$8,161,329	\$14,159,927	\$13,523,727	(\$1,963,679)
<b>TOTAL EXPENDITURES</b>	<b>\$3,957,426</b>	<b>\$15,487,406</b>	<b>\$8,161,329</b>	<b>\$14,159,927</b>	<b>\$13,523,727</b>	<b>(\$1,963,679)</b>
Less Expend. Reimb.	9,482	0	18,945	536,487	536,487	536,487
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,947,944</b>	<b>\$15,487,406</b>	<b>\$8,142,384</b>	<b>\$13,623,440</b>	<b>\$12,987,240</b>	<b>(\$2,500,166)</b>
<b>REVENUES:</b>						
Intergovernmental	\$371,504	\$0	\$0	\$0	\$0	\$0
Charges for Services	0	760,200	861,028	244,000	244,000	(516,200)
Miscellaneous	546,847	1,241,000	931,857	605,640	605,640	(635,360)
<b>LESS TOTAL REVENUES</b>	<b>\$918,351</b>	<b>\$2,001,200</b>	<b>\$1,792,885</b>	<b>\$849,640</b>	<b>\$849,640</b>	<b>(\$1,151,560)</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,029,593</b>	<b>\$13,486,206</b>	<b>\$6,349,499</b>	<b>\$12,773,800</b>	<b>\$12,137,600</b>	<b>(\$1,348,606)</b>

### PROGRAM DISCUSSION

The County Administrative Office annually develops a master list of all major maintenance and capital 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 is also considered when prioritizing the projects requested for funding consideration. The estimated cost for all major maintenance project requests for FY 2008-09 is more than \$63.3 million.

The table below contains a list of the recommended projects for FY 2008-09. For each project, the project

cost, any offsetting revenue or special purpose funding, and the net General Fund cost are presented. Typical major maintenance projects include replacing and repairing roofs, repainting buildings, replacing flooring, demolition projects, and replacing and repairing heating, ventilation, and air conditioning (HVAC) units. The projects listed in the table below include 28 new projects and 30 rebudgeted projects that were approved but not completed in the prior fiscal year.

The recommended projects are in accordance with the County Strategic Plan goal 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 important unmet maintenance and capital facility needs.

## FY 2008-09 RECOMMENDED MAJOR MAINTENANCE PROJECTS

<u>Project Description</u>	<u>Project Cost</u>	<u>Offsetting Revenue or Special Funds</u>	<u>Net County Cost</u>
<b><u>New Projects</u></b>			
Replace Emergency Generator - Ridgecrest Substation	\$182,100	\$0	\$182,100
Replace Main Breaker - 1215 Truxtun	\$34,000	\$0	\$34,000
Replace Breaker - 1415 Truxtun	\$34,000	\$0	\$34,000
Office Additions - Roads Department - Public Services Building	\$20,000	\$20,000	\$0
HVAC Upgrade - Juvenile Justice Center Phase II	\$700,000	\$0	\$700,000
Demolish Unreinforced Masonary Buildings - Countywide Phase I	\$375,000	\$0	\$375,000
Painting Projects - Various Countywide Buildings	\$50,000	\$0	\$50,000
Replace Roof - Frazier Park Recreation Hall	\$118,600	\$0	\$118,600
Replace Roof - Ed Oakley Building	\$143,000	\$0	\$143,000
Replace Roof - California Avenue Veteran's Hall	\$177,900	\$0	\$177,900
Replace Roof - 1431 L Street	\$175,000	\$0	\$175,000
Replace Roof - Kern River Branch Library	\$225,400	\$0	\$225,400
Replace Roof - Holloway-Gonzales Branch Library	\$268,700	\$0	\$268,700
Replace HVAC - Various County Facilities	\$400,000	\$0	\$400,000
Replace Bathroom Floor - Taft Branch Library	\$13,300	\$0	\$13,300
Replace Tile Floor - Inyokern Senior Center	\$28,700	\$0	\$28,700
Replace Asphalt Bus Entrance - 1415 Truxtun	\$65,200	\$0	\$65,200
Resurface Parking Lot - Farm & Home	\$51,100	\$0	\$51,100
Repair Road - Tehachapi Mountain Park	\$200,000	\$0	\$200,000
Replace Water Line - Mary K. Shell	\$89,900	\$0	\$89,900
BVARA Waste Treatment Plant Rehabilitation	\$250,000	\$0	\$250,000
Replace Sliding Door Mechanism - Lerdo Pretiral	\$1,892,600	\$0	\$1,892,600
Replace Shower Doors/Jams Phase 2 - Lerdo Pretrial	\$385,700	\$0	\$385,700
Replace Kitchen Floor - East Niles Senior Center	\$48,900	\$0	\$48,900
Replace Flooring - Mojave Recreation Hall	\$28,300	\$0	\$28,300
Replace Flooring - Boron Park Recreation Hall	\$37,600	\$0	\$37,600
Repair Floors - Taft Veterans Hall	\$63,100	\$0	\$63,100
Repair Parking Lot - Inyokern Senior Center	\$56,200	\$0	\$56,200
<b>Total New Projects</b>	<b>\$6,114,300</b>	<b>\$20,000</b>	<b>\$6,094,300</b>

**Major Maintenance Projects (continued)****Budget Unit 1650**

<u>Project Description</u>	<u>Project Cost</u>	<u>Special Funds</u>	<u>County Cost</u>
<b><u>Rebudgeted Projects</u></b>			
Reroof – Lerdo Kitchen	\$1,071,798	\$0	\$1,071,798
Remove 9 Underground Fuel Tanks at Fire Stations	\$25,000	\$0	\$25,000
Courts Maintenance	\$500,000	\$500,000	\$0
Reroof - 1315 Truxtun Avenue	\$415,300	\$0	\$415,300
Reroof - Delano Adm Building	\$225,410	\$0	\$225,410
Reroof - California City Branch Library	\$201,400	\$0	\$201,400
Reroof - East Bakersfield Veterans' Hall	\$229,920	\$0	\$229,920
Reroof - Exhibition Building - Delano Memorial Park	\$76,486	\$0	\$76,486
Reroof - Juvenile Hall Administration Building	\$365,680	\$0	\$365,680
Jury Srvs/PD Bldg-Electrical/Upgrade	\$85,608	\$0	\$85,608
Reroof/Replace HVAC - Delano Branch Library	\$149,142	\$0	\$149,142
Replace Sidewalk - Probation Annex	\$30,200	\$0	\$30,200
Replace Lighting - Lake Isabella Park	\$105,640	\$105,640	\$0
BVARA Hydrology Study	\$200,900	\$0	\$200,900
Underground Tank Remediation - Various Fire Stations	\$350,000	\$0	\$350,000
Uhler Site Characterization	\$250,000	\$0	\$250,000
Replace Shower Doors/Jams Phase 1 - Lerdo Pretrial	\$100,000	\$0	\$100,000
Parking Lot - Arvin Lamont Court Building	\$130,000	\$0	\$130,000
Parking Lot - Juvenile Hall	\$119,657	\$0	\$119,657
Communication Tower at Rocky Point	\$76,800	\$0	\$76,800
Demolish 18th Street A-Ped Building	\$204,283	\$0	\$204,283
Demolish 14th Street Building	\$52,400	\$0	\$52,400
Flooring - Public Services Building	\$988,619	\$0	\$988,619
NW Reg Center Sheriff Subs Remodel	\$136,042	\$142,700	(\$6,658)
Juvenile Hall Lighting	\$247,487	\$247,487	\$0
Replace Admin Bldg Chiller Controls	\$70,000	\$0	\$70,000
Juvenile Justice Center - Cooling Tower Replacement	\$286,270	\$0	\$286,270
Upgrade Electrical Outlets - Lerdo Pre-trial	\$49,085	\$0	\$49,085
Reroof - Tehachapi Mtn Park	\$266,300	\$146,300	\$120,000
Emergency Psych Assessment Center (Mary K. Shell Bldg.)	\$400,000	\$224,000	\$176,000
<b>Total Rebudgets</b>	<b>\$7,409,427</b>	<b>\$1,366,127</b>	<b>\$6,043,300</b>
<b>Totals</b>	<b>\$13,523,727</b>	<b>\$1,386,127</b>	<b>\$12,137,600</b>

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$466,475	\$660,334	\$638,911	\$675,992	\$706,432	\$46,098
Services and Supplies	166,258	262,760	220,353	164,008	164,008	(98,752)
Fixed Assets	87,440	30,000	30,000	15,000	15,000	(15,000)
Other Financing Uses	0	0	32,167	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$720,173</b>	<b>\$953,094</b>	<b>\$921,431</b>	<b>\$855,000</b>	<b>\$885,440</b>	<b>(\$67,654)</b>
<b>REVENUES:</b>						
Charges for Services	\$17,161	\$20,000	\$16,934	\$15,000	\$15,000	(\$5,000)
Miscellaneous	11,277	15,000	17,173	12,300	12,300	(2,700)
Other Financing Sources	107,993					
Informational Kiosk Fund	0	150,000	115,845	20,000	20,000	(130,000)
Board Of Trade-Advertising	0	16,500	16,500	40,000	40,000	23,500
<b>LESS TOTAL REVENUES</b>	<b>\$136,431</b>	<b>\$201,500</b>	<b>\$166,452</b>	<b>\$87,300</b>	<b>\$87,300</b>	<b>(\$114,200)</b>
<b>NET GENERAL FUND COST</b>	<b>\$583,742</b>	<b>\$751,594</b>	<b>\$754,979</b>	<b>\$767,700</b>	<b>\$798,140</b>	<b>\$46,546</b>
<b>Authorized Positions:</b>	8	8	8	8	8	0
<b>Funded Positions:</b>	8	8	8	8	8	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

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 those goals.

▪ *Fundamental Functions & Responsibilities:*

- Contribute to Kern County’s economy through marketing the region as a tourism destination
- Contribute to Kern County’s economy through marketing the region as a commercial filming location
- Operate the Kern County Visitors Center and Gift Shop to assist and inform tourists
- Administer the Tourism Promotion Grant Program as a front-line marketing effort

**PROGRAM DISCUSSION**

The recommended budget includes the planned use of \$21,000 in Budget Savings Incentive (BSI) credits to provide sufficient funding for the Board of Trade to maintain its current level of support for marketing, filming, and tourism activities in the County. The

recommended budget provides a \$46,000 increase in funding for negotiated salaries and benefits. A \$98,000 decrease in services and supplies, and a \$15,000 decrease in fixed assets as the department only plans to purchase one additional kiosk in FY 2008-09. Revenue of \$20,000 for the additional kiosks and \$40,000 for yearly advertising is anticipated from the Informational Kiosk Fund and from the Board of Trade Advertising Fund

respectively. The department expects revenues to decline by \$114,000, primarily due to a decline in operating transfers in from the Informational Kiosk Fund.

In FY 2007-08 research was completed to determine whether the Board of Trade could appropriately be reclassified as an Enterprise Fund utilizing Transient Occupancy Taxes (TOT) to support the activities of the department. An Auditor-Controller-County Clerk review of the State of California Accounting Standards and Procedures for Counties determined the Board of Trade does not qualify as an enterprise fund or a special revenue fund because the proposed source of funding, Transient Occupancy Tax, is considered General Fund discretionary revenue and is not legally restricted to expenditures for specific Board of Trade activities. Efforts will continue to find a creative solution to link Board of Trade appropriation levels directly to impacts on the local economy.

The department has streamlined its performance measurement indicators, as detailed below. They are focused on measuring economic output of tourism and filming in Kern County as per County Strategic Plan, Section V. They track changes in total travel and tourism dollars spent in the County, as reported by the California Travel and Tourism Commission, changes in TOT, and total dollars of film revenue generated.

Other performance measurements are maintained within the department and are used to direct marketing efforts. Website activity, visitor center lobby visits, publications maintained and distributed, film permits issued, percent of satisfied tourism stakeholders, and trade show efforts are tracked and analyzed.

The department will continue to administer the Tourism Promotion Grants Program. This program offers funding to local chambers of commerce and promotional organizations on a competitive basis for the promotion of travel and tourism in specific areas of the County. Funding in the amount of \$200,000 for this program is included in the recommended budget for the Special Services budget unit 1040. The recommended allocation is \$50,000 less than in FY 2007-08, in recognition of the County's fiscal constraints.

Through the use of Special Services funds in FY 2007-08, the department has continued the Interactive Informational Kiosk Project with the purchase of 11 kiosk units, housing, and related software and installation assistance. Of these 11 kiosks, four have already been placed at: 1) William Thomas Terminal at Meadows Field, 2) Frazier Park, 3) Kern County Administrative Center, and 4) Mojave Spaceport. The additional seven terminals will be placed in Taft, Rosamond, Lake

Isabella, Ridgecrest, Boron, Kernville, and Tehachapi during FY 2008-09. These kiosks act as portals for visitor and emergency information. One additional kiosk will be purchased in FY 2008-09 for installation at the Board of Trade office. Negotiations for additional kiosk units and their funding are in process including possible units in Delano, Tulare County, the State Capitol in Sacramento and areas near the Interstate 5 and Highway 46 corridors. These automated visitor centers will provide tourists with general information about the County, tourism attractions, lodging, dining, and maps.

## **POSITIONS DISCUSSION**

There are no position additions or deletions included in the recommended budget; however, additional funding of \$49,000 has been added to fully fund one Marketing and Promotions Associate position, which provides direct services to eastern Kern County. This position assists in ensuring economic vitality by supporting local business and attracting/expanding targeted industry clusters consistent with the Kern County Economic Development Strategy as contained in the County Strategic Plan. With the current level of staffing, the department will have the ability to meet stated goals and performance measures, as well as contribute to other areas of the County Strategic Plan while cooperating with other County departments and outside agencies.

## **DIRECTOR'S DISCUSSION**

The Board of Trade concurs with the County Administrative Office's recommended budget. The recommended budget provides necessary funding for the department to maintain present staffing levels, elevate the East Kern marketing position from an apprentice to journeyman level, maintain other operational levels and administer the Tourism Promotion Grant Program. The department wishes to note that the recommended budget uses approximately \$21,000 of its Budget Savings Incentive (BSI) credits to offset budget reductions. This reduction of nearly 65% of the BSI balance will severely reduce the department's "safety net" should further reductions be required in future budget cycles.

As the County's lead tourism and commercial filming marketing and coordinating organization, the department oversees a \$1.15 billion dollar a year economic cluster that not only benefits the County's overall economy, but also generates and/or contributes to various tax streams including, but not limited to, transient occupancy taxes, sales taxes, fuel taxes and business property taxes. The recommended budget, combined with the Tourism Promotion Grant Program of up to \$250,000, still falls

well below the annual \$1.5 million in transient occupancy taxes collected.

The department requests continuing support of the Tourism Promotion Grant Program at the FY 2007-2008 funding level of \$250,000. This is budgeted in the Special Services Budget (BU 1040). The grant program is the Board of Trade’s only front-line marketing fund as the department has not had a dedicated marketing allocation in this recommended budget. Absent a dedicated departmental marketing fund, the department works through grant recipients to market Kern County as a premier visitor destination. A specific marketing budget would allow the department to market and promote the County as a whole and increase marketing penetration into Southern California and other regions.

Given that the department’s mission is to promote Kern County, with the goal of increased economic benefit, it

might be prudent to increase marketing efforts in “lean times.” It is a common business tenet that “when business gets slow, advertise more to maintain your position in the marketplace.” Visitor spending is highly competitive and Kern County must maintain a high profile to attract visitors and their contribution to our County economy.

The department is grateful for the support of the Administrative Office and appreciates the Board’s acknowledgement that the Board of Trade generates revenue in excess of its net County cost. The department is committed to continue to grow the economic benefits of tourism to the fullest extent allowed by the funding that is made available.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1:</b>				
Dollar contribution to Kern County’s economy from tourism spending.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$923,300,000	\$989,100,000	\$1,080,000,000	NA	\$1,144,000,000 (6% growth)
Calendar yr 2003	Calendar yr 2004	Calendar yr 2005		Calendar yr 2006
<b>What:</b> This measurement is actual dollars spent by visitors in the County as reported by the State Travel and Tourism Commission’s Dean Runyan report. This report compiles spending activities in various business categories (lodging, food, attractions, etc.) to accurately reflect total dollars spent by visitors. This report is issued 15 to 16 months after the close of the reportable calendar year and currently is posted as a performance measurement in the year the information is received.				
<b>Why:</b> The department is charged with maximizing the economic benefits of tourism (visitor) spending and this measurement quantifies the results of those efforts in actual dollars.				
<b>How are we doing?</b> This measurement has averaged 3.5% annual growth over the last 14 years (the life of the report). Since 2004, Kern County’s growth has increased to a higher level than the State average. We are recapturing economic benefit previously lost to other California destinations.				
<b>How is this funded?</b> This effort is funded through the General Fund.				

<b>Performance Measure # 2:</b>				
Percent change in county tourism spending compared to percent change in statewide tourism spending.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
+4.65% County +3.78% State Calendar yr 2003	+7.13% County +6.64% State Calendar yr 2004	+9.19% County +8.06% State Calendar yr 2005	NA	+6.00% County Calendar yr 2006
<b>What:</b> This measures the percent of growth or shrinkage of visitor spending over the previous year for both County and statewide totals as reported by the California Travel and Tourism Commission's Dean Runyan report. This information is issued 15 to 16 months after the close of the reportable calendar year and currently is posted as a performance measurement in the year the information is received.				
<b>Why:</b> It is important to gauge the County's tourism spending against statewide numbers to determine if we are meeting or exceeded state growth. Exceeding the State's growth indicates the County is capturing a larger share of tourism business and confirms that our marketing strategies are effective.				
<b>How are we doing?</b> Kern County is establishing itself as a more desirable tourism destination by growing faster than overall state growth.				
<b>How is this funded?</b> This effort is funded through the General Fund.				

<b>Performance Measure # 3:</b>				
Dollar amount of Transient Occupancy Tax paid by overnight visitors at local hotels/motels.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$9,305,445 Calendar yr 2005	\$10,423,342 Calendar yr 2006	\$10,906,601 Calendar yr 2007	Not Yet Available	\$11,500,000 (5% growth)
<b>What:</b> This measurement shows the actual Transient Occupancy Tax (TOT) dollars generated by visitors who stay at hotels and motels throughout Kern County's unincorporated and incorporated areas.				
<b>Why:</b> This measurement accurately indicates overnight visitor stays/hotel-motel activity throughout the County and can be correlated to out-of-area visitor activity. Where Performance Measure #1 is used as a long-term indicator, this performance measurement provides more timely data, which is better suited for guiding short-term marketing efforts.				
<b>How are we doing?</b> Kern County is experiencing moderate growth in overnight stays. It is important to look at the overall County numbers rather than just unincorporated area numbers as most hotel-motel rooms are within incorporated cities and the department's marketing efforts place visitors into those rooms.				
<b>How is this funded?</b> This effort is funded through the General Fund.				

<b>Performance Measure # 4:</b>				
Dollar contribution to Kern County’s economy from commercial filming.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$13,060,230 Calendar yr 2005	\$12,856,200 Calendar yr 2006	\$16,316,500 Calendar yr 2007	NA	\$17,132,000 (5% growth)
<b>What:</b> This measurement is actual dollars generated by commercial filming activities conducted in the County. These values are based on internationally accepted formulas developed by the Association of Film Commissioners International (AFCI).				
<b>Why:</b> The department is charged with maximizing the economic benefits of commercial filming activities and this measurement quantifies the results of those efforts in actual dollars.				
<b>How are we doing?</b> Direct marketing efforts to the Southern California filming industry, coupled with a film friendly approach to location assistance and the film permitting process is resulting in continued growth. Such external influences, such as the recent writers strike, can adversely impact numbers from year to year.				
<b>How is this funded?</b> This effort is funded through the General Fund.				

<b>Performance Measure # 5:</b>				
Percent of surveyed tourism stakeholders who are “Satisfied or Highly Satisfied” with the Board of Trade’s marketing efforts.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	70%
<b>What:</b> The department is instituting an annual Tourism Stakeholder Satisfaction Survey, which will ask tourism partners (Chambers of Commerce, Convention and Visitors Bureaus and attraction operators, etc.) to rate the department’s marketing efforts on a 5-point scale from “Poor to Highly Satisfied.” The survey will also solicit ratings of the department’s overall efforts as the central tourism marketing organization for the County. The number of “Satisfied (4) and Highly Satisfied (5)” scores will be measured as a percentage of the number of overall scores.				
<b>Why:</b> As stated in our mission statement, the Board of Trade is charged with “ <i>enhancing the image of Kern County as a visitor destination, and creating a unified strategy to meet those goals.</i> ” This measure will track the department’s progress in conducting our efforts in a “ <i>unified strategy.</i> ” Building a “team spirit” requires careful monitoring of customer service and the perception that stakeholders view the department as a team leader working toward consensus rather than a control mechanism.				
<b>How are we doing?</b> This is a new Performance Measure with no track record.				
<b>How is this funded?</b> This effort is funded through the General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,259,172	\$5,524,529	\$4,869,964	\$5,784,271	\$4,521,601	(\$1,002,928)
Services and Supplies	1,209,906	1,446,036	1,651,378	1,535,382	1,202,473	(243,563)
Other Charges	100,613	112,800	7,692	8,580	8,580	(104,220)
Fixed Assets	79,717	15,000	14,411	149,250	129,250	114,250
Other Financing Uses	0	0	100,852	105,000	101,515	101,515
<b>TOTAL EXPENDITURES</b>	<b>\$5,649,408</b>	<b>\$7,098,365</b>	<b>\$6,644,297</b>	<b>\$7,582,483</b>	<b>\$5,963,419</b>	<b>(\$1,134,946)</b>
Less Expend. Reimb.	164,164	151,733	823,402	175,000	151,442	(291)
<b>TOTAL NET EXPENDITURES</b>	<b>\$5,485,244</b>	<b>\$6,946,632</b>	<b>\$5,820,895</b>	<b>\$7,407,483</b>	<b>\$5,811,977</b>	<b>(\$1,134,655)</b>
<b>REVENUES:</b>						
Intergovernmental	\$0	\$0	\$133,792	\$0	\$0	\$0
Charges for Services	4,561,993	4,821,384	4,270,816	5,284,325	4,069,496	(751,888)
Miscellaneous	2,744	3,650	1,587	1,560	960	(2,690)
Other Financing Uses	0	0	22,406	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$4,564,737</b>	<b>\$4,825,034</b>	<b>\$4,428,601</b>	<b>\$5,285,885</b>	<b>\$4,070,456</b>	<b>(\$754,578)</b>
<b>NET GENERAL FUND COST</b>	<b>\$920,507</b>	<b>\$2,121,598</b>	<b>\$1,392,294</b>	<b>\$2,121,597</b>	<b>\$1,741,521</b>	<b>(\$380,077)</b>
<b>Authorized Positions:</b>	55	56	56	56	54	(2)
<b>Funded Positions:</b>	54	56	56	56	47	(9)

**OPERATIONAL SUMMARY**

▪ *Mission:*

The Engineering and Survey Services Department exists to provide all of our customers with accurate and up-to-date survey information, engineering, and inspection services to ensure public health and safety.

▪ *Fundamental Functions & Responsibilities:*

- Perform County surveys and maintain survey records
- Process land divisions in compliance with County and State regulations
- Administer the Floodplain Management Ordinance
- Maintain drainage systems and facilities
- Administer County Service Areas
- Coordinate, develop and maintain the County's Geographical Information System (GIS)

**PROGRAM DISCUSSION**

The Engineering and Survey Services Department reviews and processes tract and parcel maps, and oversees drainage, floodplain, and geologic activities related to land development permits. The department reviews construction and grading plans for code and regulation compliance. Other functions include operating drainage facilities, performing surveys required by the Board of Supervisors or the County Recorder, and developing the County's geographic information system capabilities.

The recommended budget provides funding at a level that is equivalent to the FY 2007-08 estimated actual level. Negotiated salary increases resulted in an increase of \$1.4 million over the last two years. Without a corresponding change in revenue, the department is unable to operate at current service levels. The recommended budget includes staff reductions as discussed below and reduces funding available for contractors who assist with development plan review in the amount of \$200,000. The public may experience delays in tentative tract and parcel maps reviews as a result of these changes.

The department will continue to operate and maintain County drainage facilities, as well as manage flood plain and geological activities related to land development permits and flood hazard aspects of environmental documents. Flood plain management addresses the County Strategic Plan to educate the public on disaster preparedness. Additionally, the department is developing and enhancing maps of natural hazards throughout the County for public and volunteer responders as adopted in the County Strategic Plan.

In order to avoid additional decreases in service levels, the department plans to use most of its accumulated Budget Savings Incentive credits to offset expenditures planned for FY 2008-09.

The department intends to seek fee increases during FY 2008-09. Should fee increases be approved, adjustments to staffing levels will be made accordingly.

**POSITIONS DISCUSSION**

The recommended budget includes the deletion of two Engineering Technician positions resulting in layoffs, at an annual cost savings of \$166,000, and holding vacant and unfunded seven Engineer positions, at an annual cost savings of \$728,000.

**DIRECTOR'S DISCUSSION**

This budget has been developed on the anticipation that the Board would not approve increases in development

processing fees and our revenue from processing fees would remain at the previous year's actual level. However, because of the decrease in residential development activity, it is likely that the associated revenue from these programs will further decrease from last year and the department will be required to utilize funds from our stability reserve of accumulated Budget Saving Incentive Credits and/or recommend additional staff reductions during the budget year. Since the current fees for improvement plan review and inspection services would continue to be collected by the Roads Department, this budget also assumes that the ESS Department will still continue to receive full reimbursement from the Roads Department for the cost of the improvement plan review and inspection services provided and that they will continue to absorb that shortfall. If the budget was to provide the current level of service to our customers, as provided for in our performance measures, it would require an additional infusion of \$430,000 to the Engineering and Survey Services Department budget, above that of our revenue projections and last year's General Fund contribution.

To present the budget within the budget guidelines, three major adjustments have been made: 1) Seven vacant Engineering Series positions have not been funded in the proposed budget and the revenue projections for these unfunded positions have been adjusted to account for the reduced staffing levels; 2) the department has eliminated \$200,000 from the allocation for consultants used for development plan review (which equates to approximately three staff positions and will leave work which will then have to be performed by a reduced staff); and 3) we are proposing the layoff of two Engineering Technician positions, which are currently filled and constitute 50% of the staff in this section. The elimination of these filled positions will significantly impact the department's ability to perform review of tracts and parcel maps in the future, since the remaining staff, some of whom have in excess of 30 years with the County, will be retiring within the next couple of years. As indicated before, in addition to these proposed reductions, the department will have to closely monitor receipt of revenue during this coming year and recommend adjustments to the budget and staffing levels, as determined appropriate.

We believe the impacts of this budget on the service that we provide will significantly increase the turnaround time, which may return to the six month to nine month timeframe for the review of tract maps, parcel maps and improvement plans, and will also result in delays of inspection of the improvements, which will in turn cause construction delays and increased cost for the development community. The reductions will also result in delays in getting current road and development

information to other County departments and onto the County’s Geographic Information System, which could cause delays in 911 responses and impact the public’s reliance on this system as well as result in the public

contacting already-reduced County staff more frequently when seeking current information that could no longer be updated as frequently.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of weeks required to review final tract and parcel maps.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
Tract Maps 8 weeks	16 weeks	12 weeks	8 weeks	4 weeks
Parcel Maps 18 weeks	24 weeks	12 weeks	12 weeks	4 weeks
<b>What:</b> This measures how many weeks it takes to review final tract maps and parcel maps.				
<b>Why:</b> It is important to our customers that we review final tract and parcel maps in a timely manner so they can record their map to complete the land division. Final map review is a critical function of the department.				
<b>How are we doing?</b> There is still room for improvement, but we have added staff and also used consultants to help with the workload. In addition, we implemented an Expedited Special Map Review process using consultants paid by the developer. This, along with the observed slow-down in development activity, should result in much shorter review times within the next few months.				
<b>How is this funded?</b> This activity is funded through fees paid by the developer.				

<b>Performance Measure #2:</b>				
Percentage of improvement plan reviews completed within 30 days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	44%	100%	74%	90%
<b>What:</b> This measures the percentage of improvement plans for tracts, parcel maps, or precise developments that are reviewed and either approved, or returned to the applicant for corrections, within 30 days.				
<b>Why:</b> It is important to our customers that we review improvement plans in a timely manner so the developer can begin construction. Improvement plan review and inspection is a critical function of the department.				
<b>How are we doing?</b> Although review times have improved over the last couple of years, there is still room for improvement. We have used consultants to help with the workload with mixed results. (One consultant was injured and off work for several months.) Some proposed staffing changes are expected to provide improved plan review times and we have also observed a decrease in development activity over the last few months. This should allow us to achieve our goal within the next few months.				
<b>How is this funded?</b> This activity is funded through fees paid by the developer.				

<b>Performance Measure #3:</b>				
Number of sumps renovated.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
14	17	20	20	24
<b>What:</b> This measures the number of drainage sumps we were able to renovate. This includes major renovation and does not include the numerous additional sumps cleaned by the "hand crews." Renovation includes: removal of vegetation to promote mosquito abatement efforts, scarifying the sump bottom to enhance percolation rates and sump performance, and eliminate eyesores by managing the weeds and keeping facilities secured.				
<b>Why:</b> Our goal is to renovate as many sumps as possible with the available funding. Maintenance of drainage facilities is a critical function of this department.				
<b>How are we doing?</b> Included within the 20 sumps cleaned by midyear, are six sumps that we cleaned for the Public Health Department using grant funds provided to them to assist in mitigation against West Nile Virus by reducing mosquito habitat. It is anticipated that we will renovate another seven sumps by the end of this FY for a total of 27. We will have performed major renovation of 70 sumps by the end of the FY 2007-08 fiscal year which is approximately 25% of the sumps that we maintain. With continued funding of this program, we should be able to complete all the sumps by the end of FY 2013-14 and we should be able to continue to maintain all the sumps on four year cycle.				
<b>How is this funded?</b> Maintenance of sumps within County Service Areas (CSA) is paid for with the CSA fees. Maintenance of County-owned sumps is paid for by the General Fund.				

<b>Performance Measure #4:</b>				
Grading and drainage reviews.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	230 Grading Reviews 310 Drainage Reviews 80% < 1 week 99% < 2 weeks	NA	135 Grading Reviews 125 Drainage Reviews 80% < 1 week 99% < 2 weeks	200 Grading Reviews 200 Drainage Reviews 80% < 1 week 99% < 2 weeks
<b>What:</b> This measures how many grading plans were reviewed and also how many building plans/permits were reviewed for compliance with drainage requirements, and the corresponding review times.				
<b>Why:</b> Our priority is to perform grading plan reviews in accordance with our Grading Ordinance and other applicable regulations, and also review building permits for compliance with drainage standards. Our goal is to provide our customers with accurate and timely reviews so we can issue permits as soon as possible so they can begin construction.				
<b>How are we doing?</b> Accuracy and turnaround times are excellent. Over 80% of the reviews are completed within one week, with many of these completed within two days.				
<b>How is this funded?</b> Funding to perform these tasks is paid through permit fees collected from the permit applicants.				

<b>Performance Measure #5:</b>				
How often is the County's Geographical Information System (GIS) used?				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	900-1,500 users per day 2,500 peak	1,000-2,000 users per day
<b>What:</b> This measures how many different members of the public use the County's GIS internet mapping site each day.				
<b>Why:</b> Our goal is to provide reliable information through the Geographical Information System (GIS) and continue to add additional information as data and resources become available.				
<b>How are we doing?</b> The number of users has increased steadily since the implementation of GIS as more people become aware of its existence. This measure shows public use only, but in addition, County staff uses GIS extensively for research and data collection, enforcement, permit issuance, etc. The system has proven to be reliable as well, being functional 99.8% of the time in the past 12 months.				
<b>How is this funded?</b> Development and maintenance of GIS is funded by the General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$2,033,229	\$2,396,055	\$2,119,966	\$2,816,434	\$2,642,444	\$246,389	
Services and Supplies	1,248,832	1,878,964	1,315,002	1,743,541	1,743,541	(135,423)	
Other Charges	999,047	785,304	956,948	795,655	795,655	10,351	
Fixed Assets	0	50,000	0	0	0	(50,000)	
<b>TOTAL EXPENDITURES</b>	<b>\$4,281,108</b>	<b>\$5,110,323</b>	<b>\$4,391,916</b>	<b>\$5,355,630</b>	<b>\$5,181,640</b>	<b>\$71,317</b>	
Less Expend. Reimb.	359,498	478,000	353,297	438,900	438,900	(39,100)	
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,921,610</b>	<b>\$4,632,323</b>	<b>\$4,038,619</b>	<b>\$4,916,730</b>	<b>\$4,742,740</b>	<b>\$110,417</b>	
<b>REVENUES:</b>							
Charges for Services	\$2,984,186	\$3,834,519	\$3,124,017	\$4,105,537	\$3,931,548	\$97,029	
Miscellaneous	51,977	15,000	40,000	29,000	29,000	14,000	
<b>LESS TOTAL REVENUES</b>	<b>\$3,036,163</b>	<b>\$3,849,519</b>	<b>\$3,164,017</b>	<b>\$4,134,537</b>	<b>\$3,960,548</b>	<b>\$111,029</b>	
<b>NET GENERAL FUND COST</b>	<b>\$885,447</b>	<b>\$782,804</b>	<b>\$874,602</b>	<b>\$782,193</b>	<b>\$782,192</b>	<b>(\$611)</b>	
<b>Authorized Positions:</b>	28	28	29	29	29	1	
<b>Funded Positions:</b>	28	28	29	29	29	1	

**OPERATIONAL SUMMARY**

▪ *Mission:*

To manage risk and claims effectively for the protection of the County, its officers, and employees.

▪ *Fundamental Functions & Responsibilities:*

- Identify and measure risk in order to reduce the total cost of risk to the County
- Manage risk in accordance with the best industry practices
- Partner with County departments to identify and reduce the risks that cause injuries, damages, and other liabilities
- Provide efficient and effective claims management

**PROGRAM DISCUSSION**

The recommended budget provides sufficient resources to allow the division to administer the County’s general liability and workers’ compensation self-insurance programs. Except for uninsured litigation, all costs

incurred in this budget are recovered through charges to departments, in accordance with the County Strategic Plan strategy of ensuring proper fiscal planning that meets the needs of the public as well as County departments.

The recommended budget includes a decrease in services and supplies due to a reduction in medical malpractice

insurance. Uninsured litigation costs have increased slightly from the previous fiscal year. This allocation ensures that the County is able to defend and protect itself in civil and administrative matters. Charges for services have increased to offset increase in salaries and benefits.

**POSITIONS DISCUSSION**

The recommended budget includes the FY 2007-08 mid-year addition of one Workers’ Compensation Claims Manager position. This position will ensure compliance with workers’ compensation statutory practices and procedures, provide supervision to professional and clerical staff, and review and advise on proposed legislation pertaining to workers’ compensation, which meets the County Strategic Plan goal to ensure legislation is being reviewed that will favorably affect government at the local level.

**DIRECTOR’S DISCUSSION**

Risk Management has managed to recruit and retain experienced adjusters for handling General Liability and Workers’ Compensation claims. However, for two years the Risk Manager position has not been filled despite changes in the job description and an increase in the base salary. This is a leadership position that is key for building a culture of safety in County departments and reducing the total cost of risk for the County, which is now \$38 million annually. Also the current safety staff for Risk Management has only two members and is in critical need of at least one additional Safety Specialist at this time in order to assist in promoting and overseeing safety programs in the County departments. The cost estimate for this position is \$86,000 annually for salary and benefits. John Pryor, our risk management consultant, has repeatedly underscored the need for these positions to be filled without delay.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Total actual cost of risk of County operations.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$38,198,037	\$39,467,738	\$37,347,804	\$38,000,000	\$36,000,000
<b>What:</b> The indicator measures the total cost of risk to the County. The term “risk” includes all exposures, liabilities, damages, insurances, and the costs of managing those risks. It is composed of claims paid and lawsuits handled, uninsured losses, insurance premiums paid, self-insured retention paid, safety and security costs, legal defense costs, administrative costs, and the value of lost workdays. Our Risk Management Consultant has recommended this measure as an industry “best practice” that tells a compelling story.				
<b>Why:</b> The indicator demonstrates whether the County is managing risk effectively from year to year and controlling the costs associated with risk. This indicator relates to the County Strategic Plan in that it focuses on “Efficient and Responsible Government.” Also, the significant dollars involved will serve to remind County officers and employees that risk management is essential for achieving government accountability consistent with the public trust.				
<b>How are we doing?</b> At mid-year FY2007-08, the County’s total cost of risk appears down somewhat from earlier years. Risk Management tracks these data in order to initiate programs to control and shift the exposure in County operations. In the next fiscal year programs to reduce the County risk will be initiated based on the Risk Management Consultant’s recommendations.				
<b>How is this funded?</b> Risk Management and its programs are funded principally from a pool funded by premiums charged to departments annually according to a formula approved by the State to cover the self-insurance programs for General Liability and Workers’ Compensation. The uninsured risk of this program is not allocated to departments, but that component is funded by the County General Fund. The actual uninsured cost estimated for FY 2007-08 is \$1,144,500.				

<b>Performance Measure #2:</b>				
General liability costs as a percentage of County expenditures.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
.22%	.28%	.46%	.35%	.50%
<b>What:</b> This indicator measures the portion of costs the County incurs as a result of general liability claims, lawsuits, and insurances. General liability covers auto liability, employers' liability, public officials' liability, pollution liability, premises liability, and other general liabilities that arise from County operations.				
<b>Why:</b> This indicator demonstrates how effective or ineffective the County is in managing general liability exposures from year to year. Yet some liabilities are beyond the exclusive control of Risk Management and depend on the cooperation and resources available in each County department. This measure does provide a basis for Risk Management to address the significant exposures and claims arising from high risk departments and to focus efforts on reducing such liabilities.				
<b>How are we doing?</b> For FY 2007-08 the indicator is more than the prior year by .06%. High dollar lawsuits and defense costs can cause this indicator to vary significantly from year to year. Yet this measure serves as a barometer for how the County as an entity is making progress in reducing its general liability risks.				
<b>How is this funded?</b> The general liability program is funded from a pool based on premiums charged to departments annually based on a formula that is actuarially based and approved by the State. The premiums charged to each department are based on the loss history of the department and the degree of risk inherent in its operations and is managed in Internal Service Fund 8970. The first \$2 million of a loss is self-insured with excess coverage purchased up to \$25 million.				

<b>Performance Measure #3:</b>				
The total payout to resolve lawsuits.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$1,778,114	\$497,842	\$500,000	\$870,000	\$500,000
<b>What:</b> This indicator measures the dollars paid out in a fiscal year to resolve general liability and medical malpractice lawsuits. The measure tracks the monies paid to plaintiffs and the resulting burden on County operations that such payouts represent. Not included in this measure are those lawsuits resolved usually without a payout of dollars, such as environmental, juvenile, discipline, and conservatorship matters. This measure will vary from year to year depending on the severity of the lawsuits in the pipeline and pending in the courts.				
<b>Why:</b> This indicator focuses management's attention on the areas of outstanding liability and exposure and where the need for corrective action may be necessary to prevent future lawsuits. A reduction in this outcome is of paramount importance for County and especially Kern Medical Center operations and planning.				
<b>How are we doing?</b> In recent years both general liability and medical malpractice cases have been resolved without significant payouts. However, there are now pending matters that will require substantial payouts.				
<b>How is this funded?</b> Payouts for general liability are funded from Internal Service Fund 8970. The first \$2 million per incident is self-insured with excess insurance coverage up to \$25 million for the significant cases. Medical malpractice is self-insured for the first \$5 million per incident and funded in the Kern Medical Center budget. Medical malpractice insurance picks up any claims that require more than the \$5 million in defense and indemnification.				

<b>Performance Measure #4:</b>				
Workers' Compensation costs as a percentage of County expenditures.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1.38%	1.37%	1.31%	1.15%	1.25%
<b>What:</b> This indicator measures the percentage of costs the County incurs in total from Workers' Compensation claims, insurance, and administration.				
<b>Why:</b> This indicator demonstrates the burden on County expenditures and operations that result from work-related injuries and the claims filed as a result of those injuries. In order for the County to provide "Efficient and Responsible Government" services consistent with the County Strategic Plan, this measure provides management a critical barometer for assessing the effectiveness of steps taken to reduce Workers' Compensation costs.				
<b>How are we doing?</b> At mid-year, Workers' Compensation costs are running .22% less than the prior fiscal year. This measure indicates that Workers' Compensation costs have decreased because of the reforms initiated in Sacramento and the efforts of the Workers' Compensation staff and others in County government.				
<b>How is this funded?</b> The Workers' Compensation program is funded by a pool based on premiums charged to departments through Internal Service Fund 8990. The departments with the greatest losses bear the burden of the heavier premiums.				

<b>Performance Measure #5:</b>				
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
97	63	100	82	100
<b>What:</b> This indicator measures how many days employees with work-related injuries are absent from work per Workers' Compensation claim on which temporary disability is paid. Because of 4850 time provided by law for safety employees, the incidence of lost-time days poses significant challenges and will be tracked separately from the lost-time days for general employees.				
<b>Why:</b> In managing Workers' Compensation claims and risk, this indicator is critical for tracking the most costly element of the program. Reducing the number of days lost saves the County disability, medical, and staffing replacement costs. A high incidence of lost workdays may demonstrate the ineffectiveness of the County's Disability Management Program that seeks to return injured employees back to work in light or modified duty jobs as soon as possible.				
<b>How are we doing?</b> For FY 2007-08, lost workdays are estimated to increase over the prior fiscal year, though efforts to reduce those days have been effective in some departments where there is a program to help the injured employee to return to the job without delay.				
<b>How is this funded?</b> The Workers' Compensation program is funded by a pool funded by premiums charged to departments through Internal Service Fund 8990. The departments that are subject to the 4850 law have high premiums because of lost workdays.				

<b>Performance Measure #6:</b>				
Percentage of clients rating Risk Management services satisfactory or above.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Estimated Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	90%	88%, Limited Sample	90%
<p><b>What:</b> The indicator measures how departments rate the service of the professional staff of Risk Management, including adjusters, loss prevention and safety personnel, and insurance services personnel. This measure provides management the tool to assess the quality of service that Risk Management delivers to County departments and their employees. As each employee's annual EPR is prepared, key clients are requested to complete an assessment of that employee's performance by a standardize instrument. These assessments are then summarized to determine the office's overall rating.</p>				
<p><b>Why:</b> Results of these surveys have proved valuable in assessing client satisfaction with each assigned professional and the office's efforts to meet the Risk Management mission. Also, these survey results provide a basis for department management to fine tune service delivery to meet specific client and program needs. Utilizing the feedback from departments in this satisfaction survey, adjuster, safety personnel, and insurance experts will be able to continuously improve their service delivery.</p>				
<p><b>How are we doing?</b> Surveys have been developed and they will be used routinely commencing in the next few months. In past years, adjusters were not assigned to specific departments as they are now so that department feedback that is meaningful can be obtained for the first time.</p>				
<p><b>How is this funded?</b> The administration of the Risk Management program is funded in Budget Unit 1910 with funds drawn from Internal Service Funds: 8970 General Liability and 8990 Workers' Compensation. Premiums charged to departments provide the funding for these two Internal Service Funds.</p>				

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Fixed Assets	\$8,478,591	\$57,057,689	\$16,760,245	\$48,517,505	\$47,132,527	(\$9,925,162)
<b>TOTAL EXPENDITURES</b>	<b>\$8,478,591</b>	<b>\$57,057,689</b>	<b>\$16,760,245</b>	<b>\$48,517,505</b>	<b>\$47,132,527</b>	<b>(\$9,925,162)</b>
Less Expend. Reimb.	256,639	656,476	342,667	234,457	234,457	(422,019)
<b>TOTAL NET EXPENDITURES</b>	<b>\$8,221,952</b>	<b>\$56,401,213</b>	<b>\$16,417,578</b>	<b>\$48,283,048</b>	<b>\$46,898,070</b>	<b>(\$9,503,143)</b>
<b>REVENUES:</b>						
Revenue from Use of Money & Prop	\$286,833	\$0	\$600,000	\$150,000	\$150,000	\$150,000
Intergovernmental	2,790,708	42,190,729	3,863,684	29,104,904	29,104,904	(13,085,825)
Charges for Services	30,864	1,791,030	1,000,756	2,907,601	2,907,601	1,116,571
Miscellaneous	6,556,989	500,000	6,000,865	500,000	500,000	0
Other Financing Sources	0	0	206,921	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$9,665,394</b>	<b>\$44,481,759</b>	<b>\$11,672,226</b>	<b>\$32,662,505</b>	<b>\$32,662,505</b>	<b>(\$11,819,254)</b>
<b>NET GENERAL FUND COST</b>	<b>(\$1,443,442)</b>	<b>\$11,919,454</b>	<b>\$4,745,352</b>	<b>\$15,620,543</b>	<b>\$14,235,565</b>	<b>\$2,316,111</b>

**PURPOSE**

The County Administrative Office annually develops a master list of all major maintenance and capital 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 is also considered when prioritizing the requested projects for funding consideration.

Measurement, Expand Office – Personnel Department, Install Emergency Generator – Mary K. Shell Building, New Transmission Line – Greenhorn Mountain Park, Replace Ballfield Lighting – Rosamond Park, Replace Three Restrooms – Hart Park, Replace Restroom and Picnic Shelter – Derby Acres, Replace Restroom and Picnic Shelter – Valley Acres, Replace Water Tank – Tehachapi Mountain Park, New Irrigation Water Tank – Buttonwillow Park, Upgrade Electric Control Doors – Lerdo Phase II, Replace Barracks – Lerdo Minimum, and New Restroom – Board of Trade.

**PROGRAM DISCUSSION**

Below is a list of the recommended new and re-budgeted capital projects for FY 2008-09. For each project, the project cost, offsetting revenue or special purpose funding, and the net General Fund cost are presented.

**Rebudgeted Projects**

Unlike County operating budgets, funds annually appropriated to the Capital Projects budget unit are seldom totally expended during the fiscal year. Upon adoption of the final budget, typical construction projects require pre-architectural programming, the various phases of architectural design, approval of plans and specifications, award of bid, and the actual construction process. These steps seldom are completed in the months between adoption of the final budget and the end of the fiscal year.

**New Projects**

Many of the projects recommended have associated revenue or special purpose funding to partially offset the respective cost of the project. The cumulative net General Fund cost for recommended new projects is \$6.6 million. Fourteen new projects are included in the recommended budget as follows: Office Expansion Construction – Ag Measurement, Warehouse Expansion Construction – Ag

Funds for projects that have progressed into the construction stage (Board approved construction contract) but are not expected to be completed by year’s end, are subtracted from the General Fund carryover balance, and

are held aside to meet County obligations for completion of the projects. Those projects that have not progressed into the construction phase are re-budgeted in the following year. One such project, the cost for the design and construction of the Fire Department's Aviation Hanger, is budgeted at a reduced level for FY 2008-09. The scope and location for this project has not yet been identified. If the project progresses forward, efforts will be made to identify other financing sources to complete this project, which may include bond indebtedness.

The recommended budget includes the rebudget of the Seventh Standard Road Project with offsetting revenue equal to the anticipated expenditures, in the amount of \$19.9 million. The Seventh Standard Road project will also require additional construction that will be financed through the issuance of bonds. The cost for that component of the Seventh Standard Road project is not included in the recommended budget.

A total of sixteen projects with a combined estimated cost, net of offsetting revenue, of \$7.6 million are recommended for rebudgeting in the Capital Projects

budget for FY 2008-09, and ensures the County Strategic Plan goal of evaluating and meeting the County infrastructure needs.

The total estimated cost for all capital project requests for FY 2008-09 was in excess of \$372 million. The County Administrative Office recommended projects for funding consideration in May 2008. These recommended projects were identified by both the General Services Division and other operating departments as important unmet maintenance and capital facility needs. The FY 2008-09 Recommended Budget includes the projects determined to be the highest priority.

In addition to the projects included in this budget, there are three large projects that were approved for financing in FY 2008-09. The projects are the new Information Technology Services facility, and replacement fire stations for the Pine Mountain community and Fire Station 65 on Rosedale Highway. The design phase for the three projects will commence in the Summer 2008 with financing and construction to ensue in the following months.

<u>Project Description</u>	<u>Project Cost</u>	<u>Offsetting Revenue or Special Funds</u>	<u>Net General Fund Cost</u>
<b><u>New Projects</u></b>			
Office Expansion Construction - Ag Measurement	\$1,155,200	\$0	\$1,155,200
Warehouse Expansion Construction - Ag Measurement	\$348,435	\$0	\$348,435
Expand Office - Personnel Department	\$103,200	\$0	\$103,200
Install Emergency Generator - Mary K. Shell Building	\$702,600	\$702,600	\$0
New Transmission Line - Greenhorn Mountain Park	\$382,200	\$0	\$382,200
Replace Ballfield Lighting - Rosamond Park	\$196,600	\$0	\$196,600
Replace 3 Restrooms - Hart Park	\$900,000	\$0	\$900,000
Replace Restroom & Picnic Shelter - Derby Acres	\$337,000	\$0	\$337,000
Replace Restroom & Picnic Shelter - Valley Acres	\$305,000	\$0	\$305,000
Replace Water Tank - Tehachapi Mountain Park	\$311,500	\$0	\$311,500
New Irrigation Water Tank - Buttonwillow Park	\$150,200	\$0	\$150,200
Upgrade Electric Control Doors - Lerdo Phase II	\$225,000	\$0	\$225,000
Replace Barracks - Lerdo Minimum	\$1,800,000	\$0	\$1,800,000
New Restroom - Board of Trade	\$385,700	\$0	\$385,700
<b>Total New Projects</b>	<b>\$7,302,635</b>	<b>\$702,600</b>	<b>\$6,600,035</b>
<b><u>Rebudgeted Projects</u></b>			
Greenhorn Mountain Land Exchanges	\$20,000	\$0	\$20,000
Irrigation Storage Tank - Kern River County Park	\$500,000	\$0	\$500,000
Remodel Master Control - Lerdo Pre-Trial	\$182,500	\$0	\$182,500
Replacement Irrigation Pump - Lake Ming	\$200,000	\$0	\$200,000
Seismic Retrofit - Main Museum Building County Match	\$500,000	\$0	\$500,000
Remodel Lobby & Counter - Treasurer Tax Collector	\$234,457	\$234,457	\$0
Frazier Park Library	\$6,650,938	\$4,937,917	\$1,713,021
Install Courtroom - 1415 Truxtun Avenue	\$4,121,140	\$4,145,188	(\$24,048)
Mojave BID Building Replacement	\$798,000	\$500,000	\$298,000
Bakersfield Animal Shelter Administration Building	\$897,700	\$0	\$897,700
BVARA Fuel Dock Improvement	\$842,757	\$776,800	\$65,957
Boat Launch/Restroom/Parking Lot/Lighting - Lake Ming	\$1,525,000	\$1,525,000	\$0
Fire Dept Aviation Hanger Design & Construction	\$200,000	\$0	\$200,000
Replacement Mess Hall - Camp Owen	\$3,032,400	\$0	\$3,032,400
New Jail Facility Study	\$50,000	\$0	\$50,000
Casa Loma Wet Play Park	\$125,000	\$125,000	\$0
<b>Total Rebudgets</b>	<b>\$19,879,892</b>	<b>\$12,244,362</b>	<b>\$7,635,530</b>
<b>Grand Total - Capital Projects</b>	<b>\$27,182,527</b>	<b>\$12,946,962</b>	<b>\$14,235,565</b>

*PUBLIC  
PROTECTION*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$14,575,364	\$15,213,060	\$15,213,060	\$14,931,485	\$14,931,485	(\$281,575)
<b>TOTAL EXPENDITURES</b>	<b>\$14,575,364</b>	<b>\$15,213,060</b>	<b>\$15,213,060</b>	<b>\$14,931,485</b>	<b>\$14,931,485</b>	<b>(\$281,575)</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$6,455,274	\$6,626,000	\$6,626,053	\$6,832,000	\$6,832,000	\$206,000
Charges for Services	4,681,046	5,402,768	6,107,175	4,967,600	4,967,600	(435,168)
Miscellaneous	0	75,075	0	75,075	75,075	0
<b>LESS TOTAL REVENUES</b>	<b>\$11,136,320</b>	<b>\$12,103,843</b>	<b>\$12,733,228</b>	<b>\$11,874,675</b>	<b>\$11,874,675</b>	<b>(\$229,168)</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,439,044</b>	<b>\$3,109,217</b>	<b>\$2,479,832</b>	<b>\$3,056,810</b>	<b>\$3,056,810</b>	<b>(\$52,407)</b>

**PURPOSE**

This budget unit is used to pay the State-mandated funding requirements for the County’s courts, including the County’s maintenance of effort (MOE) 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.” The County Administrative Office administers this budget unit.

**PROGRAM DISCUSSION**

The County and the Courts are entering into the ninth year of transition, which began with the passage of the Trial Court Funding Act of 1997. Transition issues that the County continues to face are the outcome of the Statewide Task Force on Trial Court Facilities and a possible State audit regarding the disposition of court-related revenues not addressed in the Trial Court Funding Act.

The Task Force on Trial Court Facilities issued its Final Report on October 1, 2001. The report contains the key recommendation that there be a transition of responsibility for trial court facilities from the counties to the State. The Task Force found its recommendation to be “consistent with previous decisions that transferred financial responsibility for court operations and court personnel from the county to the State.” Other

recommendations contained in the report include: 1) the transfer of responsibility for facilities to occur over a three-year period; 2) a set maintenance of effort (MOE) payment obligation be paid by the counties to the State for facility maintenance costs after transfer of a facility; 3) counties retain responsibility for any existing facility debt; and 4) that the decision regarding continued responsibility for court facilities “command immediate attention.” This process was not completed Statewide by June 30, 2007, as originally anticipated. Legislation enacted in April 2008 extended the deadline for the transfer of court facilities until December 31, 2009. The established County project team currently meets weekly to address court transfer issues. They are committed to establishing a close and successful relationship with the State, and working to accomplish all transfers by the first quarter of 2009.

The disposition of a myriad of court generated revenues have been in dispute due to the Trial Court Funding Act being silent on this matter. The County came to an agreement with the Courts in 1998 regarding the disposition of these unaddressed revenues. However, as part of the State’s budget solution in FY 2003-04, AB 1759 was passed, which transferred certain additional court related fines and forfeitures, not previously designated as part of the Trial Court Funding Act of 1997, from the counties to the State. The final disposition of these revenues was settled in FY 2005-06, and total revenues of \$5,247,051 are remitted to the State each year.

In addition to the revenue remittance discussed above, the recommended budget includes appropriations of: \$9,234,511 as the statutory MOE obligation per Government Code section 77201.3, and \$272,543 as an undesignated fee component, which are court collected fees that are not specifically addressed in the original Trial Court Funding legislation.

The recommended level of funding in this budget will meet the County's statutory fiscal responsibilities to the State and the Courts.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$0	\$0	\$0	\$467,323	\$379,754	\$379,754
Services and Supplies	0	0	0	203,721	203,721	203,721
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$671,044</b>	<b>\$583,475</b>	<b>\$583,475</b>
<b>REVENUES:</b>						
Licenses and Permits	\$0	\$0	\$0	\$228,000	\$165,000	\$165,000
Charges for Services	0	0	0	345,500	345,500	345,500
Miscellaneous	0	0	0	500	500	500
Other Financing Sources:						
Vital & Health Stat-Co. Clerk	0	0	0	2,730	2,730	2,730
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$576,730</b>	<b>\$513,730</b>	<b>\$513,730</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$94,314</b>	<b>\$69,745</b>	<b>\$69,745</b>
<b>Authorized Positions:</b>	0	0	0	7	6	6
<b>Funded Positions:</b>	0	0	0	7	6	6

**PURPOSE**

The County Clerk is a division of the Auditor-Controller-County Clerk’s Office and is responsible for issuing marriage licenses, issuing fictitious business names, and accepting filings of notary public bonds, environmental impact reports, county loyalty oaths and other miscellaneous filings.

**PROGRAM DISCUSSION**

Functions of the County Clerk were previously budgeted within the Auditor-Controller budget unit 1110. A separate budget unit has been established for the County Clerk to facilitate separate financial reporting. The recommended level of funding will permit the County Clerk division to continue serving the public by providing for issuance of marriage licenses; issuing fictitious business name statements; and acceptance of a variety of legal filings such as notary public bonds, environmental impact reports, County loyalty oaths, and other miscellaneous filings by public agencies and licensed individuals.

The department will no longer perform civil marriage ceremonies as this is an elective function. This will result in the recommended deletion of one position as discussed below. At the recommended funding level it will also be necessary for the division to reduce overtime expenditures.

**POSITIONS DISCUSSION**

The recommended budget includes the addition of the following positions: one Fiscal Support Supervisor position, at annual cost of \$82,973; one Fiscal Support Technician position, at an annual cost of \$69,153; one Office Services Specialist position, at an annual cost of \$64,003; and three Office Services Technician positions at an annualized cost of \$179,957. As these positions currently exist in Auditor-Controller’s budget unit 1110, corresponding position deletions are recommended in that budget unit. In addition, one additional Office Services Technician position will be recommended for deletion due to the decrease in workload resulting from the discontinuance of civil marriage ceremonies.

**DIRECTOR’S DISCUSSION**

We concur with the recommended budget; however, as part of our step-down plan, the elimination of overtime was included. This may impact our service to the public, and could result in fewer hours open and/or possibly longer wait times for customers.

We also did not include any use of extra help in our original budget request. However, with the reduction in funding for one full-time position, we may at some point need to request the transfer of BSI funds for completion of the current project of imaging 35,000 confidential marriage licenses, many of which are in very poor condition.

As this is a new budget unit, we will identify all associated costs in order to adjust fees accordingly.

# Grand Jury

Department Head: Jerold L. Turner,  
Superior Court Presiding Judge, *Elected*

Budget Unit 2160

Grand Jury Foreperson: John C. Mainland

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$66,613	\$69,443	\$63,090	\$76,213	\$39,021	(\$30,422)
Services and Supplies	146,022	211,802	165,330	211,802	204,866	(6,936)
<b>TOTAL EXPENDITURES</b>	<b>\$212,635</b>	<b>\$281,245</b>	<b>\$228,420</b>	<b>\$288,015</b>	<b>\$243,887</b>	<b>(\$37,358)</b>
<b>NET GENERAL FUND COST</b>	<b>\$212,635</b>	<b>\$281,245</b>	<b>\$228,420</b>	<b>\$288,015</b>	<b>\$243,887</b>	<b>(\$37,358)</b>
<b>Authorized Positions:</b>	1	1	1	1	1	0
<b>Funded Positions:</b>	1	1	1	1	1	0

### PURPOSE

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.

### PROGRAM DISCUSSION

This budget unit is entirely financed by the County General Fund. Funding appropriated to this budget is used to pay for one clerical support position, office

supplies, training, expert witness expenses, travel expenses, and other costs incurred by the Grand Jury members.

In recognition of the County's fiscal constraints, the Grand Jury will be able to maintain the existing level of service throughout the fiscal year with the use of \$37,000 in accrued Budget Savings Incentive credits.

As in past fiscal years, the recommended budget for the Grand Jury does not include funding for a management audit. However, should a well defined need arise during the course of the fiscal year, the Grand Jury could request that the Board of Supervisors allocate additional funds for a management audit.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Services and Supplies	\$5,052,729	\$5,448,900	\$5,612,450	\$5,701,150	\$5,656,146	\$207,246	
<b>TOTAL EXPENDITURES</b>	<b>\$5,052,729</b>	<b>\$5,448,900</b>	<b>\$5,612,450</b>	<b>\$5,701,150</b>	<b>\$5,656,146</b>	<b>\$207,246</b>	
<b>REVENUES:</b>							
Intergovernmental	\$1,449,055	\$1,350,000	\$1,225,000	\$1,225,000	\$1,225,000	(\$125,000)	
Charges for Services	53,148	60,000	75,000	75,000	75,000	15,000	
Miscellaneous	216,835	0	0	0	0	0	
<b>LESS TOTAL REVENUES</b>	<b>\$1,719,038</b>	<b>\$1,410,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>(\$110,000)</b>	
<b>NET GENERAL FUND COST</b>	<b>\$3,333,691</b>	<b>\$4,038,900</b>	<b>\$4,312,450</b>	<b>\$4,401,150</b>	<b>\$4,356,146</b>	<b>\$317,246</b>	

**PURPOSE**

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.

**PROGRAM DISCUSSION**

The recommended level of funding is anticipated to be sufficient to handle the caseload of conflict indigent

defense cases projected for FY 2008-09. The anticipated increase in expenditures is primarily the result of an increase in the number of juvenile dependency cases.

The County contracts with the Kern County Bar Association (KCBA) for the administration of the assignment of private counsel and investigators for indigent defense cases from Superior Court. The KCBA is paid an administrative fee from this budget unit. The KCBA submitted a request to increase fees for FY 2008-09. However, in light of current fiscal constraints, KCBA has opted to defer its request.

<b>SUMMARY OF EXPENDITURES AND REVENUES</b>						
	<b>FY 2006-07</b>	<b>FY 2007-08</b>		<b>FY 2008-09</b>		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$20,218,806	\$24,279,407	\$24,014,093	\$27,639,500	\$25,842,684	\$1,563,277
Services and Supplies	2,107,661	3,558,090	2,825,226	2,862,195	2,862,195	(695,895)
Other Charges	96,832	165,000	67,382	189,300	189,300	24,300
Fixed Assets	66,045	303,611	262,414	0	0	(303,611)
<b>TOTAL EXPENDITURES</b>	<b>\$22,489,344</b>	<b>\$28,306,108</b>	<b>\$27,169,115</b>	<b>\$30,690,995</b>	<b>\$28,894,179</b>	<b>\$588,071</b>
Less Expend. Reimb.	85,403	60,000	110,659	92,000	92,000	(32,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$22,403,941</b>	<b>\$28,246,108</b>	<b>\$27,058,456</b>	<b>\$30,598,995</b>	<b>\$28,802,179</b>	<b>\$556,071</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$269,654	\$534,000	\$151,044	\$50,000	\$50,000	(\$484,000)
Intergovernmental	3,265,179	3,682,508	3,011,056	3,097,000	3,097,000	(585,508)
Charges for Services	3,136,149	3,549,000	3,607,435	3,623,000	3,623,000	74,000
Miscellaneous	500,161	440,000	501,082	440,000	440,000	0
Non-Revenue Receipts		0	0	0	0	0
Other Financing Sources:						
Local Public Safety Prop. 172	3,991,713	4,360,282	4,360,282	4,461,038	4,497,443	137,161
Real Estate Fraud	0	0	0	0	100,000	100,000
D.A. Local Forfeiture Trust	0	0	0	534,000	534,000	534,000
<b>LESS TOTAL REVENUES</b>	<b>\$11,162,856</b>	<b>\$12,565,790</b>	<b>\$11,630,899</b>	<b>\$12,205,038</b>	<b>\$12,341,443</b>	<b>(\$224,347)</b>
<b>NET GENERAL FUND COST</b>	<b>\$11,241,085</b>	<b>\$15,680,318</b>	<b>\$15,427,557</b>	<b>\$18,393,957</b>	<b>\$16,460,736</b>	<b>\$780,418</b>
<b>Authorized Positions:</b>	194	212	212	212	213	1
<b>Funded Positions:</b>	194	212	212	212	210	(2)

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Review of law enforcement requests for criminal complaints against juvenile and adult offenders
- Issuance and service of subpoenas in all cases filed in Bakersfield
- Prosecution of all cases filed by this Office
- Advise and assist the Grand Jury
- Consumer fraud and environmental protection
- Civil actions
- Post-filing investigations of all misdemeanor and felony cases

**PROGRAM DISCUSSION**

The recommended budget for the District Attorney’s Criminal Division will require the department to hold two

positions vacant for the full fiscal year, defer the planned addition of two positions, use approximately \$145,000 in accumulated Budget Savings Incentive (BSI) credits and achieve a salary savings target of 4% or approximately \$1

million. In keeping with the County Strategic Plan goals for providing exceptional crime prevention and law enforcement services, the recommended budget includes full funding for positions that are part of the department's participation in the Gang Violence Strategic Plan. The District Attorney's Office plays a primary role in the suppression and prevention components of the plan.

The recommended budget also provides an increase in funding related to negotiated salary increases. Services and supplies have decreased by \$695,000 due to one-time expenditures in FY 2007-08 for the Target Gang Unit and Truancy programs.

The recommended budget includes a decrease of \$91,000 in revenue due to one-time funding from the State Office of Emergency Services. In addition, a decrease of \$394,000 in revenue from the prison prosecution reimbursable program is attributed to revised guidelines for reimbursements of indirect costs, therefore reducing the amount that could be charged to the program. In FY 2007-08, a \$2 real estate fraud fee was established on the recording of every real estate instrument. The District Attorney receives 60% from the real estate fraud fee funds. The estimated revenue from this source in FY 2008-09 is \$100,000. This allocation to the District Attorney is used to deter, investigate, and prosecute real estate fraud crimes.

### **POSITIONS DISCUSSION**

The recommended budget includes full year funding for the mid-year FY 2007-08 addition of one Assistant Chief District Attorney Investigator position, at an annual cost of \$159,000. The County's Gang Violence Strategic Plan included the addition of two Deputy District Attorney positions and one Investigative Aide position, effective January 1, 2009. However, the department has requested

that the addition of the two Deputy District Attorney positions be deferred to FY 2009-10. The current authorized Target Gang Unit staff of one Supervising Deputy District Attorney position and six Deputy District Attorney positions is adequate to handle the existing and projected Target Gang Unit caseload for FY 2008-09. Deferring the addition of the two additional Deputy District Attorney positions until FY 2009-10 can be accomplished without impairing the effectiveness of the Target Gang program, and without negatively impacting the quality of public safety services.

The recommended budget also includes the unfunding of one Fiscal Support Technician position, for an annual savings of \$74,000 and one Investigative Aide position assigned to North Kern at an annual savings of \$67,000. However, in support of the department's participation in gang suppression and prevention activities, the recommended budget includes the mid-year addition of one Investigative Aide position, effective January 1, 2009, at an annual cost of \$69,000.

### **DIRECTOR'S DISCUSSION**

The recommended budget for the District Attorney's Criminal Division is adequate to maintain essential public safety services in FY 2008-09.

The deleted Investigative Aide position was for the Delano office. Investigative support will continue to be provided by investigators from the Bakersfield office. Our experience with investigative aide positions in Ridgecrest and Mojave is that some services, such as locating and getting witnesses to court, and assisting attorneys during hearings, are better provided by someone who works full-time in the same office. We hope to be able to add this position in Delano in the FY 2009-10 budget, and also in the Shafter, Lamont and Taft offices in future years.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of felony complaint requests filed as a felony.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results ( 3/31/08)</b>	<b>FY 2008-2009 Proposed Goal</b>
48.0%	49.4%	NA	47.9%	48%
<b>What:</b> This indicator reports the percentage of individuals against whom law enforcement agencies have requested the filing of felony charges who are actually charged with a felony. Only adult suspects are counted.				
<b>Why:</b> All requests for the filing of felony charges, and most misdemeanors as well, must first be reviewed by the District Attorney’s Office. The District Attorney may reject a request because of insufficient evidence. The District Attorney has discretion to file many felony offenses, such as grand theft, either as a misdemeanor or a felony. Measure #1 reports how that discretion is being exercised.				
<b>How are we doing?</b> Through March 31, 2008, the District Attorney’s Office has received 11,996 felony complaint requests, and filed felony charges against 5,758 defendants. This is a felony filing percentage of 47.9%.				
<b>How is this funded?</b> General Fund and State and Federal Grants.				

<b>Performance Measure #2:</b>				
Total state prison admissions per 100,000 population.				
<b>CY 2005 Actual Results</b>	<b>CY 2006 Actual Results</b>	<b>CY 2007 Adopted Goal</b>	<b>CY 2007 Actual Results</b>	<b>CY 2008 Proposed Goal</b>
296.62	309.95	NA	280.67	281
<b>What:</b> This measure reports the total number of convicted felons committed to State prison on a per capita basis. Only adult felons are reported.				
<b>Why:</b> The number of State prison commitments from each county can be used to gauge how effectively and aggressively a District Attorney’s Office prosecutes felons. Larger counties will have a high number of State prison commitments, however, simply because they have more defendants. By converting prison commitment numbers to a per capita rate, the performance of each county can be fairly and objectively compared.				
<b>How are we doing?</b> The California Department of Corrections and Rehabilitation issues an annual report that gives the total number of inmates admitted to State prison by county of commitment. The information is reported on a calendar year basis. The most recent report was released in February of this year. In 2007, a total of 2,250 felons were admitted to State prisons from Kern County. Using the population estimates provided by the California Department of Finance, Table 4, the Kern County commitment rate was 280.67 per 100,000 population.				
<b>How is this funded?</b> General Fund and State and Federal Grants.				

<b>Performance Measure #3:</b>				
Number of adult gang defendants and juvenile gang defendants charged as an adult.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results (4-30-08)</b>	<b>FY 2008-2009 Proposed Goal</b>
489	438	NA	483	600
<b>What:</b> The measure reports the number of adults, and juveniles charged as an adult, with a gang-related offense.				
<b>Why:</b> Gangs and gang-related crime present the single greatest source of violent crime in Kern County. The Board of Supervisors has made a large investment in the prevention, intervention and suppression of gang violence. The District Attorney’s Office is the prosecution arm of the suppression component. Although this performance measure is a workload indicator, it also serves to demonstrate the efforts of this District Attorney’s Office in implementing the Board’s mandate regarding gang violence.				
<b>How are we doing?</b> Through April 30, 2008, the District Attorney’s Office has filed felony charges against 483 adult and juvenile offenders certified for trial as an adult. We project that 560 adult defendants will be charged with a gang offense during FY 2007-08. This is the highest number of gang defendants charged in one fiscal year. The previous high was 489 defendants in FY 2005-06.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #4</b>				
A: Number of dispositions of adult gang defendants. B: Conviction rate of adult gang defendants. C: Felony conviction rate of adult gang defendants.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results (4-30-08)</b>	<b>FY 2008-2009 Proposed Goal</b>
#4A: 403 #4B: 82.1% #4C: 69.2%	#4A: 360 #4B: 82.2% #4C: 68.1%	NA	#4A: 380 #4B: 81.1% #4C: 64.2%	#4A: 450 #4B: 75% #4C: 65%
<b>What:</b> Measure 4A reports the number of dispositions of adult gang defendants. Measure 4B is the percentage of dispositions that resulted in either a felony or misdemeanor conviction. Measure 4C reports the percentage of dispositions that resulted in a felony conviction. Adult gang defendants include juveniles prosecuted as adults.				
<b>Why:</b> Measure 4A reports the number of dispositions. Measure 4B and 4C are qualitative measures, which reflect the comparative success rate of gang prosecutions compared to past years.				
<b>How are we doing?</b> Through April 30, 2008, dispositions were entered against 380 adult gang defendants. Convictions were obtained against 308 of these defendants (81.1%), and 244 were convicted of a felony (64.2%). Based upon these numbers, we project 456 dispositions against adult gang defendants in FY 2007-08, and a total of 372 convictions. We further project 290 of these will be felony convictions.				
<b>How is this funded?</b> General Fund.				

<b>Performance Measure #5</b>				
A: Number of adult gang defendants who were sentenced. B: Number of adult gang defendants who were sentenced to state prison. C: Percentage of convicted adult gang defendants sentenced to state prison.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results (4-30-08)</b>	<b>FY 2008-2009 Proposed Goal</b>
5A: 328 5B: 210 5C: 64.0%	#5A: 309 #5B: 206 #5C: 66.7%	N/A	#5A: 287 #5B: 153 #5C: 53.3%	#5A: 350 #5B: 210 #5C: 60%
<b>What:</b> Measure 5A reports the number of convicted adult gang defendants who were sentenced, which means the case was closed. Measure 5B is the number of the defendants in 5A who were sentenced to State prison rather than probation. Measure 5C reports Measure 5B as a percentage of sentenced gang defendants in 5A. Adult gang defendants include juveniles prosecuted as adults.				
<b>Why:</b> To be effective in the prevention and suppression of gang violence and gang related crime, prosecution must result in meaningful punishment. Whether or not a prison sentence deters a gang member from committing further crimes, it will prevent him from committing additional crimes against the public while in prison.				
<b>How are we doing?</b> Through April 30, 2008, 287 convicted gang defendants have been sentenced, 153 of them to State prison; this is a prison commitment rate of 53.3%. We project 345 gang defendants will be sentenced in fiscal year 2007-08, 185 of them to state prison.				
<b>How is this funded?</b> General Fund.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Contingencies	\$0	\$468,413	\$0	\$0	\$0	(\$468,413)	
Salaries and Benefits	17,333,977	19,467,843	18,716,409	18,785,870	18,785,870	(681,973)	
Services and Supplies	5,134,640	4,534,856	4,814,646	4,752,500	4,752,500	217,644	
Other Charges	471,808	117,911	125,205	443,656	443,656	325,745	
Fixed Assets	18,232	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$22,958,657</b>	<b>\$24,589,023</b>	<b>\$23,656,260</b>	<b>\$23,982,026</b>	<b>\$23,982,026</b>	<b>(\$606,997)</b>	
<b>REVENUES:</b>							
Use of Money/Property	\$107,431	\$90,000	\$97,016	\$16,000	\$16,000	(\$74,000)	
Intergovernmental	22,581,248	24,013,922	23,542,811	23,581,543	23,581,543	(432,379)	
Miscellaneous	7,520	16,688	16,433	13,464	13,464	(3,224)	
Other Financing Sources:							
DA Family - Excess Revenue	(1)	0	0	371,019	371,019	371,019	
<b>LESS TOTAL REVENUES</b>	<b>\$22,696,198</b>	<b>\$24,120,610</b>	<b>\$23,656,260</b>	<b>\$23,982,026</b>	<b>\$23,982,026</b>	<b>(\$138,584)</b>	
<b>NET FUND COST</b>	<b>\$262,459</b>	<b>\$468,413</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$468,413)</b>	
<b>NET GENERAL FUND COST</b>	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Authorized Positions:</b>	304	291	291	258	258	(33)	
<b>Funded Positions:</b>	277	277	274	258	258	(19)	

**OPERATIONAL SUMMARY**

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Locating the parent(s) of children to whom a duty of support is owed
- Establishing parentage for children conceived out of wedlock
- Obtaining and enforcing child and/or medical support orders
- Collecting and allocating child support payments

**PROGRAM DISCUSSION**

The recommended budget provides for the operation of the Child Support Services Department with no net General Fund cost. This budget is financed entirely from State and federal subvention revenues, other departmental operating revenues, and use of the balance of Health Insurance Incentive funds earned in previous fiscal years.

Revenues from interest will decline by \$74,000 due to the use of trust fund balances that will no longer be available to create additional interest revenues. The department operates from its own fund. It is anticipated that the department will continue to maintain arrearage and current support collections and cases with support orders, as per the department’s performance measures detailed below, within the recommended budget.

The department uses the CASES automated child support system. This is one of two interim automated systems leading up to the final, single, statewide Child Support Enforcement (CSE) system, for which department conversion is scheduled for September 2008. The conversion to CASES from the former KIDZ JPA Automated system in FY 2004-05 was a State mandated requirement, and the State has continued to provide additional funding for the conversion process.

In recent years, the department developed, and continues to successfully use, computer-based video conferencing to accomplish State-mandated co-locate requirements to provide child support interface services at all Department of Human Services (DHS) office locations. In FY 2006-07, the department replaced seven co-locate kiosks. In FY 2008-09, the department will add ten public information kiosks and three check-in kiosks, in order to provide the public with increased self-accessible information at County office sites. These ten kiosks were scheduled to be deployed in FY 2007-08 but were delayed due to development of material, programming issues, and time constraints. The department will use these kiosks so that case participant interviews can be conducted remotely at outlying DHS office sites, such as Mojave, Lamont, Taft, Delano, Lake Isabella and Ridgecrest. In addition, the kiosks provide for remote access by the public to generic child support and collaborative agency information without engaging a staff interviewer, and have expedited client walk-in processing at the main office.

The recommended budget includes the deletion of 33 positions in FY 2008-09, one of which will result in a layoff. The administrative allocation from the State has decreased by \$432,000 primarily due to the State budget crisis. However, an additional factor affecting allocation is the continued automation of department functions and State restrictions on the number of staff employed to handle each function. Restructuring of operations has led to reduced staff requirements, decreasing the salaries and benefits object by \$682,000 for FY 2008-09. By restructuring operations and using the balance of Health Incentives earned in previous years, the department has been able to absorb most other cost increases.

The recommended budget will allow the department to meet federal and State requirements for child support collections. The department will continue to maintain an effective child support program that helps parents meet their mutual responsibilities for their children. The department will also maintain its commitment to promoting the health and well-being of its children, as contained in the County Strategic Plan, by ensuring that absentee parents pay child support on a regular and timely

basis. This effort is expected to continue to result in significantly greater collections and increased revenues.

As State law requires, the Electronic Data Processing (EDP) portion of the recommended budget has been reviewed and approved by the State Department of Child Support Services.

Staffing changes have resulted from the continued implementation of the new computer system, the replacement/addition of kiosks, equity increases for Family Support Officers, and the expansion and reorganization of satellite offices, which have had a positive effect on the operating structure of the department. These changes have allowed the department to continue to meet or exceed its goals, as outlined in the performance measures below, by increasing the number of cases with payment collections on arrears balances, increasing payment collections on current child support orders, and increasing the number of cases with established child support orders.

## **POSITIONS DISCUSSION**

The recommended budget includes the deletion of 33 positions: two Child Support Attorney III positions, at an annual savings of \$270,700; one Department of CSS Program Manager position, at an annual savings of \$103,400; twelve Family Support Officer I/II positions, at an annual savings of \$768,200; one FS Staff Development Specialist position, at an annual savings of \$83,500; one Senior Legal Secretary position, at an annual savings of \$79,200; one System Analyst I/II position, at an annual savings of \$103,800; one Accountant I/III position, at an annual savings of \$78,900; three Fiscal Support Assistant positions, at an annual savings of \$176,700; and eleven Office Services Assistant positions, at an annual savings of \$593,300. One Fiscal Support Assistant position is currently filled, which results in a layoff of one permanent employee at an annual savings of \$65,300.

## **DIRECTOR'S DISCUSSION**

The Kern County Department of Child Support Services (DCSS) is committed to children and making a difference in their lives through the establishment and enforcement of financial and medical support orders. We at the department understand that our efforts have a direct effect on the families that we serve. So far in Federal Fiscal (FFY) 2008, the department has experienced record performance in the following categories:

- Increased Distributed Net Collections up \$2.5 million, a 5.5% increase

- Increased Per Case Collections by 6.5% to \$1,175
- Increased Percent of Collections on Current Support by 1.3% to 51.5%
- Increased Percent of Paternity Establishment by 6.1% to 92.78%

The performance of DCSS is attributable to staff's commitment to provide quality service to each customer as well as a dedication to the values of the department. The staff at DCSS embrace the following values:

- Trust – We are honest and forthright in what we say and do.
- Respect – We treat everyone with dignity.
- Communication – We openly share and encourage dialogue.
- Quality – We do it right the first time.
- Teamwork – We support each other, achieving common goals.
- Innovation – We are proactive and creative in carrying out our mission.

Delivering quality services is an essential component to increasing the performance of the department. The

managers, supervisors and staff are actively engaged in identifying the most efficient and effective ways of meeting the needs of the customers. Through the development of a Customer Service Initiative, the department anticipates a significant enhancement to the services delivered to customers.

During the next year the department will face a number of challenges. State funding issues will continue to impact the resource needs of the department. Although the cost of doing business has significantly increased, budget revenue has remained frozen at 2003 levels. The conversion to the statewide computer system (CSE) in September of 2008 will require maximum staff resources. The goal of achieving balance in performance, customer service and conversion activities will be a central focus for the department.

KCDCSS will continue the proactive approach of seeking ways to be efficient and productive. The department will utilize organizational assessments and redirection of resources to enhance operational effectiveness. The department will also seek technological opportunities to meet customer needs and maximize efficiencies.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1:</b>				
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
87.94%	87.56%	100%	86.35%	100%
<b>What:</b> This indicator measures the total number of children in the caseload for whom paternity has been established or acknowledged during the Federal Fiscal Year (FFY) compared to the total number of children in the caseload at the end of the prior FFY who were born out of wedlock.				
<b>Why:</b> This indicator is a Federal Fiscal Performance Measure used to determine the State’s funding and measures program success. It demonstrates the County’s ability to establish paternity orders. Establishing paternity provides legal rights to a child of unmarried parents and sets the framework to legally document the biological parents, establish a support order if necessary, and facilitate access to a variety of benefits that would be unavailable if paternity was not established. Increased percentages indicate a greater number of paternity orders established on total cases with children born out of wedlock.				
<b>How are we doing?</b> Last year the department experienced a slight decrease in performance for this measurement. However, this January’s YTD performance in this measure is the greatest success the department has seen in more than five years. We have established great partnerships with the local hospitals that process the voluntary paternity acknowledgement forms. We have partnerships with many agencies such as First Five, Public Health, and Kern County High School District whereby we collaborate to ensure that the message regarding the importance of establishing parentage is disseminated. The percentage is projected to exceed the previous fiscal year’s results and meet the current fiscal year’s goal.				
<b>How is this funded?</b> The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.				

<b>Performance Measure # 2 :</b>				
Percentage of open cases with support orders.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
76.4%	83%	90%	84.0%	93%
<b>What:</b> This indicator measures cases with support orders as a percentage of the total number of open cases. Support orders are broadly defined as all legally enforceable orders, including orders for medical support only.				
<b>Why:</b> This indicator is a Federal Fiscal Performance Measure used to determine the State’s funding and measures program success. It demonstrates the County’s ability to establish child support orders. The prerequisite for collecting child support is establishing an order. Increased percentages indicate increasing success in one of the department’s main objectives – establishing support obligations.				
<b>How are we doing?</b> We have seen tremendous growth in this measurement. The department has focused on locating non-custodial parents and establishing orders based on the non-custodial parents income and ability to pay as defined by State guidelines. Data for January’s YTD performance in this measure demonstrates tremendous progress in the establishment of support orders. While the percentage is projected to exceed the previous fiscal year’s results, the department’s transition to the statewide computer system may deter the ability to meet the current fiscal year’s goal as data production will be limited two months prior to transition.				
<b>How is this funded?</b> The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.				

<b>Performance Measure # 3:</b>				
Percentage of current support collected.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
49.00%	50.2%	54%	50.91%	57%
<b>What:</b> This indicator measures the amount of current support collected and distributed as a percentage of the total amount of current support charged.				
<b>Why:</b> This indicator is a Federal Fiscal Performance Measure used to determine the State’s funding and measures program success. It demonstrates the County’s ability to collect and distribute child support on current month’s support owed. Collections on current support are essential to improving the financial and medical well being of children. Consistent current 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.				
<b>How are we doing?</b> This January’s YTD performance in this measure is the greatest success the department has seen in more than five years and is reflective of a concentrated effort to ensure that orders are established consistent with the non-custodial parent’s ability to pay as well as an enormous effort to focusing on increasing monthly payments. The department continues to face many challenges with this measurement in terms of the rising unemployment rate and the difficulty in locating assets on a monthly basis. The department has implemented an operational plan concentrating on specifically increasing this performance measurement. The percentage is projected to exceed the previous fiscal year’s results.				
<b>How is this funded?</b> The State provides an annual operating allocation, made up of federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.				

<b>Performance Measure # 4 :</b>				
Percentage of cases with arrearage collections.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
57.4%	56.5%	59.00%	41.52%	62%
<b>What:</b> This indicator measures cases with past due child support collections as a percentage of all cases owing past due support.				
<b>Why:</b> This indicator is a Federal Fiscal Performance Measure used to determine the State’s funding and measures program success. It demonstrates the County’s ability to collect child support on accounts with outstanding past due balances. Payment on past due support can provide families with income for basic needs. In welfare cases, payment on past due support reimburses taxpayers for the cost of public assistance. Increased percentages indicate both taxpayers and families receiving a greater number of past due child support payments in the fiscal year.				
<b>How are we doing?</b> Last year the department experienced a decrease in this performance measurement. While there is some indication that the declining housing market contributed to the decrease in performance from the previous year, as well as the introduction of statewide allocation, January’s YTD performance in this measure demonstrates progress. The department has increased efforts and emphasis on early intervention to prevent non-custodial parents from accruing past due support. In addition the department has committed to quality data input to maximize automated intercepts programs. The percentage is projected to exceed the previous fiscal year’s results.				
<b>How is this funded?</b> The State provides an annual operating allocation, made up of Federal and State funds, against which the department establishes its budget and claims expenses. The department may also seek other program-related grant funding. All department expenditures are reimbursed in this manner. No County general funds are used to administer the program.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$9,998,917	\$11,718,856	\$11,025,358	\$14,390,435	\$13,259,346	\$1,540,490
Services and Supplies	626,185	797,756	796,075	884,151	884,151	86,395
Fixed Assets	13,698	88,000	0	0	0	(88,000)
<b>TOTAL EXPENDITURES</b>	<b>\$10,638,800</b>	<b>\$12,604,612</b>	<b>\$11,821,433</b>	<b>\$15,274,586</b>	<b>\$14,143,497</b>	<b>\$1,538,885</b>
<b>REVENUES:</b>						
Intergovernmental	\$840,748	\$774,102	\$272,857	\$708,971	\$684,971	(\$89,131)
Charges for Services	525,281	641,252	261,943	641,252	496,252	(145,000)
Miscellaneous	0	0	1,035	0	0	0
Other Financing Sources:						
Local Public Safety	2,991,023	3,664,556	3,571,916	3,749,235	3,779,830	115,274
<b>LESS TOTAL REVENUES</b>	<b>\$4,357,052</b>	<b>\$5,079,910</b>	<b>\$4,107,751</b>	<b>\$5,099,458</b>	<b>\$4,961,053</b>	<b>(\$118,857)</b>
<b>NET GENERAL FUND COST</b>	<b>\$6,281,748</b>	<b>\$7,524,702</b>	<b>\$7,713,682</b>	<b>\$10,175,128</b>	<b>\$9,182,444</b>	<b>\$1,657,742</b>
<b>Authorized Positions:</b>	89	101	101	101	101	0
<b>Funded Positions:</b>	89	101	101	101	99	(2)

**OPERATIONAL SUMMARY**

▪ *Mission:*

To ensure fairness, justice and equality to all who stand to lose their liberty through the accusatory process of the courts. We are dedicated to providing the highest quality of representation to our clients. We respect our clients and we honor the constitutional rights to which all individuals are entitled. We are committed to Liberty and Justice for all.

▪ *Fundamental Functions & Responsibilities:*

- Representation of the indigent who are accused of criminal offenses
- Representation of juveniles in delinquency proceedings
- Representation of juveniles in dependency actions
- Representation of individuals in conservatorship and mental health matters

**PROGRAM DISCUSSION**

The recommended budget provides for a sufficient level of resources to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court.

The Public Defender’s Office continues to participate in more felony jury trials per attorney than any other county in the State. With the passage of Proposition 36, which requires the courts to favor drug treatment over incarceration, and the passage of Proposition 21, allowing some juvenile cases to be tried as adults, the Public Defender has been required to handle more cases. These

new laws, coupled with an increased number of juvenile cases, increased “Three Strikes” cases, and new review procedures for “Three Strikes” cases, continue to put pressure on the department to handle an increased caseload.

The Public Defender also continues to closely monitor its conflict of interest policy, which increases the department’s workload and prevents many cases from being assigned to more costly outside counsel from the County’s Indigent Defense Program.

The recommended budget proposes that the department maintain a 1.2% salary savings in the amount of \$160,000, and hold two positions unfunded for the full fiscal year. The department does not agree with the 1.2% salary savings, however, the department’s average salary savings for the last three fiscal years was 3.45%. The department had a salary savings of 2.38% (\$216,262) in FY 2005-06 and a total overall vacancy rate of 5.17% consisting of the following: 3.95% for public defenders, 8.35% for administrative staff, and 6.25% vacancy for investigative aides. In FY 2006-07 the department had a salary savings of 4.85% (\$492,468) and a total overall vacancy rate of 8.52% consisting of the following: 5.03% for public defenders, 18.12% for administrative staff, and 11.54% vacancy for investigative aides. In FY 2007-08 the department had a salary savings of 3.3% (\$366,982) with an overall vacancy rate of 11.71% consisting of the following: 6.52% for public defenders, 13.88% for administrative staff, and 33.31% vacancy for investigative aides. This data indicates a 1.2% proposed salary savings is a conservative estimate of the anticipated position turnover rate for FY 2008-09. The recommended budget does provide the necessary increase in funding for salaries and benefits due to the negotiated union agreements.

In addition, the recommended budget requires the department to use Budget Savings Incentive (BSI) credits in the amount of \$400,000 leaving a balance of \$145,000 that can be used at the Public Defender’s discretion.

### **POSITIONS DISCUSSION**

The recommended budget includes the unfunding of one Office Service Technician position, for an annual salary savings of \$58,000; and one Office Services Assistant position for an annual salary savings of \$52,000.

### **DIRECTOR’S DISCUSSION**

This department is not in concurrence with the proposed recommendation. I write to advise of attendant serious negative consequences to the overall County budget

should these cuts be implemented. The recommended budget is \$160,000 short of what is minimally necessary to perform our functions. The Public Defender’s Office currently has 27 open murder cases, including death penalty cases and other special circumstances cases. We handled a total of 39 homicide cases last year. A shortfall of \$160,000 will prevent this department from defending our existing caseload and the courts will be forced to appoint IDP when the Public Defender is unavailable. The consequences of cutting the Public Defender budget by \$160,000 can be quickly calculated. The \$160,000 translates into two attorney positions or 500 cases. The cost per case for the last full fiscal year (2006-07) was \$318 dollars for the Public Defender and \$766 for appointed IDP. It will cost the County \$383,000 to have IDP represent 500 defendants. It will cost the County \$159,000 to have the Public Defender represent the same 500 clients. Clearly, it will cost the County \$383,000 to cut the Public Defender by \$159,000; the net loss to the County would total \$224,000.

This department has a long history of completing the year under budget. In fact, our current BSI (budget savings) contribution to the FY 2008-09 budget is \$400,000 (2.8 % of the budget) thus reflecting the economy of this department. For comparison purposes, the District Attorney has a savings of \$145,583 with a budget twice the size. The Indigent Defense Program (IDP) was 8.5% over budget last year yet the recommendation is for an 8.5% increase. This office will operate within the budget authorized by the County, but this office is legally obligated to maintain the standards set by the State Bar of California and comply with the State Bar Guidelines for Criminal Defense. As department head, I cannot allow insufficient funding to cause us to provide less than competent counsel for our clients. Further, incompetent counsel claims present a huge fiscal liability to the County.

The current recommendation mandates a forced salary savings of \$160,000 which can only be accomplished by leaving attorney positions open all year. This department has not had the luxury of leaving open attorney positions to generate salary savings. Our large workload prevents us from leaving attorney positions open as was illustrated this last year during which time all open attorney positions were filled as readily as possible. It should be noted that the proposed cut of \$160,000 is in addition to unfunding two other clerical positions for the full year. Two additional positions are beyond the realistic.

Until this year, this department has affirmatively concurred with every single CAO budget recommendation since I began in 1995.

## GOALS AND PERFORMANCE MEASURES

<b>Performance Measure # 1:</b>				
Number of misdemeanor and felony trials not guilty as charged.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
56%	42%	45%	53.4%	57%
<b>What:</b> This indicator shows that Public Defender clients were vigorously defended.				
<b>Why:</b> While the acquittal rate does not accurately determine the success of a Public Defender's Office, it does reflect to some degree the quality of representation provided to the office's clients. Deputy Public Defenders are provided excellent training and are able to continue developing their trial skills.				
<b>How are we doing?</b> The above measure indicates that our clients receive competent representation.				
<b>How is this funded?</b> The Public Defender's Office is funded by several sources: County General Fund, various State Funds, and client generated fees.				

<b>Performance Measure # 2:</b>				
Average cost per case.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$300	\$300	\$300	\$360	\$362
<b>What:</b> This indicator shows the average cost per case.				
<b>Why:</b> This measure reflects the efficient use of resources allocated to the Public Defender's Office.				
<b>How are we doing?</b> Previous estimate at the beginning of the budget year did not account for MOU salary and staff increases.				
<b>How is this funded?</b> The Public Defender's Office is funded by several sources: County General Fund, various State Funds, and client generated fees.				

<b>Performance Measure # 3:</b>				
Number of dependency cases.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
2,520	3,781	3,300	1,637	3,699
<b>What:</b> This indicator shows the number of children the Public Defender's Office represented in dependency and foster care cases. Dependencies are not criminal cases, they are civil cases. Dependency cases intensively involve family unification representation.				
<b>Why:</b> The Public Defender's Office plays an important role in protecting the rights of dependent and foster children in Kern County.				
<b>How are we doing?</b> Our current caseload is higher than originally projected. Our legal representation has assisted in the development of a safe and caring environment for our minor clients.				
<b>How is this funded?</b> State reimbursement.				

<b>Performance Measure # 4:</b>				
Total number of cases appointed to the Public Defender's Office by the judicial system.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
34,153	36,084	37,179	18,590	38,200
<b>What:</b> The Public Defender's Office is constitutionally mandated to represent indigent defendants. This indicator shows the total number of cases in which the Public Defender's Office has been appointed. These include felonies, misdemeanors, juvenile dependency cases, juvenile delinquency cases, conservatorships, mental health cases, writs of habeas corpus and other appellate matters.				
<b>Why:</b> This measure expresses the volume of cases the Public Defender's Office handles.				
<b>How are we doing?</b> We continue to meet the requirements mandated by the Constitution of the United States. The Public Defender's Office has not declared unavailability in a single case. This large volume of caseload has been handled within budget.				
<b>How is this funded?</b> The Public Defender's Office is funded by several sources: County General Fund, various State Funds, and client generated fees.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,896,992	\$3,567,227	\$3,802,132	\$4,605,381	\$4,229,261	\$662,034
Services and Supplies	1,838,938	2,113,422	2,111,018	1,957,876	1,957,876	(155,546)
Other Charges	220,475	325,475	300,474	315,873	315,873	(9,602)
Fixed Assets	0	0	60,860	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,956,405</b>	<b>\$6,006,124</b>	<b>\$6,274,484</b>	<b>\$6,879,130</b>	<b>\$6,503,010</b>	<b>\$496,886</b>
Less Expend. Reimb.	118,394	130,000	128,000	100,000	100,000	(30,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$4,838,011</b>	<b>\$5,876,124</b>	<b>\$6,146,484</b>	<b>\$6,779,130</b>	<b>\$6,403,010</b>	<b>\$526,886</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$0	\$0	\$0	\$140,000	\$140,000	\$140,000
Intergovernmental	309,468	285,382	367,819	290,743	290,743	5,361
Charges for Services	904,535	1,077,000	1,132,091	875,000	875,000	(202,000)
Miscellaneous	486,478	192,000	215,161	12,000	12,000	(180,000)
Other Financing Sources:						
DNA Identification	0	0	0	239,000	146,800	146,800
Local Public Safety	148,248	147,966	147,966	165,678	167,030	19,064
Criminalistics Laboratories	0	0	0	180,000	180,000	180,000
<b>LESS TOTAL REVENUES</b>	<b>\$1,848,729</b>	<b>\$1,702,348</b>	<b>\$1,863,037</b>	<b>\$1,902,421</b>	<b>\$1,811,573</b>	<b>\$109,225</b>
<b>NET GENERAL FUND COST</b>	<b>\$2,989,282</b>	<b>\$4,173,776</b>	<b>\$4,283,447</b>	<b>\$4,876,709</b>	<b>\$4,591,437</b>	<b>\$417,661</b>
<b>Authorized Positions:</b>	38	40	40	40	40	0
<b>Funded Positions:</b>	38	40	40	40	38	(2)

**OPERATIONAL SUMMARY**

▪ *Mission:*

To provide unbiased, meaningful, timely and effective forensic analysis and interpretation of evidentiary materials examinations to the law enforcement community

▪ *Fundamental Functions & Responsibilities:*

- Controlled substance analysis
- Forensic biology, including DNA analysis
- Firearms and tool marks
- Crime scene evidence collection and interpretation
- Toxicology

**PROGRAM DISCUSSION**

The recommended budget for the District Attorney’s Forensic Sciences Division provides a sufficient level of

funding for FY 2008-09. The resources recommended will allow the division to meet the demand of DNA cases, and to provide adequate resources for the Crime Lab to maintain accreditation through the American Society of Crime Lab Directors Laboratory Accreditation Board.

This accreditation is vital for entry of DNA data into the FBI’s national DNA database (CODIS) and for the Crime Lab’s results to continue to be admissible as evidence in Court proceedings.

The recommended budget provides an increase in funding for salaries and benefits of \$662,000 due to negotiated increases. Services and supplies have decreased by \$155,000 due to a reduction in professional services for forensic DNA contracting. Also, included is the use of the division’s Budget Savings Incentive (BSI) credits in the amount of \$76,000 to reduce the net General Fund cost.

In addition, an allocation of Proposition 69 (DNA Identification) revenue has been recommended in the amount \$140,000. Proposition 69 expands the collection of DNA to include all convicted felons and funds are used to pay for activities such as analysis, tracking, and processing of crime scene samples. This action is related to the County Strategic Plan for providing exceptional crime prevention and law enforcement services.

**POSITIONS DISCUSSION**

The recommended budget includes holding vacant and unfunded two Forensic Technician positions, for an annual salary savings of \$155,000.

**DIRECTOR’S DISCUSSION**

The recommended budget for the District Attorney’s Forensic Science Division is adequate to maintain essential public safety services in FY 2008-09.

The two Forensic Tech positions that have been unfunded are both in the Toxicology section. The loss of these scientists will result in longer turn-around times for blood and urine testing results; most significantly, we may not be able in many cases to meet our contractual obligations to the Sheriff’s Coroner’s Division and to Child Protective Services. The loss of these two positions will also impact our ability to reduce the number of toxicology cases that are outsourced to private labs. This will impair our ability to meet our Performance Measure #2 goal of reducing the number of outsourced cases by 25%.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1 :</b>				
Average number of days to analyze controlled substance cases – suspected drugs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
3.3	4.0	4.0	4.2	4.0
<b>What:</b> This indicator measures the average turn-around-time for analysis of controlled substance-street drug cases consisting of pills, powders, liquids, plant materials, etc.				
<b>Why:</b> When the drug analysis reports are available to prosecutors early in the process, the defendants are more likely to accept a plea. This frees the District Attorney’s Office to prosecute other cases and the court from trying cases. This saves taxpayers the cost and time of a trial.				
<b>How are we doing?</b> An average turn-around-time of 4.0 days was selected as the target for future performance measurements. This is a suitable baseline since the 4.0 day turn-around-time represents the performance of the unit over a period of time. The unit was fully staffed much of this period. Data for the current fiscal year indicates a current turn-around-time of 4.2 days.				
<b>How is this funded?</b> Funding for this program is primarily the General Fund. Some income is derived from the courts under H&S 11372 and grants (CalMMet).				

<b>Performance Measure # 2:</b>				
Number of outsourced toxicology examinations.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 As of March 31, 2008</b>	<b>FY 2008-2009 Proposed Goal</b>
868	990	495	823	550
<b>What:</b> This indicator measures the number of toxicology analyses / examinations that are outsourced.				
<b>Why:</b> <ul style="list-style-type: none"> <li>• Toxicology cases are outsourced due to the specific complex analysis demands of Coroner cases and date rape drugs.</li> <li>• Outsourcing slows the analysis and reduces the flexibility of the testing process. The Crime Laboratory can provide analysis more quickly than external laboratories. This is important because:                             <ul style="list-style-type: none"> <li>- When the analysis reports are available to prosecutors early in the process, the defendants are more likely to plea early.</li> <li>- When analysis reports are available early, investigations can be expedited.</li> <li>- The Crime Laboratory can adjust the analytical focus more quickly, if the scope or nature of investigation changes.</li> </ul> </li> </ul>				
<b>How are we doing?</b> We have set a goal of reducing the number of outsourced cases by approximately 98% over the next two years. The process has been significantly delayed due to the lack of the instrument that is essential to meeting the goal. Until this instrument is purchased, validated, and in production, outsourcing will be necessary.				
<b>How is this funded?</b> Funding is a mixture of fee for service from the Departments of Human Services and Mental Health, and the Sheriff-Coroner. The General Fund also provides some resources for the public safety portion of the program. Cases obtained from Health and Safety code violations potentially received funding under Section 11372. Additional funding from driving under the influence of drugs and or alcohol under Penal Code 1463.14.				

<b>Performance Measure # 3:</b>				
(a) Number of forensic biology (DNA) cases.				
(b) Average number of days to complete a DNA analysis.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
52 Cases TAT = 151 Days	78 Cases TAT = 174 Days	200 Cases TAT = 90 Days	37 Cases TAT = 125 Days	225 Cases TAT = 90 days
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Performance Measure 3(A) reports the number of forensic DNA analyses performed.</li> <li>• Performance Measure 3(B) reports the turn-around-time from submission of the evidence to the final report.</li> </ul>				
<b>Why:</b>				
DNA analysis has been routinely available in most California laboratories since 1995. DNA has become a powerful scientific tool that has solved cases that otherwise would have gone unresolved. As the potential of DNA has increased, the demand from law enforcement to apply the technique to an ever-increasing number of cases has also increased. Based on an informal survey taken by the laboratory, law enforcement has well over a thousand cases that would potentially benefit from DNA analysis. The goal of the Crime Laboratory is to provide this tool to as many cases as is allowed by available resources. The greater the number of DNA examinations performed, the greater chance law enforcement agencies have in apprehending and prosecuting violent offenders.				
<b>How are we doing?</b>				
As a result of significant turnover in DNA scientists, FY 2007-2008 has not met expectations. We were down to two scientists in September 2007. The Office made a strategic decision to concentrate on training analysts. We are currently in the final stages of the training cycle for four scientists. This step, in combination with the new salary structure, will stabilize the unit and allow a significant increase in the use of DNA technology for violent crimes. We will reach full production in July 2008.				
<b>How is this funded?</b>				
The General Fund provides resources for general DNA examinations. This funding is augmented by Federal Coverdell grants that allow for improvements in technology, automation, and some staff.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$120,320,112	\$133,042,948	\$143,907,834	\$146,515,242	\$138,839,748	\$5,796,800
Services and Supplies	21,043,535	27,788,965	25,006,478	30,945,872	30,753,851	2,964,886
Other Charges	3,814,728	7,568,504	6,258,667	10,282,528	9,009,254	1,440,750
Fixed Assets	305,783	262,446	672,440	1,371,095	1,371,095	1,108,649
<b>TOTAL EXPENDITURES</b>	<b>\$145,484,158</b>	<b>\$168,662,863</b>	<b>\$175,845,419</b>	<b>\$189,114,737</b>	<b>\$179,973,948</b>	<b>\$11,311,085</b>
Less Expend. Reimb.	(15,296)	370,000	300,000	370,000	370,000	0
<b>TOTAL NET EXPENDITURES</b>	<b>\$145,499,454</b>	<b>\$168,292,863</b>	<b>\$175,545,419</b>	<b>\$188,744,737</b>	<b>\$179,603,948</b>	<b>\$11,311,085</b>
<b>REVENUES:</b>						
Licenses and Permits	\$284,580	\$226,760	\$285,936	\$226,760	\$226,760	\$0
Fines and Forfeitures	38,070	27,800	38,144	27,800	27,800	0
Intergovernmental	3,132,913	3,896,201	2,478,168	3,896,201	3,896,201	0
Charges for Services	23,851,175	24,056,329	14,114,276	25,332,909	25,332,909	1,276,580
Miscellaneous	4,521,386	6,503,371	3,602,316	1,851,222	3,138,014	(3,365,357)
<b>Other Financing Sources:</b>						
DNA Identification Fund	156,000	156,000	187,200	156,000	195,800	39,800
Local Public Safety Fund	29,396,224	36,015,810	35,105,329	36,848,049	37,148,752	1,132,942
Sheriff's Facility Training Fund	181,994	215,000	215,000	215,000	215,000	0
Automated Fingerprint Fund	138,219	200,000	200,000	200,000	200,000	0
Sheriff's Cal-Id Trust	0	0	0	2,691,599	2,691,599	2,691,599
Sheriff's Training Trust	0	0	0	76,500	76,500	76,500
Sheriff's Civil Automated Trust	0	0	0	115,750	115,750	115,750
Sheriff-Judgement Debtors Fee	0	0	0	100,000	100,000	100,000
Sheriff's Comm Resources Trust	0	0	0	35,000	35,000	35,000
Inmate Welfare	0	0	0	2,680,800	2,680,800	2,680,800
General - Parks and Recreation	0	0	0	165,000	100,000	100,000
<b>LESS TOTAL REVENUES</b>	<b>\$61,700,561</b>	<b>\$71,297,271</b>	<b>\$56,226,369</b>	<b>\$74,618,590</b>	<b>\$76,180,885</b>	<b>\$4,883,614</b>
<b>NET GENERAL FUND COST</b>	<b>\$83,798,893</b>	<b>\$96,995,592</b>	<b>\$119,319,050</b>	<b>\$114,126,147</b>	<b>\$103,423,063</b>	<b>\$6,427,471</b>
<b>Authorized Positions:</b>						
Full-time	1,324	1,393	1,393	1,399	1,398	5
Part-time	1	1	1	1	1	0
<b>Total Positions</b>	<b>1,325</b>	<b>1,394</b>	<b>1,394</b>	<b>1,400</b>	<b>1,399</b>	<b>5</b>
<b>Funded Positions:</b>						
Full-time	1,324	1,333	1,333	1,369	1,338	5
Part-time	1	1	1	1	1	0
<b>Total Positions</b>	<b>1,325</b>	<b>1,334</b>	<b>1,334</b>	<b>1,370</b>	<b>1,339</b>	<b>5</b>

**OPERATIONAL SUMMARY**

▪ *Mission:*

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 of Kern County through professional public safety services.

▪ *Fundamental Functions & Responsibilities:*

- Enforce the safety and security of the public
- Provide efficient and well-trained law enforcement officers and support staff
- Maintain safe and secure courtroom and jail facilities
- Maintain active involvement in community functions and committees

**PROGRAM DISCUSSION**

The recommended budget provides an increase in funding for salaries and benefits resulting from negotiated union agreements. Major services provided by the Sheriff are funded at levels consistent with FY 2007-08 with moderate increases. The recommended budget includes salary savings of \$4.8 million. The department will have to carefully manage staffing levels in order to provide for savings in salaries and benefits. The recommended budget provides that all programs will remain operational throughout the fiscal year. The department is taking reductions in the Home Retention Vehicle program by limiting the number of vehicles to only those that provide emergency services or 24-hour response. Mobile phone usage is also carefully monitored for critical need usage only. The recommended budget includes increases to services and supplies for inmate services, and costs associated with the acquisition and maintenance of a new helicopter.

In FY 2007-08, the acquisition of a new helicopter was approved and the Sheriff provided a down payment with a portion of its available Budget Savings Incentive (BSI) credits and funds from the Designation for Sheriff's Aircraft. The financing for the balance of the acquisition cost is currently in progress and the proposed lease payments are included in the recommended budget. The additional costs for flight time, insurance, and miscellaneous supplies for the helicopter are also included in the recommended budget.

The recommended budget will provide adequate funds for the Sheriff to staff and operate the jail system. Additionally, funds were allocated in FY 2007-08 to open additional beds to house gang members. With the addition of detentions-sworn personnel added as a part of the Sheriff's comprehensive gang unit, recruitment, hiring and training of sworn personnel continues. The remaining two dorms approved in the Gang Violence Program will be fully functioning with the completion of the current Detentions Core Course. This will comply with all legal requirements, State regulations, and constitutional standards with respect to the care and custody of inmates. Jail capacity has increased to 2,500.

The detention of federal prisoners in the jail system, involving placements from the Immigration and Naturalization Service, Bureau of Prisons, and the U.S. Marshal's Office, will be maintained in FY 2008-09 at approximately the same level as in FY 2007-08. The number of federal prisoners housed in the jail system is expected to be at an average daily population of 236 in FY 2008-09. There are no guarantees from the federal

government that this average daily population will be attained.

In FY 2005-06, the Legislature, through the State budget, reduced the County's authority to charge cities for booking prisoners into County jail facilities to 50% of actual costs. However, the State has not yet approved appropriations for the reimbursement of booking fees to counties. The County Administrative Office will continue to monitor the proposed State budget for the actions by the Legislature related to the reimbursement to counties for booking fees that are not chargeable to the cities.

The recommended budget will also maintain the same level of service, as in FY 2007-08, provided by the Coroner and Public Administrator functions.

The Sheriff's Safe Schools Program will continue to provide services to school districts. This program is contingent upon continued funding from the school districts as the department's priority is to maintain safe staffing levels of sworn positions providing patrol services.

The Sheriff's Department continues its effort to combat gang violence. In FY 2007-08, the Sheriff's Gang Suppression Unit (GSU) was formed. The GSU is comprised of twenty-one sworn and nine civilian positions. Two additional sworn personnel were added in FY 2007-08 to enhance prevention services provided to our youth through the Sheriff's Activity League.

Adequate resources have been included in the recommended budget for the department to continue its aggressive efforts to fill vacant positions and significantly reduce the overall vacancy rate within the department. This will allow the department to continue to better address its mission and more effectively use its resources to meet the public safety needs of the County in accordance with the County Strategic Plan.

**POSITION DISCUSSION**

The recommended budget includes funding for Phase II of the Lieutenant's Program. The positions for Phase II were approved in FY 2006-07. Phase II implementation was inadvertently omitted from the FY 2007-08 recommended budget. The Sheriff has included this request for Phase II Lieutenant positions in the requested FY 2008-09 budget.

The recommended budget includes the addition of six Sheriff's Lieutenant positions, at an annual cost of \$996,000; and the deletion of two Sheriff's Commander positions, at an annual savings of \$433,000. The

recommended budget also includes partial year funding for one Fiscal Support Technician, at an annual cost of \$69,000, to administer the Fitness Incentive Program included in the negotiated union agreement for sworn personnel.

**DIRECTOR’S DISCUSSION**

The Sheriff’s Office worked diligently with the County Administrative Office to develop this budget. This budget reflects a 6.9% Net General Fund Cost (NGFC) increase primarily due to salary and benefit increases. However, in order to meet the County Administrative Office’s FY 2008-09 budget requirements, the Sheriff’s Office reduced services and supplies and increased salary savings for a 4.5% NGFC decrease in the initial status quo budget originally submitted by this office.

The Sheriff’s Office budget should allow the same delivery of professional law enforcement services to the citizens of Kern County as in FY 2007-08. The major component of this budget allows for hiring of personnel to complete the enhancement of the Sheriff’s Gang Unit and meet the goals and objectives of Kern County’s Gang Strategic Plan. There are three major areas of concern with the lean budget. First, the overtime allotment has not increased for years. As salaries and benefits increase, the

amount of available overtime hours decrease. Therefore, the overtime allocation is of critical concern. Second, the extra help funding is at the same level. The Sheriff’s Office relies on extra help to fill in temporarily for critical positions. The funding has been insufficient in years past but it is hoped that as full time positions continue to be filled, the need for extra help is mitigated. Third, the continued increase in fuel costs. The Sheriff’s Office fleet drives approximately 10 million miles per year. During the development of the Sheriff’s proposed budget, fuel was below \$3 per gallon. At that point, we budgeted accordingly with no expectation of fuel rising to over \$4 per gallon. Therefore, our fuel budget could be insufficient.

With all this said, the Sheriff’s Office will continue to work with the County Administrative Office to address our concerns and more importantly the Sheriff’s staff has undertaken the task of finding options of delivering services to our citizens while saving scarce County funds. The Sheriff’s Office is committed to working with the County Administrative Office and the Board of Supervisors to assist in finding solutions in regards to the County budget crisis.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of inmates enrolled in vocational and educational programs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
6,604	6,027	6,221	4,964	7,776
<b>What:</b> Indicates the number of inmates enrolled in vocational and educational programs. All inmates must meet the general eligibility requirements: general population, meet security level, no keep-away status, no serious incidents, and no gang affiliations. The Bakersfield Adult School (via contract) offers seven educational (parenting, substance abuse prevention, family relations, ESL, GED, orientation, and art) and five vocational classes (computer, auto body, food service, cafeteria, and laundry) to eligible male and female inmates housed at the Lerdo Pre-Trial and Minimum Facility five days a week.				
<b>Why:</b> Provides training and employment skills to incarcerated offenders to assist them in the transition process upon release into the community.				
<b>How are we doing?</b> We are expecting to exceed the FY 2007-08 goal by at least 25%. There have been more vocational classes available than in all previous years. More classes are offered, which allows for more students to participate and classes have been structured to avoid scheduling conflicts. Within the past year several changes were implemented to increase enrollment, which include: offering night classes, lowering the security level at the Minimum Facility, and adding vocational training in the areas of laundry and food service.				
<b>How is this funded?</b> The General Fund primarily supports this effort along with the Inmate Welfare Fund and State reimbursement based on contract terms.				

<b>Performance Measure #2:</b>				
Number of inmates released from custody prior to sentence release date.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
5,834	7,128	6,032	3,784	8,554
<b>What:</b> Indicates the number of inmates released from custody prior to their sentence release date.				
<b>Why:</b> To relieve overcrowding and ensure a safe and secure facility in compliance with the Corrections Standards Authority inmate capacity guidelines, which essentially is to balance public safety and our constitutional requirements.				
<b>How are we doing?</b> Mid-year results of 3,784 actual releases indicate that the department is expected to exceed the FY 2007-08 proposed goal by more than 50%, which is mainly attributed to insufficient inmate population capacity. Currently, a grant proposal seeking funds to build a new jail facility is in process.				
<b>How is this funded?</b> Releasing inmates from custody is not a funded measure.				

<b>Performance Measure #3:</b>				
Average response time to priority 1 emergency calls.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
5 min. 31 sec.	5 min. 13 sec.	5 min. 7 sec.	5 min. 8 sec.	5 min.
<b>What:</b> Indicates the response time to priority 1 (911) emergency calls from the time dispatched to the time a deputy responds on scene. Examples of a priority 1 call include but are not limited to the following: homicide, violent crimes in progress, bomb threat, kidnapping, shots fired, suicide attempt, subject/traffic pursuit, robbery in progress, and aircraft accident.				
<b>Why:</b> To provide assistance to victims of violent crimes in progress and to prevent further victimization.				
<b>How are we doing?</b> Mid-year results show that the average response time to priority 1 calls has improved by five seconds when compared to FY 2006-07 results. The department is on track to be within 1 second of the FY 2007-08 adopted goal. In the future, this measure will track the response time from the time the call is received (instead of dispatched) until the time a deputy arrives on scene.				
<b>How is this funded?</b> Primarily General Funds are used to support this effort.				

<b>Performance Measure #4:</b>				
Number of convicted misdemeanants enrolled in the work release program.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
5,079	4,759	4,333	2,325	7,139
<b>What:</b> Indicates the number of convicted misdemeanants enrolled in the work release program.				
<b>Why:</b> Allows convicted misdemeanants the opportunity to remain out of jail in exchange for work time at County departments, essentially freeing up jail bed space and providing a labor force to the County of Kern at no cost.				
<b>How are we doing?</b> Currently, the department has a monthly average of approximately 400 participants, which indicates the department will exceed the FY 2007-08 adopted goal. The FY 2008-09 proposed goal is a 50% increase from the FY 2006-07 actual results. This is due to a proposed plan to expand the program by replacing three inmate labor work crews currently providing services to County departments with work release participants. Future alternatives to modify and expand the program include exploring legislative change to: 1) permit good and work credit to program participants under PC 4024.3, and 2) allow use of the Inmate Welfare Fund for jail reentry programs for local offenders.				
<b>How is this funded?</b> Work release participants pay a one-time administrative fee of \$60 and \$3 for each day sentenced. The program generates average monthly revenues of \$26,000 placed in a trust fund, which is used to support a significant portion of salaries and operating costs.				

<b>Performance Measure #5:</b>				
Percentage of violent crime investigations cleared.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
20.4%	18.2%	20.4%	18.1%	30%
<b>What:</b> The percentage of violent crime investigations cleared by arrest and other means through law enforcement efforts. Violent crimes include homicides, rapes, robberies and aggravated assaults. A clearance is defined as a case in which a known criminal offense has resulted in an arrest, citation, or summons or if the criminal offense has otherwise been resolved by exceptional clearance.				
<b>Why:</b> To ensure that offenders are arrested and held accountable for crimes committed.				
<b>How are we doing?</b> The mid-year results show that as of 12/31/07, the clearance rate was 18.1%. This percentage will fluctuate each month as violent crimes are committed and cleared. The department is on track to be within 1% of the FY 2007-08 adopted goal and setting the FY 2008-09 proposed goal at 30% to strive for an outcome closer to the National average clearance rate of 44.3%.				
<b>How is this funded?</b> Primarily General Funds along with State reimbursement funds.				

<b>Performance Measure #6:</b>				
Percentage of stolen property recovered from rural crimes.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
36.7%	46.5%	48.9%	40.8%	48.9%
<b>What:</b> The percentage of stolen rural crime property recovered based on its value through enforcement efforts of the Rural Crime Investigations Unit.				
<b>Why:</b> Rural property is essential to the livelihood of the economy and citizens living in rural communities. Recovery of equipment and resources offer financial relief to victims of crime.				
<b>How are we doing?</b> The mid-year result of 40.8% is based on a reported loss of \$3,299,438 and recovery of \$1,345,808. The reported loss is considerably higher than average due to numerous copper wire thefts during the summer months at a reported value of approximately \$1 million. Copper wire is a high value commodity that is quickly and easily disposed of, thus the reduction in the recovery rate. Therefore, the department is not expected to reach the FY 2007-08 goal, however is expected to maintain its current level above 40%.				
<b>How is this funded?</b> A State grant assists with paying a portion of salaries for the Rural Crime Task Force along with the General Fund.				

<b>Performance Measure #7:</b>				
Number of crime prevention programs presented to schools.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	57	60	31	70
<b>What:</b> Measures the number of crime prevention presentations provided to schools.				
<b>Why:</b> To promote crime prevention programs by providing information and skills in crime awareness and problem-solving strategies to youths in school.				
<b>How are we doing?</b> Mid-year results show that we are expected to reach the FY 2007-08 adopted goal by giving presentations to at least 60 schools by the end of the year, a slight increase from FY 2006-07 results.				
<b>How is this funded?</b> General Fund and Sheriff's Community Resources Trust Fund.				

<b>Performance Measure #8:</b>				
Number of gang related incidents.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
206	252	300	158	270
<b>What:</b> Measures the number of gang related incidents in Kern County.				
<b>Why:</b> To improve the quality of life for citizens in areas with high incidence of gang activity, by identifying trends and patterns of gang related behavior and using the intelligence to conduct directed patrol projects and enforcement efforts to reduce the overall number of gang related incidents.				
<b>How are we doing?</b> Based on the mid-year results, the number of gang related incidents is expected to reach 300, an increase of 19% compared to FY 2006-07 due to increased street enforcement. As of January 2008, the department increased the Sheriff's Gang Unit from five to a total of 34 allocated positions. A 10% decrease in the number of gang-related incidents is proposed for FY 2008-09 as the Gang Unit becomes fully staffed and continues to implement intelligence-based policing.				
<b>How is this funded?</b> The General Fund and a federal COPS Technology Grant for \$295,993 funded the purchase & installation of 15 Mobile Data Computer units in gang vehicles and 28 laptops.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$45,868,887	\$53,600,139	\$52,119,167	\$58,005,389	\$54,379,098	\$778,959
Services and Supplies	6,167,411	6,443,973	7,637,167	8,950,624	8,845,874	2,401,901
Other Charges	618,965	1,127,478	594,060	552,832	552,832	(574,646)
Fixed Assets	593,921	928,900	1,024,697	673,000	519,250	(409,650)
Other Financing Uses	0	0	817,178	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$53,249,184</b>	<b>\$62,100,490</b>	<b>\$62,192,269</b>	<b>\$68,181,845</b>	<b>\$64,297,054</b>	<b>\$2,196,564</b>
Less Expend. Reimb.	498,338	5,000	465,889	5,000	5,000	0
<b>TOTAL NET EXPENDITURES</b>	<b>\$52,750,846</b>	<b>\$62,095,490</b>	<b>\$61,726,380</b>	<b>\$68,176,845</b>	<b>\$64,292,054</b>	<b>\$2,196,564</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$13,504	\$15,720	\$7,297	\$9,300	\$9,300	(\$6,420)
Use of Money/Property	7,711	7,500	9,765	9,800	9,800	2,300
Intergovernmental	21,393,752	21,714,292	22,336,256	21,216,355	21,074,797	(639,495)
Charges for Services	2,629,762	2,800,360	2,825,755	2,262,548	2,262,548	(537,812)
Miscellaneous	47,361	44,500	75,595	35,700	35,700	(8,800)
Other Financing Sources:						
DNA Identification	84,000	84,000	100,800	100,800	146,800	62,800
Local Public Safety Proposition 172	9,141,039	10,004,059	10,004,059	10,235,228	10,318,754	314,695
Domestic Violence Program	140,000	160,000	160,000	180,000	180,000	20,000
Inmate Welfare Fund	0	0	0	20,000	20,000	20,000
Probation Training Fund	234,000	234,000	234,000	262,000	262,000	28,000
Probation DJJ Realignment Fund	0	0	12,078	2,544,995	2,812,995	2,812,995
<b>LESS TOTAL REVENUES</b>	<b>\$33,691,129</b>	<b>\$35,064,431</b>	<b>\$35,765,605</b>	<b>\$36,876,726</b>	<b>\$37,132,694</b>	<b>\$2,068,263</b>
<b>NET GENERAL FUND COST</b>	<b>\$27,007,264</b>	<b>\$27,031,059</b>	<b>\$25,960,775</b>	<b>\$31,300,119</b>	<b>\$27,159,360</b>	<b>\$128,301</b>

<b>Authorized Positions:</b>						
Full Time	566	621	627	629	629	8
Part Time	3	3	3	3	3	0
<b>Total Positions</b>	<b>569</b>	<b>624</b>	<b>630</b>	<b>632</b>	<b>632</b>	<b>8</b>
<b>Funded Positions:</b>						
Full Time	566	621	627	629	629	8
Part Time	3	3	3	3	3	0
<b>Total Positions</b>	<b>569</b>	<b>624</b>	<b>630</b>	<b>632</b>	<b>632</b>	<b>8</b>

**OPERATIONAL SUMMARY**

▪ *Mission:*

The mission of probation services is to reduce the incidence and impact of criminal behavior of juveniles and adults.

▪ *Fundamental Functions & Responsibilities:*

- Develop and operate correctional programs that provide for public protection, the prevention of crime, and the redirection of offenders
- Provide investigation and enforcement for the Courts
- Hold offenders accountable for criminal conduct  
Provide assistance to crime victims

**PROGRAM DISCUSSION**

The recommended budget is adequate to provide public protection, prevention of crime, redirection of offenders, and sufficient resources for the Gang Strategic Plan.

In 2007, California Senate Bill 81 established the Youthful Offender Block Grant to provide State funds to enhance the capacity of local communities to implement an effective continuum of response to juvenile crime and delinquency. In mid-year FY 2007-08, the department received funding in the amount of \$500,000. In FY 2008-09, the department will be receiving \$2.5 million in funding for this program.

In recognition of the County's current fiscal constraints, the recommended budget provides a 6% step down plan: 1) funding of 14 vacant positions with State-funded Youthful Offender Block Grant Program funds in lieu of discretionary resources, which provides a General Fund savings of \$1.2 million; 2) using \$200,000 in accumulated Budget Savings Incentive (BSI) credits leaving a balance of \$481,000 that can be used at the discretion of the Chief Probation Officer; 3) deferring the purchase of a number of requested fixed assets in the amount of \$526,000; and 4) maintaining a 4.88% salary savings in the amount of \$2.8 million. Salary savings are based on the anticipated vacancy rate that occurs through normal attrition. The department's average salary savings for the last three fiscal years has been a rate 6.07%. In FY 2005-06, the department had a budgeted salary savings of 6.21% (\$2.6 million) and an actual vacancy rate of 16.92%. In FY 2006-07, the department had a budgeted salary savings of 6.98% (\$3.3 million) and an actual vacancy rate of 15.95%. In FY 2007-08 the department had a budgeted salary savings of 5.02% (\$2.7 million) and an actual vacancy rate of 13.61%. The recommended salary savings of 4.88% (\$2.8 million) is adequate based on historical standards.

The recommended budget does provide a \$3.9 million increase in funding for salaries and benefits as a result of negotiated union agreements, which is partially offset by \$2.2 million in savings from reduced retirement rates. In FY 2007-08, the department received \$2.9 million for staff and fixed assets needed to implement the department's efforts related to the Gang Violence Strategic Plan. The total cost of the Plan for FY 2008-09 is \$4.4 million, and is included in the recommended budget to fully implement the Plan in FY 2008-09.

Services and supplies have increased by \$2.4 million due to increases in fuel costs, food, contracting with service providers for the Youthful Offender Block Grant Program, and office expenses.

In FY 2005-06, the Board of Supervisors approved the establishment of a separate expenditure account within budget unit 1970, Appropriations for Contingencies, to earmark funds that would be made available to departments during the fiscal year for salary appropriation shortfalls. In previous fiscal years, departments such as Probation were eligible to receive a budget augmentation from contingencies if they had a projected appropriations shortfall within their salaries and benefits expenditure object caused by either the actual position vacancy rate being lower than anticipated and budgeted, or if the level of payoffs of accumulated vacation and sick leave balances for retiring employees was higher than budgeted. In FY 2005-06, \$1.2 million of appropriations for contingencies were earmarked for the Probation Department in case of a salary appropriation shortfall; no funds were used. In FY 2006-07, \$2.8 million of Appropriations for Contingencies was set aside and the department accessed approximately \$311,600 to meet a salary appropriation shortfall, leaving an unused balance of \$2.5 million. The department did not use any of the earmarked \$1.8 million in Appropriations for Contingencies for FY 2007-08. In recognition of the County's fiscal constraints, the historical average salary savings of the past three fiscal years of 6.07%, and the department's unused BSI credits available, the recommended level of funding for the Probation Department is sufficient to meet staffing requirements. The County Administrative Office will continue to work with the department on the issues discussed below.

**POSITIONS DISCUSSION**

In mid-year FY 2007-08, the department added six positions for the Youthful Offender Block Grant program.

The recommended budget includes the addition of one Information Systems Specialist position, at an annual cost of \$78,000, and one Fiscal Support Specialist position, at an annual cost of \$74,000. Both of these positions are fully funded by the Youthful Offender Block Grant.

**DIRECTOR'S DISCUSSION**

As the Kern County Probation Department prepares for the 2008-2009 fiscal year, we have great concern regarding the current status of our proposed budget. At the time of this writing, we are expecting to implement six percent of our submitted twenty percent step-down budget plan. Unfortunately, we are also being requested to cover a 2.5 million dollar deficit in our budget which will cause us to implement twelve percent of our twenty percent step-down plan. The consequences to public safety are substantial with a twelve percent reduction to our County General Fund costs. Negotiations with the

County Administrative Office have not led to a compromise on mediating any potential relief for filling, even in part, the additional 2.5 million dollar deficit. A twelve percent reduction to the Probation Department, which is a tier one department and a critical component to the safety of our community, is in our opinion, unacceptable.

Given the current budget negotiations with the County Administrative Office, the Probation Department will not be able to fill the remaining vacant positions in the Gang Strategic Plan. In that the Gang Strategic Plan positions appropriated in FY 2007-08 have not been fully staffed, the will of the Board of Supervisors and the community may not be fulfilled. Probation was the keystone of the strategic plan to combat gang violence and without the key elements of prevention and intervention; the plan will be but a skeleton of itself. Probation is the only law enforcement agency that can span the continuum of prevention, intervention, suppression, and incarceration.

The Probation Department is poised and ready to fill the remaining vacant positions should funding be

appropriated in the FY 2008-09 fiscal year. Failure to fill positions, maintain current detention bed space, and provide adequate direct services to the Court, will lead to increased recidivism and crime rates. The Probation Department is a strong partner with law enforcement, community based organizations, and religious based organizations. A twelve percent cut to our net County funding would force us to reallocate our resources, which would diminish our ability to work and coordinate activities with our partners. In essence, the department would be placed in the position of halting the progress of many of the innovative and evidence based programs set in motion as a result of the Board’s vision to address gang violence in our community.

The Probation Department understands the need for the County to closely evaluate all department budgets, however, it is felt the recent and unanticipated reductions in our budget will cause more harm to public safety than our citizens should have to bear.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of adult offenders successfully completing probation.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
11.6%	15.6%	16%	7.7%	16%
<b>What:</b> This indicator measures the number of adult probationers successfully completing terms of probation.				
<b>Why:</b> It is anticipated increased probationer contact will result in successful completions of probation promoting community safety and offender rehabilitation.				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>Given our continued average caseload size for adult probationers, 200 per Deputy Probation Officer (DPO), which is far greater than caseload standards being explored by the American Probation and Parole Association, it is anticipated the number of probationers’ successfully completing probation will remain static.</li> <li>It is anticipated increased staffing (in response to growth in other public safety agencies) and reduction of caseloads will increase the number of offenders successfully completing probation.</li> <li>Twelve Deputy Probation Officers are being identified for assignment to the High Risk Offender unit. Completion of backgrounds, Core Training, Department of Juvenile Justice realignment efforts, acquisition of a validated risk assessment tool, and office space are factors being addressed during the development of this unit and its performance indicators.</li> <li>The increase in percentage of contacts is related to the proactive approach of joint “sweeps” by both juvenile and adult Deputy Probation Officers which began March 2007. These sweeps were designed not only to be a suppression tool, but to increase contact with probationers and ensure compliance with such terms as school attendance, employment, and counseling.</li> </ul>				
<b>How is this funded?</b>				
Currently, 12 Deputy Probation Officers are being identified for assignment to the High Risk Offender unit. These positions were part of the 48 allocated by the Board of Supervisors in August 2007. Funding for these positions is from the County – General Fund and Title IV-E.				

<b>Performance Measure #2:</b>				
Percentage of juvenile offenders successfully completing probation.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
15.6%	23.9%	24%	11.25%	24%
<b>What:</b> This indicator measures the number of juveniles on formal probation completing terms of probation.				
<b>Why:</b> It is anticipated increased probationer contact and the implementation of evidence-based intervention programs will result in an increase of successful completions of probation promoting community safety and offender rehabilitation.				
<b>How are we doing?</b> <ul style="list-style-type: none"> <li>The Gang Intervention and Suppression Team (GIST) unit has been enhanced by four Deputy Probation Officers and three Deputy Probation Officers have been added to the Aftercare unit. The enhancements of both units are anticipated to be fully implemented by June 2008.</li> <li>These units provide critical intervention and suppression services which contribute not only to rehabilitation efforts but also to public safety. The increase in percentage of contacts is related not only to the increase of personnel, but also to the proactive approach of joint "sweeps" by both juvenile and adult Deputy Probation Officers which began March 2007. These sweeps were designed not only to be a suppression tool, but to increase contact with probationers and ensure compliance with such terms as school attendance, employment, and counseling.</li> </ul>				
<b>How is this funded?</b> These units were originally funded by Juvenile Justice Crime Prevention Act (JJCPA), Title IV-E and the County general fund. The enhancement of the 7 positions was funded by the County general fund as part of the forty-eight positions allocated by the Board of Supervisors in August of 2007.				

<b>Performance Measure #3:</b>				
Percentages of adult probationers who have new violations (recidivism rate).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
11.6%	13%	13%	9.4%	15%
<b>What:</b> These numbers represent adult probationers who have violations of probation and new law violations sustained by the court.				
<b>Why:</b> Recidivism reflects continued involvement in the criminal justice system. A reduction in recidivism suggests increased probation compliance and community safety. However, an increased rate of recidivism can be the result more probation violations sustained by the court due to increased levels of supervision.				
<b>How are we doing?</b> <ul style="list-style-type: none"> <li>With the implementation of the High Risk Offender unit, it is expected that the recidivism rate will peak then plateau as the result of the intensive supervision provided by this unit.</li> <li>As evidence base and best practices programs are implemented to serve the transitional age group of 18 to 25 year olds it is expected that recidivism rate will decline. This group includes those individuals age 18 to 21 that have been returned to our County as the result of the Department of Juvenile Justice realignment.</li> </ul>				
<b>How is this funded?</b> Allocated Department of Juvenile Justice (DJJ) realignment funding has been received which will be utilized to implement evidence based programs to serve the 18-21 year old offenders, including those Welfare and Intuitions Code non 707(b) offenders returning to our community. Additional adult services are provided through Title IV-E and the County General Fund.				

<b>Performance Measure #4:</b>				
Percentages of juvenile probationers who have new violations (recidivism rate).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
17.5%	15.75%	16%	10.2%	16%
<b>What:</b> These numbers represent juvenile probationers who have violations of probation and new law violations sustained by the court.				
<b>Why:</b> Recidivism reflects continued involvement in the criminal justice system. A reduction in recidivism suggests increased probation compliance and community safety. However, an increased rate of recidivism can be the result more probation violations sustained by the court due to increased levels of supervision.				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>Recidivism rate may increase due to enhanced supervision by adding Deputy Probation Officers to the Gang Intervention and Suppression Team (GIST) and Aftercare unit.</li> <li>It is anticipated the recidivism rate will plateau then decrease as programs such as Pro Social Skills and Aggression Replacement Training become fully implemented and established and then integrated into various probation programs such as the Repeat Offender Prevention Program.</li> </ul>				
<b>How is this funded?</b> Funding is derived from Title IV-E, State Realignment, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation & Camps Funding (JPCF).				

<b>Performance Measure #5:</b>				
Percentages of juvenile commitments that participated in a behavioral program and have new violations.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	15.9%	10%	0%	10%
<b>What:</b> The percentages reflect juveniles who have participated in behavioral programs at Camp Erwin Owen and Kern Crossroads Facility and since their release have violations of probation and new law violations sustained by the Court.				
<b>Why:</b> By providing evidenced based or best practice programs such as Aggression Replacement Training (ART) or Pro Social Skills, probationers have a greater ability to successfully transition back into the community. We are anticipating these programs will reduce recidivism and provide for a safer community.				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>This "Performance Measure" was added in December 2007 to reflect a more tangible example an evidence based or best practices of community corrections programming that has been introduced in two of our juvenile commitment facilities.</li> <li>Currently 140 youth have completed the programs.</li> </ul>				
<b>How is this funded?</b> Funding is derived from Title IV-E, State Realignment, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation & Camps Funding (JPCF).				

### SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$260,000	\$0	\$0	\$0	(\$260,000)
Salaries and Benefits	87,185,806	94,972,833	101,143,273	107,044,442	103,689,443	8,716,610
Services and Supplies	9,293,739	12,486,485	12,231,779	12,887,295	12,938,295	451,810
Other Charges	5,926,862	6,056,414	6,512,571	7,402,973	7,822,973	1,766,559
Fixed Assets	6,118,591	9,692,788	10,389,241	8,681,000	2,663,679	(7,029,109)
Other Financing Uses	0	0	115,350	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$108,524,998</b>	<b>\$123,468,520</b>	<b>\$130,392,214</b>	<b>\$136,015,710</b>	<b>\$127,114,390</b>	<b>\$3,645,870</b>
<b>REVENUES:</b>						
Licenses and Permits	\$295,949	\$457,450	\$216,715	\$457,450	\$457,450	\$0
Fines and Forfeitures	1,188	22,000	35,489	22,000	22,000	0
Use of Money/Property	(145,977)	0	(200,000)	0	0	0
Intergovernmental	2,823,143	2,119,238	2,981,319	209,000	209,000	(1,910,238)
Charges for Services	21,439,991	20,919,111	27,440,387	18,036,204	21,881,916	962,805
Miscellaneous	817,542	360,500	356,996	365,500	365,500	5,000
Other Financing Sources:	0	552,000	343,086	0	0	(552,000)
Local Public Safety	5,271,990	5,271,990	5,271,990	0	5,951,224	679,234
General Fund	16,380,478	19,995,476	19,995,476	41,998,420	19,195,657	(799,819)
Fixed Wing Aircraft	0	3,500	24,500	334,000	334,000	330,500
Fire-Hazard Reduction	0	95,000	135,000	0	474,700	379,700
Fire-Helicopter Operations	0	2,228,330	2,367,330	775,000	500,000	(1,728,330)
Vehicle Aparatus	0	0	240,000	0	0	0
Mobile Fire Kitchen	0	11,500	11,500	11,500	11,500	11,500
<b>LESS TOTAL REVENUES</b>	<b>\$46,884,304</b>	<b>\$52,036,095</b>	<b>\$59,219,788</b>	<b>\$62,209,074</b>	<b>\$49,402,947</b>	<b>(\$2,633,148)</b>
<b>NET FIRE FUND COST</b>	<b>\$61,640,694</b>	<b>\$71,432,425</b>	<b>\$71,172,426</b>	<b>\$73,806,636</b>	<b>\$77,711,443</b>	<b>\$6,279,018</b>
<b>NET GENERAL FUND COST</b>	<b>\$16,380,478</b>	<b>\$19,995,476</b>	<b>\$19,995,476</b>	<b>\$41,998,420</b>	<b>\$19,195,657</b>	<b>(\$799,819)</b>
<b>Authorized Positions:</b>	584	625	626	670	627	2
<b>Funded Positions:</b>	580	625	626	670	626	1

### OPERATIONAL SUMMARY

▪ *Mission:*

The Kern County Fire Department is dedicated to protecting life and property by providing effective public education, fire prevention, and emergency services. We are committed to serve our community in the safest, most professional, and efficient manner.

▪ *Fundamental Functions & Responsibilities:*

- Preservation of life, property and the environment
- Fire, rescue and medical aid response
- Fire and injury prevention
- Public education
- Emergency services preparedness, protection, mitigation and recovery

**PROGRAM DISCUSSION**

The recommended budget provides for a moderate increase in funding from the prior fiscal year primarily due to growth in Fire Fund discretionary revenues of approximately \$3.7 million. In addition, the Fire Fund carryover balance for FY 2008-09 is expected to be approximately \$3.4 million as compared to \$1.25 million in FY 2007-08.

Reimbursement revenue from other agencies for fire suppression costs is budgeted at \$3 million. Based on historical reimbursements, the department can anticipate another \$3 to \$5 million in reimbursement revenues available for additional appropriations in FY 2008-09. These funds have historically been recognized and appropriated mid-year to cover overtime and other costs associated with fire response on behalf of other agencies.

The department currently has agreements or is negotiating fire protection agreements with several cities and neighboring counties to facilitate reimbursement of costs of services provided. Estimated revenue of \$5 million is included in the recommended budget for these agreements, an increase of \$4 million over FY 2007-08.

Salaries and benefits increased by \$8.4 million due to negotiated salary increases and full year funding of 37 positions added in FY 2007-08. This increased cost was covered by the increase in the Fire Fund and by the department's decision to defer most fixed asset purchases.

The recommended budget does include \$2.6 million for fixed asset purchases. Approximately \$480,000 in equipment provides support for the department's helicopter program with funding coming from the Helicopter Trust Fund. The remaining \$2.1 million will be used for replacement equipment. In light of budget constraints, the department has elected to defer other major equipment purchases until a later date.

The recommended budget continues to support the minimum staffing level of three Firefighter positions per station and allows for staffing changes as discussed below.

**POSITIONS DISCUSSION**

During FY 2007-08, the department added one Structural Maintenance Supervisor position, at an annual cost of \$88,000. The recommended budget includes the addition of one Information Systems Specialist position at an annual cost of \$104,000; one Fire Equipment Technician position at an annual cost of \$70,000; and one Administrative Coordinator position, at an annual cost of

\$98,000. The recommended budget also includes the deletion of one Fire Prevention Specialist position at an annual cost savings of \$69,000; one Network Administrator position at an annual cost savings of \$125,000; and one Federal Excess Property Specialist position will be held vacant and unfunded at an annual cost savings of \$67,000.

The department requested an assortment of additional positions; however, in light of the County's fiscal constraints, these position additions are not recommended.

**DIRECTOR'S DISCUSSION**

The recommended budget will allow the department to retain the recently added Firefighter positions that increased minimum on-duty staffing (at all stations with the exception of Meadows Field) to three personnel. The recommended budget also includes the purchase of support vehicles for the deployment of the department's second fire fighting helicopter. Funding for these purchases will be provided from Fire Cost Reimbursements within our Helicopter Special Revenue fund.

The Fire Department's initial Net County Cost Guideline was not determined based on the description provided to the Board of Supervisors. No adjustment was made for salary increases that resulted from MOU adjustments, as was stated in the description to the Board. The County Administrative Office has forced the Fire Department to fully absorb salary and benefit cost increases of approximately \$5 million, and a significant cost increase in COWCAP of \$1.5 million. The CAO's decision to no longer fund retirement payoffs from Contingencies is forcing the department to absorb an additional \$3 million cost (based on a conservative projection of fifty (50) Safety retirements this coming fiscal year).

In order to meet the artificially low Net County Cost Guideline determined by the CAO, and absorb the \$9.5 million in increases described above, significant reductions in positions and/or Apparatus/Equipment replacements from the department's requested budget were required, including:

- The elimination of twenty-eight (28) requested additional Safety positions, needed to fully staff existing apparatus that are needed to provide and maintain existing levels of service, and eighteen (18) additional General positions to deliver and adequately staff existing programs. These include:
  - Nine (9) Safety positions to fully staff Truck 55 (Tejon Industrial Complex) that was donated to the County by Tejon Ranch and IKEA;

- Nine (9) Safety positions to fully staff Rescue 52 (USAR and other specialized rescue equipment needed for assignments throughout the County);
- Six (6) Safety positions to fully staff Haz Mat 66 (State and Federal guidelines now require a staffing level of seven (7) personnel for Type 1 Hazardous Materials Response Teams);
- Three (3) positions needed to provide adequate management and maintenance of department aircraft and air operations (per the Air Operations Strategic Plan approved by the Board: 1-Battalion Chief (Safety position - Air Operations Coordinator), 1-Chief Pilot (Safety), and 1-Supervising Aircraft Mechanic (General));
- Two (2) additional Captains for the Investigations Unit to perform pre-employment background investigations and provide a liaison to Federal and State law enforcement agencies on criminal investigations and matters of Homeland Security; and
- Seventeen (17) non-Safety (General) positions needed to provide necessary skills and support to other existing programs. Eleven (11) of the seventeen (17) requested positions could have been added with a number of simultaneous deletions and cost offsets that would have resulted in virtually no added cost. In spite of this, the CAO made the decision that no net increase in positions would be authorized, due to the likelihood of layoffs in other County

departments. It can be argued that these positions, if added, would make positions available for personnel that would otherwise be laid off (depending on their classification).

- No additional funding has been made available to operate the new Emergency Operations Center (EOC), which is scheduled for completion in September 2008.
- All scheduled apparatus and equipment replacements, at a cost of \$8.1 million, were eliminated. The deferment of these replacements will not have an immediate significant effect on services. However, the indirect effects can be long lasting and difficult to reverse. There is already an existing backlog of apparatus and equipment replacements that began in FY 2004-05 at \$12.5 million and currently totals \$12.1 million. This backlog will now rise to \$20.2 million. Future acquisition costs of these needed replacements will substantially increase and the department will be required to repair and maintain apparatus and equipment that should otherwise be eliminated from the fleet.

In conclusion, the Fire Department is not in concurrence with the current recommended budget. There is a high probability that Fire Department revenues will increase from current estimates, in which case the department will be returning to your office and/or the Board to request additional appropriations for positions and/or fixed assets to address currently un-funded needs.

**GOALS & PERFORMANCE MEASURES**

<b>Performance Measure # 1:</b>				
Ratio of protected population residing in Kern County per one on-duty firefighter.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1 FF/3,711 population	1 FF/3,633 population	1 FF/3,350 population	1 FF/3,350 population	1 FF/3,244 population
<p><b>What:</b> This measure describes the number of on-duty firefighters per population residing in the areas of Kern County directly protected by the Kern County Fire Department. It does not include transient populations here for a short time due to recreation, job assignment or travelers on the highways. This is assuming a protected population of 515,895 as of February, 2008. The department's stated goal is one on-duty firefighter per 2,500 person population.</p>				
<p><b>Why:</b> This indicator is a measure of our ability to provide the required at scene personnel to mitigate incidents as well as conducting prevention and other activities. Varying incident types require more or lesser amounts of personnel to address. When personnel are needed for medical aids, fires and other types of emergencies, they are needed rapidly in sufficient numbers to save lives and property.</p> <p>The fire department has a high incidence rate of industrial injuries. Much of this can be attributed to the type of work and the lack of manpower available to perform the required tasks in emergency situations. This includes moving heavy patients in physically awkward situations on rescues and using heavy tools such as large diameter hose lines and other equipment to attack fires.</p>				
<p><b>How are we doing?</b> With the increases in on-duty staffing funded by the Board we have progressed dramatically in the last several years. Barring any dramatic influx of protected population we will be progressing further in the near future. We hope to see a resultant reduction in job-related injuries due to an increase in staffing reducing the strains and other injuries experienced by our personnel.</p>				
<p><b>How is this funded?</b> The addition of on-duty firefighters was accomplished primarily through an increase in funding provided from the State. The Fire Department has a long standing contract with CalFire for wildland fire protection of State Responsibility Areas (SRA) within the County. For FY 2006-07, the County's contract with CalFire was increased by approximately \$2.3 million. This additional funding allowed the department to add 45 positions, which has increased on-duty staffing from 2 to 3 positions at 15 fire stations. The department currently has a minimum staffing level of three positions at 45 of the department's 46 stations. Station 62 at Meadows Field Airport is the only remaining fire station staffed with two on-duty positions.</p>				

<b>Performance Measure # 2:</b>				
Average response time, in minutes, to all incident types in suburban and rural areas respectively.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
9:17 / 12:33	8:33 / 12:42	4:00 / 9:00	8:41 / 12:15	4:00 / 9:00
<b>What:</b> This indicator identifies the average response time for first at-scene units. It is an indicator of our ability to provide reasonable response time to all-risk incidents. This indicator is somewhat deceptive in that it takes into account all responses for a specified station, not just their first in area. It also does not weight busier stations versus slower stations. We are in the process of purchasing and implementing a GIS based software that is capable of addressing our issues and assisting us in preparing more valid statistics. The department's stated goal is to reduce average incident response time to four minutes in suburban areas and nine minutes in rural areas.				
<b>Why:</b> Rapid deployment and concentration of resources at the decisive time and place is essential to successful performance of fire and life saving operations. Incident related life and property loss can be reduced through timely incident response. Clinical death occurs in heart attack patients in approximately four to six minutes without intervention. Flashover, which leads to full involvement, occurs in structure fires in approximately six to ten minutes. After this point the chances of rescuing live victims and saving property greatly diminishes.				
<b>How are we doing?</b> Our ability to respond to incidents in a timely fashion is dependent on run volume and station location. Our adopted goals are based upon nationally recognized goals. With the rural nature of much of Kern County, and even suburban stations having larger than normal areas, our response times are impacted by driving time. We are looking into adding a designation of "frontier" area that would address the far outlying areas and assist us in more clearly defining response time data.				
<b>How is this funded?</b> Response times will be significantly impacted as communities within the County continue to grow. As a result of population and industry growth, additional fire stations will be required to meet this growing need. The Fire Department has been actively involved in the County-wide effort to plan for infrastructure needs through the Capital Improvement Plan and is supportive of the adoption of developer impact fees and use of EIR impact fees to mitigate these costs.				

<b>Performance Measure # 3:</b>				
Percentage of wildfires controlled at 10 acres or less. Note: this measure is reported on a calendar year basis, as the fiscal year would split the summer wildland fire season into two segments.				
<b>2005 Actual Results</b>	<b>2006 Actual Results</b>	<b>2007 Adopted Goal</b>	<b>2007 Actual Results</b>	<b>2008 Proposed Goal</b>
88%	95%	95%	87.5%	95%
<b>What:</b> This measure is an indicator of the effectiveness of all pre-incident and incident efforts applied to control the spread of wildfires on State Responsibility Area (SRA) lands, which we protect under contract. Our goal, and the State’s mission, is to control 95% of wildfires on State Responsibility Area (SRA) lands at ten acres or less as specified in our CalFire (formerly CDF) / KCFD Operating Plan.				
<b>Why:</b> We protect 1.6 million acres of State wild lands in Kern County. Wildfires on State Responsibility Area lands have wide ranging negative effects on homes, agriculture, water quality and other elements of quality of life in Kern County. The negative results can be measured in acres burned, property lost, roadways and rail traffic disrupted, threats to electrical distribution equipment and decrease in air quality directly related to smoke released from wildfires.				
<b>How are we doing?</b> There are six “contract counties” in the State system. Kern is the leader in meeting the State’s mission/goal. In 2007 we experienced the largest number of fire starts, with 169 for the reporting period, and ranked third in the number of acres burned with 14,453.  Some of the drivers of the results stated in this measure are: availability of resources both locally and statewide, the amount of rainfall received over the winter affecting fuel moisture and growth, wind, lightning, amount of human activity in wildland areas, the location of fire starts and our ability to cope with multiple fires occurring at the same time.				
<b>How is this funded?</b> Funding to control the spread of wildfires is provided through the County’s contract with the State for fire protection services for SRA land within the County. The County’s adjusted contract amount for current fiscal year is approximately \$12.4 million. This funding is primarily used to offset staffing costs during fire season at 16 County fire stations.				

<b>Performance Measure # 4:</b>				
Number of miles of fire roads, community protection fuel breaks and fire breaks created or maintained.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
470	470	530	275	600
<p><b>What:</b>                      This indicator measures the miles of fire and fuel breaks created or maintained. The fire breaks have vegetation removed to mineral soil and the fuel breaks break the continuity of the fuel. Fire breaks are placed along roadways and fuel breaks surround communities. Fuel breaks are the starting point of defensive tactics should a wildland fire approach a community. They are used to prevent a fire originating in the community from spreading to the wildland. These types of activities involve the commitment of both the hand crew and heavy equipment resources in the department.</p>				
<p><b>Why:</b>                      Large wildland fires consume tremendous amounts of personnel and resources to bring under control. The fire resources we use to combat wildland fires are the same ones that we use to combat structure fires and to provide medical aid and rescue services. When resources are committed on a major wildland fire they are not available to perform other life and property-saving duties.</p> <p>Fire/fuel breaks that are strategically located, keep small fires from becoming large and give 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 us to control these fires with minimal resources and cost. Fire road maintenance is critical in providing ground resources access to remote areas of Kern County. The road being smoothed and maintained provides quick access and less required maintenance on vehicles due to damage from holes, rocks, washboard surfaces and downed trees.</p>				
<p><b>How are we doing?</b>                      We currently have new projects identified for the hand crews for the next two years, over and above the maintenance of existing projects. Our heavy equipment could open and maintain an additional 100 miles of back roads used to access fires if provided enough resources to do so.</p> <p>The completion of projects is partially dependent on weather conditions. Too wet and we have to start later and too dry and we run out of time as the ground is too dry and fire season begins sooner, thereby diverting our resources to fire starts.</p>				
<p><b>How is this funded?</b>                      Funding for the maintenance of fire breaks is primarily provided through Fire Fund property tax revenues. There is also funding in our CalFire contract which supports heavy equipment.</p>				

<b>Performance Measure # 5:</b>				
The number of contacts made by the Kern County Fire Department's public education program.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
68,000	75,000	75,000	48,196	80,000
<b>What:</b> This measure is a statement of the number of prevention-oriented public education contacts made by the Fire Prevention Unit, fire stations and personnel. The number includes various events, and other activities.				
<b>Why:</b> Once a fire starts, damage is being done, resulting in loss. Should a home be lost lives may be lost as well as property. Should a business be lost, tax revenues are lost, jobs are lost and there is a possibility the business may not reopen. An increase in fire loss experience raises insurance rates, resulting in an indirect cost to homeowners and businesses.  The best way to stop the loss of life and property is through prevention. Fire and general safety education is an essential part of the prevention and mitigation process. By proactively bringing these issues to the eye of the public and training them to make safe choices and take safe and appropriate corrective measures, we can reduce fire starts and lessen the impacts of fires that do start.				
<b>How are we doing?</b> Our Public Education Program is extremely active. We participated in individual events including Career Days, Kern County Fair, Fire Prevention Week, Fire Safe Councils, school programs and regional events. This program addresses the main types of fires experienced in Kern County: fires in homes, fires in businesses, fires at jobsites and wildland fires. Note, also, our safety education program extends to other hazardous processes and activities instructing constituents in other safety-related topics.  With the addition of two fire prevention inspectors, the total number of contacts made to date has increased compared to last fiscal year at the same time. The addition of these personnel has enhanced the quality of Kern County Fire Department's public education and prevention program, fulfilling our commitment to the Kern County community to protect life and property by providing effective public education, fire prevention and emergency services.				
<b>How is this funded?</b> Funding for prevention activities are primarily funded through Fire Fund property tax revenues. The Fire Department also collects program specific revenues for permits and inspections that offset direct expenditures. In addition, the department maintains a special revenue fund as a repository for donations earmarked for prevention activities. A small portion of the CalFire contract is also provided to fund prevention efforts.				

<b>Performance Measure # 6:</b>				
Number of personnel hours spent supporting and participating in disaster preparedness activities coordinated through the Office of Emergency Services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
3,420	5,210	6,000	4,300	6,500
<b>What:</b> This is a measure of the number of personnel hours expended to develop new emergency plans, train personnel and plan, develop and conduct exercises.				
<b>Why:</b> This indicator is a measure of our efforts to provide training and assistance to County departments, special districts and cities in preparing for disasters. With the cyclic nature of our training, planning and exercise activities, this is the best way we have determined to express the amount of effort we are putting forth.				
<b>How are we doing?</b> We have been conducting training, planning and exercises at various locations throughout the County as time, space and funding permit. Our success has been limited by the availability of staff and facilities.  Our preparedness and response capabilities will be greatly enhanced by the construction of the new Emergency Operations Center (EOC). The EOC (projected to open September 2008) will provide us with a dedicated location to centralize our activities, support establishment of a sustainable preparedness program, and serve as the primary facility for coordination of disaster response.  The addition of a second Emergency Services Planner position (October 2007) has enabled us to increase our planning activities. Once fully trained, the Planner will support a comprehensive training program available to County, City and Special District personnel as required to meet federal and State mandates.				
<b>How is this funded?</b> Emergency Services are partially funded through the Emergency Management Performance Grant (EMPG), which is allocated through the State Office of Emergency Services. This grant requires a 50% local match, up to the allocated amount.  In the past, Office of Homeland Security grant funds have been allocated to fund planning, training and exercise activities. This has allowed us to produce a more substantial work product than would have been possible with a limited emergency services staff. Future Homeland Security grant funds are not guaranteed to the County. Should grant funding become unavailable, Emergency Services staff will assume sole responsibility for leading future planning, training and Operational Area exercise development and delivery.				

# Fire Department-County Contribution

Budget Unit 2416

Department Head: Dennis L. Thompson, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$0	\$0	\$0	\$0	\$19,195,657	\$19,195,657
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,195,657</b>	<b>\$19,195,657</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,195,657</b>	<b>\$19,195,657</b>

### PURPOSE

This budget unit appropriates supplemental funding from the General Fund to the Fire Fund to provide for Fire Department operations, namely fire prevention, protection and suppression services, hazardous materials control and incident response, emergency rescues and medical aid, emergency and disaster preparedness, and conducting arson investigations.

### PROGRAM DISCUSSION

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Fire

Department to continue to provide services and coordinate with other County departments, governmental agencies and private entities. Appropriations within this budget unit will be transferred to the Fire Department's operating budget unit 2415 and will be reflected in that budget unit under the Revenues category, Other Financing Sources. The contribution recommended for FY 2008-09 represents a decrease of 4%, or \$800,000, from the FY 2007-08 adopted budget.

The recommended level of funding will assist the department in meeting performance goals, associated with providing services to the County population, as outlined in the County Strategic Plan.

Performance measurements for the Fire Department are included in the budget discussion for budget unit 2415.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department	CAO	Incr/(Decr)	
				Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$4,258,346	\$4,885,614	\$5,067,565	\$5,454,762	\$4,902,054	\$16,440	
Services and Supplies	906,617	868,840	993,561	1,096,817	1,071,817	202,977	
Fixed Assets	12,562	0	0	0	0	0	
<b>TOTAL EXPENDITURES</b>	<b>\$5,177,525</b>	<b>\$5,754,454</b>	<b>\$6,061,126</b>	<b>\$6,551,579</b>	<b>\$5,973,871</b>	<b>\$219,417</b>	
<b>REVENUES:</b>							
Licenses and Permits	\$18,835	\$16,740	\$20,000	\$19,840	\$19,840	\$3,100	
Fines and Forfeitures	91,999	43,500	40,316	37,775	37,775	(5,725)	
Intergovernmental	2,278,519	2,411,731	2,844,973	2,591,071	2,591,071	179,340	
Charges for Services	1,241,379	1,471,575	1,486,058	1,548,114	1,548,114	76,539	
Miscellaneous	1,407	0	1,892	20	20	20	
<b>LESS TOTAL REVENUES</b>	<b>\$3,632,139</b>	<b>\$3,943,546</b>	<b>\$4,393,239</b>	<b>\$4,196,820</b>	<b>\$4,196,820</b>	<b>\$253,274</b>	
<b>NET GENERAL FUND COST</b>	<b>\$1,545,386</b>	<b>\$1,810,908</b>	<b>\$1,667,887</b>	<b>\$2,354,759</b>	<b>\$1,777,051</b>	<b>(\$33,857)</b>	
<b>Authorized Positions:</b>	55	56	56	57	57	0	
<b>Funded Positions:</b>	55	56	56	57	54	(3)	

**OPERATIONAL SUMMARY**

▪ *Mission:*

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the market by promoting awareness of laws and regulations and enforcing them fairly and equally.

▪ *Fundamental Functions & Responsibilities:*

- The Agricultural programs protect the public, the environment, and local agriculture by enforcing laws and regulations pertaining to pesticide use and exclusion of exotic pests.
- The Weights and Measures program protects consumers by inspecting the net contents of packaged goods and verifying the accuracy of commercial weighing, measuring, counting, and scanning devices.

**PROGRAM DISCUSSION**

The Agriculture and Measurement Standards Department promotes and protects the County’s agricultural industry and provides agricultural research and information services. The department enforces State 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 weight and measure 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.

This recommended budget may result in a decrease in services performed by the department due to a decrease in staffing levels (see positions discussion below).

The Agricultural and Consumer Protection Division may experience delays in issuing phytosanitary certificates required before produce can leave the country. High risk pest exclusion inspections at incoming parcel stations will also be scaled back, resulting in the increased possibility of an exotic pest entering and establishing itself in the County. Nursery regulatory inspections will be reduced to meet the absolute minimum requirements, again resulting in the increased opportunity for pest infiltration.

The Environmental and Public Protection Division of the department will also see staffing reductions resulting in possible decreased response times for pesticide related incidents and delays in issuing restricted material permits. Restricted material permits must be acquired by the public before purchasing or applying certain substances.

The department will also use \$192,684 in accumulated Budget Savings Incentive credits in order to avoid additional service reductions.

### **POSITIONS DISCUSSION**

The recommended budget includes the FY 2007-08 mid-year addition of one Agriculture Biologist/Weights and Measures Inspector Trainee/I/II/III dedicated to the Weights and Measures Division and supported by fees collected through that division. The recommended budget also includes the unfunding of three Agriculture Biologist/Weights and Measures Inspector Trainee/I/II/III positions, resulting in an annual savings of \$205,000. The department currently has five vacant Agriculture

Biologist/Weights and Measures Inspector Trainee/I/II/III positions, three of which have been vacant for 10 months or longer. This vacancy rate has resulted in occasional service delays.

### **DIRECTOR'S DISCUSSION**

I concur with the program discussion involving the "level of service" to the citizens of Kern County and the subsequent negative impacts to our performance measures but would like to discuss impacts to subvention revenue.

The 17% reduction in the recommended budget will result negatively on services performed mainly in part due to the decrease in staffing levels and will also lend itself to a decrease in net County cost but will in turn decrease subvention funds to the Agricultural and Measurement Standards Department. The impact of decreasing net County cost will result in a decrease in subvention received from the California Department of Food and Agriculture in the form of Unclaimed Gas Tax. By formulation, the greater the net cost to the County, the greater the portion of Unclaimed Gas Tax will be received by this department. Unclaimed Gas Tax currently represents 24% of our total program revenues. This revenue is based on prior year expenditures and is received in the subsequent fiscal year. This department currently receives approximately \$.45 on the dollar of net cost expended by the County. Therefore, any decrease of net cost in FY 2008-2009 will decrease the subvention of Unclaimed Gas Tax revenue received in FY 2009-2010.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Attendance of educational outreach and compliance percentage.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
831 (attendees) 66% compliance	907 (attendees) 88% compliance	1,050 (attendees) 100% compliance	601 (attendees) 94% compliance	1,175 (attendees) 100% compliance
<b>What:</b> This indicator measures the number of members from the agricultural regulated community attending educational programs related to the safe use of pesticides and the compliance percentage of the safe use of pesticides.				
<b>Why:</b> The Department understands that if more members of the regulated community are trained in the safe use of pesticides by providing the educational knowledge that pesticide applicators and others need to comply with the law, resulting in an increased compliance rate and better protection of people and the environment of Kern County.				
<b>How are we doing?</b> Our percent of compliance has been increasing from 66% to 94% currently.  The attendance has also increased at a rate of 5% from FY 2005-2006 to FY 2006-2007.  Our Mid-Year Report indicates we are currently on track in meeting our proposed goal of 1,050 attendees, which is 15% more than 2006-2007. With at least 6 more outreach programs left to administer we feel confident that this goal will be met.  Our proposed goal for FY 2008-2009 is to achieve a 100% compliance with at least 1,175 attendees.				
<b>How is this funded?</b> State Pesticide Mill Tax and County General Fund.				

<b>Performance Measure #2 :</b>				
Rejected commodity shipments of agricultural products by foreign markets.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
41 of 25,795	30 of 20,595	45 of 25,200	18 of 17,279	43 of 25,500
<b>What:</b> This indicator shows the number of phytosanitary certificates issued and the number of rejections of those commodity shipments by the importing countries due to quarantine pest finds upon arrival in the foreign country.				
<b>Why:</b> This indicator is a measure of the high quality of our department’s inspection-certification program services and its ability to ensure pest freedom and problem free entry of shipments of county agricultural products into foreign countries thereby positively impacting Kern County Agricultural Commerce as well as foreign country commerce.				
<b>How are we doing?</b> Our percent of successful shipments remains relatively stable at 99%, from year to year, fluctuating at most only a tenth of a percent.  Our Mid-Year Report indicates we are currently on track in meeting our proposed goal of successful shipments by maintaining a very low percent shipment rejection rate in the foreign country due to quarantine pest finds upon arrival (.1-.2 %).  Our proposed goal for FY 2008-2009 is to achieve a 0% destination shipment rejection rate.  Overall, due to dedicated well-trained staff, our department facilitates over \$400,000,000 worth of agricultural products throughout the world thereby positively contributing to Kern County Commerce and Kern County economy.				
<b>How is this funded?</b> General Fund/Fee for Service.				

<b>Performance Measure #3:</b>				
Efficiency and effectiveness of response to consumer complaints pertaining to Weights and Measures.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
3.60	3.43	3.75	3.79	3.80
<p><b>What:</b> This indicator measures the level of service we are providing in regards to consumer satisfaction in the investigation of consumer complaints. The indicator is tabulated from the department’s consumer satisfaction survey sent to all complainants. Indicator rating is from 0-4, 0 being poor service, 1 is for fair service, 2 is for average service, 3 is for good service and 4 is for outstanding customer service.</p>				
<p><b>Why:</b> The indicator measures customer service satisfaction which is one of the major goals of the department. It provides feedback to the department on how to improve our service.</p>				
<p><b>How are we doing?</b> We have rated overall above 3 (good service) for the last 2 years. In FY 2006-2007 the Measurement Standards Division experienced an increase in the number of staff vacancies and an increase in the number of complaints. Because of this, our response time to investigate complaints was not as timely as we strive for and the drop in customer satisfaction reflected that.</p> <p>In FY 2007-2008, two additional positions were added to the Measurement Standards staff which helped push our customer satisfaction ratings above our adopted goal.</p> <p>In FY 2008-2009, the addition of one Biologist/Weights and Measures Inspector will allow our department to build up back to the level of service that our customers demand and appreciate.</p>				
<p><b>How is this funded?</b> This effort is funded from general funds and from revenue generated from the registration of commercial weighing and measuring devices.</p>				

# Code Compliance

Agency Director: David Price III, *Appointed*

Budget Unit 2620

Department Head: Charles Lackey, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,105,474	\$1,243,570	\$1,126,842	\$1,395,329	\$1,168,903	(\$74,667)
Services and Supplies	650,200	893,250	803,346	826,561	766,475	(126,775)
Other Charges	0	0	0	6,000	6,000	6,000
Fixed Assets	31,450	76,000	0	59,276	0	(76,000)
<b>TOTAL EXPENDITURES</b>	<b>\$1,787,124</b>	<b>\$2,212,820</b>	<b>\$1,930,188</b>	<b>\$2,287,166</b>	<b>\$1,941,378</b>	<b>(\$271,442)</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$41,992	\$215,000	\$36,017	\$40,000	\$40,000	(\$175,000)
Charges for Services	744,747	525,000	483,941	540,000	540,000	15,000
Miscellaneous	29,824	38,470	8,521	5,000	5,000	(33,470)
Other Financing Sources:						
Abatement Cost	0	0	0	200,000	200,000	200,000
<b>LESS TOTAL REVENUES</b>	<b>\$816,563</b>	<b>\$778,470</b>	<b>\$528,479</b>	<b>\$785,000</b>	<b>\$785,000</b>	<b>\$6,530</b>
<b>NET GENERAL FUND COST</b>	<b>\$970,561</b>	<b>\$1,434,350</b>	<b>\$1,401,709</b>	<b>\$1,502,166</b>	<b>\$1,156,378</b>	<b>(\$277,972)</b>
<b>Authorized Positions:</b>	14	14	14	14	14	0
<b>Funded Positions:</b>	14	14	14	14	14	0

## OPERATIONAL SUMMARY

### ▪ Mission:

It is the mission of the Code Compliance Division to work in partnership with the people of Kern County to promote health and safety and maintain community standards.

### ▪ Fundamental Functions & Responsibilities

- Receive and investigate illegal dumping, zoning, housing, substandard buildings, and public nuisance complaints
- Encourage property owners to provide proper maintenance of their property
- Abate public nuisances where property owners are unknown or refuse to properly abate public nuisances
- Work with community-based groups to help maintain community standards

## PROGRAM DISCUSSION

Code Compliance is a division of the Engineering and Survey Services Department.

The recommended budget provides sufficient funding to support the division's functions to enforce and correct violations that threaten public health and safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned wrecked, inoperative, or dismantled vehicles. One of the division's

functions, in accordance with the County Strategic Plan, is to provide for enforcement to combat littering and illegal dumping. This recommended budget does continue to support that effort, but at a decreased funding level.

The division will also use accumulated Budget Savings Incentive credits in the amount of \$181,070 to decrease the department’s net General Fund cost.

In accordance with new accounting procedures, revenues from the Abatement Cost fund, previously recorded as Fines and Forfeitures, are recorded under Other Financing Sources.

**POSITIONS DISCUSSION**

There are no position changes requested at this time. The recommended budget continues to allow two Code Compliance Officers for each Supervisorial District. Full funding for all positions within the division will allow for continued responsiveness and follow-up on code violations. The overall decrease in the salaries and employee benefits account is the result of the department’s use of BSI credits.

**DIRECTOR’S DISCUSSION**

The proposed budget requires the use of Budget Savings Incentive (BSI) credits in the amount of \$181,070, which is 16% of the recommended General Fund contribution.

**GOALS AND PERFORMANCE MEASURES**

These funds will allow the division to fully fund all approved staff positions after taking a reduction in services and supplies of \$126,775 (15%) from FY 2007-08 amounts.

The division consists of 14 authorized staff positions made up of 10 field officers, representing an equivalent of two Code Compliance Officers in the field for each Supervisorial District, one Supervising Code Compliance Officer, one Principle Building Inspector and two Office Services Technicians.

The division had several positions vacant this last budget year. The entire 2007-08 fiscal year the division was forced to hold one of the authorized officer positions vacant for an employee who was unable to return to work, additionally we saw a turn over of several other officer positions, which as a result were vacant for a number of months, and one of the Office Service Technicians was also off on leave for the majority of the year. The vacancies were partially filled using extra help employees when possible, and resulted in a reduction of the budgeted salary expenditures this last year.

While the proposed budget provides for funding to fill all staff positions, including the current vacant Code Compliance Officer position, the division is concerned about the impacts on the following year’s budget (FY 2009-10) when all accumulated BSI credits have been exhausted during this one year.

<b>Performance Measure #1:</b>				
Percentage of the total number cases related to illegal dumping, property maintenance, and zoning violations that have been resolved.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
73	77	69	62	75
<b>What:</b> This measures the percentage of the cases (such as illegal dumping, substandard property maintenance and zoning violations) which were opened during the year that staff has been able to resolve.				
<b>Why:</b> This measure indicates the performance of staff by comparing the resolved cases to the total number of cases worked by staff during the year. Timely abatement of public nuisances is a critical function of the division.				
<b>How are we doing?</b> We are making progress by increasing the percentage of cases that are being resolved. This year we converted our system to provide laptop computers for code enforcement officers which allows the officers access to their files while making inspections. This also minimizes the duplication of effort by eliminating the need to reenter all the inspection results when they return to the office.				
<b>How is this funded?</b> This program is funded by the General Fund and recovery of charges against violators.				

<b>Performance Measure #2:</b>				
Percentage of the total number of cases related to illegal dumping, property maintenance and zoning violations that are resolved within 30 days and within 90 days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
71 % in 90 days 43 % in 30 days	71 % in 90 days 41 % in 30 days	NA	75 % in 90 days 45 % in 30 days	80 % in 90 days 50 % in 30 days
<b>What:</b> This measures the percentage of the cases (such as illegal dumping, substandard property maintenance and zoning violations) which were opened during the year and that staff has been able to resolve within 30 days and within 90 days.				
<b>Why:</b> This demonstrates how quickly staff is typically able to eliminate the public nuisances or otherwise resolve the cases that the division receives. By quickly eliminating the violations, we are able to improve the quality of life for the adjacent property owners.				
<b>How are we doing?</b> This shows that we continue to improve and at this time we are able to resolve approximately 45% of our cases within 30 days of receipt and 75% of the cases have been closed in less than 90 days.				
<b>How is this funded?</b> This program is funded by the General Fund and recovery of charges against violators.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$550,000	\$0	\$550,000	\$547,012	(\$2,988)
Salaries and Benefits	3,457,297	4,999,437	3,462,745	4,776,940	4,643,963	(355,474)
Services and Supplies	2,120,102	3,328,992	2,364,221	2,727,336	2,858,725	(470,267)
Other Charges	117,568	148,056	148,056	93,501	93,501	(54,555)
Fixed Assets	217,541	130,000	0	136,296	136,296	6,296
Other Financing Uses	0	0	0	798,000	798,000	798,000
<b>TOTAL NET EXPENDITURES</b>	<b>\$5,912,508</b>	<b>\$9,156,485</b>	<b>\$5,975,022</b>	<b>\$9,082,073</b>	<b>\$9,077,497</b>	<b>(\$78,988)</b>
<b>REVENUES:</b>						
Licenses and Permits	\$4,428,518	\$5,004,000	\$4,753,114	\$5,504,000	\$5,504,000	\$500,000
Use of Money/Property	450,888	300,000	384,505	400,000	400,000	100,000
Charges for Services	18,335	24,000	454	0	0	(24,000)
Miscellaneous	14,278	13,200	10,726	9,280	9,280	(3,920)
Other Financing Uses	0	0	453	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$4,912,019</b>	<b>\$5,341,200</b>	<b>\$5,149,252</b>	<b>\$5,913,280</b>	<b>\$5,913,280</b>	<b>\$572,080</b>
<b>NET BUILDING INSPECTION FUND COST</b>	<b>\$1,000,489</b>	<b>\$3,815,285</b>	<b>\$825,770</b>	<b>\$3,168,793</b>	<b>\$3,164,217</b>	<b>(\$651,068)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Authorized Positions:</b>	49	50	50	50	50	0
<b>Funded Positions:</b>	49	50	50	50	50	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

The mission of the Building Inspection Division is to ensure health and safety by providing quality service to the public during the permitting and building process.

▪ *Fundamental Functions & Responsibilities:*

- Greet customers and provide information related to services provided in the Public Services Building
- Coordinate review of building permit applications with other County departments involved in the issuance of building permits
- Review building permit applications for compliance with local and state requirements
- Conduct field inspections and review construction for compliance with local and state requirements
- Maintain and archive building permit records

**PROGRAM DISCUSSION**

Building Inspection, a division of the Engineering and Survey Services Department, enforces building regulations and parcel map and zoning requirements for land use by issuing building permits and inspecting all new construction in the County unincorporated area.

The recommended budget provides the necessary funding to support the division’s functions and accommodate the continuation of a steady workload. The Building Inspection Division will be able to conduct field inspections of building projects to ensure compliance with the approved plans and codes during the construction process, thereby addressing the County Strategic Plan to reduce dangers, and ensure new and existing buildings are safe to occupy. The recommended funding level will permit the continued operation of outlying permit offices in Ridgecrest, Mojave, Tehachapi, Lake Isabella, McFarland, Taft, and Frazier Park. The outlying permit offices take in all permits and issue those that do not require engineering review.

Permit fee revenues have decreased as a result of the slowdown in the residential housing market. However, commercial building construction continues to remain

constant. This activity has resulted in a Building Inspection Fund reserve of over \$6 million. Several long-term projects continue to extend over the next several fiscal years. Such long-term projects require the division to use the fund balance to sustain its operation in order to provide required inspections and other services to those projects.

**POSITIONS DISCUSSION**

The recommended budget includes no position additions or deletions.

**DIRECTOR’S DISCUSSION**

This budget has been developed funding all the vacant positions within the department by using accumulated reserves. However, the department intends to leave most of the vacant positions unfilled, unless workloads increase to support the demand to fill the vacant positions. This year the department does anticipate having several large energy projects which may require some of the positions being filled.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of building permits reviewed and comments returned, or permit ready for issuance, within 1 day and within 30 days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA < 1 day 100% < 10 weeks	NA < 1 day 100% < 30 days	NA < 1 day 100% < 30 days	NA < 1 day 80% < 30 days	20% < 1 day 100% < 30 days
<b>What:</b> This measures the percentage of building permits reviewed within 1 day, and within 30 days. A review time of 1 day indicates those permits that were minor in nature.				
<b>Why:</b> The time it takes to issue permits or return correction comments is important to our customers. A customer should have a reasonable expectation of the time required for plan review so they can plan and schedule their project accordingly. The issuance of building permits is one of the primary functions of the department.				
<b>How are we doing?</b> Over the past couple of years, we were able to reduce the time it takes to review building permits. However, the first half of FY 2007-2008 revealed an increase in turnaround time. Also, we saw an unusually large number of permit applications in December to beat the change in the Building Codes, which took effect on January 1, 2008 throughout the State. Plan review consultants have been utilized for the past couple of years in an attempt to keep turnaround times down.				
<b>How is this funded?</b> This activity is completely self-funded through building permit fees collected from the permit applicants.				

<b>Performance Measure #2:</b>				
Percentage of building inspection requests responded to within one day.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
95% in 1-2 days	95% in 1-2 days	100% in 1-2 days	90%	95%
<b>What:</b> This measures the percentage of building inspection requests we can respond to in one day.				
<b>Why:</b> Our customers need to be able to rely on our ability to provide them this service in a timely manner so they can incorporate this aspect in their project schedule and keep their project moving forward. Performing building inspections is a primary function of the department.				
<b>How are we doing?</b> With the exception of a few remote areas of the County, we are able to perform most building inspections by the next business day. In certain remote locations, with the lack of construction activity in those areas, an inspector may only be in those areas performing inspections once or twice per week. All inspections are completed within one week.				
<b>How is this funded?</b> This activity is completely self-funded through building permit fees collected from the permit applicants.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,673,876	\$1,931,159	\$1,755,237	\$1,817,786	\$1,707,616	(\$223,543)
Services and Supplies	942,482	1,827,931	1,530,767	1,692,473	1,910,468	82,537
Fixed Assets	18,686	95,870	73,183	100,000	100,000	4,130
<b>TOTAL EXPENDITURES</b>	<b>\$2,635,044</b>	<b>\$3,854,960</b>	<b>\$3,359,187</b>	<b>\$3,610,259</b>	<b>\$3,718,084</b>	<b>(\$136,876)</b>
<b>REVENUES:</b>						
Licenses and Permits	\$4,278	\$3,800	\$3,900	\$3,900	\$3,900	\$100
Charges for Services	3,130,178	2,325,000	2,155,456	1,832,138	1,832,138	(492,862)
Miscellaneous	59,382	98,200	98,230	1,000	1,000	(97,200)
Other Financing Sources:						
Recorders Fee-Rcd	1,384,148	1,582,823	1,428,895	1,872,764	1,987,438	404,615
Micrographic-Rcd	696,245	718,677	500,681	534,248	638,954	(79,723)
Recorders Modernization	0	0	0	20,000	20,000	20,000
Vital & Health Stat-Recorder	0	0	0	83,900	83,900	83,900
<b>LESS TOTAL REVENUES</b>	<b>\$5,274,231</b>	<b>\$4,728,500</b>	<b>\$4,187,162</b>	<b>\$4,347,950</b>	<b>\$4,567,330</b>	<b>(\$161,170)</b>
<b>NET GENERAL FUND COST</b>	<b>(\$2,639,187)</b>	<b>(\$873,540)</b>	<b>(\$827,975)</b>	<b>(\$737,691)</b>	<b>(\$849,246)</b>	<b>\$24,294</b>
<b>Authorized Positions:</b>	27	27	27	26	26	(1)
<b>Funded Positions:</b>	27	27	27	26	25	(2)

**OPERATIONAL SUMMARY**

▪ *Mission:*

The mission of the Recorder’s Office is to preserve and provide for the public a true and reliable, readily accessible, permanent account of real property and other official records and vital human events, both historic and current, and to do so with commitment, courtesy and excellence.

▪ *Fundamental Functions & Responsibilities:*

- Responsible for recording deeds, mortgages, decrees of court, and leases affecting title to real property
- Record subdivision maps
- Maintains uniform commercial code filings
- Record birth and death records
- Registrar of public marriages
- Provide a secure and permanent archive of all County recordings available for research by the public
- Provide plain or certified copies of vital records such as birth, death, and marriage certificates

## PROGRAM DISCUSSION

The recommended budget permits the Recorder's Office, a division of the Assessor's Department to maintain services at the level provided in FY 2007-08. The volume of recording activity has significantly declined in the past year due to the slowing residential real estate market. This decline has allowed the department to improve turnaround time in processing documents and to address legislative mandates and special projects.

The division will continue to examine all documents, primarily related to real estate and estate transactions, presented for recording or filing, as to names, signature, proper and complete notarization, legibility requirements, and the completion of any required Documentary Transfer Tax statements.

The division will also be able to fulfill its responsibility for examining, accepting, and recording marriage licenses, birth and death certificates, and assisting members of the public requesting copies of any documents on record with a reduced staffing level as described in the positions discussion below.

## POSITIONS DISCUSSION

The recommended budget includes the deletion of one Office Services Technician position. In recognition of the County's fiscal constraints, an additional Office Services Technician will be unfunded to achieve necessary budget reductions. This results in a total cost savings of \$136,000.

The division will continue to use extra help staffing and overtime to address peak work periods, meet legal recording timeframes, and to fully comply with legislation related to access to marriage, birth, and death certificates.

Eligible costs within the Recorder's Office are reimbursed from four special purpose funds: the Recorder's Fee Fund, the Micrographics Recorder Fund, the Recorder's Modernization Fund, and the Vital Health Statistics – Recorder Fund.

## DIRECTOR'S DISCUSSION

I concur with the FY 2008-09 recommended budget and anticipate maintaining services at the level provided in FY 2007-08. However, due to the slowing real estate market,

recording revenues have declined 29% in FY 2007-08 and it is anticipated they will decline an additional 25% in FY 2008-09. For this reason, I must state that the Recorder will not be able to maintain our current level of service, if we are subjected to the same level of funding in FY 2009-10.

To meet the level of funding required for this recommended budget, it was necessary to use special purpose funds intended by the Legislature to be used for automation and modernization of the Recorder's creation, retention, and retrieval of information in its system of recorded documents, to fund the basic operation of the Recorder's Division including the cost of some staff. Since FY 2000-01, the Recorder has used \$9,265,264 in funding from the Recorder's Modernization Trust to offset automation modernization and staffing costs. It is estimated that continued use of these funds at the current required rate will result in depletion of these funds in three years endangering all automation and modernization projects (some of which are outlined below). Additionally, as a result of budget reductions, we were required to use a large portion of the Recorder's accumulated Budget Savings Incentive (BSI) credits in the form of Unspecified Salary Savings so that the Assessor's Division would meet the required budget reductions without loss of staff or negative impact to its current levels of service. The Recorder's BSI credits were intended to help fund a parking solution for Recorder's customers and staff of the Hall of Records as well as remodel the interior of the Hall of Records. Both a parking solution and interior remodel of the building are badly needed to meet the growing needs of our customers and staff for adequate and functional work areas as well as providing a cost and energy efficient building.

In accordance with the County Strategic Plan to effect responsible and efficient government and recently enacted legislation, the Recorder continues to move toward the digital age with projects such as the Electronic Recording Delivery System (ERDS), Social Security Number redaction, and the digital conversion of the old microfilm and indices. The Recorder has entered into a Joint Powers Agreement (JPA) with several other large California counties to accomplish the Electronic Recording Delivery System project and to help reduce the County's cost of implementation. The JPA allows the Recorder to share the costs of creating the system and ensures interoperability across county lines.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of official documents recorded.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
410,682	339,822	320,000	128,646	204,000
<b>What:</b> The number of official documents processed by the Recorder’s Office from a variety of sources including federal, state, and local agencies, title companies, attorneys, private citizens and via the US mail.				
<b>Why:</b> To comply with federal, state and local laws and ordinances which require the recordation of certain documents submitted to the Recorder which are authorized by law to be recorded.				
<b>How are we doing?</b> Kern County experienced unprecedented growth in recording activity. Only recently have we seen a downturn. This downturn has given us the much needed opportunity to address legislative mandates and special projects that will greatly enhance staffs’ ability to perform their jobs and will additionally, provide enhanced public access to official records.				
<ul style="list-style-type: none"> <li>• Currently, documents received via mail experience a two-week turnaround as compared to six weeks during high volume years.</li> <li>• A continuation of the upward trend in foreclosures over FY 2007-08 is expected to contribute to the number of recordings we anticipate during FY 2007-08.</li> <li>• Additional attention can now be focused on deferred projects.</li> <li>• <b>Conversion Project involves re-creation of existing documents on microfilm to digital image format</b></li> <li>• <i>Conversion project completion necessary to comply with AB 1168</i></li> <li>• <b>AB 1168 requires Recorder to develop SSN Truncation Program</b></li> <li>• <i>AB 1168 – legislative effort to avert identity theft</i></li> <li>• <b>Conversion Project and provisions of AB 1168 must be completed without further delay to:</b></li> <li>• <i>Reach and maintain highest level of service</i></li> <li>• <i>Ability to provide services comparable to those provided in other counties</i></li> <li>• <i>To preserve this Office’s standard of service to Kern County’s citizens</i></li> </ul>				
<b>COMPARABLE COUNTY STUDY</b>				
	<b>Total # Recorded Documents</b>	<b>Total Staff</b>	<b>Documents Per Staff</b>	
Kern	361,387	26	13,899	
Ventura	298,693	33	4,206	
Fresno	298,416	31	9,626	
San Joaquin	325,665	33	9,868	
Alameda	554,065	73	7,585	
Contra Costa	581,955	58	10,033	
Santa Clara	582,493	86	6,773	
Stanislaus	256,925	49	5,243	
<b>How is this funded?</b> The Recorder’s Budget unit has a negative net General Fund cost. The majority of funding for Recorder activities is received through fees the Recorder collects from recording documents and issuing certified copies of birth, death, and marriage certificates.				
Additional funding sources are:				
<ul style="list-style-type: none"> <li>• Recorder’s Fee Fund</li> <li>• Micrographics Fund</li> <li>• Recorder’s Modernization Fund</li> <li>• Vital &amp; Health Statistics Fund</li> </ul>				

<b>Performance Measure #2:</b>				
Number of births, deaths and marriages processed.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
25,225	27,607	26,000	12,664	28,500
<b>What:</b> This is a measure of the total number of vital statistic records occurring in Kern County which are processed by the Recorder for public record.				
<b>Why:</b> To comply with state and local laws and ordinances which require the issuance of copies of the records retained by this Office.				
<b>How are we doing?</b> The number of these vital statistic documents continues to increase as the County's population increases. In order to maintain the highest level of customer service, we have cross-trained our staff to ensure these documents are kept as current and as accurate as possible, working with the Secretary of State and the local Health Department as required.				
<b>How is this funded?</b> The Recorder's Budget unit has a negative net General Fund cost. The majority of funding for Recorder activities is received through fees the Recorder collects from recording documents and issuing certified copies of birth, death and marriage certificates.  Additional funding sources include: <ul style="list-style-type: none"> <li>• Recorder's Fee Fund</li> <li>• Micrographics Fund</li> <li>• Recorder's Modernization Fund</li> <li>• Vital &amp; Health Statistics Fund</li> </ul>				

<b>Performance Measure #3:</b>				
Number of copies of documents issued.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
64,041	70,144	71,000	35,055	71,500
<b>What:</b>				
This is a measure of the total number of copies made of Official Records (deeds, liens, maps, etc.) as well as vital statistic records (births, death, marriages) issued by the Recorder in our Office or by mail.				
<b>Why:</b>				
To comply with state and local laws and ordinances which require the issuance of copies of records retained by this Office. Many members of the public are required to have these documents due to recently passed laws and travel restrictions, school enrollment, insurance and retirement benefits.				
<b>How are we doing?</b>				
As a result of new passport requirements and other requests, our Office has experienced a surge in number of copies issued in FY 2006-07. Due to new legislation enacted as a result of the passage of HR 1268, known as REAL ID law, our Office anticipates increase in requests for copies of birth certificates.				
<ul style="list-style-type: none"> <li>• Improves security and integrity of State-issued drivers' licenses and identification cards</li> <li>• Necessary REAL ID to access federal facilities, nuclear facilities, power plants, airflights</li> <li>• Implementation date set for May 2008 – Deadline of December 2009</li> <li>• Birth certificate must be presented to obtain new license or I.D.</li> <li>• Utilizing services of Vitalchek</li> <li>• Allows citizens to order vital statistic documents online</li> <li>• Allows us to provide higher level of service to our walk-in customers</li> <li>• We are continuously exploring alternatives which would give us the ability to improve customer service and streamline processes within the Recorder's Office</li> </ul>				
<b>How is this funded?</b>				
The Recorder's Budget unit has a negative net General Fund cost. The majority of funding for Recorder activities is received through fees the Recorder collects from recording documents and issuing certified copies of birth, death and marriage certificates.				
Additional funding sources include:				
<ul style="list-style-type: none"> <li>• Recorder's Fee Fund</li> <li>• Micrographics Fund</li> <li>• Recorder's Modernization Fund</li> <li>• Vital &amp; Health Statistics Fund</li> </ul>				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,429,224	\$1,629,410	\$1,729,445	\$1,916,098	\$1,728,888	\$99,478
Services and Supplies	97,292	152,689	149,237	134,510	134,360	(18,329)
Other Charges	5,401	8,225	7,678	9,480	9,630	1,405
Fixed Assets	19,341	5,000	0	0	0	(5,000)
<b>TOTAL EXPENDITURES</b>	<b>\$1,551,258</b>	<b>\$1,795,324</b>	<b>\$1,886,360</b>	<b>\$2,060,088</b>	<b>\$1,872,878</b>	<b>\$77,554</b>
Less Expend. Reimb.	37,052	339,976	189,591	283,000	313,041	(26,935)
<b>TOTAL NET EXPENDITURES</b>	<b>\$1,514,206</b>	<b>\$1,455,348</b>	<b>\$1,696,769</b>	<b>\$1,777,088</b>	<b>\$1,559,837</b>	<b>\$104,489</b>
<b>REVENUES:</b>						
Charges for Services	\$770,696	\$646,000	\$771,502	\$846,914	\$846,914	\$200,914
Miscellaneous	1,854	40,000	0	0	0	(40,000)
<b>LESS TOTAL REVENUES</b>	<b>\$772,550</b>	<b>\$686,000</b>	<b>\$771,502</b>	<b>\$846,914</b>	<b>\$846,914</b>	<b>\$160,914</b>
<b>NET GENERAL FUND COST</b>	<b>\$741,656</b>	<b>\$769,348</b>	<b>\$925,267</b>	<b>\$930,174</b>	<b>\$712,923</b>	<b>(\$56,425)</b>
<b>Authorized Positions:</b>	15	16	16	16	15	(1)
<b>Funded Positions:</b>	15	16	16	16	15	(1)

**OPERATIONAL SUMMARY**

▪ *Mission:*

To enhance community development, public safety, economic development, and quality of life for the residents of Kern County by providing support, coordination, and delivery of the following services:

- Animal Control
- Community and Economic Development
- Engineering and Survey Services
- Environmental Health Services
- Planning
- Roads

▪ *Fundamental Functions & Responsibilities:*

- Identify emerging air, land, and water issues and advance policies to effectively address their impacts
- Develop policies and administer services related to animal control
- Pursue continuous improvement of operations within RMA departments
- Coordinate capital improvement planning to accommodate new development
- Provide support to RMA departments including administration, personnel, and information technology

**PROGRAM DISCUSSION**

The Resource Management Agency (RMA) provides management expertise and oversight, policy analysis and direction, and computer and payroll/personnel support to its component departments. RMA also manages maintenance and security matters for the Public Services Building, and works with departments to identify and incorporate more efficient operating practices as identified in the County Strategic Plan.

The recommended budget provides a decreased level of funding for the agency’s oversight of the County departments within its purview. The RMA will continue to provide technical and communications support services to the departments in the Public Services Building and outlying service delivery sites thereby meeting the County Strategic Plan goal to provide efficient delivery of County services. However, service levels to General Fund departments will be at a reduced level from the previous fiscal year. Services to non-General Fund departments will continue at current levels, or increased levels, depending on demand, as the agency is reimbursed for costs incurred related to these activities.

**POSITIONS DISCUSSION**

The recommended budget includes the deletion of one Administrative Coordinator, resulting in a layoff, at an annual cost savings of \$85,000. This deletion will

decrease administrative support for the RMA and the Animal Control Division.

**DIRECTOR’S DISCUSSION**

To meet the CAO recommended budget amount and the 20% step down which we are required to take, the RMA will delete one authorized position. Regrettably, this action results in the layoff of our Administrative Coordinator – a filled position. It also cuts the level of administrative support in the RMA Administrative Services Division by half.

It should be noted that the Administrative Coordinator position was added to the RMA by your Board just two years ago, to provide much needed support for the Director and the Special Projects Manager. The loss of this position will adversely impact our ability to meet performance measurements standards and will likewise adversely affect the thoroughness and completeness of analyses provided to the Board and public on RMA issues. Nonetheless, we appreciate the difficult decisions the Board and the CAO must make to address the significant budget crises now facing the County, and we are prepared to do our part.

We would ask that your Board favorably consider the reinstatement of this position when the County’s budget situation has sufficiently improved.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of initiatives undertaken by the Resource Management Agency (RMA) that will enhance the quality of life for Kern County residents.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	12
<b>What:</b> This indicator measures the ability of the RMA Departments to identify and initiate policies and programs that respond to current and emerging needs of the residents of Kern County.				
<b>Why:</b> This measures how well the RMA is meeting the objectives of our mission statement, which focuses on improving the lives of Kern County residents through the six RMA Departments.				
<b>How are we doing?</b> This measure had not previously been established and therefore, no data collected until this time.				
<b>How is this funded?</b> This function is funded by a combination of General Fund dollars and proportionate charges to RMA departments which have subvented or special funding sources.				

<b>Performance Measure #2:</b>				
Percentage performance measures achieved by the Resource Management Agency (RMA) departments.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	100%
<b>What:</b> This indicator measures the effectiveness of RMA departments in meeting their stated goals.				
<b>Why:</b> The RMA Departments' goals include a variety of objectives such as streamlining processes, improving service delivery, and enhancing public outreach and education, which are all consistent with the RMA's mission. By measuring the effectiveness with which the departments meet their objectives, the RMA can gauge how well we are achieving our own mission of improving the quality of life for Kern County residents.				
<b>How are we doing?</b> This measure had not previously been established and therefore, no data collected until this time.				
<b>How is this funded?</b> This function is funded by a combination of General Fund dollars and proportionate charges to RMA departments which have subvented or special funding sources.				

<b>SUMMARY OF EXPENDITURES AND REVENUES</b>						
	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$252	\$3,500	\$310	\$3,500	\$3,500	\$0
Other Charges	8,058	21,500	16,423	21,500	21,500	0
<b>TOTAL EXPENDITURES</b>	<b>\$8,310</b>	<b>\$25,000</b>	<b>\$16,733</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$0	\$25,000	\$11,724	\$0	\$12,700	(\$12,300)
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$11,724</b>	<b>\$0</b>	<b>\$12,700</b>	<b>(\$12,300)</b>
<b>NET WILDLIFE RESOURCES FUND</b>	<b>\$8,310</b>	<b>\$0</b>	<b>\$5,009</b>	<b>\$25,000</b>	<b>\$12,300</b>	<b>\$12,300</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**PURPOSE**

Funds for fish and game propagation and conservation and related educational programs are appropriated in this budget unit, which is administered by the Parks and Recreation Department.

**PROGRAM DISCUSSION**

The Wildlife Resources budget unit is a non-General Fund program. Funds for this budget unit are derived entirely from the County's share of fines and forfeitures

collected for violations of the Fish and Game Code. The revenues that finance this budget are collected and deposited to the fund by the Courts.

State law requires these funds to be expended only for support of approved fish and game conservation and propagation programs, as well as youth educational projects. Proposed projects or programs are submitted to the Wildlife Resources Commission for review and recommendation to the Board of Supervisors. These actions address the County's Strategic Plan to promote recreational, cultural, informational and educational resources, services, and opportunities.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$2,832,893	\$3,432,592	\$2,967,892	\$3,931,001	\$3,440,316	\$7,724
Services and Supplies	619,308	4,121,573	4,146,758	4,765,437	4,765,437	643,864
<b>TOTAL EXPENDITURES</b>	<b>\$3,452,201</b>	<b>\$7,554,165</b>	<b>\$7,114,650</b>	<b>\$8,696,438</b>	<b>\$8,205,753</b>	<b>\$651,588</b>
Less Expend. Reimb.	8,427	10,000	36,528	6,500	10,000	0
<b>TOTAL NET EXPENDITURES</b>	<b>\$3,443,774</b>	<b>\$7,544,165</b>	<b>\$7,078,122</b>	<b>\$8,689,938</b>	<b>\$8,195,753</b>	<b>\$651,588</b>
<b>REVENUES:</b>						
Licenses and Permits	\$376,377	\$381,780	\$253,376	\$351,500	\$285,540	(\$96,240)
Fines and Forfeitures	12,648	6,000	14,078	15,000	15,000	9,000
Intergovernmental	187,574	250,000	188,637	270,000	270,000	20,000
Charges for Services	1,037,425	3,832,220	3,465,294	3,807,561	3,433,923	(398,297)
Miscellaneous	4,796	7,000	1,074	1,050	1,070	(5,930)
Other Financing Sources:						
General Plan Admin Surcharge	0	0	0	1,288,066	1,989,008	1,989,008
<b>LESS TOTAL REVENUES</b>	<b>\$1,618,820</b>	<b>\$4,477,000</b>	<b>\$3,922,459</b>	<b>\$5,733,177</b>	<b>\$5,994,541</b>	<b>\$1,517,541</b>
<b>NET GENERAL FUND COST</b>	<b>\$1,824,954</b>	<b>\$3,067,165</b>	<b>\$3,155,663</b>	<b>\$2,956,761</b>	<b>\$2,201,212</b>	<b>(\$865,953)</b>
<b>Authorized Positions:</b>	36	39	39	40	39	0
<b>Funded Positions:</b>	36	39	39	40	37	(2)

**OPERATIONAL SUMMARY**

▪ *Mission:*

Administer land use programs in a manner that fosters economic vitality, resource conservation, and responsiveness to public needs. Promote customer service and delivery of programs in a responsive and cost-effective manner.

▪ *Fundamental Functions & Responsibilities:*

- Prepare, administer and update County General Plan and implement programs to effectuate General Plan goals and policies
- Prepare, administer and update County Zoning and Land Division Ordinances
- Prepare environmental documents pursuant to California Environmental Quality Act
- Process various land use/land division applications
- Respond to applicant, agency and public comments and inquiries regarding land use, environmental and coordinative matters

**PROGRAM DISCUSSION**

The recommended budget provides minimal funding to support the department's functions. As outlined in the County Strategic Plan, the department strives to employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the Kern County Economic Development Strategy.

Major projects and programs that continue to face the department in FY 2008-09 are:

- Home Rule Program coordination providing monitoring, reviews, and comments on various State and federal activities, involving, but not limited to: endangered species, wetlands, water, air quality, and land use. The review emphasis is placed on impacts on private property owners and industries.
- Developing the Metropolitan Bakersfield General Plan update.
- Developing planning programs for the Kern River Valley, the Tehachapi area, the Indian Wells Valley, the Rosamond/Willow Springs area, and the Biosolids Environmental Impact Report.
- Updates to the Airport Land Use Compatibility Plan.
- Resolution of urban growth issues.

Negotiated salary increases resulted in an increase of \$400,000 for FY 2008-09. Without a corresponding change in revenue, the department is unable to operate at current service levels. The recommended budget also includes an increase of \$600,000 to professional and special services to cover a number of consultant agreements required to handle the growing complex caseload. As a result of these increases the recommended budget includes staff reductions as discussed below. The department will experience delays in service and will not have staff to devote to any new projects.

In order to avoid additional decreases in service levels, the department plans to use most of its accumulated Budget Savings Incentive (BSI) credits to offset expenditures planned for FY 2008-09.

The department intends to seek fee increases during FY 2008-09. Should fee increases be approved, adjustments to staffing levels will be made accordingly.

**POSITIONS DISCUSSION**

The recommended budget includes: holding vacant and unfunded two Planner positions, at an annual cost savings of \$181,000; the deletion of one Accountant position, at an annual cost savings of \$89,000; and the addition of one Planning Technician position at an annual cost of \$76,000. This Planning Technician position will assist Planners with the less complex, more routine aspects of the job.

**DIRECTOR'S DISCUSSION**

The mission of the Planning Department emphasizes the delivery of programs in a responsive and cost-effective manner. For the past several years, the department has been challenged to achieve its mission due to an inability to maintain adequate staffing levels. Initially this was a result of uncompetitive salaries. The Board-approved salary adjustments improved our recruitment efforts and we were able to hire new staff; the challenge, however, is that a good percentage of our Planner staff is less experienced in dealing with the more complex projects.

The department's caseload has increased over the years in both complexity and sheer volume. The current caseload of complex/controversial projects is unprecedented. The Special Projects/Home Rule Division has eight Planner staff available to process 24 active Environmental Impact Reports (with as many as 12 more in the works), General Plan Amendments, Community Plans, and countless other applications. The adequacy of our staffing levels continues to be an issue, and the proposed budget will create additional impact. As submitted, the budget will reduce staff levels and will have identifiable and significant consequence upon service levels for applicant-paid projects, public assistance, and with Board of Supervisors' initiated projects. Specifically, the budget eliminates two Planner positions and an extra help Office Services Assistant who provides electronic database support.

Reduction of the Planner positions will significantly hamper the department's ability to embark on new Special Projects, such as new or revised Specific Plans, and it will significantly delay the processing of General Plan Amendments and Environmental Impact Report development.

While the budget includes funding for the retention of special project consultants, the loss of the Planner positions who are needed for oversight and to insure the integrity of the process will tangibly delay completion of existing projects. Priority will be given to applicant-submitted General Plan amendments, the Community Plan Updates which are currently in progress (as noted

below) and current 18 active EIR projects and other activities in order of application acceptance:

- Biosolids EIR
- Metro Bakersfield General Plan and EIR
- Greater Tehachapi Area Specific Plan
- Kern River Valley Specific Plan and EIR
- South Beltway EIR
- Oildale Community Charrette
- Kern County Valley Floor Habitat Conservation Plan

Mojave Specific Plan update, Airport Land Use Compatibility Plan update, Joint Land Use Study implementation, and the Kern Wind Area California Energy Commission (CEC) grant. Applications received for five power plants (solar and hydrogen) require staff resources that also exceed current capability; these unique projects require consultation and coordination with the CEC. Finally, review and comment of other agency documents and programs, such as the BLM and Forest Service, participation in water resources planning and endangered species issues will be delayed.

Beyond these delays, at this time there are no staff available to address the Indian Wells Valley Specific Plan, Rosamond/Willow Springs Specific Plan update,

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of days to provide a written response to preliminary reviews of all land use/land division applications.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	30 day review
<b>What:</b> This indicator provides a time-based performance measurement for department staff to review and reply to an initial land use application. This indicator is measured from the date the staff planner is assigned the case for processing through the date a written response on the completeness of the application is mailed to the applicant.				
<b>Why:</b> This measure provides a time-sensitive performance goal to provide efficient customer service in response to an application request. Timely response to land use applications is a goal of the department.				
<b>How are we doing?</b> This is a new measure of performance that is intended to demonstrate responsive time-sensitive review of land use applications by staff. In a related matter, the Board of Supervisors recently authorized the hiring of a consulting firm to evaluate the land division application process including preliminary reviews of land division applications. This effort is expected to result in process improvement and streamlining of procedures.				
<b>How is this funded?</b> Project applicants pay a preliminary review fee to compensate department staff review of the request.				

<b>Performance Measure #2:</b>				
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.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	15 day review
<b>What:</b> This indicator provides a time-based performance measurement for department staff to review and reply to a resubmitted application following the initial preliminary review by the department. This indicator is measured from the date the staff planner receives the resubmittal application to the date a written response on the completeness is mailed to the applicant.				
<b>Why:</b> This measure provides a time-sensitive performance goal to provide efficient and timely customer service in response to the resubmittal of a land use application. Timely response to resubmitted land use applications allows an applicant to submit a complete application for processing which culminates in a land use decision.				
<b>How are we doing?</b> This is a new measure of performance that is intended to demonstrate expedited review of a resubmitted land use application following the department's initial review. In a related matter, the Board of Supervisors recently authorized the hiring of a consulting firm to evaluate the land division application process including preliminary reviews and resubmittals of land division applications. This effort is expected to result in process improvement and streamlining of procedures to help reduce the need to resubmit incomplete applications.				
<b>How is this funded?</b> Project applicants pay a preliminary review fee to compensate department staff review of the request.				

<b>Performance Measure #3:</b>				
Average wait time of customer seeking service at the public counter.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	No more than 10 min wait time
<b>What:</b> This indicator provides a time-based performance measurement for the department's public counter staff to respond to an unscheduled public/applicant request to see a Planner. The customer will receive a time-stamped tracking sheet upon a request at the reception center to see a planner. When the customer is called to the counter, the planner will note the customer's wait time duration and log the wait time.				
<b>Why:</b> This measure provides a time-sensitive performance goal to provide responsive customer service to a walk-in customer. Timely response to the public and applicants is a goal of the department.				
<b>How are we doing?</b> This is a new measure of performance that is intended to demonstrate responsive service to walk-in customers seeking information or services from the Planning Department. Currently, two planners are assigned to the public counter to provide service to walk-in customers. The planners, working in coordination with the reception center staff will call in any needed back-up planning staff to ensure that the wait time que is not longer than the 10 minute performance goal. The Public Counter Planning Supervisor will use the wait time information to ensure adequate staffing is available for responsive customer service.				
<b>How is this funded?</b> Since much of the walk-in customer inquiries do not involve applicant-generated requests, the County's General Fund contribution to the department provides for the staff service to the public. Public counter service involving the submittal of a preliminary or complete application is recovered from Preliminary Review fees.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$2,615,075	\$3,051,642	\$3,225,524	\$2,942,594	\$3,173,846	\$122,204	
Services and Supplies	1,046,000	1,537,920	1,380,686	1,778,096	1,650,658	112,738	
Fixed Assets	6,391	37,000	0	0	0	(37,000)	
<b>TOTAL EXPENDITURES</b>	<b>\$3,667,466</b>	<b>\$4,626,562</b>	<b>\$4,606,210</b>	<b>\$4,720,690</b>	<b>\$4,824,504</b>	<b>\$197,942</b>	
<b>REVENUES:</b>							
Licenses and Permits	\$387,071	\$415,000	\$421,351	\$430,000	\$460,000	\$45,000	
Fines and Forfeitures	805	6,000	3,500	6,000	6,000	0	
Intergovernmental	1,560,667	1,350,000	1,345,414	1,350,000	1,129,878	(220,122)	
Charges for Services	459,061	690,000	632,684	710,050	830,050	140,050	
Miscellaneous	10,245	1,400	(4,859)	250	5,250	3,850	
Other Financing Sources	0	0	0	100,000	0	0	
<b>LESS TOTAL REVENUES</b>	<b>\$2,417,849</b>	<b>\$2,462,400</b>	<b>\$2,398,090</b>	<b>\$2,596,300</b>	<b>\$2,431,178</b>	<b>(\$31,222)</b>	
<b>NET GENERAL FUND COST</b>	<b>\$1,249,617</b>	<b>\$2,164,162</b>	<b>\$2,208,120</b>	<b>\$2,124,390</b>	<b>\$2,393,326</b>	<b>\$229,164</b>	
<b>Authorized Positions:</b>	51	52	52	52	52	0	
<b>Funded Positions:</b>	51	52	52	52	49	(3)	

**OPERATIONAL SUMMARY**

- *Mission:*
- *Fundamental Functions & Responsibilities:*

The Mission of Kern County Animal Control is to protect and care for the citizens and animals of Kern County through the promotion, via 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.

- Licensing dogs
- Redeeming dogs with their owners
- Adopting dogs and cats into new homes
- Providing daily care to impounded animals (food, cleaning, shelter)
- Impounding lost, stray, dangerous, sick, injured, dead dogs and cats
- Issuing citations for violation of animal care regulations
- Investigation and prosecution of animal abuse cases

**PROGRAM DISCUSSION**

The Animal Control Department of the Resource Management Agency provides animal control services in the County unincorporated area and operates animal shelter facilities in Bakersfield, Mojave, and Lake Isabella and contracts for holding kennels in Ridgecrest. By

contract, the County provides enforcement and shelter services to the City of Tehachapi, and shelter services to the cities of Arvin and Bakersfield. Animal control officers enforce State laws and County ordinances pertaining to animal licensing, vaccination, and quarantine. The department responds to complaints about at-large animals and inhumane treatment of animals, and

investigates animal bite incidents. The department also provides low-cost rabies vaccination clinics and spay/neuter programs, and conducts public education programs on responsible pet ownership.

The recommended funding level allows the department to continue to provide safety from dangerous animals and protection from diseases that can be transmitted from animals to humans. The primary activity of the department is to provide local rabies control in accordance with the California Health and Safety Code. The rabies control program includes requirements for animal licensing, rabies vaccinations, bite reporting and animal quarantine, a shelter system, and stray animal control. The division will also continue to provide low-cost rabies vaccination clinics, investigate animal cruelty and abuse complaints, provide dead animal removal and disposal, and, in accordance with the County Strategic Plan, conduct public education programs on responsible pet ownership. Funds allocated in FY 2007-08 for low-cost spay and neuter activities were not entirely expended during the year. The remaining \$80,000 has been rebudgeted. It is the department's intention to negotiate an agreement with the local SPCA to expend these funds in their entirety during FY 2008-09.

The recommended budget will require staffing reductions resulting in possible delays to complaints received from the public and a reduction in enforcement activities. The staff's ability to maintain clean and sanitary kennel conditions may also be hampered. Travel and training expenses have been decreased, eliminating most proposed training for the FY 2008-09.

Additional savings were achieved through a reduction in office supplies and the use of the department's remaining Budget Savings Incentive (BSI) credits.

## **POSITIONS DISCUSSION**

The recommended budget includes the unfunding of one Animal Control Officer and two Animal Care Workers, for an annual savings of \$173,900.

## **DIRECTOR'S DISCUSSION**

In 2005, Kern County retained Citygate Associates, LLC, to conduct a comprehensive operational review of all major facets of Animal Control: shelter, field, and administration. The report provided stark, candid observations of the then Animal Control Division. Key excerpts of the report consisted of:

*“ . . . in spite of the sincere efforts, dedication and hard work of . . . the Division's employees . . . “It is apparent*

*by direct observation that the animal control program has been seriously under-funded for many years.” “ . . . it is uncommon to find such a high level of need for improvement within an organization. A significant departure from current practices and current levels of resource allocation will be required if the County wants to address the animal control problem.”*

The department's budget was increased to add some staff, services, and supplies. Some positions were added to administration, shelter and field functional areas. Staff has attended more training in three years than in the past 10 years combined. Structural improvements have been made to the shelter. A medical program has been instituted. Despite these efforts, there is still an inadequate level of resources than what is required to meet the expectations of our stakeholder groups.

In 2008, the County received a consultation at no cost from the U.C. Davis School of Veterinary Medicine for an evaluation of animal care and population management systems. Ongoing shelter operations three years after the Citygate review remain discouraging. Major observations of the report are: *“Although staff members are clearly dedicated and caring and in some cases exerting heroic efforts to provide for the animals . . . the capacity of programs, staff and facility is exceeded in almost every area of animal housing and care.” “Meeting the expectations of the community will require improvement in the care and management of animals . . . also a reduction of intake and/or live release. . . This can not be achieved without substantial, additional financial and programmatic investment.” “The current organizational structure does not appear sufficient to support development, implementation or enforcement of . . . health care systems . . . Recommendations from outside consultants will have little benefit if there is no structure in place to implement those recommendations.”*

According to both studies, Animal Control is still understaffed and has inadequate resources. There should be a minimum of 20 Animal Control Officers and 24 Animal Care Workers actively employed. Both studies emphasize the need for additional training and greater oversight to achieve consistency of service provision. Both studies point out the current shelter capacity is greatly exceeded at a time when the Board of Supervisors wants Animal Control to more aggressively enforce the current laws. The requested budget for FY 2008-09 will unfund one Animal Control Officer and two Animal Care Workers. This will reduce staffing to 15 Animal Control Officers and 20 Animal Care Workers. The requested budget also eliminates all training. The hard work, dedication, and “heroic” efforts of staff are not enough to satisfy the recommendations of consultants, demands of the public, and desires of the Board of Supervisors.

Budget reductions that affect staffing will reverse many of the accomplishments achieved by Animal Control over the past three years and will prevent future program

enhancements from being implemented without a commensurate reduction in other program areas.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percent change in the number of impounded species.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
25,722	4.7% increase 26,934	7.0% increase 28,819	NA 14,799	7.0% increase 30,836
<b>What:</b> Impounds are the animals brought into the shelter by Animal Control Officers and the public. Impounds will increase as a result of population growth of the County. Impounds will also increase as long as residents do not exercise responsible pet ownership and/or spay/neuter their pets.				
<b>Why:</b> It is inevitable that impounds will increase because of population growth. A decrease in the exponential growth of impounds is a measure of a successful public awareness, education and enforcement program.				
<b>How are we doing?</b> If impounds were to continue “straight line”, impounds would be over the desired goal for FY 2007-08. Population growth, housing foreclosures, suppressed economy all contribute to owners losing site of responsible pet ownership. Education programs have continued in the schools and will have a large presence in libraries this summer and a larger presence in schools next year. Commission activity has sparked an increased awareness in the spay/neuter issue. Pre-rabies clinics informational canvassing will increase in frequency when staffing is complete. It is anticipated each of these activities will contribute to a decrease in impounds.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #2:</b>				
Percent change in the number of impounded animals that are euthanized.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
16,617 = 65% of intakes	4% decrease 16,545 = 61% of intakes	<= 65% intakes 18,800	NA 10,195 = 69% of intakes	<= 62% intakes
<b>What:</b> Unadoptable animals are those that are not completely socialized to humans, other animals or both; animals that are too sick or injured to be rehabilitated; and animals that are too young.				
<b>Why:</b> Euthanasia is decreased when impounds decrease and/or when there is an increased number of adoptable animals and animals returned home. Through education and enforcement impounds will decrease. Through an increased awareness by the public that shelter animals are adoptable, that lost animals can be located at the shelter, adoptions and redemptions will increase. A foster program, provision of humane care in a home setting, will allow for animals that would have been euthanized to be rehabilitated and ultimately adopted.				
<b>How are we doing?</b> The euthanasia rate is not continuing to decrease as anticipated based on the initial success from FY 2005-06 to FY 2006-07. Impounds continue to increase. Education and awareness continue to be strong; enforcement has increased. The foster program to be introduced in June will hopefully decrease the number of sick, injured and too young animals euthanized. The importance of spay/neuter must be emphasized in the field and in the classroom.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #3:</b>				
Percent change in the number of impounded animals that are returned to owner, adopted, or rescued.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
4,924	44% increase 7,102	9% increase 7,750	NA 3,707	10% 8,500
<b>What:</b> This measures the number of animals released from the shelter alive; AKA "live release". The four live release types are adoption, return to owner (RTO) rescue and transfer.				
<b>Why:</b> The ideal outcome for animals impounded is live release. An increase in these numbers indicates a successful public awareness campaign, strong enforcement and a dedicated foster program.				
<b>How are we doing?</b> Mid-year results show we are slightly under goal. Summer months generally see an increase in adoptions. Education has included participation in Spay Day USA, several themed press releases on responsible pet ownership, and increased awareness through Commission activities. Enforcement has included a full compliment of field staff and four pre-rabies clinic door-to-door informational campaigns. The foster program will be ready for implementation by June.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #4:</b>				
Number of people directly reached through Animal Control's public education and outreach programs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
Exact unknown but < 500	Exact unknown but < 1,000	1,500	610	2,000
<b>What:</b> One of the main functions of Animal Control is to make our citizenry aware of the importance of responsible pet ownership. This indicator is a direct measure of our presence in the community through our education and outreach programs.				
<b>Why:</b> The more people of all ages we reach and teach the message of responsible pet ownership, the importance of spay/neuter, compliance with animal regulations, and the role of the community's shelter in helping its lost and unwanted animals, the fewer animals will arrive to our shelter facing an uncertain future.				
<b>How are we doing?</b> Our education and outreach program has done six presentations between July 2007 and December 2007. There were 20 scheduled presentations between January 2008 and June 2008 with an anticipated participation of 800 persons. That would put the total at 1,400, just slightly under goal. However, it must be noted that FY 2007-08 has been the most visible year for Animal Control in terms of community programs.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #5:</b>				
Number of vaccination and licensing infractions issued.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
787	796	800	462	1,070
<b>What:</b> This indicator measures the strength of the enforcement of the most basic of all animal control regulations in California, mandatory rabies vaccination and licensing. It is, therefore, an indicator of our ability to protect the citizens and animals in Kern from a rabies outbreak.				
<b>Why:</b> Rabies vaccination and licensing is mandated in the State because of the prevalence of rabies. Protecting the animals and citizens of Kern requires that the rabies and licensing laws be strictly adhered to. Although a citation is no guarantee the animal owner will follow through with vaccination and license, it will increase the likelihood of the owner obtaining vaccination and license.				
<b>How are we doing?</b> 796 citations for FY 2006-07 represented approximately 66 citations each for 12 Officers. For the majority of FY 2007-08, there have been 12 Officers w/an increase to 15 Officers in mid April. The goal for FY 2007-08 is within reach based on mid-year numbers. Officers are responding to more calls, thus there is the opportunity for increased citations to be issued. That occurring combined with a total of 15 Officers for upcoming FY2008-09 makes the proposed goal achievable.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #6:</b>				
Percent change in the number of licensed dogs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
Licenses expire FY 2005-06: 20,681	0.7% increase Licenses expire FY 2006-07: 20,829	5.0% increase Licenses expire FY 2007-08: 21,870	N/A Licenses expire FY 2007-08: 21,296	5.0% increase Licenses expire FY 2008-09: 22,964
<b>What:</b> This is a direct measurement of how many persons are compliant with the State law to vaccinate and license their dog(s). It is a measure of the success of Animal Control enforcement in the field and education in the community.				
<b>Why:</b> Animal Control must educate and enforce. The basis of existence of animal control agencies is rabies control. Therefore, vaccination and license education and enforcement are the cruxes of an animal control program. Increased licensure in the County will be a reflection of Animal Control's ability to carry out its primary responsibility.				
<b>How are we doing?</b> The department is on target with the number of licenses sold that expire during this FY. There have been four pre-rabies informational canvasses; there have been notices in most of the local newspapers; every animal redeemed is now vaccinated and licensed; and field staff is continuously distributing clinic fliers in the field. The department anticipates purchasing the on-line licensing portion of its animal control software and that capability will increase licensing more.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #7</b>				
The number of misdemeanor and felony cases related to animal neglect and abuse that are filed with the District Attorney.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
12	39	63	31	87
<b>What:</b> This goal measures the department's ability to protect and care of our County's animals. An increased number of cases filed with the District Attorney indicate field staff is more astute and effective in responding to and investigating reports of animal abuse and neglect.				
<b>Why:</b> Animal Control is the primary agency charged with conducting animal abuse and neglect investigations. It is essential that suspected cases be investigated and prosecuted when warranted. Those guilty can not be allowed to continue or to pass on the unacceptable, illegal behavior. Successful prosecution of abuse/neglect cases means Animal Control is fulfilling its role to protect the animals of Kern County.				
<b>How are we doing?</b> Animal Control is on track to meet the FY 2007-08 goal. Officers are not hesitating to file abuse and neglect cases. There has been a dramatic increase in filings since FY 2005-06. A felony case filed late FY 2006-07 represents the biggest felony case since the Shaw horse case and brings to an end at least 15 years of field activity. The case remains tied up in court. Officers are becoming increasing confident in their investigation and report writing skills and this has benefited our cause with the courts. Unfortunately, there is still considerable hesitation on the part of the DA's office and the judges to take animal abuse cases seriously. They are often not accepted for filing at the DA or in court are "dismissed in the furtherance of justice".				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

<b>Performance Measure #8:</b>				
Number of dispatched calls with an outcome.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
18,616	18,775	18,500	7,886	18,500
<b>What:</b> This indicator measures the ability of Animal Control to respond and resolve the public's calls for assistance.				
<b>Why:</b> Animal Control is to protect the animals and citizens of Kern County. The primary mode of accomplishing this function is through response to and successful resolution of animal related problems in the community. A consistent rate of dispatched calls with an actual resolution demonstrates Animal Control's ability to protect animals and people.				
<b>How are we doing?</b> A straight line projection would indicated a much lower than anticipated dispatch with an outcome rate. However, the first half of the fiscal year is only half of the summer. The number of calls decreases during the winter and increases during summer months. Thus, the 2 <sup>nd</sup> half of the fiscal year will probably see an increase in dispatched calls with an outcome.				
<b>How is this funded?</b> Adoption, redemption, and licensing fees; General Fund.				

# Range Improvement (Section 15)

Budget Unit 2780

Department Head: Darlene Liesch, *Appointed by University of California*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$11,500	\$25,000	\$5,250	\$37,304	\$37,304	\$12,304
<b>TOTAL EXPENDITURES</b>	<b>\$11,500</b>	<b>\$25,000</b>	<b>\$5,250</b>	<b>\$37,304</b>	<b>\$37,304</b>	<b>\$12,304</b>
<b>REVENUES:</b>						
Use of Money/Property	\$2,268	\$1,040	\$1,383	\$1,400	\$1,400	\$360
Intergovernmental	10,194	8,899	9,731	11,000	11,000	2,101
<b>LESS TOTAL REVENUES</b>	<b>\$12,462</b>	<b>\$9,939</b>	<b>\$11,114</b>	<b>\$12,400</b>	<b>\$12,400</b>	<b>\$2,461</b>
<b>NET RANGE IMP SEC 15 FUND</b>	<b>(\$962)</b>	<b>\$15,061</b>	<b>(\$5,864)</b>	<b>\$24,904</b>	<b>\$24,904</b>	<b>\$9,843</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

Funds appropriated in this budget unit are received from livestock grazing permits issued by the Bureau of Land Management under the Taylor Grazing Act of 1934. The Act was established to prevent overgrazing and soil deterioration on federal lands. The funds may only be used for constructing fences, wells, reservoirs, and other range improvement projects. The Section 15 Grazing Advisory Board makes recommendations on projects to be funded. The Farm and Home Advisor administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides adequate funding to continue preventing overgrazing and soil deterioration on federal grazing lands in the County. All expenditures from this budget unit are fully funded from program-specific revenues and special-purpose monies allocated from the Range Improvement Fund. There is no General Fund cost.

The recommended budget provides a total of \$37,304 to support the Wildlife Services Program, or Wildlife Trapping Program, which protects human safety and prevents property damage in the County.

# Range Improvement (Section 3)

Budget Unit 2781

Department Head: Darlene Liesch, *Appointed by University of California*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$500	\$32,212	\$7,554	\$33,982	\$33,982	\$1,770
<b>TOTAL NET EXPENDITURES</b>	<b>\$500</b>	<b>\$32,212</b>	<b>\$7,554</b>	<b>\$33,982</b>	<b>\$33,982</b>	<b>\$1,770</b>
<b>REVENUES:</b>						
Use of Money/Property	\$1,458	\$1,060	\$988	\$1,200	\$1,200	\$140
Intergovernmental	1,688	2,643	1,197	2,200	2,200	(443)
<b>TOTAL NET REVENUES</b>	<b>\$3,146</b>	<b>\$3,703</b>	<b>\$2,185</b>	<b>\$3,400</b>	<b>\$3,400</b>	<b>(\$303)</b>
<b>NET FUND COST</b>	<b>(\$2,646)</b>	<b>\$28,509</b>	<b>\$5,369</b>	<b>\$30,582</b>	<b>\$30,582</b>	<b>\$2,073</b>

### PURPOSE

Funds appropriated in this budget unit are received from livestock grazing permits issued by the Bureau of Land Management under the Taylor Grazing Act of 1934. The Act was established to prevent overgrazing and soil deterioration on federal lands. The funds may only be used for constructing fences, wells, reservoirs, and other range improvement projects. The Section 3 Grazing Advisory Board makes recommendations on projects to be funded. The Farm and Home Advisor administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides sufficient funding for the continuation of range improvement projects on federal grazing land in the County. All expenditures from this budget unit are fully funded from program-specific revenues and special-purpose monies allocated from the Range Improvement Fund. There is no General Fund cost.

The recommended budget provides a total of \$33,982 to fund a re-drill of the Butterbredt Well and to support the Wildlife Services Program, or Wildlife Trapping Program, which protects human safety and prevents property damage in the County.

*PUBLIC WAYS  
AND FACILITIES*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$14,242,234	\$17,475,269	\$17,409,493	\$19,069,107	\$18,453,848	\$978,579
Services and Supplies	32,479,083	48,457,849	43,361,664	42,464,857	43,166,615	(5,291,234)
Other Charges	426,728	754,011	749,011	533,397	533,397	(220,614)
Fixed Assets	389,996	1,060,500	1,030,357	1,220,000	820,000	(240,500)
<b>TOTAL EXPENDITURES</b>	<b>\$47,538,041</b>	<b>\$67,747,629</b>	<b>\$62,550,525</b>	<b>\$63,287,361</b>	<b>\$62,973,860</b>	<b>(\$4,773,769)</b>
<b>REVENUES:</b>						
Taxes	\$4,005,879	\$3,804,760	\$3,926,292	\$937,258	\$937,258	(\$2,867,502)
Use of Money/Property	638,190	250,000	187,313	220,000	220,000	(30,000)
Intergovernmental	29,443,783	35,174,686	39,590,463	27,877,595	27,877,595	(7,297,091)
Charges for Services	5,137,816	3,264,500	2,944,261	2,683,000	2,683,000	(581,500)
Miscellaneous	1,129,804	5,029,164	3,829,542	6,500	6,500	(5,022,664)
Other Financing Sources	119,928	5,220,000	4,396,896	2,373,334	2,373,334	(2,846,666)
General Plan Admin Surcharge	0	0	0	72,147	72,147	72,147
General Fund	5,500,000	6,050,000	10,450,000	10,450,000	10,136,500	4,086,500
Metro Blvd Transport Imp Fee	0	0	0	3,175,000	3,175,000	3,175,000
Bakersfield Mitigation	0	0	0	825,000	825,000	825,000
Community Development Prog Tr	0	0	0	900,000	900,000	900,000
<b>LESS TOTAL REVENUES</b>	<b>\$45,975,400</b>	<b>\$58,793,110</b>	<b>\$65,324,767</b>	<b>\$49,519,834</b>	<b>\$49,206,334</b>	<b>(\$9,586,776)</b>
<b>NET ROADS FUND COST</b>	<b>\$1,562,641</b>	<b>\$8,954,519</b>	<b>(\$2,774,242)</b>	<b>\$13,767,527</b>	<b>\$13,767,526</b>	<b>\$4,813,007</b>
<b>NET GENERAL FUND COST</b>	<b>\$5,500,000</b>	<b>\$6,050,000</b>	<b>\$10,450,000</b>	<b>\$10,450,000</b>	<b>\$10,136,500</b>	<b>(\$313,500)</b>
<b>Authorized Positions:</b>						
Full Time	188	200	202	202	202	0
Part Time	1	1	1	1	1	0
Total Positions	189	201	203	203	203	0
<b>Funded Positions:</b>						
Full Time	188	200	202	202	202	0
Part Time	1	1	1	1	1	0
Total Positions	189	201	203	203	203	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

To plan, design, construct and maintain the safest, most efficient system of public roadways for the movement of people and goods.

▪ *Fundamental Functions & Responsibilities:*

- Improve pavement conditions
- Maintain traffic flow
- Maintain safe traffic conditions
- Enhance pedestrian and bike facilities

**PROGRAM DISCUSSION**

The Roads Department designs, constructs, and maintains public roads, bridges, streets, and traffic control devices in the County unincorporated area, except for State-maintained highways and bridges. The Streets and Highways Code specifies the procedures for preparing plans and specifications, bidding, contracts, and allocating road revenues, and governs the department's functions.

The recommended budget is largely a reflection of State and federal allocated funding. The department will provide engineering design for all transportation projects (and related requests from other departments), including preparation of preliminary studies to determine the project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

The most significant change in revenue for FY 2008-09 is the \$8.4 million decrease of Proposition 1B Transportation Bond funds and a \$2.8 million decrease in Transportation Development Act funding. Transportation Congestion Relief funds of \$3.5 million are expected to be reinstated this year. Project reimbursements from the State will be \$2 million less and \$3 million less from the State Infrastructure and Economic Development Bank, due to projects coming to completion.

The recommended budget includes a General Fund contribution of \$10.1 million. This reflects an increase of \$4,086,500 from the funding level approved in FY 2007-08. In recognition of the County's fiscal constraints, the department will delay the replacement of nine pickup trucks at a cost savings of \$180,000 and will defer the purchase of office furnishings at a cost savings of \$133,500. The recommended budget does allow the department to continue to meet performance measure goals related to road paving and road maintenance. Total funding for construction projects is recommended at \$27 million, which is \$7 million less than in FY 2007-08 due to reduced revenues. A total of \$5.6 million has been budgeted for maintenance projects.

There is still a significant backlog of road maintenance and improvement needs for which long-term solutions to the structural funding deficiency must be identified.

**POSITIONS DISCUSSION**

The recommended budget includes the addition of one Engineering Aide I/II/III position, at an annual cost of \$78,000; and the deletion of one Building Plans Technician, at an annual cost savings of \$66,000; resulting in an annual savings of \$12,000.

**DIRECTOR'S DISCUSSION**

This year's Roads budget can best be described as full of challenges; some of them very positive and some that must simply be contended with. On the positive side, there is \$27 million budgeted this year for construction projects. We plan to spend \$11 million overlaying almost 60 miles of existing roadway, devote \$4.8 million to paving dirt roads and shoulders, install \$3.3 million of new curb, gutter and sidewalk, and \$1.5 million each will go to construct new pedestrian and bike paths and to install new or modify existing traffic signals. We also plan to spend \$5.6 million to machine seal (repave) approximately 112 miles of road. In addition to all this activity, there is the potential for another \$13 million in projects funded from proceeds of the proposed County bonding for roads. We are also currently full speed ahead on construction of the \$26 million overcrossing and interchange modifications at 7<sup>th</sup> Standard Road and Highway 99, just beginning construction on the expanded overpass at Wheeler Ridge Road and Interstate 5, and starting the \$57 million widening project from Coffee Road to Santa Fe Way, which will include a separation of grade at Santa Fe Way.

Add to these challenges the challenge of cutting our operating costs while keeping this unprecedented number of projects moving forward. With the loss of almost \$3 million in operating revenue from State sales tax and an increase in our operating costs (especially salary and insurance costs) of over \$1 million this year, our operating budget will be very tight, even while our project plate is full.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of miles of County-maintained roads that have been resurfaced (overlays and blade seals).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
71.05 Overlays	57.15 Overlays <u>155.00 Seals</u> 212.15	66 Overlays 134 Seals 200	80 Overlays 70 Seals 150	94 Overlays 100 Seals 194
<b>What:</b> This indicator measures how many miles of the existing County-maintained road system are resurfaced each year, either by contracting out for reconstruction (asphalt concrete overlay) or by blade sealing with County forces using asphalt concrete windrow stockpile. Overlays extend the life of a road for an additional 15 years. Blade seals are less expensive but only serve to extend the life a couple of years until funds are available for an overlay.				
<b>Why:</b> Regular resurfacing is necessary to maintain good pavement conditions on our roadways. Good pavement conditions increase the safety of our roads, decrease vehicle wear and tear costs to the public and enhance the traveling conditions for both the public and commercial traffic.  This indicator is very dependent upon funding and staffing levels but is a good year-to-year indicator as to whether we are moving toward or further away from our goal of improving the overall pavement conditions of our road system.  Using data from an annual visual survey conducted on each of our roads (PASER ratings) to evaluate overall system degradation or improvement, we have been able to determine that we need to resurface a minimum of 200 miles per year to effect an overall improvement to the system. Failure to resurface 200 miles per year results in an overall degradation of the system. Our eventual goal is to improve the system to the point that at least 50% of the County system rates average or better.				
<b>How are we doing?</b> For the first time in recent memory, in FY 2006-07, sufficient funding was available to allow us to resurface over 200 miles of roadway. An overall improvement of the system was seen, as the percentage of roads ranking above average rose from 33% to 36%. We are hoping to accomplish the same in FY 2007-08, but cashflow issues caused by the State budget crisis may preclude that. However, with Proposition 1B funding and County bond funding, we are expecting to make unprecedented improvements to the pavement conditions of our County road system in 2009, 2010 and 2011.  We have also been experimenting over the past several years with new materials and new application methods for our blade seals, and the new process is producing better, less expensive and longer lasting results.  While the combined FY 2008-09 total projected amount is less than the FY 2006-07 total, the number of miles we intend to overlay has greatly increased. Since overlays last more than five times as long as blade seals, the overall improvement to the road system is accelerated by the placement of overlays, rather than blade or machine seals.				
<b>How is this funded?</b> Resurfacing of functionally classified roads (approximately one-third, or 1,000 miles, of our system is federally functionally classified) can be done with federal funds, such as from the Surface Transportation Program (STP). An 11.47% local match is required on these federal funds. The remaining two-thirds of the system (2,300 miles of what are referred to as local roads) relies primarily on State gas taxes and general fund for their maintenance. In addition there are sometimes additional one-time or special program funds which can be designated for maintenance, such as the Prop 42 (TCRP maintenance), Prop 1B funds, or County bond funds.				

<b>Performance Measure #2:</b>				
Percentage of miles of County-maintained paved roads that are rated in above average condition each year.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
33%	36%	NA	No data available. Next rating Nov. 2008	> 36%
<b>What:</b> Based on an annual, visual survey (PASER rating) to determine the pavement conditions on all 3,000 miles of County-maintained paved roads, this measurement tells us what percentage of those miles are in better than average condition.				
<b>Why:</b> This measure helps us evaluate overall system degradation or improvement. Each road segment is inspected and given a rating of 1 through 10; 10 being a brand new road and 0 indicating a failed road. Our eventual goal is to improve the system to the point that at least 50% of the County system rates average or better.  We want to improve the pavement conditions because good pavement conditions increase the safety of our roads, decrease vehicle wear and tear costs to the public and enhance the traveling conditions for both the public and commercial traffic.				
<b>How are we doing?</b> For the first time in recent memory, in FY 2006-07, sufficient funding was available to allow us to resurface over 200 miles of roadway. An overall improvement of the system was seen, as the percentage of roads ranking above average rose from 33% to 36%. We are hoping to accomplish the same in FY 2007-08, but cashflow issues caused by the State budget crisis may preclude that. However, with Proposition 1B funding and County bond funding, we are expecting to make unprecedented improvements to the pavement conditions of our County road system in 2009, 2010 and 2011.  We have also been experimenting over the past several years with new materials and new application methods for our blade seals, and the new process is producing better, less expensive and longer lasting results.  While the FY 2008-09 Projected Amount is less than the FY 2006-07 in total miles resurfaced, the number of miles we intend to overlay has greatly increased. Since overlays last more than five times as long as blade seals, the overall improvement to the road system is accelerated by the placement of overlays, rather than blade or machine seals.				
<b>How is this funded?</b> Resurfacing of functionally classified roads (approximately one-third, or 1,000 miles, of our system is federally functionally classified) can be done with federal funds, such as from the Surface Transportation Program (STP). An 11.47% local match is required on these federal funds. The remaining two-thirds of the system (2,300 miles of what are referred to as local roads) relies primarily on State gas taxes and general fund for their maintenance. In addition there are sometimes additional one-time or special program funds which can be designated for maintenance, such as the Prop 42 (TCRP maintenance), Prop 1B funds, or County bond funds.				

<b>Performance Measure #3:</b>				
Number of miles of pedestrian paths, bike paths and sidewalk constructed in unincorporated areas of the County.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	Not yet determined
<b>What:</b> This indicator measures the miles of pedestrian paths, bike paths and sidewalk constructed in the unincorporated areas of the County. This measure does not include sidewalks being constructed as part of new developments or subdivisions, only sidewalks that are being added to existing neighborhoods that did not previously have it.				
<b>Why:</b> It is a Strategic Plan Goal of the County to expand the number of multi-use trails available, specifically bike paths. However, pedestrian paths and sidewalk additions serve to benefit the walking public in the same way that bike paths benefit the cycling public, and hopefully providing alternatives to driving.				
<b>How are we doing?</b> Our previous measure was tied to the Strategic Plan Goal of pursuing funds to build new bike paths. Rather than count the number and dollar amount of grants received, we felt progress in this area would be better demonstrated by miles of paths constructed. Since we have not tracked these projects in this specific way in the past, no data is available on past results.				
<b>How is this funded?</b> Bike path funding usually comes from State sales taxes (Transportation Development Act, Article 3). Federal Transportation Enhancement Act (TEA) grants have also been used for bike paths, as well as for pedestrian paths. Sidewalk projects are often funded by Community Development Block Grant funds, federal Safe Routes to School grants, TEA grants, or transportation impact fees, and currently we are adding sidewalks to several neighborhoods using funds on loan from the California Infrastructure and Economic Development Bank (I-Bank).				

<b>Performance Measure #4:</b>				
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	100%
<p><b>What:</b> This indicator measures the effectiveness of the department’s efforts to keep traffic moving smoothly at key intersections within the County-maintained road system. Roads takes steps to keep the traffic moving by identifying and constructing various improvements as congestion increases and if resources allow. By installing such improvements as traffic signals, adding turn lanes, or additional travel lanes, we try to avoid degradation of the Level of Service (LOS).</p> <p>LOS ratings are used by traffic engineers to rate how well a given intersection is functioning, with an A rating indicating no delays and an F rating indicating gridlock. Regional General Plans specify target LOS ratings for each region. By comparing the levels achieved at designated key intersection each year, progress toward or away from our goal of improved traffic flow could be measured.</p>				
<p><b>Why:</b> Traffic delays are unpleasant and costly for the public and especially for commercial traffic. A smoothly functioning system with fewer delays benefits everyone. As congestion increases, the number of accidents also increases, and not just due to the higher volume of traffic. Traffic delays are known to dramatically increase the incidents of driver error as they “cut things close” or engage in other risky behaviors to avoid the delays.</p>				
<p><b>How are we doing?</b> We do not currently track this measure in this particular manner. We do review traffic studies to determine where and when additional improvements are needed. There would be some cost involved in additional staff time to gather and quantify this data, but we feel it is a good measure of how well we are able to maintain an acceptable level of traffic flow. We have identified 15 intersections throughout the County that should give us a good indication of how the overall system is doing.</p> <p>Since the majority of the intersections in the metro Bakersfield area are City controlled, our control of this outcome in the metro area is probably only about 10%. Outside the metro area, we have much more control over the outcomes, perhaps up to 95%.</p>				
<p><b>How is this funded?</b> The majority of these improvements are the result of new development and are funded from transportation impact fees collected from the developers. In addition, there is some federal funding available, depending on the functional classification of the intersection. We also partner with the State (Caltrans) to install signals at some State/County intersections. In locations not covered by a regional transportation impact fee, local road fund is also used for improvements.</p>				

<b>Performance Measure #6:</b>				
Number of linear feet of curb and gutter installed existing neighborhoods in unincorporated areas of the County.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	Not yet determined
<b>What:</b> This indicator measures the linear feet of curb and gutter constructed in the unincorporated areas of the Kern County. This measure does not include curb and gutter being constructed as part of new developments or subdivisions, only what is being added to existing neighborhoods that did not previously have it.				
<b>Why:</b> In the past, neighborhoods built in the County, unlike those built in the City of Bakersfield, were not required to include curb and gutter. This has resulted in many neighborhoods experiencing drainage issues. In addition, these drainage problems speed the deterioration of the roadways. This indicator shows the progress we are making to bring older neighborhoods, without curb and gutter, up to current drainage standards.				
<b>How are we doing?</b> For many years, the County did not do any curb and gutter projects. Over the past few years, we have become very active in the construction of curb and gutter. Since we have not tracked this activity in this particular way in the past, no specific numbers are available on past performance.				
<b>How is this funded?</b> These projects are most often funded by Community Development Block Grant funds, and currently we are adding curb and gutter to several neighborhoods using funds on loan from the California Infrastructure and Economic Development Bank (I-Bank). For small, fill-in projects we sometimes use local road fund through our job order contracting process.				

# Roads Department-County Contribution

Budget Unit 3001

Department Head: Craig Pope, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$0	\$0	\$0	\$0	\$10,136,500	\$10,136,500
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,136,500</b>	<b>\$10,136,500</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,136,500</b>	<b>\$10,136,500</b>

### PURPOSE

This budget unit appropriates supplemental funding from the General Fund to the Roads Fund to provide for Roads Department operations.

### PROGRAM DISCUSSION

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Roads Department. Appropriations within this budget

unit will be transferred to the Roads Department's operating budget unit 3000 and will be reflected in that budget unit under the revenue category, Other Financing Sources. The contribution recommended for FY 2008-09 represents an increase of 68%, or \$4,086,500, from the FY 2007-08 adopted budget.

The recommended level of funding will assist the department in meeting performance goals, associated with providing services to the County population, as outlined in the County Strategic Plan.

Performance measurements for the Roads Department are included in the budget discussion for budget unit 3000.

*HEALTH  
AND  
SANITATION*

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# Public Health Services Department

Budget Unit 4110

Department Head: John Nilon, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$21,208,988	\$21,719,756	\$24,391,955	\$27,377,574	\$28,482,218	\$6,762,462
Services and Supplies	4,432,685	6,187,610	5,487,524	4,584,146	4,383,262	(1,804,348)
Other Charges	106,303	54,970	57,247	681,846	681,846	626,876
Fixed Assets	7,698	13,000	0	0	0	(13,000)
<b>TOTAL EXPENDITURES</b>	<b>\$25,755,674</b>	<b>\$27,975,336</b>	<b>\$29,936,726</b>	<b>\$32,643,566</b>	<b>\$33,547,326</b>	<b>\$5,571,990</b>
Less Expend. Reimb.	598,473	463,467	463,467	477,493	477,493	14,026
<b>TOTAL NET EXPENDITURES</b>	<b>\$25,157,201</b>	<b>\$27,511,869</b>	<b>\$29,473,259</b>	<b>\$32,166,073</b>	<b>\$33,069,833</b>	<b>\$5,557,964</b>
<b>REVENUES:</b>						
Intergovernmental	\$19,975,684	\$21,230,292	\$20,499,596	\$22,912,185	\$23,027,393	\$1,797,101
Charges for Services	3,103,278	2,696,187	2,434,776	2,763,661	2,763,661	67,474
Miscellaneous	107,670	102,964	157,671	65,903	65,903	(37,061)
Other Financing Sources	0	781,563	0	0	0	(781,563)
Health-Bio Terroism Grant	0	0	800,000	791,255	791,255	791,255
Helath-MAA/TCM Trust	0	0	120,000	183,000	183,000	183,000
Peace Officers' Training Post	0	0	176,289	207,579	207,579	207,579
<b>LESS TOTAL REVENUES</b>	<b>\$23,186,632</b>	<b>\$24,811,006</b>	<b>\$24,188,332</b>	<b>\$26,923,583</b>	<b>\$27,038,791</b>	<b>\$2,227,785</b>
<b>NET GENERAL FUND COST</b>	<b>\$1,970,569</b>	<b>\$2,700,863</b>	<b>\$5,284,927</b>	<b>\$5,242,490</b>	<b>\$6,031,042</b>	<b>\$3,330,179</b>
<b>Authorized Positions:</b>						
Full Time	303	306	328	331	331	25
Part Time	17	18	18	18	18	0
<b>Total Positions</b>	<b>320</b>	<b>324</b>	<b>344</b>	<b>349</b>	<b>349</b>	<b>25</b>
<b>Funded Positions:</b>						
Full Time	272	274	296	299	298	24
Part Time	16	13	13	13	13	0
<b>Total Positions</b>	<b>288</b>	<b>287</b>	<b>309</b>	<b>312</b>	<b>311</b>	<b>24</b>

## OPERATIONAL SUMMARY

▪ *Mission:*

The Public Health Services Department's mission is to prevent disease, promote healthy lifestyles, and protect the health of all Kern County residents.

▪ *Fundamental Functions & Responsibilities:*

- Prevent the spread of disease
- Inform, educate and empower people about being and staying healthy, including health insurance
- Protect the health of our citizens during man-made or natural disasters
- Develop core public health functions of assessment, policy development and assurance

**PROGRAM DISCUSSION**

The recommended funding level will allow the department to operate all of its outlying offices and clinics and maintain the primary Health Officer’s clinic. Regional offices are staffed throughout the County, offering immunizations, child health, family planning, pregnancy screening, and flu clinics.

The department will continue to provide communicable disease control, child health and disability prevention, epidemiology and vital statistics, public health nursing, and maternal, child, and adolescent health programs through its five divisions.

The recommended budget includes an increase of \$2.2 million in salaries and benefits due to negotiated salary increases. In addition, the department has been successful in filling 90% of its Public Health Nurse positions, 20 more positions in FY 2007-08 than in the previous year. The department has historically struggled to recruit these positions. The recommended budget provides funding for these positions in the amount of \$2.2 million.

The recommended budget includes revenues and expenditures associated with the Transitional Case Management services contract that provides services to the general prison population in the amount of \$2.5 million. The program requires the department to place Social Workers in designated parole offices from Kern County to the Oregon border. This program has been successful at reducing recidivism, which is linked to the County Strategic Plan goal to decrease recidivism rates for non-violent offenders.

Services and supplies have decreased by \$1.6 million due to decreases in provider contracts and one time expenditures. In addition, the recommended budget includes a reduction in office and medical supplies, training and travel in the amount of \$150,000.

**POSITIONS DISCUSSION**

The recommended budget includes the FY 2007-08 mid-year addition of 18 positions for the Transitional Case Management services program, at an annual cost of \$1.3 million. In addition, eight positions were added to public information, administration, and epidemiology sections at an annual cost of \$782,000. These positions are offset by an increase in revenue from the Transitional Case Management program and were added with no increase to the net General Fund contribution. Also, the department deleted four positions for an annual salary savings of \$387,000 in FY 2007-08.

The recommended budget includes the addition to the HIV-Testing Section of two Medical Investigator

positions, at an annual cost of \$146,000; and the addition of one Health Educator position, at an annual cost of \$83,000. The medical investigator positions are needed to increase the number of persons tested for HIV and to increase surveillance for the Aids Program. The Health Educator provides education to high risk populations on how to prevent the spread of HIV/Aids. These three positions are fully funded by the AIDS alternative Test Site and the HIV Ryan White Early Intervention programs.

The recommended budget also includes as vacant and unfunded one Assistant Public Health Officer position, for an annual salary savings of \$217,000.

The recommended budget includes funding for 298 of the 349 authorized positions.

**DIRECTOR’S DISCUSSION**

This budget will require the department to absorb four step-down levels.

The chief highlights of the budget included:

- Fully funding the currently filled Public Health Nurse positions in the FY 2008-09.
- Increasing program revenue by an additional \$1.3 million for FY 2008-09.
- Reducing services and supplies by an additional \$1.6 million over FY 2007-08.
- Forego travel and delay maintenance to cut \$150,000.
- Nurses will take fewer trips to the patient’s homes, and increase communication by mail or phone when available.
- Medical supplies will be stocked for a month at a time.
- Stocked supplies will be available, but in the event of a large outbreak, the department may have a delay between the exhaustion of supplies and reorder deliver.
- Non-funded outreach programs cut in half.
- Public outreach for West Nile Virus and TB will be cut in half.
- Voluntary furloughs were offered to staff.

While the department concurs with this budget, we are concerned that Public Health is still classified as a Tier II department. The department suggests that the health of the residents of Kern County and prevention of life threatening diseases should be considered a public safety issue, which your Board has set as a Tier I priority. Please consider the impact Public Health has on the community to stop or control the spread of disease, to respond to emergencies both large and small, to address

severe medical problems with early intervention, to prevent or curtail significant long term health costs to the

County, and to improve the quality of life of the residents.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Healthy Community:				
(a) Percentage of children in the fifth grade whose body composition measure is not in the healthy fitness zone (NHFZ).				
(b) Percentage of adults who report engaging in no physical activity (PA).				
(c) Percentage of adolescents who report the use of tobacco (Tob).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
(a) 35.2%	(a) 34.8%	(a) TBD	(a) TBD	(a) 28-32%
(b) 33.9% (2005)	(b) NA	(b) TBD	(b) TBD	(b) 28-30%
(c) 13% (2004)	(c) 18% (2006)	(c) 10-13%	(c) TBD	(c) 9-12%
<b>What:</b> These measures reflect indicators of community health, all of which are impacted by behavior and lifestyle.				
<b>Why:</b> The social environment has a profound effect on individual health. Modifying behavior has a positive effect on disease prevention.				
<b>How are we doing?</b> According to the California Physical Fitness Report, conducted annually by the California Department of Education, a component of the "Fitnessgram" includes a measure of body composition, which looks at percent fat and body mass index (BMI). Performance is classified as either "in the healthy fitness zone (HFZ) or needs improvement (NHFZ). The percentage measured as NHFZ can be correlated to having a high BMI. In FY 2006-07, the percentage of Kern County children in 5 <sup>th</sup> grade who were NHFZ is 34.8%, while the statewide rate is 32.1%. The California Health Interview Survey (CHIS) provides data bi-annually showing the percentage of adults in the County that engage in moderate, vigorous, or no physical activity.  CHIS and California Student Tobacco Survey (CSTS), also conducted bi-annually, provide estimated data on youth tobacco use prevalence for the County. School districts rely on the California Healthy Kids Survey (CHKS), conducted annually the survey provides data on tobacco use among students in the 5 <sup>th</sup> -7 <sup>th</sup> -9 <sup>th</sup> -11 <sup>th</sup> grades countywide. This data shows that significant tobacco use among the youth population continues, which also correlates to the availability of tobacco and access within the community. The establishment of the Local Tobacco Retailer License allows for further enforcement of existing laws and restricts repeat violators from selling tobacco and provides for more opportunities for education directly to store owners. Through these efforts the number of retailers selling tobacco products to youth is expected to drop from 20% to 15%. Additionally, tobacco avoidance presentation to youth is expected to increase by 10%.				
<b>How is this funded?</b> Obesity: Central California regional Obesity Prevention Program: salary and benefits for one Community Health Capacity Building Specialist. Other nutrition and exercise information and education: Realignment and General Funds.  Tobacco: Tobacco cessation education and training: State grant. Local Tobacco Retailers License education programs are partially offset with local tobacco licensing fees.  Physical Education: Realignment and General Fund Allocations.				

**Performance Measure #2:**  
 Healthy Children:  
 (a) Percentage of children 0-18 who are without health insurance.  
 (b) Percentage of children ages 0-2 who are up-to-date on their required immunizations.  
 (c) Number of families participating in the Nurse Family Partnership.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Adopted Goal	FY 2007-2008 Mid-year Results	FY 2008-2009 Proposed Goal
(a) 11.3%	(a) 11% est.	(a) 10.5%	(a) UNK	(a) 10%
(b) 66%	(b) 60%	(b) 70%	(b) 48%	(b) 75%
(c) 97	(c) 96	(c) 100	(c) 71	(c) 150

**What:**

The health of the children in our community can be measured by any number of important indices, three of which are included in this performance measure.

**Why:**

Access to health services is often dependent upon whether a person has health insurance. By increasing the number of children who are insured, access and utilization of health care is increased.

Reducing or eliminating the cases of vaccine preventable diseases is foundational to the health of our children. Ensuring that all children complete their primary series of immunizations by 24-35 months of age also ensures that these children have been seen by a health care professional. The Healthy People 2010 immunization goal for two year olds is 90%.

The Nurse Family Partnership provides nurse home visits to low-income, high risk, first time mothers. Home visits occur approximately every other week during pregnancy and for two years following birth. The nurses teach positive health related behaviors, parenting skills, and maternal personal and life course development (family planning, educational achievement, and participation in workforce). National statistics show that this program decreases the incidence of child abuse, tobacco use, and criminal behavior, while increasing workforce participation by the involved mother.

**How are we doing?**

The Children’s Health Initiative through Clinica Sierra Vista, Public Health Services and its other partnering agencies has enrolled over 8,500 children in various insurance programs this year. The dynamics of Kern’s population in-migration require continuous efforts to offer enrollment opportunities at every social service touch point.

KCDPH is making progress towards the Healthy People 2010 immunization goal by entering new immunizations into the regional immunization registry, which allows the department to track and recall patients due for immunizations. Status assessments are run monthly assessments for this age group and provided to staff with recommendations for improvement.

The Nurse Family Partnership can boast the following outcomes. The program is in the process of completing development of a longitudinal survey tool to begin collecting long term program results from graduates of the Kern County program.

- 43% reduction in violence during pregnancy and 64% reduction in fear in fear of partner.
- 35% reduction in smoking during pregnancy.
- 6.5% premature birth rate compared with 13.6% for the County general population.
- 89% immunization completion rate by 24 months compared with 60% for the County.
- 93% of mothers breastfeeding.
- 84% of mothers completed or working toward completion of their high school diploma or GED, or continuing their education beyond high school.

**How is this funded?**

The Nurse Family Partnership program is 100% funded through First 5 Kern. This program also received a three year award from the California Wellness Foundation that funds and additional Nurse for Eastern Kern County.

Immunization outreach and training is paid 95% through State funding and 5% through Realignment Funds due to the benefit rate being higher then the State allows.

Staff that are tasked with enrolling families into Health Care are 100% covered through the KATCH program funded by First 5 Kern, and nursing staff are 50% covered under the Federal Targeted Case Management program.

<b>Performance Measure #3:</b>				
Timely Laboratory Services:				
(a) Percentage of Coccidiomycosis specimen tested within 72 hours of receipt. (b) Percentage of Coccidiomycosis test results that are reported within 24 hours of testing. (c) Percentage of Tuberculosis test results that are reported within the same day of receipt, if received prior to noon that day.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	(a) 90% (b) 90% (c) 95%	(a) 85% (b) 85% (c) 80%	(a) 90% (b) 90% (c) 95%
<b>What:</b>				
Provide high level laboratory services and improving laboratory turn around time for obtaining and reporting results to health care providers is essential to support public health services.				
<b>Why:</b>				
Communicable disease control is a fundamental responsibility of the Public Health Department. The role of the laboratory is to provide essential information to health care providers by processing, analyzing and reporting results for submitted specimens. Timely reporting of laboratory results is essential for reducing the spread of communicable diseases, for reducing the impact of diseases on the public, and for reducing the cost of managing the disease.				
<b>How are we doing?</b>				
During periods of routine workload levels, coccidioides serology results are reported within 72 hours of specimen receipt for 95-100% of specimens. During periods of heavier workload, performance may fall to 80% levels due to delaying testing until the day following receipt of specimens, while personnel are redirected to other work.				
Similarly, sputum smears are processed, analyzed, and reported on the same day received if they are received before noon. It is laboratory policy that all specimens be reported on the same day as received, if they are received by noon. However, results may not be reported until well after 5:00 PM due to other workloads. This reporting time may not be fully useful to the requesting provider. It is estimated that results are transmitted by the target time of 5:00 PM about 80% of the time. Further, the laboratory does not currently provide weekend and holiday services and, consequently, does not provide same day turn around during those periods.				
<b>How is this funded?</b>				
The Public Health Lab is 95% funded with lab fees and 5% funded with Realignment funds. The department is setting up the Lab to accept private insurance to increase the fee base.				

<b>Performance Measure #4:</b>				
Disaster Preparedness and Recovery: (a) Number of emergency preparedness exercises in which DPH has participated in this year. (b) Number of Kern Medical Reserve Corps professionals that have been both recruited and trained. (c) Prepare all necessary and appropriate emergency plans.				
<b>2005-2006 Actual Results</b>	<b>2006-2007 Actual Results</b>	<b>2007-2008 Adopted Goals</b>	<b>2007-2008 Mid-year Results</b>	<b>2008-2009 Proposed Goal</b>
NA NA  NA	NA NA  NA	10 NA  Prepare or revise all necessary and appropriate emergency plans	10 20 professionals recruited and trained  On target as of 12/31/07	10 75 additional licensed health care professionals and 15 non-licensed volunteers to be recruited and trained  Prepare or revise all necessary and appropriate emergency plans
<b>What?</b> Continue the ongoing process of updating and finalizing all emergency preparedness plans and annually participate in three exercises to test these plans, in order to train the staff and improve preparedness to respond to a disaster or emergency. While there are many ongoing activities, these have been selected as key indicators. <ul style="list-style-type: none"> <li>• Complete the Pandemic Influenza Plan by December 31, 2007.</li> <li>• Complete the County Emergency Response Plan – Health Annex by December 31, 2007.</li> <li>• Revise Crisis Emergency Risk Communications Plan by December 31, 2007.</li> <li>• Establish the Kern Medical Reserve Corps (KMRC) to expand the number of pre-screened, pre-credentialed and pre-trained medical volunteers who are called upon to augment local healthcare system in a disaster or emergency.</li> </ul>				
<b>Why?</b> Planning, training and exercises can improve the emergency response readiness of public health staff and mitigate the impact on the public’s health from natural and man-made disasters. This activity is also mandated for all local public health departments by the U.S. Department of Health & Human Services, Centers for Disease Control and Prevention, and the California Department of Public Health, as part of the national homeland security efforts to prepare for a possible bioterrorist attack or biological weapon of mass destruction. The Kern Medical Reserve Corps increases the number of licensed healthcare professionals who will respond to a public health emergency in support of the department.				
<b>How are we doing?</b> In partnership with multiple government, healthcare and community stakeholders, the mass shelter plan was tested in a multi-community exercise in January 2008. The exercise showed that this plan for shelter operations is functional.  Updated the Pan Flu Plan, its Department Operating Center Standard Operating Procedures, County Emergency Response Plan – Health Annex, Risk Communications Plan, and the Strategic National Stockpile Mass Prophylaxis Plan. All staff are trained in National Incident Management System/Incident Command System. Department Operating Center staff participated in one exercise for shelter operations during an earthquake exercise and one for food borne outbreak exercise. Office of Public Health Preparedness (OPHP) and public health nursing staff participated in one Road Point of Distribution for mass prophylaxis.  KCDPH started the Kern Medical Reserve Corps by hiring a .5 FTE retired County employee and registered over 20 healthcare professionals in the first three months. A kickoff and recruitment meeting was held along with development of an online registration on the department’s web page. The KMRC is currently mailing 5,300 recruitment postcards to local health professionals in all categories.				
<b>How is this funded?</b> The U.S. Department of Health & Human Services, Centers for Disease Control and Prevention, and the California Department of Public Health, have provided 100% of funding these efforts since 2002. Since FY 2005-2006, the base funding of \$859,000, has been reduced by over \$198,000, to \$654,000 in FY 2007-2008. It is too soon to determine if the base funding will continue to decrease.				

<b>Performance Measure #5:</b>				
Timely and accurate vital statistics (a) Create Annual Health Assessment. (b) Percentage of birth certificates registered within ten calendar days. (c) Percentage of death certificates registered within eight calendar days. (d) Percentage of weekly morbidity reports published within seven calendar days.				
<b>2005-2006 Actual Results</b>	<b>2006-2007 Actual Results</b>	<b>2007-2008 Adopted Goal</b>	<b>2007-2008 Mid-year Results</b>	<b>2008-2009 Proposed Goal</b>
(a) NA (b) NA (c) 42.4% (d) 91.8%	(a) NA (b) NA (c) 40.6% (d) 91.3%	(a) NA (b) NA (c) 50% (d) 94%	(a) NA (b) 44.4% (c) 91.6% (d) TBD	(a) Create (b) 55% (c) 95% (d) 95%
<b>What:</b> The purpose of collecting timely public health information is to provide information that health related agencies can use to set priorities, plan programs and to provide information to government, education, and research organizations for such uses as population estimation and planning and evaluating health activities such as maternal and child health programs. It is also important to collect and collate reportable disease information for the control of infection diseases. Vital statistics records establish public records that are legally recognized as prima facie evidence of births and deaths and to provide information to serve the personal needs of individuals, such as proving citizenship, and other legal needs.				
<b>Why:</b> Health and Safety Code Section 120175 states: "Each health officer knowing or having reason to believe that any case of the diseases made reportable by regulation of the department, or any other contagious, infectious or communicable disease exists, or has recently existed, within the territory under his or her jurisdiction, shall take measures as may be necessary to prevent the spread of the disease or occurrence of additional cases."  Each live birth which occurs within this state must be registered with the local registration district within ten days of the birth (Health and Safety Code Section 102400).  Each death certificate shall be registered with the local registrar of births and deaths within eight calendar days after death and prior to any disposition of the human remains (Health and Safety Code Section 102775).				
<b>How are we doing?</b> The Department of Public Health's Epidemiology Section has produced two annual health status reports for 2002 and 2003. It has also, in conjunction with the State, produced summary reports for Public Health Week. It is the goal to develop annual health status reports beginning in FY 2008-2009.  It is the goal to complete and disseminate Weekly Morbidity Reports within seven calendar days from the close of a reporting week. This will be tracked during the last six months of the current FY.  Progress has been made to increase the number of birth certificates that are registered within 10 days of the birth of an infant in the County. In FY 2004-2005, the six birthing hospitals submitted 53% of their births to the Health Department more than 11 days after the birth date. This number has steadily decreased during following two FYs to 41% and 35%, respectively. For the first six months of FY 2007-2008, only 23.9% of the birth certificates have been submitted more than 10 days after the child's birth date.  Progress has also been made to increase the number of death certificates that are registered within 8 days of the death of a person in the County. For the past three FYs, registration of death certificates within the time limit has exceeded 91%. During the first six months of FY 2007-2008, 91.6% of the all deaths have been registered in eight days or less.				
<b>How is this funded?</b> The Vital Statistics Section is funded by revenue generated by the sale of birth, death, and fetal death certificates, processing amendments to the aforementioned certificates, and issuing Burial Permits. The Health and Safety Code specifies the amount of money that the issuing agency retains from the sale of these documents.  The Epidemiology Section is primarily funded by the General Fund.				

<b>Performance Measure #6:</b>				
Outstanding Customer Service				
(a) Percentage of surveyed clinic patients who rate clinical services as satisfactory or above. (b) Percentage of children referred to the California Children’s Services (CCS) whose medical eligibility is determined within five working days of receipt of their medical information. (c) Percentage of CCS clients for whom services are authorized within seven working days of their request.				
<b>2005-2006 Actual Results</b>	<b>2006-2007 Actual Results</b>	<b>2007-2008 Adopted Goals</b>	<b>2007-2008 Mid-year Results</b>	<b>2008-2009 Proposed Goals</b>
(a) NA	(a) NA	(a) NA	(a) 85%	(a) 90%
(b) NA	(b) NA	(b) 98.5%	(b) 99.0%	(b) 99.5%
(c) NA	(c) NA	(c) NA	(c) 75%	(c) 80%
<p><b>What:</b>                      The Public Health Department’s role is to provide exceptional services to the public. As such, it is important to measure the public’s perception of services and other levels of customer service.</p> <p>One of the largest service delivery modalities within the department is our network of clinics. Customer satisfaction surveys will be implemented and reassessed on an ongoing basis. The goal will be to achieve an increasingly positive response relative to customer satisfaction with clinic services rendered.</p> <p>Also a large service modality, the California Children’s Services (CCS) program provides eligibility and medical case management for children with complex medical conditions. One standard of service in CCS is that medical eligibility will be determined for those referred within five working days of receipt of medical information. Another standard is that authorization will be completed within seven working days on services requested for medical conditions in persons in the CCS program.</p>				
<p><b>Why:</b>                      Public Health provides critical services through surveillance, preventive services, treatment and contact investigation. To ensure effectiveness in these areas, the community must maintain confidence in the quality of care, the assurance of confidentiality and that they will be treated in a respectful and courteous manner. The Public Health Department can only be successful in its mission to prevent disease, promote healthy lifestyles and protect the health of county residents by engaging customers who seek services and through customer-based community outreach and collaboration.</p> <p>The CCS program is mandated by the State, and medical eligibility is the first step in determining whether a person might be CCS program eligible. The state’s timeline in making initial medical eligibility decision is within five working days. The eligible age for the CCS program is from birth to 21 yrs. Authorizations are needed by providers to be paid for the services related to the CCS medically eligible condition. The services include hospitalizations, physician services, equipment, supplies and medications.</p>				
<p><b>How are we doing?</b>                      Customer satisfaction surveys have been developed and field tested previously through collaboration with California State University Bakersfield, master program level students. Surveys will be re-evaluated for ongoing implementation. Customer responses will be analyzed at six month intervals and used for planning and implementing changes to improve customer satisfaction. A request will be submitted to California State University Bakersfield to continue collaboration on developing and conducting valid customer satisfaction survey tools.</p> <p>In the CCS program at mid-year we are at the 95% and 70% for the five day and seven day standards respectfully. A procedure was developed in November 2007 to improve tracking the information for this measure through the CCS computerized input of narration.</p>				
<p><b>How is this funded?</b>                      Clinic staff are funded by patient fees, Medi-Cal, insurance and realignment revenue. Staff who determine CCS medical eligibility are funded 100% by State and federal appropriations.</p>				

# Environmental Health Services

Agency Director: David Price III, *Appointed*

Budget Unit 4113

Department Head: Matt Constantine, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,136,736	\$4,654,505	\$4,694,740	\$5,782,707	\$4,566,731	(\$87,774)
Services and Supplies	636,511	736,606	711,700	988,287	744,105	7,499
Fixed Assets	5,581	30,000	0	0	0	(30,000)
<b>TOTAL EXPENDITURES</b>	<b>\$4,778,828</b>	<b>\$5,421,111</b>	<b>\$5,406,440</b>	<b>\$6,770,994</b>	<b>\$5,310,836</b>	<b>(\$110,275)</b>
Less Expend. Reimb.	0	2,000	4,417	0	5,000	3,000
<b>TOTAL NET EXPENDITURES</b>	<b>\$4,778,828</b>	<b>\$5,419,111</b>	<b>\$5,402,023</b>	<b>\$6,770,994</b>	<b>\$5,305,836</b>	<b>(\$113,275)</b>
<b>REVENUES:</b>						
Licenses and Permits	\$1,932,086	\$2,216,583	\$2,096,062	\$3,223,068	\$1,990,166	(\$226,417)
Fines and Forfeitures	125,500	74,700	114,412	30,000	10,000	(64,700)
Intergovernmental	322,822	325,000	325,000	325,000	325,000	0
Charges for Services	2,426,880	2,802,208	2,861,684	2,967,357	2,760,100	(42,108)
Miscellaneous	3,904	620	4,865	570	570	(50)
Other Financing Sources:						
Health-Local Option	0	0	0	0	20,000	20,000
Hlth-State L.U.S.T. Prog	0	0	0	220,000	65,000	65,000
Solid Waste Enforcement	0	0	0	0	135,000	135,000
<b>LESS TOTAL REVENUES</b>	<b>\$4,811,192</b>	<b>\$5,419,111</b>	<b>\$5,402,023</b>	<b>\$6,765,995</b>	<b>\$5,305,836</b>	<b>(\$113,275)</b>
<b>NET GENERAL FUND COST</b>	<b>(\$32,364)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,999</b>	<b>\$0</b>	<b>\$0</b>
<b>Authorized Positions:</b>	52	53	53	59	44	(9)
<b>Funded Positions:</b>	52	53	53	59	44	(9)

## OPERATIONAL SUMMARY

- *Mission:*
- *Fundamental Functions & Responsibilities:*

We are committed to improving the quality of life by safeguarding our community through education, cooperation, and fair application of health and safety standards. We take pride in our customer service, integrity, professionalism and ability to understand and meet the needs of our community.

- Provide inspection services to permitted facilities to ensure compliance with health and safety standards
- Provide training and education to industry and the public to enhance protection of the health of the community and the environment

## **PROGRAM DISCUSSION**

The recommended budget provides a minimum level of service to protect the public and the environment. The department assures that food is safe and wholesome and has been produced under conditions and by practices that are safe and sanitary. Staff review and inspect retail food facilities for the proper food handling practices and personal health and hygiene of the food service employees. These regulatory activities meet the goals outlined in the County Strategic Plan to ensure safe food handling and preparation.

The department reviews new land uses for proposed water supply, sewage disposal methods and preservation of environmental quality consistent with the County Strategic Plan. Staff also evaluates permits to construct and destroy water wells to ensure safe drinking water. A cross-connection program ensures that all backflow prevention assemblies are tested on a routine basis to maintain the safety and integrity of the water supply.

It is anticipated that there will be a slight decrease in revenues due to current economic conditions. License and permit fees reflect a \$226,000 decrease.

Increased salary and benefit costs associated with negotiated salary increases in FY 2007-08 resulted in a \$660,000 increase in salaries and benefits. With no corresponding adjustment in revenue, the recommended budget requires the deletion of nine positions as discussed below, and a reduction in extra help expenditures. The deleted positions may result in a reduction in the frequency of inspections and in delays when issuing water well permits.

The department intends to seek fee increases during FY 2008-09. Should fee increases be approved, adjustments to staffing levels will be made accordingly.

## **POSITIONS DISCUSSION**

The recommended budget includes the deletion of one Office Services Technician position, at an annual savings of \$64,100, and eight Environmental Health Specialist Trainee positions, at an annual cost savings of \$608,000. The deletion of the Environmental Health Specialist Trainee positions will result in five layoffs.

## **DIRECTOR'S DISCUSSION**

The department relies on permit and service fees to provide for regulatory oversight, compliance assistance

and enforcement actions and receives no General Fund contributions. Due to salary increases approved retroactively to July 2007, the department is projecting a budget deficit of \$450,000 for FY 2007-2008. The department will exhaust all Budget Savings Incentive credits to address this deficit.

For FY 2008-09, the department is estimating a budget deficit of \$644,000 due again to salary increases. To achieve a zero net General Fund cost to the County, the department is proposing the elimination and reduction of the following services and positions. In addition, to the program specific issues discussed below, the department is also eliminating one Office Service Technician position and three extra help positions.

### *Food & Consumer Protection Program*

Three Environmental Health Specialist positions that are dedicated to food facility, public swimming pool and hotel/motel inspections will be eliminated. This will result in a significant reduction in the frequency of inspections. Currently, utilizing a risk-based approach, inspection frequency ranges from 1-3 inspections per year. Due to the loss of three positions (23% program staff reduction), inspections will be scaled down to one inspection per year for high risk facilities and once every two years for low risk facilities. The electronic posting of inspection reports and response to illegal food vending will be eliminated as this increased level of service is not mandated in State law but is a cost to the department to maintain.

It is anticipated a reduction in inspection frequency will result in increased foodborne illness outbreaks in the County. It is also important to understand facilities will continue paying the same fee but receive a reduction in service.

### *Hazardous Materials Program*

Three Environmental Health Specialist positions that are dedicated to hazardous materials inspections and enforcement functions will be eliminated. This will result in a significant reduction in the frequency of inspections. Currently all hazardous material facilities are inspected at the State mandated frequency of once every three years. Due to the loss of three positions (25% program staff reduction), inspections will be scaled down to once every four years. As this is less than the State mandated frequency, the department will be found to be deficient by the California Environmental Protection Agency and if we are unable to perform at the mandated level the department may be de-certified and the State would assume regulatory oversight responsibilities.

Based on discovered violations during routine inspections, the data would suggest an increase likelihood of chemical releases, increased health risks to the community and potential environmental contamination. Again, it is important to understand facilities will continue paying the same fee but receive a reduction in service.

Land & Water Program

One Environmental Health Specialist position that is dedicated to water well, septic tank and other development related functions will be eliminated (25% program staff reduction). This will result in significant delays in water well permitting and development related approvals. Turnaround and response times are estimated to increase 25% in duration. In addition, the abandoned water well program, which identifies and mitigates groundwater contamination sources, will be discontinued.

Landowners, developers and water well contractors will continue paying the same fee but receive a reduction in service.

Solid Waste Management Program

One Environmental Health Specialist position that is dedicated to solid waste inspections and vectorborne disease outbreak investigations (West Nile Virus, plague, etc.) will be eliminated. The program operates under State delegated authority under the assumption the department is able to achieve the State mandated inspection frequency. With the loss of one position (20% staff reduction), the department will be unable to achieve the minimum inspection levels, will be found out of compliance by the California Integrated Waste Management Board and the State will assume local regulatory oversight. Permit issuance, inspections and enforcement activities will then be performed by the State. In addition, all West Nile Virus and plague educational outreach, surveillance and response will be discontinued.

Facilities will continue paying the same fee but receive a reduction in service.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of critical risk factor violations associated with foodborne illness and disease outbreaks attributed to food facilities.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	240	550	141	433
<b>What:</b> The indicator measures the department’s ability to reduce foodborne illnesses and disease outbreaks through the reduction of five commonly associated critical risk factors linked to disease outbreak by the Centers for Disease Control and Prevention (inadequate cold holding, inadequate hot holding, improper cooling, improper cooking and reheating and poor personal hygiene). The department has developed an inspection system to identify, correct and educate operators on the significance of these critical risk factors. The figures represent the number of critical risk factor violations experienced within the time periods.				
<b>Why:</b> The indicator measures the department’s effectiveness with permitting, inspecting, educating and enforcement activities as it relates to the reduction of foodborne illnesses and disease outbreaks through the control of critical risk factors. Although the department would expect to observe a reduction in the number of disease outbreaks and foodborne illnesses, it remains difficult to obtain and determine conclusively the cause and the source of the disease. Therefore, an indirect measure (presence of risk factors) is used to determine a likely reduction in foodborne illnesses and disease outbreaks.				
<b>How are we doing?</b> Inspection data is compared to prior periods to review the effect current actions have had on the number of violations. Staff activities, public outreach, and training efforts are reviewed to determine their effectiveness in reducing violations. It is anticipated that critical risk violations will decrease with the implementation of the retail food establishment grading ordinance that became effective on July 1, 2007. Actual results have varied from the proposed goals due to staffing vacancies with the program over the last two years.				
<b>How is this funded?</b> This program, including permitting, inspecting and enforcement activities, is funded through permit and service fees paid by food facility owners.				



<b>Performance Measure #2:</b>				
Number of critical risk factor violations of water systems associated with waterborne disease outbreaks.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	50*	40*	13	20
<b>What:</b> The indicator measures the department’s ability to reduce waterborne illness outbreaks through permitting, inspection, education, and enforcement actions aimed at reducing violations commonly associated with disease outbreak in water systems. The figures represent the number of failed bacteriological water quality tests of permitted water systems experienced within the time periods. Water systems that fail these tests present a risk of waterborne disease transmission.				
<b>Why:</b> The indicator measures the effectiveness of permitting, inspecting, education, and enforcement activities in reducing violations typically associated with the transmission of waterborne disease in water systems.				
<b>How are we doing?</b> Water test data is compared to prior periods to review the effect current actions have had on the number of violations. Staff activities, public outreach and training efforts are reviewed to determine their effectiveness in reducing violations. Although the department would expect to observe a reduction in the number of disease outbreaks and waterborne illnesses, it remains difficult to obtain and determine conclusively the cause and the source of the disease. Comparative data to other jurisdictions is difficult to measure as each jurisdiction has different methods of managing their programs.				
<b>How is this funded?</b> This program, including permitting, inspecting and enforcement activities, is funded through permit and service fees paid by water system owners.				

\* Previous figures reported number of tests not violations

<b>Performance Measure #3:</b>				
Number of critical risk factor violations associated with the handling of hazardous materials which present an immediate or potential threat to the health of the community or the environment.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	436	150	403	786
<b>What:</b> The indicator measures the department’s effort to prevent spills or releases of hazardous materials by reducing the number of high risk violations (Class I and Class II) through education, enforcement, inspection, and training activities. The figures represent the number of Class I and Class II violations experienced within the time periods.				
<b>Why:</b> The indicator measures the effectiveness of permitting, inspection, education, and enforcement activities in reducing violations related to actual or threatened hazardous material releases or spills. Class I and Class II violations are designated from the State as violations that present a high (Class I) and moderate (Class II) risk that present an immediate or potential threat to the health of the community or the environment.				
<b>How are we doing?</b> Activities throughout the period are reviewed for their effect on the number of violations that occur and are compared to prior periods. Current increases in violation figures and corresponding goals reflect variations in staffing levels and increased enforcement activities that the department is currently pursuing. Data is being accumulated to allow comparative analysis with both internal and external measures.				
<b>How is this funded?</b> This program, including permitting, inspecting and enforcement activities, is funded through permit and services fees paid by hazardous materials facility owners.				

<b>Performance Measure #4:</b>				
Number of critical risk factor violations associated with the handling of solid waste which present an immediate or potential threat to the health of the community or the environment.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	621	600	407	689
<b>What:</b> The indicator measures the department’s ability to reduce critical risk factor violations through permitting, inspection, education, and enforcement actions of solid waste facilities. This department is the Local Enforcement Agency (LEA) as designated by California’s Integrated Waste Management Board. In the capacity of LEA, the department inspects public and private landfills and other disposal sites and operations. The Kern County Waste Management Department operates many of the landfills that the LEA inspects. The figures represent the number of violations at permitted solid waste facilities within the time periods.				
<b>Why:</b> The indicator measures the effectiveness of permitting, inspecting, education, and enforcement activities in reducing violations which may lead to disease outbreak and have the potential for significant environmental contamination. Regulations for managing and handling of solid waste directly relate to preventing disease outbreaks, promoting on-site facility safety, and preventing environmental contamination.				
<b>How are we doing?</b> Violation data is compared to prior periods to determine the effect current actions and activities have had on the number of violations. Current violation figures are higher due to increased enforcement actions that the department is pursuing stemming from prior period non-compliance. The department is obtaining data from the State which will allow comparative analysis with external measures. Although Kern County has many unique waste facilities that are unmatched anywhere else in the state, some comparative analysis may be possible.				
<b>How is this funded?</b> This program, including permitting, inspecting and enforcement activities, is funded primarily through permit and services fees paid by solid waste facility owners, however, a small annual State grant is also used to offset expenditures.				

# Mental Health Services Department

Budget Unit 4120

Department Head: James Waterman, Interim, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$39,922,843	\$46,029,210	\$46,685,990	\$45,786,609	\$45,355,875	(\$673,335)
Services and Supplies	33,059,237	46,821,902	39,325,421	41,304,143	43,805,822	(3,016,080)
Other Charges	4,846,190	6,370,672	7,087,607	6,883,585	6,883,585	512,913
Fixed Assets	368,173	0	160,286	46,553	46,553	46,553
Other Financing Uses	0	0	0	0	224,000	224,000
<b>TOTAL EXPENDITURES</b>	<b>\$78,196,443</b>	<b>\$99,221,784</b>	<b>\$93,259,304</b>	<b>\$94,020,890</b>	<b>\$96,315,835</b>	<b>(\$2,905,949)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$329,796	\$300,000	\$300,000	\$300,000	\$300,000	\$0
Intergovernmental	51,218,845	63,908,312	60,072,357	45,257,316	20,881,938	(43,026,374)
Charges for Services	17,828,874	37,054,126	29,376,855	33,348,169	34,103,058	(2,951,068)
Miscellaneous	171,624	200,400	221,375	294,800	294,800	94,400
Other Financing Sources:						
County Contribution	771,125	771,125	3,771,125	771,125	25,650,707	24,879,582
Mental Health Services Act	0	0	3,000,000	12,800,800	13,545,434	13,545,434
CD-Emergency Shelter Grant	0	0	0	0	24,281	24,281
<b>LESS TOTAL REVENUES</b>	<b>\$70,320,264</b>	<b>\$102,233,963</b>	<b>\$96,741,712</b>	<b>\$92,772,210</b>	<b>\$94,800,218</b>	<b>(\$7,433,745)</b>
<b>MENTAL HEALTH FUND COST</b>	<b>\$7,876,179</b>	<b>(\$3,012,179)</b>	<b>(\$3,482,408)</b>	<b>\$1,248,680</b>	<b>\$1,515,617</b>	<b>\$4,527,796</b>
<b>NET GENERAL FUND COST</b>	<b>\$771,125</b>	<b>\$771,125</b>	<b>\$3,771,125</b>	<b>\$771,125</b>	<b>\$771,125</b>	<b>\$0</b>
<b>Authorized Positions:</b>						
Full Time	590	630	630	630	630	0
Part Time	15	11	11	11	11	0
<b>Total Positions</b>	<b>605</b>	<b>641</b>	<b>641</b>	<b>641</b>	<b>641</b>	<b>0</b>
<b>Funded Positions:</b>						
Full Time	590	630	481	480	480	(150)
Part Time	15	11	11	11	11	0
<b>Total Positions</b>	<b>605</b>	<b>641</b>	<b>492</b>	<b>491</b>	<b>491</b>	<b>(150)</b>

## OPERATIONAL SUMMARY

▪ *Mission:*

Working together toward hope, recovery and independence.

▪ *Fundamental Functions & Responsibilities:*

- Countywide managed care specialty mental health provider for Medi-Cal beneficiaries
- Safety net provider for uninsured, seriously mentally ill individuals

**PROGRAM DISCUSSION**

The Mental Health Services Department is facing a number of challenges including eroding funding, and developing programs related to the Mental Health Services Act. At the highest priority is the insufficient capacity to meet the demand for involuntary treatment and referral (5150) evaluations.

Throughout Kern County, persons who are gravely disabled (unable to meet their basic personal needs for food, clothing, or shelter) due to a mental illness or pose a danger to themselves or others due to a mental illness are detained involuntarily by peace officers or designated persons approved by the Board of Supervisors.

Until October 2007, Kern Medical Center (KMC) was the only facility designated for 72-hour evaluation and treatment of adults and minors, age 16 and over, in the County. Individuals arriving at the facility pursuant to Welfare and Institutions Code Section 5150 have been evaluated at the Emergency Psychiatric Assessment Center (EPAC) to determine if they are appropriate for admission for 72-hour treatment and evaluation. The number of persons arriving at EPAC each month averages 260. Of those, an average of 80 percent have been involuntarily detained and 20 percent arrive on a voluntary basis.

In June, August, and November 2007, the State Department of Health Services, in conjunction with the Centers for Medicare and Medicaid Services (CMS), placed KMC on "Imminent Jeopardy" status as a result of ongoing incidents of non-compliance with certain State and federal Medicare/Medicaid regulations and laws in the EPAC area. These efforts resulted in contracts with two providers in order to reduce overcrowding at the KMC EPAC.

In collaboration with KMC, Mental Health, General Services, and the County Administrative Office, the EPAC Taskforce was assembled and the directive was to study the County's future psychiatric inpatient needs, both short and long term. The Taskforce has developed a plan to move KMC's EPAC to the Mary K. Shell building and designate the facility to receive, evaluate, and treat individuals on involuntary mental holds. In FY 2007-08, the Board of Supervisors approved the designation and the department is currently waiting approval from the State Department of Mental Health. The department will be returning to the Board of Supervisors in mid-year FY 2008-09 to add the necessary positions to operate and present a contractor agreement to remodel the "B" wing section of the Mary K. Shell EPAC facility. The recommended budget includes the transfer costs of the KMC EPAC facility to the Mental Health Department in the fall of 2008. These costs include a nursing contract in

the amount of \$1.4 million, staff salaries in the amount of \$1.1 million, remodel of "B" wing section of Mary K. Shell EPAC facility in the amount of \$224,000, and medical and office supplies in the amount of \$400,000. Decreases include a reduction of \$432,000 in psychiatric contracts; the unfunding of one Deputy Mental Health Director position, at an annual savings of \$178,000; the discontinuance of Bakersfield College support services for a savings of \$100,000; and a reduction in one lease agreement for a savings of \$60,000. The recommended budget includes a revenue increase of \$750,000 in Medi-Cal Block billing associated with the transfer of KMC EPAC to Mary K. Shell EPAC facility.

Specific steps have been taken by the department to absorb cost increases approximating \$7 million in salaries and benefits due to negotiated union agreements. The recommended budget includes holding vacant and unfunded 150 positions for a savings of \$12 million, as discussed below. Services affected by this staff reduction include serving fewer clients with HIV and hepatitis at the Behavioral Health Medicine clinic, eliminating the homeless outreach team, and discontinuing the benefits acquisition team. In addition, reductions to adult outpatient services to Oildale and southwest Bakersfield areas will be addressed by diverting uninsured clients to the east Bakersfield center clinic. Fewer staff has resulted in higher caseload per staff member, normal staff caseload has been 30-50 cases per staff member, and now caseload per staff member has increased to 80-100 cases. The department will closely monitor the rate of recidivism to determine the impact these reductions will have on clients and increases to emergency crisis services.

Services and supplies have decreased by \$3 million due to reductions in provider contracts. Medi-Cal patient revenue has decreased by \$3.5 million based on estimated service levels reimbursable by Medi-Cal.

A significant portion of the operating funds for mental health programs are provided through State Mental Health Program Realignment funding. These funds are raised through a portion of the State sales tax and through a percentage of vehicle license fees. The amount of realignment funds for mental health programs has remained constant over the past several years. The recommended budget for FY 2008-09 includes a \$24.8 million allocation of Mental Health Program Realignment funds to the department. This is a decrease of \$1.3 million over the amount budgeted in FY 2007-08 due to statewide economic conditions.

The Mental Health Services Department focuses its efforts to ensure access to high quality mental health services throughout the County. Implementation of the Mental Health Services Act has had a significant positive effect on these efforts. In November 2004, the voters

approved Proposition 63. This legislation, which came to be known as the Mental Health Services Act (MHSA) established a new, dedicated funding source designed to assist county mental health departments in developing, expanding and delivering innovative, integrated services for children, adults, and older adults.

Since November 1999, the department, in cooperation with law enforcement, has been operating the Mobile Evaluation Team (MET). This team assists officers in situations when law enforcement comes in contact with mentally ill individuals in crisis and addresses the County Strategic Plan goal to reduce crime and improve law enforcement services. The program has been praised by officials in law enforcement and the mental health provider community and assists the department in meeting its performance goal to provide the most effective treatment possible. Since implementation, the department has expanded the MET program into other communities and increased hours. The funding for this expansion has been continued through the use of State program realignment funds.

As the department strives to reach a growing number of uninsured individuals, as well as meet the service demands of the County's MediCal beneficiaries, it continues to work to be in full compliance with increased State requirements for quality monitoring. The department has also made significant progress in addressing its need to increase fiscal monitoring of contractors providing services.

## **POSITION DISCUSSION**

The recommended budget includes holding vacant and unfunded 150 positions, at a total annual savings of \$12 million. The following affected positions are: one Deputy Mental Health Director position, at an annual salary savings of \$178,000; 11 Office Services Technician positions, at annual salary savings of \$661,000; five Office Services Assistant positions, at an annual salary savings of \$323,000; one Office Services Coordinator position, at an annual salary savings of \$77,000; one Programmer I position, at an annual salary savings of \$88,000; one Fiscal Support Supervisor position, at an annual salary savings of \$81,000; one Senior Office Services Specialist position, at an annual salary savings of \$70,000; two Office Services Specialist positions, at an annual salary savings of \$130,000; one Substance Abuse Specialist position, at annual salary savings of \$72,000; eight Mental Health Nurse positions, at an annual salary savings of \$874,000; six Clinical Psychologist positions, at an annual salary savings of \$739,000; two Accountant positions, at an annual salary savings of \$160,000; one Pre-licensed Vocational Nurse position, at an annual salary savings of \$62,000; two Pre-licensed Mental

Health Technician positions, at an annual salary savings of \$104,000; ten Junior Staff Nurse positions, at annual salary savings of \$1.0 million; one Coordinator of Administrative and Legislative Affairs position, at an annual salary savings of \$116,000; one Program Specialist position, at annual salary savings of \$72,000; three Psychiatrist III positions, at an annual salary savings of \$801,000; two Department Analyst II positions, at an annual salary savings of \$158,000; three Administrative Coordinator positions, at an annual salary savings of \$263,000; one Mental Health Managed Care Administrator position, for an annual salary savings of \$107,000; four Mental Health Physician positions, for an annual salary savings of \$800,000; one Nurse Practitioner position, at an annual salary savings of \$151,000; one Supervising Mental Health Clinician position, at an annual salary savings of \$369,000; five Office Services Assistant positions, at an annual salary savings of \$275,000; 19 Mental Health Therapist Trainee positions, at an annual salary savings of \$854,000; ten Mental Health Recovery Specialist positions, at an annual salary savings of \$305,000; one Mental Health Planning Analyst position, at an annual salary savings of \$83,000; one Family Advocate position, at an annual salary savings of \$88,000; one Mental Health Therapist Trainee position, at an annual salary savings of \$45,000; 39 Mental Health Recovery Specialist positions, at an annual salary savings of \$2,930,000; and one Patient Rights Advocate position, at an annual salary savings of \$86,000.

## **DIRECTOR'S DISCUSSION**

Kern County Mental Health Services Department is prepared to meet the challenges of FY 2008-09. Those challenges are formidable. Increasing demand for inpatient and emergency services has required partial redirection of resources away from the community-based treatment model created by the department over the past decade; recent County-wide increases in staff costs have necessitated departmental constriction, restructuring, and consolidation. Department management in concert with the stakeholder's community has addressed these challenges and decisions have been made that position the department for maximizing services, as funding allows, to both the inpatient and outpatient target populations in the coming year.

Adult Services: Outpatient resources have been reduced and in some cases eliminated, potentially heightening the risk that inpatient use may be exacerbated. System redesign efforts are being pursued to help mitigate such potentiality. Community-based teams have been consolidated to reduce supervision demands and eliminate office space needs. Access to services for uninsured adults will be more challenging. Less seriously mentally ill adults will be diverted from the treatment system into community resources.

Children’s Services: Some constriction has occurred on Children’s teams but overall they are less dramatically impacted than are adult teams due to categorical funding that is available for children’s services.

Crisis Services: Additional funding has been channeled into inpatient services including the creation of a contracted psychiatric health facility, a lower cost alternative to hospitalization.

Contracted Services: Reductions have occurred in many contracts. Geographic providers have been preserved and increased participation in MHSA plans and funding will assist in offsetting these cuts.

Summary: Out of necessity, we will change the way we serve mentally ill individuals. This represents a difficult but necessary realignment of our system to accommodate increasing demands on its resources.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
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.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
75% reduction	70% reduction	75% reduction	Unavailable	75% reduction
<b>What:</b> This indicator measures the reduction of days of hospitalization comparing the year prior to AB2034 (currently MHSA AT&T) treatment to the first year of treatment.				
<b>Why:</b> This indicator demonstrates the effectiveness of treatment in reducing psychiatric crises and subsequent reductions in use of high cost services.				
<b>How are we doing?</b> We believe we are continuing to exceed 70%. The State outcome database from which we gather this measure was changed, but should be available to us “very soon.”				
<b>How is this funded?</b> The program providing these services are funded by the Mental Health Services Act (MHSA).				

<b>Performance Measure # 2</b>				
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.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
74% reduction	70% reduction	75% reduction	Unavailable	75% reduction
<b>What:</b> This indicator measures the reduction of days of incarceration compared with the year prior to treatment.				
<b>Why:</b> This indicator demonstrates the effectiveness of treatment in reducing psychiatric crises and subsequent reductions in use of high cost services.				
<b>How are we doing?</b> The department continues to compare favorably with historical State averages on this measure (75%), however mid-year results are not available due to a State database change.				
<b>How is this funded?</b> Teams providing these services are funded by the Mental Health Services Act (MHSA).				

<b>Performance Measure #3:</b>				
Percentage of adults participating in substance abuse treatment who report being satisfied with services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	83.5%	85%	unknown	85%
<b>What:</b> This indicator measures the level of satisfaction of individuals participating in substance abuse treatment delivered by County-operated and contracted providers in Kern County.				
<b>Why:</b> From the client perspective, this indicator measures the quality of care and where improvements are needed.				
<b>How are we doing?</b> In 2007, 83.5% of 2,100 individuals reported satisfaction with the services and 87.6% agreed that staff treated them with respect. The 2008 surveys have been collected but the findings are not available at this time.				
<b>How is this funded?</b> This effort is funded with the Substance Abuse Prevention and Treatment block grant.				

<b>Performance Measure #4</b>				
Percentage of children in foster care who receive mental health services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
32%	31%	NA	28.3%	35%
<b>What:</b> This indicator measures the percentage of children age (0-18) in foster care who receive mental health services from the department as compared to statewide.				
<b>Why:</b> Foster care children are at extremely high risk for criminal justice involvement , educational under-performance, increased substance use or other serious life crises if they do not receive mental health services when the need is identified.				
<b>How are we doing?</b> Large county average rate is 48%. State average rate is 50%. Kern County needs to improve the rate at which we see foster kids.				
<b>How is this funded?</b> Services for foster children are funded with State and federal funds (Medi-Cal).				

<b>Performance Measure # 5</b>				
Percent difference between levels of mental health service to Hispanic Medi-Cal beneficiaries and White Medi-Cal beneficiaries, as measured by dollar amounts in Medi-Cal claims.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$2,625 in claims per person per year for Hispanic vs. \$4666 for White (77.8% difference)	\$3,366 for Hispanic vs. \$4638 for White (37.8% difference)	N/A	\$2,963 Hispanic vs. \$3785 White (27.7% difference)	Within 10% of parity
<b>What:</b> This indicator measures whether two ethnic groups receive comparable levels of service, based on MediCal paid claims. Once a person is in the system, do they get the same amount of services?				
<b>Why:</b> As an indicator of cultural competence and equity, it is expected that different ethnic groups would receive relatively comparable services. This measure focuses on services to the Latino community, which is historically underserved in Kern County.				
<b>How are we doing?</b> The department has focused on percentages of different ethnic groups who get into the system in the past. This is a new focus, namely what happens to those who do get into treatment. This is a vital measure.				
<b>How is this funded?</b> This measure focuses only on MediCal beneficiaries. The services are therefore funded with State and federal funds.				

<b>Performance Measure #6:</b>				
Percentage of adult mental health individuals served who are satisfied or very satisfied with Kern County's services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
92%	85%	85%	92%	>88%
<b>What:</b> This indicator measures the percent of Kern County adult mental health beneficiaries who are satisfied or very satisfied on a statewide customer satisfaction survey.				
<b>Why:</b> This indicator demonstrates satisfaction with treatment services.				
<b>How are we doing?</b> The department continues to compare favorably with historical State averages on this measure (88%).				
<b>How is this funded?</b> All adults services are funded with an array of revenues: State and federal Medi-Cal, State categorical and discretionary, grants, private insurance, and patient fees.				

<b>Performance Measure #7:</b>				
Percentage of youth mental health individuals served who are satisfied or very satisfied with the County's services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
86%	70%	70%	80%	80%
<b>What:</b> This indicator measures the percent of Kern County youth mental health beneficiaries who are "satisfied" or "very satisfied" on a statewide customer satisfaction survey.				
<b>Why:</b> This indicator demonstrates satisfaction with treatment services.				
<b>How are we doing?</b> The department has historically been lower than the State average (74% to 86%), but has made improvements on this measure. This year's measure exceeds the current State average (78%) for the first time.				
<b>How is this funded?</b> All youth services are funded with an array of revenues: State and federal Medi-Cal, State EPSDT, categorical and discretionary, grants, private insurance, and patient fees.				

<b>Performance Measure #8:</b>				
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the County's services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
87%	85%	85%	85%	85%
<b>What:</b> This indicator measures the percent of Kern County Mental Health families of youth who are receiving services and who are "satisfied" or "very satisfied" on a Statewide customer satisfaction survey.				
<b>Why:</b> This indicator demonstrates satisfaction with treatment services.				
<b>How are we doing?</b> Satisfaction scores of family members whose youth are receiving services continue to remain high, and compare favorably with State averages (73%-86%).				
<b>How is this funded?</b> All youth services are funded with an array of revenues: State and federal Medi-Cal, State EPSDT, categorical and discretionary, grants, private insurance, and patient fees.				

# Mental Health-Substance Abuse Program

Budget Unit 4123

Department Head: James Waterman, Interim, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,455,456	\$5,374,160	\$5,109,600	\$5,974,475	\$5,798,976	\$424,816
Services and Supplies	7,885,817	12,483,021	10,181,785	9,431,871	9,479,176	(3,003,845)
Other Charges	133,536	380,072	385,802	152,539	152,539	(227,533)
<b>TOTAL EXPENDITURES</b>	<b>\$12,474,809</b>	<b>\$18,237,253</b>	<b>\$15,677,187</b>	<b>\$15,558,885</b>	<b>\$15,430,691</b>	<b>(\$2,806,562)</b>
<b>REVENUES:</b>						
Intergovernmental	\$9,486,234	\$11,677,034	\$10,600,846	\$8,548,418	\$8,548,418	(\$3,128,616)
Charges for Services	2,590,352	4,027,308	4,190,922	3,818,058	3,818,058	(209,250)
Miscellaneous	125,238	150,000	40,000	40,000	40,000	(110,000)
Other Financing Sources:						
Alcoholism Prog	90,000	191,880	191,880	191,880	142,000	(49,880)
Alcohol Abuse Education/Prev	78,000	78,000	78,000	78,000	125,000	47,000
Drug Program Fund	11,000	22,000	22,000	22,000	9,000	(13,000)
General Fund Contribution	111,363	553,539	553,539	553,540	329,863	(223,676)
MH-Prop. 36 Substance Abuse	0	1,537,492	0	2,306,989	2,306,989	769,497
<b>LESS TOTAL REVENUES</b>	<b>\$12,492,187</b>	<b>\$18,237,253</b>	<b>\$15,677,187</b>	<b>\$15,558,885</b>	<b>\$15,319,328</b>	<b>(\$2,917,925)</b>
<b>NET MENTAL HEALTH FUND</b>	<b>\$17,378</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111,363</b>	<b>\$111,363</b>
<b>NET GENERAL FUND COST</b>	<b>\$111,363</b>	<b>\$553,539</b>	<b>\$553,539</b>	<b>\$553,540</b>	<b>\$329,863</b>	<b>(\$223,676)</b>
<b>Authorized Positions:</b>	77	80	80	80	80	0
<b>Funded Positions:</b>	77	80	80	68	68	(12)

## OPERATIONAL SUMMARY

▪ *Mission:*

Working together toward hope, recovery and independence.

▪ *Fundamental Functions & Responsibilities:*

- Meets the Health & Safety Code Section 11800 to administer, coordinate and monitor the county alcohol program
- Meets the Health & Safety Code Section 11962 to administer, coordinate and monitor the County drug program
- Function as the lead agency for the implementation of Proposition 36

## PROGRAM DISCUSSION

The recommended budget allows the Substance Abuse Division of the Mental Health Services Department to

continue a variety of prevention and treatment programs to meet the needs of the community. Primary funding for the programs operated within this budget unit is provided by sources outside the General Fund. However, in order

to qualify for much of the funding, a minimum County General Fund contribution is required. The recommended budget incorporates the maintenance of effort level of funding required of the County and the matching funds for the Offender Treatment Program.

The recommended budget provides funding for the costs related to negotiated salary increases. Services and supplies have decreased by \$3 million due to decreases in provider contracts and one-time expenditures. A decrease of \$227,000 in other charges is due to a reduction in the Countywide Cost Allocation Plan charges.

It is anticipated that Medi-Cal patient reimbursements will decrease by approximately 15%, or \$345,000 based on historical projections. Intergovernmental revenue decreases of \$3.1 million and corresponding other financing sources increases of \$2.9 million are largely due to an accounting method change implemented by the Auditor-Controller.

In response to the County Strategic Plan goals to increase community services to reduce the incidence of gang violence and to provide family-based programs to prevent substance abuse, the priority areas for the Substance Abuse Division include strengthening women's treatment services, developing a continuum of services for adolescents, reducing the rate of underage youth alcohol use, and increasing the capacity of families to protect their children against the ravages of substance use and abuse.

The recommended General Fund contribution includes funding for the Adolescent Substance Abuse Residential Treatment program provided in conjunction with the County's Gang Violence Strategic Plan. The recommended contribution to support this program in FY 2008-09 is \$218,500, as compared to \$442,000 provided in FY 2007-08. Due to unavoidable delays in program implementation the General Fund contribution provided for this purpose in FY 2007-08 exceeded actual expenditures. Therefore, the department will be using a portion of its FY 2007-08 carry forward balance to fully fund this program.

## **POSITIONS DISCUSSION**

The recommended budget includes holding vacant and unfunded the following positions: one Accountant I/II position, at an annual salary savings of \$80,000; three Office Services Technician positions, at an annual salary savings of \$178,000; one Office Services Assistant position, at an annual salary savings of \$54,000; one Mental Health Therapist Trainee position, at an annual salary savings of \$44,000; one Mental Health Recovery Specialist position, at an annual salary savings of \$75,000; two Substance Abuse Specialist positions, at an annual salary savings of \$142,000; one Youth Prevention Aide position, at an annual salary savings of \$57,000; one Program Coordinator position, at annual salary savings of \$100,000; and one Fiscal Support Technician position, at an annual salary savings of \$64,000.

## **DIRECTOR'S DISCUSSION**

As prescription and over-the-counter drugs become the drugs of choice among Kern's youth and high school students, demand for novel prevention and treatment strategies increase. Kern County Substance Abuse was awarded a multi-year grant by the State Department of Drug and Alcohol Programs. These funds will be used to provide prevention and intervention services for youth who have been expelled from school for drug and alcohol offenses.

Other grants have allowed the development of prevention ads that will air during 2008. The Kern County Board of Supervisors has provided funding to develop adolescent residential treatment programs through the Gang Prevention Strategic Plan. More needs to be done. Of 198 counties throughout the U.S. of similar size to Kern, Kern County ranked number one in the nation with the highest admission rates to a State prison for a drug offense. As prison reform looms, resources for the local delivery of substance abuse treatment are not currently part of the equation. Until additional resources are made available for treatment and recovery, recidivism will continue to thwart efforts to improve the quality of life.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percent change in the number of people reporting that they were in jail 30 days prior to completion of Proposition 36 substance abuse treatment compared to when they began treatment.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	62.4% decrease	NA	82.6% decrease	70% decrease
<b>What:</b> This indicator measures the percent of people reporting they were in jail 30 days prior to completion of Proposition 36 treatment compared to when they began treatment.				
<b>Why:</b> This indicator demonstrates the effectiveness of treatment by reducing criminal involvement and improving public safety.				
<b>How are we doing?</b> There is a dramatic increase in the number of individuals who stay out of jail as a result of completing substance abuse treatment.				
<b>How is this funded?</b> These measures are contained in the California Outcomes Measurement System (CalOMS) and record client data for treatment services funded through Proposition 36 funds.				

<b>Performance Measure #2:</b>				
Average number of days individuals spend in outpatient substance abuse treatment.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	unknown	90 days	106 days	90 days
<b>What:</b> This indicator measures the length of stay of individuals successfully completing treatment.				
<b>Why:</b> Research indicates that for most clients, the threshold of significant improvement is reached at about three months in treatment. After this threshold is reached, additional treatment can produce further progress toward recovery.				
<b>How are we doing?</b> For the first quarter in FY 2007-08, the median length of stay of persons successfully completing treatment was 107 days compared to other large counties which was 84 days.				
<b>How is this funded?</b> These measures are contained in the California Outcomes Measurement System (CalOMS) and record client data for treatment services funded through a variety of federal and State allocations including the Substance Abuse Prevention and Treatment block grant, Drug Medi-Cal and State general funds.				

<b>Performance Measure #3:</b>				
Percentage of adults participating in substance abuse treatment who report being satisfied with services.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	83.5%	85%	unknown	85%
<b>What:</b> This indicator measures the level of satisfaction of individuals participating in substance abuse treatment delivered by County operated and contracted providers in Kern County.				
<b>Why:</b> From the client perspective, this indicator measures the quality of care and where improvements are needed.				
<b>How are we doing?</b> In FY 2006-07, 83.5% of 2,100 individuals reported satisfaction with the services and 87.6% agreed that staff treated them with respect. The FY 2007-08 surveys have been collected but the findings are not available at this time.				
<b>How is this funded?</b> This effort is funded with the Substance Abuse Prevention and Treatment block grant.				

**Mental Health Services Department-County Contribution Budget Unit 4127**  
 Department Head: James Waterman, Interim, *Appointed*

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$0	\$0	\$0	\$0	\$25,980,570	\$25,980,570
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,980,570</b>	<b>\$25,980,570</b>
<b>REVENUES:</b>						
Intergovernmental	\$0	\$0	\$0	\$0	\$24,879,582	\$24,879,582
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,879,582</b>	<b>\$24,879,582</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100,988</b>	<b>\$1,100,988</b>

**PURPOSE**

This budget unit appropriates supplemental funding from the General Fund to the Mental Health Fund to provide for Mental Health Services Department operations, namely development, expansion and delivery of innovative, integrated services for mentally ill children and adults.

**PROGRAM DISCUSSION**

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Mental Health Services Department. Appropriations within this budget unit will be transferred to the Mental Health Services operating budget unit 4120 and Mental Health Services – Substance Abuse operating budget unit 4123, and will be reflected in those budget units under the revenues category, Other Financing Sources.

The contribution includes \$771,125 in funding for Mental Health Services as required by the State for maintenance of effort for mental health programs. The contribution also includes \$111,363 for maintenance of effort and \$218,500 for gang suppression enhancement activities for the Mental Health – Substance Abuse programs.

A significant portion of the County contribution is made up of Mental Health Realignment revenues. The recommended allocation of Mental Health Program Realignment funds is \$24.9 million for mental health services, which is a decrease of \$1.3 million in funding from FY 2007-08. The reduction in realignment revenues is a result of decreased sales tax due to statewide economic conditions.

The recommended level of funding will assist the department in meeting performance goals associated with providing services to the County population, as outlined in the County Strategic Plan.

Performance measurements for the Mental Health Services Department are included in the budget discussions for budget units 4120 and 4123.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$763,287	\$757,354	\$619,204	\$668,734	\$586,582	(\$170,772)	
Services and Supplies	430,921	570,904	329,458	752,647	752,647	181,743	
Fixed Assets	0	0	0	10,000	10,000	10,000	
<b>TOTAL EXPENDITURES</b>	<b>\$1,194,208</b>	<b>\$1,328,258</b>	<b>\$948,662</b>	<b>\$1,431,381</b>	<b>\$1,349,229</b>	<b>\$20,971</b>	
<b>REVENUES:</b>							
Licenses and Permits	\$132,467	\$104,028	\$143,360	\$161,960	\$161,960	\$57,932	
Use of Money/Property	0	0	0	320	320	320	
Intergovernmental	593,025	523,800	443,709	721,128	721,128	197,328	
Charges for Services	158,767	186,520	143,847	134,120	134,120	(52,400)	
Miscellaneous	15,240	300	948	300	300	0	
Other Financing Sources:							
Emergency Medical Services Fnd	384,089	460,975	304,591	360,919	289,591	(171,384)	
<b>LESS TOTAL REVENUES</b>	<b>\$1,283,588</b>	<b>\$1,275,623</b>	<b>\$1,036,455</b>	<b>\$1,378,747</b>	<b>\$1,307,419</b>	<b>\$31,796</b>	
<b>NET GENERAL FUND COST</b>	<b>(\$89,380)</b>	<b>\$52,635</b>	<b>(\$87,793)</b>	<b>\$52,634</b>	<b>\$41,810</b>	<b>(\$10,825)</b>	
<b>Authorized Positions:</b>	9	9	9	9	9	0	
<b>Funded Positions:</b>	9	9	9	9	9	0	

**OPERATIONAL SUMMARY**

▪ *Mission:*

Facilitate the delivery of high quality emergency medical services to those people in Kern County facing immediate life-threatening illness or injury in order to decrease instances of death and disability.

▪ *Fundamental Functions & Responsibilities:*

- Optimal, high quality patient care
- Timely responses to emergencies
- Timely payment of EMS Fund claims
- Maintain preparedness for disaster response

**PROGRAM DISCUSSION**

The recommended budget provides sufficient funding to support the department’s functions at existing service levels. In keeping with the County Strategic Plan, the recommended budget will also enable the department to meet its County Strategic Plan goal of ensuring patients receive optimal, high quality, and timely emergency medical care to improve survival of sudden injury or illness. The recommended budget includes the planned use of \$322,000 in Budget Savings Incentive (BSI) credits to enable the department to offset negotiated increases in salaries and benefits and a reduction of revenue. The department will continue to manage the Emergency

Medical Payments budget unit 4201 and Ambulance Service Payments budget unit 4203.

Associated with public safety strategies and goals for providing quality emergency medical services and response, the department will conduct work in the following major areas in FY 2008-09:

- Ongoing monitoring of ambulance service performance standards to ensure compliance with contract requirements will remain a high priority.
- Ongoing department functions including coordination of multiple committees and task

forces; accrediting and certifying County prehospital personnel, emergency medical dispatchers, and mobile intensive care nurses.

- Begin offering fingerprinting as part of the certification process for County Emergency Medical Technicians through the use of a new Live Scan machine. The new machine will also facilitate background checks of volunteers such as the Kern Medical Reserve Corps.
- Case reviews and incident investigations; administration of the trauma system and State trauma funding; oversight of medical dispatch advancement; and collection of over 140,000 patient records and generated annually.
- Participation in Homeland Security and disaster preparedness planning and drills as part of the department's efforts along with those of the Public Health Department, Kern County Emergency Council, City of Bakersfield, and all hospitals to ensure disaster readiness.

### **POSITIONS DISCUSSION**

The recommended budget includes no position additions or deletions.

### **DIRECTOR'S DISCUSSION**

The department is in agreement with CAO's recommended budget. But, there is one area of concern.

The department proposed that approximately \$71,328 of EMS Fund monies be diverted from Ambulance Service

Payment – BU 4203 to the department's operating budget – BU 4200. The CAO is not supportive of this proposal and is recommending that the Ambulance Service Payments be funded in a manner similar to last year.

The CAO's recommended budget will result in near depletion of the department's Budget Saving Incentive (BSI) reserves. These reserves have been used as a "savings account" to offset unexpected expenses that arise during the year or to offset costs when revenues are down. Further, the reserves are used to enhance the EMS system (i.e., ePCR software support costs, consultant costs, etc.). Spending nearly all of the reserves in one year is not a prudent long-term financial strategy. However, the department acknowledges the difficult financial situation we as the County face and agree that the CAO's recommendation is a sound course of action for FY 2008-09.

In the following fiscal year, FY 2009-10, the department will not have much of a BSI cushion for the unexpected or for system enhancements. Consequently, in the long term, depletion of the reserves may result in reduction in services. Your Board will be faced with the public policy decision to make a reduction in services or approve alternative revenue sources to maintain or increase services. Diverting a greater portion of EMS Fund discretionary monies from Ambulance Service Payments to the department is one such alternative. Another alternative is for the department to seek your Board's approval to charge dramatically higher service fees. The department will bring a thoughtful and sound funding strategy for FY 2009-10 to your Board for consideration over the course of the next year.

**GOALS & PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of paramedic compliance with treatment protocols.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	96.6%	Range of 95 to 100%	98.2% (July – Dec)	Range of 95 to 100%
<b>What:</b> This indicator measures ambulance field personnel’s (EMTs and paramedics) compliance with treatment protocols for pharmacology, medical intervention, and documentation. Random samples of records from each ambulance service are audited annually to determine compliance.				
<b>Why:</b> Field personnel provide specific medical treatments dependent upon the signs and symptoms a patient is displaying. Compliance with the treatment protocols ensures appropriate medical care is provided. The measurement is an indication of the department’s ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.				
<b>How are we doing?</b> The mid-year FY 2007-08 result is on target and within the acceptable range; compliance is being achieved. Historical data prior to last year is not available as the department began tracking this indicator in FY 2006-07.				
<b>How is this funded?</b> It is estimated that the department’s cost in work outputs that serve to achieve this goal is \$400,705 with an estimated personnel resource allocation of 2.2 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated budget savings incentive credits, and a small segment of the General Fund.				

<b>Performance Measure #2:</b>				
Percentage of emergency medical Dispatcher accuracy in following interrogation protocols and giving instructions.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
98.8%	98.9%	Range of 97 to 100%	98.96% (*July – Nov, ECC)	Range of 97 to 100%
<b>What:</b> This indicator measures the emergency medical dispatcher’s overall accuracy rate in following the required caller interrogation protocol, following ProQA pre-assigned response, providing appropriate post-dispatch instructions to caller, providing appropriate pre-arrival instructions to caller, and providing appropriate customer service. Random samples of records are audited monthly to determine compliance; the results are reported to the department.				
<b>Why:</b> Dispatchers send specific types of emergency personnel, resources, and equipment based on the information they extract from the caller regarding the patient’s condition. Compliance with emergency medical dispatch protocols ensures appropriate medical care is provided. The measurement is an indication of the department’s ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.				
<b>How are we doing?</b> The mid-year FY 2007-08 result is on target and within the acceptable range; compliance is being achieved. The national average for the same time period is 97.74%.				
<b>How is this funded?</b> It is estimated that the department’s cost in work outputs that serve to achieve this goal is \$163,959 with an estimated personnel resource allocation of 0.9 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated budget savings incentive credits, and a small segment of the General Fund.				

<b>Performance Measure #3:</b>				
Percent of instances in which ground ambulances arrive on the scene within the required response time of Priority 1, Priority 2, and Priority 3 calls.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
94.6%	96.5%	Range of 90 to 100%	96.20% (*July, Aug, and partial Sept)	Range of 90 to 100%
<b>What:</b> This indicator measures the percentage of time ambulances arrive at the scene of emergencies within the required response times. Each ambulance provider reports to the department the number of emergency calls per month for each response time zone and the number of emergency calls per month for each response time zone that are on time (i.e., 8 minutes in a designated metro area for a Priority 1 call). The indicator being reported is the overall compliance rate for all ambulance providers countywide annually.				
<b>Why:</b> Ambulances are required to respond to the scene of emergencies within a certain amount of time from the time the call is received. Compliance must be achieved 90 percent of the time, per month, per time zone. Survival rates for many types of medical emergencies increase if patients receive appropriate care rapidly. Establishing time standards helps ensure care is provided as quickly as possible most of the time. The measurement is an indication of the department's ability to oversee and monitor the EMS system, establish time zone standards, and ensure compliance with policies and procedures.				
<b>How are we doing?</b> The mid year FY 2007-08 result is on target and within the acceptable range; compliance is being achieved. As many as 10 percent of the calls are allowed to be late, yet only 3.8 percent of the calls are late; response time compliance is very high.				
<b>How is this funded?</b> It is estimated that the department's cost in work outputs that serve to achieve this goal is \$199,684 with an estimated personnel resource allocation of 1.1 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated budget savings incentive credits, and a small segment of the General Fund.				

<b>Performance Measure #4:</b>				
Percent of instances in which ambulances transport trauma victims to hospitals within one hour of dispatch.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	82.4%	Range of 80 to 100%	84.9% (*July 1 – Dec 15)	Range of 80 to 100%
<b>What:</b> This indicator measures the percentage of time ambulances arrive at hospitals within one hour of dispatch time for trauma calls. The indicator being reported is for all ambulance providers countywide annually.				
<b>Why:</b> Survival rates for victims of serious traumatic injuries increase if the victim receives surgical care within one hour of the injury – the golden hour. Measuring the EMS system’s response time (dispatch to hospital arrival) to trauma calls is a gauge at the effectiveness of one component of the local trauma system. The measurement is an indication of the department’s effectiveness at establishing dispatch response protocols, time zone standards, and scene control policies for trauma calls.				
<b>How are we doing?</b> The mid-year FY 2007-08 result is on target and within the acceptable range; compliance is being achieved. Historical data prior to last year is not available, as the department began tracking this indicator in FY 2006-07. There are many reasons why transport times may be greater than one hour. These include, for example: scene of injury is a great distance from the trauma center (KMC); transport is delayed due to extended extrication; and Kern’s geography is such that it is not possible in every case to drive to the scene of an accident, pick up a patient, and then transport to KMC or other hospital within 60 minutes.				
<b>How is this funded?</b> It is estimated that the department’s cost in work outputs that serve to achieve this goal is \$244,228 with an estimated personnel resource allocation of 1.3 FTE. These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, trauma center reimbursement for costs, special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated budget savings incentive credits, and a small segment of the General Fund.				

<b>Performance Measure #5:</b>				
Average number of days after medical services were rendered that valid EMS Fund physician claims paid.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
235 days	227 days	Range of 150 to 240 days	205 days (*July 1 – Dec 27)	Range of 150 to 240 days
<b>What:</b> This indicator shows the average number of days for physicians to be reimbursed for emergency medical care they provided to nonpaying patients (i.e., indigent, poor, or uninsured) through the EMS (Maddy) Fund.				
<b>Why:</b> The EMS Fund is the payor of last resort. When a physician has rendered emergency medical care, invoiced a patient twice, definitively determined that the patient has no insurance of any kind, and determined that the patient is not going to make any payments, the physician may file a claim to the EMS Fund. The measurement is an indication of the effectiveness of the department at processing claims.				
<b>How are we doing?</b> The mid-year FY 2007-08 result is on target and within the acceptable range; compliance is being achieved. Over the past four and a half years, there has been a steady decrease in claims processing times, resulting in faster payment to physicians each year. The number of claims in FY 2003-04 (15,252) has more than doubled compared to FY 2006-07 (33,111 est.). The department’s workload has doubled; yet the claims are being paid faster.				
<b>How is this funded?</b> It is estimated that the department’s cost in work outputs that serve to achieve this goal is \$294,635 with an estimated personnel resource allocation of 1.6 FTE. These activities are partially funded by special purpose EMS (Maddy) Fund (administrative costs reimbursement plus a portion of the discretionary segment of the fund), and accumulated budget savings incentive credits.				

<b>Performance Measure #6:</b>				
Hours annually devoted to disaster preparedness activities.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	3,949* *Jan 1-Dec 31, 2007	3,000
<b>What:</b> The level of disaster preparedness is not something easily measured. In prior performance measurements, a narrative was used to describe major preparedness activities for the year. However, a narrative description does not provide the ability to quantify performance, or to measure one year against another. The proposed performance measure is an output measurement; simply the hours devoted to the activity. This allows a side-by-side comparison of one year's level of effort to another.				
<b>Why:</b> Most of the disaster preparedness activities are based on grant funding. The amount of staff time devoted to disaster preparedness activities is largely a result of fulfilling an obligation to implement the grant program. If grant funding for disaster preparedness increases, so will the level of effort. Conversely, as grant funding diminishes it can be anticipated that disaster preparedness activities will, too. Measuring hours rather than measuring grant dollars gives a more accurate assessment of the department's effort inasmuch as most of the grant funds are used to purchase supplies and equipment. Equipment inventory in itself does not give a meaningful measure of preparedness.				
<b>How are we doing?</b> The department began collecting detailed staff time records in October 2006. Consequently, there is not a long history of the data available for this measurement. During the 2007 calendar year, the department devoted 3,949 hours directly on disaster preparedness activities. Grant funding for FY 2008-09 is being reduced; therefore fewer hours will be devoted to this activity.				
<b>How is this funded?</b> It is estimated that the department's cost in work outputs that serve to achieve this goal is \$452,384 with an estimated personnel resource allocation of 2.5 FTE (including overhead costs). These activities are largely funded by the Regional Disaster Medical Health Specialist grant, bio-terrorism grant through the Public Health Department, and four federal HRSA grant programs. A small portion of these activities are funded by special purpose EMS (Maddy) Fund (a portion of the discretionary segment of the fund), accumulated budget savings incentive credits, and a small segment of the General Fund.				

# Emergency Medical Payments

**Budget Unit 4201**  
**Department Head: Ross Elliott, *Appointed***

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$229,894	\$0	\$0	\$0	(\$229,894)
Services and Supplies	1,834,796	2,035,036	1,799,280	1,382,000	1,382,000	(653,036)
Other Financing Uses	0	0	360,919	360,919	360,919	360,919
<b>TOTAL EXPENDITURES</b>	<b>\$1,834,796</b>	<b>\$2,264,930</b>	<b>\$2,160,199</b>	<b>\$1,742,919</b>	<b>\$1,742,919</b>	<b>(\$522,011)</b>
<b>REVENUES:</b>						
Fines, Forfeitures & Penalties	\$0	\$0	\$1,556,118	\$1,426,599	\$1,426,599	\$1,426,599
Use of Money/Property	33,276	21,738	16,590	9,933	9,933	(11,805)
Intergovernmental	252,287	317,000	493,622	218,787	232,000	(85,000)
Miscellaneous Revenues	0	0	21,653	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$285,563</b>	<b>\$338,738</b>	<b>\$2,087,983</b>	<b>\$1,655,319</b>	<b>\$1,668,532</b>	<b>\$1,329,794</b>
<b>NET EMERGENCY MEDICAL FUND COST (Incr)/Decr</b>	<b>\$1,549,233</b>	<b>\$1,926,192</b>	<b>\$72,216</b>	<b>\$87,600</b>	<b>\$74,387</b>	<b>(\$1,851,805)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

This budget unit is used to pay physician and hospital claims for providing care and treatment to indigents. The Emergency Medical Services (EMS) Department administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides funding to support indigent medical care within the County for FY 2008-09. The department continues its efforts in keeping with the County Strategic Plan of ensuring that the average elapsed days to pay valid Emergency Medical Services Fund claims are 30-60 days from the date the claims can be statutorily paid, as tracked in Performance Measure 5 for budget unit 4200.

The major source of funding for this budget is from the EMS Fund. This fund is generated through revenues

consisting of fines and penalties assessed by the courts for specific violations. This program provides partial reimbursement of costs associated with indigent medical services to private physicians and local hospitals providing care to indigents. Changes in accounting procedures included these funds under fines, forfeitures, and penalties beginning in FY 2007-08.

Actual payments to physicians and hospitals for medical services in FY 2008-09 are projected to decrease by \$653,036, due to anticipated reductions in available revenues from the California Healthcare for Indigents Program (CHIP) Fund, the Emergency Medical Services Fund, and the State Emergency Medical Services Administration Fund.

### DIRECTOR'S DISCUSSION

The department is in agreement with the CAO's recommended budget.

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$47,845	\$200,000	\$200,000	\$200,000	\$0	(\$200,000)
Other Charges	33,858,725	35,710,000	0	0	0	(35,710,000)
Other Financing Uses	<u>0</u>	<u>0</u>	<u>36,318,973</u>	<u>36,293,000</u>	<u>39,493,000</u>	<u>39,493,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$33,906,570</b>	<b>\$35,910,000</b>	<b>\$36,518,973</b>	<b>\$36,493,000</b>	<b>\$39,493,000</b>	<b>\$3,583,000</b>
<b>REVENUES:</b>						
Intergovernmental	\$20,800,003	\$21,450,000	\$20,058,973	\$19,056,024	\$19,056,000	(\$2,394,000)
Charges for Services	<u>414,021</u>	<u>500,000</u>	<u>363,332</u>	<u>350,000</u>	<u>350,000</u>	<u>(150,000)</u>
<b>LESS TOTAL REVENUES</b>	<b>\$21,214,024</b>	<b>\$21,950,000</b>	<b>\$20,422,305</b>	<b>\$19,406,024</b>	<b>\$19,406,000</b>	<b>(\$2,544,000)</b>
<b>NET GENERAL FUND COST</b>	<b>\$12,692,546</b>	<b>\$13,960,000</b>	<b>\$16,096,668</b>	<b>\$17,086,976</b>	<b>\$20,087,000</b>	<b>\$6,127,000</b>

**PURPOSE**

State law mandates that the County provide medical care for indigent residents and inmates of correctional facilities. This budget unit appropriates funds to supplement the Kern Medical Center Enterprise Fund for providing medical services to indigent and uninsured patients, jail inmates, and juveniles in County detention facilities.

**PROGRAM DISCUSSION**

The recommended net General Fund cost represents the County’s contribution to provide for indigent, inmate, and uninsured care. An allowance for medical care is received by the County for federal inmates and is recognized within this budget unit.

The hospital is partially funded by an allocation from Health and Social Services Program Realignment revenues. The recommended allocation of Health Program Realignment funds is \$18.5 million, which is \$2.3 million less than budgeted in FY 2007-08 and approximately \$1 million less than actually received in FY 2007-08. The recommended allocation of Social Services Program Realignment funds, to assist in funding

the Elder Care program, is \$574,000, which is slightly less than was budgeted and projected to receive in FY 2007-08. The reduction in these realignment revenues is a result of decreased sales tax and vehicle in-lieu fees (VLF) due to statewide economic conditions.

The General Fund contribution of \$20.1 million includes the rebudget of \$3 million for the KMC Central Plant project. These funds were allocated during the Fall Reconciliation of the FY 2007-08 budget, but have not yet been expended. It is anticipated this project will be completed during FY 2008-09. The project is budgeted in KMC Enterprise Fund.

The remaining allocation of General Fund monies in the amount of approximately \$17.1 million is required to meet the hospital’s costs associated with providing inmate medical care to the adult and juvenile inmate population. The hospital is again committed to maximize revenues from other sources as well as striving to keep expenses in check.

A full discussion of Kern Medical Center’s budget, performance measures, and director’s comments is provided in the discussion of the KMC Enterprise Fund budget unit 8997.

# Ambulance Service Payments

Budget Unit 4203

Department Head: Ross Elliott, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$438,889	\$500,371	\$458,157	\$386,830	\$415,475	(\$84,896)
<b>TOTAL EXPENDITURES</b>	<b>\$438,889</b>	<b>\$500,371</b>	<b>\$458,157</b>	<b>\$386,830</b>	<b>\$415,475</b>	<b>(\$84,896)</b>
<b>REVENUES:</b>						
Other Financing Sources:						
Emergency Medical Services Fund	\$121,032	\$113,541	\$71,328	\$0	\$71,328	(\$42,213)
<b>LESS TOTAL REVENUES</b>	<b>\$121,032</b>	<b>\$113,541</b>	<b>\$71,328</b>	<b>\$0</b>	<b>\$71,328</b>	<b>(\$42,213)</b>
<b>NET GENERAL FUND COST</b>	<b>\$317,857</b>	<b>\$386,830</b>	<b>\$386,829</b>	<b>\$386,830</b>	<b>\$344,147</b>	<b>(\$42,683)</b>

### PURPOSE

The Ambulance Service Payments budget unit is used to pay for contract ambulance services provided for indigent residents. The Emergency Medical Services (EMS) Department administers this budget unit.

used to fund reimbursements to ambulance service providers. Due to budget constraints there have been reductions in the Emergency Medical Services funding of \$42,200 and a reduction in the General Fund contribution of \$42,700, resulting in an overall reduction in available funds for payment to ambulance services providers of \$84,900.

### PROGRAM DISCUSSION

The Emergency Medical Services Department will administer contracts and provide payments to authorized ambulance service providers supplying ambulance transportation for County responsible patients. Payments are issued quarterly based upon agreed percentages to five authorized ground ambulance providers and two air ambulance providers.

A portion of the EMS Fund, along with a General Fund contribution, is included in the recommended budget to be

### DIRECTOR'S DISCUSSION

The department is in agreement with CAO's recommended budget. But, there is a fundamental public policy decision looming for FY 2009-2010: approve alternative revenue sources for budget unit 4200, possibly including significant changes in the funding available for Ambulance Service Payments; or significantly reduce services provided by the EMS Department. A more thorough discussion of this issue is at Director's Discussion section of budget unit 4200.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$4,413,146	\$6,362,987	\$5,451,538	\$6,844,925	\$6,776,237	\$413,250
Services and Supplies	2,001,578	2,637,909	2,028,691	2,552,049	2,552,049	(85,860)
Other Charges	1,056	0	0	4,500	4,500	4,500
Fixed Assets	0	0	0	10,000	10,000	10,000
<b>TOTAL EXPENDITURES</b>	<b>\$6,415,780</b>	<b>\$9,000,896</b>	<b>\$7,480,229</b>	<b>\$9,411,474</b>	<b>\$9,342,786</b>	<b>\$341,890</b>
<b>REVENUES:</b>						
Intergovernmental	\$5,764,787	\$8,609,215	\$8,060,588	\$8,921,182	\$8,870,221	\$261,006
Charges for Services	92,822	105,200	87,100	88,100	88,100	(17,100)
Miscellaneous	4,534	0	1,000	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$5,862,143</b>	<b>\$8,714,415</b>	<b>\$8,148,688</b>	<b>\$9,009,282</b>	<b>\$8,958,321</b>	<b>\$243,906</b>
<b>NET GENERAL FUND COST</b>	<b>\$553,637</b>	<b>\$286,481</b>	<b>(\$668,459)</b>	<b>\$402,192</b>	<b>\$384,465</b>	<b>\$97,984</b>
<b>Authorized Positions:</b>						
Full Time	79	77	78	78	78	1
Part Time	2	6	6	6	6	0
<b>Total Positions</b>	<b>81</b>	<b>83</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>1</b>
<b>Funded Positions:</b>						
Full Time	75	77	78	72	72	(5)
Part Time	2	6	6	5	5	(1)
<b>Total Positions</b>	<b>77</b>	<b>83</b>	<b>84</b>	<b>77</b>	<b>77</b>	<b>(6)</b>

**PURPOSE**

The California Children Services (CCS) Program provides specialized medical care to children with disabling conditions. The program, available to income-qualifying families, is designed to ensure children realize their maximum physical and social potential. The Public Health Department administers this budget unit.

**PROGRAM DISCUSSION**

The recommended budget provides adequate funding to support diagnosis and treatment services through the California Children Services programs. Caseload size continues to increase due to the growing client population.

The recommended budget includes an increase of \$413,000 in salaries and benefits due to negotiated salary

increases. Services and supplies have decreased by \$85,000 due to a reduction in one-time expenditures. Revenue has increased from State reimbursements by \$260,000 due to increased salary, benefit, administration, and catastrophic medical care costs.

Performance measures related to this budget are included in the discussion on Public Health budget unit 4110.

**POSITIONS DISCUSSION**

The recommended budget includes the FY 2007-08 mid-year addition of one Junior Staff nurse position. The recommended budget includes funding for 77 of the 84 authorized positions.

**DIRECTOR'S DISCUSSION**

The department concurs with the County Administrative recommended budget for FY 2008-09.

*PUBLIC  
ASSISTANCE*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$98,254,284	\$107,172,778	\$116,699,216	\$122,819,122	\$119,161,666	\$11,988,888
Services and Supplies	47,100,306	53,500,664	55,033,496	58,744,235	58,394,154	4,893,490
Other Charges	1,521,406	1,972,800	1,936,241	2,194,382	2,194,382	221,582
Fixed Assets	623,237	405,135	405,135	412,257	412,257	7,122
<b>TOTAL EXPENDITURES</b>	<b>\$147,499,233</b>	<b>\$163,051,377</b>	<b>\$174,074,088</b>	<b>\$184,169,996</b>	<b>\$180,162,459</b>	<b>\$17,111,082</b>
<b>REVENUES:</b>						
Use of Money/Property	\$274,723	\$176,517	\$275,275	\$275,275	\$275,275	\$98,758
Intergovernmental	142,216,141	160,942,226	160,793,179	159,431,418	147,820,198	(13,122,028)
Charges for Services	173,543	263,695	163,675	163,675	163,675	(100,020)
Miscellaneous	115,628	110,368	179,925	179,933	179,933	69,565
Other Financing Sources:	28,386	0	57,841	0	0	0
General Fund Contribution	4,325,818	9,878,625	14,660,752	18,067,121	24,740,804	14,862,179
Kern Co Children's Trust	0	0	60,358	118,199	118,199	118,199
<b>LESS TOTAL REVENUES</b>	<b>\$147,134,239</b>	<b>\$171,371,431</b>	<b>\$176,191,005</b>	<b>\$178,235,621</b>	<b>\$173,298,084</b>	<b>\$1,926,653</b>
<b>NET HUMAN SERVICES- ADMINISTRATION FUND COST</b>	<b>\$364,994</b>	<b>(\$8,320,054)</b>	<b>(\$2,116,917)</b>	<b>\$5,934,375</b>	<b>\$6,864,375</b>	<b>\$15,184,429</b>
<b>NET GENERAL FUND COST</b>	<b>\$4,325,818</b>	<b>\$9,878,625</b>	<b>\$14,660,752</b>	<b>\$18,067,121</b>	<b>\$14,164,571</b>	<b>\$4,285,946</b>
<b>Authorized Positions:</b>	1,519	1,520	1,525	1,525	1,526	6
<b>Funded Positions:</b>	1,519	1,520	1,525	1,525	1,526	6

**OPERATIONAL SUMMARY**

▪ *Mission:*

The Department of Human Services partners with children, individuals, families and the community to ensure safe, protected and permanent homes for children and we actively assist individuals as they prepare for employment.

▪ *Fundamental Functions & Responsibilities:*

- Promote and support child safety and well being through prevention, intervention and protective services
- Promote stability and permanency in child welfare placements
- Promote and provide services that encourage family self-sufficiency
- Provide access to mandated safety-net services such as medical care, food and other assistance

**PROGRAM DISCUSSION**

The Human Services Department administers programs that provide financial assistance and social services to eligible persons. The vision of the department is to build healthy, self-sufficient families and individuals, which adheres to the County Strategic Plan goal of building a community where every child and adult thrives. Most public assistance programs administered by the department are controlled by federal or State laws, and are regulated and supervised by the State Department of Social Services. The department continues to direct its efforts to a family focused service delivery system. This includes initiatives such as Family-to-Family, Linkages, Differential Response and California Permanency for Youth Project. The CalWORKs program is the cornerstone in implementing welfare programs in California. Through CalWORKs, welfare recipients are required to participate in activities leading to employment.

Despite significant improvements, population growth and caseload increases are driving the cost of providing mandated services up. While a large percentage of these costs are funded through State and federal sources, increases in County resources are also required. The Medi-Cal Program has seen caseload growth of 124% since 1999. Numerous additional processes have been added, such as the requirement to verify identity and citizenship for both initial and on-going eligibility.

The Food Stamp Program permits eligible and certified low-income households to obtain a more nutritious diet through normal channels of trade by increasing food purchasing power. Program demand continues to grow at an annual rate of 6%. The department is responsible for determining continuing eligibility in the program for all applicants. The FY 2008-09 recommended budget calls for continued cost containment in this area.

The department has in place a 24-hour response system designed to receive, investigate, and evaluate reports of child abuse and neglect. Any child reported to the department to be endangered by abuse, neglect, or exploitation is eligible for initial intake and risk evaluation. Focusing on the safety of the child, arrangements are made for family reunification or permanent placement is arranged.

The recommended budget includes an increase in salary and benefits of \$17.4 million as a result of negotiated union agreements. This is offset by the inclusion of \$5.4 million in salary savings due to an estimated vacancy rate of 4.2%. Services and supplies have increased by \$4.8

million, primarily as a result of an increase in costs associated with childcare. There is also a \$221,600 increase in other charges primarily due to an increase in the Countywide Cost Allocation Plan charges.

Intergovernmental revenue decreases of \$13.1 million and corresponding other financing sources increases of \$14.8 million are largely due to an accounting method change implemented by the Auditor-Controller. Realignment revenues are now budgeted under Other Financing Sources as a General Fund contribution. An overall net increase in revenues of \$1.9 million is a result of an increase of net General Fund contribution of \$4.3 million offset by reductions to some State social service program reimbursements.

It is anticipated that the department will use approximately \$6.9 million in available fund balance to meet its fiscal requirements in FY 2008-09.

During FY 2007-08, additional Realignment Program revenues were recognized and appropriated in the Human Services Department budget to fund the cost of contracts with community based organizations to provide services in accordance with the Gang Violence Strategic Plan. While available Realignment Program revenues have decreased, this source of funding is augmented with a net General Fund contribution to allow the department to continue funding these contracts.

Counties are legislatively mandated to administer numerous human services programs; State funding for these services has been frozen at 2001 cost levels. Failing to fund actual county cost increases (referred to locally as cost of doing business - CODB) for six years has led to a growing funding gap. The department has in recent years maximized the claiming of available federal and State funds. Salary and benefit increases for employees occurring since 2001 have required the County to exceed the required local funding match to maintain services. This has resulted in an estimated overmatch in local funds of \$11.9 million in FY 2007-08.

The cost of providing mandated services, which are not otherwise reimbursed through federal and State funding sources, is covered by the County General Fund through a combination of Social Services Program Realignment funds and discretionary revenues. Total local cost for FY 2008-09 is recommended at \$29 million, which represents a 52% increase over that of FY 2007-08. Of the \$29 million, \$10.5 million is derived from Social Services Program Realignment funding and the remainder is funded with local discretionary revenue.

The department's FY 2008-09 requested budget included an overmatch in local funds in the amount of \$10.9 million for Child Protective Services and \$13.2 million for Public Assistance programs, for a total overmatch of \$24.1 million. Due to budget constraints, the FY 2008-09 recommended budget includes reducing overmatching local funds to \$9.6 million for Child Protective Services and \$9.5 million for Public Assistance programs, for a total of \$19.1 million. While there is a \$5 million reduction in local funding for overmatching State and federal reimbursements between the department's request and the recommended budget, the largest portion of this reduction is to Public Assistance programs. The department is committed to maintaining Child Protective Services and continuing to address the recommendations resulting from the Child Welfare League of America (CWLA) review with the resources recommended in this proposed budget.

To continue the FY 2007-08 staffing and service levels would have required an additional General Fund contribution of \$5 million, as was included in the department's requested budget and original net General Fund guideline amount. However, this additional overmatch has been reduced due to the department's commitment to contain costs and using a measured approach to filling vacancies, as discussed below under Director's Discussion.

### **POSITIONS DISCUSSION**

The recommended budget includes the FY 2007-08 mid-year addition of five positions at an annual cost of \$418,000. These positions were added to backfill for employees reassigned for training and implementation of the Statewide Automated Welfare System Migration Project.

The recommended budget also includes the addition of one Office Services Assistant position, at an annual cost of \$56,400. This position has been deleted in the Employers' Training Resource budget, as a result of the closure of its Career Services Center in Mojave; a facility shared by the Human Services Department providing services to its Mojave area clients. Human Services will continue to provide services in the facility and will continue to use the position in providing receptionist and other office related duties.

The position changes will enable the department to meet its County Strategic Plan goals and performance measures as discussed below.

### **DIRECTOR'S DISCUSSION**

The recommended budget reflects a reduction to County contribution and realignment totaling \$5,000,000. This is a 28% reduction to the status-quo budget submitted by Human Services targeting sustainability to provide the 17 mandated public assistance and child welfare service programs to our community. The submitted budget requested no new positions or services. Additionally, the department did not identify additional unmet needs as we are already challenged with inadequate allocations to fund current staffing levels, which are below target to sufficiently meet the fundamental functions and responsibilities outlined in the agency mission. The recommended budget will further impact our ability to meet the needs of the County's most vulnerable children and families.

While counties are legislatively mandated to administer numerous human services programs, funding for these programs has been frozen by the State at the 2001 cost of doing business (CODB) levels, creating an estimated funding gap for Kern of \$11.9 million annually. In addition to receiving no CODB, Kern County has seen a significant increase in costs to retirement benefits (3% at age 60), medical benefits and the newly negotiated salary MOU. The department absorbed these costs internally through FY 2006-07. However these continued increases, coupled with the Governor's projected cuts to allocations for FY 2008-09, have resulted in the funding gap the department now faces.

The department has added no permanent staff to administer the multiple public assistance programs since FY 2005-06 while caseload growth has exceeded 43% in the past two years. The department currently provides case management services to more than 93,240 cases which represent more than a third of Kern's population. Children represent more than 82% of the caseload. Caseload sizes are already over target requiring ongoing protected and overtime to meet processing performance standards. Failure to meet performance standards can result in millions in fiscal sanctions. Statistical data show that poverty results in additional risk factors for children and families. The mandated public assistance services provided to these eligible families serve as a prevention arm to safety and well-being, family stability and lead to family self-sufficiency. Additionally, the millions of federal and State dollars that largely fund these programs are spent in Kern and help to fuel our local economy.

In the Child Welfare Service Programs, caseloads remain below the optimum 20/30 State standards while the

workload has increased substantially over the last five years, adding more than 125 new tasks per case. The Board approved the addition of 38 staff in February 2007 to address the recommendations resulting from the Child Welfare League of America (CWLA) review. All 22 CWLA recommendations, including the addition of evidenced-based services such as Differential Response, Family to Family, and the Chronic Neglect programs have been implemented. Additionally, the organizational infrastructure for ongoing monitoring, accountability and continued progress is in place. Adequate staff and resources are critical to maintaining the partnerships established through our service delivery model that provide family-centered prevention and intervention services that result in positive outcomes for abused and neglected children and assist the department to meet required State, federal and County performance outcomes.

Because the department is already under-staffed, the recommended \$5,000,000 reduction must be achieved through adjustments to contracts, services, training, leases, travel and managing staff. This reduction impacts needed services provided by other County departments, and non-profit community and faith-based organizations such as Mentoring for Adults and Foster Youth, In Home Nurse Visitation, Early Fraud Prevention and Differential Response. As caseload growth continues, community

members may experience delays in service as the department will be challenged to meet processing timelines and other performance measure outcomes resulting in risk for fiscal sanctions and ultimately increasing risks to the safety, health and well-being of children as well as those families who need safety-net and self-sufficiency services resulting in costs shifts to other agencies.

The California Welfare Directors Association has been working with the State to address funding issues. There is a project in progress to provide allocation increases to counties who are under-funded for CalWORKs. Kern is identified as one of fifteen counties to receive increases to its allocation of up to \$9M over the next three years. Any reductions to the current CalWORKs program will jeopardize Kern's positioning for additional and increased funds, which will reduce and potentially resolve the funding gap.

The department is sensitive to and recognizes the budget challenges our County is facing. We especially thank the CAO and their staff for working closely with us in the development of this recommendation.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1A</b>				
Reduce the recurrence of maltreatment to children through prevention and intervention:				
Percentage of children who did <i>not</i> experience recurring maltreatment while in the care of parent/guardian within six months after an initial incident.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
92.3%	91.8%	93.8%	Data pending State release	94.6%
<b>What:</b> This safety measure reflects the percentage of children who were victims of a substantiated or inconclusive child maltreatment allegation within the first six months of a specified time period for whom there was no additional substantiated maltreatment allegation during the subsequent six months. This measure is for those children living in the home of their parent or guardian.				
<b>Why:</b> The safety and well-being of children is our premier priority. While our ultimate goal is that 100% of children receive no recurrence of maltreatment, this would be impossible to reach without having a social worker in each and every home 24 hours a day. The Federal Government has recognized this and set a national performance goal at 94.6%. When maltreatment, abuse and/or neglect, is reduced or eliminated, children are safe.				
<b>How are we doing?</b> While our improvement is holding steady during the most recent results periods, we have made a significant improvement from our baseline of 86.1%. Our improvement efforts include deploying social workers to community sites around the County; increasing involvement with the Differential Response programs through Kern County Network for Children-Family Resource Centers; and enhancing our voluntary family services program to include the Engage Assess Service Empower (EASE) unit which will provide intense case management services to our clients who have chronic neglect issues.				
<b>How is this funded?</b> Federal, State and County funds. However, Differential Response, a critical component, is not currently funded in the child welfare services allocation.				

<b>Performance Measure # 1B</b>				
Reduce the recurrence of maltreatment to children through prevention and intervention:				
Percentage of children who were <i>not</i> victims of substantiated maltreatment by a foster parent or facility staff while in out-of-home care.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
99.95%	99.95%	100%	Data pending State release	100%
<b>What:</b> This safety measure reflects the percentage of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out-of-home care, which includes foster family homes, group homes, foster family agencies, relatives, non-related extended family member care givers.				
<b>Why:</b> The department takes seriously its role as temporary caretaker while parents are working to resolve barriers and issues. Our role is to monitor the safety and well-being of children living away from their parents.				
<b>How are we doing?</b> Our percentage is at 99.95% per the State's calculation. The variance is quite small, - .05%. DHS is on target for goal. The Department's training, monitoring and support of our out-of-home care takers are effectively safeguarding our dependent children. These services have been enhanced through our Family to Family initiative: resource, development and support of resource families and our recently awarded Kinship Support Services program grant. The department continues to provide orientation and training to our caretakers through our PRIDE foster parent training provided by Bakersfield College. The department provides Wraparound, Team Decision Making Meetings and is beginning to encourage Ice Breakers to support resource and biological parents while children are in out-of-home care.				
<b>How is this funded?</b> Federal, State and County funding. Team Decision Meeting staff are not funded with the child welfare services allocation.				

<b>Performance Measure # 1C</b>				
Reduce the recurrence of maltreatment to children through prevention and intervention:				
Percentage of investigations of an allegation of child abuse or neglect in which Human Services staff utilize a risk assessment tool timely and correctly.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	Timely 100% Correctly 100%	Timely 82.9% Correctly 95%	100%
<b>What:</b> This measures staff use of the structured decision making risk assessment tool with every family referred for investigation of an allegation of child abuse or neglect. A timely Structured Decision Making (SDM) risk assessment is one that is completed no more than 30 days after the first face-to-face contact, after the worker has reached a conclusion regarding the allegation AND prior to the referral being closed or promoted to a case. This is measured by the Quality Assurance Unit reviewing case records. While our proposed goal is 100%, staff performance will be measured at a 95% tolerance rate.				
<b>Why:</b> Families for whom risk is assessed correctly and timely are able to receive the appropriate services at the time they need them. Use of the tool timely and correctly provides a consistent mechanism to evaluate risk and identify needed services.				
<b>How are we doing?</b> DHS is moving closer to the desired goal of 95% in timeliness. We have reached the goal of 95% for using the tool correctly. This was highlighted in the recent Child Welfare League of America (CWLA) review report as an area needing improvement. We have focused attention, training and quality assurance reviews on the use and timely input of information into the system for Structured Decision Making (SDM).				
<b>How is this funded?</b> Emergency response is funded through federal, State and County funds.				

<b>Performance Measure # 2</b>				
Decrease the rate of foster care re-entry:				
Percentage of children reentering foster care within 12 months of being discharged for reunification with their families.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
13.6%	11.1%	10.5%	Data pending State release	To reach national goal of 9.9%
<b>What:</b> This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge.				
<b>Why:</b> This indicator allows us to assess the effectiveness of our services to families. It can also highlight the need for increased service availability in geographic locations. This measure addresses permanency and stability as is one of the key outcomes identified in the California Child Welfare oversight and accountability system. The concept is that we will know if children have more stable and permanent homes if fewer children re-enter foster care.				
<b>How are we doing?</b> We are moving in the right direction by having fewer children re-enter the foster care system. This is a good indicator that we have the right services available and are directing families to the most appropriate services that meet identified issues. Services include directing families to specific court approved services such as parenting classes, substance abuse, failure to protect, domestic violence, anger manager, etc. We are partnering with many community-based service providers, such as Haven, Garden Pathways, Ebony Counseling Center, Clinica Sierra Vista and Kern County Mental Health to name a few, in order to meet the needs of our families.				
<b>How is this funded?</b> Reunification services are funded through federal, State and County dollars.				

<b>Performance Measure # 3A</b>				
Increase placement stability of children in foster care in a 12 month period:				
Percentage of children who have less than 3 placement changes in foster homes.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
65.6%	72.1%	80.0%	Data pending State release	To reach national goal of 86.0%
<b>What:</b> This measure computes the percentage of children with less than three changes while in foster care for more than one week and less than one year. Time in care is based on the latest date of removal from the home.				
<b>Why:</b> Stability of children in care leads to well-being and permanency as relationships develop. When children can grow up in a stable family, it increases the likelihood of their success in school, emotional stability and strength of personal relationships.				
<b>How are we doing?</b> We are moving in the appropriate direction to reach the national goal. Currently, we have a variety of service options available to work with our caretakers and children to promote stability in placements. Some of these services are: Specialized Placement Program (SPP), Team Decision Meetings (TDM), WRAP (SB196), Multi Agency Integrated Service Team (MIST), Multi Dimensional Treatment Foster Care (MTFC), counseling, enhanced educational services and intensive behavioral support services. All of these work together to promote stable living situations.				
<b>How is this funded?</b> Funded through federal, State and County dollars.				

<b>Performance Measure # 3B</b>				
Increase placement stability of children in foster care in the first 12 months:				
Percentage of children who are placed in foster care with their siblings.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
63.5%	65.3%	68%	Data pending State release	70%
<b>What:</b> These reports provide the number of sibling groups placed together in the same foster home, relative or non-related extended family member home, foster family agency home or group home. Our goal is to place siblings together whenever possible.				
<b>Why:</b> When siblings are placed together, family relationships are maintained resulting in child well-being. As it has been said, "It is with our brothers and sisters that we learn to love, share, negotiate, start and end fights, hurt others, and save face. The basis of healthy (or unhealthy) connections in adulthood is cast during childhood". <i>Jane Mersky Leder (20<sup>th</sup> century), U.S. magazine writer, author. Brothers and Sisters, ch. 3 (1991)</i>				
<b>How are we doing?</b> We are moving in the appropriate direction of reaching our goal of placing siblings together as often as possible. The same services used to stabilize placements are useful in maintaining siblings together. Efforts are made to keep siblings with the same caretaker. When it is not possible to do so, efforts are made to schedule regular, ongoing sibling visitation. The availability of foster homes is critical to this performance measure. We make every effort to recruit resource and adoptive families that will be flexible to taking in sibling groups.				
<b>How is this funded?</b> Funded through federal, State and County dollars.				

<b>Performance Measure # 4</b>				
Increase the reunification of eligible families within 12 months:				
Percentage of children who are reunited with their families within 12 months of their removal.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
56.0%	63.1%	70.0%	Data pending State release	To reach national goal of 75.2%
<b>What:</b> This measure computes the percentage of children discharged to reunification within 12 months of removal.				
<b>Why:</b> Returning children to their parent/guardian as soon as risks are minimized is better for children and families and addresses agency mission goals.				
<b>How are we doing?</b> We are moving in the right direction to meet our national target. Our first choice is to work with families to keep them in their homes. When it is not possible to do so, then efforts to resolve issues are initiated as soon as possible to minimize the disruption of the family. We partner with several community providers, including the Kern County Network for Children our faith based community and private service providers as well as other County agencies so services are appropriate and timely.				
<b>How is this funded?</b> Funded through federal, State and County dollars.				

<b>Performance Measure # 5</b>				
Ensure regular contact with children in child welfare services programs:				
Percentage of children in child welfare services programs that receive regular face-to-face visits by social workers.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
83.7%	85.9%	100%	84.9%	100%
<b>What:</b> This measures the percentage of children in child welfare services programs that receive regular face-to-face visits from a social worker within required timeframes. Depending on how long a child has been in a home, this face-to-face contact may be made on a monthly, quarterly, semi-annual or annual basis.				
<b>Why:</b> Regular contact is required by state regulations and leads to safety and well-being of children. By seeing children regularly, the social workers can monitor their safety and growth to ensure their appropriate care and well-being.				
<b>How are we doing?</b> We are maintaining our performance level and are striving to improve our percentage as we move towards our goal of 100%. Social workers see their assigned children in their schools, at visits, and in their homes in order to make a more complete assessment of each child's progress, safety and adjustment.				
<b>How is this funded?</b> Funded through federal, State and County dollars.				

<b>Performance Measure # 6</b>				
Ensure timely adoptions:				
Percentage of children that are adopted within 24 months of removal from their families				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
41.5%	48.5%	50%	Data pending State release	To maintain performance at 50%, which is above the national goal of 36.6%
<b>What:</b> This measure computes the percentage of children adopted within 24 months of removal.				
<b>Why:</b> Adoption is the most permanent outcome for children in the foster care system. The Federal Government holds states accountable for the number of children adopted within 24 months. The State also uses this measurement to assess our performance as a County.				
<b>How are we doing?</b> We have exceeded the national target, but are cognizant of our need to provide permanency for our children. During this past year, we began two initiatives aimed at increasing adoptions for "hard-to-place" children and older children and youth. The Heart Gallery has been well received by Kern County. The Older Youth Adoptions grant provides funding for focused adoption services for youth.				
<b>How is this funded?</b> Funded through federal and State dollars.				

<b>Performance Measure # 7</b>				
Increase work participation rates of families involved in welfare-to-work programs:				
(a) Percentage of all welfare-to-work families participating in work-related activities.				
(b) Percentage of two-parent welfare-to-work families participating in work-related activities.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
54%*	Data Pending from CDSS	2% Increase over FY 06-07	Data Pending From CDSS	3% Increase over FY 06-07
<b>What:</b>				
<ul style="list-style-type: none"> <li>The percentage of families participating in Welfare-to-Work activities.</li> <li>The Federal Welfare-to-work Participation Rate (WPR) mandates that 50% of “all families” and 90% of “two-parent families” participate in work related activities 32-35 hours per week to move families towards self-sufficiency and reduce dependency on cash assistance. These activities include, but are not limited to, paid employment, job search, non-paid work experience, on-the-job training, continued education and skill development.</li> </ul>				
<b>Why:</b>				
The overall priorities of the agency include protecting families and individuals, and providing them with tools and opportunities to become self-sufficient. By increasing the Work Participation Rate (WPR) for our Welfare-to-Work employable individuals, we take a big step in the direction of self-sufficiency. Our mission also includes engaging our clients in work participation activities that include employment, which will reduce the need for public assistance. Counties may face fiscal penalties passed down through the State for failure to meet federal WPRs.				
<b>How are we doing?</b>				
The State has just started to provide these figures to individual counties. Kern received preliminary rates for :				
<ul style="list-style-type: none"> <li>October 2006, reported for “all families” percentage of 21.1 and a two-parent family percentage of 27.4</li> <li>October 2007, reported for “all families” percentage of 28 and a two-parent family percentage of 41.1</li> </ul>				
<i>“After 2005-06 - Calculations to measure WPR changed. Kern County was one of the few counties who met this goal at the time. WPR now includes those parents who have reached their 60-month time limit, who are WTW sanctioned, and/or who are drug felons. Essentially, the non-recipient parent who is living with a child that receives assistance is now counted. Additionally, two-parent family participation is counted whereas before, these individuals were excluded as they were funded through state-only resources so were not considered in federal participation rates.”</i>				
<b>How is this funded?</b>				
After County Maintenance of Effort is met funding comes from federal/State dollars up to allocation. If allocation is exceeded, funding for excess expenditures comes from County (it is important to realize that through FY 2006-07 all counties that have overspent their allocations in a given year have been made whole through the close-out process).				

<b>Performance Measure # 8</b>				
Ensure payment accuracy to eligible families and adults in the Food Stamp Program:				
Percentage of Food Stamp benefits accurately administered.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
94.48%	93.92%	95%	Data Pending State Release	95%
<b>What:</b> Percentage of Food Stamp benefits accurately administered to eligible families and adults.				
<b>Why:</b> <ul style="list-style-type: none"> <li>By maintaining high accuracy rates in the payment of Food Stamp benefits, we ensure efficiency and build public trust as we administer public funds to eligible and needy adults and families who need Food Stamp assistance.</li> <li>This measure is extremely important and one of the highest priorities for the department. By providing accurate and timely services for qualified families and individuals, we aim to ensure families have access to food nutrition needed for healthy development. Additionally, fiscal sanctions are levied on any state and county that does not maintain a Food Stamp error rate below the National Tolerance Level which changes yearly.</li> </ul>				
<b>How are we doing?</b> Kern County has maintained a Food Stamp error rate below the National Tolerance Level and avoided fiscal sanctions since 2003. Federal Fiscal Year ending September 30, 2007 shows a performance rate of 93.92%. We continue to implement strategies to improve our accuracy rates such as the pride competition, implementing E-Learning training, and continuing the corrective action committee that reviews error trends and identifies additional training needs.				
<b>How is this funded?</b> Funded 50% Federal, 35% State and 15% County up to the State allocation. If allocation is exceeded, funding for excess expenditures is 50% Federal, 50% County.				

<b>Performance Measure # 9</b>				
Ensure access to medical care for eligible children, adults and families:				
Percentage of Medi-Cal intake cases that are processed within the State mandated 45 days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
92.8%	Not Required	90% (per State mandate)	93.96%	90% (per State mandate)
<b>What:</b> <ul style="list-style-type: none"> <li>Percentage of Medi-Cal Intake cases completed and processed with the mandatory State requirements of 45 days</li> <li>Per State mandate 90% of all Medi-Cal Intake cases without applicant error must be processed within 45 days</li> </ul>				
<b>Why:</b> Processing Medi-Cal Intake cases timely will assure the community and the State that eligible adults and children are provided with access to medical care as quickly as possible. Additionally by providing medical access to children we assist in promoting the healthy child development and growth of Kern County's children. In turn these and many other prevention efforts lead to our children becoming healthy adults. Also, by meeting this performance standard that avoid any future fiscal penalties and sanctions which are levied at 2% of the department's administrative budget.				
<b>How are we doing?</b> Kern continues to exceed performance outcomes in this area. In September 2005, Kern County processed 92.8% and in September 2007 Kern County processed 93.96% of all Medi-Cal Intake cases without applicant error within the State mandated timeline of 45 days.				
<b>How is this funded?</b> Funded 50% federal and 50% State.				

<b>Performance Measure # 10A</b>				
Promote employment and job retention among recipients of cash assistance:				
Percentage of adults who are working in paid employment that receives CalWORKs cash assistance.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
76.1%*	Data Pending From CDSS	79.1%	Data Pending from CDSS	80.1%
<b>What:</b> Measures the percentage of adults who are working in paid employment that receive CalWORKs cash assistance. These are families who earn less than the poverty threshold. It is our goal to increase employment for adult recipients of CalWORKs.				
<b>Why:</b> The overall priorities of the agency include protecting families and individuals, and providing them with tools and opportunities to become self-sufficient. By increasing the percentage of CalWORKs cases with earnings for our Welfare-to-Work employable individuals, we take a big step in the direction of self-sufficiency. By meeting Pay for Performance measures, counties are eligible to receive additional incentives dollars for our programs.				
<b>How are we doing?</b> For State FY 2005-06, CDSS reports that our cases with EDD earnings, after adjustments, were 76.1% of CalWORKs families. This ranked us #2 statewide. * State Fiscal Year reported				
<b>How is this funded?</b> After County Maintenance of Effort is met funding comes from Federal/State dollars up to allocation. If allocation is exceeded, funding for excess expenditures comes from County (it is important to realize that through FY 06/07 all counties that have overspent their allocations in a given year have been made whole through the close-out process).				

<b>Performance Measure # 10B</b>				
Promote employment and job retention among recipients of cash assistance:				
Percentage of adults who are still working three months after their CalWORKs Cash Aid is discontinued.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
60.1%	Data Pending from CDSS	61%	Data Pending from CDSS	62%
<b>What:</b> Measures the number of adults who are still working, and not receiving CalWORKs cash assistance three months after discontinuing their case. It is our goal to increase retention rates for adults who have received CalWORKs benefits.				
<b>Why:</b> The overall priorities of the agency include protecting families and individuals, and providing them with tools and opportunities to become self-sufficient. By increasing the number of CalWORKs cases of earned income after 3 months of discontinuance of cash aid, we take a big step in the direction of self-sufficiency. By meeting pay for performance measures, counties are eligible to receive additional incentives dollars for our programs.				
<b>How are we doing?</b> CDSS reported that for State FY 2005-06, Kern ranked 15 <sup>th</sup> in the State with a 60.1% of exits with earnings. The statewide average for all counties for that same time frame was 57%.				
<b>How is this funded?</b> After County Maintenance of Effort is met funding comes from federal/State dollars up to allocation. If allocation is exceeded, funding for excess expenditures comes from County (it is important to realize that through FY 2006-07 all counties that have overspent their allocations in a given year have been made whole through the close-out process).				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$0	\$0	\$0	\$0	\$52,078,886	\$52,078,886
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,078,886</b>	<b>\$52,078,886</b>
<b>REVENUES:</b>						
Intergovernmental	\$0	\$0	\$0	\$0	\$22,772,251	\$22,772,251
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,772,251</b>	<b>\$22,772,251</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,306,635</b>	<b>\$29,306,635</b>

**PURPOSE**

This budget unit appropriates supplemental funding from the General Fund to the Human Services – Administration and Human Services – Direct Aid budgets to provide for Human Services Department operations, namely financial assistance and social services programs to eligible recipients in the community.

**PROGRAM DISCUSSION**

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Human Services Department to continue to provide services. Appropriations within this budget unit will be transferred to the Human Services – Administration operating budget unit 5120 and Human Services – Direct Aid operating budget unit 5220, and will be reflected in those budget units under the revenues category, Other Financing Sources. The contribution to the Administration budget includes an allocation of local discretionary revenue of \$14.2 million, which is an increase of 43.4%, or \$4.3 million, from the FY 2007-08

adopted budget. The contribution to the Direct Aid budget includes an allocation of \$15.1 million, which is an increase of 67%, or \$6.1 million, from the FY 2007-08 adopted budget. This increase is partially due to cost increases and partially due to a reduction in fund balance available at June 30, 2008, as compared to the fund balance available at June 30, 2007.

A portion of the County contribution is made up of Social Services Program Realignment revenues. The recommended total allocation of \$22.8 million of Social Services Program Realignment funds combines Administration, receiving \$10.6 million, and Direct Aid, receiving \$12.2 million. The combined total represents an overall increase of 6.6%, or \$472,251, in funding from the FY 2007-08 adopted budget.

The recommended level of funding will assist the department in meeting performance goals, associated with providing services to the County population, as outlined in the County Strategic Plan.

Performance measures for the Human Services – Administration are included in the budget discussion for budget unit 5120.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Other Charges	\$174,212,920	\$172,102,809	\$182,453,741	\$185,638,995	\$185,638,995	\$13,536,186
Other Financing Uses	0	0	0	700,000	700,000	700,000
<b>TOTAL EXPENDITURES</b>	<b>\$174,212,920</b>	<b>\$172,102,809</b>	<b>\$182,453,741</b>	<b>\$186,338,995</b>	<b>\$186,338,995</b>	<b>\$14,236,186</b>
<b>REVENUES:</b>						
Intergovernmental	\$159,555,406	\$159,481,875	\$160,546,655	\$168,706,599	\$155,906,599	(\$3,575,276)
Miscellaneous	2,550,955	2,589,561	2,352,095	2,394,314	2,394,314	(195,247)
Other Financing Sources:						
General Fund Contribution	12,084,262	9,059,787	12,306,755	7,340,579	27,338,082	18,278,295
Wraparound Savings	0	0	0	700,000	700,000	700,000
<b>LESS TOTAL REVENUES</b>	<b>\$174,190,623</b>	<b>\$171,131,223</b>	<b>\$175,205,505</b>	<b>\$179,141,492</b>	<b>\$186,338,995</b>	<b>\$15,207,772</b>
<b>NET HUMAN SERVICES-DIRECT FINANCIAL AID FUND COST</b>	<b>\$22,297</b>	<b>\$971,586</b>	<b>\$7,248,236</b>	<b>\$7,197,503</b>	<b>\$0</b>	<b>(\$971,586)</b>
<b>NET GENERAL FUND COST</b>	<b>\$12,084,262</b>	<b>\$9,059,787</b>	<b>\$12,306,755</b>	<b>\$7,340,579</b>	<b>\$15,142,064</b>	<b>\$6,082,277</b>

**PURPOSE**

This budget unit provides funds for direct financial assistance payments to eligible recipients. The largest component of this budget is the direct aid payments to needy families under the Temporary Assistance for Needy Families (TANF) Program.

**PROGRAM DISCUSSION**

Expenditures from this budget unit and the County’s share of costs are dictated exclusively by State and federal laws and regulations, which virtually eliminate any local control over expenditures. Cost estimates are based on the department’s caseload projections and payment rates prescribed by State regulations.

This budget unit provides financial assistance payments to CalWORKs participants and needy families in accordance with the County’s Strategic Plan of providing financial resources to properly support children. It also provides funding for foster care services and child adoption services and supports the department’s goals and performance measures as set forth in the County Strategic Plan. As required by State law, this budget unit provides funding for general assistance payments to indigents. The

department now uses payment vouchers for housing and utilities, rather than issuing direct payments. This has led to a reduction of costs while continuing to provide the required service.

The department’s efforts, associated with the County Strategic Plan for building a community where every child and adult thrives, have enabled the department to continue to address the critical need for adoption assistance and foster care. Eligibility criteria for adoptive families have been eased, allowing for more assistance payments. When children are released from protective custody they are often placed in foster care. Recently, timeframes for children in protective custody have been shortened increasing the likelihood that children will be in the foster care system for a longer period of time. The department continues to explore new methods to control these costs while providing the necessary services.

Projected increases of \$5 million in costs for aid payments and supportive services related to CalWORKs are based on recent caseload trends. Although adults may have exhausted their benefits, payments are made to support children. Projected increases of \$7.5 million in costs are also included for adoption assistance and foster care support. The recommended budget includes only

those expenditures and General Fund contribution as required by State statute and there is no overmatch.

Due to an accounting procedures change implemented in FY 2007-08, recommended realignment revenues, previously budgeted under Intergovernmental revenues, are now included under Other Financing Sources as a General Fund Contribution, in this budget. The recommended allocation of Social Services Program

Realignment revenues is \$12.2 million. This results in a net General Fund cost of \$15.1 million, which is an increase of \$6.1 million from the FY 2007-08 adopted budget. This increase is partially due to cost increases as described above and partially due to a reduction in fund balance available at June 30, 2008, as compared to the fund balance available at June 30, 2007, a difference of approximately \$1 million.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Salaries and Benefits	\$482,313	\$699,312	\$715,596	\$740,164	\$727,117	\$27,805	
Services and Supplies	71,031	78,100	56,446	67,209	67,209	(10,891)	
<b>TOTAL EXPENDITURES</b>	<b>\$553,344</b>	<b>\$777,412</b>	<b>\$772,042</b>	<b>\$807,373</b>	<b>\$794,326</b>	<b>\$16,914</b>	
<b>REVENUES:</b>							
Intergovernmental	\$123,992	\$126,725	\$126,721	\$120,000	\$120,000	(\$6,725)	
Miscellaneous	0	0	4	0	0	0	
<b>LESS TOTAL REVENUES</b>	<b>\$123,992</b>	<b>\$126,725</b>	<b>\$126,725</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>(\$6,725)</b>	
<b>NET GENERAL FUND COST</b>	<b>\$429,352</b>	<b>\$650,687</b>	<b>\$645,317</b>	<b>\$687,373</b>	<b>\$674,326</b>	<b>\$23,639</b>	
<b>Authorized Positions:</b>	8	9	9	9	9	0	
<b>Funded Positions:</b>	8	9	9	9	9	0	

**OPERATIONAL SUMMARY**

▪ *Mission:*

The Veterans Service Department promotes veterans’ rights, veterans’ issues, and access to services and benefits. It works with community organizations, and local, State, and federal agencies to identify and obtain benefits for all veterans and their families.

▪ *Fundamental Functions & Responsibilities:*

- **Claims Assistance:** Provide benefits counseling, claim preparation, and development of probative evidence. Monitor claim adjudication and resolve issues or questions in favor of the veteran.
- **Information and referral to other programs:** Make referrals to other County departments, area homeless providers, emergency services providers, and State and federal agencies.
- **Advocacy:** Individual advocacy, policy and legislative advocacy providing elected officials with technical assistance regarding veterans’ legislation.
- **Outreach:** Conduct outreach throughout the County for the purpose of informing the community of veterans’ benefits and services.

**PROGRAM DISCUSSION**

The recommended budget includes funding for the Veterans Service Department to continue providing itinerant outreach services to the veteran population throughout the County, including the communities of

Ridgecrest, Mojave, Rosamond, Delano, Taft, and Lake Isabella. In order to ensure that all veterans have the resources available to achieve long-term self-sufficiency and independence, as outlined in the County Strategic Plan, the department coordinates housing, nutrition, health, job training, and job recruiting services for veterans, and assists their families in applying for any

federal or State entitlement they may be qualified to receive. The recommended budget includes the planned use of \$41,200 in accumulated Budget Savings Incentive credits to offset negotiated increases to salaries and benefits, and a reduction in revenue.

The Veterans Service Center, established in 1999, has enjoyed significant increases in the number of clients served. It has assisted an average of over 10,000 veterans, their dependents or survivors, per year since 2003. The department has managed to provide excellent service by employing Work Study veteran students and, with the addition of one Office Services Technician position in FY 2007-08, the department is maintaining current levels of service, with increasingly high volumes of veteran clientele, and cross training staff in preparation for client outreach, as discussed below.

In cooperation with Employers' Training Resource (ETR), the department provides space in the Veterans Service Center for a job consultant. This individual provides job services and employment assistance to veterans. ETR was recently awarded a Veterans Grant to provide expanded job search services to veterans that will provide both the department and ETR expanded opportunities to provide multiple services to many of the clients during the same visit. This integration of services and the goal to maximize resources and services for the benefit of all residents is a key element contained in the County Strategic Plan.

The department also continues to provide services to the homeless veteran population. Stand Down, an annual event, is a large, successful activity. Personal comfort items, food, and claims counseling services are provided to homeless veterans at this event.

### **POSITIONS DISCUSSION**

There are no position additions or deletions included in the recommended budget.

### **DIRECTOR'S DISCUSSION**

I have reviewed the recommended FY 2008-09 Budget for the Veterans Services' Department and have found it to be completely acceptable. The recommended budget authorizes a staff of nine employees, which provides the department the resources to address veterans' issues. The Kern County Veterans Service Department is a revenue producing department, whose services have a far reaching and long-lasting impact on our veterans, their income, and the economy of the County. This budget represents our best estimate of how to properly utilize funds entrusted to us to serve our veteran population and to perform the Department's mission. The budget will allow us to provide continuity of services to veterans in the rural communities of Ridgecrest, Mojave, Delano, Taft and Lake Isabella and to implement improved services and benefit options to our elderly veterans and spouses residing in convalescent homes and long term care facilities.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of client contacts.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
8,399	9,580	9,000	6,199	9,500
<b>What:</b> This indicator measures the Department’s total number of contacts with clients, including office visits, contacts made with veterans residing in under served communities, as well as contacts made through community services outreach and field visits to nursing homes, convalescent facilities, and prisons.				
<b>Why:</b> An active veterans’ information outreach program is important due to the high number of veterans throughout the county who are unaware of their eligibility for personal benefits, entitlements and services.				
<b>How are we doing?</b> We have begun measuring all of these parameters in earnest this past year.				
<b>How is this funded?</b> The Veterans Service Department is a General Fund department, but we do receive revenue from the California Department of Veterans Affairs (CDVA). Revenue is based on work load units derived through Veterans Claims submission. Semiannually, CDVA determines the value of a work load unit and the funds retained for each funding source are sent to each participating county. Recently, our revenue has equated to approximately 20% of the department’s budget.				

<b>Performance Measure #2:</b>				
Percentage of Veterans Services staff that satisfy continuing education requirements to maintain federal accreditation.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	95%
<b>What:</b> A key element to providing excellent customer service is the technical proficiency of staff. We participate in a six county training consortium which meets quarterly to share in training and the exchange of ideas and information. It is the department’s goal that all staff attends each quarterly training session. Some Veterans Service staff is now attending state sanctioned training. This is a more comprehensive syllabus that is offered three times per year.  By meeting these continuing education requirements, staff maintains accreditation from the United States Department of Veteran Affairs (USDVA).				
<b>Why:</b> Veteran Representative staff is required to be tested and accredited through the California Department of Veterans Affairs (CDVA) in order to maintain their USDVA accreditation. The accreditation is necessary in order to represent and advocate for veterans’ state and federal benefits and entitlements. Annual training provides the Continuing Education Units necessary for a representative to maintain a current accreditation.				
<b>How are we doing?.</b> We have been attending previously described training for the past ten years. This will be the first year that we will be reporting on training as a department performance goal.				
<b>How is this funded?</b> The Veterans Service Department is a General Fund Department, but we do receive revenue from the Calif. Dept. of Veterans Affairs (CDVA). Revenue is based on Work Load Units derived through their Veterans Claims submission. Semiannually CDVA determines the value of a Work Load Unit and the funds retained for each funding source are sent to each participating county. Recently, our revenue has equated to approximately 20% of the Departments Annual Budget.				

<b>Performance Measure #3:</b>				
Percentage of surveyed customers that are satisfied with Veterans Services' assistance.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	90%
<b>What:</b> In order to emphasize higher standards of customer satisfaction, the department will implement two survey mediums. These surveys will measure client responses and satisfaction.				
<b>Why:</b> The department recognizes that client perception of our service is critical. The quality of our customer service, beginning with their first contact in the reception area through the interview with our Veterans Representatives, will reflect back on our staff and the County in general. Customer feedback from the survey will stress the importance of providing services of the highest caliber.				
<b>How are we doing?</b> We are in the process of developing the surveys and will report on the progress at a later date. The department's reaction to comments received from the customer satisfaction survey will determine the value of this initiative.				
<b>How is this funded?</b> The Veterans Service Department is a General Fund department, but we do receive revenue from the California Department of Veterans Affairs (CDVA). Revenue is based on work load units derived through their Veterans Claims submission. Semiannually CDVA determines the value of a work load unit and the funds retained for each funding source are sent to each participating county. Recently, our revenue has equated to approximately 20% of the department's budget.				

# Aging and Adult Services Department

Budget Unit 5610

Department Head: Kris Grasty, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$214,439	\$0	\$0	\$0	(\$214,439)
Salaries and Benefits	6,904,545	8,434,966	8,414,411	9,048,719	8,766,248	331,282
Services and Supplies	4,126,744	3,887,133	3,888,780	3,770,014	3,700,360	(186,773)
Other Charges	469,717	449,407	449,116	541,665	541,476	92,069
Fixed Assets	37,679	56,000	71,000	0	0	(56,000)
<b>TOTAL EXPENDITURES</b>	<b>\$11,538,685</b>	<b>\$13,041,945</b>	<b>\$12,823,307</b>	<b>\$13,360,398</b>	<b>\$13,008,084</b>	<b>(\$33,861)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$42,519	\$38,000	\$28,000	\$20,000	\$20,000	(\$18,000)
Intergovernmental	9,438,769	10,369,699	10,370,967	10,425,002	9,693,935	(675,764)
Charges for Services	893,201	888,150	940,875	1,015,628	911,895	23,745
Miscellaneous	142,502	215,377	226,158	210,443	222,443	7,066
Non-Revenue Receipts	10,564	0	0	0	0	0
Other Financing Sources:						
General Fund Contribution	675,043	1,475,662	1,257,307	1,689,325	1,366,548	(109,114)
Mental Health Realignment	0	0	0	0	29,242	29,242
Social Services Realignment	0	0	0	0	666,970	666,970
<b>LESS TOTAL REVENUES</b>	<b>\$11,202,598</b>	<b>\$11,511,226</b>	<b>\$11,566,000</b>	<b>\$13,360,398</b>	<b>\$12,911,033</b>	<b>(\$75,855)</b>
<b>AGING &amp; ADULT FUND COST</b>	<b>\$336,087</b>	<b>\$55,057</b>	<b>\$55,057</b>	<b>\$97,051</b>	<b>\$97,051</b>	<b>\$41,994</b>
<b>NET GENERAL FUND COST</b>	<b>\$675,043</b>	<b>\$1,475,662</b>	<b>\$1,257,307</b>	<b>\$1,689,325</b>	<b>\$1,366,548</b>	<b>(\$109,114)</b>
<b>Authorized Positions:</b>						
Full Time	97	103	103	103	102	(1)
Part Time	17	18	19	18	16	(2)
<b>Total Positions</b>	<b>114</b>	<b>121</b>	<b>122</b>	<b>121</b>	<b>118</b>	<b>(3)</b>
<b>Funded Positions:</b>						
Full Time	96	101	103	97	98	(3)
Part Time	12	12	12	4	4	(8)
<b>Total Positions</b>	<b>108</b>	<b>113</b>	<b>115</b>	<b>101</b>	<b>102</b>	<b>(11)</b>

## OPERATIONAL SUMMARY

▪ *Mission:*

The Mission of Aging and Adult Services Department is to improve the quality of life, promote independence, and preserve the dignity of older adults and persons with disabilities through supportive leadership and coordinated community based partnerships.

▪ *Fundamental Functions & Responsibilities:*

- Support seniors and disabled adults with the opportunity to remain self-sufficient and independent in their homes for as long as possible through contracted and direct services
- Assist seniors and disabled adults by providing the opportunity for optimal health through contracted and direct services in the provision of homemaker services, senior nutrition services, health promotion activities, information and assistance, and the health insurance counseling and advocacy program
- Provide seniors and disabled adults with a safe environment through successful intervention of Adult Protective Services

**PROGRAM DISCUSSION**

Funding reductions included in the proposed State FY 2008-09 budget are reflected in the recommended budget, \$300,000 to the In-Home Supportive Services (IHSS) program, \$185,000 for the Adult Protective Services (APS) program. These reductions require the department to leave vacant and unfunded three positions in the APS program. However, one Adult Protective Services Social Service Worker position assigned to Kern River Valley is recommended to be partially funded by the General Fund. This represents a contribution in excess of the required County match, or over match, of \$61,000. APS investigates reports of self neglect and/or abuse (physical and financial) against elder or dependent adults. Also included is a revenue decrease of \$89,000 to the Multipurpose Senior Services Program (MSSP). MSSP is a Medi-Cal and community-based service program focusing on maintaining elderly residents in community settings, thus delaying nursing home facility placement.

The recommended budget for the Aging and Adult Services Department will require the closure of the Rand Senior congregate nutrition site for an annual savings of \$14,700 and the Tehachapi senior congregate nutrition site for an annual savings of \$36,000. The Rand site serves, on average, three meals per day, and the Tehachapi site serves ten meals per day. Nutrition services to seniors will still be available through home delivered meals. In addition, the department will reduce the amount of the nutrition contract with Richard Prado Senior Center to reflect actual service levels.

In accordance with State law, the County established the In-Home Supportive Services (IHSS) Public Authority as the employer of record for the IHSS service providers on January 1, 2003. Under contract, department employees administer the IHSS Public Authority. The recommended budget includes reimbursements from the Public Authority for providing payroll service to IHSS providers.

**POSITIONS DISCUSSION**

The recommended budget includes the addition of one Office Services Assistant position, at an annual cost of \$56,000 and the deletion of one Human Services Technician position, at an annual savings of \$60,000, for an annual salary savings of \$4,000; one Substance Abuse Specialist position, at an annual salary savings of \$88,000; and one Senior Nutrition Program Coordinator position, at an annual salary savings of \$54,000 will be deleted.

The recommended budget includes the layoff of one Senior Nutrition Site Supervisor position in the Tehachapi senior congregate site, at an annual salary savings of \$34,000.

The recommended budget also includes holding vacant and unfunded the following positions: one part-time Cook position at the California City congregate site, at an annual savings of \$42,000; two Social Services Worker positions, at an annual savings of \$140,000; two Program Technician positions, at an annual savings of \$120,000; one Food Service Worker position, at an annual savings of \$46,000; one Nutrition Site Supervisor position, at an annual savings of \$39,000; one Fiscal Support Assistant position, at an annual savings of \$56,000; one Cook I/II position, at an annual savings of \$47,000; and one Senior Home Delivery Driver position, at annual savings of \$29,000.

**DIRECTOR'S DISCUSSION**

This is in response to the proposed reductions in Aging and Adult Services, Budget Unit 5610. Due to the governor's proposed 10% reduction in funding for Adult Protective Services, there does not appear to be any other alternative then to reduce service levels without receiving additional overmatch County dollars. The two positions left unfunded in the State mandated program, Adult Protective Services, will result in higher caseloads, less timely responses to referrals, and not responding to lower risk referrals as there will not be sufficient staff. This will ultimately place seniors and disabled adults at higher risk of continued abuse, neglect, and self-neglect. Another State mandated program, In-Home Supportive Services (IHSS), will also have one social worker position vacant. This program has received five additional social worker positions in the last two budget years which has helped to bring caseloads down. However, the department has also faced higher staff turnover in the past two years and has now overall less experienced staff than in the past. This vacant position in IHSS will result in customer service complaints as customers will have to wait longer to receive necessary assessments to receive services.

In regards to the closure of two senior centers, Rand and Tehachapi, the department would prefer to provide a higher level of service to seniors by continuing to provide them meals in a convenient, congregate setting. However, due to the current fiscal constraints on the program, it is necessary to reduce costs. The department will continue to provide meals to these seniors in alternative settings (home delivered and other congregate sites), the ultimate goal of the nutrition program.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1:</b>				
Percentage of urgent Adult Protective Services (APS) referrals responded to within 18 hours (response time changed as suggested by the Board of Supervisors).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
100%	100%	100%	100%	100%
<b>What:</b> This measure tracks our percentage of compliance in responding to urgent APS referrals within twenty-four hours. These types of referrals are generated as a result of a client being in an immediate, life threatening situation, imminent danger, or at the request of law enforcement.				
<b>Why:</b> Adult Protective Services (APS) provides emergency intervention within a 24 hour period for suspected abuse cases that involves any type of physical assault and/or sexual abuse inflicted upon on an elder (65 years old or older) or dependent adult (18 years of age to 64 years of age). Indicators may include bruising, cuts, burns, or any injury visually seen or suspected. In addition, APS will respond immediately at the request of law enforcement due to a suspected abuse case at any given time within a 24 hour period. The social worker must make face to face contact within 24 hours to determine if abuse has occurred.				
<b>How are we doing?</b> APS provides emergency/immediate response based upon the criteria as mandated by the state. In addition, we make it a priority to respond immediately when law enforcement requests intervention and/or support 24 hours a day. We continue to respond to 100% of these reports timely.				
<b>How is this funded?</b> This program is funded with federal, State, County, Social Services Realignment funds and Client Estate Fees: 53% of State funds from the California Department of Social Services; 29% of federal funds; 4% County General Fund; 5% Social Service Realignment Funds and 9% Client Estate Fees.				

<b>Performance Measure # 2:</b>				
Percentage of Adult Protective Services (APS) referrals responded to within the state mandate of ten days.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
100%	98%	100%	98%	100%
<b>What:</b> Based on the State’s mandate, this measure tracks our percentage of compliance in terms of APS referrals responded to within ten days.				
<b>Why:</b> Adult Protective Services (APS) will respond to a referral that is not suspected physical or sexual abuse within a 10 day mandated period or earlier if possible. This type of abuse is generally considered financial, abandonment, isolation, neglect and/or self-neglect inflicted upon another or upon self. The social worker must make a face to face contact within ten days to begin their investigation and to provide other services as needed (case management) upon assessment.				
<b>How are we doing?</b> APS meets the 10 day mandate of responding to a suspected abuse referral 98% of the time. The time that the mandate is not met is generally due to insufficient staffing and an influx of referrals at one given time. Our goal is to meet the mandate 100% of the time and earlier if possible. At the present, we are responding to referrals within an average of 6-7 days (earlier than the 10 day mandate). However, with the vacant APS positions that cannot be filled due to proposed FY 2008-09 budget, we anticipate that our response time may suffer due to lack of staff to respond. In addition, without filling the vacant positions, we will not be able to sufficiently provide case management services needed when investigating a suspected abuse referral as we have been doing.				
<b>How is this funded?</b> This program is funded with federal, State, County, Social Services Realignment funds and Client Estate Fees: 53% of State funds from the California Department of Social Services; 29% of federal funds; 4% County General Fund; 5% Social Service Realignment Funds and 9% Client Estate Fees.				

<b>Performance Measure # 3:</b>				
Adult Protective Services referrals investigated.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
2,256	2,526	3,800	1,895	2,909
Type of Referral			FY 2006-07 Actual Results in Disposition	FY 2007-08 Mid-year Results of Disposition
<b>Confirmed</b> – Based on an investigation accompanied with credible evidence, a decision is made that abuse occurred or most likely occurred.			663	288
<b>Inconclusive</b> – APS has investigated and there is insufficient evidence to determine that abuse occurred, but the report is not unfounded.			1,598	853
<b>Unfounded</b> – APS has investigated and concluded abuse did not occur.			153	83
Evaluated out – Criteria: intervention from another agency, protection issue resolved, report not credible, previously investigated and same type of referral, client died, client does not meet definition of elder or dependent adult, and no jurisdiction.			312	642
<b>What:</b> This indicator measures the number of Adult Protective Services (APS) referrals investigated by social workers and the dispositions.				
<b>Why:</b> This indicator demonstrates the department's successful intervention in keeping seniors and disabled adults safe in their home.				
<b>How is this funded?</b> This program is funded with federal, State, County, Social Services Realignment funds and Client Estate Fees: 53% of State funds from the California Department of Social Services; 29% of federal funds; 4% County General Fund; 5% Social Service Realignment Funds and 9% Client Estate Fees.				

<b>Performance Measure #4:</b>				
Number of Information and Assistance (I & A) contacts.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
23,277	26,546	24,000	13,021	25,200
<b>What:</b> This indicator measures the number of contacts that I & A staff makes with seniors and disabled adults. These contacts result in seniors receiving information and/or services related to health, transportation, housing, food, and financial assistance.				
<b>Why:</b> This indicator demonstrates the activity of I & A staff through counting the number of contacts via telephone, office visits, web site hits, and outreach, which includes the participation in various health fairs and community events throughout the County. Through these contacts, I & A staff connect customers to various services in the community that assist with housing, transportation, and food. They also identify and assist customers in obtaining financial assistance through application assistance for benefits they are entitled to but were unaware of. These contacts provide seniors and their families with various types of information related to healthy living, disease prevention, community services, and other upcoming changes that could impact the senior such as the economic stimulus tax rebate and the digital television broadcast legislation. Educating seniors helps improve the senior's quality of life, and promotes health and well-being. It also assists the senior in remaining independent and in their home.				
<b>How are we doing?</b> We continually see a growing number of seniors and disabled adults contact us for assistance and information on the services being provided in Kern County. The number of contacts was considerably higher in FY 2006-07 because of the implementation of the new federal legislation related to Medicare Part D. The Baby Boomer population will have a substantial impact on the increase in the number of information and assistance contacts we will see in the years to come. Kern County has an estimated 108,223 seniors over 60 years of age. By 2020, this population is projected to increase by 65%. In our proposed budget for FY 2008-09, the number of staff for this program will be reduced to 2 ½ FTEs.				
<b>How is this funded?</b> This program is funded with federal, State, and County funds: 34% is County Funds; 65% federal Funds and less than 1% of State Funds from the California Department of Aging.				

<b>Performance Measure # 5:</b>				
Number of senior meals served.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
422,717	438,976	463,606	231,803	464,000
<b>What:</b> This indicator measures the number of senior meals served both at congregate sites and home delivered.				
<b>Why:</b> This indicator demonstrates how many seniors are receiving services through the senior nutrition program. Further, home delivered meals allow frail seniors to remain in their homes and independent. This program provides 33% of the daily nutrition for seniors and is available to all seniors regardless of their income. Included in this program is nutrition education for seniors.				
<b>How are we doing?</b> In FY 2007-08, the department assumed responsibility for two additional nutrition sites, Ben Austin Senior Center (Greenfield) and the Taft Senior Center. We were able to considerably reduce the waiting list the previous contractor had maintained thus serving additional seniors. Although we continue to see a trend in reduction in numbers of seniors who utilize the congregate meals, there continues to be an increased need for home delivered meals. State officials predict that as Baby Boomers turn 60 years of age they will not take advantage of congregate senior meals.				
<b>How is this funded?</b> This program is funded with federal, State, County Funds, Social Service Realignment dollars and private donations: 17% County General Fund; 5% County Social Service Realignment dollars; 2% California Department of Aging funds; 54% of federal CDA funds; 15% from contracted providers and 7% from private donations.				

<b>Performance Measure #6:</b>				
Dollars saved for clients of the Health Insurance Counseling and Advocacy Program (HICAP).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	\$561,028	NA	\$292,086	\$590,555
<b>What:</b> This measure illustrates the amount of money we are able to save seniors through our HICAP Counselors' efforts. These efforts include but are not limited to identifying the correct health insurance and/or prescription plan for the senior, working with providers and drug companies to identify potential programs aimed at providing financial relief in the form of reducing the cost of prescription medications. These efforts also include reviewing medical bills to ensure accuracy and to identify who are the responsible parties.				
<b>Why:</b> Most seniors live on fixed incomes, which makes it increasingly difficult to manage the rising cost of health care coupled with the day-to-day cost of living. The HICAP Counselors, through diligent research and familiarity with health and drug plans, help seniors identify the appropriate plans that will meet their health needs while trying to reduce their overall cost. Additionally, the federal government mandates this statistic.				
<b>How are we doing?</b> The Medicare Modernization Act, which resulted in Medicare Part D, a prescription drug plan for Medicare beneficiaries, has continued to increase our client contact numbers. Open enrollment occurs each year, usually in November. It is anticipated that our numbers will continue to increase as the Baby Boomer seniors begin to reach the age of 65. This program is also dependent on volunteers.				
<b>How is this funded?</b> This program is funded with Federal and State funds: 75% State funds from the California Department of Aging; 25% Federal funds from CDA.				

<b>Performance Measure # 7:</b>				
Average number of days to complete an assessment (grant or denial) for In-Home Supportive Services (IHSS).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	60 days
<b>What:</b> This indicator measures the amount of time a social worker takes to receive a referral for IHSS, make a home call to take an application, write up an assessment along with required forms, and submit the case to their supervisor to grant or deny the application.				
<b>Why:</b> IHSS allows the elderly or people with disabilities to remain safely in their homes through the provision of domestic and personal care. Such individuals are at risk of out of home placement without IHSS, consequently, the timely provision of an assessment is important.				
<b>How are we doing?</b> State standards call for processing an application (taken at the time of the home call) within 30 to 45 calendar days. This new performance measure will target the date of the initial contact with the department, which is prior to the home call.				
<b>How is this funded?</b> This program is funded with federal, State, County funds, and Social Service Realignment funds: 4% County General Funds; 12% County Social Service Realignment dollars; 35% of State funds from the California Department of Social Services; 49% from federal CDSS funds.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Other Financing Uses	\$0	\$0	\$0	\$0	\$2,062,760	\$2,062,760
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,062,760</b>	<b>\$2,062,760</b>
<b>REVENUES:</b>						
Intergovernmental	\$0	\$0	\$0	\$0	\$696,212	\$696,212
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$696,212</b>	<b>\$696,212</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,366,548</b>	<b>\$1,366,548</b>

**PURPOSE**

This budget unit appropriates supplemental funding from the General Fund to the Aging and Adult Services Fund to provide for Aging and Adult Services Department operations, namely providing abuse prevention, insurance counseling, nutrition and other services to elderly and disabled adults.

**PROGRAM DISCUSSION**

Due to an accounting change implemented by the Auditor-Controller-County Clerk in FY 2007-08, this budget unit has been established to facilitate the appropriation of the General Fund contribution to the Aging and Adult Services Department. Appropriations within this budget unit will be transferred to the Aging and Adult Services Department operating budget unit 5610 and will be reflected in that budget unit under the revenue category Other Financing Sources.

The contribution includes an allocation of local discretionary revenue of \$1.37 million in funding as

required by State and federal regulatory requirements for County match for specific programs, which is an 8.1% increase, or \$110,873, from the FY 2007-08 adopted budget.

In addition, a portion of the County contribution is made up of Social Services Program and Mental Health Program Realignment revenues. The recommended allocation of Social Services Program Realignment funds is \$666,970 and Mental Health Program Realignment funds is \$29,242, for a total of \$696,212, which is a decrease of approximately \$39,000 in realignment funding from FY 2007-08. This reduction in realignment revenues is a result of decreased sales tax due to statewide economic conditions.

The recommended level of funding will assist the department in meeting performance goals associated with providing services to the County population, as outlined in the County Strategic Plan.

Performance measurements for the Aging and Adult Services Department are included in the discussion for budget unit 5610.

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Other Charges	\$9,143,251	\$0	\$0	\$0	\$0	\$0
Other Financing Uses	0	10,998,050	8,130,415	9,014,075	9,474,075	(1,523,975)
<b>TOTAL EXPENDITURES</b>	<b>\$9,143,251</b>	<b>\$10,998,050</b>	<b>\$8,130,415</b>	<b>\$9,014,075</b>	<b>\$9,474,075</b>	<b>(\$1,523,975)</b>
<b>REVENUES:</b>						
Intergovernmental	\$4,075,000	\$8,275,000	\$8,275,000	\$8,275,000	\$7,884,535	(\$390,465)
<b>LESS TOTAL REVENUES</b>	<b>\$4,907,478</b>	<b>\$8,275,000</b>	<b>\$8,275,000</b>	<b>\$8,275,000</b>	<b>\$7,884,535</b>	<b>(\$390,465)</b>
<b>NET GENERAL FUND COST</b>	<b>\$4,235,773</b>	<b>\$2,723,050</b>	<b>(\$144,585)</b>	<b>\$739,075</b>	<b>\$1,589,540</b>	<b>(\$1,133,510)</b>

**PURPOSE**

State law mandates that the County provide services to qualified aged and blind persons and persons with disabilities so that they can remain in their homes and avoid institutionalization. These services are offered through the In-Home Supportive Services (IHSS) program. The IHSS program is funded with federal, State, and County contributions and is administered by the Aging and Adult Services Department.

The recommended budget provides the County's share of costs for the IHSS Public Authority.

**PROGRAM DISCUSSION**

The recommended budget contains approximately \$9.4 million for salaries of IHSS service providers and the County's share of administrative costs of the IHSS Public Authority. The County's local match requirement for the IHSS program is partially offset through the allocation of \$7.8 million in Social Services Program Realignment funds. The net General Fund cost for FY 2008-09 is approximately \$1.6 million, a decrease of \$1.1 million from FY 2007-08, due to a reduction in caseload and hours of service to eligible recipients.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$8,458,116	\$9,527,349	\$7,769,736	\$8,156,322	\$9,368,896	(\$158,453)
Services and Supplies	3,277,045	3,183,497	2,914,511	2,118,071	2,930,723	(252,774)
Fixed Assets	31,963	0	0	0	130,200	130,200
<b>TOTAL EXPENDITURES</b>	<b>\$11,767,124</b>	<b>\$12,710,846</b>	<b>\$10,684,247</b>	<b>\$10,274,393</b>	<b>\$12,429,819</b>	<b>(\$281,027)</b>
Less Expend. Reimb.	162,620	175,000	165,000	168,000	232,000	57,000
<b>TOTAL NET EXPENDITURES</b>	<b>\$11,604,504</b>	<b>\$12,535,846</b>	<b>\$10,519,247</b>	<b>\$10,106,393</b>	<b>\$12,197,819</b>	<b>(\$338,027)</b>
<b>REVENUES:</b>						
Intergovernmental	\$11,807,783	\$0	(\$105,674)	\$0	\$0	\$0
Miscellaneous	0	0	2,004	0	0	0
Other Financing Sources:						
Employers Trng Resource-WIA	97,067	12,535,846	10,622,917	10,106,393	12,197,819	(338,027)
<b>LESS TOTAL REVENUES</b>	<b>\$11,904,850</b>	<b>\$12,535,846</b>	<b>\$10,519,247</b>	<b>\$10,106,393</b>	<b>\$12,197,819</b>	<b>(\$338,027)</b>
<b>NET GENERAL FUND COST</b>	<b>(\$300,346)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Authorized Positions:</b>	139	139	139	131	131	(8)
<b>Funded Positions:</b>	139	139	139	106	106	(33)

**OPERATIONAL SUMMARY**

▪ *Mission:*

To implement a workforce development system that prepares individuals for current and future jobs that meet employers' needs and improves the economic conditions of Kern County.

▪ *Fundamental Functions & Responsibilities:*

- Linking employers and individuals to education, employment and training activities to build a better workforce
- Assessing and referring qualified candidates for job openings to meet employers' workforce needs

- Providing access to career information, skills assessment and training to ensure competitiveness in today's labor market and to promote long-term employability and increased income of individuals
- Providing job placement assistance for CalWORKs recipients to help them toward self-sufficiency through the CalWORKs program
- Providing labor market and career information, and employment and training activities to prepare youth for employment and career options
- Ensuring accountability of federal, State and local funds and meeting or exceeding State performance standards

**PROGRAM DISCUSSION**

The Employers' Training Resource (ETR) Department coordinates and implements the County's workforce development system, and provides employment and training services. ETR's services are funded primarily through the federal Workforce Investment Act (WIA). ETR also receives funding from the State Employment Development Department, the Department of Labor, and the County Department of Human Services (DHS). In addition, ETR administers the federal WIA funding for Inyo and Mono counties, although each of the counties operates its own employment and training programs and services.

ETR provides services directly to customers and also contracts for training and services to provide a variety of occupational training, basic skills, computer literacy skills and supportive services. Individual training accounts are provided to clients through local eligible training providers. Many of the services provided address goals and performance measures as outlined in the County Strategic Plan. Preparing youth and adults for the workforce, establishing relationships with employers through the development of industry cluster groups, providing training at all educational levels, and enhancing training availability and affordability are only four of the numerous outcomes included in the County Strategic Plan.

Because of federal and State fiscal constraints, available funding for WIA and CalWORKs programs for FY 2008-09 will face reductions from the prior fiscal year. These reductions will be partially offset by carrying over of \$1.8 million from prior fiscal years. Unlike prior years, however, in FY 2008-09 all available funding is budgeted with no allowance to carry-forward funds into FY 2009-10. Revenues for FY 2008-09 are higher than the estimated actual revenues for FY 2007-08, due to higher than expected federal Workforce Investment Act (WIA) funding and higher than expected carry over of WIA funds from FY 2007-08. ETR expects to expend additional funds to increase contracts that support youth, adult and dislocated worker programs and will continue to prioritize all activities and fund only those that best support the County Strategic Plan goals.

Under the WIA, access to services is required to be provided through a one-stop delivery system. Locally, ETR meets this requirement through its Career Services Centers (CSCs). During the past year, the CSCs have been operating in Southwest and Southeast Bakersfield, Delano, Lake Isabella, Mojave, Taft, and Ridgecrest, with a Back-to-Work Center at the Westchester office. The recommended budget will allow ETR to maintain offices in Southeast Bakersfield, Westchester, Delano, and Lake

Isabella. However, in an effort to still provide services to constituents, ETR has staff available at DHS offices and at an EDD office in Ridgecrest. Services are still provided in Taft, Shafter, Mojave, Lamont, and Ridgecrest. These offices allow employment services to be attained on a limited basis. The CSC in Southwest Bakersfield has been closed and the lease for the location in Mojave has been transferred to DHS due to budget constraints.

Through CalWORKs, ETR is designated as the department to provide job search, job placement, and job retention services. ETR's major goal for the County's CalWORKs program continues to be transitioning recipients to employment, which is tracked as one of the department's goals and performance measures detailed below.

In accordance with the County Strategic Plan, departments are focused on ensuring that all children and adults have the resources available to achieve long-term self-sufficiency and independence, and attempt to maximize resources by integrating services wherever possible. ETR is dedicated to developing programs to enhance the effectiveness of the CSC JobSource Program, as well as the employment rate and job preparation activities for Welfare-to-Work participants.

ETR will continue to seek grant funding, and to work closely with the State Department of Rehabilitation, State Employment Development Department, and many County departments, such as Human Services, Mental Health, Public Health, and Aging and Adult Services. ETR will continue to cooperate with various local agencies, such as Bakersfield College, Kern High School District, Mexican American Opportunity Foundation, and the Community Connection for Child Care, to fulfill its mission and meet County Strategic Plan goals.

**POSITIONS DISCUSSION**

The recommended budget includes the deletion of: one Office Services Assistant position, at an annual savings of \$56,400; one Fiscal Support Technician position, at an annual savings of \$66,700; one Fiscal Support Specialist position, at an annual savings of \$76,600; one Supervising Departmental Analyst position, at an annual savings of \$100,300; four Program Specialists I/II positions, at an annual savings of \$351,900; and one Program Technician position, at an annual savings of \$73,700. The recommended budget also includes the addition of one Accountant III position, at an annual cost of \$107,400.

The position additions and deletions, as well as the unfunding of 33 positions, are necessary to address workload requirements within the decreased funding levels available to the department.

**DIRECTOR'S DISCUSSION**

Employers' Training Resource has, as its mission, the provision of leadership and expertise, to ensure that the workforce development system prepares people for current and future jobs that improve the economic conditions of Kern County. Economic prosperity and self-sufficiency of our citizens are important goals for our County. This is a challenge in times where the economy makes it difficult for individuals to achieve this on their own without guidance and support. ETR serves a fundamental role in Kern County assisting our customers during some very difficult times in their lives.

ETR has continued to work with community and regional partners to provide the best possible workforce development services. ETR has successfully utilized strategies involving collaboration and participation which benefit the Kern County Economic Development Strategy. Personalized services are given to assist those in need to find gainful employment whether it be with access to job search information, resume writing, job readiness training, vocational skills training, on-the-job training, or simply referrals to job listings. ETR is there to help Kern County residents with these services.

ETR also works closely with local business and industry in order to provide job match services for those looking for qualified individuals for their available jobs. The County's seven economic clusters including: Aerospace and Defense; Business and Professional Services; Energy

& Chemicals; Health Services and Medical Technologies; Tourism, Recreation and Entertainment; Transportation, Logistics & Warehousing; and Value Added Agriculture; are also the targeted focus for many of our activities.

As available federal and State funding for operations and services has declined by more than 57% during the last seven years, ETR has continued to provide services in most areas of Kern, especially in areas of high unemployment. Every effort is made to assist those in need of job placement services. However, doing so has become increasingly more difficult and ETR finds that we cannot maintain the same level of customer service that was once our hallmark. Staffing levels have declined and wait times for services has increased as a direct result. Due to reduced funding there are also fewer training opportunities for Kern residents. ETR receives no County general funds and relies solely upon grants and legislated funding from the federal and State government.

ETR's major goals are to improve County economic conditions and assist employers in meeting their workforce needs. With the current market and economic indicators, it is projected that the services we provide will be in even more demand. ETR is committed to provide the best customer service to those who need it most, even with our diminishing resources. We will work with the funds we have available and we will continue to seek new additional grants and opportunities.

## GOALS AND PERFORMANCE MEASURES

**Performance Measure #1:**

Percentage of adults enrolled in Workforce Investment Act (WIA) programs who have entered employment upon program exit.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Adopted Goal	FY 2007-2008 Mid-year Results	FY 2008-2009 Proposed Goal
76%	81%	78%	78%	78%

**What:**

Most of the participants are unemployed when they request services from Employers' Training Resource (ETR). Therefore, the employment rate when these individuals begin with ETR is close to zero percent. This data represents adults who have become employed, as a percentage of the total number of adults who received ETR services, after the first quarter of program exit.

**Why:**

This goal encompasses the primary objective in serving adults who enroll in WIA programs, and aligns with the County Strategic Plan objective for job placements and to improve the livelihood and quality of life for Kern County residents.

**How are we doing?**

Currently, we are meeting the goal. However, due to many reasons, including an increased minimum wage, a slowing of the economy, increased unemployment, the housing slump, and higher energy costs, there will be more competition for fewer available jobs. Also, some employers are cutting hours for current employees and not hiring as many new employees. For February 2007, the unemployment rate for Kern County was 9.1%. The rate for February 2008 is 10%. This reflects an additional 4,100 individuals unemployed compared to a year ago. In this environment and with our funding cuts, it will be more difficult to meet our goal.

**How is this funded?**

This goal is funded by WIA Adult, Dislocated Worker, Youth, and National Farmworker Jobs Program funds.

**Performance Measure #2:**

Percentage of CalWORKs recipients who have entered employment upon leaving the program.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Adopted Goal	FY 2007-2008 Mid-year Results	FY 2008-2009 Proposed Goal
56%	47%	50%	44%	50%

**What:**

ETR staff provide job placement services for CalWORKs participants referred by the Department of Human Services (DHS). This goal measures the number who obtained employment through ETR staff's efforts over the total number of recipients who completed an activity or are in an activity more than 30 days.

**Why:**

This goal measures ETR's success in placing CalWORKs recipients who are referred to ETR by DHS staff, and aligns with the County Strategic Plan objective for job placements, to improve the self-sufficiency and quality of life for CalWORKs recipients and to reduce welfare dependency within the County.

**How are we doing?**

Currently, we are not meeting the goal due to several factors such as a slowing economy, increased unemployment, and increased competition for fewer jobs. Some employers are cutting hours for current employees and not hiring as many new employees. For February 2007, the unemployment rate for Kern County was 9.1%, for February 2008, it was 10.0%.

**How is this funded?**

This goal is funded by the Department of Human Services.

**Performance Measure #3:**

Average annual income of Workforce Investment Act clients after becoming employed.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Adopted Goal	FY 2007-2008 Mid-year Results	FY 2008-2009 Proposed Goal
\$22,818	\$24,066	\$23,600–24,400	\$25,466	\$25,000-\$26,000

**What:**

We obtain this data from State Base Wage files and client surveys. It is collected on a regular basis by the State and the data is annualized by ETR.

**Why:**

This goal addresses many purposes of WIA services by improving the earnings of clients, which are then circulated through the economic system of Kern County in a multiplier effect.

**How are we doing?**

ETR is exceeding this goal. However, funding continues to be cut while the unemployment rate for the County is climbing. For February 2007, the unemployment rate for Kern County was 9.1%. The rate for February 2008 is 10% and the economy is slowing down. With the recent minimum wage increase, some employers are cutting hours and hiring fewer staff. In this environment, it will be more difficult to meet our goal.

**How is this funded?**

This goal is funded by WIA Adult, Dislocated Worker, and National Farmworker Jobs Program funds.

**Performance Measure #4:**

Percentage of youths enrolled in Workforce Investment Act programs who have entered employment or have enrolled in post-secondary education upon program exit.

FY 2005-2006 Actual Results	FY 2006-2007 Actual Results	FY 2007-2008 Adopted Goal	FY 2007-2008 Mid-year Results	FY 2008-2009 Proposed Goal
77%	67%	68%	65%	69%

**What:**

Most of the participants are unemployed when they request services from Employers' Training Resource (ETR). Therefore, the employment rate when these individuals begin with ETR is close to zero percent. This data represents youths who have become employed, or have enrolled in post-secondary education, as a percentage of the total youths who received ETR services, after the first quarter of program exit.

**Why:**

This goal encompasses the primary objective in serving youths who enroll in WIA programs, and aligns with the County Strategic Plan objective for preparing youths for the workforce and/or higher education to improve their quality of life and create a more educated workforce.

**How are we doing?**

Currently, we are not meeting this goal. This goal may be much more difficult to achieve this year. Due to an increased minimum wage, a slowing of the economy, and an increased unemployment rate for the County, it is more difficult for youths with little or no job experience to find a job. In addition to this, beginning in the current fiscal year, the goal includes youths 14 to 18 years of age, who have a harder time finding employment due to child labor laws and insurance requirements for employers. In the past, this goal measured results for youths 19 to 21 years of age.

**How is this funded?**

This goal is funded by WIA youth funds.

<b>Performance Measure #5:</b>				
Percent of surveyed employers who would use Career Services Center services again for potential hires.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	97%	95-99%	NA	95-99%
<b>What:</b> This data reflects a positive answer to the following question, "Would you use CSC (Career Services Center) services again?" in surveys of employers conducted annually. Employers' Training Resource (ETR) surveys annually employers that use CSC services. The CSC and ETR take job orders from 1,150 employers annually and work on matching job openings with job seekers who use CSC services.				
<b>Why:</b> This is a barometer of how well employers perceive the services they receive in the CSCs. This, in turn, will help CSC staff determine ways to improve services.				
<b>How are we doing?</b> In the last few months several agencies have begun surveys of local employers on various issues. In order to not overburden employers with too many surveys, it was determined that it would be better to postpone this survey until later in the year.				
<b>How is this funded?</b> This goal is funded by WIA Adult, Dislocated Worker, Youth, and National Farmworker Jobs Program funds.				

<b>Performance Measure #6:</b>				
Percent of surveyed Workforce Investment Act (WIA) program participants that are satisfied or highly satisfied with the services they received.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	75-80%
<b>What:</b> Employers' Training Resource (ETR) will annually survey clients enrolled in their programs to assess client satisfaction with the services they received. This is a new measure for FY 2008-09.				
<b>Why:</b> This will help determine how favorably clients rate the services they are receiving. This, in turn, will help ETR staff determine ways to improve services.				
<b>How are we doing?</b> Reduced funding for ETR provides a challenge. Although possible ways to improve services may be identified in our survey, some improvements may not be possible until more federal, State or local funds are allocated to the program.				
<b>How is this funded?</b> This goal is funded by WIA Adult, Dislocated Worker, Youth, and National Farmworker Jobs Program funds.				

**Performance Measure #7:**

Total annualized earnings of participants who have entered employment upon program exit for both participants enrolled into Workforce Investment Act (WIA) programs and customers accessing the Career Services Centers (CSCs).

<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
ETR \$ 20,125,100	ETR \$22,712,640		ETR \$8,745,168	ETR \$ 20,000,000
CSC N/A	CSC \$131,521,936	NA	CSC \$77,901,782	CSC \$155,000,000

**What:**

This goal calculates the number of CSC customers who obtained employment multiplied by the average hourly earnings and then annualized. The ETR customers' earnings are calculated based on total actual earnings in a six-month period and then annualized. This is a new measure for FY 2008-09.

**Why:**

ETR staff spend a large percentage of their time working with clients who access services at the CSCs, but who are not enrolled into WIA services. Only showing the outcomes from WIA enrolled participants portrays too narrow of a picture of the services actually provided and the volume of customers served. The CSC calculations include earnings of all clients, including those who received services from the Department of Human Services, ETR and the State Employment Development Department located at the CSCs.

**How are we doing?**

Although CSC clients are continuing to enter employment and are on track to exceed last year, ETR enrolled clients are not faring as well. This may be due to our reduced funding which has severely limited the training opportunities ETR is able to provide. In addition, minimum wage has increased, which impacts the work experience programs and on-the-job training ETR can provide. Clients who have more barriers and who need more intensive services and training are the ones typically enrolled into ETR-funded programs.

**How is this funded?**

This goal is funded by WIA Adult, Dislocated Worker, Youth, and National Farmworker Jobs Program funds.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,547,426	\$1,563,622	\$1,663,151	\$1,648,971	\$1,578,160	\$14,538
Services and Supplies	201,995	324,242	302,177	309,780	393,791	69,549
<b>TOTAL EXPENDITURES</b>	<b>\$1,749,421</b>	<b>\$1,887,864</b>	<b>\$1,965,328</b>	<b>\$1,958,751</b>	<b>\$1,971,951</b>	<b>\$84,087</b>
<b>REVENUES:</b>						
Intergovernmental	\$1,770,868	\$1,821,864	\$0	\$0	\$0	(\$1,821,864)
Other Financing Sources:						
CD Program Trust	0	0	1,899,328	1,892,751	1,668,111	1,668,111
Emergency Shelter Grant	0	0	0	0	35,443	35,443
Home Investment	0	0	0	0	202,397	202,397
<b>LESS TOTAL REVENUES</b>	<b>\$1,770,868</b>	<b>\$1,821,864</b>	<b>\$1,899,328</b>	<b>\$1,892,751</b>	<b>\$1,905,951</b>	<b>\$84,087</b>
<b>NET GENERAL FUND COST</b>	<b>(\$21,447)</b>	<b>\$66,000</b>	<b>\$66,000</b>	<b>\$66,000</b>	<b>\$66,000</b>	<b>\$0</b>
<b>Authorized Positions:</b>	23	20	20	20	20	0
<b>Funded Positions:</b>	16	16	16	15	15	(1)

**OPERATIONAL SUMMARY**

▪ *Mission:*

CEDD 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 neighborhoods by providing safer living environments, decent and affordable housing, public facilities and improvements, and expanded employment opportunities.

▪ *Fundamental Functions & Responsibilities:*

- Enhance community development through efficient projects and improvements
- Improve public facilities
- Provide decent and affordable housing
- Promote public safety
- Enhance economic growth

**PROGRAM DISCUSSION**

The recommended budget provides funding to support the department’s programs at a similar level to the previous fiscal year. The Community Development Block Grant (CDBG) entitlement awarded by the U.S. Department of Housing and Urban Development (HUD) experienced a reduction of 3.5% percent for FY 2008-09. Federal funds received from HUD primarily reimburse the cost of the department’s operating budget. This

funding previously was shown as intergovernmental revenue in the department’s budget, but due to a change in accounting procedures, now appears under Other Financing Sources.

The department will continue assessing community development needs, providing technical assistance to County departments, cities, special districts, nonprofit organizations, and other funding agencies in preparing project proposals and applications for funding. The department will also continue to address the County

Strategic Plan goals, including targeting new infrastructure investments based on industry cluster needs. These activities are vital in attracting and supporting commercial and industrial businesses.

The net General Fund cost for this budget unit supports the department's economic development activities that are not eligible for federal funding. The recommended funding level for FY 2008-09 is \$66,000, the same level as the prior year. In light of current economic downturn, it should be noted that any decrease in General Fund contributions will have a direct influence on the number of businesses served by the department, as noted in the department's performance measures.

### **POSITIONS DISCUSSION**

In order to absorb salary and benefit cost increases for employees and the continued reduction in federal funding, the department will maintain as vacant and unfunded two Planner positions, at an annual cost savings of \$225,000, one Housing Rehabilitation Technician position, at an annual cost savings of \$62,000, one Accountant position, at an annual cost savings of \$77,000, and one Fiscal Support Technician position, at an annual cost savings of \$56,000.

### **DIRECTOR'S DISCUSSION**

The County's FY 2008-09 CDBG grant is \$4,999,821. This is \$181,396 less than the \$5,181,210 the County received for FY 2007-08. Correspondingly, the department's CDBG Planning and Administrative budget for FY 2008-09 is reduced by at least \$36,280. CDBG Program regulations limit the department's Planning and Administrative budget to 20% of the annual grant and any program income that might be received during the year. By itself, the \$181,396 decrease in funding is not significant. However, the cumulative reductions that have occurred over the last five consecutive years have cost the County almost \$1,500,000 in CDBG funding. That represents a \$300,000 loss in Planning and Administrative funds, which has resulted in elimination of four filled positions in the department. Although the positions continue to exist within the department, they are, and will remain, unfunded. The workload for the remaining staff members has increased significantly. The reduction in funding and staffing has put limitations on programs and activities (i.e. Sub-recipient Monitoring is meeting only

minimum requirements, non-CDBG eligible special projects face delays, etc.). The top priority for the department will be to efficiently expedite the implementation of CDBG funded projects and maintain compliance with HUD's 1.5 drawdown requirement. Low priority work items will be completed as time and resources permit.

The department received \$66,000 of County General Funds in FY 2007-08 to implement economic development activities that are not eligible for CDBG reimbursement. These activities included the department's work with the Edwards Community Alliance, the California Defense Alliance and other activities associated with Base Realignment and Closure issues; the County's Economic Development Website; administration of the County's Economic Incentive Program and associated agreements; the Kern Economic Development Corporation and the County's Economic Development Strategy; and preparation and implementation of the County's Comprehensive Economic Development Strategy. New activities that we have been asked to expend staff time on include East Kern enterprise zone proposal, redevelopment planning for Oildale, and community development improvements for South Taft. As a result of staff's work on these new activities, the \$66,000 was all spent three months before the end of the fiscal year.

The department currently has five vacant positions: two Planner positions, one Accountant position, one Fiscal Support Tech position, and one Housing Rehab Tech position. Because of decreasing CDBG funds, these positions are not being funded for the FY 2008-09 year. To stay within the 20% cap for Planning and Administration in FY 2007-08, the department was forced to transfer to other departments an Office Services Technician position, a Fiscal Support Tech position, and an Accountant III position. Mid-year FY 2007-08, a Planner III transferred from this department to the Roads Department. Based on a mid-year review of the department's FY 2007-08 Planning and Administration budget, we were not able to replace the Planner III. The department did get approval to reclassify our one filled Fiscal Support Technician (FST) to that of Fiscal Support Specialist (FSS) in anticipation of promotion of the existing FST, who has been performing at the level of a FSS. If it is the wishes of the Board that this department continues to work on enterprise zone, redevelopment, and other special projects, then the department must receive additional General Fund support for staffing and other related costs.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure # 1 :</b>				
HUD's Timeliness Requirement Ratio: The sum of CDBG program income on hand and the line of credit fund balance relative to the current year grant amount.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1.47	1.46	≤ 1.5	1.85	≤ 1.5
<b>What:</b> This measures the grantee's ability and capacity to implement the expenditure of CDBG funds in a timely manner. A grantee is considered to be failing to carry out CDBG funded activities in a timely manner if, 60-days prior to the end of the current program year (for Kern County this date is April 30 <sup>th</sup> ), the amount of funds (including program income) in the CDBG line of credit exceeds 1.5 times the annual grant for the current year.				
<b>Why:</b> Failure to meet the 1.5 program year standard will result in HUD imposing an administrative sanction on the grantee. The grantee must then prepare a plan for achieving the 1.5 over the next 12 months and must provide quarterly progress reports to HUD. Failure to meet the 1.5 standard during a sanction may result in the grantee receiving less CDBG funds for the next program year.				
<b>How are we doing?</b> CEDD has consistently achieved this benchmark for the last several consecutive years. We rely on the cooperation of our subrecipients and of the County departments who implement the CDBG projects to assure expedited implementation of the projects and timely utilization of the funds. We are concerned about our continued ability to achieve this goal in the foreseeable future because of continuing federal reductions to the CDBG program. Reductions in the County's CDBG entitlement grant results in a reduced corresponding ratio of current year grant funds to previous year(s) line of credit balance/program income, thereby requiring even greater expenditure of current year funds to maintain the 1.5 ratio.				
<b>How is this funded?</b> Funding is exclusively from the HUD CDBG entitlement grant and related program income.				

<b>Performance Measure # 2:</b>				
Assistance to low/moderate income (LMI) residents:				
a) Percentage of grant funds expended on activities that benefit residents having low/moderate income.				
b) Dollar amount of grant funds expended on activities that benefit residents having low/moderate income.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
a) 87.10% b) \$5,249,628	a) 85.98% b) \$4,459,103	a) ≥ 70% b) ≥ \$3,626,852	a) 80% b) \$4,144,973	a) ≥ 70% b) ≥ \$3,499,874
<b>What:</b>				
The measurement shows that no less than 70% of the CDBG funds received in a program year by the grantee is allocated and expended for projects that principally benefit persons having low and moderate incomes. This measurement is consistent with certifications provided by the County to HUD in accordance with CDBG Program regulations at 24 CFR Part 570, Section 570.200 (a) (3).				
<b>Why:</b>				
The primary objective of the CDBG Program is the development of viable communities principally for persons of low and moderate income. To meet the objective, HUD requires a grantee to certify that no less than 70% of CDBG funds are expended for activities that principally benefit this population group.				
<b>How are we doing?</b>				
CEDD has consistently achieved or surpassed the minimum percentage of funds required by HUD to be expended for activities which benefit low and moderate income persons. It is anticipated that the County will continue to comply with the low and moderate income benefit expenditure rate in the future.				
<b>How is this funded?</b>				
Funding is exclusively from the HUD CDBG entitlement grant and related program income.				

<b>Performance Measure # 3:</b>				
Housing rehabilitation and accessibility assistance:				
a) Number of units rehabilitated or reconstructed through use of HUD’s grant funds.				
b) Number of units made accessible to residents with physical disabilities through use of HUD’s grant funds.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
a) 11 b) 95	a) 10 b) 56	a) 10 b) 55	a) 9 b) 48	a) 16 b) 90
<b>What:</b>				
This represents the number of families and individuals who have received loans and grants to rehabilitate and/or improve the accessibility of their dwelling.				
<b>Why:</b>				
Decent, safe, sanitary, and affordable housing through housing rehabilitation or reconstruction and accessibility improvements is another objective of the HUD programs.				
<b>How are we doing?</b>				
We continue to serve the needs of as many eligible County residents as our resources will allow.				
<b>How is this funded?</b>				
Funding is exclusively from HUD’s HOME and CDBG grants.				

<b>Performance Measure #4:</b>				
Economic Development activities: Number of businesses assisted through economic development activities.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
44	65	70	186	75
<b>What:</b> This represents the number of businesses that receive assistance from CEDD through the County Economic Development Revolving Loan Program and the Kern Micro-enterprise Opportunity Program. In addition, the department provides technical assistance and counseling to businesses through its involvement with the Kern Economic Development Corporation in implementing the County's Economic Development Strategy, enterprise zone program, the County's Economic Development Incentive Program, the Comprehensive Economic Development Strategy, the Debt Advisory Committee, and the Bakersfield and Kern County Energy Watch Program.				
<b>Why:</b> Programs and resources support business start-ups and expansions that result in job creation/retention and wealth creation/preservation pursuant to HUD National Objectives and the Board adopted County of Kern Economic Development Strategy.				
<b>How are we doing?</b> As indicated by the actual results for 2005, 2006, and 2007, the number of businesses assisted has increased each year. Technical assistance and responding to inquiries about what federal, State, and local programs might be available to help businesses is a major part of this measurement.				
<b>How is this funded?</b> Economic development activities eligible under HUD regulations are funded through the Economic Development Revolving Loan Fund Program and the Kern Micro-enterprise Opportunity Program. Both of these programs are CDBG funded. Economic development activities not eligible under HUD regulations are funded with a limited allocation of County General Funds (for FY 2007-08 the amount was \$66,000).				

# *EDUCATION*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$6,679,661	\$7,371,801	\$7,571,849	\$7,910,330	\$6,899,073	(\$472,728)
Services and Supplies	2,999,814	2,333,257	2,134,875	2,075,578	1,830,894	(502,363)
Fixed Assets	25,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$9,704,475</b>	<b>\$9,705,058</b>	<b>\$9,706,724</b>	<b>\$9,985,908</b>	<b>\$8,729,967</b>	<b>(\$975,091)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$134,919	\$133,000	\$127,251	\$133,000	\$108,000	(\$25,000)
Intergovernmental	450,219	450,219	312,944	275,860	0	(450,219)
Charges for Services	396,956	352,835	372,218	350,943	350,943	(1,892)
Miscellaneous	174,790	338,000	340,409	87,000	48,522	(289,478)
Non-Revenue Receipts	300	0	0	0	0	0
Other Financing Sources:						
Kern Co Library Book	0	0	0	206,000	206,000	206,000
<b>LESS TOTAL REVENUES</b>	<b>\$1,157,184</b>	<b>\$1,274,054</b>	<b>\$1,152,822</b>	<b>\$1,052,803</b>	<b>\$713,465</b>	<b>(\$560,589)</b>
<b>NET GENERAL FUND COST</b>	<b>\$8,547,291</b>	<b>\$8,431,004</b>	<b>\$8,553,902</b>	<b>\$8,933,105</b>	<b>\$8,016,502</b>	<b>(\$414,502)</b>

<b>Authorized Positions:</b>						
Full Time	87	87	87	87	85	(2)
Part Time	77	77	77	77	69	(8)
<b>Total Positions</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>154</b>	<b>(10)</b>
<b>Funded Positions:</b>						
Full Time	83	80	80	87	68	(12)
Part Time	77	70	70	77	62	(8)
<b>Total Positions</b>	<b>160</b>	<b>150</b>	<b>150</b>	<b>164</b>	<b>130</b>	<b>(20)</b>

**OPERATIONAL SUMMARY**

▪ *Mission:*

To make the world of knowledge and ideas accessible to the public in an efficient and effective manner that provides for their educational, informational, cultural, and recreational needs.

▪ *Fundamental Functions & Responsibilities:*

- Provide convenient and sufficient hours of opening to the public

- To develop collections in appropriate languages and formats for all ages to meet community life long learning needs and in accordance with demographic variables
- Provide enrichment and motivational programs to enhance the quality of life for citizens of all ages
- Improve the quality of life and economic status for citizens by providing equal access to resources
- Protect the public's constitutional right to know and their privacy under federal and state law, respectively  
To bridge the digital divide by providing access to the world-wide web and on-line library via a network of computers with high speed broadband

## PROGRAM DISCUSSION

The recommended budget will reduce the overall hours of operation at the main library and branch locations by 16%. Branches that will be subject to reduced hours are: Rathbun, Southwest, Wilson, Northeast, Arvin, Buttonwillow, California City, Kern River Valley, Lamont, Rosamond, Shafter, and Wasco. The department will continue to provide additional library services to outlying areas through its two bookmobiles; however, there will be a reduction in the number and frequency of stops for bookmobiles from the current once-a-week service to bi-weekly service at all stop locations. A 15% reduction in programs for all ages is anticipated as hours of operation and staffing are reduced at the locations noted above. This reduction in hours to stationary and mobile libraries will reduce the department's ability to meet its performance measures associated with the County Strategic Plan that seeks to identify community needs and to find available resources to meet those needs.

Each year the department must meet maintenance of effort standards in order to qualify for Public Library Funds (PLF). At the recommended funding level, aid from the State totaling \$275,000, will be unavailable. To access this funding source it would be necessary to provide an additional \$715,000 in General Fund resources. Reductions were made to services and supplies, including a reduction in the books, periodicals, and other library materials budget. The book budget will be reduced from \$999,000 in FY 2007-2008 to \$341,000 for FY 2008-09. The purchase of three new microfilm reading machines to replace the current aging and obsolete machines will be postponed. It is estimated that \$63,400 in revenue from video rentals, copying, and printing fees will be lost due to the reductions in library hours, staff, and services and supplies.

The department has sought additional resources to meet community needs through its support groups such as the Friends of the Kern County Library, Inc. and the Kern County Library Foundation.

The Beale Library Trust Fund and the Rental Book Trust Fund will be combined with the Kern County Library Book Trust Fund to become one fund where funds from gifts and donations will be deposited until ready to be transferred for use into the department's operating budget. The recommended budget includes \$206,000 in Library Book Trust Fund resources.

## POSITIONS DISCUSSION

The recommended budget includes funding for 130 of 154 authorized positions in the department with no additions and 10 deletions. The recommended budget requires

deletion of 6 positions resulting in lay-offs: one Office Services Technician position, at an annual savings of \$59,700; three part-time Office Services Assistant positions, at an annual savings of \$27,100; and two part-time Office Services Technician positions at an annual savings of \$40,300. The recommended budget also includes the deletion of four vacant positions: one Office Services Technician position, at an annual savings of \$55,600; and three part-time Office Services Assistant positions, at an annual savings of \$36,800. The following fourteen positions will remain unfunded: two Librarian I positions, at an annual savings of \$153,000; one Librarian II position, at an annual savings of \$79,600; one Library Associate position, at an annual savings of \$62,200; seven part-time Departmental Aide positions, at an annual savings of \$60,500; two full time Office Services Assistant positions, at an annual savings of \$102,900; and one Librarian IV position, at an annual savings of \$93,200.

## DIRECTOR'S DISCUSSION

- **BUDGET REDUCTION**

The reduction from the original submitted County budget of \$10,022,609 is \$1,056,983 or about 11%. This includes \$717,645 or 8% of net County costs and projected loss of revenue of \$339,338. This budget will total \$8,965,626 as compared to FY 2007-08 budget amount of \$9,855,928. This represents a 9% decrease from the FY 2007-08 budget. This also comes at a time when salaries are increasing 4% due to the memorandum of understanding with the unions. This budget precludes the County from receiving aid from the State in the form of Public Library Fund (PLF) monies and factors in reductions in other revenue sources which will then be unavailable to assist the library's operational budget for materials, staff, services and supplies. Each year the department must meet maintenance of effort standards, through local appropriations of an equal or greater amount of funds each year, in order to be eligible for PLF funds. The department anticipates losing approximately \$275,860 from the State Public Library Fund in FY 2008-09. While the department has plans to request a waiver of maintenance of effort from the State for FY 2008-09, there is no anticipation of receiving the \$275,860 in additional revenues. It is estimated that \$63,478 in revenue from video rentals, copying, and printing fees will be lost due to the reductions in library hours.

- **PROGRAM DISCUSSION**

The recommended budget will reduce the overall hours of operation, book budget, number of programs for all ages and other operations. Hours of operation at 13 of 25 facilities including the Beale Memorial (main library) and

12 branch locations will be reduced from the current 870 weekly hours of operation to 728 weekly hours of operation, a reduction of 142 hours weekly; and from the current 45,249 annual hours of operation to 37,856 annual hours of operation, a reduction of 7,384 hours annually; equaling a 16% reduction in hours. Specific branches that will be subject to reduced hours are: Rathbun, Southwest, Wilson, Northeast, Arvin, Buttonwillow, California City, Kern River Valley, Lamont, Rosamond, Shafter, and Wasco. The department will continue to provide additional library services to outlying areas through its two bookmobiles; however, there will be a reduction in the frequency of stops for both bookmobiles from the current once-a-week service at all stop locations to biweekly service at all stop locations equaling a 50% reduction in the frequency of stops. Concurrently, an approximately 15% reduction in programs for all ages is anticipated as hours of operation and staffing are reduced at the locations noted above. Although FY 2007-08 program numbers are not yet available, in FY 2006-07 nearly 2,500 programs for all ages were offered and using this as the baseline, the reduction in programs will be approximately 373 programs. The book budget will be reduced from \$999,332 in FY 2007-08 (\$739,332 County monies; \$260,000 Book Trust funds); to \$341,000 for FY 2008-09 (\$135,000 County monies; \$206,000 Book Trust funds), a \$604,332 or 81.7% reduction in County monies. The reduction in the total book budget in FY 2008-09 is \$658,332, a 65.8% reduction. Additional reductions were made to the services and supplies object including plans to purchase three new microfilm reading machines to replace the current aging and obsolete machines possibly resulting in not having access to microfilm materials. Reductions in hours of operation, programs offered for all ages and the book budget to purchase needed resources will prevent the library from meeting community needs as

identified in its December 2007 county-wide customer service survey, its performance objectives as stated earlier this year, and its objectives consistent with the County Strategic Plan, even though the Library has sought additional resources to meet those needs through its support groups such as the Friends of the Kern County Library, Inc. and the Kern County Library Foundation, for the aforementioned book trust fund.

- **POSITIONS DISCUSSION**

The recommended budget includes funding for 140 of the 164 authorized positions in the department and the deletion of ten positions. With the reduction of General Fund revenue and from the loss of Public Library Funds (PLF) funding, it is recommended that 14 currently vacant positions be held unfunded and that six currently filled positions be deleted through the lay-off process for a total of 24 unfunded and/or deleted positions. The positions to remain unfunded for FY 2008-09 include: two Librarian I, one Librarian II, one Library Associate, seven part-time Departmental Aides, two Office Services Assistants and one Librarian IV. Positions scheduled to be deleted through lay-off include: one Office Services Technician, three part-time Office Services Assistants, and two part-time Office Services Technicians. Total positions to remain unfunded or deleted in FY 2008-09 are equivalent to 16.69 FTEs. In addition, the extra help budget has been reduced from \$200,000 FY 2007-08 to \$136,991 FY 2008-09. This equates to a reduction of approximately 12.38 FTEs in extra help based on an average hourly rate of \$11.28 in addition to the 16.69 FTE unfunded and or deleted permanent positions for a total of 29.07 FTEs.

## GOALS AND PERFORMANCE MEASURES

<b>Performance Measure #1:</b>				
Total hours open to the public.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
46,024 (65% of ideal schedule)	46,309 (63% of ideal schedule)	46,610 (63% of ideal schedule)	23,673 (thru 12/2007)	37,856 (52% of ideal schedule)
<b>What:</b> This indicator measures the Library's availability to serve the patrons of Kern County. These statistics includes the total sum of hours open to the public from 27 stationary and mobile facilities including the main library.				
<b>Why:</b> According to two countywide user surveys conducted in 1996 and 2007 to measure satisfaction with library services and resources and to ascertain the priorities of the public, this indicator is one of the two most important measures to the public that is fundamental to the mission of the library and for optimal user satisfaction. The public has twice prioritized more hours of opening as one of two of the highest priorities it desires.  It is critical to the public that the library increase its hours of opening to the public to maximize convenient access to its books, audiovisual items, magazines and newspapers, subscription databases, reference materials, local history, computers, programs, and other resources and services of the library to gain a competitive edge in the world marketplace on an equal basis.				
<b>How are we doing?</b> We would like to be doing better. In 1987, Kern County Library served nearly 500,000 citizens with 68,000 hours of opening and it now serves over 802,000 people with 45,000 hours of opening, just two thirds the hours it was open two decades ago. Comparatively, California and nationwide hours of opening to the public in FY 2003-04 was 64,000; it is now 73,580 hours nationwide. Due to the mandated budget guidelines for FY 2008-09, the total hours open to the public continues to be limited as the library absorbs additional cost increases beyond its control. It also stretches its staff resources to unacceptable limits as resources are insufficient to maintain hours of opening at last year's level forcing reductions in hours of opening to the public in all locations. Our real goal is to restore the 23,000 lost hours of opening to the public to the 1987 level of 68,000. This loss was due to many factors including increased costs of operation for five new branches and a main library, increases in salaries and benefits, absorbing the purchase and maintenance costs for new technology including computer mainframes, 450 computers, printers, and peripheral equipment, broadband telecommunications, added computer services staff, and state cost shifts from Educational Revenue Augmentation Funds (ERAF) in the early 1990s forcing reductions in force.				
<b>How are we funded?</b> General Fund, fees, State Public Library Fund (PLF).				

<b>Performance Measure #2:</b>				
Average attendance per hour of operation.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1,677,410/46,309 = 36	NA	NA	NA	1,400,000/37,856 = 37
<b>What:</b> This indicator measures average attendance per hour of operation. It is determined by dividing the number of estimated attendance in the library by the number of hours open to the public. Due to increased population growth and the current recession, we expect an increase in attendance next fiscal year.				
<b>Why:</b> Our mission is to provide access to our resources. Attendance is one factor which indicates use. This can include the many people who use library resources in house, but do not check them out due to constraints by caregivers who worry about late fees; those that visit from out of town and want to check us out; those that just want to look up something in a book, but do not need to check it out; those who come to use our computers; those that just need to rest a bit in an air conditioned facility; those that need to use our restrooms; those that attend public programs; those that need assistance with finding answers to their questions; those that want to stimulate their imagination; those that want to tour our California fine art collection; those that want to check their email; and those that want to do research, type research papers, etc.  This indicator demonstrates how many people use the library in a fiscal year and on an hourly basis.				
<b>How are we doing?</b> The use of the library is very good with 36 to 38 persons per hour visiting our libraries. If the hours of opening were increased, this number would increase as well given the demand for more hours of operation by the public in two recent surveys in 1996 and 2007. We know that the more hours we add, the more books we add, the more people will come and the more they will use our checkout services, computers, databases, reference service, computer classes, and resources in house.				
<b>How is this funded?</b> General Fund, Fees, State Public Library Fund (PLF).				

<b>Performance Measure #3:</b>				
(a) Number of registered users. (b) Registered users as a percent of Kern County population.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
261,000 33%	288,799 36%	NA	NA	300,000 37%
<b>What:</b> This indicator measures the total number of registered users and/or borrowers of the library and the registered users as a percent of the Kern County population. These individuals have registered for their own library cards.				
<b>Why:</b> This measure provides a sense of the trend in registered use of the library, as well as the library's "penetration" in the community. This measure does not include attendance at the library, nor is it able to measure how many families or caregivers use one card to better track their resources checked out and to monitor their children's use.  It is important for the library to know how many people take advantage of the resources of their public library to better their lives and how many they still need to reach with outreach services such as literature based or information based programs and/or an overview of the library.				
<b>How are we doing?</b> Kern County Library is on par nationwide with the percentage of registered users and with libraries in the San Joaquin Valley Library System, Los Angeles Public and San Diego Public Libraries. Historically, there is a direct correlation with educational attainment and library registrations and use.				
<b>How is this funded?</b> General Fund, Fees, State Public Library Fund (PLF).				

<b>Performance Measure #4:</b>				
(a) Number of library programs offered.				
(b) Number of individuals participating in library programs.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
2,489	2,180			1800
50,083	53,863	NA	NA	45,000
<b>What:</b>				
This indicator measures the number of enrichment programs planned and implemented by the library for all ages and the number of individuals attending and/or participating in programs at the library.				
<b>Why:</b>				
The mission of the library is to provide access to all types of resources. Enrichment programs are one way to reach out to our public to introduce them to the world of lifelong learning at the library. One popular type of program is storytelling through literature based programs to stimulate reading and love of books for all ages and to promote critical thinking and listening skills. Other subject based programs to promote library resources include dance, music, etiquette, citizenship, career opportunities, job hunting skills, resume preparation, parenting skills, consumer research, financial planning, investment and finance, and medical and legal programs to name a few, to help open the doors to the world to promote knowledge, understanding and respect for others, and to help improve the quality of life and economic status for citizens.				
About 80% of library programming is geared for youth and 20% for adults. Author visits, guest storytellers, puppet theatre, storytelling, computer classes, information literacy classes, origami, are but a few of the offerings.				
<b>How are we doing?</b>				
Very good given the limited hours of open to the public, limited funding for performers and authors, and limited staffing to plan and implement programs for the public. We would love to plan and implement more programming given the generally low demographic variables in Kern County such as low educational levels and income, to name a couple. However, given budget constraints for next fiscal year and anticipated reductions in force and in hours of opening to the public, we expect a concurrent reduction in the number of programs offered and in the attendance overall.				
<b>How is this funded?</b>				
General Fund, Fees and State Public Library Fund (PLF).				

<b>Performance Measure #5</b>				
Number of annual users of library computers.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
365,392	337,030	NA	NA	280,000
<b>What:</b> This indicator measures the number of annual users of computers including online catalog use, internet access to the world-wide web, subscription database access, and Microsoft office functions.				
<b>Why:</b> One mission critical function of the library is to provide convenient and timely access to the resources of the library. This includes access to its online catalog, the internet for access to the world wide web, library subscription databases, and to office functions. Since 2000, our goal has been to close the digital divide. Without sufficient numbers of computers, hours of opening to the public, staff to help the public with multi-functional use, computer support staff to maintain computers and printers, sufficient broadband for quick access, the library cannot begin to fulfill its mission.				
<b>How are we doing?</b> We could use 1,000 computers to better assist the public given waiting lines of up to three to four hours in some of our facilities throughout the county. Many other branches have wait times of over two hours. As such, this is an unacceptable situation and is very frustrating for both staff and users, and particularly poor users that must depend upon the library for its computer and Internet access as they have little choice.  Given the 238 public computers at 25 locations (excluding bookmobiles) translating into .31 computers for 1000 population, the usage is at its maximum with 337,030 users annually. The average number of computers in California public libraries that serve over 500,000 people is 528 and the average number of computers per 1000 people is .38 from FY 2005-06 statistics from California Library Statistics, 2007. The number of computer users is constrained, however, in Kern County even more, because of our limited hours of opening, lack of space, lack of infrastructure to handle more bandwidth including adding wireless access countywide, lack of funds for computer workstations and furnishings, lack of cabling, intermittent closures for maintenance such as new flooring, power outages, down time due to troubleshooting problems, snow days, lack of computer services staff to troubleshoot in a timely manner as we only have 2.5 FTE specialized computer staff to manage 450 public and staff computers and our telecommunications infrastructure compared to over 60 computer staff in another department to manage similar multi-function networks for multiple facilities and over 10 FTE in similar libraries of comparison.  Historically, there is a direct correlation of higher usage with more hours of opening to the public, more staff and more public computers.  With two Gates Foundation grants in 2000 and FY 2005-07, we have made some headway as 91 public access computers were funded for Internet access and multi-function use and 81 of these computers were replaced in the previous two years to continue this effort in Kern County. However, the computers are not islands unto themselves. As noted above, significant increases in specialized computer staff support is needed for troubleshooting, teaching, training, and for short and long term planning for technology.				
<b>How is this funded?</b> General fund, fees, State Public Library Fund (PLF).				

<b>Performance Measure #6:</b>				
Average population served per staff FTE.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
6,088 (283% of Nat'l Avg. 2150)	5,135 (274% of Nat'l Avg. 1875)	6,040 (322% of Nat'l Avg. 1875)	7,590 (405% of Nat'l Avg. 1875)	7,140 (381% of Nat'l Avg. 1875)
<b>What:</b> This indicator measures average population served per full time staff member.				
<b>Why:</b> This measure provides some indication of the Library's ability to provide services to its users. Users' ability to access needed materials is often heavily dependent on help from Library staff.				
<b>How are we doing?</b> Average population served per FTE remains fairly stable over time. However, the proposed staffing is more than 3 ½ times lower than other California public libraries and over six times lower than nationwide libraries of comparison, 3,103:1 and 1,875:1, respectively. This translates into lower service levels and assistance to the public.				
<b>How is this funded?</b> General Fund, fees, State Public Library Fund (PLF).				

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$353,309	\$387,505	\$368,142	\$421,742	\$409,867	\$22,362
Services and Supplies	97,350	175,899	199,038	170,622	171,405	(4,494)
Fixed Assets	0	50,000	0	60,000	0	(50,000)
<b>TOTAL NET EXPENDITURES</b>	<b>\$450,659</b>	<b>\$613,404</b>	<b>\$567,180</b>	<b>\$652,364</b>	<b>\$581,272</b>	<b>(\$32,132)</b>
<b>REVENUES:</b>						
Charges for Services	\$2,714	\$52,200	\$2,150	\$2,700	\$2,700	(\$49,500)
Miscellaneous	763	5,084	63,685	90	90	(4,994)
Non-Revenue Receipts	0	0	1,516	0	0	0
Other Financing Sources	0	0	0	60,000	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$3,477</b>	<b>\$57,284</b>	<b>\$67,351</b>	<b>\$62,790</b>	<b>\$2,790</b>	<b>(\$54,494)</b>
<b>NET GENERAL FUND COST</b>	<b>\$447,182</b>	<b>\$556,120</b>	<b>\$499,829</b>	<b>\$589,574</b>	<b>\$578,482</b>	<b>\$22,362</b>
<b>Authorized Positions:</b>	6	6	6	6	6	0
<b>Funded Positions:</b>	6	6	6	6	6	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

To create, develop and apply knowledge in agricultural, natural and human resources to improve agricultural productivity and the health and well-being of the citizens of Kern County.

▪ *Fundamental Functions & Responsibilities:*

- Improve agricultural productivity and efficiency
- Improve the diet and health of low income children and families
- Engage youth in reaching their fullest potential
- Increase in the number of community members who are aware of appropriate practices for landscape design, pruning, plant care and growing food at home

**PROGRAM DISCUSSION**

The recommended budget, which includes the planned use of \$58,957 in Budget Savings Incentive (BSI) credits, will allow the department to continue to perform agricultural research and disseminate research-based information locally and to the University of California, Cooperative Extension. The department will continue to provide educational activities benefiting County growers

and the community as a whole, including Adult and Youth Expanded Family Nutrition Education and 4-H youth programs.

The recommended budget reflects a reduction of \$50,000 in fixed assets cabinetry items that were planned for a laboratory building remodel begun by General Services in FY 2007-08. A corresponding reduction in charges for services revenues is a result of one-time anticipated revenues for cabinetry items needed for, but subsequently included in, the remodel project, therefore the

appropriations were not spent and the revenue not collected.

This year the department will continue research in several areas that are of concern in the County and are directly related to the County Strategic Plan. In response to the section of "Keeping Our Communities Safe", the department will continue to provide train-the-trainer sessions on pesticide safety in both English and Spanish. Falling under the area of "A Healthy Environment", the department will continue to work with growers and water districts on optimum irrigation scheduling and also continue their research on almond trees and the effect on air quality.

Addressing the County Strategic Plan concerning beautification of the community and the department's goal to increase the number of community members who are aware of proper landscape design and care, the department continues to provide its Master Gardener Series of classes, which are well attended.

In FY 2006-07, the department received funding through the cooperative agreement with the University of California to implement an Expanded Food Nutrition Education Program. Working with schools and other agencies, staff provide nutrition education to almost 10,000 children and adults annually. This program, in conjunction with federal funding to teach foster youth basic nutrition and food preparation, helps the department to fulfill its goal of improving the diet and health of low income children and their families as well as the County strategic goal of promoting healthy lifestyles and preventing the spread of disease.

Federal funding received via the California Department of Food and Agriculture will be made available this year for the construction of a research laboratory for the department. Funding for the laboratory has been budgeted in the Capital Projects budget unit 1960. Completion of the research laboratory will enable the department to further its performance goal of improving agricultural productivity and efficiency. Once the laboratory is completed additional equipment may be purchased, however, this equipment will be funded with a portion of the \$151,900 in remaining BSI credits.

The department provides 4-H activities to youth in underserved, low-income areas during its Summer Outreach Program. Because of the success of this program, the department received funding in FY 2007-08 for a full-time outreach position to extend and expand this program year-round in the amount of \$55,000. This outreach position continues to assist the department in meeting its performance goal of engaging youth in reaching their fullest potential. The expansion of this popular program

also addresses the County Strategic Plan to develop a comprehensive countywide prevention approach to reduce gang activity and violence in the County by increasing the capacity of after-school and enrichment activities for at-risk youth. The funding to continue outreach to youth is included in the recommended budget for FY 2008-09.

## **POSITIONS DISCUSSION**

There are no position additions or deletions included in the recommended budget.

## **DIRECTOR'S DISCUSSION**

This department, Farm and Home Advisors, is also titled University of California Cooperative Extension. It takes many funding cooperators (Federal, State and County) to provide the unique and valuable service that the department gives to the community – the community of growers, gardeners, youth and families, in both rural and urban areas. The County is the key cooperator.

Over the years, the Farm and Home Advisors' Department has delivered programs essential to the health of the agricultural industry and is continuing to address the current needs and concerns as well as those of our youth and families. While the University funds the advisors who perform the research work and provide programs, it is the County-funded expenditures that enable the results of that research and those programs to reach and benefit the community. Sufficient County financial support is essential to fulfilling the department's mission. The cost to operate this department is \$3,343,673. This includes both direct and indirect support from State, Federal, and County entities. (This does not include the valuable in-kind contributions of our clientele or specific funding for research through the grant process.) Of this \$3,343,678, the County provides 18.78%. The 5:1 leveraging of funding from the County definitely demonstrates the wisdom of cooperation as it relates to services for our Kern County community.

This department has already taken reductions and absorbed increases in several areas of the FY 2008-09 budget. There were no other areas to cut without reducing staff (the department has only 6 County staff) or eliminating the 4-H Outreach program addressing gang prevention. In order to reach the 10% step-down budget as requested by the CAO, funding for the Farm and Home Advisors FY 2008-09 budget was taken from Budget Savings Incentive (BSI) funds. These funds represent 10 years of saving by the department for a warehouse remodel to a much needed new research laboratory and lab equipment.

Because of an outside grant, and the department’s BSI funds, the lab is in progress. However, BSI funds which were also intended for the purchase of lab equipment will now be given up for this 10% step-down budget.

Using savings is only good in the short term. The department cannot continue to finance its budget by depleting savings which have taken years to build up. In a small department with a “no frills” budget, savings through BSI is the only way to accumulate funding for vital upgrades that the normal budget process would not support. When that funding is used for the operating budget, future needs to address Kern County concerns are in jeopardy. In addition, the department itself is at risk when savings funds are depleted and the department loses budget funding for the basic infrastructure to fulfill its mission.

The Farm and Home Advisors Department provides an abundance of programs, research and service to the citizens of Kern County. The agricultural research enables Kern County growers to produce an abundance of nutritious foods for Kern County citizens. This helps our growers and our local economy. Our nutrition programs educate children and families on better food choices for a healthier future. Our 4-H program reaches children in all parts of the County providing them with opportunities to learn life skills, leadership and citizenship. It is critical for this department to have the County support necessary to continue the important programs, research and service that it provides for the people of Kern County.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of participants that gain knowledge from agriculture workshops/trainings.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
97%	100%	97%	99%	97%
<b>What:</b> This indicator provides the percentage of attendees that gained knowledge from the workshops and trainings provided by the farm advisors. The percentages were derived from data gathered by surveys given at selected meetings sponsored by the department.				
<b>Why:</b> The mission of the University of California Cooperative Extension is based on education and research, and the extension of that research to clientele. The department’s work to fulfill the mission enables clientele to gain knowledge in agricultural production and pest management.				
<b>How are we doing?</b> We are successfully addressing the needs of the agricultural community by providing information based on local concerns. Our research results are provided at grower meetings and field days as well as written in newsletters, popular press and research journals.				
<b>How is this funded?</b> <b>University of California</b> – Provides the salaries and benefits of the advisors who perform the research and present the information. <b>USDA</b> - Provides part of the funding for advisors’ salaries and funding for mailing newsletters and business correspondence. <b>Grants</b> – Various granting agencies (commodity boards) provide funding to do the research – field and lab staff (salary and benefits), mileage for that staff, any specific needs to complete the project (seeds, sprays, fertilizer etc.). <b>In-Kind</b> – Hundreds of acres of farm land donated by Kern County growers for research test plots. <b>County</b> – County vehicle or private mileage for advisors to get to the research site and support from County paid personnel: Field Equipment Specialist, Fiscal Support Technicians (for re-imbursements and purchases), and Office Services Technician (for newsletters, meeting announcements, and press releases). The County also supplies office supplies for the newsletters preparation etc.				

<b>Performance Measure #2:</b>				
Percentage of participants in nutrition education sessions that gain useful knowledge (Change in Behavior – Adult).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
96%	100%	100%	100%	100%
<p><b>What:</b> Our educational sessions provide 12 hours of nutrition education to low income families with children that include the subjects of physical activity, healthy eating, and food safety. In addition to the class curriculum, a cooking demonstration and taste experience is provided with each class.</p>				
<p><b>Why:</b> Healthy eating reduces the risk of chronic diseases and improves quality of life. Low income minority families suffer from a significantly higher rate of chronic diseases such as diabetes, heart disease and cancer. 70% of participants in the adult nutrition classes are Hispanic.</p>				
<p><b>How are we doing?</b> 650 participated in the Expanded Nutrition Education Program classes. Each participant attended 12 hours of nutrition education. The number of participants was down a little this year due to an increase in instruction hours. Less classes could be scheduled. In addition, 12 Head Start Home-Based providers were trained as trainers so that they could provide nutrition education in outlying areas.</p>				
<p><b>How is this funded?</b>  <b>University of California</b> – Provides the salary and benefits of the Nutrition, Family and Consumer Science Advisor who administers this program.  <b>USDA</b> - Provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence.  <b>Grants</b> – USDA grant for the Expanded Nutrition Education Program which pays for one program manager and two part time nutrition program assistants as well as all program supplies and mileage.  <b>In-Kind</b> – Some teachers and agency personnel are trained by our staff and then teach their clientele in the train-the-trainer part of this program.  <b>County</b> – Support from County paid personnel: Fiscal Support Technician (for re-imburements and purchases), and Office Services Technician (program handouts and certificates).</p>				

<b>Performance Measure #3:</b>				
a. Percentage of first year 4-H members that re-enroll				
b. Percentage of first year 4-H volunteers that re-enroll				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
70%	49%	60%	46%	60%
56%	82%	60%	66%	65%
<b>What:</b> These percentages represent the number of children and adult volunteers that participated in our 4-H Youth Development Club Program. Re-enrolling indicates that they are satisfied with the experience and are returning for another year.				
<b>Why:</b> A main goal of the program is leadership, citizenship and life-skills development. The longer the youth participate in 4-H, the more likely they are to experience the opportunities for growth that this program offers.				
<b>How are we doing?</b> Over 1000 children were enrolled in the 4-H Youth Development Club Program for the FY 2007-08 year. They belong to one of 40 4-H clubs and they participated in 4,650 projects during the year. We are also reaching 368 children in our Summer Outreach Program. The percentage of 1 <sup>st</sup> year 4-H Club members re-enrolling was disappointing this year; however, the percentage of first year leaders re-enrolling surpassed the adopted goal. We are in the process of determining why our member re-enrollment is not reaching our goal.				
<b>How is this funded?</b> <b>University of California</b> – Provides the salary and benefits of the 4-H Youth Development Advisor and the 60% 4-H Program Representative. <b>USDA</b> - Provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence. <b>In-Kind</b> – 332 adult volunteers give their time to teach projects, chair events, and administer local club programs. This amounts to approximately 20 hours per volunteer at \$20.36 per hour. <b>County</b> – County vehicle and support from County paid personnel: Fiscal Support Technician (for re-imbursements and purchases), and Office Services Technician (enrollment process, program handouts and certificates, monthly newsletter, general program questions from clientele).				

<b>Performance Measure #4:</b>				
Percentage of participants in Master Gardener classes that gain useful knowledge (Change in Behavior).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
100%	100%	100%	100%	100%
<b>What:</b> We provide practical research-based information to improve the urban environment and enable Kern residents to make informed decisions ant to care for landscapes, orchards, and gardens.				
<b>Why:</b> Plants contribute to air quality, to energy conservation, to CO2 sequestration, as well as providing aesthetic benefits and food.				
<b>How are we doing?</b> This program continues to flourish. This year, in addition to offering a beginning MG I class (35 attendees); we also added a MG III class (24 attendees). Participants, through a survey, not only indicated that they learned new practices; they also indicated that they changed behaviors or practices in their garden planning/maintenance.				
<b>How is this funded?</b> <b>University of California</b> – Provides the salary and benefits of the advisor who provides this program. Class registration fee to the University – Provides for written materials, handouts, and audio-visual support. <b>USDA</b> - Provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence. <b>County</b> – Support from County paid personnel: Fiscal Support Technicians (for reimbursements and purchases), and Office Services Technician (for newsletters, meeting announcements, and press releases.)				

<b>Performance Measure #5:</b>				
Youth will gain knowledge in areas of citizenship, leadership, and life skills through participation in the 4-H Outreach program.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
N/A	NA	NA	NA	75%
<b>What:</b> This indicator measures the percent of youth who show knowledge gained as a result of this program.				
<b>Why:</b> This program was funded as a prevention program for youth because of the concern of the growing gang problem in Kern County. Surveys given to the youth after each session will show if they have gained knowledge in the areas being addressed: citizenship, leadership, and life skills. The successful assimilation of these skills will provide a positive alternative when making life choices.				
<b>How are we doing?.</b> After the process of writing an MOU between the County and the University, an extensive search was conducted and 11 candidates interviewed. The 4-H Outreach Program Representative was hired in November as a University of California employee. He attended trainings provided by the University and the 4-H Youth Development Program and has made contacts with five local agencies/locations to provide the program. As of February 25, 2008, he started a 16 week program with children between 10-14 years of age.				
<b>How is this funded?</b> <b>University</b> – Provided training for the Program Representative. <b>USDA</b> – Provides funding for business correspondence. <b>County</b> – The County has provided funding for the salary, benefits, mileage and some program supplies. The County also provides support to the position from the Fiscal Support Technician and the Office Services Technician.				

# *RECREATION AND CULTURE*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$9,166,170	\$10,009,482	\$9,993,957	\$10,444,558	\$10,042,600	\$33,118
Services and Supplies	3,885,206	3,909,400	4,225,883	4,009,078	3,754,578	(154,822)
Other Charges	163,894	126,000	123,449	122,000	122,000	(4,000)
Fixed Assets	686,033	554,000	525,695	0	30,000	(524,000)
<b>TOTAL EXPENDITURES</b>	<b>\$13,901,303</b>	<b>\$14,598,882</b>	<b>\$14,868,984</b>	<b>\$14,575,636</b>	<b>\$13,949,178</b>	<b>(\$649,704)</b>
Less Expend. Reimb.	0	(1,500)	(100)	(25,000)	(25,000)	23,500
<b>TOTAL NET EXPENDITURES</b>	<b>\$13,901,303</b>	<b>\$14,597,382</b>	<b>\$14,868,884</b>	<b>\$14,550,636</b>	<b>\$13,924,178</b>	<b>(\$673,204)</b>
<b>REVENUES:</b>						
Fines and Forfeitures	\$12,712	\$13,500	\$15,000	\$15,000	\$15,000	\$1,500
Use of Money/Property	330,679	245,500	188,000	183,000	183,000	(62,500)
Intergovernmental	113,000	10,000	165,000	0	0	(10,000)
Charges for Services	2,230,795	2,336,522	2,251,757	2,192,149	2,201,149	(135,373)
Miscellaneous	16,823	8,100	10,121	10,121	32,121	24,021
Other Financing Sources	0	500	9,000	9,000	9,000	8,500
Tehachapi Mt Forest Park Fund	0	0	0	115,000	142,750	142,750
Litter Clean Up	0	0	0	4,000	4,000	4,000
Off Hwy Mv Lic	0	0	0	165,000	165,000	165,000
<b>LESS TOTAL REVENUES</b>	<b>\$2,704,009</b>	<b>\$2,614,122</b>	<b>\$2,638,878</b>	<b>\$2,693,270</b>	<b>\$2,752,020</b>	<b>\$137,898</b>
<b>NET GENERAL FUND COST</b>	<b>\$11,197,294</b>	<b>\$11,983,260</b>	<b>\$12,230,006</b>	<b>\$11,857,366</b>	<b>\$11,172,158</b>	<b>(\$811,102)</b>
<b>Authorized Positions:</b>						
Full Time	1	1	1	1	1	0
Part Time	135	142	140	140	140	(2)
<b>Funded Positions:</b>						
Full Time	1	1	1	1	1	0
Part Time	135	142	140	140	123	(19)

**OPERATIONAL SUMMARY**

▪ *Mission:*

The Kern County Parks and Recreation Department develops and maintains a safe, accessible, high-quality regional system of parks, open spaces, landscapes and recreational facilities to support and enhance the quality of life for our residents and visitors.

▪ *Fundamental Functions & Responsibilities:*

- Park maintenance and development
- Maintenance and development of landscapes and streetscapes
- Operation of veterans, seniors, community and recreation buildings
- Public safety in parks and on lakes within parks
- Provide outdoor recreational venues including campgrounds, sports facilities, picnic and festival areas

**PROGRAM DISCUSSION**

The Parks and Recreation Department is responsible for the maintenance and operation of 9 regional parks, 39 neighborhood parks, 5 streetscapes, and landscape areas around 87 County-owned and/or occupied buildings. Security and public safety services are provided by boat patrols on the lakes and by roving patrols in some regional park facilities. The department is also responsible for the operation of the County's 27 veterans, seniors, community, and recreation buildings. Additionally, this department provides administrative support for the Golf Course Enterprise Fund budget unit 8991, the Wildlife Resources Commission budget unit 2740, the Parks and Recreation Commission, and the Heritage Commission.

The recommended budget includes a planned use of \$313,000 in Budget Savings Incentive (BSI) credits. A net increase of \$33,000 in the salaries and benefits object results from increased salary costs associated with negotiated union agreements, offset with BSI credits. The department is also holding 17 permanent positions vacant and unfunded. In order to staff veterans, seniors, and community buildings, camping grounds and park gates, the department will use its BSI credits to meet the staffing needs at these facilities.

Appropriations have declined in services and supplies by \$154,822 due to an expected decline in revenue. Charges for services revenues are expected to decline by \$135,300 as two community buildings are closing due to masonry issues identified in a report prepared and presented to the Board of Supervisors by the General Services Division, and expected increases from license and concessions agreements that have not materialized. A planned reduction in turf watering, park maintenance, and facility services to offset the expected decline in revenue will result in brown turf in the parks, and a possible increase in graffiti and vandalism. Significant impacts will be seen in the department's performance measure Goal 4, measuring how quickly the department is able to remove graffiti and vandalism, and Goal 5, beautifying the community and improving the environment through management of the tree canopy.

Appropriations for fixed assets have declined by \$524,000 in FY 2008-09. In FY 2007-08 the department chose, with Board approval, to convert its department-owned vehicle fleet to Plan 1, 2 and 3 vehicles incurring additional costs to the department. The change in charges for County garage services increased the need for appropriations in the services and supplies account by more than \$205,000 from the adopted FY 2007-08 budget. The department has BSI credits available for

equipment replacement. However, the department has chosen to fund staffing costs with the credits. A \$22,000 grant from the Kern County Air Pollution Control District will allow the department to purchase one additional small hybrid sport utility vehicle with a match of \$8,000 from the General Fund.

In FY 2006-07, the State revised its formula for the allocation of the Off Highway Motor Vehicle License fund (OHV) to counties. In FY 2007-08, the County received over \$163,000 in funding from the State. Funding for OHV is estimated to be \$165,000 in FY 2008-09. The department administers these proceeds, which are awarded to various groups and organizations that provide OHV services and/or projects based upon recommendations from the County Parks and Recreation Commission and approval from the Board of Supervisors. This process directly addresses the County Strategic Plan to promote access to recreational, cultural, informational, and educational resources, services, and opportunities.

Funding of \$154,500 has been budgeted for small department maintenance projects and other special departmental expenses such as the continuation of the trout planting program at Buena Vista to promote revenues from fishing at Evans Lake in FY 2008-09. Any capital and major maintenance projects that arise will be accomplished with funding from grants and special funds. These projects assist the department in adhering to the County Strategic Plan goal to promote recreational, cultural, informational and educational resources, services and opportunities through partnering with others, as well as beautifying communities through the use of landscaping, architectural design, and public improvements that express a regional identity.

In FY 2007-08, \$250,000 was included in the budget for a Tree Hazard Abatement project. Due to rising costs the majority of this \$250,000 funding was used to pay for utilities and fuel with only a portion of the funding left for the Tree Hazard Abatement project at the Kern River County Park. The project has now been put on hold pending approval of additional funding from trust fund sources and any unallocated BSI credits.

**POSITIONS DISCUSSION**

Effective January 5, 2008, the department deleted one Automotive Mechanic I/II position and one Senior Automotive Mechanic position, reducing the total number of positions in FY 2007-2008 from 142 to 140. The recommended budget includes the deletion of one Auto Mechanic II position, at an annual savings of \$76,500, and the addition of one Senior Building Services Worker position, at an annual cost of \$71,500. The department

plans to hold the following 17 positions vacant and unfunded during FY 2008-09: one Area Parks Supervisor position, at an annual savings of \$105,000; one Administrative Coordinator position, at an annual savings of \$94,000; four Maintenance Worker I positions, at an annual savings of \$233,000; one Mower Repair Mechanic position, at an annual savings of \$73,300; three Park Ranger Trainee positions, at an annual savings of \$240,400; two Tree Trimmer III positions, at an annual savings of \$154,600; two Groundskeeper I positions, at an annual savings of \$116,500; one Equipment Operator position, at an annual savings of \$78,100; one Office Services Technician position, at an annual savings of \$65,400; and one Senior Building Services Worker position, at an annual savings of \$71,500.

During the peak season, the department will use extra help staff to keep parks and facilities open. The department has identified the need for additional Tree Trimmer positions to maintain the estimated 45,000 trees under the department's jurisdiction, thus falling short of the County Strategic Plan goal to increase the number of department employees who are able to prune trees correctly, and to increase and maintain the tree canopy. The department currently has six filled Tree Trimmer I/II positions.

### **DIRECTOR'S DISCUSSION**

Prior to the 10% step-down requested, the department has submitted the budget holding 17 currently funded positions vacant during the 2008-09 fiscal year for a savings of over \$1,200,000, which is 12.2% of our permanent workforce to meet salary/benefits object total funding amount provided by the County Administrative Office. These positions include an Area Park Supervisor, Administrative Coordinator, Park Rangers/Trainee (3), Tree Trimmer III (2), Maintenance Workers (4), Mower Repair Mechanic, Senior Building Services Worker, Groundskeepers (2), Equipment Operator and Office Service Technician. Lack of supervision provided by the position of Area Park Supervisor would be significant due to the previous lack of supervision identified in the Grand Jury report a few years ago. Keeping the Administrative Coordinator vacant will impact the projects and contract/agreement compliance through delays that the previously two Administrative Coordinators were responsible to monitor and implement. Safety and security in our regional parks (Hart Park, Lake Woollomes, Buena Vista Aquatic Recreation Area, and Lake Isabella) would be impacted negatively as we currently do not have the staff to provide coverage seven days a week or 12 hours a day on certain days during the week at these facilities. The department will continue to lag behind in tree maintenance as we do not have a full staff for the only two tree crews to manage the entire tree canopy throughout parks in the County. Repairs of

irrigation, water fountains, restrooms and lighting will continue to be delayed as maintenance workers are unable to be hired. Currently, the only Senior Mower Repair Mechanic will continue to try to repair the entire fleet of mowers, edgers, backpack blowers, sweepers, etc. Delays will continue in the repair of equipment leading to delays in the maintenance of parks. Cleaning of restrooms, mowing and edging of turf, removal of graffiti all are continually delayed with the unfilled Groundskeeper positions. The lack of an equipment operator will lead to delays in mowing at Kern River County Park (Hart Park/Lake Ming). The Office Service Technician position being vacant will require the only permanent position (fiscal services technician) at the Buena Vista Aquatic Recreation Area "front gate" to manage the extra help park attendants and the large volume of cash collected during the year. The fleet was transferred to General Services so deletion of the Auto Mechanic position is necessary and there is a need to add a Senior Building Service Worker for the buildings in the East (Kern River Valley, Inyokern, Rand, Tehachapi, Mojave, and Rosamond). An add/delete of these positions would be appropriate. Not filling these positions impact Performance Measures: #1, #2, #4, #5.

Additionally, prior to the 10% step-down requested, the department has been told that no funding is available for replacement of the oldest fleet in the County; unless BSI is used (BSI is being used to have some extra help available). Over the past few years, the County Administrative Office has worked with the department to begin replacing the old fleet with an infusion of \$500,000 to \$700,000 annually. The impact of not continuing to replace the old fleet will lead to vehicles breaking down and staff unable to perform their work as needed. Additionally, these old vehicles will continue to pollute the air and use larger amounts of fuel due to the vehicles inefficiency. By not replacing the old vehicles, performance measures #3 and #4 will be impacted.

The 10% step-down will include the use of \$313,797, or 100%, of the department's BSI to fund some extra help for the busy season.

Step-down #2 will include a reduction in utilities of \$251,000. Watering of lawns and landscape areas will be curtailed significantly. The impact will be brown areas in turf, some plants and trees will experience stress during the hotter months of the years. Additionally, all lighting will be "turned off" in parks with the exception of lighting paid for by user groups. These steps will lead to facilities that were open in the past at no cost, not being available. Performance measures #3 and #6 will be impacted.

Step-down #3 will be the elimination of the entire extra help budget of \$712,003 resulting in laying off all extra help positions throughout the park system. These

positions include groundskeepers, maintenance workers, maintenance painter, and tree trimmers. The impact of the loss of these positions will be: delays in cleaning and repair of restrooms, repair of irrigation, water fountains, picnic tables, picking up trash, mowing and edging, etc. The use of extra help positions by this department is significant in providing safe, clean and accessible parks in the peak season. The department will use all their BSI of \$313,797 to hire Building Service Workers at the Senior, Veterans, Community and Recreation buildings, park attendants at the Buena Vista Aquatic Recreation Area and Park Ranger/Park Security at Lake Isabella, Kern

River County Park (Hart Park and Lake Ming), Lake Woollomes and the Buena Vista Aquatic Recreation Area. This is about \$115,000 short of providing the same service levels as the 2007-08 fiscal year. Therefore, there will have to be a slight reduction in hiring of BSW's, Park Attendants, and Park Ranger/Park Security leading to the lack of facilities available on identified days/times, reduction of revenue collected at the Buena Vista Aquatic Recreation Area gate, and a reduction of law enforcement action on identified days/times. Performance measures #3, #4 and #6 will be impacted.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of reported accidents/incidents within parks staffed by Park Rangers, including Kern River County Park, Lake Woollomes, Lake Isabella and Buena Vista Aquatic Recreation Area.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	NA
<b>What:</b> This measure reflects the number of reported accidents/incidents within those parks staffed by Park Rangers.				
<b>Why:</b> Park Rangers and security officers patrol water to ensure boaters are operating safely and legally; have a patrol presence within parks to encourage compliance with regulations, answer visitor questions related to camping, fire, fishing and vehicle operation; observe and intervene in disturbances related to alcohol use and visitor conflicts; and enforce vehicle code and parking regulations.				
<b>How are we doing?</b> This is a new measure and data collection is new.				
<b>How is this funded?</b> User fees and General Fund.				

<b>Performance Measure #2:</b>				
Number of public contacts by Park Rangers.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	4,715	5,000	10,000
<b>What:</b> This measure reflects Park Rangers' ability to keep accidents and incidents within parks to a minimum. Park Rangers attempt to minimize accidents by patrolling on water and on land within County regional parks, assisting visitors, performing alcohol- and visitor-related interventions, and enforcing local laws and ordinances.				
<b>Why:</b> Park Rangers and security officers patrol water to ensure boaters are operating safely and legally; have a patrol presence within parks to encourage compliance with regulations, answer visitor questions related to camping, fire, fishing and vehicle operation; observe and intervene in disturbances related to alcohol use and visitor conflicts; and enforce vehicle code and parking regulations.				
<b>How are we doing?</b> Results for the period of July 1, 2007 through November 30, 2007 reveal that the department will likely multiply its goal two-fold. This is due to new data collection methods which provide greater detail and accuracy.				
<b>How is this funded?</b> User fees and General Fund.				

<b>Performance Measure #3:</b>				
Percentage of surveyed user groups that report that Parks Department sports facilities are highly accessible.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	NA
<b>What:</b> This measure indicates the extent to which recreational organizations have access to park facilities when desired, or whether demand for facilities exceeds supply.				
<b>Why:</b> One of Parks' main functions, or goals, is to ensure access to park space and facilities. Outdoor activities foster physical and mental health and provide for healthy family and community relationships, discourages delinquency, and promotes physical health.				
<b>How are we doing?</b> The department plans to develop and administer a survey tool to park sport facility users by the end of FY 2007-2008.				
<b>How is this funded?</b> User fees and General Fund.				

<b>Performance Measure #4:</b>				
a) Average number of working days to remove graffiti on parks property.				
b) Average number of working days to remove vandalism on parks property.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
3	3	3	Grffiti: 3.45 Vandalism: 13.54	3
<b>What:</b> This measures how quickly Parks is able to restore parks property subsequent to graffiti and vandalism.				
<b>Why:</b> Timely removal of graffiti, particularly "tagging", discourages additional or retaliatory tagging. Areas with graffiti left unaddressed encourages rival taggers. Vandalism of parks and facilities creates unsafe environments and lends itself to further damage or vandalism.				
<b>How are we doing?</b> Results for the period of July 1, 2007 through November 30, 2007 show that the department is close to meeting its goal of 3 working days for removal of graffiti. Vandalism threshold is higher due to need to order and receive replacement parts (sinks, valves, etc.)				
<b>How is this funded?</b> User fees and General Fund.				

<b>Performance Measure #5:</b>				
Ratio of trees planted to trees removed across the county by the Parks Department.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	512 Trees planted 116 Trees removed	>1.0:1.0	102 Trees planted 143 Trees removed	>1.0:1.0
<b>What:</b> This measure reflects Parks' goal to plant an equal or greater number of trees than are being removed.				
<b>Why:</b> Parks seeks to beautify the community by increasing shade canopy and improve 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 ensures a greater likelihood of plant survival, as well as a sustainable urban forest.				
<b>How are we doing?</b> A timber harvest program within Tehachapi Mountain Parks was initiated this year to remediate a significant forest health issue and wildfire risk which would significantly skew the data, therefore the numbers of trees taken from that park is not reported in this document. The department is on track to meet its goal this year.				
<b>How is this funded?</b> User fees and General Fund.				

<b>Performance Measure #6:</b>				
Number of campers and participants at events held in parks.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	Camping – 93,152 Outdoor Event Attendance – 70,813 Senior Nutrition – 1494	Camping – 95,000 Outdoor Event Attendance – 75,000 Senior Nutrition – 1494	Camping – 49,954 Outdoor Event Attendance – 85,145 Senior Nutrition – 1004	Camping – 95,000 Outdoor Event Attendance – 75,000 Senior Nutrition – 1500
<b>What:</b> This measure demonstrates the participation levels in park activities, specifically camping, outdoor community events, and seniors nutrition programs held in County buildings.				
<b>Why:</b> Camping, community events, and senior nutrition programs held in or at County facilities provide opportunities to foster family and community relationships, rest, relaxation and renewal.				
<b>How are we doing?</b> The department is on track to meet or exceed its goal of park utilization this fiscal year. New data collection methods allow for greater accuracy of reporting attendance.				
<b>How is this funded?</b> User fees and General Fund.				

# *DEBT SERVICE*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Deer) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$228,495	\$481,837	\$290,280	\$758,799	\$856,099	\$374,262
Other Charges	10,869,061	10,574,146	8,983,976	8,554,855	7,766,939	(2,807,207)
<b>TOTAL EXPENDITURES</b>	<b>\$11,097,556</b>	<b>\$11,055,983</b>	<b>\$9,274,256</b>	<b>\$9,313,654</b>	<b>\$8,623,038</b>	<b>(\$2,432,945)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$1,505,600	\$1,505,600	\$1,266,000	\$1,100,000	\$2,125,050	\$619,450
Intergovernmental	765,000	600,000	619,649	1,401,448	1,401,448	801,448
Miscellaneous	65,966	0	0	0	0	0
<b>LESS TOTAL REVENUES</b>	<b>\$2,336,566</b>	<b>\$2,105,600</b>	<b>\$1,885,649</b>	<b>\$2,501,448</b>	<b>\$3,526,498</b>	<b>\$1,420,898</b>
<b>NET GENERAL FUND COST</b>	<b>\$8,760,990</b>	<b>\$8,950,383</b>	<b>\$7,388,607</b>	<b>\$6,812,206</b>	<b>\$5,096,540</b>	<b>(\$3,853,843)</b>

**PURPOSE**

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.

*Long-Term Financing*

This budget funds the annual lease payments for the Certificates of Participation (COPs) and other capital leases that are paid from the General Fund to finance the County’s major capital improvement, construction, and acquisition projects. Since 1990, the County has entered into eight General Fund paid COPs and capital lease obligations. Four of these issuances are still outstanding:

**PROGRAM DISCUSSION**

*Short-Term Financing*

Annually, the County issues tax and revenue anticipation notes (TRAN) to meet the County’s cash flow needs. The amount to be issued each year is based on the cash flow analysis prepared by the County Administrative Office. The interest cost and cost of issuance associated with this financing are less than the interest earnings generated on the additional cash.

- 1994 Rosamond Library COP: \$1.94 million was issued at an interest rate of 6.29% to finance the County’s portion of the construction of the Rosamond Library. The balance of the construction cost was funded through a State library construction grant.
- 1999 Capital Improvement Projects COP: \$20.47 million was issued at an interest rate of 5.33% to finance the acquisition of a countywide microwave communications system and construction of three hospital-related projects. The portion of the debt service payment associated with the communications system is paid from this budget unit, while the balance of the annual debt service is paid from the Kern Medical Center Enterprise Fund.

In June 2008, the County sized the FY 2008-09 TRAN for a par amount of \$155 million, at an estimated 1.603% net interest cost. The recommended budget includes sufficient appropriations to fund the net interest cost of the FY 2008-09 TRAN (\$2,512,033). It is anticipated that borrowing in the market will result in interest savings of approximately \$3.9 million when compared to other borrowing channels available to the County.

- 1999 HUD Section 108 Loan: \$10 million was issued to finance the construction of the Public Health Facility. Revenue from the Community and Economic Development Department offsets a portion of the loan repayment costs.
- 2007 California Infrastructure and Economic Development Bank Loan: \$7.2 million was issued to finance curb, gutter and drainage improvements in the Fifth Supervisorial District. Revenue from the Community and Economic Development Department offsets the loan repayment costs.

In FY 2007-08, the County paid off the 1996 Beale Refunding COP from reserves held with the trustee. The Golf Course Enterprise fund paid off the 1996 Golf Course Improvement COP with a loan from the Accumulated Capital Outlay General Fund.

The County has three additional COP issuances related to various enterprise fund and special purpose fund departments. Of those outstanding, the 1994 Solid Waste System Improvements COP will be paid off early in FY 2008-09 from reserves held with the trustee. The annual debt service related to these issuances is budgeted within the respective operating fund budget units.

The recommended budget includes the cost of issuance for the refunding of the 2003B Pension Obligation Bonds. The debt service related to the County Pension Obligation Bonds is not paid out of the Debt Service budget unit of the General Fund.

In FY 2007-08, the issuance of bonds was approved to finance various transportation and facility projects,

including but not limited to, the 7<sup>th</sup> Standard Road project, various other transportation projects, a new Information Technology Services facility, a new Fire Station 65 facility and a new Pine Mountain fire station. The design phase of the three facilities will commence in the summer 2008. The County Administrative Office will also prepare to issue bonds for transportation projects in the early Fall 2008.

The proposal for award of jail construction funding as provided in Assembly Bill 900 was conditionally awarded May 8, 2008. The formal award will be announced by the Corrections Standard Authority on September 18, 2008. The State is currently focused on identifying a site for the State's re-entry facility to be co-located with the proposed new jail. The County Administrative Office and the Sheriff's Office will continue to monitor the State's progress in providing funding for jail construction. The County Administrative Office is also working with its financial advisor to prepare for the issuance of bonds to meet the 25 percent match requirement in order to receive the State's \$100 million grant award. Final grant acceptance is subject to your Board's approval pending a report on the affordability of on-going jail operating costs.

The costs associated with these bond issuances are not included in the Debt Service budget unit for FY 2008-09. Typically, cost of issuance is financed with bond proceeds and is appropriated in the various project funds and corresponding budget units once they are established.

Performance measures associated with this budget are included in the discussion of the County Administrative Office budget unit 1020.

*RESERVES  
AND  
CONTINGENCIES*

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# Appropriations for Contingencies

Budget Unit 1970

Department Head: Ronald M. Errea, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Appropriations for Contingencies - General	\$5,750,000	\$6,700,000	\$0	\$6,900,000	\$6,900,000	\$200,000
Appropriations for Contingencies - Salaries Cost	6,000,000	4,300,000	0	0	0	(4,300,000)
<b>TOTAL APPROPRIATIONS FOR CONTINGENCIES</b>	<b>\$11,750,000</b>	<b>\$11,000,000</b>	<b>\$0</b>	<b>\$6,900,000</b>	<b>\$6,900,000</b>	<b>(\$4,100,000)</b>

### PROGRAM DISCUSSION

The recommended amount for general purpose contingencies of \$6.9 million represents a \$200,000 increase from the level budgeted in FY 2007-08. Included in general purpose contingencies is \$351,000 representing the first year cost of reopening remaining beds at the Sheriff's Maximum-Medium facility as required if AB 900 funding for jail construction is accepted.

Beginning in FY 2005-06, the Board of Supervisors approved the establishment of a separate expenditure account within this budget unit to earmark funds that would be made available to departments during the fiscal year. Departments were eligible to receive a budget augmentation from this account if they had a projected appropriations shortfall within their salaries and benefits expenditure object caused by either the actual position vacancy rate being lower than anticipated or if the level of payoffs of accumulated vacation and sick leave balances for retiring employees was higher than budgeted.

Departments that were identified in the past that might access these funds included the Sheriff, District Attorney,

Probation, Animal Control, Library, and Auditor-Controller-County Clerk. In FY 2005-06, no department used contingencies for this purpose. In FY 2007-08, departments that accessed contingencies for this purpose included: Sheriff - \$1,073,609; Probation - \$311,582; Library - \$47,307; Animal Control - \$203,708; and Auditor-Controller-County Clerk - \$101,319. In FY 2007-08, the only department that accessed contingencies for this purpose was the Sheriff in the amount of \$1,200,000.

In recognition of the County's fiscal constraints, the recommended level of funding in contingencies does not include a separate contingency allocation for this purpose.

The summary shown above indicates no prior year or current year actual expenditures since funds from Appropriations for Contingencies are transferred to other budget units as required, and are shown as expenditures in the recipient department's budget unit.

The recommended funding level for contingencies is considered to be an adequate provision to cover the possible emergency needs for all of Kern County government.

## PURPOSE

The purpose of establishing a reserve is to earmark a portion of a fund for future use for a specified purpose. The purpose of a designation is to segregate a portion of an unreserved fund balance to indicate tentative plans for use in a future period. The 35 funds that comprise the Regular County Budget may or may not have reserves or designations specified in any particular year. The following schedule presents the recommended increases and decreases in reserves and designations for those funds that have changes. The General Fund currently has nine reserves and designations.

## HIGHLIGHTS OF GENERAL FUND RESERVES AND DESIGNATIONS

- The purpose of the Tax Litigation Reserve is to earmark funds for the potential loss of County property tax proceeds due to: 1) Assessment Appeals Board's decisions in favor of the taxpayer; 2) tax roll adjustments by the Assessor; or 3) resolution of court cases related to disputed property assessments. It is recommended that the current balance of \$1,542,138 in the General Fund be increased to \$2,079,614 and that the current balance of \$614,996 in the Fire Fund be increased to \$831,846. The proposed amount of funding in the Tax Litigation Reserve for the General Fund and Fire Fund is considered adequate to meet the potential loss of County property tax proceeds due to property tax disputes.
- The Sheriff has established a designation for long term maintenance and periodic replacement of aircraft components, including propellers and engines, as required by Federal Aviation Administration regulations. The current balance in this designation is \$832,386. In the past, the Sheriff has allocated a portion of his budget to increase this designation during the fiscal year if sufficient funds are available. However, due to a change in accounting policy, increases can now be made only at budget adoption. Based on aircraft usage in FY 2006-07 and 2007-08 and projected future costs, it is recommended that this designation be increased by \$304,495 to \$1,138,881.
- The reserve for Fiscal Stability was established by the Board of Supervisors in FY 1998-99 in an effort to begin to address, on a long-term basis, the wide

fluctuations in the County's discretionary revenue from one fiscal year to the next. The intent was for the County to set aside funds, when available, to help mitigate significant service reductions in fiscal years where the amount of property tax or other discretionary revenue is estimated to be severely impacted. It is fiscally prudent to build reserves to sustain fiscal stability and maintain creditworthiness with financial rating agencies. It is the goal of the County Administrative Office to eventually have a balance in this designation equal to 7.5% to 10% of total General Fund expenditures. The current balance of the Fiscal Stability Reserve is \$48,020,000. This amount represents 6.4% of total General Fund expenditures projected for FY 2008-09 compared to 7.5% in FY 2007-08. No increase to the Fiscal Stability Reserve is recommended at this time due to current fiscal constraints.

- The designation for Retirement Cost Impact was established by the Board of Supervisors in FY 2001-02 in order to earmark funds for known cost impacts related to enhanced retirement benefits. The balance in this designation at the end of FY 2007-08 was \$6,500,000. Due to declining retirement rates and the recently negotiated change in retirement tiers for new employees there is no longer a need to maintain this designation. It is recommended that all funds remaining in this designation be released to the General Fund to provide needed resources to meet current budgetary requirements.
- The Budget Savings Incentive Credits (BSI) designation has, in the past, been allocated to specific departmental budgets at Budget Hearings. The designation of \$11,275,016 for the BSI credits represents the estimated amount of credits available to departments in FY 2008-09. BSI credits will be calculated and recommended for appropriation to departments either at or immediately following budget hearings.
- The Strategic Workforce Planning designation is used to earmark funds for the cost of implementing future programs needed to strategically align the County's workforce with the County's mission, goals and objectives. Employee recruitment and retention issues, succession planning, and employee training and development are just a few examples of identified areas of human resource activities where programs could be implemented. The estimated balance at the end of FY 2007-08 in the Strategic

## ***Reserves (continued)***

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Workforce Planning designation is \$0. It is recommended that the current balance be increased to \$3,621,774. As funds are required it will be recommended that funds be appropriated to individual departments to the extent needed to cover approved costs.

- The Unmet Needs designation, established by the Board of Supervisors in FY 2006-07, is used to set aside one-time discretionary General Fund resources to address unmet operational and capital needs. The balance in the designation at the end of FY 2007-08 was \$7,050,000. Due to current budget constraints, it is recommended that all funds within this designation be released to the General Fund to provide needed resources to meet operational and capital project needs.
- The Board set aside \$1,000,000 in the Litigation Designation in FY 2006-07 to earmark funds for litigation related to fighting sludge in Kern County. Costs incurred by Counsel for this purpose have been reimbursed from the designation resulting in a current balance of \$236,000. It is estimated that the level of remaining funds in the designation is sufficient to offset any costs that may be incurred in FY 2008-09, therefore, no increase or decrease is recommended.
- Both the Auditor-Controller-County Clerk and the Information Technology Services Division of the County Administrative Office have identified the need for funding to replace existing computer legacy systems. The Technology Infrastructure and Innovation designation is recommended to earmark funds to replace or upgrade existing IT systems. A total of \$3,000,000 was set aside in this designation in FY 2007-08. The Auditor-Controller-County Clerk is currently evaluating proposals for replacement of the existing Financial Management System (FMS). Additionally, efforts are underway in exploring an update of the Kern Integrated Property System (KIPS). As the process moves forward, funds will be transferred into the appropriate budgets to cover costs associated with this or other identified technology infrastructure projects.
- The recommended additions or deletions from reserves and designations from all other funds are based on the need to balance available financing with the financing requirements for FY 2008-09. Any necessary revisions will be presented at Budget Hearings.

**FY 2008-09 RECOMMENDED COUNTY BUDGET  
Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/ Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/ Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/ Designations for FY 2008-09</b>
<b>General Fund</b>				
Fiscal Stability Reserve	48,020,000	0	0	48,020,000
Tax Liability Reserve	1,542,138	0	537,476	2,079,614
Designation - Incentive Savings Credits	\$0	\$0	\$11,275,016	\$11,275,016
Designation - Litigation	236,000	0	0	236,000
Designation - Retirement	6,500,000	6,500,000	0	0
Designation - Sheriff Aircraft	832,386	0	304,495	1,136,881
Design.-Technology Infrastructure & Innovation	3,000,000	0	0	3,000,000
Designation - Unmet Needs	7,050,000	7,050,000	0	0
Designation - Strategic Workforce Planning	0	0	3,622,000	3,622,000
<b>General Fund Total</b>	<b>\$67,180,524</b>	<b>\$13,550,000</b>	<b>\$15,738,987</b>	<b>\$69,369,511</b>
<b>ACO-General Fund</b>				
Designation - General	0	0	641,827	641,827
Designation - Infrastructure Replacement	14,166,647	0	0	14,166,647
<b>ACO General Fund Total</b>	<b>\$14,166,647</b>	<b>\$0</b>	<b>\$641,827</b>	<b>\$14,808,474</b>
<b>Structural Fire Fund</b>				
Tax Liability Reserves	614,996	0	216,850	831,846
<b>ACO-Fire Fund</b>				
Designation - General	244,365	0	9,171	253,536
<b>Building Inspection Fund</b>				
General Reserve	1,436,779	0	0	1,436,779
Designation - General	2,803,325	0	403,923	3,207,248
<b>Building Inspection Fund Total</b>	<b>\$4,240,104</b>	<b>\$0</b>	<b>\$403,923</b>	<b>\$4,644,027</b>
<b>Aging and Adult Services Fund</b>				
Designation - General	0	0	97,051	97,051
<b>Seventh Standard Road Project</b>				
Designation - General	0	0	2,895,143	2,895,143
<b>Wildlife Resources Fund</b>				
Designation - General	40,970	8,605	0	32,365
<b>Probation DJJ Realignment Fund</b>				
Designation - General	0	0	353,000	353,000
<b>Real Estate Fraud Fund</b>				
Designation - General	0	0	25,000	25,000

**FY 2008-09 RECOMMENDED COUNTY BUDGET**  
**Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/ Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/ Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/ Designations for FY 2008-09</b>
<b>Litter Clean-Up</b>				
Designation - General	0	0	1,016	1,016
<b>Off Highway Motor Vehicle License Fund</b>				
Designation - General	196,980	0	56,972	253,952
<b>Planned Local Drainage Facility Funds</b>				
General Reserves	153,899	34,561	0	119,338
Designation - General	816,104	0	78,521	894,625
<b>Planned Local Drainage Fund Total</b>	<b>\$970,003</b>	<b>\$34,561</b>	<b>\$78,521</b>	<b>\$1,013,963</b>
<b>Range Improvement Fund-Section 15</b>				
Designation - General	31,310	3,038	0	28,272
<b>Range Improvement Fund-Section 3</b>				
Designation - General	4,837	0	0	4,837
<b>Informational Kiosk</b>				
Designation - General	0	0	13,573	13,573
<b>DNA Identification</b>				
Designation - General	63,500	0	56,300	119,800
<b>Sheriff's Training Facility Fund</b>				
Designation - General	0	0	75,000	75,000
<b>Automated Fingerprint Fund</b>				
Designation - General	1,333,139	0	139,235	1,472,374
<b>Juvenile Justice Facilities Fund</b>				
Designation - General	6,728	501	0	6,227
<b>Emergency Medical Services Fund</b>				
Designation - General	0	0	286,703	286,703
<b>Automated County Warrant Fund</b>				
Designation - General	9,200	9,200	0	0
<b>Domestic Violence Fund</b>				
Designation - General	123,276	0	189,665	312,941
<b>Criminal Justice Facilities Construction Fund</b>				
Designation - General	343,884	343,884	0	0
<b>Courthouse Construction Fund</b>				
Designation - General	247,315	0	21,957	269,272

**FY 2008-09 RECOMMENDED COUNTY BUDGET  
Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/ Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/ Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/ Designations for FY 2008-09</b>
<b>Alcoholism Program Fund</b>				
Designation - General	334,108	0	180,160	514,268
<b>Alcohol Abuse Education/Prevention Fund</b>				
Designation - General	64,700	64,700	0	0
<b>Drug Program Fund</b>				
Designation - General	224,044	0	42,827	266,871
<b>Recorder's Fee Fund</b>				
Designation - General	4,069,495	1,760,593	0	2,308,902
<b>Recorder's Micrographics Fund</b>				
Designation - General	379,244	379,244	0	0
<b>COP Kern Medical Center</b>				
Designation - General	28,060,139	28,060,139	0	0
<b>Airport Project Fund</b>				
Designation - General	29,621,424	29,621,424	0	0
<b>Tax Loss Reserve</b>				
Reserve - 1% Teeter Plan	7,100,085	0	9,722,170	16,822,255
<b>Redemption Systems</b>				
Designation - General	0	0	2,359,114	2,359,114
<b>Abatement Cost</b>				
Reserve - General	0	0	176,081	176,081
Designation - General	0	0	500,000	500,000
<b>Abatement Cost Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$676,081</b>	<b>\$676,081</b>
<b>Director of Airports Holding</b>				
Designation - General	0	0	50,857	50,857
<b>Passenger Facility Charge</b>				
Designation - General	0	0	368,845	368,845
<b>A-C Farm Advisor Agri. Research</b>				
Designation - General	0	0	397,941	397,941
<b>Animal Care Donations</b>				
Designation - General	0	0	5,317	5,317
<b>Animal Care</b>				
Designation - General	0	0	57,906	57,906
<b>Animal Control Feline Carcasses</b>				
Designation - General	0	0	35,028	35,028
<b>Board of Trade - Advertising</b>				
Designation - General	0	0	9,253	9,253

**FY 2008-09 RECOMMENDED COUNTY BUDGET**  
**Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/ Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/ Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/ Designations for FY 2008-09</b>
General Plan Admin Surcharge				
Designation - General	0	0	1,421,746	1,421,746
County-wide Crime Prevention				
Designation - General	0	0	5,054	5,054
D-A Local Forfeiture Trust				
Designation - General	0	0	195,122	195,122
Health - Local Option				
Designation - General	0	0	27,147	27,147
Health - State L.U.S.T. Program				
Designation - General	0	0	3,742	3,742
Public Health Miscellaneous				
Designation - General	0	0	68,883	68,883
Health - Fax Death Certificates				
Designation - General	0	0	6,752	6,752
Child Restraint Loaner Program				
Designation - General	0	0	83,143	83,143
D. A. Equipment Automation				
Designation - General	0	0	620,665	620,665
M.H. Prop 36 Substance Abuse and Crime Prevention				
Designation - General	0	0	985,887	985,887
Mental Health Services Act				
Designation - General	0	0	2,411,429	2,411,429
Probation Asset Forfeiture				
Designation - General	0	0	45,006	45,006
Parks - Derby Acres				
Designation - General	0	0	30,000	30,000
Health - NNFP -Nurse Family Partnership Program				
Designation - General	0	0	110,000	110,000
Truck 21 Replacement - Fire				
Designation - General	0	0	775,000	775,000
Fixed Wing Aircraft - Fire				
Designation - General	0	0	17,404	17,404
Vehicle - Apparatus - Fire				
Designation - General	0	0	793,378	793,378
Hazardous Waste Settlements				
Designation - General	0	0	607,020	607,020
Sheriff's Cal ID				
Designation - General	0	0	601,382	601,382
Sheriff's Civil Subpoena				
Designation - General	0	0	73,887	73,887

**FY 2008-09 RECOMMENDED COUNTY BUDGET  
Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/Designations for FY 2008-09</b>
Sheriff's Gang Abuse Diversion				
Designation - General	0	0	153,920	153,920
Sheriff's Training				
Designation - General	0	0	155,112	155,112
Sheriff's Work Release				
Designation - General	0	0	372,982	372,982
Sheriff's State Forfeiture				
Designation - General	0	0	381,297	381,297
Sheriff's Civil Automated				
Designation - General	0	0	511,923	511,923
Sheriff's Firearms				
Designation - General	0	0	6,388	6,388
Sheriff's Judgment Debtors Fee				
Designation - General	0	0	857,049	857,049
Sheriff's Comm. Resources				
Designation - General	0	0	103,074	103,074
Sheriff's Volunteer Services Group				
Designation - General	0	0	94,095	94,095
Sheriff's Controlled Substance				
Designation - General	0	0	69,202	69,202
Bakersfield Planned Sewer #1				
Designation - General	0	0	1,509,667	1,509,667
Bakersfield Planned Sewer #2				
Designation - General	0	0	119,761	119,761
Sheriff's Cal MMET				
Designation - General	0	0	293,357	293,357
High Intensity Drug Trafficking Area Forfeiture Trust				
Designation - General	0	0	164,230	164,230
Cal MMET State Asset Forfeiture Trust				
Designation - General	0	0	737,271	737,271
High Tech Equipment				
Designation - General	0	0	7,174	7,174
Bakersfield Planned Sewer #3				
Designation - General	0	0	16	16
Bakersfield Planned Sewer #4				
Designation - General	0	0	346	346
Bakersfield Planned Sewer #5				
Designation - General	0	0	8,733	8,733
Co Planned Sewer Area A				
Designation - General	0	0	18,117	18,117

**FY 2008-09 RECOMMENDED COUNTY BUDGET  
Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/ Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/ Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/ Designations for FY 2008-09</b>
Health - Bioterrorism Grant				
Designation - General	0	0	408,745	408,745
CSA - 71 Septic Abandonment				
Designation - General	0	0	651,955	651,955
Wraparound Savings				
Designation - General	0	0	1,029,239	1,029,239
Recorder's Modernization				
Designation - General	0	0	424,400	424,400
Fireworks Violations				
Designation - General	0	0	22,750	22,750
DA Federal Forfeiture				
Designation - General	0	0	74,712	74,712
DA Court Ordered Penalties				
Designation - General	0	0	510,970	510,970
EMS Week Donations				
Designation - General	0	0	57,959	57,959
Fire Department Donations				
Designation - General	0	0	67,999	67,999
State Fire				
Designation - General	0	0	2,103,600	2,103,600
Fire Hazard Reduction				
Designation - General	0	0	216,806	216,806
Flood Disaster				
Designation - General	0	0	268,453	268,453
Fire - Helicopter Operations				
Designation - General	0	0	2,471,299	2,471,299
Mobile Fire Kitchen				
Designation - General	0	0	13,712	13,712
Inmate Welfare - Sheriff's Corrections				
Designation - General	0	0	5,677,500	5,677,500
Juvenile Inmate Welfare				
Designation - General	0	0	209,884	209,884
Kern County Children's Fund - Human Services				
Designation - General	0	0	677,518	677,518
Kern County Library Book				
Designation - General	0	0	304,229	304,229
Peace Officers Training - POST				
Designation - General	0	0	267	267
Core Area Metro Bakersfield Improvement Fee				
Designation - General	0	0	2,995,205	2,995,205

**FY 2008-09 RECOMMENDED COUNTY BUDGET  
Provision for Reserves/Designations**

<b>Fund Description</b>	<b>Estimated Available Reserves/ Designations Balance as of June 30, 2008</b>	<b>Amount Made Available for Financing by Cancellation</b>	<b>Increase in Reserves/ Designations to be Provided in FY 2008-09</b>	<b>Total Reserves/ Designations for FY 2008-09</b>
<b>Metro Bakersfield Transportation Improvement</b>				
Designation - General	0	0	3,939,134	3,939,134
<b>Rosamond Transportation Improvement Fee</b>				
Designation - General	0	0	745,416	745,416
<b>Solid Waste Enforcement</b>				
Designation - General	0	0	13,550	13,550
<b>Bakersfield Mitigation</b>				
Designation - General	0	0	1,554,959	1,554,959
<b>Tehachapi Transportation Impact Fee Core</b>				
Designation - General	0	0	7,009	7,009
<b>Tehachapi Transportation Impact Fee Non-Core</b>				
Designation - General	0	0	1,247,081	1,247,081
<b>Shelter Care</b>				
Designation - General	0	0	270,548	270,548
<b>Strong Motion Instrumentation</b>				
Designation - General	0	0	48,311	48,311
<b>Tobacco Education Control Program</b>				
Designation - General	0	0	207,579	207,579
<b>Vital and Health Statistics Health Option</b>				
Designation - General	0	0	81,570	81,570
<b>Vital and Health Statistics Health Recorder</b>				
Designation - General	0	0	360,918	360,918
<b>Parcel Map - In Lieu Fees</b>				
Designation - General	0	0	936,908	936,908
<b>GRAND TOTAL</b>	<b>\$159,671,017</b>	<b>\$73,835,889</b>	<b>\$77,251,939</b>	<b>\$163,087,067</b>

*PUBLIC  
EMPLOYMENT  
GRANT  
PROGRAMS*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$12,774,809	\$642,000	\$437,246	\$623,840	\$974,668	\$332,668
Other Charges	6,715,101	5,605,412	4,157,232	4,398,459	4,968,248	(637,164)
Other Financing Uses	0	12,385,846	10,017,056	10,105,393	12,196,819	(189,027)
<b>TOTAL EXPENDITURES</b>	<b>\$19,489,910</b>	<b>\$18,633,258</b>	<b>\$14,611,534</b>	<b>\$15,127,692</b>	<b>\$18,139,735</b>	<b>(\$493,523)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$14,408	\$0	\$8,451	\$3,500	\$7,000	\$7,000
Intergovernmental	19,384,802	18,501,758	12,343,070	13,944,908	16,511,901	(1,989,857)
Charges for Services	35,760	61,500	2,261,174	1,154,284	1,544,284	1,482,784
Miscellaneous	25,665	0	(1,161)	25,000	76,550	76,550
Other Financing Sources	0	70,000	0	0	0	(70,000)
<b>LESS TOTAL REVENUES</b>	<b>\$19,460,635</b>	<b>\$18,633,258</b>	<b>\$14,611,534</b>	<b>\$15,127,692</b>	<b>\$18,139,735</b>	<b>(\$493,523)</b>
<b>NET EMPLOYERS' TRAINING WIA FUND COST</b>	<b>\$29,275</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**PURPOSE**

The Employers' Training Resource Department administers the federal Workforce Investment Act and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, and the County Human Services Department.

The department contracts with service providers for job training and support services for economically disadvantaged youth and adults, older workers, dislocated workers, welfare recipients, and youth needing summer employment. Classroom training in occupational and basic education skills and job placement assistance are also provided.

**PROGRAM DISCUSSION**

The services provided by the Employers' Training Resource Department (ETR) are funded primarily through the federal Workforce Investment Act (WIA). The department provides services directly to customers and procures subcontracts for training. Many of the services aim to meet goals and performance measures outlined in the County Strategic Plan. Preparing youth and adults for

the workforce, establishing relationships with employers through the development of industry cluster groups, providing training at all educational levels, and enhancing training availability and affordability are only four of the numerous outcomes listed.

Due to an overall decline in federal and State fiscal allocations along with fewer carry forward funds, ETR's available funding for the operational budget has declined by approximately \$494,000 from the FY 2007-08 approved budget. However, the recommended budget is higher than originally requested by the department due to higher than expected federal Workforce Investment Act (WIA) funding and higher than expected carry over of WIA funds from FY 2007-08. ETR expects to expend additional funds to increase contracts that support youth, adult and dislocated worker programs. Changes appearing in the revenue section of the above summary are primarily caused by changes made to the accounting method used to correctly reflect federal revenues.

The recommended budget will allow the department to continue to administer the federal WIA funds and provide the required services. In FY 2008-09, the department will provide job training and post-employment/follow-up services to qualified clients. ETR will continue to

prioritize all activities and fund only those that best support the department's goals. This will allow ETR to continue providing employment and training services, and transitioning clients to employment as outlined in the County Strategic Plan.

The department's staff and overhead costs incurred for administering WIA and other programs are budgeted in the department's operating budget unit 5923. Based on federal and State guidelines, all revenue received under

the WIA must be accounted for in a single budget unit. The funds are then distributed directly to some service providers and to the department's operating budget to cover administrative and operating costs. The recommended budget allows for the continuation of this procedure.

Performance measures related to this budget unit are included in the discussion of the Employers' Training Resource budget unit 5923.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$5,000	\$0	\$0	\$449,000	\$444,000
Other Charges	0	10,000	0	50,000	50,000	40,000
Other Financing Uses	0	400,000	30,940	450,000	1,000	(\$399,000)
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$415,000</b>	<b>\$30,940</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$85,000</b>
<b>REVENUES:</b>						
Use of Money/Property	\$19,308	\$12,000	\$17,147	\$12,000	\$12,000	\$0
Intergovernmental	714	0	61,189	0	0	0
Charges for Services	27,815	0	0	0	0	0
Miscellaneous	61,189	0	(17,155)	30,000	30,000	30,000
Other Financing Sources	6,183	50,000	4,169	1,000	1,000	(49,000)
<b>LESS TOTAL REVENUES</b>	<b>\$115,209</b>	<b>\$62,000</b>	<b>\$65,350</b>	<b>\$43,000</b>	<b>\$43,000</b>	<b>(\$19,000)</b>
<b>NET EMPLOYERS' TRAINING RESOURCE NON-WIA FUND</b>	<b>(\$115,209)</b>	<b>\$353,000</b>	<b>(\$34,410)</b>	<b>\$457,000</b>	<b>\$457,000</b>	<b>\$104,000</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**PURPOSE**

The Employers' Training Resource Department administers Non-Workforce Investment Act (WIA) job training programs that are funded with special grant funds and other non-federal funding.

**PROGRAM DISCUSSION**

There is no General Fund cost associated with this budget unit. The recommended budget provides sufficient funding to administer and operate the non-WIA programs in the County. No new non-WIA programs are anticipated to be undertaken during FY 2008-09. Miscellaneous special departmental expenses and contracts for agencies for non-WIA expenses within this budget unit are related to completion of programs for which monies have already been received and are being held within the fund. An increase in direct payments and an offsetting decrease in other financing uses is budgeted

this year for payment of special departmental expenses related to transitions within the department. Operating transfers reimburse expenses incurred in the department's operating budget unit 5923 for which federal funding is not available.

Due to federal and State fiscal constraints, funding for WIA and CalWORKs programs for FY 2008-09 will face reductions from the prior fiscal year. These reductions will continue to be minimally offset as appropriate with a transfer of operating expenses from this non-WIA fund. ETR will continue to prioritize all activities and fund only those that best support the department's goals. This will allow ETR to continue providing employment and training services, and transitioning clients to employment as outlined in the County Strategic Plan.

Performance measures related to this budget unit are included in the discussion of the Employers' Training Resource budget unit 5923.

*CD GRANT  
PROGRAMS*

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# Community and Economic Development

## Community Development Program

Agency Director: David Price III, *Appointed*

Budget Unit 8920

Department Head: Barry Jung, *Appointed*

### SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$2,793,595	\$0	\$2,122,226	\$2,109,026	(\$684,569)
Services and Supplies	6,458,195	9,952,333	3,528,753	5,361,257	4,826,084	(5,126,249)
Other Financing Uses	0	0	2,685,103	3,125,053	3,673,426	3,673,426
<b>TOTAL EXPENDITURES</b>	<b>\$6,458,195</b>	<b>\$12,745,928</b>	<b>\$6,213,856</b>	<b>\$10,608,536</b>	<b>\$10,608,536</b>	<b>(\$2,137,392)</b>
<b>REVENUES:</b>						
Intergovernmental	\$6,316,861	\$11,654,543	\$6,126,856	\$10,521,536	\$10,518,536	(\$1,136,007)
Miscellaneous	134,552	160,000	85,000	85,000	85,000	(75,000)
Other Financing Sources :						
HOME Investment Trust	0	0	2,000	2,000	5,000	5,000
<b>LESS TOTAL REVENUES</b>	<b>\$6,451,413</b>	<b>\$11,814,543</b>	<b>\$6,213,856</b>	<b>\$10,608,536</b>	<b>\$10,608,536</b>	<b>(\$1,206,007)</b>
<b>NET COMMUNITY DEVELOP. PROGRAM FUND COST</b>	<b>\$6,782</b>	<b>\$931,385</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$931,385)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

The federally funded Community Development Block Grant Program provides funds for community improvement projects (such as curbs and gutters, water systems, and recreation facilities), for various housing programs, and for certain local economic development activities. Projects and activities must help people with low/moderate incomes, and/or eliminate physical blight, and/or meet other qualifying criteria. The Community and Economic Development Department administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget is a reflection of available allocations and provides adequate funding to support the Community Development Program pursuant to the Housing and Community Development Act. The program will continue to promote the development of viable urban communities, ensure that decent housing and suitable living environments are available to the public, pursue expansion of economic opportunities, and to directly correlate with the County Strategic Plan to build a community where every child and adult thrives. These activities are provided principally for persons of low- and

moderate-income. Examples of projects that represent these activities within defined areas of benefit are curb and gutter improvements, drainage improvements, public facility improvements, park improvements, low-income housing rehabilitation and accessibility improvements, and business development assistance.

Specific projects proposed for approval by both the Board of Supervisors and the U. S. Department of Housing and Urban Development (HUD) for FY 2008-09 are:

- Oildale Community Improvements
- East Bakersfield Street Improvements (Phase II)
- City of Maricopa Public Facility Improvements
- City of Ridgecrest - Leroy Jackson Park Improvements (Phase II)
- Virginia Avenue School Improvements
- City of Shafter - Richland Drive Street Improvements
- Boron Senior Center Improvements (Phase II)
- Buttonwillow Water System Improvements
- Rosamond Senior Center Improvements (Phase II)
- HOME Housing Rehabilitation Program
- American Dream Down Payment Assistance

This budget also provides reimbursements to the Community and Economic Development Department

budget unit 5940 for staff support of community development projects. Performance measures related to this budget unit may be found in the discussion of the Community and Economic Development Departments budget unit 5940.

# Community and Economic Development

## Economic Development - Revolving Loan Program

Agency Director: David Price III, *Appointed*

Budget Unit 8921

Department Head: Barry Jung, *Appointed*

### SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07		FY 2007-08		FY 2008-09	
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$5,026	\$0	\$0	\$0	(\$5,026)
Services and Supplies	0	422,349	0	422,349	422,349	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$427,375</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$422,349</b>	<b>(\$5,026)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$596	\$0	\$0	\$0	\$0	\$0
Miscellaneous	0	(5,026)	0	422,349	0	5,026
<b>LESS TOTAL REVENUES</b>	<b>\$596</b>	<b>(\$5,026)</b>	<b>\$0</b>	<b>\$422,349</b>	<b>\$0</b>	<b>\$5,026</b>
<b>NET CED - REVOLVING LOAN PROGRAM FUND COST</b>	<b>(\$596)</b>	<b>\$432,401</b>	<b>\$0</b>	<b>\$0</b>	<b>\$422,349</b>	<b>(\$10,052)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

The federally funded Economic Development Revolving Loan Fund is used to fund loans for eligible economic development projects, and to deposit income from loan repayments. The Community and Economic Development Department administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the Community and Economic Development – Economic Development Revolving Loan Fund Program.

Program income is derived from loan repayments, and is the source of funds for loans to other eligible economic development projects, which directly correlates with the County Strategic Plan to implement the County economic development strategy to promote improved quality of life for all residents.

Projects include loans to for-profit businesses for qualifying business purposes. To be eligible for the loans, businesses must create or retain jobs for low- and moderate-income persons, and/or provide needed goods or services to low- and moderate-income market areas, and/or address physical blight.

# Community and Economic Development

Industrial Development Authority Program

Agency Director: David Price III, *Appointed*

Budget Unit 8925

Department Head: Barry Jung, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$0	\$30,836	\$0	\$35,500	\$35,500	\$4,664
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$30,836</b>	<b>\$0</b>	<b>\$35,500</b>	<b>\$35,500</b>	<b>\$4,664</b>
<b>REVENUES:</b>						
Use of Money/Property	\$0	\$0	\$0	\$1,600	\$1,600	\$1,600
Charges for Services	0	2,764	0	33,900	0	(2,764)
<b>LESS TOTAL REVENUES</b>	<b>\$0</b>	<b>\$2,764</b>	<b>\$0</b>	<b>\$35,500</b>	<b>\$1,600</b>	<b>(\$1,164)</b>
<b>NET CED - INDUSTRIAL DEV AUTHORITY PROGRAM FUND</b>	<b>\$0</b>	<b>\$28,072</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,900</b>	<b>\$5,828</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

The user-funded County of Kern Industrial Development Authority Program provides assistance to for-profit companies for the acquisition of qualified manufacturing/processing facilities and equipment through the issuance of tax-exempt bonds. Additionally, this fund is a depository of proceeds received as part of a judgment against a bond trustee involving a since-closed housing assistance bond. The Community and Economic Development Department administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the County of Kern Industrial Development Authority's issuance of tax-exempt industrial development bonds. Bonds are issued for the benefit of for-profit businesses seeking below market interest rates for the acquisition of qualified capital assets. Services provided through this fund are based upon demand, and the cost of providing services is offset by fees collected from the user. To be eligible for assistance, projects must satisfy specific public benefit criteria.

# Community and Economic Development

## Emergency Shelter Grant Program

Agency Director: David Price III, *Appointed*

Budget Unit 8932

Department Head: Barry Jung, *Appointed*

### SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$298,120	\$614,057	\$214,546	\$455,651	\$431,370	(\$158,406)
Other Financing Uses	0	0	11,942	35,443	59,724	35,443
<b>TOTAL EXPENDITURES</b>	<b>\$298,120</b>	<b>\$614,057</b>	<b>\$226,488</b>	<b>\$491,094</b>	<b>\$491,094</b>	<b>(\$122,963)</b>
<b>REVENUES:</b>						
Intergovernmental	\$298,119	\$494,342	\$226,488	\$491,094	\$491,094	(\$3,248)
<b>LESS TOTAL REVENUES</b>	<b>\$298,119</b>	<b>\$494,342</b>	<b>\$226,488</b>	<b>\$491,094</b>	<b>\$491,094</b>	<b>(\$3,248)</b>
<b>NET CD-EMERGENCY SHELTER GRANT FUND COST</b>	<b>\$1</b>	<b>\$119,715</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$119,715)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

Federal funds granted to the County under the Stewart B. McKinney Homeless Act are used to provide emergency shelter services or facilities for homeless people. The Community and Economic Development Department administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the Community and Economic Development – Emergency Shelter Grants (ESG) Program. The program will continue to provide emergency shelter and transitional housing assistance to the homeless through eligible activities: renovation, major rehabilitation, or conversion of buildings for use as shelters for the homeless; provision of essential services to the homeless; payment of operations, maintenance, rent, repair, security,

fuel, equipment, insurance, utilities, and furnishings for the homeless; and homelessness prevention activities.

ESG funding will enable service providers to improve the quality and availability of emergency shelter capacity and to broaden the range of services available to prevent homelessness in accordance with the County Strategic Plan to ensure housing opportunities exist for the homeless. This budget unit also provides reimbursement to the Community and Economic Development budget unit 5940 for staff support of community development projects.

ESG funding operates on a two-year cycle. The reduction in budgeted expenditures for FY 2008-09 is the result of funds previously expended.

Performance measures related to this budget unit may be found in budget unit 5940, Community and Economic Development.

# Community and Economic Development

## Home Program Trust Fund

Agency Director: David Price III, *Appointed*

Budget Unit 8936

Department Head: Barry Jung, *Appointed*

### SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$955,693	\$0	\$1,784,133	\$1,784,133	\$828,440
Services and Supplies	1,115,749	10,826,928	1,872,767	10,238,817	10,238,817	(588,111)
Other Financing Uses	0	0	212,041	207,397	207,397	207,397
<b>TOTAL EXPENDITURES</b>	<b>\$1,115,749</b>	<b>\$11,782,621</b>	<b>\$2,084,808</b>	<b>\$12,230,347</b>	<b>\$12,230,347</b>	<b>\$447,726</b>
<b>REVENUES:</b>						
Intergovernmental	\$445,629	\$11,198,035	\$1,554,808	\$11,680,347	\$11,680,347	\$482,312
Miscellaneous	662,778	650,000	530,000	550,000	550,000	(100,000)
<b>LESS TOTAL REVENUES</b>	<b>\$1,108,407</b>	<b>\$11,848,035</b>	<b>\$2,084,808</b>	<b>\$12,230,347</b>	<b>\$12,230,347</b>	<b>\$382,312</b>
<b>CED-HOME INVESTMENT FUND COST</b>	<b>\$7,342</b>	<b>(\$65,414)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,414</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### PURPOSE

As a designated Participating Jurisdiction, the County is eligible to receive an annual allocation of federal funds for the HOME Investment Partnerships Program. The funds must be used to benefit households at or less than 80% of the County median income level. For rental units, 90% of the monies must benefit households at or below 60% of the median income. The Community and Economic Development Department administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the functions of the Home Program Trust Fund. The program provides funding for eligible activities and projects such as: expanding the supply of decent, safe, sanitary and affordable housing, particularly rental housing, for very low-income and low-income families;

strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable housing; providing both financial and technical assistance to participating jurisdictions, including the development of model programs for developing affordable low-income housing; and extending and strengthening partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the production and operation of affordable housing. The functions of the Home Program Trust Fund correlate with the goals of the County Strategic Plan in implementing the County Economic Development Strategy to ensure affordable housing opportunities. This budget unit also provides reimbursement to budget unit 5940 for staff support of community development projects.

Performance measures related to this budget unit are included in the discussion of the Community and Economic Development budget unit 5940.

*INTERNAL  
SERVICE FUNDS*

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# General Services Garage – Internal Service Fund

Budget Unit 8950

Department Head: Ronald M. Errea, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$30,000	\$0	\$0	\$0	(\$30,000)
Salaries and Benefits	664,869	761,004	896,361	1,134,756	1,096,390	335,386
Services and Supplies	690,391	789,445	909,357	1,103,333	1,103,333	313,888
Other Charges	666,199	787,530	46,896	856,425	856,425	68,895
Fixed Assets	1,465,304	1,150,605	1,003,603	1,225,631	1,225,630	75,025
<b>TOTAL EXPENDITURES</b>	<b>\$3,486,763</b>	<b>\$3,518,584</b>	<b>\$2,856,217</b>	<b>\$4,320,145</b>	<b>\$4,281,778</b>	<b>\$763,194</b>
<b>REVENUES:</b>						
Use of Money/Property	\$125,994	\$88,099	\$92,392	\$88,099	\$88,099	\$0
Charges for Services	2,142,676	2,516,693	2,496,629	3,285,085	3,285,085	768,392
Miscellaneous	33,489	8,275	102,315	12,500	12,500	4,225
Other Financing Sources	102,105	52,043	0	50,000	50,000	(2,043)
Non-Revenue Receipts	666,199	725,000	0	725,000	725,000	0
<b>LESS TOTAL REVENUES</b>	<b>\$3,070,463</b>	<b>\$3,390,110</b>	<b>\$2,691,336</b>	<b>\$4,160,684</b>	<b>\$4,160,684</b>	<b>\$770,574</b>
<b>DECR. IN RETAINED EARNINGS</b>	<b>\$416,300</b>	<b>\$128,474</b>	<b>\$164,881</b>	<b>\$159,461</b>	<b>\$121,094</b>	<b>(\$7,380)</b>
<b>Authorized Positions:</b>	8	9	12	12	12	3
<b>Funded Positions:</b>	8	9	12	12	12	3

## OPERATIONAL SUMMARY

▪ *Mission:*

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

▪ *Fundamental Functions & Responsibilities:*

- Provide Fleet Services to maximize availability of the County fleet by reducing downtime.

## PROGRAM DISCUSSION

The recommended budget provides sufficient resources to allow the Garage to continue its efforts in improving services to customers in FY 2008-09.

The General Services Garage offers vehicle maintenance services under three 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 on a time-and-materials basis.

The Garage has created a rolling seven-year vehicle replacement plan to forecast future vehicle replacement costs. The portion of the Plan 1 revenue that is associated with vehicle replacement costs is held in retained earnings (vehicle replacement designation) within the Garage Internal Service Fund to address those long-term vehicle replacement needs.

In FY 2007-08, the Waste Management Department and the Parks and Recreation Department consolidated their fleet services with the Garage. Through this action, two Automotive Mechanic positions were deleted from the Parks and Recreation Department. As a result of the additional workload, the Garage added one Supervising Heavy Equipment Mechanic and two Automotive Mechanic positions. The increase in salaries and benefits reflects the addition of the new positions, as well as increases resulting from the negotiated union agreements.

The Garage assumed responsibility for the maintenance and replacement of Parks and Recreation vehicles and the maintenance of Waste Management's vehicles. Waste Management has elected to maintain responsibility for the replacement of its vehicles. The increase in services and supplies reflects the transfer of appropriations from Parks and Recreation for the anticipated maintenance costs of the vehicles, and the transition of vehicles to Plans 1 and 2. The increase in charges for services is a result of the increased reimbursements of associated costs from both the Parks and Recreation and Waste Management departments.

The consolidation of fleet management and maintenance has provided significant benefits through economies of scale in providing fleet services.

It is anticipated that the Garage will reduce its retained earnings by \$164,881 to offset current year vehicle replacement costs. The FY 2007-08 year-end balance after this reduction is estimated to be approximately \$900,000. In FY 2008-09, it is projected that the Garage will reduce its retained earnings by approximately \$121,000.

## **DIRECTOR'S DISCUSSION**

The FY 2008-09 proposed budget will sustain our current level of automotive services for the Fleet Services function of General Services. We do not

anticipate any unusual or adverse impacts to Budget Unit 8950 over the next fiscal year. Several in-house process improvements and increases in efficiency are being reviewed and implemented.

Over the past fiscal year, we have implemented a "green policy" which endeavors to reduce our overall fleet carbon footprint. We have also implemented an approval process by which departments must justify and seek approval for their selections of vehicle classifications. We continue to meet with departments to manage and reduce our fleet emissions by actively sourcing low emission, fuel efficient vehicles and fuel utilization.

One additional service we are finalizing involves the installation of GPS systems in General Services Fleet to track fleet assets. Following other California counties and private industry lead, we believe that we have opportunities for optimizing our fleet efficiencies. We are communicating with several interested County departments and are confident that tracking fleet and reviewing our operations will yield fuel and operational efficiencies.

Another recent development within Fleet Services includes our active management and participation in our new third-party's accident program. Utilizing an independent firm to manage our vehicle accident program has proven instrumental to our operations. Over the past 11 months we have processed over 100 vehicle incidents in a timely and cost efficient fashion. Perhaps our new program's largest success is the information that was collected and shared with departments for their review, scrutiny and prevention opportunities.

The Fleet Services function of the General Services Division remains committed to our mission and will continue to provide the highest level of services to our customers.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of fleet vehicles available for use by customers on a daily basis.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
96.4%	98.9%	95%	97.6%	95%
<b>What:</b> This measures the overall efficiency of fleet operations to ensure that a minimum standard of 95% of the fleet is available.				
<b>Why:</b> This indicator demonstrates Fleet Services effectiveness in increasing availability of County vehicles for our customers use.				
<b>How are we doing?</b> Continuous training of staff and an upgrade of automotive equipment ensure maximized staff production. Also, taking proactive measures to schedule preventative maintenance and repair tasks to accommodate the customer needs and manage the workload within the auto shop.				
<b>How is this funded?</b> Internal Service Fund.				

# Group Health and Dental Self-Insurance Program

## Internal Service Fund

Budget Unit 8960

Department Head: Ronald M. Errea, *Appointed*

### SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$0
Services and Supplies	7,361,897	7,617,000	7,989,716	8,530,500	8,530,500	913,500
Other Charges	99,939,982	110,795,187	118,349,775	126,961,703	126,961,703	16,166,516
<b>TOTAL EXPENDITURES</b>	<b>\$107,301,879</b>	<b>\$119,412,187</b>	<b>\$126,339,491</b>	<b>\$136,492,203</b>	<b>\$136,492,203</b>	<b>\$17,080,016</b>
<b>REVENUES:</b>						
Use of Money/Property	\$21,477	\$10,000	\$110,000	\$100,000	\$100,000	\$90,000
Charges for Services	101,957,243	133,497,886	136,611,734	140,106,825	140,106,825	6,608,939
Miscellaneous	4,200	5,000	32,253	5,000	5,000	0
<b>TOTAL REVENUES</b>	<b>\$101,982,920</b>	<b>\$133,512,886</b>	<b>\$136,753,987</b>	<b>\$140,211,825</b>	<b>\$140,211,825</b>	<b>\$6,698,939</b>
<b>(INCR./)DECR. IN RETAINED EARNINGS</b>	<b>\$5,318,959</b>	<b>(\$14,100,699)</b>	<b>(\$10,414,496)</b>	<b>(\$3,719,622)</b>	<b>(\$3,719,622)</b>	<b>\$10,381,077</b>

### PURPOSE

The Group Health and Dental Self-Insurance Program is used to fund the County's medical, dental, and vision benefit plan programs. This budget unit is used to pay self-funded claims, dental plan premiums, County administration costs, third-party administration costs, and Employee Assistance Program and Employee Wellness Program administration costs. The County Administrative Office administers this budget unit, which is financed through charges to departments, special districts whose employees are enrolled in these plans and early retirees enrolled in the County's self-insured medical plan.

### PROGRAM DISCUSSION

The recommended budget provides for the same level of administration of the County's self-insured health plans. Revenues consist of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees.

Anticipated claims expenditures are projected based upon current medical inflation rates and expert opinion

regarding plan utilization in FY 2008-09. Actual costs in FY 2007-08 exceeded budgeted amounts mostly due to claims expenditures exceeding original estimates. In FY 2008-09 claims and administrative expenditures are expected to increase by more than \$16 million from FY 2007-08 budgeted expenditures. It is anticipated that this increase will be funded by larger amounts collected from retirees participating in the self-insured plan, higher employee contributions based on larger numbers of employees paying for health benefits and a larger employer contribution based on participation estimates.

Beginning September 1, 2008, the employees of the Superior Court, numbering approximately 500, will no longer participate in the County's employee health plans. This will result in an unknown reduction in both revenue and claims expenditures in this fund.

Reserves are maintained primarily for the Incurred But Not Reported (IBNR) liability. The budgeted reserve is being increased by approximately \$3.7 million in FY 2008-09, with projections of ending unrestricted retained earnings balance at June 30, 2009 estimated at approximately \$9.9 million.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09	
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$200,000	\$0	\$200,000	\$200,000	\$0
Salaries and Benefits	4,926,163	5,545,756	5,290,000	5,923,000	5,923,000	377,244
Services and Supplies	312,671	356,600	216,729	302,600	302,600	(54,000)
Other Charges	175,352	79,223	79,223	99,072	99,072	19,849
<b>TOTAL EXPENDITURES</b>	<b>\$5,414,186</b>	<b>\$6,181,579</b>	<b>\$5,585,952</b>	<b>\$6,524,672</b>	<b>\$6,524,672</b>	<b>\$343,093</b>
<b>REVENUES:</b>						
Use of Money/Property	\$867,112	\$600,000	\$813,219	\$800,000	\$800,000	\$200,000
Charges for Services	6,174,217	13,094,047	12,117,593	13,471,778	13,471,778	377,731
<b>LESS TOTAL REVENUES</b>	<b>\$7,041,329</b>	<b>\$13,694,047</b>	<b>\$12,930,812</b>	<b>\$14,271,778</b>	<b>\$14,271,778</b>	<b>\$577,731</b>
<b>(INCR./)DECR. IN RETAINED EARNINGS</b>	<b>(\$1,627,143)</b>	<b>(\$7,512,468)</b>	<b>(\$7,344,860)</b>	<b>(\$7,747,106)</b>	<b>(\$7,747,106)</b>	<b>(\$234,638)</b>

**PURPOSE**

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. The County Administrative Office administers this budget unit.

**PROGRAM DISCUSSION**

The recommended budget provides for continued funding of the Retiree Health Insurance Stipend Program at existing levels for current participants. The Stipend Program is funded by County contributions in the form of department charges, as a fixed amount based on actual participation.

The recommended budget also provides for funding of the Retiree Health Premium Supplement Program as provided

by the memoranda of understanding with employee unions. The RHPSP is funded by employee contributions and County contributions in the form of charges to departments, both of which are determined by negotiations with employee unions. Currently, the changes in the funding of the RHPSP are linked to changes in the Group Health department composite rate.

The recommended budget also provides for administration of retiree health insurance programs at existing levels. This component is funded entirely by retiree contributions.

The retained earnings balance at June 30, 2008 is projected at approximately \$26.8 million. This balance is comprised mostly of reserves for the RHPSP, which are required to fund future benefits under this program as determined by actuarial study. The recommended budget increases retained earnings by approximately \$7.7 million, primarily related to funding of the RHPSP.

Based on the actuarial valuation as of June 30, 2006, the unfunded liability on the RHPSP was estimated at approximately \$66.1 million. At the time of the valuation it was determined that doubling the RHPSP contribution by both the employees and the County would eliminate the unfunded liability. As discussed above, increased employee contributions have been negotiated and implemented. As a result, the estimated year-end balance

in the retained earnings is approximately 38% more than the June 30, 2006 balance.

The Board has requested an update on the unfunded liability of the RHPSP and the County Administrative

Office will be providing a comprehensive report to the Board in September 2008. In addition, GASB 45 requires that actuarial valuations be performed biennially. Therefore, the County will be engaging an actuary to perform a valuation as of June 30, 2008.

# General Liability Self-Insurance Program

Budget Unit 8970

Department Head: Bernard Barman, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$3,055,225	\$2,587,000	\$3,628,728	\$4,407,539	\$4,407,539	\$1,820,539
Other Charges	808,286	3,885,000	1,185,000	2,967,000	2,967,000	(918,000)
<b>TOTAL EXPENDITURES</b>	<b>\$3,863,511</b>	<b>\$6,472,000</b>	<b>\$4,813,728</b>	<b>\$7,374,539</b>	<b>\$7,374,539</b>	<b>\$902,539</b>
<b>REVENUES:</b>						
Use of Money/Property	\$223,733	\$75,000	\$162,000	\$108,000	\$108,000	\$33,000
Charges for Services	4,449,910	4,544,000	4,553,998	5,497,000	5,497,000	953,000
Miscellaneous	9,499	5,000	22,000	16,000	16,000	11,000
<b>LESS TOTAL REVENUES</b>	<b>\$4,683,142</b>	<b>\$4,624,000</b>	<b>\$4,737,998</b>	<b>\$5,621,000</b>	<b>\$5,621,000</b>	<b>\$997,000</b>
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b>(\$819,631)</b>	<b>\$1,848,000</b>	<b>\$75,730</b>	<b>\$1,753,539</b>	<b>\$1,753,539</b>	<b>(\$94,461)</b>

### PURPOSE

This budget is used to administer the general liability self-insured system and to meet the County's legal liability for damages to individuals and/or property arising out of the County's general and automotive activities. The County Counsel's Risk Management Division administers this budget unit.

### PROGRAM DISCUSSION

The recommended budget provides adequate funding for the County's general liability program. This budget unit is financed primarily through direct charges to County departments. The Risk Management Division measures its performance in this area by the use of two goals linked to the County Strategic Plan designed to measure the department's management of both lawsuits and general liability claim costs to minimize County expenditures while protecting County interests.

Services and supplies are estimated to increase due to the anticipated increase in excess insurance premiums of \$413,000 and an increase in professional services of \$1,280,000 due to internal legal billings, claims related to legal costs, and increased reimbursements to the Risk Management Division budget associated with increases in salary and benefit costs.

Charges to County departments provide resources to fund this budget. The recommended budget includes an increase in charges of \$950,000 due to funding the increase in excess insurance premiums, potential losses related to pending lawsuits, and to maintain reserves at an adequate level.

The department anticipates using \$1,750,000 in retained earnings to offset increasing general liability costs. This budget anticipates an estimated retained earnings balance of \$2.5 million at FY 2008-09 year-end.

Performance measures related to this budget are included in the budget discussion on the Risk Management budget unit 1910.

# Unemployment Compensation Insurance Program- Internal Service Fund

**Budget Unit 8980**

Department Head: **Ronald M. Errea, *Appointed***

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$16,322	\$15,000	\$13,857	\$15,000	\$15,000	\$0
Other Charges	<u>2,387,594</u>	<u>2,601,151</u>	<u>2,601,152</u>	<u>2,772,410</u>	<u>2,772,410</u>	<u>171,259</u>
<b>TOTAL EXPENDITURES</b>	<b><u>\$2,403,916</u></b>	<b><u>\$2,616,151</u></b>	<b><u>\$2,615,009</u></b>	<b><u>\$2,787,410</u></b>	<b><u>\$2,787,410</u></b>	<b><u>\$171,259</u></b>
<b>REVENUES:</b>						
Use of Money/Property	\$88,361	\$75,000	\$90,000	\$90,000	\$90,000	\$15,000
Charges for Services	<u>1,270,806</u>	<u>2,526,738</u>	<u>2,469,857</u>	<u>2,753,739</u>	<u>2,753,739</u>	<u>227,001</u>
<b>LESS TOTAL REVENUES</b>	<b><u>\$1,359,166</u></b>	<b><u>\$2,601,738</u></b>	<b><u>\$2,559,857</u></b>	<b><u>\$2,843,739</u></b>	<b><u>\$2,843,739</u></b>	<b><u>\$242,001</u></b>
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b><u>\$1,044,750</u></b>	<b><u>\$14,413</u></b>	<b><u>\$55,152</u></b>	<b><u>(\$56,329)</u></b>	<b><u>(\$56,329)</u></b>	<b><u>(\$70,742)</u></b>

### PURPOSE

This budget unit is used to pay the cost of administering and operating the County's unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

### PROGRAM DISCUSSION

The recommended budget will provide for the estimated cost of payment of the County's unemployment claims and administration. Revenues in this budget unit are primarily comprised of charges to County departments based on the departments actual unemployment experience and claims.

The recommended budget anticipates increasing the level of retained earnings by approximately \$56,000. This will leave a total fund balance of approximately \$100,000.

# Workers' Compensation Self-Insurance Program

Budget Unit 8990

Department Head: Bernard Barmann, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$4,362,067	\$4,128,000	\$4,397,020	\$4,907,500	\$4,907,500	\$779,500
Other Charges	14,570,642	14,143,000	12,714,141	14,112,000	14,112,000	(31,000)
<b>TOTAL EXPENDITURES</b>	<b>\$18,932,709</b>	<b>\$18,271,000</b>	<b>\$17,111,161</b>	<b>\$19,019,500</b>	<b>\$19,019,500</b>	<b>\$748,500</b>
<b>REVENUES:</b>						
Use of Money/Property	\$282,384	\$220,000	\$150,000	\$250,000	\$250,000	\$30,000
Intergovernmental	301,724	120,000	0	0	0	(120,000)
Charges for Services	16,173,456	19,560,000	19,560,000	17,561,000	17,561,000	(1,999,000)
Miscellaneous	484,241	182,000	780,000	265,000	265,000	83,000
<b>LESS TOTAL REVENUES</b>	<b>\$17,241,805</b>	<b>\$20,082,000</b>	<b>\$20,490,000</b>	<b>\$18,076,000</b>	<b>\$18,076,000</b>	<b>(\$2,006,000)</b>
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b>\$1,690,904</b>	<b>(\$1,811,000)</b>	<b>(\$3,378,839)</b>	<b>\$943,500</b>	<b>\$943,500</b>	<b>\$2,754,500</b>

### PURPOSE

The Workers' Compensation Self-Insurance Program is administered by the Risk Management Division of the Office of County Counsel. The program meets the County's statutory obligation to compensate its employees for work related injuries.

### PROGRAM DISCUSSION

The workers' compensation program is regulated by the State Labor Code and compensates employees for work related injuries and illnesses. The County continues to offer injury prevention and safety education courses to its personnel.

The recommended budget will provide a level of funding sufficient to cover projected workers' compensation claims and administrative costs. The County self-insures and self-administers the workers' compensation program and finances the program through direct charges to County departments. Each department's operating budget reflects the cost of the program.

Charges to departments have decreased by \$1.9 million due to an increase in retained earnings as expenditures in FY 2007-08 are anticipated to be less and revenues are estimated to be higher than budgeted. These savings have been offset by increased expenditures in the Risk Management Division budget associated with increases in salary and benefit costs.

The department anticipates using \$943,000 in retained earnings to offset additional increases in charges to departments. This budget anticipates an estimated retained earnings balance of \$6.1 million at FY 2008-09 year-end.

The recommended budget addresses the County's Strategic Plan to ensure proper fiscal planning that meets the needs of the public as well as County departments; to assist the department in meeting its goals of providing satisfactory and above workers' compensation services to County departments; and to manage workers' compensation claims to provide employees with applicable benefits and control costs.

Performances measures related to this budget are included in the budget discussion on the Risk Management budget unit 1910.

*ENTERPRISE  
FUNDS*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$47,042	\$0	\$0	\$0	(\$47,042)
Services and Supplies	4,696,102	4,656,000	4,728,281	240,000	265,000	(4,391,000)
Other Charges	363,676	511,958	511,958	512,000	414,614	267,656
<b>TOTAL EXPENDITURES</b>	<b>\$5,059,778</b>	<b>\$5,215,000</b>	<b>\$5,240,239</b>	<b>\$752,000</b>	<b>\$679,614</b>	<b>(\$4,535,386)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$64,199	\$30,000	\$84,890	\$5,000	\$5,000	(\$25,000)
Charges for Services	5,273,749	5,037,000	5,075,000	620,710	620,710	(4,416,290)
Non-Revenue Receipts	0	148,000	148,000	144,000	144,000	(4,000)
<b>LESS TOTAL REVENUES</b>	<b>\$5,337,948</b>	<b>\$5,215,000</b>	<b>\$5,307,890</b>	<b>\$769,710</b>	<b>\$769,710</b>	<b>(\$4,445,290)</b>
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b>(\$278,170)</b>	<b>\$0</b>	<b>(\$67,651)</b>	<b>(\$17,710)</b>	<b>(\$90,096)</b>	<b>(\$90,096)</b>

**PURPOSE**

The Golf Course Enterprise Fund is used for operating the three County-owned golf courses. Private contractors operate the golf courses under management agreements. The Parks and Recreation Department administers this budget unit and the management agreements.

**PROGRAM DISCUSSION**

The Golf Course Enterprise Fund is used to facilitate the operation of the three County-owned golf courses, North Kern Golf Course, Kern River Golf Course, and Buena Vista Golf Course. In FY 2007-08 the County had two multi-year agreements with private contractors to operate the three golf courses. All revenues generated at the golf courses went directly into the Golf Course Enterprise Fund. Revenues deposited in the fund were then distributed to the private contractors pursuant to their management agreements. The fund is also responsible for the completion of necessary capital and infrastructure maintenance projects at the golf courses. The Parks Department provides administrative support and charges actual costs to this budget unit.

In FY 2007-08, the department issued a Request for Proposal (RFP) to change the current management agreements to land lease agreements, in response to recommendations from a golf course consulting firm. On

March 25, 2008, the Board approved a loan to the Golf Course Enterprise Fund from the Accumulated Capital Outlay (ACO) fund in the amount of \$1,438,807, to redeem outstanding Certificates of Participation so that the Golf Course Agreements could be converted to land lease agreements. New land lease agreements for all three courses were negotiated and begin on July 1, 2008. A former golf course management contractor has been retained to provide consultation services to facilitate the transition from the current management to the new land lease agreements.

Decreases in expenses of \$4,391,000 in services and supplies, and revenues of \$4,416,300 in charges for services are due to the new structure of the lease agreements versus management agreements. The new land lease agreements are expected to provide approximately \$769,000 in revenue to the Golf Course Enterprise Fund during FY 2008-09. The recommended budget uses these revenues to pay the current portion of the loan payment in the amount of \$246,406, consisting of \$178,063 in principal and \$68,343 in interest due in FY 2008-09.

The balance in retained earnings on June 30, 2009 is expected to be \$1,200,000.

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09		
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)	
		Budget	Actual	Requested	Recommended	From Budget	
<b>APPROPRIATIONS:</b>							
Services and Supplies	\$8,464,104	\$9,500,000	\$9,191,603	\$9,978,700	\$9,978,700	\$478,700	
Other Charges	120,043	150,000	126,830	150,000	150,000	0	
<b>TOTAL EXPENDITURES</b>	<b>\$8,584,147</b>	<b>\$9,650,000</b>	<b>\$9,318,433</b>	<b>\$10,128,700</b>	<b>\$10,128,700</b>	<b>\$478,700</b>	
<b>REVENUES:</b>							
Taxes	\$8,695,808	\$9,300,300	\$9,292,980	\$9,554,800	\$9,554,800	\$254,500	
Fines and Forfeitures	95,155	159,300	140,270	89,150	89,150	(70,150)	
Use of Money/Property	140,459	98,600	135,000	137,800	137,800	39,200	
Charges for Services	(9,717)	(12,150)	(12,150)	(9,150)	(9,150)	3,000	
<b>TOTAL NET REVENUES</b>	<b>\$8,921,705</b>	<b>\$9,546,050</b>	<b>\$9,556,100</b>	<b>\$9,772,600</b>	<b>\$9,772,600</b>	<b>\$226,550</b>	
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b>(\$337,558)</b>	<b>\$103,950</b>	<b>(\$237,667)</b>	<b>\$356,100</b>	<b>\$356,100</b>	<b>\$252,150</b>	

**PURPOSE**

The Universal Collection Enterprise Fund is used to account for the revenues 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 Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Waste Management Department administers this budget unit.

**PROGRAM DISCUSSION**

The Board of Supervisors approved universal refuse collection within the unincorporated metropolitan Bakersfield area effective January 1, 2001. In subsequent years, the program has been expanded to include other areas of the County, such as unincorporated Taft, Lost Hills and eastern Kern County, in order to improve waste collection and disposal methods as outlined in the County Strategic Plan. Funding for the program is provided solely by a charge on the annual tax bill for the affected properties.

Universal collection is maintained cooperatively with other solid waste collection programs in order to comply with mandated waste diversion goals, as contained in the County Strategic Plan. It is the department’s objective to

continue to provide the public with environmentally safe management of solid waste services.

The Waste Management Department provides ongoing support and administers contracts for waste pick-up and disposal services to businesses and residents in the area. The department is responsible for monitoring the waste haulers for compliance with contractual service and quality requirements, and adherence with all applicable health, safety, and labor laws. The purpose of the Universal Collection Enterprise Fund is to collect the franchise hauler’s garbage hauling fee on the County’s annual property tax bill and to pay the franchise haulers their monthly garbage hauling fee for service provided in the Universal Collection Areas.

During the initial startup phase of this fund, a cash advance in the amount of \$2,500,000 was needed from the Solid Waste Enterprise Fund in order to pay the franchise haulers for their service before the revenue was collected on the annual property tax bill. It was anticipated that the loan from the Solid Waste Enterprise Fund would not be repaid until an adequate reserve began to accrue.

A rate increase was approved effective July 1, 2008. This rate increase is directly passed through to the franchise haulers for their service. The rate increases do not, however, address the building of extra reserves necessary to repay the loan to the Solid Waste Enterprise Fund.

Interest earned on reserves may be used to repay the loan over time.

The balance in retained earnings as of June 30, 2008, is anticipated to be \$1,240,615. The recommended budget estimates a decrease in retained earnings of approximately \$356,100.

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$64,060	\$0	\$0	\$0	(\$64,060)
Salaries and Benefits	1,879,081	2,223,745	2,324,446	2,451,949	2,361,348	137,603
Services and Supplies	2,009,204	2,822,664	2,827,592	3,260,634	2,607,934	(214,730)
Other Charges	2,352,842	4,812,700	3,254,257	4,566,500	4,940,524	127,824
Fixed Assets	6,232,173	1,071,100	962,565	1,357,200	1,966,420	895,320
Other Financing Uses	0	1,432,000	1,422,564	1,104,000	1,104,000	(328,000)
<b>TOTAL EXPENDITURES</b>	<b>\$12,473,300</b>	<b>\$12,426,269</b>	<b>\$10,791,424</b>	<b>\$12,740,283</b>	<b>\$12,980,226</b>	<b>\$553,957</b>
<b>REVENUES:</b>						
Taxes	\$545,148	\$583,400	\$552,269	\$642,000	\$642,000	\$58,600
Fines and Forfeitures	1,856	1,500	2,589	2,000	2,000	500
Use of Money/Property	3,007,626	3,131,600	2,914,845	3,235,518	3,103,218	(28,382)
Intergovernmental	2,311,821	3,033,800	2,184,562	2,966,900	3,547,559	513,759
Charges for Services	202,491	226,500	175,010	228,080	228,080	1,580
Miscellaneous	119,012	93,600	250,186	151,959	151,959	58,359
Non-Revenue Receipts	2,064,368	4,279,000	2,147,937	3,909,200	3,909,200	(369,800)
<b>LESS TOTAL REVENUES</b>	<b>\$8,252,322</b>	<b>\$11,349,400</b>	<b>\$8,227,398</b>	<b>\$11,135,657</b>	<b>\$11,584,016</b>	<b>\$234,616</b>
<b>(INCR.)DECR. IN RETAINED EARNINGS</b>	<b>\$4,220,978</b>	<b>\$1,076,869</b>	<b>\$2,564,026</b>	<b>\$1,604,626</b>	<b>\$1,396,210</b>	<b>\$319,341</b>
<b>Authorized Positions:</b>	25	26	26	26	26	0
<b>Funded Positions:</b>	25	26	26	26	26	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

Build a World Class, Quality Airport System that:

- Focuses On The Customer
- Complements Kern County Economy
- Promotes Efficient Operations
- Promotes Safe Operations

▪ *Fundamental Functions & Responsibilities:*

- Maintain safe and secure airfields in compliance with federal and State regulations
- Provide services and facilities that meet the needs of general aviation
- Provide passenger services and facilities that meet the needs of the traveling public

**PROGRAM DISCUSSION**

The department will continue its development, analysis, and management of its Capital Improvement Program; maintenance and development of the structures and improvements in the seven airports in the system; promotion of aviation and non-aviation services; communication with federal and State aviation agencies and compliance with their programs; provide for the safety and security of passengers and tenants; and review of all proposed development for impact on any of the airports with regard to compatibility with federal, State, and local noise and obstruction standards.

The recommended budget includes increases in salaries and benefits as a result of negotiated union agreements. The recommended revenues generated by the Airports Department Enterprise Fund, that are directly tied to the amount of flight activity, are anticipated to decrease in FY 2008-09. The sharp increases in jet fuel have impacted the industry world-wide. ExpressJet is scheduled to end flights out of Meadows Field. Mexicana Airlines has also suspended its flights to Guadalajara and do not anticipate resuming in the near future. As a result, the recommended budget includes a reduction in its projected costs for Customs and Border Patrol (CBP) services. The Airports Department anticipates that one to two CBP agents will be retained in order to provide services for international cargo once an agreement is negotiated with a cargo carrier.

The recommended budget includes increased operational expenses for the William Thomas Terminal primarily for general liability charges, building maintenance agreements, utilities and the countywide cost allocation plan charges.

As previously mentioned, the department is continuing its effort in negotiating an agreement with an international cargo carrier that will allow for port of entry status opening the potential for vast economic growth in the region.

The modest growth in the department, given the challenges the aviation industry faces, is in accordance with the County Strategic Plan goal to attract and support business (commercial and industrial) by providing appropriate infrastructure and promote tourism opportunities.

As of June 25, 2008, after adjustments for long term debt, the Airports Enterprise Fund has a negative retained earnings balance of \$9.7 million. This negative is the result of borrowing funds to address the tremendous growth in the last few years, including the

construction of the International Terminal. Financial projections, however, indicate that the borrowing will be repaid within seven years. The recommended budget for FY 2008-09 makes no material change to that balance.

**POSITION DISCUSSION**

No positions changes were requested.

**DIRECTOR'S DISCUSSION**

A primary objective of this department is to support the Kern County economy by providing and improving commercial air service and general aviation services through the system of seven County airports. Rising fuel prices impacted Mexicana Airlines and Express Jet, the two newest airlines at Meadows Field. They were forced out of our market due to the economics of high-priced oil. The remaining airlines, however, continue to show strength and have increased their service levels. We continue to aggressively sell this market to airlines that we believe can profit from their service here and provide our community with new service now and after the fuel prices stabilize.

The presence of the Customs and Border Protection operation on Meadows Field Airport is important to the strategic development of the airport. The departure of Mexicana Airlines requires that this department negotiate the reduction of the Customs and Border Protection (CBP) operation from seven agents to one. Maintaining the presence of at least one CBP agent is essential to the development of international cargo operations and a Foreign Trade Zone operation, both of which will provide additional revenue to this department and jobs for the community.

Cargo operation is still a year away, however, we have one lessee who is working with an Asian airline to begin service to Meadows Field this fall, and we are in negotiations with a second lessee who already has a customer wanting to sign-up for property north of Merle Haggard Drive. The future appears bright although we may not see effects in the next fiscal year.

The department will concentrate again this year on revenue generation from recruitment of new business, leases, and on expenditure reduction through operating efficiency. An example of this commitment is the Meadows Field Airport Solar Project that continues in its development, and promises to reduce the electrical energy cost of the William M. Thomas terminal by 15% per year at no cost to this department.

## GOALS AND PERFORMANCE MEASURES

<b>Performance Measure #1</b>				
A. Number of seats offered by airlines.				
B. Percent change in number of seats offered by airlines.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
250,460	255,260 2%	312,280 22%	292,000 14%	320,000 10%
<b>What:</b> This performance measure documents the growth in airline capacity.				
<b>Why:</b> The number of seats available is directly related to the ability to promote tourism and to provide access for commercial and industrial growth, which in turn fuels the County's economy. Given a stable economy, this measure provides valuable information about the growth of air service at Meadows Field.				
<b>How are we doing?</b> There has been consistent growth in the number of seats available. However, a recession and rising fuel prices could cause a contraction in the overall airline industry. The extent to which this would affect local air service would depend on the severity of a recession locally and the ability of the airlines to maintain profitability on routes served from Bakersfield based on Revenue per Air Seat Mile (RASM) and Cost per Air Seat Mile (CASM). Fuel prices are also a concern. Fuel is a large cost component for airlines and has already delayed the start of service from one airline in our market.				
<b>How is this funded?</b> This is funded through the Airports Enterprise Fund. The Airports Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans grants, and income from airport operations. There is no general fund money.				

<b>Performance Measure #2</b>				
A. Percent change in passenger boardings.				
B. Number of passenger boarding.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
29% 167,809	1% 169,316	19% 201,486	-3% 85,639	10% 188,406
<b>What:</b> This performance measure documents growth in passenger boardings commonly called enplanements.				
<b>Why:</b> Changes in enplanements are related to a number of factors. Enplanements can be affected by economic changes such as recession or rapid growth in the economy. Given a stable economy, enplanements are a good measure of how well an airport is meeting the needs of the local population. Enplanements should grow with added capacity and new destinations. This is important because it measures overall access to the national transportation system.				
<b>How are we doing?</b> With the addition of new service, enplanements have grown fairly rapidly since 2004. In May of 2007, Continental pulled out of the market reducing overall capacity. Since then, United has added service to Denver and Express Jet has added service to San Diego and Sacramento. Although these service additions have increased capacity, the markets served are not as high demand markets as Houston. Therefore, enplanements have seen a slight decrease. We are working toward regaining service to Houston since it is both our number one market and our number one unserved market. However a recession could affect passenger traffic across the United States. The extent to which a recession would affect Meadows Field Airport would depend upon how severe it occurred in the Southern San Joaquin Valley.				
<b>How is this funded?</b> This is funded through the Airport Enterprise Fund. The Airports Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans grants, and income from airport operations. There is no general fund money.				

<b>Performance Measure #3:</b>				
Notice of security violation from Transportation Security Administration (TSA).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
0	0	0	0	0
<b>What:</b> This measures the number of security violation notices received from the Transportation Security Administration (TSA). Airports are required to meet the security requirements established by the TSA, a federal agency.				
<b>Why:</b> Airport security has become a focus for national security since 9/11. Tracking notices of security violations is essential to providing a secure environment at airports.				
<b>How are we doing?</b> Kern County Airports has not received any notices of violation. Rapidly changing security requirements are implemented as quickly and as cost effectively as possible to keep any security breaches from occurring.				
<b>How is this funded?</b> Security is partially funded through a reimbursable agreement with the Transportation Security Administration. The balance is funded through the Airports Enterprise Fund. The Airport Enterprise Fund is comprised of Airport Improvement Program funds (federal grants), Passenger Facility Charge (ticket fee), Caltrans grants, and income from airport operations.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$93,005	\$0	\$0	\$0	(\$93,005)
Salaries and Benefits	146,848,005	150,383,139	164,067,224	164,189,613	160,389,613	10,006,474
Services and Supplies	83,074,818	79,763,416	91,903,478	80,854,036	84,066,536	4,303,120
Other Charges	27,015,460	33,940,516	20,935,370	37,890,353	37,890,353	3,949,837
Fixed Assets	1,277,581	4,832,614	1,312,828	5,000,000	8,587,500	3,754,886
<b>TOTAL EXPENDITURES</b>	<b>\$258,215,864</b>	<b>\$269,012,690</b>	<b>\$278,218,900</b>	<b>\$287,934,002</b>	<b>\$290,934,002</b>	<b>\$21,921,312</b>
<b>REVENUES:</b>						
Patient Revenue (Net)	\$450,291,686	\$465,199,945	\$540,502,394	\$558,002,394	\$558,093,131	\$92,893,186
Deductions From Revenue	(337,004,911)	(343,300,860)	(406,813,068)	(430,813,068)	(424,742,941)	81,442,081
Fines and Forfeitures	11,159	3,000	9,093	14,577	14,577	11,577
Use of Money/Property	145,536	40,000	99,895	160,134	160,134	120,134
Intergovernmental	86,984,843	71,450,000	74,405,085	76,405,085	76,200,868	4,750,868
Charges for Services	7,403,203	5,262,176	3,518,108	4,366,493	4,366,493	(895,683)
Miscellaneous	12,305,165	29,590,966	2,712,848	32,348,740	32,348,740	2,757,774
Other Financing Sources	0	35,940,000	50,449,640	42,449,647	39,493,000	3,553,000
Non-Revenue Receipts	38,836,188	4,827,463	0	5,000,000	5,000,000	172,537
<b>LESS TOTAL REVENUES</b>	<b>\$258,972,869</b>	<b>\$269,012,690</b>	<b>\$264,883,995</b>	<b>\$287,934,002</b>	<b>\$290,934,002</b>	<b>\$21,921,312</b>
<b>NET FUND COST</b>	<b>(\$757,005)</b>	<b>\$0</b>	<b>\$13,334,905</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Authorized Positions:</b>						
Full Time	1,479	1,461	1,578	1,577	1,577	116
Part Time	198	198	179	179	179	(19)
<b>Total Positions</b>	<b>1,677</b>	<b>1,659</b>	<b>1,757</b>	<b>1,756</b>	<b>1,756</b>	<b>97</b>
<b>Funded Positions:</b>						
Full Time	1,478	1,461	1,578	1,577	1,577	116
Part Time	198	198	179	179	179	(19)
<b>Total Positions</b>	<b>1,676</b>	<b>1,659</b>	<b>1,757</b>	<b>1,756</b>	<b>1,756</b>	<b>97</b>

**OPERATIONAL SUMMARY**

▪ *Mission:*

We at Kern Medical Center are guided by our vision and values in all our actions and relationships. We will improve the health and wellbeing of our community through leadership in prevention, treatment, education involvement and access to care.

▪ *Fundamental Functions & Responsibilities:*

- A safety net provider to improving access to healthcare for our residents
- Critical functions include:
  - Intensive care services
  - Trauma and emergency services
  - Maternal and child health services
  - Health care to the medically indigent population

## PROGRAM DISCUSSION

Kern Medical Center provides comprehensive inpatient, outpatient, and ancillary services in accordance with County Strategic Plan goals for promoting healthy lifestyles and preventing the spread of disease. It is the largest provider of health care services and the only hospital with physician residency programs in the County. Currently, there are seven residency programs: Emergency Medicine, Family Practice, Internal Medicine, Obstetrics/Gynecology, Surgery, Psychiatry, and Transitional Year.

KMC's net income/loss during FY 2007-08 is projected to be a loss of approximately \$13.3 million. The outstanding General Fund loan to the hospital enterprise fund to meet cash flow needs is projected to be approximately \$38.9 million as of June 30, 2008. This amount is \$13.6 million more than the FY 2006-07 year-end balance. During FY 2007-08, the General Fund loan balance reached a high of \$69.1 million due to State delays in Medi-Cal payments due to the State's fiscal constraints, and also delays in receiving the Disproportionate Share Hospital (DSH) payments from the State. During FY 2007-08, the Auditor-Controller-County Clerk reviewed the status of the outstanding loan and determined that \$6.366 million should be written off for fiscal year ended June 30, 2007, and \$11.037 million be written off in FY 2007-08 for operating and capital losses through FY 2006-07. These loan write-off amounts result in increased General Fund contributions to the operations of the hospital.

State and federal programs designed to reimburse KMC for the cost of treating low-income and indigent patients incorporate many complicated payment formulas. In FY 2008-09, KMC will be entering into year four of the five-year federal-State agreement for Medicaid payments, the Medi-Cal Hospital Waiver and redesign demonstration project, signed in 2005. The Waiver/redesign program represents sweeping changes in federal and State financing of public hospitals that threaten to severely limit KMC's largest revenue source, Medicaid and Medicare payments, as the hospital's caseload and its operating costs rise. The Waiver shifts the non-federal cost burden to counties while holding the State nearly harmless from paying any share of public hospitals' Medicaid costs. Congress is expected to extend until April 2009 a prohibition enacted last year against proposed new Medicaid reimbursement regulations that would have severely limited counties ability to claim federal Medicaid payments for the care that county-operated hospitals deliver to indigent and uninsured parties. The proposed rules would also have prohibited reimbursement for any

care provided by resident physicians under KMC's graduate medical education program. KMC continues to face increased operating costs with no promise of corresponding increases in revenues. Federal budget cuts will reduce national Medicaid spending by \$10 billion over five years. The five-year federal-State waiver agreement for Medicaid payments all but removes the State from any share of Medicaid costs while shifting the burden to counties.

The recommended budget allows KMC to provide the citizens of Kern County with acute and primary health care services. KMC is pursuing cost saving measures and evaluating administrative processes to identify process improvement that will result in reduced cost and improved revenue collection.

Changes that are positively affecting the net income for the hospital include continued and ongoing improvement in the registration, eligibility, billing, and collection processes. These efforts are anticipated to improve net revenue collections due to aggressive screening and scheduling activities. Net patient revenues are also positively impacted by implemented rate increases for the hospital's insured inpatient population.

Patient volumes are expected to remain comparable to FY 2007-08 levels for both inpatient and outpatient services. Medi-Cal fee-for-service patients account for 34.2% of gross patient charges, Medi-Cal Managed Care patients account for 11.3% and Medicare patients account for 8.6%. Third party patients account for 18.4%. Indigent patients are estimated to comprise 22.9% of the hospital's total charges and these patients are continuing to be screened to identify correct eligibility and payor status. These efforts have proven beneficial in resulting in more patients being covered by Medi-Cal and the indigent payor mix population declining by 11.9% from previous years.

Gross patient services revenue is budgeted at \$558.0 million, slightly higher than estimated actual for FY 2007-08 due to increases in hospital charges. Inpatient census is budgeted for approximately the same level as FY 2007-08. Budgeted write-offs from charges and contractual allowances are approximately 76% of gross charges.

Realignment revenues were requested at \$26.2 million, which was an increase of \$2.5 million from the FY 2007-08 adopted budget. The requested increase was to come as a direct allocation from Mental Health Program Realignment funds rather than processing transfers through the Mental Health Department for inpatient services provided to indigent patients in KMC's

psychiatric unit. This allocation will remain in the Mental Health Services Department budget and be allocated to the hospital based upon claims. The FY 2008-09 recommended allocation of Health Program Realignment revenues, which was established to help defray the cost of providing care to the indigents, is \$18.5 million, which is \$2.3 million less than budgeted in FY 2007-08 and approximately \$1 million less than actually received in FY 2007-08. The hospital also receives an allocation from Social Services Program Realignment funds to assist in funding the Elder Care Program. The recommended allocation for FY 2008-09 from this source is \$574,000, which is slightly less than was budgeted and projected to be received in FY 2007-08. The reduction in these realignment revenues is a result of decreased sales tax and vehicle license fees (VLF) due to statewide economic conditions.

Medi-Cal redesign funding, Disproportionate Share Hospital (DSH) funding, is estimated at \$70.5 million, an increase of \$2 million from FY 2007-08. This increase is attributable to a proposed redistribution of DSH funds due to the closure of a public hospital in another county.

KMC is responsible for providing care to inmates incarcerated by the County and for juvenile detainees. The County General Fund contribution is used to offset these costs. During the fall reconciliation of the FY 2007-08 budget, KMC received an additional allocation of \$1 million to cover increased inmate medical costs and \$3 million to complete the Central Plant project. In FY 2008-09, it is recommended that the County General Fund contribution to KMC be increased by an additional \$2 million for a recommended total contribution of \$20.1 million. This increase in funding will offset the cost the hospital incurs for care provided to inmates in FY 2008-09. KMC will continue to provide a level of service to the Sheriff and Probation Departments that meets legal requirements for inmate and juvenile medical care. KMC, in conjunction with the Sheriff, continues to explore and implement methods to contain costs, such as the \$3 co-payment on inmate sick calls to serve as a disincentive for sick call abuse by inmates and to treat those inmates that are truly in need of the service.

Operating expenses are projected to increase by \$14.3 million from the FY 2007-08 adopted budget. This increase is primarily due to negotiated salary increases for employees, offset with a reduction in the retirement rate. The recommended budget includes \$5 million to purchase new or replacement equipment necessary to the operations of the hospital, and approximately \$588,000 in needed capital projects. The recommended budget includes the Central Plant project as a rebudgeted project in the amount of \$3 million.

The following initiatives are currently underway to reduce operational costs or enhance revenue streams to allow the hospital to submit a breakeven budget for FY 2008-09, and to position the hospital for profitable years in the future.

- Transfer of the Emergency Psychiatric Assessment Center (EPAC) to the Mental Health Services Department. KMC and Mental Health have been working to relocate the EPAC to the Mary K. Shell facility and to transfer the operation of the function to Mental Health. KMC is anticipated to realize savings of approximately \$4.1 million from this transfer.
- Improved Insurance Contract Rates, Revenue Cycle Improvements and Contract Compliance by Payors. KMC has engaged the services of a revenue cycle consultant to assist with improving processes to increase cash receipts. The hospital has negotiated improved reimbursement rates with several major third-party insurance companies and provided more aggressive follow-up to ensure payments from managed care payors are at contracted levels. These efforts should increase revenues by \$5.85 million.
- Benchmarking and Supply Chain Improvement. Through the utilization of the hospital's new productivity management system and benchmarking staffing levels for all departments within the hospital, it is anticipated that a reduction in the use of non-permanent staff in many areas of the hospital will result in an estimated savings of \$2.5 million. A contract for management of the hospital's supply chain process to increase efficiencies and provide significant reductions in inventory levels and the cost of supplies, coupled with the recent conversion of the group purchasing agreement, is anticipated to result in savings of \$3 million.
- Improve Physician and Mid-level Billing and Renegotiate Outside Medical Service Arrangements. The hospital is strengthening its processing for billing of professional fees for non-core physicians, physician assistants and nurse practitioners services. The hospital is also negotiating new rates for outside medical services (those services not available at KMC). These efforts should result in a net savings of approximately \$2 million.
- Self-Pay/Uninsured Restrictions and Improvements. A significant portion of KMC's patients are classified as self-pay. Efforts have been undertaken to improve revenue collection, enforce stricter compliance with co-payment requirements before non-emergency service is provided, and improve preauthorization processes. These efforts are expected to result in a net savings of \$2.55 million.

KMC remains dedicated to providing the best possible service to the community. The recommended budget will allow KMC to continue to provide quality medical services to the people of Kern County while operating in a fiscally responsible manner.

### **POSITIONS DISCUSSION**

The recommended budget includes the deletion of two vacant Departmental Analyst positions and the addition of one Special Projects Manager position, for a net savings of approximately \$31,000. The addition of another Special Projects Manager position will allow the hospital to dedicate an administrative level position to evaluate and implement process improvements in the clinical and ancillary areas of hospital operations. This position will be used to bring together hospital staff from different disciplines to address operational issues and develop strategies for improvement to patient care and coordination of services. Also, it has been very difficult to fill the existing positions of Departmental Analyst to assist in the decision support unit. The hospital can immediately fill this position and obtain results in a more expeditious manner. The currently authorized Special Projects Manager will primarily be dedicated to financial projects and the implementation of the productivity management system. These functions are full-time responsibilities.

The recommended budget also includes the deletion of one vacant Cancer Registrar position and the addition of one Office Services Technician position. KMC has been without the services of the Cancer Registrar position for approximately 18 months. Filling this position has proven to be difficult as this job classification requires State certification as a Cancer Registrar. There are no local interested candidates nor schools/educational programs that provide this certification. Staffing with an Office Service Technician position will provide more general clerical support for the Internal Medicine department chair and division as well as the cancer patient registration and tracking program. The annual cost savings is approximately \$19,000.

The hospital is developing a comprehensive staffing plan that may be completed before budget hearings. If so, additional position changes may be presented at that time.

### **DIRECTOR'S DISCUSSION**

The Recommended Budget presented by the County Administrative Office will allow Kern Medical Center to

continue to provide quality acute and primary healthcare services to the citizens of Kern County. As a result of the adjustments made by the County Administrative Office to the department's requested budget and developments since the submission of the requested budget, we have the following concerns we feel the Board of Supervisors should be aware of:

- With the reduction of \$2.4 million in realignment revenue from the amount budgeted in FY 2007-08 and requested for FY 2008-09, which is the primary source of funding to meet the County's obligation for the cost of indigent health care, KMC will be required to seek out additional cost savings measures and revenue sources to make up for this reduction. KMC administration will aggressively work to bridge this significant revenue reduction.
- There have been delays in our efforts to transfer the responsibility of the Emergency Psychiatric Assessment Center (EPAC) to the Department of Mental Health Services. Due to these delays, KMC may not realize the projected \$4.1 million savings included in the Recommended Budget.
- KMC has undertaken efforts to reduce costs through the implementation of the productivity management system and negotiation of rates for outside medical services. However, due to significant delays with the Personnel process, we have not been able to fill the positions within the Decision Support Unit to fully implement these plans.
- KMC will be working with the Department of Mental Health and CAO over the next few months to improve the payment process so that appropriate and sufficient funding is transferred to KMC from Mental Health to support the inpatient psychiatric services for indigent and self-pay patients.

Overall, KMC administration is committed to improve the fiscal stability of the hospital and to prevent any reliance on County General Fund resources to fund the operation of our department. We will continue to work with the Board of Supervisors and the County Administrative Office toward this goal.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Academic – percentage of residency programs receiving a three year or greater accreditation from Accreditation Council for Graduate Medical Education (ACGME).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
3.4 years  National Standard 3.0 years	3.4 years  National Standard 3.0 years	100% of residency programs will meet or exceed 3 year accreditation	100%	100% of residency programs will meet or exceed 3 year accreditation
<b>What:</b>				
<ul style="list-style-type: none"> <li>An accredited program is in substantial compliance with standards set by ACGME.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>A three year accreditation by ACGME is a national standard of performance.</li> <li>Accreditation by ACGME demonstrates compliance with rigorous educational objectives.</li> <li>Accreditation by ACGME demonstrates a residency program’s commitment to quality medical education and training.</li> </ul>				
<b>How are we doing?</b>				
100% (8/8) of Kern Medical Center residency programs received a favorable accreditation of three years or greater for FY 2007-08.				
Transitional Year = 5 years Emergency Medicine = 4 years General Surgery = 3 years Internal Medicine = 3 years Obstetrics & Gynecology = 3 years Psychiatry = 3 years Child/Adolescent Psychiatry Fellowship = 3 years Family Medicine = 3 years				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>A portion of the cost for the residency training programs is offset by enhanced reimbursement through Medicare.</li> <li>This enhanced reimbursement totals \$1.5 million annually.</li> </ul>				

<b>Performance Measure #2:</b>				
Academic – 90% of graduating residents who continue to reside in Bakersfield after completion of residency training will pass their specialty board certification on the first attempt.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
92.0%	91.0%	92.0%	93.0%	
National Standard 90.0%	National Standard 90.0%			Meet or exceed national standards
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Successful completion of specialty board certification demonstrates that:                             <ul style="list-style-type: none"> <li>- the physician meets national standards set by American Board of Medical Specialties</li> <li>- the physician is adequately trained to practice medicine</li> <li>- the physician is prepared to practice medicine</li> </ul> </li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• Board certified physicians are dedicated to providing exceptional patient care through a rigorous, voluntary commitment to lifelong learning.</li> <li>• Successful completion of a written specialty board and/or oral board examination indicates the physician has participated in an extensive process of preparation for practice in his or her chosen area of specialty and is competent to practice.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• Oral and written examinations developed by each department along with mentor support have increased the rigor of the residency programs.</li> <li>• The number of applicants for residency training has increased as opportunities for quality learning have evolved.</li> <li>• The graduating class has increased to 30 residents each year with the addition of the psychiatry program.</li> <li>• 33% (10/30) of new graduating physicians stay in the Kern County area with 90% or better completing specialty board certification on their first attempt.</li> <li>• Some physicians return to Kern County to provide state-of-the-art medical care to residents in the community after receiving additional fellowship or specialty training.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• A portion of the cost for residency training programs is offset by enhanced reimbursement through Medicare.</li> </ul>				

<b>Performance Measure #3:</b>				
Innovation – 20% of the time or greater, the language line is used for translation between the non-English speaking patients and health care provider.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	Actual 6 months 17.1%  Non-English 40.1%	20%	17.1%	20.0%
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Health Care Interpreter Network (HCIN) is a collaborative of hospitals that share interpreter services using portable audio-video equipment.</li> <li>• Patients and health care providers can communicate in real time through a certified interpreter using a high speed internet connection.</li> <li>• The level of use is based on the number of contacts with non-English speaking patients per quarter divided by the number of admissions.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• HCIN language line was initiated in October 2007.</li> <li>• Utilization of service:                             <ul style="list-style-type: none"> <li>- 2nd Quarter FY 2007-08 = 13.4%</li> <li>- 3rd Quarter FY 2007-08 = 20.8%</li> </ul> </li> <li>• One full time interpreter presently staffs the language line with a second person scheduled to start in the near future.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• The language line was initiated through a combination of grants, which included cash, equipment and consultation staff.</li> <li>• A yearly fee of \$40,000 is charged to maintain the high speed telephone lines.</li> <li>• An opportunity to decrease costs is available through “shared” services.</li> </ul>				

<b>Performance Measure #4:</b>				
Innovation – 90% of all residents will utilize the simulation laboratory.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	90% compliance by all staff eligible to complete 1 or more modules	47.1% average	90% compliance by all staff eligible to complete 1 or more modules
<p><b>What:</b></p> <ul style="list-style-type: none"> <li>• A dedicated physician develops learning scenarios for use by residents in the simulation laboratory.</li> <li>• Stations include: airway management, rhythm recognition, chest X-ray workshop, vascular access, bronchoscopy workshop, arterial line/suture workshop, and advanced cardiac life support/mega-code.</li> </ul>				
<p><b>Why:</b></p> <ul style="list-style-type: none"> <li>• A surgical simulation laboratory has been shown to improve residents' knowledge and performance in the clinical setting.</li> <li>• Improvement was greatest for PGY-1 residents.</li> <li>• 90% of students in a simulation laboratory training program stated their confidence in performing clinical skills had increased.</li> </ul>				
<p><b>How are we doing</b></p> <ul style="list-style-type: none"> <li>• The simulation laboratory is a recent addition to Kern Medical Center.</li> <li>• 126 residents and staff have participated in the skills lab.</li> <li>• 70 residents are eligible to participate.</li> <li>• Participating clinical departments/residency programs include:                             <ul style="list-style-type: none"> <li>- Emergency Medicine – 46.6% (10/21)</li> <li>- Family Medicine – 10.5% (2/19)</li> <li>- Medicine – 79.1% (19/24)</li> <li>- Transitional Year – 33.4% (2/6)</li> </ul> </li> <li>• Additional skills modules will be added as funding becomes available.</li> </ul>				
<p><b>How is this funded?</b></p> <ul style="list-style-type: none"> <li>• Some funding has been received through physician donations and reimbursement from medical schools for the education of medical students at Kern Medical Center.</li> <li>• Additional funding for this indicator is risk avoidance.</li> </ul>				

<b>Performance Measure #5:</b>				
People – employee turnover rate will be equal to or less than the State and regional turnover rate.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
11.2% State/regional 22.2%	13.3% State/regional 22.2%	14.0%	14.1%	Maintain turnover rates less than State/ regional average
<b>What:</b>				
<ul style="list-style-type: none"> <li>The average turnover rate is defined as the number of separations in a given year divided by the number of authorized full time equivalent (FTE) positions for the same year.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>Turnover levels represent substantial recruiting, training and orientation costs.</li> <li>Estimates of actual costs to train staff as a result of turnover vary widely, but even a conservative estimate of \$10,000 per employee would suggest a considerable annual cost.</li> <li>Many hospitals report turnover rates between 10% to 30% of total staff every year.</li> <li>Hospitals with 350+ staffed beds have an average turnover rate of 17.1%.</li> <li>Retiring employees will contribute substantially to the turnover rate in the near future.</li> </ul>				
Percent of Employees Eligible for Retirement				
	<b>≥ Age 50</b>	<b>≥ Age 55</b>	<b>≥ Age 60</b>	
<b>Job Title</b>				
Pharmacist	4%	0%	0%	
Clinical Lab Scientist	29%	14%	7%	
Hospital Staff Nurse	17%	9%	3%	
Management/Middle Management	65%	35%	20%	
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>State and regional data indicate a 22.2% turnover rate with a large proportion of exiting employees being RNs in the 50-59 year-old age bracket.</li> <li>Turnover rates for Kern Medical Center have increased from 11.2% to 13.3%.</li> <li>Based on an average of 1640 employees, a 2.1% increase in turnover has resulted in 34.4 vacant positions that need to be filled or an increased cost to the organization of \$344,400 per year.</li> <li>At 11.2%, the turnover rate is approximately one-half of the State/regional average of 22.2%.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>Funding for this indicator is cost avoidance.</li> <li>Over the last year there has been an increase in costs associated with training expenses of \$344,400.</li> </ul>				

<b>Performance Measure #6:</b>				
People – employee vacancy rate will be equal to or less than the State and regional rate.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
19.2%	17.3%	17.0%	17.3%	12.2% or less
State/regional 12.2%	State/regional 12.2%			
<b>What:</b>				
<ul style="list-style-type: none"> <li>• The organization’s ability to maintain a stable workforce.</li> <li>• The number of vacate positions versus the number of filled positions</li> <li>• Costs associated with vacancy rates</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• Healthcare vacancy rates are benchmarked separately from other industries.</li> <li>• The average vacancy rate in healthcare in the Western United States is 12.2% of budgeted positions.</li> <li>• Due to the national nursing shortage, the majority of the vacant budgeted positions are in the department of nursing.</li> <li>• Vacant budgeted positions in clinical areas must be staffed using more expensive labor - travelers and overtime.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• The vacancy rate at Kern Medical Center has dropped from 19.2% in 2006 to 17.3% in 2007.</li> <li>• The successful recruitment and retention of permanent fulltime employees has:                             <ul style="list-style-type: none"> <li>- Decreased the need for travelers</li> <li>- Decreased overtime coverage</li> <li>- Resulted in more organizational stability</li> </ul> </li> <li>• The vacancy rate still exceeds the state/regional average of 12.2%.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost avoidance.</li> <li>• Based on an average of 1640 employees, a 1.9% decrease in vacancy rate has resulted in 31.2 positions being converted to permanent staff.</li> <li>• An average additional cost of \$10 per hour for overtime pay or traveler differential results in a cost avoidance to Kern Medical Center of \$648,960 per year.</li> </ul>				

<b>Performance Measure #7:</b>				
Quality – compliance with national standards for community acquired pneumonia.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
12.0%	22.2%	45.0%	60.0%	Meet or exceed national standard
National Standard 42.0%	National Standard 57.9%			
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement.</li> <li>• Indicators are evaluated individually and aggregated into an overall performance standard.</li> <li>• 11 indicators have been identified that contribute to mortality associated with community acquired pneumonia.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• An estimated 175,000 patients are hospitalized with pneumococcal pneumonia each year in the United States.</li> <li>• Rates are highest among the elderly with mortality ranging from 20% to 60% based on location and risk factors.</li> <li>• Pneumococcal vaccination is 97% effective against vaccine serotypes.</li> <li>• Community acquired pneumonia can be treated effectively in an outpatient setting when identified early.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• In the third quarter 2007 performance has improved with the implementation of education programs for nursing, resident and attending staff.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost avoidance.</li> <li>• Early identification decreases workload on emergency services.</li> <li>• Compliance with Centers for Medicare and Medicaid Services (CMS) data submission requirements prevents penalties, which could result in a 2% revenue reduction.</li> </ul>				

<b>Performance Measure #8:</b>				
Quality – compliance with national standards for heart failure.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
6.1%	4.5%	58.0%	60.0%	Meet or exceed national standard
National Standard 61.3%	National Standard 71.7%			
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement.</li> <li>• Indicators are evaluated individually and aggregated into an overall performance standard.</li> <li>• Four indicators have been identified that contribute to mortality associated with heart failure.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• Approximately 5 million people in the United States have heart failure. There are approximately 550,000 new cases diagnosed each year. More than 287,000 people in the United States die each year from heart failure. Hospitalizations for heart failure have increased substantially. Admissions rose from 402,000 in 1979 to 1.1 million in 2004.</li> <li>• Heart failure is the most common reason for hospitalization among people on Medicare.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• Compliance with this indicator has improved from 6.1% in FY 2005-06 to almost 60% in FY 2007-08.</li> <li>• Education of nursing, resident and attending staff continues to be a high priority for this indicator.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost avoidance.</li> <li>• Early identification and management of patients with heart failure reduces costs and improves care.</li> <li>• Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.</li> </ul>				

<b>Performance Measure #9:</b>				
Quality – compliance with national standards for myocardial infarction.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
64.0%	62.5%	84.4%	84.5%	
National Standard 83.0%	National Standard 84.4%			Meet or exceed national standard
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement.</li> <li>• Indicators are evaluated individually and aggregated into an overall performance standard.</li> <li>• Nine indicators have been identified that contribute to mortality associated with acute myocardial infarction.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• Despite improved clinical care, coronary heart disease (CHD) remains the leading cause of death in the United States, and the decline in rates from CHD that began during the 1960s slowed during the 1990.</li> <li>• Each year, approximately 220,000 fatal CHD events occur suddenly among non-hospitalized persons.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• There is heightened focus on this indicator due the severity of the outcome.</li> <li>• While the average compliance for this indicator remains below the national standard, the trend is upward and reached 100% in the 3rd quarter 2007.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost containment.</li> <li>• Early identification and treatment of patients with a diagnosis of acute myocardial infarction decrease hospitalization and resulting costs.</li> <li>• Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.</li> </ul>				

<b>Performance Measure #10:</b>				
Quality – compliance with national standards for antibiotics administration within one hour of surgical incision.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	69.8%	75.0%	85.0%	
	National Standard 89.2%			Meet or exceed national standard
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement.</li> <li>• Indicators are evaluated individually and aggregated into an overall performance standard.</li> <li>• Nine core processes have been identified that contribute to mortality associated with antibiotic administration.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• Postoperative surgical site infections remain a major source of illness, although a less frequent cause of death, in the surgical patient.</li> <li>• Surgical infections account for approximately one quarter of the estimated 2 million nosocomial infections in the United States each year.</li> <li>• Infections average approximately 500,000 per year, among an estimated 27 million surgical procedures.</li> <li>• Infections result in longer hospitalization and higher costs.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• There was a decrease in compliance in the 2nd quarter 2007.</li> <li>• Improvement is trending upward and should continue to improve into 2008.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost containment.</li> <li>• Early intervention of antibiotics reduces complications in surgical cases; reduced complications reduces cost to the organization.</li> <li>• Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.</li> </ul>				

<b>Performance Measure #11:</b>				
Resources – average number of days an unpaid patient bill remains in accounts receivable.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
111.4 days National Standard 50.0 days	100.8 days National Standard 50.0 days	85.0 days	112.1 days	Meet or exceed national standard
<b>What:</b>				
<ul style="list-style-type: none"> <li>• Collection efficiency of the billing department is measured by the days an account is in accounts receivable.</li> <li>• Factors that influence the billing cycle include:                             <ul style="list-style-type: none"> <li>- processing time for the claim</li> <li>- five month approval process for mental health claims</li> <li>- two-three month approval process for Medicare/Medi-Cal</li> <li>- indigent charges/county write-off processes</li> <li>- State slow downs in payment during budget crisis</li> </ul> </li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• Prompt submission and payment of claims is essential for timely cash flow.</li> <li>• Elements of collection are monitored to optimize the cash flow cycle.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• In September 2007 revenue cycle consultant Superior/ACS was terminated and new billing staff was trained.</li> <li>• The change in claims administrator from MIDAS to DSG, a company well versed in government health care programs, will reduce the number of denied claims and resubmissions, thereby reducing rework of the accounts, which will result in more timely payment of claims and fewer rejected claims.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost avoidance.</li> <li>• More rapid claim submission improves claim payment and decreases account aging.</li> <li>• Improved cash flow reduces the interest expense incurred for cash loans from the County General Fund.</li> </ul>				

<b>Performance Measure #12:</b>				
Resources – the number of full time staff per adjusted occupied bed (AOB).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
6.1	6.3	6.0	Actual 6.6	6.0 FTE/AOB
National Standard 5.5	National Standard 5.5	FTE/AOB	FTE/AOB	
<b>What:</b>				
<ul style="list-style-type: none"> <li>• The total of all staff working at Kern Medical Center divided by the average number of patients served each month.</li> <li>• Includes direct care staff such as nursing, physical therapy, dietary, et cetera.</li> <li>• Includes indirect care staff such as administration and clerical support.</li> </ul>				
<b>Why:</b>				
<ul style="list-style-type: none"> <li>• One of the broadest measures of facility productivity is the ratio of fulltime staff to facility volume, or adjusted occupied beds.</li> <li>• Staffing costs account for 50% to 60% of an organization’s expenses; Kern Medical Center is 62%.</li> <li>• Factors that affect FTE/AOB include:                             <ul style="list-style-type: none"> <li>- mandatory staffing ratios</li> <li>- staffing for patient acuity</li> <li>- observation care in the form of sitters for high risk patients.</li> </ul> </li> <li>• Controlling staffing costs helps an organization maintain viability.</li> </ul>				
<b>How are we doing?</b>				
<ul style="list-style-type: none"> <li>• Progress made to reduce vacancies and turnover rate has been offset by mandated nurse-patient staffing ratios                             <ul style="list-style-type: none"> <li>- medical/surgical units – from 1 nurse/6 patients to 1 nurse/5 patients</li> <li>- specialty units – from 1 nurse/4 patients to 1 nurse/3 patients</li> </ul> </li> <li>• Productivity management tools have been implemented to evaluate staffing needs and control staffing costs.</li> </ul>				
<b>How is this funded?</b>				
<ul style="list-style-type: none"> <li>• Funding for this indicator is cost avoidance.</li> </ul>				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$278,979	\$303,471	\$325,290	\$342,269	\$331,916	\$28,445
Services and Supplies	4,980,559	5,894,141	5,410,892	5,861,400	5,871,753	(22,388)
Other Charges	775,293	817,653	817,653	704,666	704,666	(112,987)
Non-Operating Expenses	0	0	9,691	0	0	0
Fixed Assets	0	788,545	0	538,545	1,772,450	983,905
<b>TOTAL EXPENDITURES</b>	<b>\$6,034,831</b>	<b>\$7,803,810</b>	<b>\$6,563,526</b>	<b>\$7,446,880</b>	<b>\$8,680,785</b>	<b>\$876,975</b>
<b>REVENUES:</b>						
Taxes	\$3,956,428	\$4,760,958	\$3,443,953	\$4,412,318	\$4,412,318	(\$348,640)
Use of Money/Property	86,761	64,120	72,241	59,120	59,120	(5,000)
Intergovernmental	1,862,668	1,394,612	1,783,283	1,459,021	2,547,784	1,153,172
Charges for Services	604,050	630,000	684,078	640,000	640,000	10,000
Miscellaneous	10,870	0	(142)	0	145,142	145,142
Other Financing Sources	0	1,000	0	199,660	1,000	0
Non-Revenue Receipts	753,857	778,773	778,773	676,762	676,762	(102,011)
<b>LESS TOTAL REVENUES</b>	<b>\$7,274,634</b>	<b>\$7,629,463</b>	<b>\$6,762,186</b>	<b>\$7,446,881</b>	<b>\$8,482,126</b>	<b>\$852,663</b>
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b>(\$1,239,803)</b>	<b>\$174,347</b>	<b>(\$198,660)</b>	<b>(\$1)</b>	<b>\$198,659</b>	<b>\$24,312</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Authorized Positions:</b>	3	3	3	3	3	0
<b>Funded Positions:</b>	3	3	3	3	3	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

To be the most efficient, customer-oriented transit agency possible, providing superior service to individual clients, as well as viable transportation solutions for the residents of Kern County.

▪ *Fundamental Functions & Responsibilities:*

- Provide a system of bus services to meet the regional transit needs of County residents

**PROGRAM DISCUSSION**

The Roads Department Transit Division develops and operates public transportation systems. The division studies and makes recommendations on public transportation needs and administers contracts with public and private transit service providers.

The recommended budget provides adequate support to fund the division’s functions at its current level of service. The division will continue to plan, coordinate and administer the public transit system, Kern Regional Transit, within the County’s unincorporated areas. The division will also continue to provide a combination of demand-response, fixed-route and inter-city transit service. The services provided are in accordance with the

County Strategic Plan in promoting public transportation to improve access to services and improve air quality.

The division’s retained earnings fluctuate depending on timing of expenditures and reimbursements. A delay in reimbursement from State and federal agencies requires the division to rely on its retained earnings to meet its mission.

**POSITIONS DISCUSSION**

The recommended budget includes no position additions or deletions.

**DIRECTOR’S DISCUSSION**

The Transit budget for FY 2008-2009 is consistent with past years’ budgets, and no reductions in services are planned. In addition to the seven replacement mini-buses originally requested, the division has since applied for and received Proposition 1B funding in excess of \$1.2 million, which will be used to purchase a CNG bus lift, four 12-passenger vans, and emergency generators so that our fueling sites will be available to safety personnel during emergencies, and add safety and efficiency improvements at our CNG bus service facilities.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of requests for additional service.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
26	13	NA	28	25
<b>What:</b> This indicator is the number of requests made by the public through the annual Unmet Transit Needs Study for expanded or additional services to be provided.				
<b>Why:</b> Requests for additional or expanded services indicate an unmet need of the public that can then be evaluated for cost effectiveness, projected ridership and potential funding sources. If the requested service can be reasonably provided, it would then be integrated into the overall transit system. A reduction in the number of requests would indicate that needs are being provided appropriately.				
<b>How are we doing?</b> Requests for additional services have been evaluated on a year-to-year basis annually for some time. However, the number of requests has not been tracked. Often the same service expansion is requested in succeeding years. Each time it is requested, an evaluation is made to determine if the circumstances involved have changed and if service should now be increased.  Currently, the East Kern Express route is experiencing numbers of riders having to stand for lack of available seating. Larger buses are being considered for request through the Federal CMAQ capital grant program. These buses will carry 37% more passengers than the largest buses available for this route at this time. In the meantime, more runs per day are being added to this route as the ridership warrants it.  All other current requests have been evaluated and found to not be financially feasible, primarily due to extremely low projected ridership. However, Dial-A-Ride service is available in most rural places in the County. This service uses smaller vehicles for on-demand service in the areas of the County where a regular fixed route is economically unfeasible.				
<b>How is this funded?</b> Bus purchases are primarily funded through Federal CMAQ grants, 88.53% of total cost. The application and approval process is about one year long, followed by up to one year of construction time from the date an order is placed. The remainder of the costs has come from sales tax revenue, distributed by TDA, 11.47%. These funds have been significantly reduced this year, so Proposition 1B funding is being substituted. The application process for those funds has just begun.				

<b>Performance Measure #2:</b>				
Number of passengers.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
480,229	430,060	475,000	193,038	480,000
<b>What:</b> This indicator measures the total number of passengers carried per year.				
<b>Why:</b> This indicator provides an empirical basis for justification and/or explanation of increases or decreases in services provided.				
<b>How are we doing?</b> Overall ridership is lower than projected at this time. It was expected that deteriorating financial conditions and increased fuel prices would result in increased use of the transit system, but this has not been the case. However, the services provided are becoming continuously more essential to the senior and low-income members of our community and as a component of improved air quality in the region.				
<b>How is this funded?</b> The transit system is funded through a combination of federal grants, State sales tax, State bond proceeds and consumer fares. No General Fund money goes toward this program.				

# Solid Waste Enterprise Fund

Budget Unit 8999

Department Head: Daphne B. Harley, *Appointed*

## SUMMARY OF EXPENDITURES AND REVENUES

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$9,610,961	\$12,034,417	\$10,473,483	\$13,306,200	\$12,729,221	\$694,804
Services and Supplies	16,978,582	21,812,588	16,399,979	22,540,341	22,540,341	727,753
Other Charges	7,424,172	9,116,094	8,995,083	10,117,450	10,117,450	1,001,356
Fixed Assets	1,443,587	16,527,651	3,355,421	17,162,097	17,162,097	634,446
<b>TOTAL EXPENDITURES</b>	<b>\$35,457,302</b>	<b>\$59,490,750</b>	<b>\$39,223,966</b>	<b>\$63,126,088</b>	<b>\$62,549,109</b>	<b>\$3,058,359</b>
<b>REVENUES:</b>						
Taxes	\$16,031,966	\$17,797,380	\$17,797,611	\$18,659,600	\$18,659,600	\$862,220
Fines and Forfeitures	173,480	268,983	268,983	250,500	250,500	(18,483)
Use of Money/Property	2,604,018	2,408,879	2,408,879	2,615,261	2,615,261	206,382
Intergovernmental	344,563	379,000	385,399	399,200	399,200	20,200
Charges for Services	16,436,035	19,067,803	17,071,206	17,560,614	17,560,614	(1,507,189)
Miscellaneous	703,290	620,580	622,601	732,080	732,080	111,500
Other Financing Sources	5,235	0	435,000	0	0	0
Non-Revenue Receipts	3,639,747	3,528,000	3,528,000	4,528,000	4,528,000	1,000,000
<b>LESS TOTAL REVENUES</b>	<b>\$39,938,334</b>	<b>\$44,070,625</b>	<b>\$42,517,679</b>	<b>\$44,745,255</b>	<b>\$44,745,255</b>	<b>\$674,630</b>
<b>(INCR.)DECR. IN RETAINED EARNINGS</b>	<b>(\$4,481,032)</b>	<b>\$15,420,125</b>	<b>(\$3,293,713)</b>	<b>\$18,380,833</b>	<b>\$17,803,854</b>	<b>\$2,383,729</b>

NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0
<b>Authorized Positions:</b>						
Full Time	117	123	123	127	125	2
Part Time	15	13	13	13	13	0
<b>Total Positions</b>	<b>132</b>	<b>136</b>	<b>136</b>	<b>140</b>	<b>138</b>	<b>2</b>
<b>Funded Positions:</b>						
Full Time	117	123	123	127	125	2
Part Time	15	13	13	13	13	0
<b>Total Positions</b>	<b>132</b>	<b>136</b>	<b>136</b>	<b>140</b>	<b>138</b>	<b>2</b>

## OPERATIONAL SUMMARY

▪ *Mission:*

The mission of the Waste Management Department is to protect the health and safety of the public, and enhance the quality of life by providing environmentally safe management of liquid and solid waste.

▪ *Fundamental Functions & Responsibilities:*

- Recycle to prevent disposal
- Prevent acceptance of hazardous and other unapproved waste at landfills
- Transfer waste to sanitary landfills from outlying collection facilities
- Dispose of non-hazardous solid waste in sanitary landfills
- Maintain burn dumps and closed sanitary landfills
- Operate safely and in compliance with applicable permits, laws, rules and regulations

**PROGRAM DISCUSSION**

The County's solid waste disposal facilities and transfer stations are operated and maintained through the Solid Waste Enterprise Fund. This budget unit finances the management and contract operations of seven active landfills, nine transfer stations, and two special waste facilities. It also provides for the continuing maintenance of eight inactive or closed landfills and 54 closed burn dumps. The Waste Management Department administers this budget unit.

The recommended budget provides sufficient funding to allow the operation of the department's various programs. It also allows for enhancement of recycling activities that assist in complying with mandated waste diversion goals. These programs are in support of the County Strategic Plan goal to improve waste collection and disposal methods. The department will continue to provide the public with environmentally safe management of wastewater and solid waste services without impact on the County General Fund.

Significant changes to the budget include the increase in revenues resulting from the growth of parcels assessed the land use fee, and an increase in taxes collected due to a 3.3% increase in the Consumer Price Index. Expenditures increased as the result of negotiated salary increases, the need for consultants to do project planning, and the increased depreciation costs related to capital projects and fixed assets.

The greatest challenge in delivering solid waste services in FY 2008-09 and beyond, is dealing with the increasing cost of doing business, balanced against the need to keep rates as low as possible. Factors driving up the costs are the new State mandates to recycle more, cleaner air mandates, as well as costs of fuel, labor and construction.

Waste being delivered to the County landfills surpasses the estimates made several years ago. This issue is being addressed in part by the reorganization of staff at landfill sites. Increased activity and increased use of heavy equipment has resulted in the need for more supervision. The recommended budget allows for increased supervision through the addition and deletion of positions as described below.

The complexity of solid waste management from both environmental and financial standpoints continues to increase. The department aims to meet or exceed the 50% diversion requirement of the Integrated Waste

Management Act of 1989, which mandates a reduction of waste being disposed, and to use new technology in methods of waste management. The department faces challenges in providing for long term remediation of potential groundwater contamination while continuing to comply with increasingly complex air monitoring requirements. The department continues to utilize cross-functional teams to solve complex problems and manage projects.

In recent years, increased emphasis has been placed on the proper disposal of hazardous waste. The County Strategic Plan addresses this in several areas, with outcomes such as proper use and disposal of chemical products and household hazardous waste. The Special Waste Facility in Bakersfield provides for safe disposal of household hazardous waste and hazardous waste generated by small businesses. The recommended budget continues to support this program.

The problem of illegal dumping continues throughout the County. This challenge continues to be addressed by a team consisting of staff from several County departments working together to better educate the public and to provide some relief in the way of cleanup. The County Strategic Plan outlines several strategies and various outcomes directed at reducing litter and illegal dumping. The proposed budget again allocates significant funding to be directed towards these efforts.

As of June 30, 2008, after adjustments for long-term debt, it is estimated that retained earnings within the Solid Waste Enterprise Fund will total \$38 million. The proposed budget reduces the retained earnings by approximately \$17.8 million.

**POSITIONS DISCUSSION**

The recommended budget includes the addition of: four Waste Management Technician positions, at an annual cost of \$320,000; one Waste Management Specialist position, at an annual cost of \$83,000; one Engineering Technician position, at an annual cost of \$80,000; and one Senior Engineering Manager position, to assist with the administration of the department and in accordance with succession planning practices, at an annual cost of \$160,000. The recommended budget also includes the deletion of one Waste Management Aide position, at an annual cost savings of \$63,000; and one Groundskeeper II position, at an annual cost savings of \$50,000.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Percentage of waste reduced, reused or recycled.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
60%	62% <sup>A</sup>	56% - 59%	64% <sup>B</sup>	62% - 65%
<b>What:</b> Measures how much of the waste generated by residents and businesses in the unincorporated area of the County is reduced, reused or recycled instead of disposed at the landfills. The amount of waste diverted from disposal is derived by subtracting the amount of waste disposed from an estimate of the amount of waste generated each year.				
<b>Why:</b> Cost effectively diverting waste from disposal conserves commodity and land resources, which is an important aspect of environmentally safe management of solid waste. It is important to meet the AB 939 Recycling Mandate of 50% because the State can levy fines up to \$10,000 per day for non-compliance.				
<b>How are we doing?</b> We have surpassed the State-mandated goal of 50% by a large margin.				
<sup>A</sup> This diversion rate is based on final input data. <sup>B</sup> This diversion rate is an estimate based on the projected input data for the State diversion rate algorithm and actual 2007 disposal tonnage.				
<b>How is this funded?</b> The majority of the funding for diversion comes from waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees. Some funding comes from program user fees and grants.				

<b>Performance Measure #2:</b>				
Cost of operating department recycling programs per ton recycled.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$19.22	\$23.15	\$25 - \$30	\$18.90	\$20 - \$25
<b>What:</b> Measures how effectively the department operates its recycling programs. This measure includes all county-wide recycling programs. The amounts recycled are measured directly. Costs include all direct and indirect operating costs. The cost is net of expenses minus commodity and user fee revenues.				
<b>Why:</b> Cost effectively diverting waste from disposal conserves commodity and land resources which is an important aspect of environmentally safe management of solid waste. Measuring the cost per ton recycled provides the opportunity to track cost efficiency.				
<b>How are we doing?</b> Every year we have increased diversion while maintaining a relatively low cost per recycled ton. In FY 2003-04, the Department recycled 97,000 tons through its programs at a net cost per recycled ton of \$30.61. By FY 2006-07, recycling was increased to 173,000 tons and the net cost per recycled ton dropped to \$23.15. We are on track to recycle approximately the same amount of material at the same gross cost but, because commodity revenues are higher, we expect to see the net cost per ton drop below \$20.00 per recycled ton by the end of the fiscal year.				
<b>How is this funded?</b> The majority of the funding for diversion comes from waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees. Some funding comes from program user fees and grants.				
Total FY 2006-07 gross operating expense for diversion programs:			\$4,770,000 (~ \$700,000 in revenue)	
Total FY 2006-07 operating expense for department:			\$25,400,000	

<b>Performance Measure #3:</b>				
Hazardous waste diverted from County landfills through Special Waste Facilities.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
297 Tons	367 Tons	386 Tons	181 Tons	380 Tons – 400 Tons
<b>What:</b> Measures how much hazardous waste generated by residents and businesses is being diverted from disposal in County landfills through Special Waste Facilities.				
<b>Why:</b> Diverting hazardous waste from being disposed of in our landfills is an important aspect of environmentally safe management of solid waste. This measure provides an indication of the effectiveness of Special Waste Facilities.				
<b>How are we doing?</b> Each of the last four years the amount of hazardous waste handled through the Special Waste Facilities has increased at a greater rate than the amount of waste disposed in the landfills. The increase in hazardous waste handled can be attributed to continually improving public awareness, adding an additional facility and more waste materials being banned from disposal in landfills. In addition, approximately 75% of the hazardous waste handled through the Special Waste Facilities is recycled.				
<b>How is this funded?</b> The majority of the funding comes from waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees. Some funding comes from program user fees and grants.				
Total FY 2006-07 operating expense for Special Waste Facilities: \$828,000 Total FY 2006-07 operating expense for Department: \$25,400,000				

<b>Performance Measure #4:</b>				
Cost of operating landfills per ton of waste handled.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$15.57	\$17.14	\$15.60 - \$16.60	\$15.64	\$15.20 - \$16.20
<b>What:</b> Measures how effectively the landfills are operated. This measure is a system-wide average of all seven active landfills. The amounts disposed are measured directly. Costs include all direct and indirect operating costs. This measure does not include transfer stations, recycling or capital projects.				
<b>Why:</b> Landfill disposal is an important aspect of environmentally safe management of solid waste. Measuring the cost per ton of disposed waste provides the opportunity to track cost efficiency.				
<b>How are we doing?</b> The cost per ton for waste disposal at the landfills was generally around \$15.50 per ton until FY 2006-07. The reason for the increase is spread over several cost centers, including additional in-house labor and additional consultant services. Based on the mid-year results, it appears we will be back in the \$15.50 per ton neighborhood this fiscal year and expect that to continue through next fiscal year. This cost per ton is very competitive with similarly sized facilities in other jurisdictions based on a detailed comparison that was prepared for us a couple of years ago.				
<b>How is this funded?</b> The majority of the funding for the landfills comes from waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees. Some funding comes from grants.				
Total 2006-07 operating expense for active landfills: \$14,800,000 Total 2006-07 operating expense for department: \$25,400,000				

<b>Performance Measure #5:</b>				
Number of work-related injuries resulting in employee being off work one full day or longer.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1	0	0	4	0
<b>What:</b> Measures injuries that significantly impact productivity. OSHA categorizes this type of injury as a “lost-time” injury.				
<b>Why:</b> Measures the department’s commitment to employee safety. Worker safety cannot be overlooked in our zeal to achieve the other priority functions of the department. Besides the intrinsic benefits of a healthy work force, avoiding accidents and injuries makes operations more cost effective in the long run and makes employment with the department more attractive to prospective employees.				
<b>How are we doing?</b> The number of lost-time injuries has remained low despite a steady increase in field positions over the last few years. Department employees work a total of approximately 200,000 hours annually and approximately half of those hours are in field conditions that present greater potential hazards than the office setting.				
<b>How is this funded?</b> Worker safety programs are funded by the waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees.				

<b>Performance Measure #6:</b>				
Regulatory compliance rate for active landfills and transfer stations.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
99.76%	99.86%	100%	99.98%	100%
<b>What:</b> Measures how compliant our landfill and transfer station operations are according to Local Enforcement Agency inspections. The percentage is derived from total number of regulatory check points in a year and the actual number of violations received.				
<b>Why:</b> Protecting public health and the environment is the essence of the department’s function. Also, regulatory compliance is essential to maintaining valid permits to operate.				
<b>How are we doing?</b> We receive very few violations and have never had a penalty imposed. We have never had a violation at a facility operated with department personnel. We have worked very hard with our landfill contractors to reduce violations at our contracted facilities and we are approaching our goal of zero violations.				
<b>How is this funded?</b> Regulatory compliance is achieved through proper operations which are funded by the waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees.				

<b>Performance Measure #7:</b>				
Percentage of customers satisfied with service (under development).				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
NA	NA	NA	NA	100%
<b>What:</b> Measures general satisfaction among customers with all services offered by the department. Customer surveys will be performed periodically throughout year.				
<b>Why:</b> It is important to know if we are meeting the needs of the public. The department will need to consider program modifications where survey results indicate dissatisfaction.				
<b>How are we doing?</b> Yet to be determined.				
<b>How is this funded?</b> Waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees.				

*SPECIAL  
DISTRICTS*

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**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07	FY 2007-08		FY 2008-09		
	Actual	Approved Budget	Estimated Actual	Department Requested	CAO Recommended	Incr/(Decr) From Budget
<b>APPROPRIATIONS:</b>						
Salaries and Benefits	\$1,063,399	\$1,602,796	\$1,340,950	\$2,006,100	\$1,948,549	\$345,753
Services and Supplies	1,327,484	1,704,122	1,272,360	1,469,951	1,469,951	(234,171)
Other Charges	370,676	455,268	455,268	511,950	511,950	56,682
Fixed Assets	0	431,000	430,432	43,600	43,600	(387,400)
<b>TOTAL EXPENDITURES</b>	<b>\$2,761,559</b>	<b>\$4,193,186</b>	<b>\$3,499,010</b>	<b>\$4,031,601</b>	<b>\$3,974,050</b>	<b>(\$219,136)</b>
<b>REVENUES:</b>						
Taxes	\$2,101,381	\$2,278,104	\$2,339,150	\$2,380,800	\$2,380,800	\$102,696
Licenses and Permits	12,354	27,000	17,000	17,000	17,000	(10,000)
Fines and Forfeitures	33,190	70,300	63,430	65,400	65,400	(4,900)
Use of Money/Property	185,912	196,500	234,900	224,500	224,500	28,000
Charges for Services	512,512	559,640	685,750	767,300	767,300	207,660
Miscellaneous	18,666	12,900	12,900	29,500	29,500	16,600
Non-Revenue Receipts	328,024	417,000	417,000	457,000	457,000	40,000
<b>LESS TOTAL REVENUES</b>	<b>\$3,192,039</b>	<b>\$3,561,444</b>	<b>\$3,770,130</b>	<b>\$3,941,500</b>	<b>\$3,941,500</b>	<b>\$380,056</b>
<b>(INCR.)/DECR. IN RETAINED EARNINGS</b>	<b>(\$430,480)</b>	<b>\$631,742</b>	<b>(\$271,120)</b>	<b>\$90,101</b>	<b>\$32,550</b>	<b>(\$599,192)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Authorized Positions:</b>	17	19	19	19	19	0
<b>Funded Positions:</b>	17	19	19	19	19	0

**OPERATIONAL SUMMARY**

▪ *Mission:*

To receive, treat and reuse wastewater from customers in the service area in order to ensure a safe environment and protect public health.

▪ *Fundamental Functions & Responsibilities:*

- Collection, treatment and reuse of wastewater for Kern Sanitation Authority customers.

**PROGRAM DISCUSSION**

The recommended budget provides adequate support to fund the Authority’s functions. The Authority is a special district established to provide sanitary sewer system service for the residents of the district, and is administered by the Waste Management Department. The Authority will continue to maintain its current level of service through maintaining its wastewater collection system, sewage treatment plant, and treated water disposal system. Disposal and collection system maintenance consists of cleaning, inspection, vector control, and line segment replacement. Plant maintenance also includes repair and replacement of major treatment facility components. It is the Waste Management Department’s objective to continue to provide the public with environmentally safe management of wastewater and solid waste services, and to improve waste collection and disposal methods, as outlined in the County Strategic Plan.

In addition to providing service within the area served by the Authority, the budget unit also provides staffing for and services to the Ford City-Taft Heights Sanitation District and other entities under the control of the Board of Supervisors.

Increased revenues for FY 2008-09 are the result of population growth and a 3.3% fee increase. An overall decrease in expenditures is the result of no capital projects

planned for FY 2008-09 and no large equipment purchases. Expenditures increased for salaries and benefits as the result of the planned addition of two positions in FY 2008-09, as discussed below, and for negotiated salary increases.

It is estimated that on June 30, 2008, the retained earnings balance will be approximately \$903,000. In FY 2008-09, it is estimated that the Ford City-Taft Heights Sanitation District will decrease its retained earnings by approximately \$33,000.

**POSITIONS DISCUSSION**

The recommended budget includes funding for two new positions. The department is coordinating with the Personnel Department on the creation of a new job classification with the intent to request the two new positions later in the year. The creation of a Sewer Maintenance Worker I/II classification will assist the department by filling a need for sewer maintenance work currently performed by State certified Wastewater Treatment Plant Operators. The Sewer Maintenance Worker will perform the portions of the job that do not require State certification, freeing up the certified workers’ time for more complex tasks. The estimated annual cost for these two new positions is \$170,000.

**GOALS AND PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of sewer system overflows onto private property.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1	0	0	0	0
<b>What:</b> This measures the number of times the wastewater collection system overflows onto private property.				
<b>Why:</b> This information demonstrates the effectiveness of the KSA collection system maintenance and line cleaning program in protecting the health and safety of the public by preventing wastewater overflows onto private property.				
<b>How are we doing?</b> In addition to cleaning some portion of the sewer collection system on a daily basis, staff identified problem areas where most system overflows occurred. These “hot spots” are cleaned separately several times a year in addition to the routine system cleaning schedule. This special attention has reduced system overflows. Vandalism is an increasing problem. Break-ins into manholes with branches and other material being thrown into the sewer lines, cause backups or overflows.				
<b>How is this funded?</b> The funds for this program are obtained from the annual sewer service charge paid by customers of Kern Sanitation Authority.				

<b>Performance Measure #2:</b>				
Percentage of times responded in less than one hour when notification of a sewer system overflow was received.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
100%	100%	100%	100%	100%
<b>What:</b> This measures the percentage of responses to sewer system overflows that were made in less than one hour.				
<b>Why:</b> This indicator demonstrates the effectiveness of Kern Sanitation Authority procedures to protect the health and safety of the public by promptly responding to notification of a sewer system overflow.				
<b>How are we doing?</b> Kern Sanitation Authority’s emergency response program continues to provide fast response to system overflow calls. Although the overflow is almost always due to a blockage in the caller’s private line and not a stoppage in the Kern Sanitation Authority line, staff quickly responds to customer calls 24 hours a day.				
<b>How is this funded?</b> The funds for this program are obtained from the annual sewer service charge paid by customers of Kern Sanitation Authority.				

<b>Performance Measure #3:</b>				
Number of months each year of safe operation of the wastewater system with no Notices of Violation of Waste Discharge Requirements.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
12	12	12	6	12
<b>What:</b> This measures the number of months (annually) that Kern Sanitation Authority has operated its facilities safely without any Notices of Violation of its governing Waste Discharge Requirements.				
<b>Why:</b> This indicator demonstrates Kern Sanitation Authority’s ability to protect the health and safety of the public by operating its treatment plant safely within regulatory guidelines.				
<b>How are we doing?</b> Kern Sanitation Authority continues to operate its treatment facility safely, within regulatory guidelines, without any Notices of Violations of its governing Waste Discharge Requirements.				
<b>How is this funded?</b> The funds for these operations are obtained from the annual sewer service charge paid by customers of Kern Sanitation Authority.				

<b>Performance Measure #4:</b>				
Annual charge for sewer service for a single family residence.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$130.00	\$135.85	\$141.69	\$141.69	\$146.37
<b>What:</b> This measures the annual charge for sewer service paid by a single family residence or equivalent property.				
<b>Why:</b> This indicator demonstrates whether Kern Sanitation Authority is providing cost effective sewer service to its customers for a reasonable charge.				
<b>How are we doing?</b> Despite substantial increases in maintenance and labor costs, Kern Sanitation Authority has continued to provide cost effective service to its customers. Annual service charges have risen an average of just over 4% a year for the last three years and still remain among the lowest annual charges for comparable districts in the area.				
<b>How is this funded?</b> The funds for these operations are obtained from the annual sewer service charge paid by customers of Kern Sanitation Authority.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	FY 2006-07		FY 2007-08		FY 2008-09	
	Actual	Approved	Estimated	Department	CAO	Incr/(Decr)
		Budget	Actual	Requested	Recommended	From Budget
<b>APPROPRIATIONS:</b>						
Services and Supplies	\$482,198	\$868,670	\$530,671	\$742,470	\$742,470	(\$126,200)
Other Charges	58,748	81,934	81,934	82,170	82,170	236
Fixed Assets	28,406	25,000	0	40,000	40,000	15,000
<b>TOTAL EXPENDITURES</b>	<b>\$569,352</b>	<b>\$975,604</b>	<b>\$612,605</b>	<b>\$864,640</b>	<b>\$864,640</b>	<b>(\$110,964)</b>
<b>REVENUES:</b>						
Taxes	\$404,094	\$425,653	\$414,770	\$414,500	\$414,500	(\$11,153)
Fines and Forfeitures	8,244	17,044	14,950	14,900	14,900	(2,144)
Use of Money/Property	58,551	45,700	67,100	60,900	60,900	15,200
Charges for Services	11,157	10,652	11,470	11,400	11,400	748
Miscellaneous	22,824	14,000	15,140	15,200	15,200	1,200
Non-Revenue Receipts	58,748	70,000	70,000	70,000	70,000	0
<b>LESS TOTAL REVENUES</b>	<b>\$563,618</b>	<b>\$583,049</b>	<b>\$593,430</b>	<b>\$586,900</b>	<b>\$586,900</b>	<b>\$3,851</b>
<b>(INCR./)DECR. IN RETAINED EARNINGS</b>	<b>\$5,734</b>	<b>\$392,555</b>	<b>\$19,175</b>	<b>\$277,740</b>	<b>\$277,740</b>	<b>(\$114,815)</b>
<b>NET GENERAL FUND COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**OPERATIONAL SUMMARY**

▪ *Mission:*

To receive, treat and reuse wastewater from customers in the service area in order to ensure a safe environment and protect public health.

▪ *Fundamental Functions & Responsibilities:*

- Collection, treatment and reuse of wastewater for Ford City-Taft Heights Sanitation District customers.

**PROGRAM DISCUSSION**

The recommended budget provides adequate support to fund the district's functions including the design, maintenance, construction, and operation of the Ford City-Taft Heights Sanitation District facilities. The district provides sanitary sewer system service for the residents of the district. Services are provided through a sewage treatment plant jointly owned with the City of Taft. The district will continue to maintain its current level of service through maintaining its wastewater collection system consisting of 90,190 feet of sewer lines. It is anticipated that there will be a decrease in the amount

of sewer line replaced this year. This is reflected in the decrease in expenditures. Maintenance consists of cleaning, inspection, and vector control.

It is estimated that on June 30, 2008, the retained earnings balance will be \$373,380. In FY 2008-09 it is estimated that the Ford City-Taft Heights Sanitation District will reduce its retained earning by approximately \$278,000.

The management expenses and employees of the Ford City-Taft Heights Sanitation District are included in the Kern Sanitation Authority (Authority) budget unit, operated by the Waste Management Department.

**GOALS & PERFORMANCE MEASURES**

<b>Performance Measure #1:</b>				
Number of Sewer System Overflows onto private property.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
1	3	0	0	0
<b>What:</b> This measures the number of times the wastewater collection system overflows onto private property.				
<b>Why:</b> This information demonstrates the effectiveness of the Ford City-Taft Heights collection system maintenance and line cleaning program in protecting the health and safety of the public by preventing wastewater overflows onto private property.				
<b>How are we doing?</b> Staff identified problem areas where most system overflows occurred. These “hot spots” are cleaned separately several times a year in addition to the routine system cleaning schedule. This special attention is reducing system overflows. Vandals breaking into manholes and throwing material into the sewer lines, causing backups or overflows, are an increasing problem.				
<b>How is this funded?</b> The funds for this program are obtained from the annual sewer service charge paid by customers of Ford City-Taft Heights Sanitation District.				

<b>Performance Measure #2:</b>				
Percentage of times responded in less than one hour when notification of a sewer system overflow was received.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
100%	100%	100%	100%	100%
<b>What:</b> This measures the percentage of responses to sewer system overflows that were made in less than one hour.				
<b>Why:</b> This indicator demonstrates the effectiveness of Ford City-Taft Heights Sanitation District procedures to protect the health and safety of the public by promptly responding to notification of a sewer system overflow.				
<b>How are we doing?</b> Ford City-Taft Heights Sanitation District’s emergency response program continues to provide fast response to system overflow calls. Although the overflow is almost always due to a blockage in the caller’s private line and not a stoppage in the Ford City-Taft Heights District’s line, a quick response to customer calls is provided 24 hours a day.				
<b>How is this funded?</b> The funds for this program are obtained from the annual sewer service charge paid by customers of Ford City-Taft Heights Sanitation District.				

<b>Performance Measure #3:</b>				
Annual charge for sewer service for a single family residence.				
<b>FY 2005-2006 Actual Results</b>	<b>FY 2006-2007 Actual Results</b>	<b>FY 2007-2008 Adopted Goal</b>	<b>FY 2007-2008 Mid-year Results</b>	<b>FY 2008-2009 Proposed Goal</b>
\$178	\$178	\$178	\$178	\$178
<b>What:</b> This measures the annual charge for sewer service paid by a single family residence or equivalent property.				
<b>Why:</b> This indicator demonstrates whether Ford City-Taft Heights Sanitation District is providing cost effective sewer service to its customers for a reasonable charge.				
<b>How are we doing?</b> Ford City-Taft Heights Sanitation District has been able to keep annual service charges unchanged for over a decade and has continued to provide cost effective service to its customers. However, it is anticipated that increases in line maintenance costs and the annual charges paid to the City of Taft for treating wastewater from the Ford City-Taft Heights area will require an increase in annual charges in the future.				
<b>How is this funded?</b> The funds for this program are obtained from the annual sewer service charge paid by customers of Ford City-Taft Heights Sanitation District.				

**SUMMARY OF EXPENDITURES AND REVENUES**

	<u>FY 2006-07</u>	<u>FY 2007-08</u>		<u>FY 2008-09</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Requested</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
<b>APPROPRIATIONS:</b>						
Contingencies	\$0	\$9,350	\$0	\$0	\$0	(\$9,350)
Services and Supplies	147,953	295,094	324,502	462,841	840,722	545,628
Other Charges	11,248,444	13,321,169	10,091,394	11,397,301	11,790,896	(1,530,273)
<b>TOTAL EXPENDITURES</b>	<b>\$11,396,397</b>	<b>\$13,625,613</b>	<b>\$10,415,896</b>	<b>\$11,860,142</b>	<b>\$12,631,618</b>	<b>(\$993,995)</b>
<b>REVENUES:</b>						
Use of Money/Property	\$58,741	\$10,000	\$30,000	\$20,000	\$20,000	\$10,000
Intergovernmental	11,356,372	2,608,213	2,578,219	2,826,067	3,137,543	529,330
Other Financing Sources						
General	0	10,998,050	7,807,677	9,014,075	9,474,075	(1,523,975)
<b>LESS TOTAL REVENUES</b>	<b>\$11,415,113</b>	<b>\$13,616,263</b>	<b>\$10,415,896</b>	<b>\$11,860,142</b>	<b>\$12,631,618</b>	<b>(\$984,645)</b>
<b>(INCR./)DECR. IN RETAINED EARNINGS</b>	<b>(\$18,716)</b>	<b>\$9,350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$9,350)</b>

**PURPOSE**

The In-Home Supportive Services (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 purposes of collective bargaining for individuals that provide services to eligible aged and blind persons and persons with disabilities in order to allow those persons to remain in their homes and avoid institutionalization.

The IHSS Public Authority is required to perform the following duties, as specified by State law:

- Serve as employer of record for IHSS service providers for the purposes of collective bargaining;
- Assist recipients in finding IHSS service providers;
- Investigate and review the qualifications and background of potential providers;
- Administer a referral system for service providers and recipients; and
- Coordinate training for providers and recipients.

**PROGRAM DISCUSSION**

The recommended budget provides sufficient funding for the Public Authority to perform its required functions.

The County Strategic Plan states that every adult should have the opportunity to become self-sufficient and independent. The IHSS program is designed to assist persons with disabilities and older adults in avoiding premature placement in long-term care facilities. The Public Authority and the Aging and Adult Services Department also collaborate with other service providers and community agencies to provide supportive services to older adults in their homes.

The recommended budget provides an increase in appropriations of \$545,000 for funding the cost of administrative services contracted with the Aging and Adult Services Department, and for the cost of additional office space, equipment and supplies necessary for the Public Authority's daily operations. Approximately \$449,000 of this will be reimbursed from State and federal sources. Although the recommended budget provides for an increase in salaries to IHSS service providers due to negotiated salary increases, reductions in projected caseloads and hours of services to eligible

recipients have resulted in a decrease in other charges of \$1.5 million.

The recommended budget estimates the County's financial responsibility for the cost of IHSS services at \$9.4 million. The County's contribution is recommended in budget unit 5810, and is included in this budget as revenue.

The remaining recommended revenue is the federal and State share of costs for the IHSS service providers

medical insurance, operations of the Public Authority, and interest earned on bank deposits.

The Public Authority contracts with Aging and Adult Services Department for staffing. Thus, personnel costs for the Public Authority are found in budget unit 5610.

It is estimated that on June 30, 2008, the ending fund balance will be zero, and no balance is anticipated at the end of FY 2008-09.

# *COUNTY SERVICE AREAS*

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# County Service Areas

Agency Director: David Price III, *Appointed*

Department Head: Charles Lackey, *Appointed*

## PURPOSE

There are 120 active County Service Areas (CSAs) in the County, which were established to provide such services as landscape maintenance, street sweeping, sewer service, and street lighting services. In order to form a CSA, property owners must initiate the process. The formation request is voted on by affected property owners who are asked to approve the CSA and agree to pay for the services provided. At least 50% of the returned ballots must approve the CSA and associated charges in order for the action to be completed. The Engineering and Survey Services Department administers all of the County Service Areas.

## PROGRAM DISCUSSION

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. As a result of this limitation, the cost for services benefiting the general public, such as general fire protection provided by fire hydrants and street lighting for non-area motorists, total \$101,515 for all CSAs. This General Fund contribution is included as an expenditure in the Engineering and Survey Services budget unit 1900.

## SUMMARY OF APPROPRIATIONS AND REVENUE

CSA	Budget Unit	District	FY 2007-08 Adopted Appropriation	FY 2008-09 CAO Recommended	Total Revenue	Increase / (Decrease) In Fund Balance
3	9103	Edmonston Acres	\$2,881	\$3,000	\$1,993	(\$1,007)
4	9104	Northwest Ranchos	\$8,575	\$8,800	\$6,328	(\$2,472)
5	9105	Casa Loma Acres	\$6,643	\$7,000	\$4,430	(\$2,570)
6	9106	Highland Knolls	\$19,824	\$19,750	\$15,726	(\$4,024)
7	9107	Standard 14-C, Taft	\$1,240	\$900	\$635	(\$265)
8	9108	La Cresta	\$19,919	\$21,500	\$13,676	(\$7,824)
9	9109	Hillcrest	\$31,658	\$32,500	\$24,168	(\$8,332)
10	9110	Sabaloni	\$28,481	\$30,000	\$23,069	(\$6,931)
10.6	9300	Sabaloni	\$6,303	\$6,000	\$6,015	\$15
11	9111	Lakeview	\$46,026	\$44,000	\$24,650	(\$19,350)
11.4	9129	Rexland	\$50,222	\$125,100	\$124,813	(\$287)
11.5	9130	Lakeview	\$2,000	\$2,000	\$2,330	\$330
12.1.1	9128	Alta Vista	\$0	\$3,685	\$122	(\$3,563)
12.2	9113	Panama/Buena Vista	\$0	\$2,603	\$84	(\$2,519)
12.6	9117	Taft	\$0	\$8,807	\$281	(\$8,526)
12.9	9120	Mojave	\$0	\$8,205	\$211	(\$7,994)
12.13	9126	Tehachapi	\$0	\$5,275	\$1,020	(\$4,255)
13	9150	Bodfish	\$2,444	\$2,500	\$861	(\$1,639)
14	9151	Wofford Heights	\$28,228	\$26,300	\$4,616	(\$21,684)
15	9152	Oakhaven	\$36,902	\$30,000	\$27,115	(\$2,885)
15.4	9161	Oakhaven	\$2,363	\$2,365	\$1,533	(\$832)
15.5	9163	Oakhaven	\$527	\$500	\$454	(\$46)
16	9153	Mojave	\$40,895	\$44,500	\$21,272	(\$23,228)
17	9154	Orangewood Park	\$51,185	\$58,000	\$54,087	(\$3,913)
17.1	9156	Orangewood Park	\$22,644	\$22,760	\$23,048	\$288
17.2	9162	Orangewood Park	\$98,500	\$98,600	\$95,283	(\$3,317)

**County Service Areas (continued)**

<b>CSA</b>	<b>Budget Unit</b>	<b>District</b>	<b>FY 2007-08 Adopted Appropriation</b>	<b>FY 2008-09 CAO Recommended</b>	<b>Total Revenue</b>	<b>Increase / (Decrease) In Fund Balance</b>
17.3	9165	Orangewood Park	\$8,721	\$9,850	\$15,057	\$5,207
18	9155	Virginia Colony	\$77,324	\$82,500	\$57,254	(\$25,246)
18.5	9264	Virginia Colony	\$5,826	\$5,900	\$3,321	(\$2,579)
18.6	9266	Virginia Colony	\$4,771	\$5,000	\$7,892	\$2,892
18.7	9267	Virginia Colony	\$24,227	\$22,000	\$30,197	\$8,197
20	9157	College Avenue	\$53,169	\$57,400	\$44,869	(\$12,531)
21	9158	Kern Citrus	\$3,885	\$4,130	\$2,756	(\$1,374)
22	9159	La Loma	\$55,779	\$59,000	\$37,446	(\$21,554)
23	9160	Mexican Colony	\$40,991	\$41,000	\$27,243	(\$13,757)
23.1	9164	Mexican Colony	\$3,161	\$3,300	\$2,860	(\$440)
24	9185	Fairfax	\$2,414	\$2,600	\$1,823	(\$777)
25	9186	Ashe Tract	\$0	\$5,533	\$189	(\$5,344)
26	9187	Ford City	\$24,655	\$25,500	\$17,637	(\$7,863)
27	9188	Greenfield	\$51,407	\$53,400	\$40,880	(\$12,520)
27.2	9189	Greenfield	\$6,064	\$6,000	\$8,038	\$2,038
29	9230	West Hi Ranchos	\$2,384	\$2,200	\$1,283	(\$917)
30	9231	Greenacres	\$72,901	\$77,000	\$52,528	(\$24,472)
30.2	9274	Greenacres	\$4,059	\$4,050	\$1,218	(\$2,832)
30.6	9303	Greenacres	\$9,475	\$9,500	\$4,555	(\$4,945)
31	9232	Amador	\$3,584	\$3,800	\$3,069	(\$731)
32	9233	Harris School	\$2,932	\$2,000	\$1,375	(\$625)
34	9235	Descanso Park	\$32,008	\$33,000	\$18,387	(\$14,613)
36	9237	Pioneer Drive	\$71,703	\$75,000	\$59,061	(\$15,939)
37	9238	Bel Aire Estates	\$32,895	\$35,000	\$25,055	(\$9,945)
38	9239	Country Side	\$6,615	\$7,250	\$5,676	(\$1,574)
38.2	9258	Country Side	\$2,345	\$2,400	\$2,957	\$557
39	9240	Kern Valley	\$0	\$8,742	\$291	(\$8,451)
39.1	9297	Kern Valley	\$22,813	\$19,614	\$15,372	(\$4,242)
39.2	9255	Kern Valley	\$4,457	\$4,300	\$1,773	(\$2,527)
39.4	9313	Kern Valley	\$7,758	\$8,700	\$1,343	(\$7,357)
39.5	9314	Kern Valley	\$65	\$65	\$60	(\$5)
39.8	9256	Kern Valley	\$196,754	\$257,282	\$240,138	(\$17,144)
40	9241	Pine Mt. Club	\$57,289	\$48,150	\$22,055	(\$26,095)
42	9243	Alpine Forest Park	\$6,589	\$6,600	\$937	(\$5,663)
43	9244	Loch Lomond	\$48,460	\$47,000	\$39,255	(\$7,745)
44	9245	Keith Addition	\$28,320	\$24,000	\$19,914	(\$4,086)
45	9246	Panama Mobile	\$3,350	\$3,500	\$2,223	(\$1,277)
47	9249	Highland Terrace	\$14,611	\$14,000	\$11,275	(\$2,725)
51	9253	O'Neil Canyon	\$9,174	\$8,900	\$1,326	(\$7,574)
52	9259	Cedarcrest	\$35,877	\$34,450	\$17,079	(\$17,371)
53	9262	Southgate	\$0	\$2,212	\$0	(\$2,212)
53.1	9265	Southgate	\$6,434	\$6,400	\$3,484	(\$2,916)
54	9263	O'Grady	\$18,167	\$17,500	\$10,582	(\$6,918)
55	9272	Harvest Moon Ranch	\$4,988	\$4,680	\$2,951	(\$1,729)

**County Service Areas (continued)**

CSA	Budget Unit	District	FY 2007-08 Adopted Appropriation	FY 2008-09 CAO Recommended	Total Revenue	Increase / (Decrease) In Fund Balance
56	9273	Mustang Ranch	\$10,233	\$10,000	\$2,632	(\$7,368)
58	9289	Stockdale Ranchos	\$14,250	\$14,000	\$5,040	(\$8,960)
60	9277	Oildale	\$230,094	\$235,750	\$200,243	(\$35,507)
60.1	9278	Oildale	\$19,786	\$20,000	\$11,320	(\$8,680)
60.2	9276	North Meadows	\$28,261	\$28,000	\$53,293	\$25,293
61.1	9279	Taft Heights	\$12,567	\$12,960	\$13,549	\$589
61.2	9280	McKittrick	\$3,022	\$2,550	\$1,739	(\$811)
61.3	9281	Buttonwillow	\$10,752	\$11,300	\$8,680	(\$2,620)
61.4	9282	Fellows	\$3,524	\$3,825	\$3,023	(\$802)
62	9283	Randsburg	\$10,269	\$10,800	\$6,333	(\$4,467)
63	9284	Rosamond	\$21,181	\$21,200	\$25,628	\$4,428
63.1	9290	Rosamond	\$132,707	\$111,000	\$94,408	(\$16,592)
63.2	9291	Rosamond	\$16,323	\$16,000	\$1,878	(\$14,122)
63.3	9292	Rosamond	\$45,668	\$39,150	\$35,315	(\$3,835)
63.4	9293	Rosamond	\$111,101	\$103,238	\$70,839	(\$32,399)
63.5	9294	Rsm. Westpark	\$84,750	\$146,991	\$79,493	(\$67,498)
63.6	9295	Rsm. Westpark	\$83,028	\$90,088	\$80,947	(\$9,141)
65	9286	South Taft	\$169,970	\$169,520	\$17,362	(\$152,158)
65.1	9298	South Taft	\$10,458	\$10,000	\$4,355	(\$5,645)
66	9287	Lazy Acres	\$6,604	\$6,500	\$4,666	(\$1,834)
66.2	9299	Lazy Acres	\$1,650	\$2,475	\$1,961	(\$514)
66.3	9301	Lazy Acres	\$2,500	\$3,900	\$3,358	(\$542)
66.4	9302	Lazy Acres	\$700	\$1,130	\$960	(\$170)
67	9288	Pumpkin Center	\$4,226	\$4,200	\$3,916	(\$284)
67.1	9305	Pumpkin Center	\$0	\$1,870	\$2,379	\$509
69	9307	San Joaquin	\$10,175	\$10,200	\$902	(\$9,298)
71	9309	West Bakersfield	\$221,685	\$220,200	\$125,607	(\$94,593)
71.1	9316	Lewis Ranch	\$70,703	\$64,531	\$28,225	(\$36,306)
71.2	9317	Laborde Ranchos	\$92,702	\$86,450	\$51,376	(\$35,074)
71.3	9319	West Bakersfield	\$550,000	\$568,000	\$396,349	(\$171,651)
71.5	9321	West Bakersfield	\$100,121	\$105,800	\$36,659	(\$69,141)
71.6	9322	West Bakersfield	\$1,444	\$1,400	\$904	(\$496)
71.7	9323	West Bakersfield	\$216,161	\$194,625	\$172,032	(\$22,593)
71.8	9324	West Bakersfield	\$271,509	\$308,620	\$297,626	(\$10,994)
71.9	9328	West Bakersfield	\$23,100	\$27,500	\$9,065	(\$18,435)
71.10	9344	Multi-Use Trail	\$49,417	\$67,000	\$78,730	\$11,730
72	9318	Rancho Algodon	\$2,822	\$2,800	\$1,072	(\$1,728)
81	9331	Knudson Drive	\$7,201	\$6,700	\$3,835	(\$2,865)
85	9333	Oswell Street	\$29,747	\$30,500	\$27,154	(\$3,346)
87	9337	Habecker	\$5,599	\$5,600	\$2,294	(\$3,306)
89	9339	Coremark Court	\$12,090	\$8,000	\$3,340	(\$4,660)
91	9340	Lost Hills	\$4,417	\$4,950	\$1,751	(\$3,199)
92	9341	South Union	\$12,951	\$11,000	\$2,944	(\$8,056)
92.1	9342	South Union	\$15,796	\$18,040	\$13,698	(\$4,342)
92.2	9343	South Union	\$1,626	\$1,800	\$874	(\$926)

**County Service Areas (continued)**

<b>CSA</b>	<b>Budget Unit</b>	<b>District</b>	<b>FY 2007-08 Adopted Appropriation</b>	<b>FY 2008-09 CAO Recommended</b>	<b>Total Revenue</b>	<b>Increase / (Decrease) In Fund Balance</b>
94	9347	Buena Vista	\$311	\$300	\$283	(\$17)
94.1	9348	Buena Vista	\$3,548	\$3,600	\$1,758	(\$1,842)
95	9345	Lebec Landfill Rd. Const.	\$7,695	\$12,950	\$30,000	\$17,050
97	9352	Erro Ranch	\$0	\$2,550	\$3,376	\$826
97.2	9350	Erro Ranch	\$0	\$3,900	\$5,104	\$1,204

*SPECIAL  
PURPOSE FUNDS*

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# Special Purpose Funds

## PURPOSE

There are 127 active special purpose funds in the County, which were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

## PROGRAM DISCUSSION

In an effort to eliminate the overuse of “trust funds” that bypass budgeting consideration in governments, the Governmental Accounting Standards Board (GASB) authored two pronouncements, GASB 33 and 34 that redefined the use of fiduciary type trust funds for governmental entities. This also significantly modified the reporting structure for the County’s financial statements. A trust fund is now defined exclusively as funds held on behalf of individuals or other agencies and the County cannot, in any way, own the funds.

According to GASB definitions, funds identified as “trust” were reclassified as County governmental funds. Action taken by the Board of Supervisors on April 15, 2008, reclassified funds as Special Purpose Funds beginning FY 2008-09. These funds are required to be budgeted in accordance with GASB 33 and 34, the State Controller’s Accounting Guidelines, and the County Budget Act. Accordingly, the Auditor-Controller and County Administrative Office have worked closely with departments to budget these funds for the FY 2008-09 Recommended Budget.

Special Purpose Funds are transferred to a variety of County departments to fund specific activities. Funds are transferred into departments as an operating transfer in and are detailed in the Summaries of Revenues and Expenditures for each department as other financing sources. Appropriations recommended below will be transferred into operating budgets in other County funds.

## SUMMARY OF APPROPRIATIONS AND REVENUE

Fund Number	Budget Unit	Description	FY 2007-08	FY 2008-09	Total Estimated Revenue	Increase / (Decrease) in Resv/Desig
			Adopted Appropriation	CAO Recommended Appropriation		
00004	8121	ACO-General				641,827
00012	8122	ACO-Structural Fire				9,171
00156	3008	Wheeler Ridge Overpass		9,700,000	8,200,000	0
00161	7101	Tehachapi Mt Forest Park Fund		142,750	27,500	0
00163	2342	Probation DJJ Realignment Fund		2,812,995	2,812,995	353,000
00164	2115	Real Estate Fraud		100,000	75,000	25,000
00165	7102	Litter Clean Up		4,000	4,400	1,016
00170	7103	Off Highway Motor Vehicle License		165,000	172,000	56,972
00171	1962	Planned Local Drainage-Shalamar		540	540	427
00172	1963	Planned Local Drainage-Brundage		6,000	6,000	3,725
00173	1961	Planned Local Drainage-Orangewood		30,000	30,000	23,709
00174	1964	Planned Local Drainage-Breckenridge		1,800	1,800	1,387
00176	1965	Planned Local Drainage-Oildale		10,200	10,200	14,712
00178	1813	Informational Kiosk Fund		20,000	20,000	13,573
00179	2341	Probation Training Fund		262,000	262,000	0

**Special Purpose Funds (continued)**

Fund Number	Budget Unit	Description	FY 2007-08	FY 2008-09	Total Estimated Revenue	Increase / (Decrease) in Resv/Desig
			Adopted Appropriation	CAO Recommended Appropriation		
00180	2111	DNA Identification		489,400	489,400	56,300
00181	2112	Local Public Safety		61,863,033	60,213,971	0
00182	2211	Sheriff's Facility Training Fund		215,000	195,000	75,000
00184	2212	Automated Fingerprint Fund		200,000	357,000	139,235
00186	1967	Juvenile Justice Facility Temp Const				(501)
00188	2113	Automated County Warrant System		110,000	100,800	(9,200)
00190	2114	Domestic Violence Program		180,000	180,000	189,665
00191	1968	Criminal Justice Facility Construction		3,957,318	3,791,522	(343,884)
00193	1959	Courthouse Construction Fund				21,957
00195	4124	Alcoholism Program		142,000	142,000	180,160
00196	4125	Alcohol Abuse Educatin/Prevention		125,000	125,000	(64,700)
00197	4126	Drug Program Fund		9,000	9,000	42,827
00198	2706	Recorders Fee Fund		1,987,438	651,612	(1,760,593)
00199	2707	Micrographics/Recorder Fund		638,954	168,000	(379,244)
00210	8211	C.O.P.-Kern Medical Center				(28,060,139)
00215	8215	Airport Project Fund				(29,621,424)
00230	8230	C.O.P. Solid Waste				0
00245	8245	Election Voting System				0
00264	1113	Tax Loss Reserve		2,500,000	5,250,000	7,222,170
00266	1121	Redemption Systems		350,886	210,000	2,359,114
00270	2623	Abatement Cost		200,000	200,000	676,081
22017	8995	Director of Airports Holding Fund				50,857
22018	8995	Passenger Facility Charge				368,845
22020	6311	A-C Farm Adv Agriculture Research			2,075	397,941
22021	2761	Animal Care Donations				5,317
22023	2762	Animal Care				57,906
22024	2763	Animal Control-Feline Carcasses				35,028
22029	8997	KMC Faculty Practice Trust				0
22036	1814	Board of Trade-Advertising		40,000	40,500	9,253
22042	2751	General Plan Administration Surcharge		2,061,155	540,001	1,421,746
22045	2117	CountyWide Crime Prevention P.C.1202.5				5,054
22064	2181	D.A.- Local Forfeiture Trust		534,000	94,652	195,122
22067	4114	Health-Local Option		20,000	20,000	27,147
22068	4115	Health-State L.U.S.T. Program		65,000	65,000	3,742
22069	4111	Public Health Miscellaneous				68,883
22072	4112	Health-Fax Death Certificates				6,752
22073	4136	Health-MAA/TCM				0
22076	4137	Child Restraint Loaner Program				83,143
22079	2182	D. A. Equipment/Automation			18,932	620,665
22081	4128	MH-Prop 36 Sub. Abuse & Crime Prev.		2,306,989	2,306,989	985,887
22082	4129	Kern Critical Incident Response Team		5,636	5,636	0
22085	4130	Mental Health Services Act		13,545,434	13,545,434	2,411,429

**Special Purpose Funds (continued)**

Fund Number	Budget Unit	Description	FY 2007-08	FY 2008-09	Total Estimated Revenue	Increase / (Decrease) in Resv/Desig
			Adopted Appropriation	CAO Recommended Appropriation		
22086	4131	M.H. Drug Abuse Court Diversion				0
22087	2185	Criminalistics Laboratories		180,000	180,000	0
22098	2343	Probation Asset Forfeiture			1,600	45,006
22107	7104	Parks-Derby Acres				30,000
22116	4138	Health-Nurse Family Partnership Program				110,000
22121	2417	Truck 21 Replacement - Fire			100,000	775,000
22122	2418	Fixed Wing Aircraft -Fire		334,000	9,400	17,404
22123	2419	Vehicle/Apparatus - Fire			18,250	793,378
22125	4116	Hazardous Waste Settlements			120,000	607,020
22126	2213	Sheriff's-Rural Crime Trust				0
22127	2214	Sheriff's California ID Trust		2,691,599	790,000	601,382
22128	2215	Sheriff's Civil Subpoenas			6,800	73,887
22131	2216	Sheriff's Drug Abuse Gang Diversion			7,900	153,920
22132	2217	Sheriff's Training		76,500	121,500	155,112
22133	2218	Sheriff-Work Release Trust			324,641	372,982
22137	2219	Sheriff-State Forfeiture Trust			89,346	381,297
22138	2220	Sheriff's Civil Automated Trust		115,750	140,500	511,923
22140	2221	Sheriff's Firearms			1,691	6,388
22141	2222	Sheriff-Judgement Debtors Fee		100,000	156,220	857,049
22142	2223	Sheriff's Communication Resources Trust		35,000	4,532	103,074
22143	2224	Sheriff's Volunteer Services Group			11,809	94,095
22144	2225	Sheriff's-Controlled Substance			3,130	69,202
22153	1950	Bakersfield Planned Sewer #1		300,000	36,000	1,509,667
22158	1951	Bakersfield Planned Sewer #2		200,000	72,000	119,761
22160	2226	Sheriff's CAL-MMET			281,274	293,357
22161	2227	High Intensity Drug Traffic. Asset Forfeit.			36,203	164,230
22162	2228	CAL-MMET-State Asset Forfeiture			127,702	737,271
22163	2229	High Technology Equipment			3,512	7,174
22164	1952	Bakersfield Planned Sewer #3		5,105	2,400	16
22166	1953	Bakersfield Planned Sewer #4		64,021	5,000	346
22167	1954	Bakersfield Planned Sewer #5		51,062	4,200	8,733
22173	1956	County Planned Sewer Area A		13,213	9,000	18,117
22176	4139	Health-Biological Terrorism Grant		791,255		408,745
22177	1957	County Planned Sewer Area B		1,408	100	0
22184	1958	CSA #71 Septic Abandonment		200,000	72,000	651,955
22185	5122	Wraparound Savings		700,000	700,000	1,029,239
22187	2708	Recorder's Modernization		20,000	180,000	424,400
22188	2420	Fireworks Violations			750	22,750
24024	2184	D.A. Family - Excess Revenue		371,019	14,000	0
24038	2187	D.A.-Court Ordered Penalties			150,000	510,970
24041	4204	EMS Week - Donations		15,000	10,400	57,959
24042	2421	Fire Department Donations			3,000	67,999
24043	2422	State Fire			50,000	2,103,600
24044	2423	Fire-Hazard Reduction		474,700	479,200	216,806

**Special Purpose Funds (continued)**

Fund Number	Budget Unit	Description	FY 2007-08	FY 2008-09	Total Estimated Revenue	Increase / (Decrease) in Resv/Desig
			Adopted Appropriation	CAO Recommended Appropriation		
24045	2424	Flood Disaster				268,453
24047	2425	Fire-Helicopter Operations		500,000	50,000	2,471,299
24050	2426	Mobile Fire Kitchen		11,500		13,712
24057	2230	Inmate Welfare-Sheriff Correction Facility		2,680,800	2,178,784	5,677,500
24060	2344	Juvenile Inmate Welfare		20,000	36,300	209,884
24066	5123	Kern County Children's Trust		118,199	300,000	677,518
24067	6211	Kern County Library Book		206,000	138,000	304,229
24086	4140	Peace Officers' Training-POST				267
24088	3002	Core Area Metro Bkrsfld Improve Fee			599,162	2,995,205
24089	3003	Metro Bkrsfld Transport Improve Fee		3,175,000	1,437,796	3,939,134
24091	3004	Rosamond Transport Improvement Fee			347,248	745,416
24094	4117	Solid Waste Enforcement		135,000	100,000	13,550
24095	3005	Bakersfield Mitigation		825,000	472,199	1,554,959
24096	3006	Tehachapi Transport Impact Fee Core			325	7,009
24097	3007	Tehachapi Transp Impact Fee Non-Core			370,991	1,247,081
24105	5124	Shelter Care		30,000	100,000	270,548
24125	2626	Strong Motion Instrumentation		90,000	90,000	48,311
24126	4140	Tobacco Education Control Program				207,579
24137	4141	Vital & Health Stat-Health Department				81,570
24138	4119	Vital & Health Stat-Recorder		83,900	104,000	360,918
24139	4118	Vital & Health Stat-County Clerk		2,730	1,600	0
24152	8992	Central Kern County Refuse Collection				0
24153	8992	S.W. Kern County Refuse Collection				0
24154	8992	Lost Hills Refuse Collection				0
24155	8992	Eastern Refuse Collection				0
25120	7105	Parcel Map In-Lieu Fees			35,000	936,908