

County of Kern



***FY 2011-12
Recommended Budget***



COUNTY OF KERN

COUNTY ADMINISTRATIVE OFFICE

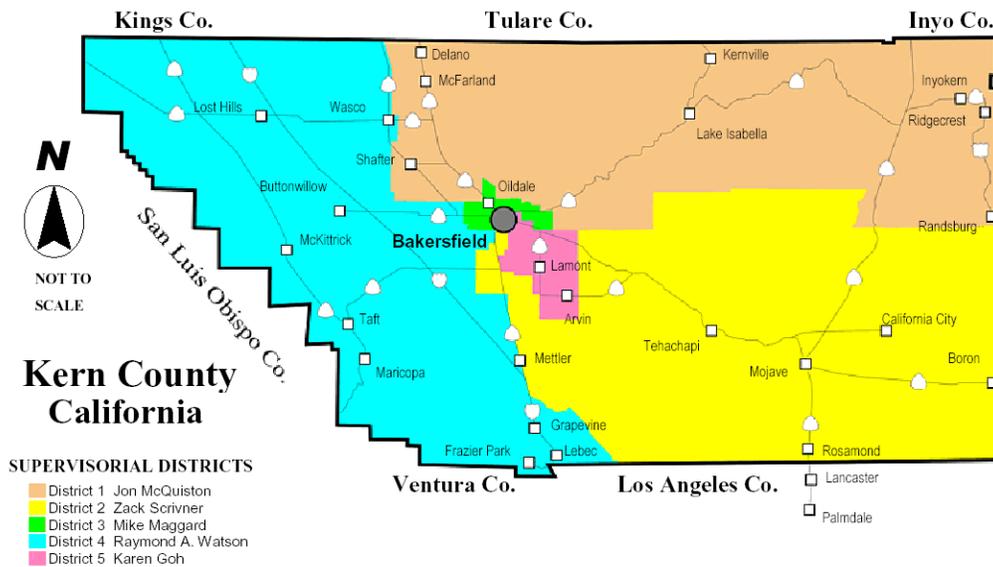
RECOMMENDED BUDGET

FY 2011-12

Submitted by
 John Nilon
 County Administrative Officer

BOARD OF SUPERVISORS

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KERN COUNTY SUPERVISORIAL DISTRICTS

Kern County Administrative Office



County Administrative Center

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

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

JOHN NILON

County Administrative Officer

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

FISCAL YEAR 2011-12 RECOMMENDED BUDGET

EXECUTIVE SUMMARY

The proposed Fiscal Year 2011-12 County of Kern Recommended Budget is submitted for your consideration. The FY 2011-12 recommended budget represents consideration of impacts, consequences, alternatives and difficult choices by departmental and County Administrative Office staff. The budget was prepared in accordance with the State Budget Act and the Board's adopted budget development guidelines, with full consideration of the Board's focus on accountability, transparency, continuous improvement and innovative strategies.

The County is currently under a Board of Supervisors' declared fiscal emergency and FY 2011-12 will be the fourth consecutive year of fiscal caution and constraint for County services, so the challenges of recent budgets to keep services from declining further are magnified. The continued shortage of discretionary revenues to finance many basic local programs and the extremely volatile State Budget situation remain the chief determining factors.

The budget again seeks to balance spending between services and capital needs, such as capital projects, roads, and equipment. The County must again defer equipment purchases for many vital services such as fire protection, and the public may experience delayed or constrained services from some County departments caused by a fourth straight year of tight budgets. Over the years, major maintenance and capital improvements have been minimized, this budget allocates more than \$4 million to major maintenance projects and funds three capital projects: Phase 1 of the Lerdo barrack replacement, an expansion of the Agricultural and Measurement Facility, and the design phase of the Lerdo sewer replacement, which are important to the County's infrastructure and to the public safety of its citizens.

The budget proposes to delete some 50 employee positions, many of which are vacant. There are approximately the same number of position additions primarily in program funded departments, such as the Department of Human Services and the Mental Health Services Department. The deletions were carefully targeted to minimize reductions to existing public services. As departments manage resources carefully, deletion of these vacancies should not significantly hinder the effectiveness of their programs in most cases. Virtually every County department has been required to make some level of sacrifice and exercise significant "belt-tightening" in their operations, but draconian program impacts are avoided based on on-going multi-year focus on controlling costs. As expected, department heads have shown understanding and cooperation in dealing with the County's difficult fiscal situation.

Discretionary revenues will decrease this year by \$1 million or about .31% while the cost of providing services continues to increase by \$49 million or about 3.67%. The County's constrained revenue outlook and uncertainty regarding solutions to the State budget crisis prompted the County Administrative Office to continue to ask departments to defer nonessential hiring and spending as in the past three fiscal years. With these measures in place, the County's General Fund net carryover balance was \$23.3 million. In addition to the hiring and spending restrictions, the County received approximately \$12 million in unanticipated additional sales and use tax receipts in FY 2010-11.

As in FY 2010-11, the County Administrative Office's primary goal in developing a Recommended Budget has been to: 1) keep most discretionary and public protection programs as intact as possible; 2) appropriate resources to quality of life programs; 3) provide funding to prevent further deterioration of the physical infrastructure on which many services depend, and 4) maintain reserves that meet the County's known cost increases and liabilities. Achieving this balance continues to be an on-going challenge.

BUDGET OVERVIEW

The recommended operating budget for FY 2011-12 totals \$1.48 billion, which is \$13.6 million or 1% higher than the budget for FY 2010-11. However, this includes moving the Fiscal Stability Designation to the General Fund as required by Governmental Accounting Standards Board (GASB) Statement 54. Absent this adjustment, the County operating budget is \$29 million, or 1.98% lower than last year's budget.

In addition to the above total, the recommended budget includes special budgets totaling \$634.5 million for enterprise funds such as Airports, Kern Medical Center, and Waste Management, internal service funds such as Workers' Compensation and Group Health, and grant-funded programs administered by Employers' Training Resource and Community Development programs. These budget units have increased \$22.6 million (3.7%) from FY 2010-11.

Non-operating governmental funds, consisting of special revenue, capital project and debt service funds have budgets totaling \$157.8 million. This is a decrease of \$7.5 million from FY 2010-11.

Program-specific revenues are projected to climb slightly from the previous fiscal year to \$1.1 billion. Program-specific revenues are required by law to be spent for specific, mandated programs or direct reimbursements for the cost of providing services, and the Board of Supervisors has no discretion in using them. These revenues account for nearly 75% 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 remain just above 25% of the budget, and the County must use much of this money to match mandated State and federal programs.

Budget totals are summarized below:

Total County Governmental Operating Funds Budget

		<u><i>Excluding Fiscal Stability Adj.</i></u>
<i>Last Year</i>	<i>\$1.469 billion</i>	<i>Last Year \$1.469 billion</i>
<i>This Year</i>	<i>\$1.484 billion</i>	<i>This Year \$1.44 billion</i>
<i>Increase</i>	<i>\$ 13.6 million (1%)</i>	<i>Decrease \$ 29 million (1.98%)</i>

Discretionary Funds vs. Program-Specific Funds

<i>Discretionary Funds</i>	<i>\$378 million, 25% of Total Operating Budget</i>
<i>Program-Specific Funds</i>	<i>\$1.10 billion, 75% of Total Operating Budget</i>

Total County Governmental Non- Operating Funds Budget

<i>Last Year</i>	<i>\$165.3 million</i>
<i>This Year</i>	<i>\$157.8 million</i>
<i>Decrease</i>	<i>\$ 7.5 million (4.5%)</i>

Enterprise Funds, Internal Service Funds, Grant Programs (ETR and CD)

<i>Last Year</i>	<i>\$611.9 million</i>
<i>This Year</i>	<i>\$634.5 million</i>
<i>Increase</i>	<i>\$ 22.6 million (3.7%)</i>

Total County Budget All Funds

		<u>Excluding Fiscal Stability Adj.</u>
<i>Last Year</i>	\$2.24 billion	<i>Last Year</i> \$2.24 billion
<i>This Year</i>	\$2.27 billion	<i>This Year</i> \$2.23 billion
<i>Increase</i>	\$28.7 million (1.3%)	<i>Decrease</i> \$ 13.9 million (1%)

AVAILABLE RESOURCES

Due to a slight increase in assessed values from FY 2010-11, projected property tax revenues will help the County mitigate some cost increases for this year. Property taxes within both the General Fund and the Fire Fund are estimated to grow by a combined \$4.9 million in FY 2011-12, a 2% percent increase above the previous year. Most of the increase is associated to oil and gas valuations.

Sales and Use Tax and Sales Tax In-Lieu revenue is also expected to have some growth as receipts from the FY 2010-11 third and fourth quarter sales have indicated greater than anticipated consumer spending. Approximately \$12 million of the FY 2010-11 carryover balance was attributed to additional Sales and Use Tax receipts. Petroleum products and equipment and continuing gains from higher fuel prices were primarily responsible for the increase. The revenue estimate for FY 2011-12 is \$2.3 million more than the amount budgeted in the prior fiscal year.

The County's net available carryover balance from the fiscal year ending June 30, 2011 is \$23.3 million. As fund balance carryover is a one-time source, a large portion of this source was recommended for one-time projects and specific purpose designations.

EMPLOYEE COST INCREASES

The County's overall cost for employees' salaries and benefits is projected to increase in FY 2011-12 by approximately \$19.6 million, which is reflected in each department's budget. These cost increases are primarily due to increased retirement costs of approximately \$17 million. It is anticipated that the FY 2012-13 retirement cost will rise an additional \$22 million above FY 2011-12 costs.

Departments have absorbed employee cost increases by deferring needed capital improvements and equipment and by deleting or not funding departmental positions. Many departments will rely on Budget Savings Incentive Credits to fund a portion of their FY 2011-12 employee costs.

PROVISIONS FOR RESERVES, DESIGNATIONS, AND CONTINGENCIES

The County Administrative Office recommends the following General Fund identifiable contingencies, reserves, and designations.

- ▶ **Appropriations for Contingencies: \$7.3 million (\$2.5 million increase)** — Appropriations for Contingencies earmark funds against unexpected future costs or costs that are identified after the County Budget is adopted. The recommended amount, which totals \$7.3 million, is funded solely from the General Fund. The increase is due to the inclusion of \$1.1 million for uninsured litigation and \$1.5 million to cover Sheriff's Department salaries if anticipated savings are not achieved in the reduction of overtime costs.
- ▶ **New Designation for Department of Human Services: \$9 million** — This designation is the result of a one-time carryover balance within the Department of Human Services' Funds 00130 and 00140 due to an accounting change by the Auditor-Controller. The accounting change allowed the department to accrue revenues for up to nine months after June 30. This produced a one-time "catch-up" of budgetary revenue that allowed a reduction in the County contribution request for FY 2011-12. Since it is unknown how the funds will stabilize after this change, the recommended budget designates the additional funds to help offset future General Fund contributions.

- ▶ ***Tax Liability Reserve: \$4 million (\$2 million increase)*** — This reserve earmarks 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. The reserve has been maintained at approximately 10-12% of the anticipated contingent liability. Assessment appeals at June 30, 2011 are projected to increase the contingent liability for the County by \$10 million more than FY 2010-11. The current balance in the General Fund reserve for this purpose is \$2 million, and the balance in the Fire Fund is \$831,846. The recommended budget includes a \$2 million increase to the General Fund's reserve for a balance of \$4 million.
- ▶ ***New General Reserve (formerly Fiscal Stability Designation): \$42.7 million*** — This reserve represents the transfer of the Fiscal Stability Designation that was maintained in Fund 00003 in FY 2010-11 to the General Fund. The designation was converted to a general reserve due to GASB 54. In accordance with Government Code section 29086, except in cases of a legally declared emergency, a general reserve may only be canceled or decreased at the time of adopting the budget, thus protecting the reserve from unintended uses.
- ▶ ***Fiscal Stability Designation: \$0 (\$42.7 million decrease)*** — As noted above, in accordance with GASB 54, this designation has been converted to a General Reserve.
- ▶ ***New Designation for Retirement Contributions: \$12.3 million*** — This reserve earmarks funds to mitigate known increases to the County's retirement contribution for employees in future years. The amount designated is the residual balance of available resources for the FY 2011-12 budget. The projected increase in County retirement costs for FY 2012-13 is approximately \$22 million.
- ▶ ***Designation for Environmental Health Program Enhancements: \$0 (\$347,000 Decrease)*** — This designation earmarks funds collected through fees to enhance food safety inspections with a risk-based inspection program. The release of the designation is necessary for the Environmental Health Department to cover costs associated to retirement payouts anticipated in FY 2011-12.
- ▶ ***Designation for PILT/TARP: \$253,150 (\$148,850 Decrease)*** — This designation earmarks funds allocated from the federal government under the Troubled Assets Relief Program (TARP). Of the current balance of \$402,000, it is recommended that \$148,850 be released to facilitate the Indian Wells Valley Specific Plan and the Rosamond Business District Community Vision Workshop.
- ▶ ***Designation for Sheriff's Aircraft \$1.27 million (no change)*** — This designation earmarks funds for the long term maintenance of and periodic replacement of aircraft components, including propellers and engines, as required by Federal Aviation Administration regulations. The current balance of the designation is \$1.27 million and no changes to the designation are recommended.

KERN MEDICAL CENTER

Last year, Kern Medical Center (KMC) experienced an inflow of approximately \$26 million in funding from the Hospital Fee authorized under the State Plan of Title XIX of the Social Security Act for Supplemental Reimbursement for Hospital Inpatient Services. The program has been curtailed for FY 2011-12.

KMC's outstanding loan balance from the General Fund declined to \$33.7 million from the previous \$54.9 million outstanding the previous fiscal year-end. The Auditor-Controller determined \$3.7 million of the outstanding loan to be long-term; and, therefore non-spendable to the General Fund. KMC has budgeted \$1.9 million as repayment towards the long-term loan in the recommended budget.

The recently enacted Section 1115 Medicaid (Medi-Cal) Waiver provides for the continuing funding of the Disproportionate Share Hospital (DSH) and Safety Net Care Pool Funding; however, it also shifted DSH allocations to fund two new programs under the Section 1115 Waiver, the Low Income Health Program (LIHP) and Delivery System Reform Incentive Pool (DSRIP). For KMC, the net increase in waiver funding for FY 2011-12 is

approximately \$7.5 million. KMC will also have a reduction in the inpatient Federal Medical Assistance Percentage (FMAP), which was part of the American Recovery and Reinvestment Act (ARRA) Economic Stimulus program.

To obtain DSRIP funding, Kern Medical Center submitted a five-year plan showing how results will be achieved in the four areas inclusive of significant annual milestones. The budget anticipates receipt of \$24.5 million for these funds. Both the LIHP and the DSRIP will allow Kern Medical Center to establish proper infrastructure, as well as improve quality of care, patient experiences and access to care.

STATE BUDGET IMPACT

As in recent years, the State budget continues to hold serious threats for County finances. The State faced a \$26.6 billion budget deficit as it entered FY 2011-12. This gap followed comparable deficits in each of the three preceding years. Unfortunately, the State relied primarily upon short-term solutions and accounting gimmicks in order to close the prior years' deficits, requiring some extremely painful and difficult decisions to close this year's funding gap, which was left at \$12.6 billion.

In lieu of a comprehensive spending plan, a stopgap budget was enacted on a majority vote of the Legislature that contains cuts to State programs and relies heavily on future revenue growth to avoid mid-year budget cuts that would be automatically triggered if revenues do not meet forecasts. Besides cuts to State programs, the triggers could require the County to pay \$125,000 for each juvenile offender sentenced to State custody and could reduce In-Home Supportive Services hours, child care funding, Medicaid funding to KMC, and vertical prosecution grants for the District Attorney.

The new State budget includes funding to help counties pay the cost of supervising many adult and juvenile criminal offenders who will be shifted from State to local responsibility. The funding is not subject to revenue-triggered cuts. Public safety realignment has been delayed until October 1.

County impacts from the initial round of State cuts have been built into the recommended County budget. However, given the uncertainty about the remainder of the State budget gap and the performance of State revenues, assumptions regarding further unknown potential cuts are not built into this recommended County budget. Your Board may therefore need to revisit the budget to accommodate mid-year State budget impacts.

PROGRAM IMPACTS

With continuing fiscal constraints, the County must again seek to balance the allocation of resources between ongoing service needs, quality of life programs and the maintenance and renewal of facilities and equipment that support those services. Discretionary revenues are static, and many program-specific revenues are at risk in the State budget while employee salary and benefit costs are increasing. Therefore, the FY 2011-12 Recommended Budget represents our best effort to maintain services and infrastructure against further erosion. The budget deletes vacant positions in many departments but avoids major layoffs. Even so, rising costs will force many departments to constrain or delay many services to the public.

The Recommended Budget adds a net total of 5 full-time positions. There are 53 positions scheduled for deletion that are offset by the addition of 58 positions. The majority of the additions are for the Department of Human Services (22) and Mental Health Services Department (8) and are supported by program funds. The Auditor-Controller, County Clerk, and Treasurer-Tax Collector budget units each had one layoff.

Protecting public health and safety remains the top priority of the recommended budget, which again devotes more resources to public protection (34.2%) than to any other function, including public assistance (31.2%). In FY 2011-12, the Sheriff, Fire, and Probation departments submitted budgets at a 5% reduction from the FY 2010-11 funding level in accordance with the Board's adopted net General Fund Guideline. While they received less funding, the

departments were able to avoid major cutbacks in services, and this year's budget attempts to hold these departments' services at status quo levels.

The Sheriff Department's budget includes a decrease of \$2.8 million in salaries and benefits costs as a result of staffing reductions necessary to meet available funding. The overall decrease in salaries and benefits was obtained despite a \$4.6 million increase in retirement costs and a \$1.6 million increase in workers' compensation costs. Savings were obtained primarily as the result of holding positions vacant and through restructuring Detention Officer shifts; moving from 12-hour days to 8-hour days to eliminate scheduled overtime. Savings were also achieved by the department through the analysis of positions to determine the need for safety classifications. As a result of this process, seven positions were civilianized. The budget also contains funding for a new lease payment for \$4.2 million in planned vehicle replacements.

The recommended budget reduces the District Attorney's budget by 2%, but allows the department to operate at a status quo level. Included in the budget was funding for a Chief Deputy and 15 flex promotions approved by your Board on July 12, 2011. The department anticipates a decrease in welfare fraud investigations due to reduced State funding from the Department of Human Services.

The Fire Department's recommended budget will allow the department to operate at a status quo level, with all current positions funded. The budget includes \$350,000 in urgent equipment purchases, but continues to defer nearly \$4 million in equipment replacement. The department will receive its final SAFER grant revenues in the amount of \$4.5 million this fiscal year as reimbursement towards the cost of up to 48 firefighter positions.

The Probation Department's budget includes an allocation of \$1.6 million above the net General Fund guideline in order to retain the same staffing level as FY 2010-11, with the exception of services at Camp Erwin Owen. Federal Title IV-E revenue allocated to Camp Owen has decreased by \$1 million and no additional General Fund funding was provided to backfill this loss.

The recommended budget provides additional resources for the Parks Department to retain staff and replace aging equipment. The recommended budget provides \$438,000 for the department to retain seven positions that were to be laid off at the department's net General Fund guideline. In addition, the recommended budget provides \$136,000 for the purchase of a new pump truck and utility trailers.

The Library's recommended funding level allows the department to largely maintain current levels of service. However, the budget reduces books and materials funding from \$260,000 in FY 2010-11 to \$34,000. Late fines and other fee increases approved in late June 2011 will provide additional revenue to the department to help offset reductions to State funding from the Public Library Fund program.

RENEWING INFRASTRUCTURE IN AN ERA OF FISCAL CONSTRAINT

Equipment and infrastructure are essential to the long-term quality of services to the people of Kern County. The County Administrative Office prioritizes requests for capital projects and equipment in the following order: legally mandated, health and safety, preventive maintenance, cost reduction, and extent of direct public use or benefit. Fiscal constraints force the County to defer many pressing capital and maintenance needs for roads, parks, fire protection, and other important services to the public. Deferral of the County's major maintenance and other capital projects has now reached an estimated backlog of \$400 million, and deferred equipment purchases now total at least \$100 million by conservative estimates.

This year's budget contains several ongoing and new major maintenance and capital projects as well as equipment purchases that will help to improve transportation, public safety, and the quality of life in Kern County.

Agricultural and Measurement Facility Expansion: \$1.2 million is estimated to expand the facility on South Mt. Vernon Ave. to provide space for employees vacating a second facility in need of repair at East California Avenue.

Meadows Field Avigation Easement Land Acquisition: \$2.65 million is estimated for the acquisition of an avigation easement to ensure that no structures are constructed within the designated safety zone as mandated by the Federal Aviation Administration (FAA).

Lerdo Facility Barrack Replacement: \$1 million is estimated for the first phase of barrack replacement at the Lerdo Minimum Security facility in order to be in compliance with Health and Safety codes.

Lerdo Sewer Infrastructure Replacement - Design: \$125,000 is estimated for the initial design of the long-term Lerdo sewer infrastructure replacement.

Road Repair / Maintenance / Construction: For FY 2011-12, the budget includes the overlay of 45.1 miles of roads and 156 miles of seals. The following projects are continued into this fiscal year: County bond projects and separation of grade projects, an undercrossing at Hageman Road and Allen Road and the completion of the 7th Standard Road interchange at Highway 99, Wheeler Ridge at Interstate 5, and 7th Standard Road widening projects.

Major Maintenance: The County Administrative Office is recommending substantial expenditures, more than \$4.3 million, to renovate existing County infrastructure. Some large maintenance projects include replacement of the heating and air conditioning system at the Public Services Building, storm drainage repair, and several parking lot replacements.

Equipment: The recommended budget contains \$2.8 million to replace transit buses, Fire Department equipment, and other smaller departmental equipment. In addition, the budget provides \$136,000 to the Parks Department for the replacement of a pump truck and utility trailers.

BUDGET UNCERTAINTIES REQUIRE CONTINUED FISCAL AUSTERITY

The County is facing a risk of more revenue losses from the unstable and unresolved State Budget crisis, and costs to deliver services continue to rise, so service impacts may be inevitable. These factors are expected to affect the County budget in future years as well. In this fiscal climate, any actions the County can take to lower its fixed costs become doubly important. In FY 2012-13, there is an anticipated:

- \$22 million increase in retirement costs;
- \$4.5 million impact due to the loss of the SAFER grant for the Fire Department;
- \$3.5 million impact due to the use of BSI credits to fund salaries in FY 2011-12;
- \$9 million impact to the General Fund due to a one time reduction in General Fund contribution for the Department of Human Services in FY 2011-12. As stated above, the impact of an accounting adjustment reduced the General Fund contribution to the Department of Human Services by \$18 million. In addition to the release of a \$9 million designation set aside for this purpose, the General Fund may be required to increase its contribution by an additional \$9 million; and
- Undetermined impact from the use of reserves in various internal service funds that may result in increased charges to departments in FY 2012-13.

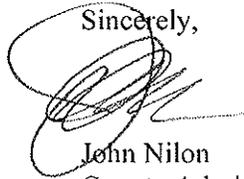
CONCLUSION

The FY 2011-12 Recommended Budget is balanced within available resources. The budget meets the most important needs of the people of Kern County and fulfills the County's legal mandate to protect public health and safety. Within the constraints of a fourth straight year of tight finances, the recommended budget attempts to prevent further erosion of law enforcement, fire protection, criminal justice, public health, parks, and library services by minimizing employee layoffs.

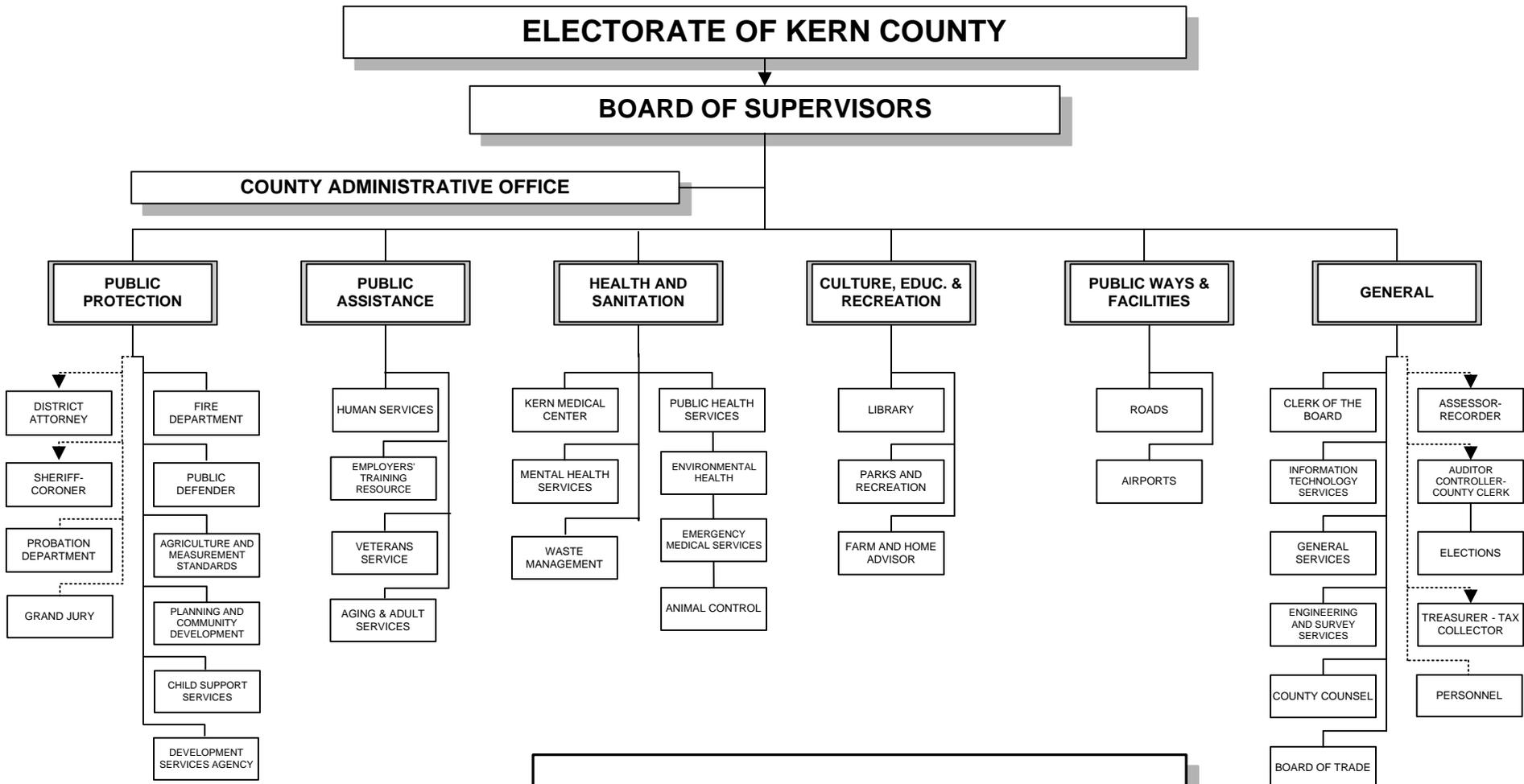
However, this budget leaves many needs unmet. The County's population continues to grow, and many areas need additional services that cannot now be provided at current levels of staffing, facilities, and equipment. Budget reserves and contingencies should be stronger, especially given the huge risks that the State Budget holds for County services, both now and in future years. Therefore, it is recommended that your Board continue the declared fiscal emergency for FY 2011-12.

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

Sincerely,

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

John Nilon
County Administrative Officer



LEGEND

———— FULL ACCOUNTABILITY TO BOARD OF SUPERVISORS

----- FISCAL ACCOUNTABILITY TO BOARD OF SUPERVISORS

▼ ELECTIVE OFFICE

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SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET

Available Financing

		Estimated Fund Balance June 30, 2011 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
County Operating Funds					
00001	General	\$34,472,498	\$43,166,745	\$652,717,903	\$730,357,146
00007	Road	13,870,446	8,191,418	47,387,794	69,449,658
00011	Structural Fire	664,435	0	127,059,823	127,724,258
00120	Building Inspection	5,411,468	0	3,066,810	8,478,278
00130	Dept Of Human Services-Admin.	5,060,482	0	162,729,056	167,789,538
00140	Human Services-Direct Fin Aid	9,676,045	0	213,502,466	223,178,511
00141	Mental Health Fund	5,628,621	0	111,259,397	116,888,018
00145	Aging And Adult Services	1,085,020	0	11,682,917	12,767,937
00175	Range Imp Sec 15	51,905	0	10,013	61,918
00177	Range Imp Sec 3	31,200	2,341	2,500	36,041
00183	Kern County Dept Of Child Support	658,206	0	22,370,476	23,028,682
00192	Recorder	0	0	3,846,274	3,846,274
County Operating Funds Sub Total		\$76,610,326	\$51,360,504	\$1,355,635,429	\$1,483,606,259
Non-Operating Special Revenue					
00160	Wildlife Resources	\$8,078	\$0	\$6,400	\$14,478
00161	Tehachapi Mt Forest Park Fund	5,397	0	10,050	15,447
00163	Probation DJJ Realignment Fund	(299,571)	299,571	2,848,568	2,848,568
00164	Real Estate Fraud	11,785	93,215	175,000	280,000
00165	Litter Clean Up	(431)	431	6,700	6,700
00170	Off Highway Motor Vehicle License	72,014	0	140,000	212,014
00171	Planned Local Drain - Shalimar	5,880	0	152	6,032
00172	Planned Local Drain - Brundage	60,186	0	1,804	61,990
00173	Planned Local Drain - Orangewood	612,094	56,319	8,127	676,540
00174	Planned Local Drain -Breck	30,157	4,807	493	35,457
00176	Planned Local Drain - Oildale	79,946	0	1,446	81,392
00179	Probation Training	11,810	0	222,560	234,370
00180	DNA Identification	31,286	0	678,000	709,286
00181	Local Public Safety	0	0	54,225,367	54,225,367
00182	Sheriff Facility Training	(5,348)	60,348	160,000	215,000
00184	Automated Fingerprint	306,626	0	330,000	636,626
00186	Juvenile Justice Facility Temp Construction	373	0	0	373
00187	Emergency Medical Services	557,265	0	1,967,426	2,524,691
00188	Automated County Warrant System	165	0	91,000	91,165
00190	Domestic Violence Program	19,239	44,761	136,000	200,000
00191	Criminal Justice Facilities Construction	2,230,260	0	4,214,000	6,444,260
00194	Recorder's Social Security Number Truncation	6,627	0	180,183	186,810
00195	Alcoholism Program	(72,963)	159,763	105,000	191,800
00196	Alcohol Abuse Education/Prevention	27,477	0	78,000	105,477
00197	Drug Program	(741)	741	22,000	22,000
00198	Recorders Modernization	1,018,965	0	624,680	1,643,645
00199	Micrographic-Rcd.	47,308	0	180,169	227,477

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET Available Financing

	Estimated Fund Balance June 30, 2011 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing	
00264	Tax Loss Reserve	966,041	0	6,800,000	7,766,041
00266	Redemption Systems	631,562	0	654,428	1,285,990
00270	Abatement Cost	169,960	43,768	0	213,728
22020	A-C Farm Adv Agricultural Research	(104)	718	0	614
22021	Animal Care Donations	(929)	961	11,300	11,332
22023	Animal Care	(349)	0	650	301
22027	Sterilization Fund	19,861	0	33,000	52,861
22036	Board of Trade-Advertising	8,957	0	53,500	62,457
22042	General Plan Admin Surcharge	524,882	0	356,000	880,882
22045	Co-Wide Crime Prev. P.C.1202.5	717	0	0	717
22064	D.A.-Local Forfeiture Trust	494,377	0	50,000	544,377
22066	Solid Waste-Lea Grant	29,784	0	30,500	60,284
22067	Health-Local Option	(167)	0	500	333
22068	Health-State L.U.S.T. Program	51,673	0	0	51,673
22069	Public Health Miscellaneous	73,740	0	8,366	82,106
22073	Health-MAA/TCM	68,979	0	99,995	168,974
22074	H1N1 Public Health Emergency Response	2,897	0	5,447	8,344
22076	Child Restraint Loaner Program	110,040	0	62,579	172,619
22079	D. A. Equipment/Automation	(718)	95,718	5,000	100,000
22082	KCIRT	1,171	0	500	1,671
22085	Mental Health Services Act	21,499,455	0	18,913,781	40,413,236
22086	MHSA Prudent Reserve	84,947	2,365,053	50,000	2,500,000
22087	Criminalistics Laboratories	23,058	0	130,000	153,058
22098	Probation Asset Forfeiture	5,313	0	500	5,813
22116	Health-NNFP	101,347	0	100,000	201,347
22121	Truck 21 Replacement	(9,189)	9,189	0	0
22122	Fixed Wing Aircraft	155,062	0	4,766	159,828
22123	Vehicle/Apparatus	(5,350)	0	16,624	11,274
22125	Hazardous Waste Settlements	101,089	197,549	50,000	348,638
22127	Sheriff's CAL-ID	400,327	0	690,000	1,090,327
22128	Sheriff's Civil Subpoenas	2,549	0	5,500	8,049
22129	KNET-Special Asset Forfeiture	53,319	0	32,500	85,819
22131	Sheriff's Drug Abuse Gang Diversion	(20,693)	0	24,000	3,307
22132	Sheriff's Training	16,260	0	173,740	190,000
22133	Sheriff-Work Release	118,542	1,958	529,500	650,000
22137	Sheriff-State Forfeiture	(28,981)	33,981	15,000	20,000
22138	Sheriff's Civil Automated	42,139	0	127,500	169,639
22140	Sheriffs Firearms	15,504	0	35,500	51,004
22141	Sheriff-Judgment Debtors Fee	45,145	0	160,000	205,145
22142	Sheriff's Comm Resources	24,120	9,880	1,000	35,000
22143	Sheriff's Volunteer Service Group	79,346	0	7,000	86,346
22144	Sheriff-Controlled Substance	57,977	0	66,500	124,477
22153	Bakersfield Planned Sewer #1	381,940	256,452	11,808	650,200

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET Available Financing

	Estimated Fund Balance June 30, 2011 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing	
22156	Divca Local Franchise Fee	308,684	0	280,600	589,284
22158	Bakersfield Planned Sewer #2	196,990	0	4,142	201,132
22160	Sheriff's CAL-MMET	(263)	133	130	0
22161	HIDTA-State Asset Forfeiture	(14,305)	6,805	7,500	0
22162	CAL-MMET-State Asset Forfeiture	60,450	0	89,000	149,450
22163	High Tech Equipment	(33)	0	45	12
22164	Bakersfield Planned Sewer #3	2,471	0	41	2,512
22166	Bakersfield Planned Sewer #4	60,687	0	1,778	62,465
22167	Bakersfield Planned Sewer #5	66,546	400	8,054	75,000
22173	County Planned Sewer Area A	16,059	0	2,248	18,307
22176	Health-Bio Terrorism Grant	263,147	0	685,749	948,896
22177	County Planned Sewer Area B	1,186	0	20	1,206
22184	CSA #71 Septic Abandonment	650,561	0	36,309	686,870
22185	Wraparound Savings	591,181	0	4,751,448	5,342,629
22187	Recorders Electronic Recording	29,034	0	188,637	217,671
22188	Fireworks Violations	19,912	0	25,015	44,927
24024	D.A. Family - Excess Revenue	(2,372)	0	4,000	1,628
24028	D.A.-Federal Forfeiture	9,807	28,693	1,500	40,000
24038	D.A.-Court Ordered Penalties	11,629	198,371	50,000	260,000
24039	Hospital Preparedness Program	(14,696)	14,696	447,745	447,745
24041	EMS Week - Donations	(280)	0	910	630
24042	Fire Dept Donations	10,821	0	2,028	12,849
24043	State Fire	201,840	0	93,016	294,856
24044	Fire-Hazard Reduction	319,137	165,143	15,720	500,000
24047	Fire-Helicopter Operations	1,215,751	0	36,574	1,252,325
24050	Mobile Fire Kitchen	(26)	0	87	61
24057	Inmate Welfare-Sheriff Correction Facility	1,754,772	0	2,590,000	4,344,772
24060	Juvenile Inmate Welfare	(6,301)	34,301	22,000	50,000
24066	Kern County Children	335,330	17,381	235,356	588,067
24067	Kern County Library Trust	170,342	0	96,000	266,342
24088	Core Area Metro Bakersfield Impact Fee	383,195	0	173,607	556,802
24089	Metro Bakersfield Transport Impact Fee	(854,770)	846,016	1,763,445	1,754,691
24091	Rosamond Transport Impact Fee	131,889	269,512	48,599	450,000
24094	Solid Waste Enforcement	71,087	122,193	300,000	493,280
24095	Bakersfield Mitigation	(124,256)	407,559	56,697	340,000
24096	Tehachapi Transportation Impact Fee Core	(260)	106	154	0
24097	Tehachapi Transportation Impact Fee Non-Core	(88,809)	0	143,479	54,670
24105	Jamison Center	87,834	166	12,000	100,000
24125	Strong Motion Instrumentation	51,149	0	220,790	271,939
24126	Tobacco Education Control Program	29,502	0	303,500	333,002
24137	Vital & Health Stat-Health Department	75,387	0	59,482	134,869
24138	Vital & Health Stat-Recorder	9,780	72,325	85,597	167,702
24139	Vital & Health Stat-Co. Clerk	720	0	1,300	2,020

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET Available Financing

	Estimated Fund Balance June 30, 2011 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
24300 Oildale Revitalization Fund	0	0	35,000	35,000
25120 Parcel Map In-Lieu Fees	(14,290)	102,850	11,440	100,000
26000 ARRA Aging & Adult (Stimulus)	453	0	0	453
26001 ARRA Justice Assistance	173,839	0	0	173,839
26005 ARRA Roads	0	0	2,137,162	2,137,162
26006 ARRA Energy Stimulus Grant	17,569	0	2,312,519	2,330,088
26008 CAL-MMET ARRA Justice Assistant Grant	0	0	120,000	120,000
Non-Operating Special Revenue Sub Total	\$37,267,564	\$6,021,833	\$113,190,532	\$156,479,929
Capital Projects				
00004 ACO-General	(\$5,792,997)	\$5,577,055	\$215,942	\$0
00012 ACO-Structural Fire	(1,752)	9,171	3,400	10,819
00155 Seventh Standard Road Project	(187,572)	167,572	20,000	0
00156 Wheeler Ridge Overpass	(17,901)	15,701	2,200	0
00220 7th Standard Widening Project	26,008	0	24,000	50,008
00221 2009 COP Capital Projects	21,043	0	0	21,043
00222 Hageman Road Separation of Grade	26,453	0	20,000	46,453
00235 Tobacco Securitization Proceeds-Capital Project	(20,246)	20,246	1,000,000	1,000,000
40390 Rexland Acres Sewer Improvement	(1,011)	1,011	0	0
Capital Projects Sub Total	(\$5,947,975)	\$5,790,756	\$1,285,542	\$1,128,323
Debt Service				
40372 Belle Vista Estates Bond Redemption	(\$88)	\$88	\$0	\$0
40381 Sewer Shafter Water Project	4,100	0	15,443	19,543
40391 Rexland Acres Sewer	27,740	0	182,000	209,740
Debt Service Sub Total	\$31,752	\$88	\$197,443	\$229,283
GRAND TOTAL	\$107,961,667	\$63,173,181	\$1,470,308,946	\$1,641,443,794

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET

Financing Requirements

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
County Operating Funds			
00001 General	\$664,324,397	\$66,032,749	\$730,357,146
00007 Road	69,449,658	0	69,449,658
00011 Structural Fire	127,724,258	0	127,724,258
00120 Building Inspection	5,297,662	3,180,616	8,478,278
00130 Dept Of Human Services-Admin.	167,789,538	0	167,789,538
00140 Human Services-Direct Fin Aid	223,178,511	0	223,178,511
00141 Mental Health Fund	116,888,018	0	116,888,018
00145 Aging And Adult Services	12,767,937	0	12,767,937
00175 Range Imp Sec 15	25,750	36,168	61,918
00177 Range Imp Sec 3	36,041	0	36,041
00183 Kern County Dept Of Child Support	22,370,476	658,206	23,028,682
00192 Recorder	3,846,274	0	3,846,274
County Operating Funds Sub Total	\$1,413,698,520	\$69,907,739	\$1,483,606,259
Non-Operating Special Revenue			
00160 Wildlife Resources	\$10,000	\$4,478	\$14,478
00161 Tehachapi Mt Forest Park	0	15,447	15,447
00163 Probation DJJ Realignment	2,848,568	0	2,848,568
00164 Real Estate Fraud	280,000	0	280,000
00165 Litter Clean Up	6,700	0	6,700
00170 Off Highway Motor Vehicle License	70,000	142,014	212,014
00171 Planned Local Drain - Shalimar	6,000	32	6,032
00172 Planned Local Drain - Brundage	60,000	1,990	61,990
00173 Planned Local Drain - Orangewood	615,000	61,540	676,540
00174 Planned Local Drain - Breck	25,000	10,457	35,457
00176 Planned Local Drain - Oildale	75,000	6,392	81,392
00179 Probation Training	222,560	11,810	234,370
00180 DNA Identification	661,120	48,166	709,286
00181 Local Public Safety	54,225,367	0	54,225,367
00182 Sheriff Facility Training	215,000	0	215,000
00184 Automated Fingerprint Fund	574,000	62,626	636,626
00186 Juvenile Justice Facility Temp Construction	0	373	373
00187 Emergency Medical Services	1,967,426	557,265	2,524,691
00188 Automated County Warrant System	90,000	1,165	91,165
00190 Domestic Violence Program	200,000	0	200,000
00191 Criminal Justice Facilities Construction	3,300,000	3,144,260	6,444,260
00194 Recorder's Social Security Number Truncation	137,255	49,555	186,810
00195 Alcoholism Program	191,800	0	191,800
00196 Alcohol Abuse Education/Prevention	78,000	27,477	105,477
00197 Drug Program	22,000	0	22,000
00198 Recorders Modernization	837,010	806,635	1,643,645
00199 Micrographic-Rcd.	195,619	31,858	227,477
00264 Tax Loss Reserve	4,000,000	3,766,041	7,766,041
00266 Redemption Systems	654,428	631,562	1,285,990
00270 Abatement Cost	200,000	13,728	213,728

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET Financing Requirements

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements	
22020	A-C Farm Adv Agricultural Research	614	0	614
22021	Animal Care Donations	11,332	0	11,332
22023	Animal Care	0	301	301
22027	Sterilization Fund	33,000	19,861	52,861
22036	Board of Trade-Advertising	53,500	8,957	62,457
22042	General Plan Admin Surcharge	285,021	595,861	880,882
22045	Co-Wide Crime Prev. P.C.1202.5	0	717	717
22064	D.A.-Local Forfeiture Trust	500,000	44,377	544,377
22066	Solid Waste-Lea Grant	30,000	30,284	60,284
22067	Health-Local Option	0	333	333
22068	Health-State L.U.S.T. Program	0	51,673	51,673
22069	Public Health Miscellaneous	74,975	7,131	82,106
22073	Health-MAA/TCM	100,000	68,974	168,974
22074	H1N1 Public Health Emergency Response	5,447	2,897	8,344
22076	Child Restraint Loaner Program	4,940	167,679	172,619
22079	D. A. Equipment/Automation	100,000	0	100,000
22082	KCIRT	500	1,171	1,671
22085	Mental Health Services Act	23,904,833	16,508,403	40,413,236
22086	MHSA Prudent Reserve	2,500,000	0	2,500,000
22087	Criminalistics Laboratories	130,000	23,058	153,058
22098	Probation Asset Forfeiture	2,000	3,813	5,813
22116	Health-NNFP	100,000	101,347	201,347
22122	Fixed Wing Aircraft	150,000	9,828	159,828
22123	Vehicle/Apparatus	0	11,274	11,274
22125	Hazardous Waste Settlements	348,638	0	348,638
22127	Sheriff's CAL-ID	730,000	360,327	1,090,327
22128	Sheriff's Civil Subpoenas	0	8,049	8,049
22129	KNET-Special Asset Forfeiture	0	85,819	85,819
22131	Sheriff's Drug Abuse Gang Diversion	0	3,307	3,307
22132	Sheriff's Training	190,000	0	190,000
22133	Sheriff-Work Release	650,000	0	650,000
22137	Sheriff-State Forfeiture	20,000	0	20,000
22138	Sheriff's Civil Automated	115,750	53,889	169,639
22140	Sheriffs Firearms	0	51,004	51,004
22141	Sheriff-Judgment Debtors Fee	100,000	105,145	205,145
22142	Sheriff's Comm Resources	35,000	0	35,000
22143	Sheriff's Volunteer Service Group	5,000	81,346	86,346
22144	Sheriff-Controlled Substance	0	124,477	124,477
22153	Bakersfield Planned Sewer #1	650,200	0	650,200
22156	Divca Local Franchise Fee	200,000	389,284	589,284
22158	Bakersfield Planned Sewer #2	200,000	1,132	201,132
22162	CAL-MMET-State Asset Forfeiture	0	149,450	149,450
22163	High Tech Equipment	0	12	12
22164	Bakersfield Planned Sewer #3	2,500	12	2,512
22166	Bakersfield Planned Sewer #4	60,000	2,465	62,465

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET Financing Requirements

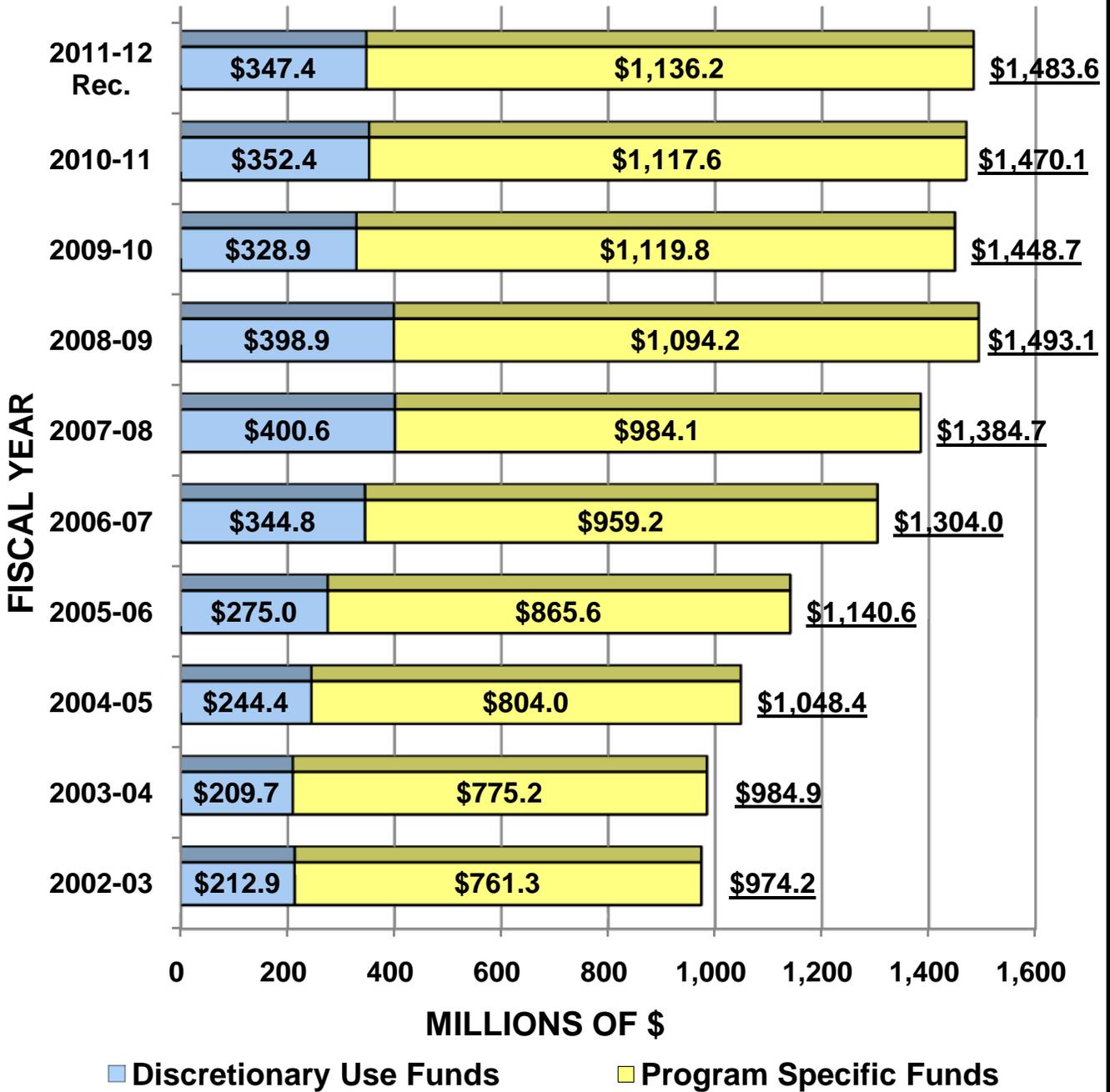
	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
22167 Bakersfield Planned Sewer #5	75,000	0	75,000
22173 County Planned Sewer Area A	16,000	2,307	18,307
22176 Health-Bio Terrorism Grant	685,749	263,147	948,896
22177 County Planned Sewer Area B	1,200	6	1,206
22184 CSA #71 Septic Abandonment	650,050	36,820	686,870
22185 Wraparound Savings	3,543,822	1,798,807	5,342,629
22187 Recorders Electronic Recording	128,500	89,171	217,671
22188 Fireworks Violations	25,000	19,927	44,927
24024 D.A. Family - Excess Revenue	0	1,628	1,628
24028 D.A.-Federal Forfeiture	40,000	0	40,000
24038 D.A.-Court Ordered Penalties	260,000	0	260,000
24039 Hospital Preparedness Program	447,745	0	447,745
24041 EMS Week - Donations	500	130	630
24042 Fire Dept Donations	0	12,849	12,849
24043 State Fire	200,000	94,856	294,856
24044 Fire-Hazard Reduction	500,000	0	500,000
24047 Fire-Helicopter Operations	1,200,000	52,325	1,252,325
24050 Mobile Fire Kitchen	0	61	61
24057 Inmate Welfare-Sheriff Correction Facility	3,344,800	999,972	4,344,772
24060 Juvenile Inmate Welfare	50,000	0	50,000
24066 Kern County Children	588,067	0	588,067
24067 Kern County Library Trust	60,065	206,277	266,342
24088 Core Area Metro Bakersfield Impact Fee	500,000	56,802	556,802
24089 Metro Bakersfield Transport Impact Fee	1,754,691	0	1,754,691
24091 Rosamond Transport Impact Fee	450,000	0	450,000
24094 Solid Waste Enforcement	493,280	0	493,280
24095 Bakersfield Mitigation	340,000	0	340,000
24097 Tehachapi Transportation Impact Fee Non-Core	0	54,670	54,670
24105 Jamison Center	100,000	0	100,000
24125 Strong Motion Instrumentation	226,000	45,939	271,939
24126 Tobacco Education Control Program	300,000	33,002	333,002
24137 Vital & Health Stat-Health Department	59,482	75,387	134,869
24138 Vital & Health Stat-Recorder	167,702	0	167,702
24139 Vital & Health Stat-Co. Clerk	1,716	304	2,020
24300 Oildale Revitalization Fund	35,000	0	35,000
25120 Parcel Map In-Lieu Fees	100,000	0	100,000
26000 ARRA Aging & Adult (Stimulus)	0	453	453
26001 ARRA Justice Assistance	173,839	0	173,839
26005 ARRA Roads	2,137,162	0	2,137,162
26006 ARRA Energy Stimulus Grant	2,330,088	0	2,330,088
26008 CAL-MMET ARRA Justice Assistance Grant	120,000	0	120,000
Non-Operating Special Revenue Sub Total	\$124,166,561	\$32,313,368	\$156,479,929
Capital Projects			
00012 ACO-Structural Fire	\$0	\$10,819	\$10,819
00220 7th Standard Widening Project	0	50,008	50,008

SUMMARY OF FY 2011-12 RECOMMENDED COUNTY BUDGET Financing Requirements

	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
00221 2009 COP Capital Projects	0	21,043	21,043
00222 Hageman Road Separation of Grade	0	46,453	46,453
00235 Tobacco Securitization Proceeds-Capital Project	1,000,000	0	1,000,000
Capital Projects	\$1,000,000	\$128,323	\$1,128,323
Debt Service			
40381 Sewer Shafter Water Project	\$11,500	\$8,043	\$19,543
40391 Rexland Acres Sewer	172,000	37,740	209,740
Debt Service	\$183,500	\$45,783	\$229,283
GRAND TOTAL	\$1,539,048,581	\$102,395,213	\$1,641,443,794

History of County Budget Totals

(County Operating Budget - \$ Millions)



**SUMMARY COMPARISON OF
FY 2011-12 CAO RECOMMENDED COUNTY OPERATING BUDGET
WITH FY 2010-11 ADOPTED BUDGET**

Function	FY 2010-11 Adopted Budget	FY 2011-12 CAO Recommended	Incr/ (Decr) from FY 2010-11	Percent Change
General Government	\$114,758,749	\$103,344,743	(\$11,414,006)	-9.95%
Criminal Justice	\$313,519,451	\$305,139,704	(\$8,379,747)	-2.67%
Regulatory Compliance	\$77,024,984	\$75,028,892	(\$1,996,092)	-2.59%
Fire	\$118,152,262 ⁽¹⁾	\$127,724,258	\$9,571,996	8.10%
Public Assistance	\$504,241,340	\$463,377,777	(\$40,863,563)	-8.10%
Health and Sanitation	\$224,158,111	\$221,176,788	(\$2,981,323)	-1.33%
Roads	\$76,674,952	\$75,312,221	(\$1,362,731)	-1.78%
Library + Farm and Home	\$8,449,447	\$7,842,965	(\$606,482)	-7.18%
Parks and Recreation	\$11,836,282	\$12,623,860	\$787,578	6.65%
Debt Service	\$6,719,832 ⁽²⁾	\$14,827,347	\$8,107,515	120.65%
Reserves and Contingencies	\$14,544,881 ⁽³⁾	\$77,207,704	\$62,662,823	430.82%
Total Regular County Budget	\$1,470,080,291	\$1,483,606,259	\$13,525,968	0.92%

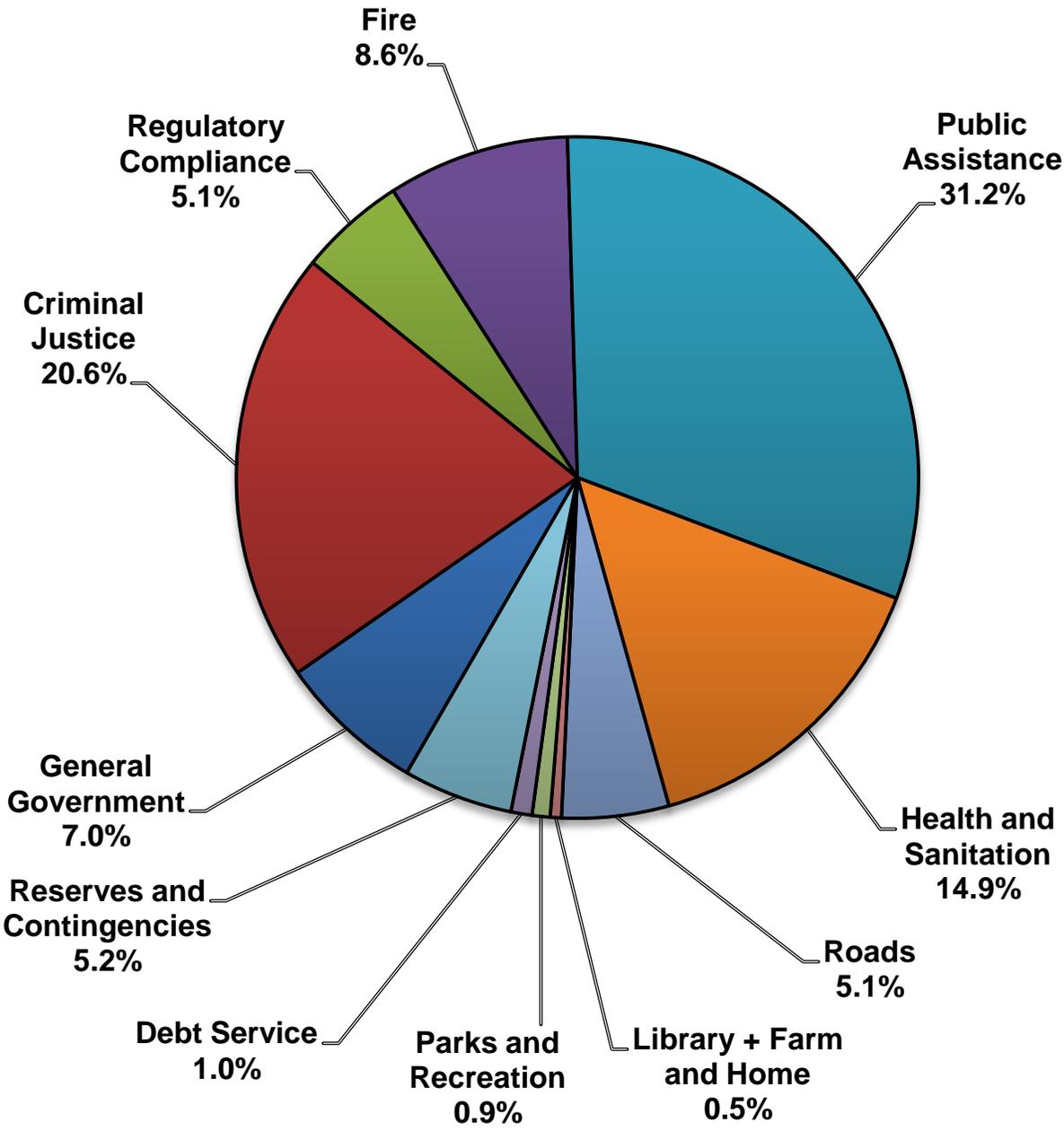
(1) Does not include SAFER grant.

(2) The CAO Recommended Budget includes the first principal and interest payment for the 2009 Certificates of Participation issuance to finance local transportation projects and several County facilities.

(3) Includes \$42 million of fiscal stability designation reclassified to general reserves.

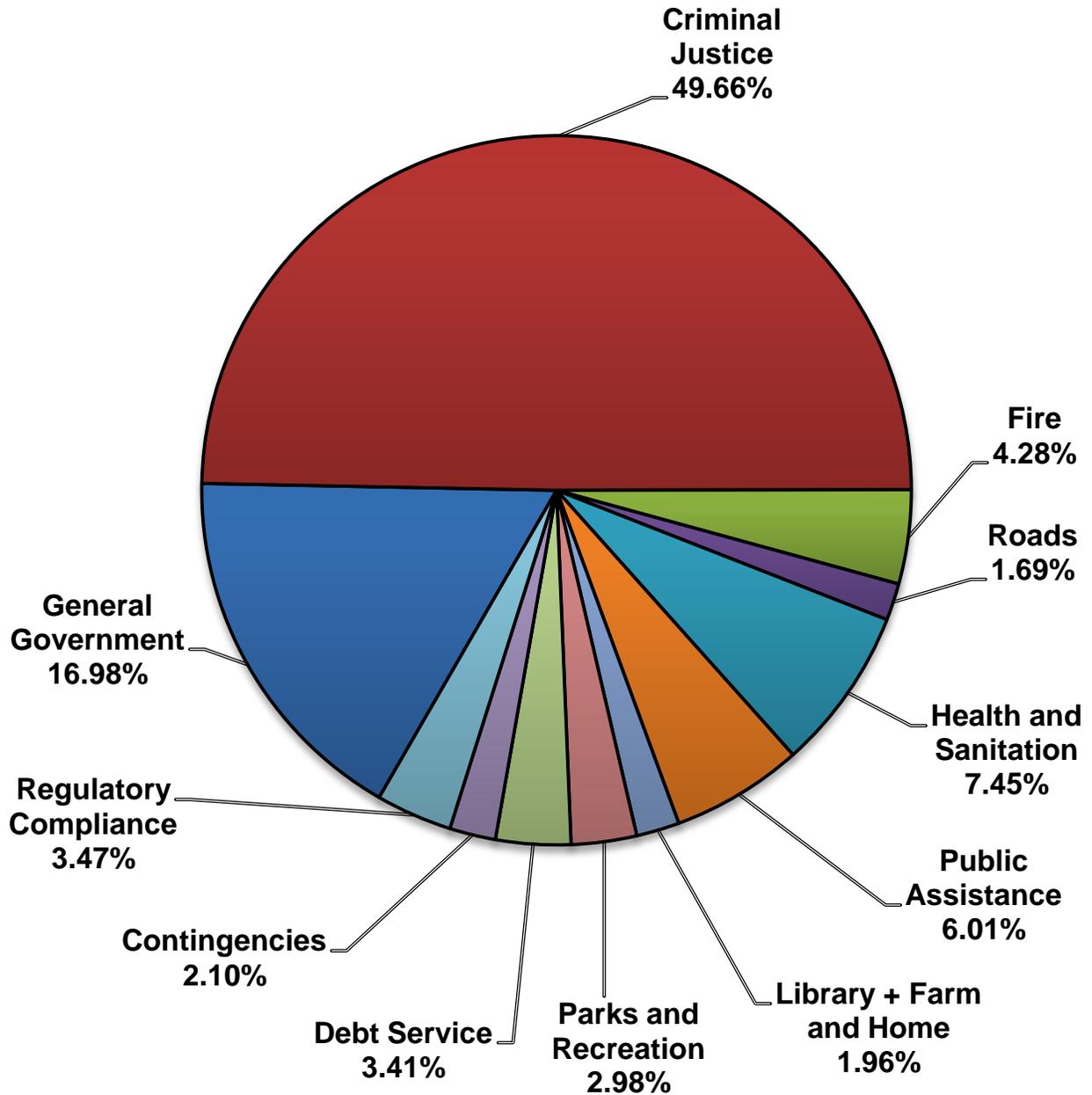
Use of Funds by Function

FY 2011-12 Recommended County Operating Budget



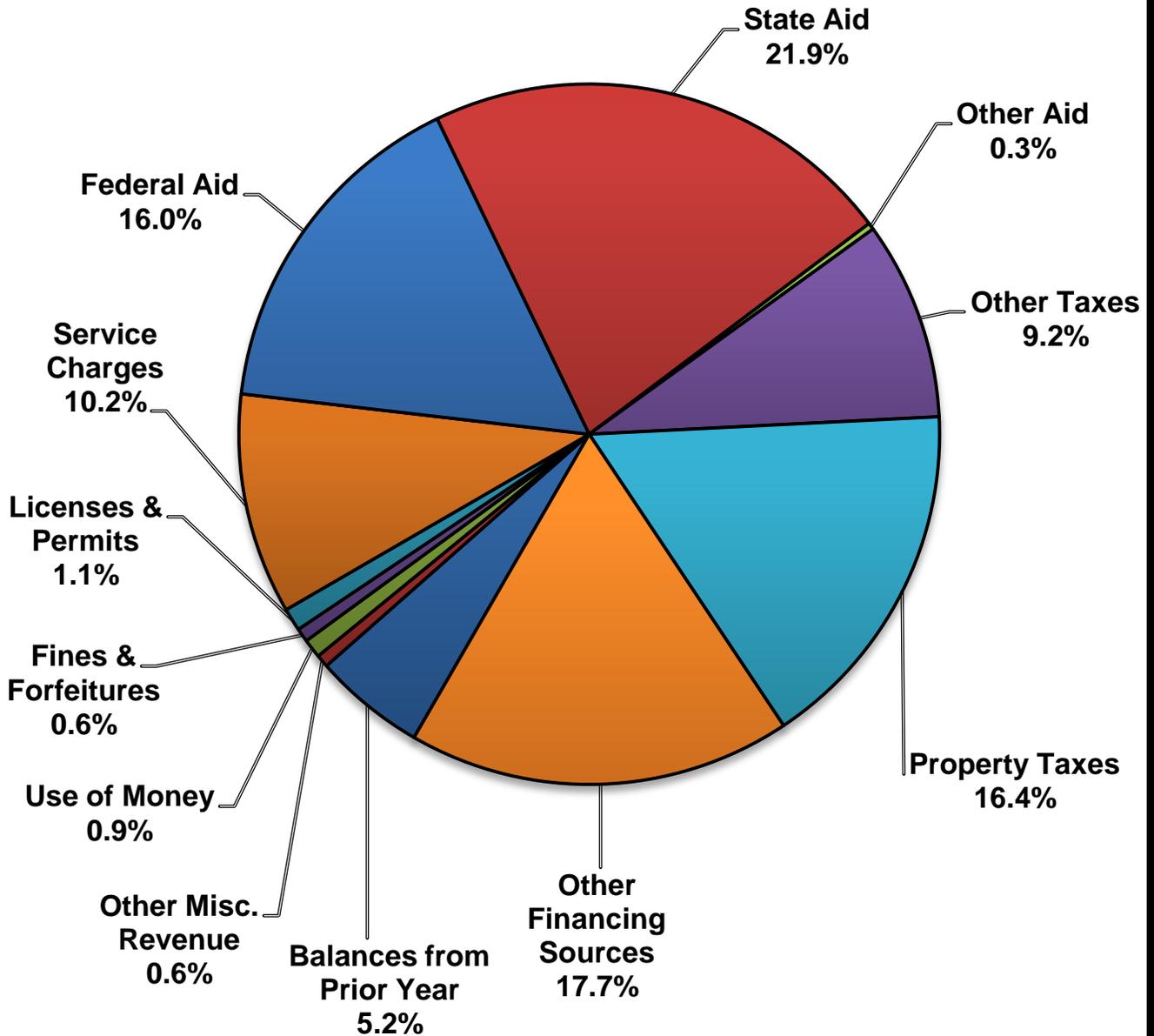
General Fund Contribution by Function

FY 2011-12 Recommended County Operating Budget



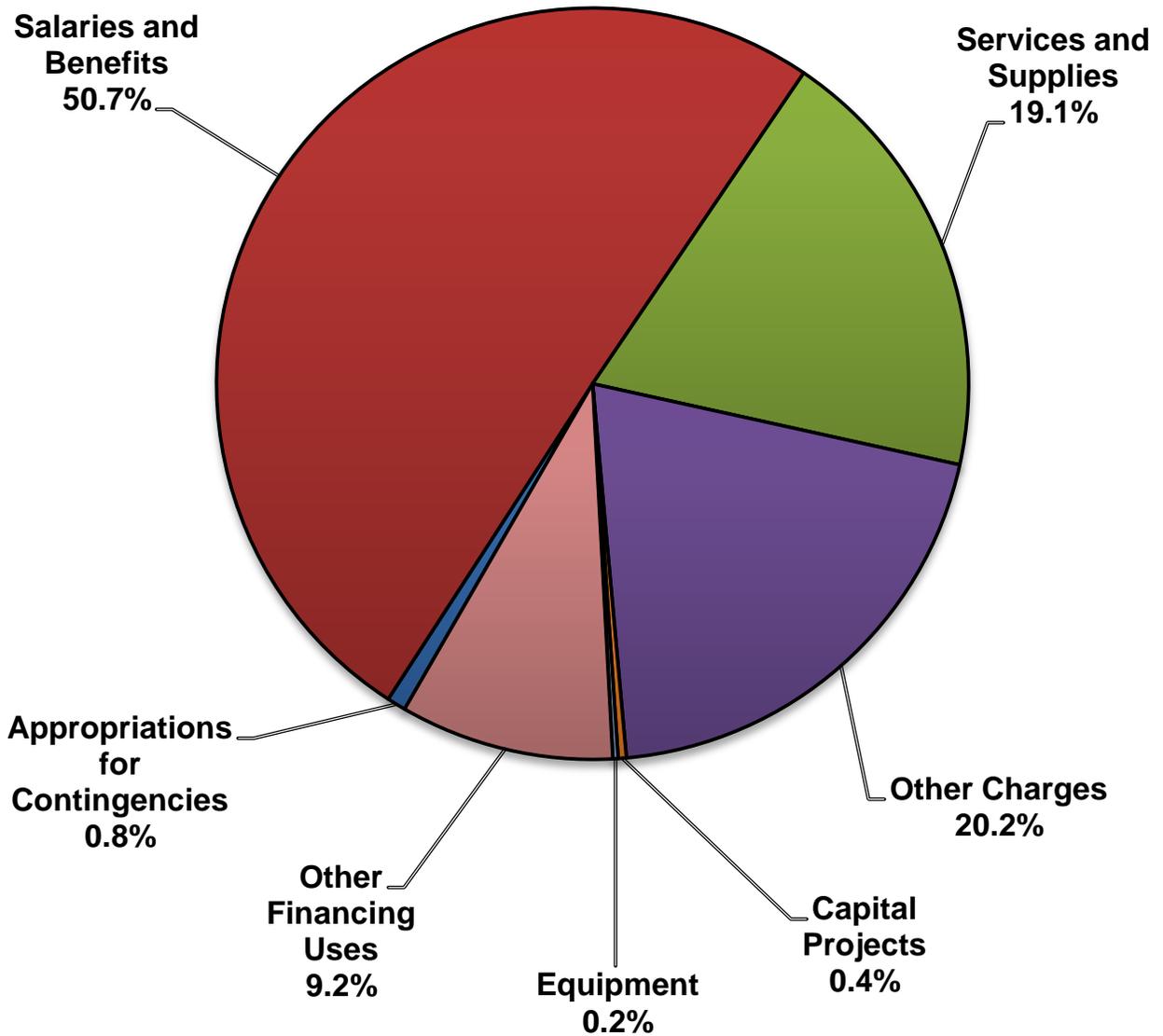
Sources of Financing

FY 2011-12 Recommended County Operating Budget

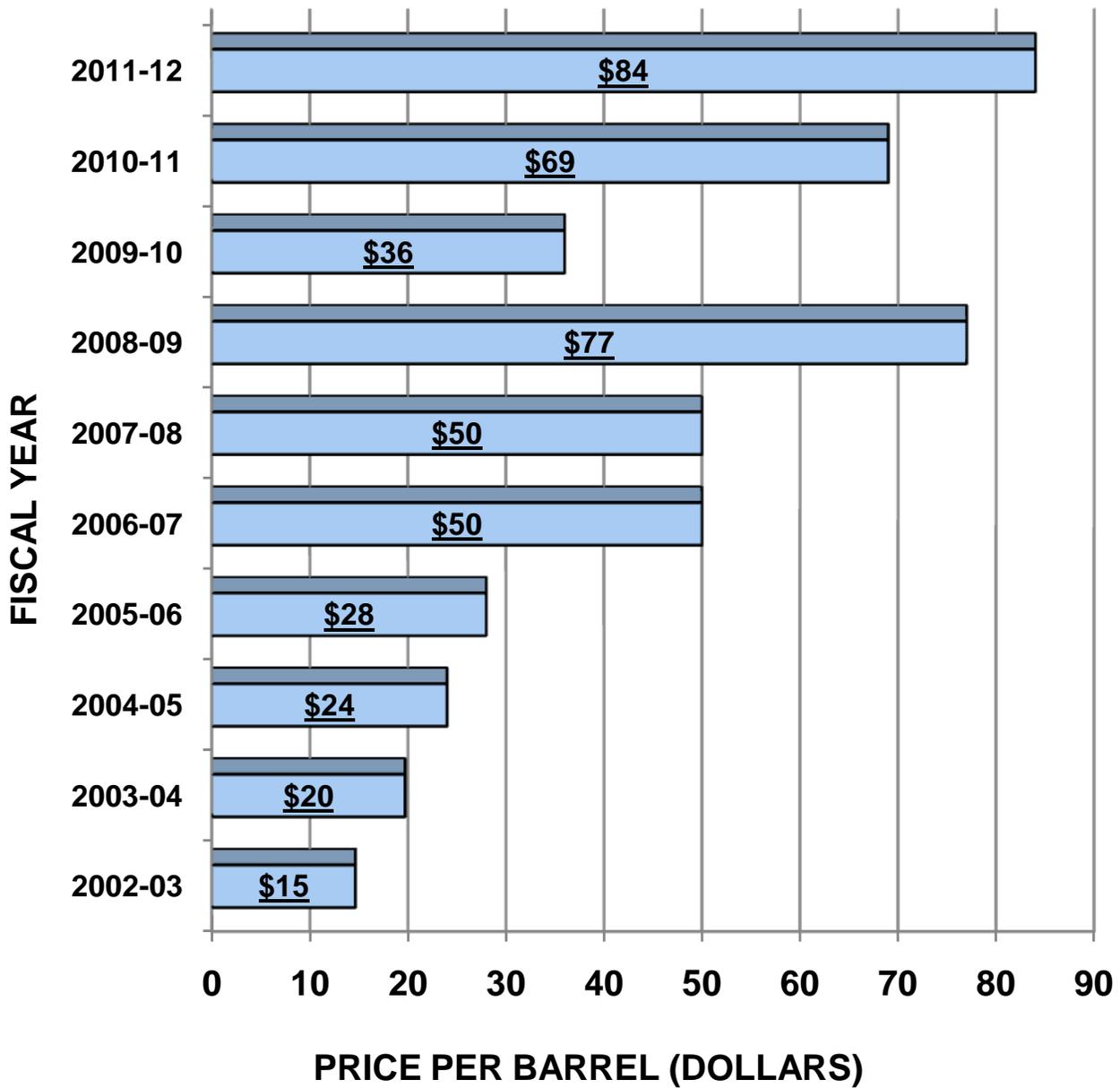


Operating Expenditures by Object

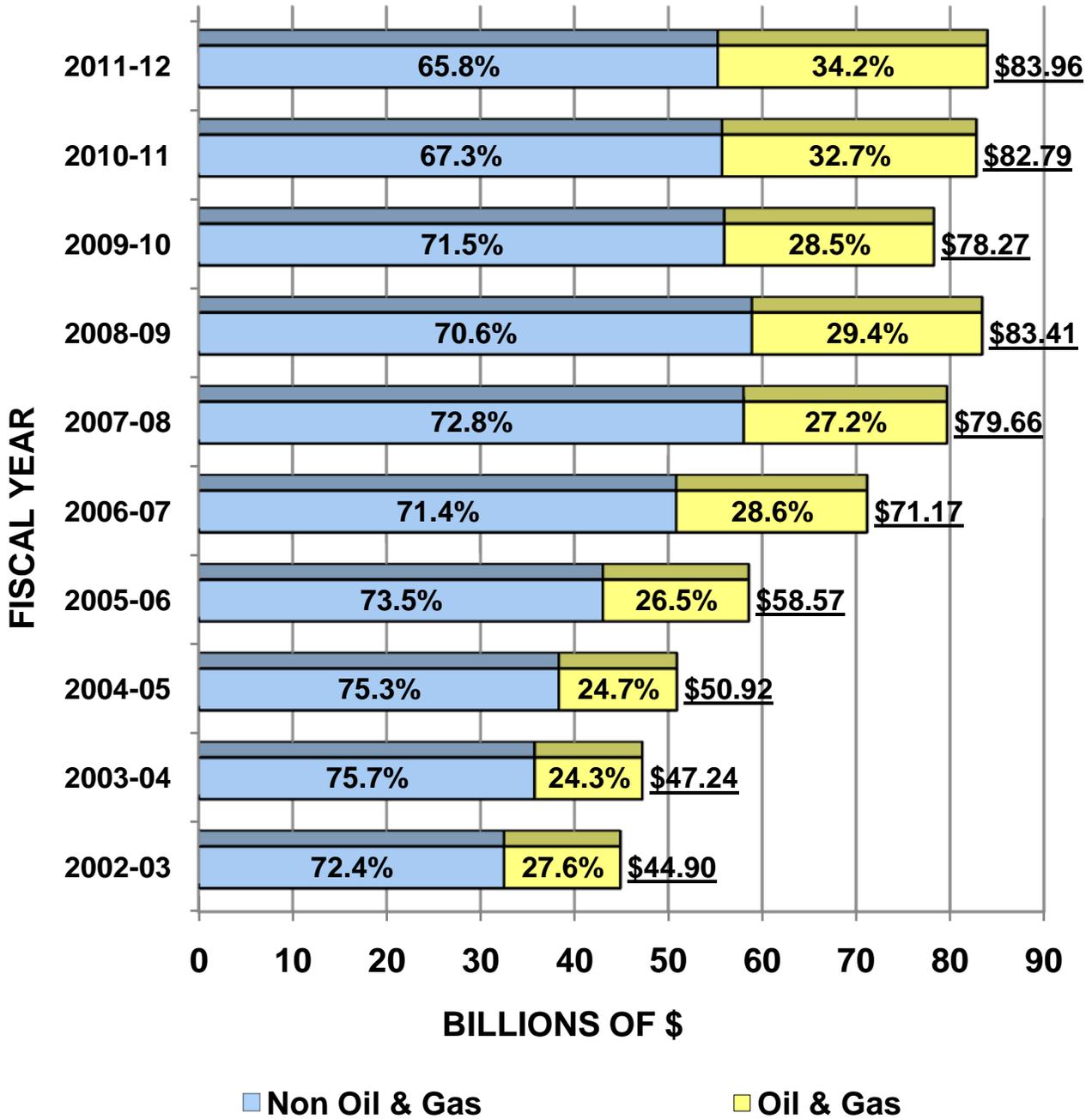
FY 2011-12 Recommended County Operating Budget



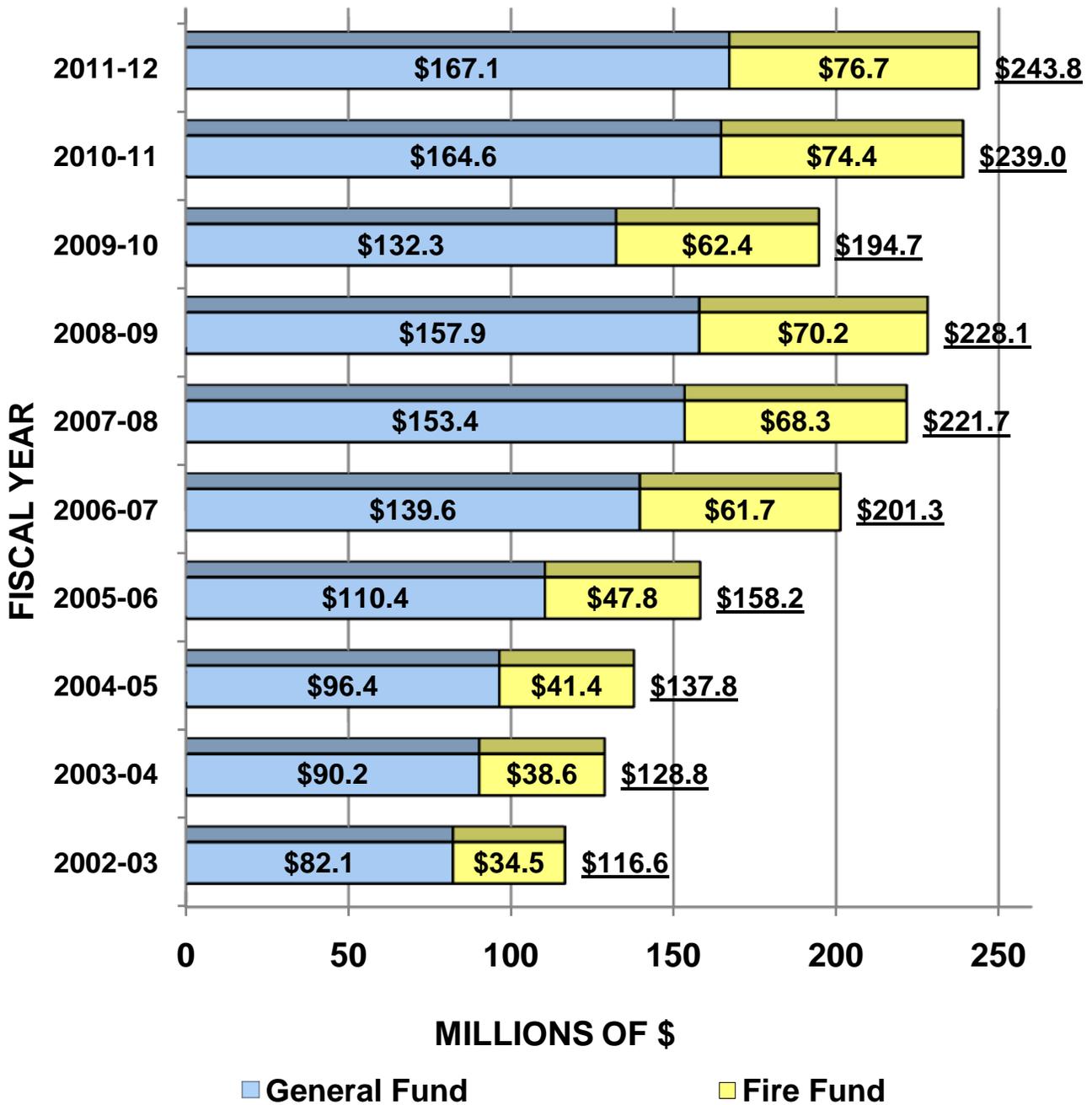
Oil Price Used To Value Oil/Gas Property (Kern River Crude - Market Value)



Countywide Assessed Valuation



Budgeted Current Property Taxes



**FY 2011-12 FORECAST OF
GENERAL FUND DISCRETIONARY-USE REVENUES**

Discretionary-Use Revenue Source	FY 2010-11 Actual	FY 2011-12 Forecast	Incr/(Decr) From FY 2010-11	
Current Property Taxes - General Fund	\$164,554,116	\$167,052,730	\$2,498,614	1.52%
Countywide Cost Allocation Plan Reimbursement	\$12,931,583	\$8,358,844	(\$4,572,739)	-35.36%
Federal In-Lieu and Reimbursements	\$3,205,653	\$2,975,487	(\$230,166)	-7.18%
Franchise Fees	\$6,526,134	\$7,940,753	\$1,414,619	21.68%
Hazardous Waste Facilities Tax	\$1,188,704	\$735,527	(\$453,177)	-38.12%
Homeowner Property Tax Relief Subvention	\$1,496,692	\$1,458,737	(\$37,955)	-2.54%
Interest on Deposits and Investments	\$8,010,307	\$9,132,804	\$1,122,497	14.01%
Penalties and Interest - Property Taxes	\$1,648,285	\$1,300,000	(\$348,285)	-21.13%
Property Taxes In-Lieu of Sales and Use Taxes	\$5,843,994	\$9,463,571	\$3,619,577	61.94%
Property Taxes In-Lieu of Vehicle License Fees	\$90,381,932	\$92,750,000	\$2,368,068	2.62%
Real Property Transfer Tax	\$3,816,675	\$3,178,405	(\$638,270)	-16.72%
Redevelopment Agency Pass-Through Revenue	\$3,392,682	\$3,018,408	(\$374,274)	-11.03%
Sales and Use Tax	\$31,152,764	\$26,229,253	(\$4,923,511)	-15.80%
State Revenue Stabilization Funds	\$1,996,000	\$1,996,000	\$0	0.00%
Transient Occupancy Tax	\$1,657,603	\$1,350,000	(\$307,603)	-18.56%
All Other Discretionary Funds	\$7,272,537	\$7,059,082	(\$213,455)	-2.94%
Total General Fund Discretionary-Use Revenue	\$345,075,661	\$343,999,601	(\$1,076,060)	-0.31%

SUMMARY OF FY 2011-12 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2010-11 Adopted Appropriations	FY 2011-12 Recommended Appropriations	% Change From FY 2010-11
1011	Board of Supervisors-District 1	\$548,374	\$522,989	-4.63%
1012	Board of Supervisors-District 2	\$509,367	\$522,224	2.52%
1013	Board of Supervisors-District 3	\$500,872	\$516,638	3.15%
1014	Board of Supervisors-District 4	\$526,175	\$493,698	-6.17%
1015	Board of Supervisors-District 5	\$493,232	\$475,198	-3.66%
1020	Administrative Office	\$2,796,533	\$3,107,020	11.10%
1030	Clerk of the Board	\$706,566	\$784,554	11.04%
1040	Special Services	\$6,455,045	\$5,811,511	-9.97%
1110	Auditor-Controller	\$5,464,399	\$5,522,013	1.05%
1116	Contribution-Fiscal Stability Fund	\$18,000,000	\$0	-100.00%
1120	Treasurer-Tax Collector	\$6,118,018	\$5,973,261	-2.37%
1130	Assessor	\$10,590,817	\$10,981,553	3.69%
1160	Information Technology Services	\$10,444,995	\$10,518,737	0.71%
1210	County Counsel	\$8,420,279	\$8,295,828	-1.48%
1310	Personnel	\$2,204,363	\$2,115,951	-4.01%
1420	Elections	\$3,994,886	\$3,951,368	-1.09%
1610	General Services	\$11,409,416	\$10,928,216	-4.22%
1615	Utility Payments-Division of General Services	\$8,201,600	\$7,972,867	-2.79%
1640	Construction Services-Division of General Services	\$1,187,051	\$1,535,673	29.37%
1650	General Services - Major Maintenance	\$1,200,000	\$6,824,550	468.71%
1812	Board of Trade	\$763,054	\$717,357	-5.99%
1900	Engineering, Surveying and Permit Services	\$5,516,111	\$5,689,634	3.15%
1910	Risk Management	\$5,005,296	\$5,108,903	2.07%
1960	Capital Projects	\$3,702,300	\$4,975,000	34.38%
General Government Sub-Total		\$114,758,749	\$103,344,743	-9.946%
2110	Contribution to Trial Court Funding	\$16,489,301	\$16,689,301	1.21%
2116	County Clerk	\$532,770	\$539,158	1.20%
2160	Grand Jury	\$184,388	\$237,958	29.05%
2170	Indigent Defense Services	\$5,218,315	\$5,263,000	0.86%
2180	District Attorney	\$28,925,968	\$28,425,829	-1.73%
2183	Child Support Services	\$22,439,235	\$22,370,476	-0.31%
2190	Public Defender	\$14,398,505	\$13,973,886	-2.95%
2200	District Attorney - Forensic Sciences	\$7,192,343	\$6,906,839	-3.97%
2210	Sheriff-Coroner	\$182,696,245	\$176,681,806	-3.29%
2340	Probation	\$63,817,089	\$62,462,043	-2.12%
2415	Fire Department	\$118,152,262	\$127,724,258	8.10%
2416	Contribution to Fire	\$13,108,507	\$14,881,078	13.52%
2610	Agriculture and Measurement Standards	\$7,001,403	\$6,440,429	-8.01%
2620	Code Compliance	\$1,592,085	\$1,674,329	5.17%
2625	Building Inspection	\$5,664,116	\$5,297,662	-6.47%
2700	Recorder	\$3,378,864	\$3,846,274	13.83%
2730	Development Services Agency	\$1,519,010	\$1,644,027	8.23%
2750	Planning and Community Development	\$11,219,289	\$7,562,898	-32.59%
2760	Animal Control	\$5,066,774	\$5,209,812	2.82%
2780	Range Improvement-Section 15	\$61,811	\$25,750	-58.34%
2781	Range Improvement-Section 3	\$38,417	\$36,041	-6.18%
Public Protection Sub-Total		\$508,696,697	\$507,892,854	-0.158%

SUMMARY OF FY 2011-12 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2010-11 Adopted Appropriations	FY 2011-12 Recommended Appropriations	% Change From FY 2010-11
3000	Roads Department	\$70,705,675	\$69,449,658	-1.78%
3001	Contribution to Roads	\$5,969,277	\$5,670,813	-5.00%
3201	Contribution to Airports	\$0	\$191,750	100.00%
Public Ways and Facilities Sub-Total		\$76,674,952	\$75,312,221	-1.777%
4110	Public Health	\$31,905,879	\$31,439,765	-1.46%
4113	Environmental Health	\$7,486,521	\$7,608,121	1.62%
4120	Mental Health	\$108,737,365	\$100,672,417	-7.42%
4121	Appropriations for Contingencies - Mental Health	\$0	\$2,950,478	100.00%
4123	Mental Health-Substance Abuse Program	\$10,687,496	\$13,265,123	24.12%
4127	Contribution to Mental Health	\$21,589,147	\$22,205,730	2.86%
4200	Emergency Medical Services	\$1,424,494	\$1,158,079	-18.70%
4202	KMC-County Contribution	\$34,820,490	\$34,016,459	-2.31%
4203	Ambulance Service Payments	\$34,538	\$35,000	1.34%
4300	California Children Services	\$7,472,181	\$7,825,616	4.73%
Health and Sanitation Sub-Total		\$224,158,111	\$221,176,788	-1.330%
5120	Human Services-Administration	\$184,864,493	\$167,789,538	-9.24%
5121	Human Services - County Contribution	\$52,225,689	\$33,846,810	-35.19%
5220	Human Services-Direct Financial Aid	\$228,683,046	\$223,178,511	-2.41%
5510	Veterans Service	\$781,240	\$799,668	2.36%
5609	Appropriations for Contingencies - Aging and Adult	\$0	\$776,122	100.00%
5610	Aging and Adult Services	\$13,201,539	\$11,991,815	-9.16%
5611	Aging and Adult-County Contribution	\$1,762,691	\$1,715,115	-2.70%
5810	IHSS-County Contribution	\$7,914,565	\$8,085,771	2.16%
5923	Employers' Training Resource-Administration	\$12,783,559	\$13,444,102	5.17%
5940	Community Development Program	\$2,024,518	\$1,750,325	-13.54%
Public Assistance Sub-Total		\$504,241,340	\$463,377,777	-8.104%
6210	Library	\$7,881,607	\$7,357,369	-6.65%
6310	Farm and Home Advisor	\$567,840	\$485,596	-14.48%
Education Sub-Total		\$8,449,447	\$7,842,965	-7.178%
7100	Parks and Recreation Department	\$11,836,282	\$12,623,860	6.65%
Recreation and Cultural Services Sub-Total		\$11,836,282	\$12,623,860	6.654%
8120	Debt Service - General Fund	\$6,719,832	\$14,827,347	120.65%
Debt Service Sub-Total		\$6,719,832	\$14,827,347	120.651%
1970	Appropriations for Contingencies			
	General Purpose Contingencies	\$4,815,196	\$7,299,965	151.60%
	Special Fund Designation-Additions	\$9,729,685	\$3,874,990	39.83%
	Reserve-General	\$0	\$42,670,895	100.00%
	Reserve-Tax Litigation	\$0	\$2,000,000	100.00%
	Designation-Human Services	\$0	\$9,000,000	100.00%
	Designation-Retirement	\$0	\$12,361,854	100.00%
Contingencies and Reserves/Designations Sub-Total		\$14,544,881	\$77,207,704	430.824%
TOTAL - COUNTY OPERATING BUDGETS		\$1,470,080,291	\$1,483,606,259	0.920%

SUMMARY OF FY 2011-12 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2010-11 Adopted Appropriations	FY 2011-12 Recommended Appropriations	% Change From FY 2010-11
NON-OPERATING SPECIAL REVENUE FUND BUDGET				
1113	Tax Loss Reserve	\$3,000,000	\$4,000,000	33.33%
1121	Redemption Systems	\$610,446	\$654,428	7.20%
1611	Divca Local Franchise Fee	\$200,000	\$200,000	0.00%
1612	ARRA Energy Stimulus Grant	\$4,002,603	\$2,330,088	-41.79%
1813	Informational Kiosks	\$20,000	\$0	-100.00%
1814	Board of Trade-Advertising	\$40,000	\$53,500	33.75%
1950	Bakersfield Planned Sewer #1	\$400,200	\$650,200	62.47%
1951	Bakersfield Planned Sewer #2	\$200,000	\$200,000	0.00%
1952	Bakersfield Planned Sewer #3	\$2,500	\$2,500	0.00%
1953	Bakersfield Planned Sewer #4	\$60,000	\$60,000	0.00%
1954	Bakersfield Planned Sewer #5	\$75,000	\$75,000	0.00%
1956	County Planned Sewer Area A	\$16,000	\$16,000	0.00%
1957	County Planned Sewer Area B	\$1,200	\$1,200	0.00%
1958	CSA #71 Septic Abandonment	\$650,050	\$650,050	0.00%
1961	Planned Local Drain - Orangewood	\$615,000	\$615,000	0.00%
1962	Planned Local Drain - Shalimar	\$6,000	\$6,000	0.00%
1963	Planned Local Drain - Brundage	\$60,000	\$60,000	0.00%
1964	Planned Local Drain - Breck	\$30,000	\$25,000	-16.67%
1965	Planned Local Drain - Oildale	\$80,000	\$75,000	-6.25%
1968	Criminal Justice Facilities	\$3,300,000	\$3,300,000	0.00%
General Government Sub-Total		\$13,368,999	\$12,973,966	-2.955%
2111	DNA Identification	\$461,120	\$661,120	43.37%
2112	Local Public Safety	\$53,483,602	\$54,225,367	1.39%
2113	Automated County Warrant System	\$67,000	\$90,000	34.33%
2114	Domestic Violence	\$200,000	\$200,000	0.00%
2115	Real Estate Fraud	\$100,000	\$280,000	180.00%
2118	ARRA Justice Assistance	\$0	\$173,839	100.00%
2181	D.A.-Local Forfeiture	\$823,524	\$500,000	-39.29%
2182	D. A. Equipment/Automation	\$0	\$100,000	100.00%
2185	Criminalistics Laboratories	\$130,000	\$130,000	0.00%
2186	D.A.-Federal Forfeiture	\$0	\$40,000	100.00%
2187	D.A.-Court Ordered Penalties	\$0	\$260,000	100.00%
2211	Sheriff Facility Training	\$215,000	\$215,000	0.00%
2212	Automated Fingerprint Fund	\$726,000	\$574,000	-20.94%
2214	Sheriff's CAL-ID	\$585,000	\$730,000	24.79%
2217	Sheriff's Training	\$190,000	\$190,000	0.00%
2218	Sheriff-Work Release	\$400,000	\$650,000	62.50%
2219	Sheriff-State Forfeiture	\$30,000	\$20,000	-33.33%
2220	Sheriff's Civil Automated	\$115,750	\$115,750	0.00%
2222	Sheriff-Judgment Debtors Fee	\$100,000	\$100,000	0.00%
2223	Sheriff's Comm Resources	\$0	\$35,000	100.00%
2224	Sheriff's Volunteer Service Group	\$80,000	\$5,000	-93.75%
2230	Inmate Welfare-Sheriff Correction Facility	\$3,430,300	\$3,344,800	-2.49%
2232	CAL-MMET ARRA Justice Assistance Grant	\$0	\$120,000	100.00%
2341	Probation Training	\$218,000	\$222,560	2.09%
2342	Probation DJJ Realignment	\$3,154,491	\$2,848,568	-9.70%
2343	Probation Asset Forfeiture	\$2,000	\$2,000	0.00%
2344	Juvenile Inmate Welfare	\$50,000	\$50,000	0.00%
2345	ARRA Probation Assistance	\$810,126	\$0	-100.00%
2418	Fixed Wing Aircraft	\$179,161	\$150,000	-16.28%
2420	Fireworks Violations	\$25,359	\$25,000	-1.42%
2421	Fire Dept Donations	\$5,000	\$0	-100.00%

SUMMARY OF FY 2011-12 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2010-11 Adopted Appropriations	FY 2011-12 Recommended Appropriations	% Change From FY 2010-11
2422	State Fire	\$0	\$200,000	100.00%
2423	Fire-Hazard Reduction	\$0	\$500,000	100.00%
2425	Fire-Helicopter Operations	\$745,000	\$1,200,000	61.07%
2623	Abatement Cost	\$200,000	\$200,000	0.00%
2626	Strong Motion Instrumentation	\$65,000	\$226,000	247.69%
2706	Recorders Fee	\$1,638,558	\$837,010	-48.92%
2707	Micrographics/Recorder	\$179,389	\$195,619	9.05%
2708	Recorder's Modernization	\$126,500	\$128,500	1.58%
2709	Recorder's Social Security Number Truncation	\$135,625	\$137,255	1.20%
2740	Wildlife Resources	\$15,000	\$10,000	-33.33%
2751	General Plan Admin Surcharge	\$1,274,461	\$285,021	-77.64%
2761	Animal Care Donations	\$0	\$11,332	100.00%
2764	Sterilization Fund	\$0	\$33,000	100.00%
Public Protection Sub-Total		\$69,960,966	\$70,021,741	0.087%
3002	Core Area Metro Bakersfield Impact Fee	\$500,000	\$500,000	0.00%
3003	Metro Bakersfield Transportation Impact Fee	\$0	\$1,754,691	100.00%
3004	Rosamond Transportation Impact Fee	\$450,000	\$450,000	0.00%
3005	Bakersfield Mitigation	\$0	\$340,000	100.00%
3007	Tehachapi Transportation Impact Fee Non-Core	\$78,000	\$0	-100.00%
3012	ARRA Roads	\$0	\$2,137,162	100.00%
3100	Oildale Revitalization	\$0	\$35,000	100.00%
Public Ways and Facilities Sub-Total		\$1,028,000	\$5,216,853	407.476%
4111	Public Health Miscellaneous	\$100,022	\$74,975	-25.04%
4112	Health-Fax Death Certificates	\$2,000	\$0	-100.00%
4114	Health-Local Option	\$20,000	\$0	-100.00%
4115	Health-State L.U.S.T. Program	\$200,000	\$0	-100.00%
4116	Hazardous Waste Settlements	\$231,000	\$348,638	50.93%
4117	Solid Waste Enforcement	\$200,000	\$493,280	146.64%
4118	Vital and Health Stat-County Clerk	\$1,200	\$1,716	43.00%
4119	Vital and Health Stat-Recorder	\$148,675	\$167,702	12.80%
4124	Alcoholism Program	\$191,800	\$191,800	0.00%
4125	Alcohol Abuse Education/Prevention	\$78,000	\$78,000	0.00%
4126	Drug Program	\$22,000	\$22,000	0.00%
4129	KCIRT	\$3,149	\$500	-84.12%
4130	Mental Health Services Act	\$24,319,984	\$23,904,833	-1.71%
4131	MHSA Prudent Reserves	\$0	\$2,500,000	100.00%
4132	H1N1 Public Health Emergency Response	\$133,000	\$5,447	-95.90%
4133	Solid Waste LEA Grant	\$0	\$30,000	100.00%
4136	Health-MAA/TCM	\$100,000	\$100,000	0.00%
4137	Child Restraint Loaner Program	\$36,783	\$4,940	-86.57%
4138	Health-NNFP	\$106,898	\$100,000	-6.45%
4139	Health-Bio Terrorism Grant	\$1,079,000	\$685,749	-36.45%
4140	Tobacco Education Control Program	\$300,001	\$300,000	0.00%
4141	Vital and Health Stat-Health Department	\$59,500	\$59,482	-0.03%
4201	Emergency Medical Payments	\$1,551,000	\$1,967,426	26.85%
4204	Hospital Preparedness Program	\$63,498	\$447,745	605.13%
4205	Health EMS Week-Donations	\$500	\$500	0.00%
Health and Sanitation Sub-Total		\$28,948,010	\$31,484,733	8.763%

SUMMARY OF FY 2011-12 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2010-11 Adopted Appropriations	FY 2011-12 Recommended Appropriations	% Change From FY 2010-11
5122	Wraparound Savings	\$2,000,000	\$3,543,822	77.19%
5123	Kern County Children	\$633,951	\$588,067	-7.24%
5124	Shelter Care	\$100,000	\$100,000	0.00%
5924	ETR ARRA	\$2,254,710	\$0	-100.00%
Public Assistance Sub-Total		\$4,988,661	\$4,231,889	-15.17%
6211	Kern County Library Book Trust	\$0	\$60,065	100.00%
6311	A-C Farm Adv Agricultural Research	\$12,934	\$614	-95.25%
Education Sub-Total		\$12,934	\$60,679	369.143%
7101	Parks-Tehachapi Mountain Forest	\$8,000	\$0	-100.00%
7102	Litter Clean Up	\$5,000	\$6,700	34.00%
7103	Off Highway Motor Vehicle Licenses	\$150,000	\$70,000	-53.33%
7104	Parks-Derby Acres	\$0	\$0	0.00%
7105	Parcel Map In-Lieu Fees	\$80,000	\$100,000	25.00%
Recreation and Cultural Services Sub-Total		\$243,000	\$176,700	-27.284%
Special Fund Designation-Additions		\$42,359,626	\$32,313,368	-56.29%
Contingencies and Reserves/Designations Sub-Total		\$42,359,626	\$32,313,368	-23.717%
TOTAL - NON-OPERATING SPECIAL REVENUE		\$160,910,196	\$156,479,929	-2.753%
Capital Projects Funds				
1947	Tobacco Endowment Interest	\$1,250,000	\$1,000,000	-20.00%
	Special Fund Designation-Additions	\$2,963,578	\$128,323	-95.67%
Total Capital Projects Funds		\$4,213,578	\$1,128,323	-73.222%
Debt Service Funds				
8124	Sewer Shafter Water Project Bond Redemption	\$11,500	\$11,500	0.00%
8125	Rexland Acres Bond Redemption	\$170,000	\$172,000	1.18%
	Special Fund Designation-Additions	\$193	\$45,783	23621.76%
Total Debt Service Funds		\$181,693	\$229,283	26.193%
TOTAL - GOVERNMENTAL FUNDS		\$1,635,385,758	\$1,641,443,794	0.37%

SUMMARY OF FY 2011-12 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2010-11 Adopted Appropriations	FY 2011-12 Recommended Appropriations	% Change From FY 2010-11
SPECIAL BUDGET UNITS (excluded from Operating County Budget Total)			
PUBLIC EMPLOYMENT GRANT PROGRAMS			
8907 Employers' Training Resource-WIA	\$24,036,555	\$22,147,681	-7.86%
8916 Employers' Training Resource-Non-WIA	\$300,000	\$300,000	0.00%
Total Public Employment Grant Program	\$24,336,555	\$22,447,681	-7.761%
COMMUNITY DEVELOPMENT GRANT PROGRAMS			
8920 Community Development Program	\$11,758,971	\$10,323,394	-12.21%
8921 Community Development-Economic Development	\$422,349	\$422,349	0.00%
8925 Industrial Development Authority Program	\$19,500	\$9,100	-53.33%
8931 CD-Neighborhood Stabilization Three	\$0	\$5,170,322	100.00%
8932 CD-Emergency Shelter Grant	\$379,802	\$439,846	15.81%
8933 CD-Neighborhood Stabilization Program	\$9,814,150	\$4,705,493	-52.05%
8934 ARRA CD -HPRP Grant	\$2,016,224	\$1,225,376	-39.22%
8935 ARRA CDBG-R Grant	\$938,422	\$0	-100.00%
8936 CD-Home Investment	\$7,756,139	\$5,412,044	-30.22%
Total Community Development Grant Program	\$33,105,557	\$27,707,924	-31.922%
INTERNAL SERVICE FUNDS			
8950 G.S. Garage - ISF	\$4,707,044	\$5,376,857	14.23%
8960 Group Health Self Insurance Program - ISF	\$122,841,500	\$113,531,000	-7.58%
8965 Retiree Group Health Program - ISF	\$7,838,373	\$8,638,201	10.20%
8970 General Liability Insurance - ISF	\$8,908,866	\$7,813,595	-12.29%
8980 Unemployment Compensation Insurance - ISF	\$8,048,433	\$5,845,000	-27.38%
8990 Workers Compensation Insurance - ISF	\$19,047,884	\$20,564,447	7.96%
Total Internal Service Funds	\$171,392,100	\$161,769,100	-5.615%
ENTERPRISE FUNDS			
8991 Golf Course Enterprise Fund	\$614,655	\$834,550	35.78%
8992 Universal Collection Enterprise Fund	\$10,567,500	\$10,723,200	1.47%
8993 Solid Waste Enterprise-Capital Projects	\$14,363,395	\$4,952,141	-65.52%
8994 Airport Enterprise-Capital Projects	\$2,441,926	\$2,616,062	7.13%
8995 Airports Enterprise Fund	\$7,416,130	\$7,174,225	-3.26%
8996 KMC Enterprise-Capital Projects	\$5,676,788	\$5,861,280	3.25%
8997 Kern Medical Center Enterprise Fund	\$294,310,163	\$339,958,038	15.51%
8998 Public Transportation Enterprise Fund	\$9,087,920	\$11,544,582	27.03%
8999 Solid Waste Management Enterprise Fund	\$38,582,185	\$38,958,807	0.98%
Total Enterprise Funds	\$383,060,662	\$422,622,885	10.328%
TOTAL - SPECIAL BUDGET UNITS	\$611,894,874	\$634,547,590	3.70%

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

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>	
	<u>Actual</u>	<u>Adopted Realignment</u>	<u>Actual Realignment</u>	<u>Recommended Realignment</u>	<u>Incr/(Decr)</u>
Health Trust Fund:					
Animal Control	\$985,194	\$884,411	\$884,411	\$891,267	\$6,856
Environmental Health	0	78,946	78,946	88,196	9,250
Public Health	6,672,668	6,135,925	6,135,925	6,413,133	277,208
Kern Medical Center	14,007,704	14,007,704	14,007,704	14,347,598	339,894
Mental Health Trust Fund:					
Mental Health	20,500,000	20,500,000	20,500,000	21,116,583	616,583
Aging and Adult Services	15,106	24,371	24,371	25,019	648
Social Services Trust Fund:					
California Children Services	841,179	855,401	855,401	894,851	39,450
Human Services - Administration	901,416	1,016,650	1,016,650	1,071,510	54,860
Human Services - Direct Aid	12,432,033	15,146,858	15,146,858	15,474,805	327,947
Aging and Adult Services	440,679	474,266	474,266	489,244	14,978
In-Home Supportive Services	5,557,993	6,094,887	6,094,887	6,357,077	262,190
Probation	1,661,885	1,576,067	1,576,067	1,629,766	53,699
Kern Medical Center	375,786	375,786	375,786	388,861	13,075
Total Realignment Funding	\$64,391,643	\$67,171,272	\$67,171,272	\$69,187,910	\$2,016,638

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: Health Program Realignment Trust Fund; Mental Health Program Realignment Trust Fund; and 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. Since its inception, adopted funding levels from realignment revenues have increased from \$29,912,692 to a high of \$88,569,408 (66%) in FY 2008-09. However, the recommended funding level for FY 2011-12 of \$69,187,910 reflects a 3% increase over reduced actual realignment revenues in the two prior years. The FY 2009-10 and 2010-11 reductions were due to declines in sales tax and vehicle license fee revenue as a result of statewide economic conditions.

Due to the downturn in the economy, realignment revenues have not kept pace with the demand for all services funded by this program. An increase in the County's cost of providing public health services exceeds the Health Program Realignment revenues received by the County. The greatest demand on County resources has come from the need to provide medical services to the indigent.

For FY 2011-12, the recommended budget redirects, where possible, realignment funding for General Fund contribution in those departments eligible for realignment. Although State realignment funds are categorically allocated, provisions allow for limited flexibility by the County to redirect up to 10 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. There are no transfers recommended.

**SUMMARY OF FY 2011-12 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 2009-10 and 2010-11, and the recommended allocation for FY 2011-12. The allocation percentage for each department was approved by the Board of Supervisors in FY 1994-95, and remains constant each fiscal year.

Budget Unit and Department		Allocation Percentage	FY 2009-10 Actual Allocation	FY 2010-11 Actual Allocation	FY 2011-12 Recommended Allocation
2180	District Attorney	7.27%	\$3,799,899	\$3,774,496	\$3,946,582
2190	Public Defender	6.11%	3,193,588	3,172,238	3,316,866
2200	D.A.-Forensic Sciences	0.27%	141,124	140,181	146,572
2210	Sheriff	60.05%	31,387,064	31,177,235	32,598,657
2340	Probation	16.68%	8,718,338	8,660,055	9,054,881
2415	Fire	9.62%	5,028,202	4,994,588	5,222,299
Total Public Safety Fund Allocation		100.00%	\$52,268,216	\$51,918,793	\$54,285,857

**SUMMARY OF FY 2011-12 RECOMMENDED
NET GENERAL FUND COST**

Budget Unit and Department		FY 2010-11 Adopted Net General Fund Cost	FY 2011-12 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change From FY 2010-11
1011	Board of Supervisors-District 1	\$513,165	\$487,507	(\$25,658)	-5.00%
1012	Board of Supervisors-District 2	491,209	496,814	\$5,605	1.14%
1013	Board of Supervisors-District 3	473,891	503,220	\$29,329	6.19%
1014	Board of Supervisors-District 4	486,139	461,832	(\$24,307)	-5.00%
1015	Board of Supervisors-District 5	493,232	468,572	(\$24,660)	-5.00%
1020	Administrative Office	1,759,823	2,056,513	\$296,690	16.86%
1030	Clerk of the Board	541,064	696,514	77,762	12.57%
1040	Special Services	6,451,605	5,799,220	(652,385)	-10.11%
1110	Auditor-Controller	3,976,062	4,146,062	170,000	4.28%
1116	Contribution-Fiscal Stability Fund	18,000,000	0	(18,000,000)	-100.00%
1120	Treasurer-Tax Collector	591,598	562,018	(29,580)	-5.00%
1130	Assessor	8,111,524	8,620,164	508,640	6.27%
1160	Information Technology Services	4,319,569	4,103,591	(215,978)	-5.00%
1210	County Counsel	1,632,815	1,551,174	(81,641)	-5.00%
1310	Personnel	2,044,640	1,942,408	(102,232)	-5.00%
1420	Elections	3,379,086	3,830,568	451,482	13.36%
1610	General Services	8,572,416	8,141,797	(430,619)	-5.02%
1615	Utility Payments - Division of General Services	3,820,097	3,405,165	(414,932)	-10.86%
1640	Construction Services - Division of General Services	200,923	190,877	(10,046)	-5.00%
1650	General Services - Major Maintenance	500,000	5,473,306	4,973,306	994.66%
1812	Board of Trade	620,512	589,487	(31,025)	-5.00%
1900	Engineering, Surveying, and Permit Services	1,813,760	1,935,072	121,312	6.69%
1910	Risk Management	663,315	629,853	(33,462)	-5.04%
1960	Capital Projects	0	2,889,641	2,889,641	100.00%
General Government Sub-Total		\$69,456,445	\$58,981,375	(\$10,552,758)	-15.19%
2110	Contribution-Trial Court Funding	\$4,713,226	\$3,364,301	(\$1,348,925)	-28.62%
2116	County Clerk	31,968	21,452	(10,516)	-32.90%
2160	Grand Jury	171,190	237,958	66,768	39.00%
2170	Indigent Defense Services	3,918,315	3,918,000	(315)	-0.01%
2180	District Attorney	17,096,087	16,750,615	(345,472)	-2.02%
2190	Public Defender	9,237,472	8,924,202	(313,270)	-3.39%
2200	District Attorney - Forensic Science	4,805,437	4,565,165	(240,272)	-5.00%
2210	Sheriff-Coroner	115,767,347	109,978,980	(5,788,367)	-5.00%
2340	Probation	28,762,631	28,968,499	205,868	0.72%
2416	Contribution to Fire	13,108,507	14,881,078	1,772,571	13.52%
2610	Agriculture and Measurement Standards	1,413,379	1,342,710	(70,669)	-5.00%
2620	Code Compliance	802,074	881,970	79,896	9.96%
2700	Recorder	(619,980)	0	619,980	-100.00%
2730	Development Services Agency	566,045	738,000	171,955	30.38%
2750	Planning and Community Development	1,748,237	1,865,089	116,852	6.68%
2760	Animal Control	2,220,938	3,055,574	834,636	37.58%
Public Protection Sub-Total		\$203,742,873	\$199,493,593	(\$4,249,280)	-2.09%

**SUMMARY OF FY 2011-12 RECOMMENDED
NET GENERAL FUND COST**

Budget Unit and Department		FY 2010-11 Adopted Net General Fund Cost	FY 2011-12 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change From FY 2010-11
3001	Contribution to Roads	\$5,969,277	\$5,670,813	(\$298,464)	-5.00%
3201	Contribution to Airports	0	191,750	191,750	100.00%
Public Ways and Facilities Sub-Total		\$5,969,277	\$5,862,563	(\$106,714)	-1.79%
4110	Public Health	\$4,919,966	\$4,673,968	(\$245,998)	-5.00%
4113	Environmental Health	0	347,000	347,000	100.00%
4127	Contribution to Mental Health	1,089,147	1,089,147	0	0.00%
4200	Emergency Medical Services	58,492	58,492	0	0.00%
4202	KMC - County Contribution	20,087,000	19,280,000	(807,000)	-4.02%
4300	California Children Services	428,227	428,227	0	0.00%
Health and Sanitation Sub-Total		\$26,582,832	\$25,876,834	(\$705,998)	-2.66%
5121	Human Services - County Contribution	\$36,062,181	\$17,300,495	(\$18,761,686)	-52.03%
5510	Veterans Service	602,745	647,745	45,000	7.47%
5611	Aging and Adult - County Contribution	1,264,054	1,200,852	(63,202)	-5.00%
5810	IHSS - County Contribution	1,819,678	1,728,694	(90,984)	-5.00%
Public Assistance Sub-Total		\$39,748,658	\$20,877,786	(\$18,870,872)	-47.48%
6210	Library	\$6,758,938	\$6,420,991	(\$337,947)	-5.00%
6310	Farm and Home Advisor	400,131	400,131	0	0.00%
Education Sub-Total		\$7,159,069	\$6,821,122	(\$337,947)	-4.72%
7100	Parks and Recreation Department	\$9,344,707	\$10,360,085	\$1,015,378	10.87%
Recreation and Cultural Services Sub-Total		\$9,344,707	\$10,360,085	\$1,015,378	10.87%
8120	Debt Service - General Fund	\$4,716,530	\$11,858,683	\$7,142,153	151.43%
Debt Service Sub-Total		\$4,716,530	\$11,858,683	\$7,142,153	151.43%
1970	Appropriations for Contingencies				
	General Purpose Contingencies	\$4,815,196	\$7,299,965	\$2,484,769	51.60%
	Special Fund Designation - Additions	9,729,685	3,874,990	(5,854,695)	-60.17%
	Reserve - General	0	42,670,895	42,670,895	100.00%
	Reserve - Tax Litigation	0	2,000,000	2,000,000	100.00%
	Designation - Human Services	0	9,000,000	9,000,000	100.00%
	Designation - Retirement	0	12,361,854	12,361,854	100.00%
Contingencies & Reserves/Designations Sub-Total		\$14,544,881	\$77,207,704	\$62,662,823	430.82%
TOTAL -NET GENERAL FUND COST		\$381,265,272	\$417,339,745	\$35,996,785	9.44%

**SUMMARY OF FY 2011-12
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit Department	Item	Classification	Full- time	Part- time	Position Cost	Total Cost	Effective Date
<u>B.U. #1110</u>							
Auditor-Controller	2349	Accountant	(2)	0	\$99,000	(\$198,000)	7/15/2011
	2845	Fiscal Support Specialist	(1)	0	70,000	(70,000)	6/28/2011
			(3)	0		(\$268,000)	
<u>B.U. #1120</u>							
Treasurer-Tax Collector	2875	Fiscal Support Assistant	(2)	0	\$56,000	(\$112,000)	8/18/2011
			(2)	0		(\$112,000)	
<u>B.U. #1160</u>							
Information Technology Services	2396	Technology Services Manager	(1)	0	\$171,000	(\$171,000)	8/18/2011
			(1)	0		(\$171,000)	
<u>B.U. #1420</u>							
Elections	4919	Elections Maintenance Supply Worker	(1)	0	\$58,000	(\$58,000)	8/18/2011
	2600	Elections Warehouse Supervisor	1	0	76,500	76,500	8/18/2011
			0	0		\$18,500	
<u>B.U. #1900</u>							
Engineering, Survey & Permit Services	2865	Fiscal Support Technician	1	0	\$73,000	\$73,000	8/18/2011
	3280	Office Services Assistant	(1)	0	65,000	(65,000)	8/18/2011
			0	0		\$8,000	
<u>B.U. #2116</u>							
County Clerk	3270	Office Services Specialist	(1)	0	\$72,000	(\$72,000)	6/24/2011
			(1)	0		(\$72,000)	
<u>B.U. #2180</u>							
District Attorney	0840	Administrative Coordinator	(1)	0	\$90,000	(\$90,000)	8/18/2011
	4410	Supervising District Attorney Welfare Fraud Investigator	(1)	0	106,000	(106,000)	8/18/2011
	4415	Senior District Attorney Welfare Fraud Investigator	(1)	0	101,500	(101,500)	8/18/2011
	4420	District Attorney Welfare Fraud Investigator	(1)	0	98,000	(98,000)	8/18/2011
	0892	Program Support Supervisor	1	0	101,500	101,500	8/18/2011
			(3)	0		(\$294,000)	
<u>B.U. #2183</u>							
Child Support Services	0899	Systems Analyst I/II	(1)	0	\$106,000	(\$106,000)	8/18/2011
	2865	Fiscal Support Technician	(3)	0	63,000	(189,000)	8/18/2011
	1299	Supervising Family Support Staff Development Specialist	1	0	92,000	92,000	8/18/2011
	2845	Fiscal Support Specialist	1	0	73,000	73,000	8/18/2011
	3280	Office Services Assistant	2	0	53,000	106,000	8/18/2011
			0	0		(\$24,000)	
<u>B.U. #2340</u>							
Probation	0551	Juvenile Correctional Officer III	(2)	0	\$96,000	(\$192,000)	8/18/2011
	2067	Deputy Probation Officer III	(1)	0	106,000	(106,000)	8/18/2011
	2865	Information Systems Specialist	(1)	0	92,000	(92,000)	8/18/2011
			(4)	0		(\$390,000)	
<u>B.U. #2415</u>							
Fire	2830	Fiscal Support Supervisor	(1)	0	\$85,000	(\$85,000)	8/18/2011
	2845	Fiscal Support Specialist	(1)	0	77,000	(77,000)	8/18/2011
	1112	Drafting Technician	(1)	0	84,000	(84,000)	8/18/2011
	1046	Video Services Technician	(1)	0	54,000	(54,000)	8/18/2011
	5150	Fire Equipment Mechanic	(2)	0	86,000	(172,000)	8/18/2011
	3270	Office Services Specialist	(1)	0	67,000	(67,000)	8/18/2011
			(7)	0		(\$539,000)	

**SUMMARY OF FY 2011-12
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit Department	Item	Classification	Full- time	Part- time	Position Cost	Total Cost	Effective Date
<u>B.U. #2610</u>							
Agriculture & Measurement Standards	3929	Agricultural Biologist/Wts and Measures Inspector Trainee	(1)	0	\$77,000	(\$77,000)	8/18/2011
	2865	Fiscal Support Technician	(1)	0	63,000	(63,000)	8/18/2011
			(2)	0		(\$140,000)	
<u>B.U. #2620</u>							
Code Compliance	1155	Code Compliance Officer	1	0	\$115,000	\$115,000	8/18/2011
			1	0		\$115,000	
<u>B.U. #2700</u>							
Recorder	3275	Office Services Technician	2	0	\$61,500	\$123,000	8/18/2011
			2	0		\$123,000	
<u>B.U. #2750</u>							
Planning & Community Development	0937	Planner I	(4)	0	98,000	(392,000)	8/18/2011
	1079	Geographic Information Systems Specialist	(1)	0	94,000	(94,000)	8/18/2011
	2349	Accountant I	(1)	0	85,000	(85,000)	8/18/2011
	0944	Planning Technician	(1)	0	79,000	(79,000)	8/18/2011
			(7)	0		(\$650,000)	
<u>B.U. #2760</u>							
Animal Control	2865	Fiscal Support Technician	1	0	\$75,000	\$75,000	8/18/2011
			1	0		\$75,000	
<u>B.U. #3000</u>							
Roads	5096	Heavy Equipment Mechanic	(1)	0	\$85,000	(\$85,000)	8/18/2011
	5240	Automotive Service Worker	1	0	60,000	60,000	8/18/2011
			0	0		(\$25,000)	
<u>B.U. #4110</u>							
Public Health	1708	Clinical Laboratory Assistant	3	0	\$63,000	\$189,000	8/18/2011
			3	0		\$189,000	
<u>B.U. #4120</u>							
Mental Health	0551	Psychiatrist - Contract	4	0	\$412,000	\$1,648,000	8/18/2011
	2067	Vocational Nurse I	1	0	80,000	80,000	8/18/2011
	2865	Fiscal Support Technician	3	0	65,000	195,000	8/18/2011
			8	0		\$1,923,000	
<u>B.U. #5120</u>							
Human Services	0809	Administrative Services Officer	(1)	0	\$130,000	(\$130,000)	8/18/2011
	3695	Human Services Supervisor	3	0	80,000	240,000	8/18/2011
	3751	Human Services Technician III	17	0	70,000	1,190,000	8/18/2011
	3275	Office Service Technician	3	0	60,000	180,000	8/18/2011
			22	0		\$1,480,000	
<u>B.U. #5923</u>							
Employers' Training Resource	0899	Program Specialist I	(1)	0	\$79,000	(\$79,000)	8/18/2011
	2830	Fiscal Support Supervisor	(1)	0	80,000	(80,000)	8/18/2011
	2865	Fiscal Support Technician	(1)	0	63,000	(63,000)	8/18/2011
	0905	Program Technician	1	0	68,000	68,000	8/18/2011
	2349	Accountant I/II	1	0	79,000	79,000	8/18/2011
	2845	Fiscal Support Specialist	1	0	73,000	73,000	8/18/2011
			0	0		(\$2,000)	

**SUMMARY OF FY 2011-12
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit Department	Item	Classification	Full- time	Part- time	Position Cost	Total Cost	Effective Date
<u>B.U. #5940</u>							
Community Development	0912	Economic Development Program Manager	(1)	0	\$128,000	(\$128,000)	8/18/2011
			(1)	0		(\$128,000)	
<u>B.U. #6210</u>							
Library	4210	Departmental Aide	0	(1)	\$9,000	(\$9,000)	8/18/2011
	4172	Librarian II	(1)	0	98,000	(98,000)	8/18/2011
	4173	Librarian I	(1)	0	94,000	(94,000)	8/18/2011
	4172	Librarian II	(1)	0	21,000	(21,000)	3/31/2012
	4173	Librarian I	(1)	0	20,000	(20,000)	3/31/2012
			(4)	(1)		(\$242,000)	
<u>B.U. #7100</u>							
Parks and Recreation	5250	Park Ranger Trainee/I/II	(1)	0	\$105,000	(\$105,000)	8/18/2011
	5649	Building Services Worker I/II/III	(1)	0	50,000	(50,000)	8/18/2011
	4916	Maintenance Worker III	1	0	70,000	70,000	8/18/2011
			(1)	0		(\$85,000)	
<u>B.U. #8997</u>							
Kern Medical Center	3194	Patient Access Representative	4	0	\$57,000	\$228,000	8/18/2011
	0840	Administrative Coordinator	1	0	91,000	91,000	8/18/2011
	3270	Office Services Specialist	1	0	64,000	64,000	8/18/2011
	3265	Senior Office Services Specialist	(1)	0	70,000	(70,000)	8/18/2011
	3260	Office Services Coordinator	(1)	0	77,000	(77,000)	8/18/2011
			4	0		\$236,000	
<u>B.U. #8999</u>							
Solid Waste Enterprise Fund	1219	Waste Management Aide I/II/III	(2)	0	\$72,000	(\$144,000)	1/1/2012
	1214	Waste Management Support Supervisor	2	0	96,000	192,000	8/18/2011
			0	0		\$48,000	
TOTAL			5	(1)		\$1,073,500	

**SUMMARY OF FY 2011-12 RECOMMENDED CAPITAL EQUIPMENT
PURCHASES/LEASES**

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> (P)urchase or (L)ease	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #1110</u>					
Auditor-Controller	Virtualization Host Server	P	1	\$12,500	\$12,500
			1		\$12,500
<u>B.U. #1420</u>					
Elections	Virtualization Host Server	P	1	\$12,500	\$12,500
			1		\$12,500
<u>B.U. #2210</u>					
Sheriff-Coroner	OHV Motorcycles	P	2	\$15,000	\$30,000
	Disk-Based Backup System	P	1	\$30,000	\$30,000
	TSD - Servers	P	4	\$12,500	\$50,000
	Bus - MCI 55 Passenger	L	1	\$554,500	\$554,500
	Crown Vic - Detective Build, no MDC	L	6	\$36,400	\$218,400
	Crown Vic - Patrol Build	L	19	\$45,533	\$865,127
	Crown Vic - Detective Build w/ MDC	L	16	\$43,000	\$688,000
	Pickups - 1/2 Ton 4XS	L	6	\$28,750	\$172,500
	Pickups - 3/4 Ton	L	1	\$26,500	\$26,500
	Pickups - 3/4 Ton 4X4 S&R	L	3	\$85,400	\$256,200
	Sedan - Midsize Civilian Sedans	L	8	\$27,350	\$218,800
	SUVS 2X4 - Unmarked White	L	1	\$33,000	\$33,000
	SUVS 4X4 - Marked Code 3 No/MDC	L	2	\$47,700	\$95,400
	SUVS 4X4 - Marked Code 3 W/MDC	L	4	\$54,800	\$219,200
	SUVS 4X4 - Undercover Non White	L	2	\$33,000	\$66,000
	SUVS 4X4 - Unmarked Non White	L	7	\$33,000	\$231,000
	SUVS 4X4 - Unmarked White	L	1	\$33,000	\$33,000
	Van - 3/4 Ton Cargo	L	1	\$30,000	\$30,000
	Van - 7 Passenger	L	1	\$25,300	\$25,300
	Van - 15 Passenger	L	4	\$45,820	\$183,280
			90		\$4,026,207
<u>B.U. #2415</u>					
Fire Department	Rescue Bucket for Helicopter	P	1	\$15,000	\$15,000
	Tire Mounting Machine	P	1	\$10,000	\$10,000
	Smog/Smoke Check Machine	P	1	\$10,000	\$10,000
	Test fit machine for SCBA	P	1	\$14,750	\$14,750
	Station Generators	P	10	\$20,000	\$200,000
	Arson Vehicles	P	2	\$55,000	\$110,000
			16		\$359,750
<u>B.U. #2700</u>					
Recorder	AS 400 Upgrade	P	1	\$110,000	\$110,000
			1		\$110,000
<u>B.U. #2730</u>					
Development Services Agency	APC 10000 UPS	P	1	\$11,000	\$11,000
			1		\$11,000

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> (P)urchase or (L)ease	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #3000</u>					
Roads Department	1/2 Ton SUV	P	1	\$32,900	\$32,900
	3/4 Ton Pickup 4 WD	P	1	\$30,000	\$30,000
	1 Ton Pickup 4 WD	P	2	\$43,300	\$86,600
	2 Ton Flatbed Truck	P	4	\$57,000	\$228,000
	Motor Grader	P	5	\$209,000	\$1,045,000
	Loader	P	5	\$115,500	\$577,500
			18		\$2,000,000
<u>B.U. #4110</u>					
Public Health	Pipettor	P	1	\$25,000	\$25,000
	Micro Plate Reader	P	1	\$15,000	\$15,000
			2		\$40,000
<u>B.U. #4113</u>					
Environmental Health	Self Contained Breathing Aparatus	P	10	\$5,000	\$50,000
	Radios	P	10	\$6,000	\$60,000
	Hazardous Materials ER Sub	P	1	\$60,000	\$60,000
			21		\$170,000
<u>B.U. #5120</u>					
Human Services - Administration	Security Monitoring Software	P	1	\$42,000	\$42,000
	UPS for IP Phone systems	P	4	\$20,000	\$80,000
	Storage Area Network	P	1	\$70,000	\$70,000
	Layer 3 Switch	P	1	\$86,000	\$86,000
	Network Management Software	P	1	\$9,495	\$9,495
			8		\$287,495
<u>B.U. #7100</u>					
Parks and Recreation	Pump Truck	P	1	\$88,000	\$88,000
	Vehicle Air Filter - CA Smog Compl.	P	1	\$20,000	\$20,000
	Maintenance Trailers	P	4	\$7,000	\$28,000
			6		\$136,000
<u>B.U. #8950</u>					
General Services Garage Internal Service Fund	Pegisys Heavy Equipment	P	1	\$7,000	\$7,000
	Pick-ups Half Ton Reg Cab	P	2	\$19,000	\$38,000
	Hardware conversion	P	1	\$50,000	\$50,000
	RTA Software conversion	P	1	\$20,000	\$20,000
	Tire Changing Machine	P	1	\$20,000	\$20,000
	Sedan Intermediate	P	17	\$19,750	\$335,750
	Pickup Compact Text Cab	P	1	\$16,800	\$16,800
	Pickup Half Ton Reg Cab	P	5	\$19,000	\$95,000
	Pickup Half Ton Reg Cab	P	1	\$25,250	\$25,250
	SUV Compact 4-Passenger	P	6	\$22,000	\$132,000
	Pickup 3/4T Reg Cab 2WD	P	1	\$22,250	\$22,250
	Pickup 3/4T Utility Bed	P	1	\$28,000	\$28,000
	SUV Half Ton 7-Passenger	P	1	\$33,500	\$33,500
			39		\$823,550
<u>B.U. #8997</u>					
Kern Medical Center Enterprise Fund	Ultrasound Cleaning System	P	1	\$43,103	\$43,103
	Ligasure Generator	P	1	\$30,000	\$30,000
	Low Lithotomy Stirrups	P	1	\$8,000	\$8,000
	Bipolar Generator	P	1	\$30,000	\$30,000

<u>Budget Unit#</u>	<u>Equipment Description</u>	<u>Type</u> (P)urchase or (L)ease	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
<u>B.U. #8997 (continued)</u>	Photo Therapy Bank Lights	P	1	\$14,299	\$14,299
Kern Medical Center Enterprise Fund	Bariatric Plus Air Bed	P	1	\$34,155	\$34,155
	Hyper/Hypothermia System	P	1	\$5,900	\$5,900
	Bed Scale	P	3	\$5,442	\$16,326
	Critical Care Bed	P	2	\$29,902	\$59,804
	Heating and Cooling System	P	1	\$5,900	\$5,900
	High Speed Drill	P	1	\$32,000	\$32,000
	Perinatal Data System	P	1	\$380,000	\$380,000
	Digital Mammography	P	1	\$660,000	\$660,000
	Ultrasound Machine	P	1	\$167,000	\$167,000
	DTC C-Arm	P	1	\$183,000	\$183,000
	Diagnostic Rad X-Ray Machine	P	1	\$528,395	\$528,395
	X-Ray Machine	P	1	\$390,790	\$390,790
	Defibrillator/Monitors	P	18	\$9,567	\$172,206
	Star Upgrade	P	1	\$95,000	\$95,000
	Patient Beds	P	5	\$5,000	\$25,000
	Fetal Monitors	P	3	\$7,118	\$21,354
	Aridyne Compressor	P	1	\$15,649	\$15,649
	Cardiac Monitor	P	1	\$65,000	\$65,000
	Blood Gas Analyzer	P	1	\$75,363	\$75,363
	Coagulator	P	2	\$25,000	\$50,000
	SonoSite M-Turbo	P	1	\$41,500	\$41,500
	Video & Monitoring System	P	1	\$50,000	\$50,000
	Defibrillator	P	2	\$14,000	\$28,000
	Bacterial Analyzer	P	1	\$110,000	\$110,000
			<u>57</u>		<u>\$3,337,744</u>
<u>B.U. #8998</u>	Bus Security Cameras	P	1	\$106,087	\$106,087
Kern Regional Transit Enterprise Fund	Fuel Card-Lock System	P	1	\$75,000	\$75,000
	Bus Passenger Shelters	P	1	\$111,826	\$111,826
	Over-the-Road Coach - 1B	P	2	\$400,000	\$800,000
	Full Sized Replacement Bus	P	3	\$192,521	\$577,563
	Mid-Sized Replacement Bus	P	6	\$116,724	\$700,344
	Replacement CNG Buses	P	3	\$400,000	\$1,200,000
			<u>17</u>		<u>\$3,570,820</u>
<u>B.U. #8999</u>	Oil Tank	P	1	\$9,000	\$9,000
Solid Waste Management Enterprise Fund	Skid Steer Loader	P	1	\$30,000	\$30,000
	Trommel	P	1	\$150,000	\$150,000
	Mule Replacement	P	1	\$15,000	\$15,000
	3/4 Ton 4X4 Service Truck	P	1	\$55,000	\$55,000
	QED Flow Cell - MP 20 Rep	P	1	\$7,500	\$7,500
			<u>6</u>		<u>\$266,500</u>
GRAND TOTAL					\$15,164,066

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 and part-time regular positions to be funded in the budget. Budgeted positions should not be confused with "authorized" positions which are positions that may or may not be funded in the budget.

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

A 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

The 12 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".

GENERAL-PURPOSE REVENUES

This term is used interchangeably with the term "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)

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.

OTHER CHARGES

A budget category that may include miscellaneous non-operational expenses such as lease payments, amortization, depreciation, inter-fund charges, or taxes and assessments.

OTHER FINANCING USES

A budget category that includes the transfer of operating funds from one budget unit to another and also includes budgeted savings incentives.

PERFORMANCE MEASURE

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.

PRELIMINARY RECOMMENDED BUDGET

Document provided to the Board for approval prior to June 30 in compliance with Government Code Section 29064. Changes to the County Budget Act in January 2010 no longer allowed counties to use prior year appropriations as spending authority after June 30th and prior to adoption of the budget. The numbers are preliminary and are adjusted to CAO Recommended numbers prior to budget hearings.

PROCEEDS OF TAXES

Revenue received from "tax" sources, such as property taxes, sales and use taxes, and other types of taxes. Proceeds of taxes are subject to the Gann Limit.

PROGRAM 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 FY 1975-76 market value, and which limited annual increases in assessed valuation to 2% (except for new construction or property which changes ownership).

PROPOSITION #36

A state wide ballot initiative measure (known as the Substance Abuse and Crime Prevention Act) enacted by the voters in November 7, 2000, which changed State law to allow first- and second-time non-violent, drug possession offenders the opportunity to receive substance abuse treatment instead of incarceration.

PROPOSITION #63

A state wide ballot initiative measure (known as the Mental Health Services Act) enacted by the voters in November 2, 2004, which provides funds to counties to expand services and develop programs for mentally ill children, adults, and seniors. The proposition imposed an additional 1% tax on taxpayers' taxable personal income above \$1million to provide funding for the expansion of mental health services and programs.

RECOMMENDED BUDGET

The Recommended Budget document is provided by the County Administrative Office and serves as the basis for public hearings prior to the determination of the adopted budget.

RESERVE

Funds not appropriated for expenditure that are set aside in a reserve account for future use.

RESERVED RETAINED EARNINGS

Reserved retained earnings are retained earnings that 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).

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$492,215	\$471,822	\$377,897	\$446,164	\$446,164	\$413,164
Services and Supplies	38,124	41,343	41,846	41,343	41,315	74,315
Other Charges	0	0	0	0	28	28
Fixed Assets	0	0	20,900	0	0	0
Other Financing Uses	0	35,209	0	0	0	35,482
TOTAL EXPENDITURES	\$530,339	\$548,374	\$440,643	\$487,507	\$487,507	\$522,989
REVENUES:						
Miscellaneous	\$35	\$0	\$67	\$0	\$0	\$0
TOTAL NET REVENUES	\$35	\$0	\$67	\$0	\$0	\$0
Less Savings Incentive	\$0	\$35,209	\$0	\$0	\$0	\$35,482
NET GENERAL FUND COST	\$530,304	\$513,165	\$440,576	\$487,507	\$487,507	\$487,507
Authorized Positions:	5	4	4	4	4	4
Funded Positions:	4	4	4	3	3	3
Unfunded Vacancies:	1	0	0	1	1	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 includes holding one authorized position vacant and unfunded. The Supervisor will use part-time and temporary employees to meet the service delivery needs for the district. The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$452,421	\$458,198	\$459,368	\$476,916	\$476,916	\$476,916
Services and Supplies	24,320	33,011	19,804	19,898	19,889	19,889
Other Charges	0	0	0	0	9	9
Fixed Assets	0	0	8,655	0	0	0
Other Financing Uses	0	18,158	0	0	0	25,410
TOTAL EXPENDITURES	\$476,741	\$509,367	\$487,827	\$496,814	\$496,814	\$522,224
REVENUES:						
Miscellaneous	\$98	\$0	\$4	\$0	\$0	\$0
TOTAL REVENUES	\$98	\$0	\$4	\$0	\$0	\$0
Less Savings Incentive	\$0	\$18,158	\$0	\$0	\$0	\$25,410
NET GENERAL FUND COST	\$476,643	\$491,209	\$487,823	\$496,814	\$496,814	\$496,814
Authorized Positions:	6	5	5	5	5	5
Funded Positions:	3.5	3.5	4	4	4	4
Unfunded Vacancies:	2.5	1.5	1	1	1	1

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

The recommended budget requires that one position be held vacant and unfunded and accumulated Budget Savings Incentive credits be used. The recommended budget provides adequate resources to assist the Supervisor in performing the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$463,678	\$462,066	\$471,055	\$486,967	\$486,967	\$486,967
Services and Supplies	15,239	16,505	16,330	16,253	16,244	16,244
Other Charges	0	0	0	0	9	9
Other Financing Uses	0	22,301	0	0	0	13,418
TOTAL EXPENDITURES	\$478,917	\$500,872	\$487,385	\$503,220	\$503,220	\$516,638
REVENUES:						
Miscellaneous	\$4,692	\$4,680	\$4,681	\$0	\$0	\$0
TOTAL REVENUES	\$4,692	\$4,680	\$4,681	\$0	\$0	\$0
Less Savings Incentive	\$0	\$22,301	\$0	\$0	\$0	\$13,418
NET GENERAL FUND COST	\$474,225	\$473,891	\$482,704	\$503,220	\$503,220	\$503,220
Authorized Positions:	5	4	4	4	4	4
Funded Positions:	4	4	4	4	4	4
Unfunded Vacancies:	1	0	0	0	0	0

OPERATIONAL SUMMARY

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- 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 includes the use of a portion of the accumulated Budget Savings Incentive credits. The recommended budget provides sufficient resources to assist the Supervisor in performing the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$506,279	\$463,665	\$475,499	\$397,508	\$397,508	\$397,508
Services and Supplies	18,894	22,474	18,497	64,324	64,313	64,313
Other Charges	0	0	0	0	11	11
Other Financing Uses	0	40,036	0	0	0	31,866
TOTAL EXPENDITURES	\$525,173	\$526,175	\$493,996	\$461,832	\$461,832	\$493,698
REVENUES:						
Other Financing Sources:	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$0	\$0	\$0	\$0	\$0	\$0
Less Savings Incentive	\$0	\$40,036	\$0	\$0	\$0	\$31,866
NET GENERAL FUND COST	\$525,173	\$486,139	\$493,996	\$461,832	\$461,832	\$461,832
Authorized Positions:	5	5	5	5	5	5
Funded Positions:	5	5	5	3	3	3
Unfunded Vacancies:	0	0	0	2	2	2

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 includes holding two positions vacant and unfunded. The Supervisor may use temporary or part time employees to address special projects for the district during the fiscal year. The recommended budget provides sufficient resources to assist the Supervisor in performing the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$500,701	\$475,059	\$446,444	\$452,985	\$452,985	\$452,985
Services and Supplies	17,055	18,173	17,756	20,687	20,678	20,678
Other Charges	0	0	0	0	9	9
Other Financing Uses	0	0	0	0	0	1,526
TOTAL EXPENDITURES	\$517,756	\$493,232	\$464,200	\$473,672	\$473,672	\$475,198
REVENUES:						
Miscellaneous	\$0	\$0	\$2,550	\$5,100	\$5,100	\$5,100
TOTAL NET REVENUES	\$0	\$0	\$2,550	\$5,100	\$5,100	\$5,100
Less Savings Incentive	\$0	\$0	\$0	\$0	\$0	\$1,526
NET GENERAL FUND COST	\$517,756	\$493,232	\$461,650	\$468,572	\$468,572	\$468,572

Authorized Positions:

Full Time:	5	4	4	4	4	4
Full Time Funded:	4	4	4	3	3	3
Unfunded Vacancies:	1	0	0	1	1	1
Part Time:	1	0	0	0	0	0
Part Time Funded:	1	0	0	0	0	0
Unfunded Vacancies:	0	0	0	0	0	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 includes holding one position vacant and unfunded. In addition, the Supervisor is contributing 5% of her salary back to the County, which offsets General Fund cost. The recommended budget provides resources to assist the Supervisor in performing

the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$2,902,124	\$2,511,181	\$2,461,228	\$2,642,621	\$2,642,621	\$2,642,621	
Services and Supplies	81,509	155,582	78,682	291,892	291,853	291,853	
Other Charges	0	0	0	0	39	39	
Other Financing Uses	0	289,770	0	0	0	347,507	
TOTAL EXPENDITURES	\$2,983,633	\$2,956,533	\$2,539,910	\$2,934,513	\$2,934,513	\$3,282,020	
Less Expend. Reimb.	162,198	160,000	179,327	175,000	175,000	175,000	
TOTAL NET EXPENDITURES	\$2,821,435	\$2,796,533	\$2,360,583	\$2,759,513	\$2,759,513	\$3,107,020	
REVENUES:							
Charges for Services	\$866,142	\$743,940	\$700,187	\$700,000	\$700,000	\$700,000	
Miscellaneous	12,160	3,000	12,589	3,000	3,000	3,000	
TOTAL REVENUES	\$878,302	\$746,940	\$712,776	\$703,000	\$703,000	\$703,000	
Less Savings Incentive	\$0	\$289,770	\$0	\$0	\$0	\$347,507	
NET GENERAL FUND COST	\$1,943,133	\$1,759,823	\$1,647,807	\$2,056,513	\$2,056,513	\$2,056,513	
Authorized Positions:	25	21	21	21	21	21	
Funded Positions:	22	18	18	19	19	19	
Unfunded Vacancies:	2	3	3	2	2	2	

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 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 directives of the Board of Supervisors
- To administer the County’s employee and labor relations functions
- To assist the Board of Supervisors in implementing the County’s Strategic Plan

PROGRAM DISCUSSION

The recommended budget requires the department to hold two analyst positions vacant and unfunded and use a portion of its accumulated Budget Savings Incentive (BSI) credits. Resources have been allocated to support the County’s economic development activities and Kern Economic Development Corporation. In recognition of the County’s fiscal constraints over the past few years, the department has restructured by deleting the policy division, which was comprised of a Director of Policy Analysis and a Public Information Officer, and the compliance and accountability position. The functions performed by these positions have been redistributed to other staff members within the office.

The department will continue its efforts 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 respond to Board referrals within a specified time frame and provide updates on compliance and accountability reviews.

The increase in the recommended budget from FY 2010-11 in the salaries and benefits object is primarily due to the addition of an Assistant County Administrative Officer position (net of the deletion of the Director of Budget and Finance position) and a Deputy Employee Relations Officer position that were approved in FY 2010-11, and the increase in the retirement rate. These increases are offset with a reduction in the department’s unemployment insurance charges to zero in FY 2011-12. The services and supplies object is increased in the FY 2011-12 recommended budget due to the addition of the costs for economic development activities, as discussed below.

Kern Economic Development Corporation (KEDC)

In 1999, the County adopted a Kern County Economic Development Strategy and designated the KEDC as the lead agency for economic development activities to assist the County in implementing this Strategy. In January 2010, your Board designated the County Administrative Office as the County department responsible for administering economic development activities and coordinating with KEDC. Annually, KEDC requests financial support to carry out this mission. For FY 2011-12, the County has entered into an agreement with KEDC in an amount of \$155,000. In the past this expense was included in the Special Services budget unit 1040. However, for FY 2011-12, this cost has been moved to this budget unit with an offsetting reduction in cost to budget unit 1040.

The department’s General Fund cost is offset with reimbursements for staff costs related to administering the employees’ health benefits programs, the debt program, the indigent defense program, and the Trial Court Funding program.

POSITIONS DISCUSSION

The recommended budget includes holding two positions vacant and unfunded in FY 2011-12; one Senior Administrative Analyst position and one Administrative Analyst position. Holding these positions vacant affects this office’s ability to perform special studies and reviews and to respond timely to Board member, departmental, and public requests for information, issue analysis, and advice.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Ratio of General Fund backed debt service to General Fund expenditures.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
.64%	.73%	2 to 3%, not to exceed 4.8%	1.21%	2 to 3%, not to exceed 4.8%
What: 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.				
Why: 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 provides a critical tool for planning countywide financial management and capital projects.				
How are we doing? 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 underlying favorable credit worthiness.				
How is this funded? 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 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not Available	Not Available	100%	Not Available	N/A
What: The County Administrative Office had planned to annually survey department heads to determine the level of satisfaction departments have with the services provided by the office. This indicator was to show 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. Due to extensive staffing changes in the office, this survey has not been conducted since FY 2007-08, at which time the results were 93%.				
Why: This indicator was to demonstrate 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.				
How are we doing? The County Administrative Office is evaluating alternate methodologies to assess its performance in this area; therefore, no proposed goal has been established.				
How is this funded? Employee relations activities are funded through the General Fund.				

Performance Measure #3:				
Percentage of departments rating the County's State and federal legislative programs as satisfactory or above.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not Available	Not Available	100%	Not Available	N/A
What: 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.				
Why: 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. It is important that the County be actively engaged in federal funding decisions and development of regulatory matters.				
How are we doing? This office is evaluating alternate methodologies to assess its performance in this area, thus, no proposed goal has been established				
How is this funded? Legislative activities are funded through the General Fund.				

Performance Measure #4:				
Percentage of departments rating the County Administrative Office's support services as satisfactory or above.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not available	Not Available	100%	Not Available	N/A
What: 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.				
Why: The information provided by departments allows the office to continuously improve the quality of its services. In the past, the County Administrative Office, through the survey process, quantified the satisfaction departments have with service quality and identified areas where staff knowledge and support needed to be strengthened, either through training or mentoring. Due to extensive staffing changes in the office, this survey has not been conducted since FY 2007-08.				
How are we doing? This office is evaluating alternative methodologies to assess its performance in this area; therefore, no proposed goal has been established.				
How is this funded? County Administrative Office activities are funded through the General Fund.				

Performance Measure #5:				
Percentage of Board referrals responded to within 30 days.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not available	90%	90%	>90%	>90%
What: The goal of a 30-day turnaround time for responding to the majority of Board referrals is to provide a measure of the County Administrative Office's responsiveness to Board directives.				
Why: Although a goal of 100% would be preferable, it is unachievable due to the frequent need for multiple stakeholder involvement, and the complex analytical and legal work that must be performed in order to provide the Board with a quality report on some referrals.				
How are we doing? The County Administrative Office achieved a greater than 90% response rate.				
How is this funded? County Administrative Office activities are funded through the General Fund.				

Performance Measure #6:				
Percentage of departmental internal and external audit reports reviewed and evaluated.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not available	95%	100%	100%	100%
What: 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.				
Why: 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.				
How are we doing? The administrative analysts assigned to the departments review the reports and work with the departments and the Auditor-Controller to effect any changes needed based on the recommendations contained in the reports. Periodic summary reports are provided to the Board.				
How is this funded? County Administrative Office activities are funded through the General Fund.				

Performance Measure #7:				
Number of work-related injuries resulting in an employee being off work for one full day or longer.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not available	Not available	0	0	0
What: This measure shows the County Administrative Office's degree of safety consciousness in the performance of its functions.				
Why: Lack of safety consciousness can result in costly injuries and lost employee productivity.				
How are we doing? The County Administrative Office has achieved its established goal of zero time-off work injuries.				
How is this funded? County Administrative Office activities are funded through the General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$690,165	\$501,871	\$657,456	\$642,024	\$658,724	\$658,724
Services and Supplies	202,192	221,507	200,383	220,314	220,314	220,314
Other Charges	0	0	0	16	16	16
Other Financing Uses	0	77,688	0	0	0	0
TOTAL EXPENDITURES	\$892,357	\$801,066	\$857,839	\$862,354	\$879,054	\$879,054
Less Expend. Reimb.	87,024	94,500	85,102	94,500	94,500	94,500
TOTAL NET EXPENDITURES	\$805,333	\$706,566	\$772,737	\$767,854	\$784,554	\$784,554
REVENUES:						
Intergovernmental	\$0	\$0	\$19,888	\$0	\$0	\$0
Charges for Services	77,426	87,785	89,685	88,011	88,011	88,011
Miscellaneous	29	29	3,490	29	29	29
TOTAL REVENUES	\$77,455	\$87,814	\$113,063	\$88,040	\$88,040	\$88,040
Less Savings Incentive	\$0	\$77,688	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$727,878	\$541,064	\$659,674	\$679,814	\$696,514	\$696,514
Authorized Positions:	8	8	7	7	7	7
Funded Positions:	8	5	7	7	7	7
Unfunded Vacancies:	0	0	0	0	0	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.
- 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 Clerk of the Board of Supervisors prepares the Board of Supervisors’ agendas, attends Board meetings, records official Board actions, and prepares the Board meeting minutes. The department maintains historical records and indexes, and the Clerk of the Board is the filing officer for conflict of interest codes and statements of economic interests. The department also records the actions of the Assessment Appeals Board and special district governed by the Board of Supervisors.

Due to the economic down-turn and decline in local property values, an increased number of property owners have been appealing the assessed value of their properties. This assessment appeals process is managed by the department. The increase in appeals has required the dedication of staff resources far in excess of prior years. Although staffing levels were decreased in the prior year,

the department will strive to continue to meet the mandated timeframes for assessment appeal hearings.

The recommended budget includes an increase to salaries and benefits appropriations of \$157,000 over the FY 2010-11 adopted budget in order to allow the department to maintain its staffing level. All remaining Budget Savings Incentive (BSI) credits were used in the prior year to avoid additional reductions in staffing levels and the department has reduced costs in a number of areas. Services and supplies expenditures have remained relatively flat. Revenue is also estimated to remain flat compared to the prior year.

POSITIONS DISCUSSION

There are no position additions or deletions included in the recommended budget. All authorized positions are funded.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of accurate Board agenda item titles.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Total Agenda Items: 5,576	Total Agenda Items: 5,087	Total Agenda Items: 5,300	Total Agenda Items: 3,735	Total Agenda Items: 5,300
Total Corrections: 36	Total Corrections: 17	Total Corrections: 21	Total Corrections: 5	Total Corrections: 21
What: This measures the Clerk’s training to County departments for accuracy in submission of agenda items.				
Why: Assesses the quality of instructing County departments to submit accurate agenda titles and further complies with the Brown Act.				
How are we doing? County departments are making progress with agenda item accuracy; the Clerk of the Board strives for 100% accuracy.				
How is this funded? General Fund.				

Performance Measure #2:				
Percentage of assessment appeals claims decided or waived within the two year deadline.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
100%	100%	100%	100%	100%
What: This is an indicator of success managing caseloads to ensure regulatory actions are taken before legal deadlines.				
Why: This measure assesses if the Clerk’s current policies and procedures result in processing all appeals within the statutory deadlines.				
How are we doing? The goal of ensuring required actions are taken before statutory deadlines is being met.				
How is this funded? The Assessment Appeals process is primarily funded by the General Fund. A minimal reimbursement of expenses is provided through the Property Tax Administration charges and Supplemental Roll Assessment Fees based on fees collected from special districts to cover costs associated with property tax administration.				

Performance Measure #3:				
Percentage of customer service questionnaires submitted with excellent or good ratings.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
100%	99%	100%	98%	100%
What: This indicator provides a performance measurement for the Department's staff to provide high levels of customer service whether in person, on the telephone, or via e-mail.				
Why: The results assess the Clerk of the Board’s success in meeting the needs of its customers in a professional and courteous manner.				
How are we doing? The goal of ensuring complete customer satisfaction with service provided is being met.				
How is this funded? General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$202,887	\$256,380	\$234,304	\$271,562	\$271,562	\$271,562
Services and Supplies	3,186,751	5,441,875	2,980,579	4,437,809	4,387,809	4,387,809
Other Charges	1,089,898	756,790	809,074	662,140	712,140	1,132,140
Other Financing Uses	0	0	0	20,000	20,000	20,000
TOTAL EXPENDITURES	\$4,479,536	\$6,455,045	\$4,023,957	\$5,391,511	\$5,391,511	\$5,811,511
REVENUES:						
Charges for Services	\$6,411	\$3,440	\$13,369	\$12,291	\$12,291	\$12,291
Miscellaneous	25,875	0	504,456	0	0	0
TOTAL REVENUES	\$32,286	\$3,440	\$517,825	\$12,291	\$12,291	\$12,291
NET GENERAL FUND COST	\$4,447,250	\$6,451,605	\$3,506,132	\$5,379,220	\$5,379,220	\$5,799,220

PROGRAM DISCUSSION

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 Board of Supervisors’ general expenses not allocated to individual supervisorial districts. The County’s contributions to private non-profit agencies, the Local Agency Formation Commission (LAFCo), and the Kern Council of Governments (KernCOG) are also included in this budget unit. The County Administrative Office administers this budget unit.

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. Costs for assessment appeals are anticipated to remain at the approximate level as FY 2010-11 based on the number of appeals being filed.

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 contributions are included in the recommended budget.

- Arts Council of Kern: \$62,640
- Bakersfield Museum of Art: \$27,000
- Bakersfield Symphony: \$100,000
- Community Action Partnership of Kern County (CAP): \$100,000
- Court Appointed Special Advocates (CASA): \$100,000
- Southwest Defense Alliance: \$50,000

Kern County Museum

Effective July 1, 2011, the Kern County Museum’s operational responsibilities were transitioned from the Kern County Museum Authority to the County Parks and Recreation Department. The recommended budget includes \$150,000 to effect a successful transition and to ensure resources are available to assist the department in the operations of the Museum. This is the same level of funding provided to the Authority in FY 2010-11.

Valley Fever Foundation

On May 3, 2011, a representative from the Valley Fever Americas Foundation requested funding for the 2011

Valley Fever Vaccine Project. The recommended budget includes a contribution of \$20,000 from the County for this important project.

Kern Economic Development Corporation (KEDC)

In the past, the contribution to KEDC was included in this budget. The appropriation for this function has been moved to the County Administrative Office budget unit 1020. This has contributed to a lower net General Fund cost for this budget.

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 \$100,000 be allocated for this discretionary program.

BOARD OF SUPERVISORS EXPENSES

The Special Services budget includes general expenses for the Board of Supervisors. The costs anticipated for FY 2011-12 include the County's memberships in the National Association of Counties (NACo), California State Association of Counties (CSAC), Quadstate County Government Coalition, and Southern California Water Association, 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, County facilities minor parking lot maintenance, and the installation of special signage. For FY 2011-12, \$50,000 is recommended for this purpose.

ECONOMIC INCENTIVE PROGRAM

In the past, the Special Services contained appropriations to meet the obligations under the County's Economic Incentive Program. The last payments to fulfill the commitments incurred under the Board adopted Economic Incentive Program were made in FY 2010-11. This has contributed to the majority of the reduction in net General Fund cost for this budget.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,117,907	\$4,718,177	\$5,108,449	\$4,503,770	\$4,899,073	\$4,899,073
Services and Supplies	340,605	373,543	298,958	429,204	402,704	402,704
Other Charges	0	0	0	111	111	111
Fixed Assets	0	5,554	0	12,500	12,500	12,500
Other Financing Uses	0	743,394	0	0	0	466,625
TOTAL EXPENDITURES	\$5,458,512	\$5,840,668	\$5,407,407	\$4,945,585	\$5,314,388	\$5,781,013
Less Expend. Reimb.	346,704	376,269	277,888	259,000	259,000	259,000
TOTAL NET EXPENDITURES	\$5,111,808	\$5,464,399	\$5,129,519	\$4,686,585	\$5,055,388	\$5,522,013
REVENUES:						
Charges for Services	\$966,204	\$730,803	\$965,490	\$906,526	\$906,526	\$906,526
Miscellaneous	2,585	14,140	4,331	2,800	2,800	2,800
TOTAL REVENUES	\$968,789	\$744,943	\$969,821	\$909,326	\$909,326	\$909,326
Less Savings Incentive	\$0	\$743,394	\$0	\$0	\$0	\$466,625
NET GENERAL FUND COST	\$4,143,019	\$3,976,062	\$4,159,698	\$3,777,259	\$4,146,062	\$4,146,062
Authorized Positions:	63	63	54	51	51	51
Funded Positions:	54	54	53	51	51	50
Unfunded Vacancies:	9	9	1	0	0	1

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

The recommended funding level 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.

The recommended budget will require the department to use the majority of its Budget Savings Incentive (BSI) credits balance. The department will also continue the reduction or elimination of paid overtime, travel and transportation expenditures, and some deferred acquisition of fixed assets. The recommended budget provides sufficient funding to maintain key functions such as maintenance of the County’s general ledger, timely processing of payroll, financial reporting, and the calculation and allocation of property tax revenue, and departmental audits.

The increase in the salaries and benefits object is mainly due to increased retirement costs. The services and supplies object is increased partially due to monthly licensing fees of \$2,000 for the new Countywide financial reporting tools.

POSITIONS DISCUSSION

At the recommended funding level, the department will delete two vacant positions and one filled Accountant position, at an annual savings of \$99,048, which was approved by the Board on June 28, 2011. The department will also leave one Assistant Auditor-Controller position vacant and unfunded, at an annual savings of \$151,295. The deletion of one Accountant position should have minimal impact on auditing functions. The department will use the majority of its current BSI credits balance to minimize the reduction in staffing levels.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Calculate and forward to the Treasurer-Tax Collector unsecured bills by July 31 and secured bills by October 3.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
July 7 - Unsecured September 8 - Secured	July 8 - Unsecured September 9 - Secured	July 31 - Unsecured October 3 - Secured	July 7 - Unsecured September 14 - Secured	July 31 - Unsecured October 3 - Secured
What: Determines whether the Auditor is more than meeting the statutory requirement for property tax billing and assisting Treasurer in maximizing revenue for the County.				
Why: California law requires a 30 day notice to taxpayers. Earlier billing maximizes interest revenue cash for the County.				
How are we doing? Meeting statutory requirement. Providing opportunity for increased interest earnings to County.				
How is this funded? General Fund. Partial funding from property tax administration reimbursement from those taxing entities that receive property tax revenue, of which schools are excluded.				

Performance Measure #2:				
Payments to vendors/contractors to be mailed within 6 working days of this office's receipt of an approved claim 80 % of the time.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
6 working days 95 % of the time.	6 working days 93 % of the time.	6 working days 80 % of the time.	6 working days 93 % of the time.	6 working days 80 % of the time.
What: Measures length of time for payment of claims to the County's vendors and contractors.				
Why: This indicator demonstrates our ability to process payments timely, which ensures good and fair business practices with outside vendors and contractors.				
How are we doing? We are meeting this goal. The section is eliminating one Fiscal Support Specialist that was vacated this year due to a retirement. Automation has allowed us to accommodate the deletion. However, the staff has just begun to audit purchasing card transactions within a new program due to changes in Chapter 5 procedures reducing the use of purchase orders and increasing card usage. We are currently evaluating the staffing level necessary to handle the volume of purchase card activity. Any further reduction in staffing levels will result in delays in payment to vendors.				
How is this funded? General Fund, along with reimbursements received from special districts and other outside agencies for processing their claims.				

Performance Measure #3:				
Complete 100% of County departmental audits on a biennial basis.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
57% (limited and full scope)	57% (limited and full scope)	Audit 50% of County Departments	On schedule to complete all audits in progress by 6/30	Audit 50% of County Departments
What: Measures whether departments are being audited in a timely fashion.				
Why: Measures our ability to comply with State law and County ordinance. Helps to ensure that proper internal controls are in place and functioning as designed, County resources are being properly used, County assets are accounted for, County policies are being adhered to, and to detect, investigate and deter fraud.				
How are we doing? For FY 2010-11, there are 13 full scope departmental, 7 limited scope and 4 financial audits planned. In addition, the section investigates 30+ fraud hotline tips annually. Staff is assisting the District Attorney with two on-going fraud cases discovered during full scope departmental audits. Statutory requirements are being met. The Audit Division consists of 13 accountants, one extra help Sr. Accountant and one Division Chief. To meet the lower NGFC guideline for FY 2011-12, eight of the positions would be eliminated. BSI funds were used in FY 2010-11 and will be used again in FY 2011-12 in order to avoid the elimination of more audit positions. The section will not be able to perform audits of KMC and would have to do limited scope audits that focus only on cash and receipts for other departments. The County will be at a high risk of poor internal controls, fraud, misuse of property, and divergence from County policies.				
How is this funded? General Fund - Reimbursement from KMC Physicians' Pension Plan, Sanitation Districts and County Service Areas for associated audits.				

Performance Measure #4:				
Operate Fraud and Ethics Hotline/Investigate Suspected Fraud and Ethics Violations.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
100%	100%	Follow-up and investigate 100% suspected fraud and ethics violations	100%	Follow-up and investigate 100% suspected fraud and ethics violations
What: Measures that there is a properly-functioning mechanism in place that allows individuals to anonymously report suspected fraud and ethics violations, and that all instances of suspected violations will be investigated.				
Why: To assist in assuring, without fear of retaliation to whistleblowers, that County resources are being properly used, County assets are accounted for, County policies are being followed, and to detect, investigate and deter fraud.				
How are we doing? In the six years that we have operated a fraud and ethics hotline, we have followed up and investigated, or caused to be investigated, all instances of suspected violations that were reported. The department investigated 38 fraud tips in calendar year 2010. With the elimination of eight positions in the Audit Division, the ability to investigate all fraud tips will be impacted.				
How is this funded? General Fund.				

Performance Measure #5:				
To produce accurate financial reports as evidenced by receipt of GFOA Certificate and State Controller’s Award for excellence in financial reporting.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Received both awards for FYE June 30, 2008	Received both awards for FYE June 30, 2009	To receive both awards for FYE June 30,2010	Unknown	To receive both awards for FYE June 30, 2011
What: Measures the quality of our work in financial reporting.				
Why: Accurate financial reporting is essential in order to properly represent the County’s financial position to members of the public, Board of Supervisors, State and bond rating agencies.				
How are we doing? We are meeting our goal every year. The reporting for the fiscal year ended June 30, 2010 was performed, and the financial reports submitted, in the current fiscal year. The results will not be known until early in FY 2011-12, but we anticipate receiving both awards as in prior years.				
How is this funded? General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,906,744	\$2,921,893	\$2,935,315	\$2,958,717	\$2,958,717	\$2,958,717
Services and Supplies	2,206,577	2,384,464	2,183,465	2,221,184	2,221,183	2,221,183
Fixed Assets	0	80,000	38,299	0	0	0
Other Financing Uses	0	731,661	0	0	0	793,361
TOTAL EXPENDITURES	\$5,113,321	\$6,118,018	\$5,157,079	\$5,179,901	\$5,179,900	\$5,973,261
REVENUES:						
Fines and Forfeitures	\$92,787	\$200,000	\$217,600	\$200,000	\$200,000	\$200,000
Charges for Services	4,370,716	3,664,413	4,182,614	3,443,554	3,443,554	3,443,554
Miscellaneous	280,911	319,900	268,417	319,900	319,900	319,900
Other Financing Sources: Redemption Systems	0	610,446	0	654,428	654,428	654,428
TOTAL REVENUES	\$4,744,414	\$4,794,759	\$4,668,632	\$4,617,882	\$4,617,882	\$4,617,882
Less Savings Incentive	\$0	\$731,661	\$0	\$0	\$0	\$793,361
NET GENERAL FUND COST	\$368,907	\$591,598	\$488,447	\$562,019	\$562,018	\$562,018
Authorized Positions:	34	34	34	33	32	32
Funded Positions:	32	30	30	29	29	29
Unfunded Vacancies:	2	4	4	4	3	3

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 current fiscal situation, the recommended funding level for the Treasurer-Tax Collector’s Office requires the department to hold three positions vacant for the fiscal year. 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.

The recommended budget will support the department’s administration of the deferred compensation program, as well as oversight of the investment of the more than \$2.3

billion in funds held in the Treasurer’s investment pool. The recommended funding level will allow the department to continue maintaining its technology and automation programs at their current levels. The department plans to implement improvements throughout the year, such as online deferred compensation registration and credit card processing at the windows.

POSITIONS DISCUSSION

The recommended budget includes the deletion of two Fiscal Support Assistant positions resulting in one layoff, at an annual savings of \$56,679. The deletion of one Fiscal Support Assistant will result in longer payment processing time for taxpayers and treasury pool participants. Additionally, the department will continue to hold three positions vacant: one Fiscal Support Supervisor, one Programmer/Systems Analyst, and one Tax Collection Investigator. These positions were held vacant throughout FY 2010-11. Continuing to hold these positions vacant will result in a higher workload for remaining staff.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of Secured Taxes Collected.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 YTD Act. (4/13/10)	FY 2011-2012 Proposed Goal
96.02%	96.62%	100%	95.13%	100%
What: 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.				
Why: This indicator demonstrates the effectiveness of all the secured tax collection activities undertaken by the Treasurer-Tax Collector.				
How are we doing? The consistently high collection rate indicates that the secured tax collection activities are effective.				
How is this funded? General Fund with offsetting revenue.				

Performance Measure #2:				
Percentage of Unsecured Taxes Collected.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 YTD Act. (4/13/10)	FY 2011-2012 Proposed Goal
97.80%	97.40%	100%	97.06%	100%
What: 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.				
Why: This indicator demonstrates the effectiveness of the unsecured tax collection activities undertaken by the Treasurer-Tax Collector.				
How are we doing? The consistently high collection rate indicates that the unsecured tax collection activities are effective.				
How is this funded? General Fund with some offsetting revenue.				

Performance Measure #3:				
Average wait time for incoming taxpayer telephone calls before speaking to a taxpayer services representative.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 YTD Act. (4/01/10)	FY 2011-2012 Proposed Goal
59 seconds	28 seconds	60 Seconds	26 seconds	45 Seconds
What: 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.				
Why: This indicator measures customer service level.				
How are we doing? The proposed FY 2011-12 goal of 45 seconds is reasonable based on the data available. This measurement will help manage our telephone customer service levels during the tax collection cycle.				
How is this funded? General Fund				

Performance Measure #4:				
Number of deferred compensation transactions processed per FTE in the Deferred Compensation Division.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 YTD Act. (4/01/10)	FY 2011-2012 Proposed Goal
2,737	2,239	2,800	3,068	3,100
What: 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.				
Why: The number of transactions processed has remained fairly steady for the past several years. It is anticipated that the number of transactions will remain approximately the same in FY 2010-12.				
How are we doing? Transactions continue to be processed accurately and timely with the same number of staff.				
How is this funded? 100% funded by the participants.				

Performance Measure #5:				
Percentage of new employees taking advantage of the deferred compensation employer match.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 YTD Act. (4/01/10)	FY 2011-2012 Proposed Goal
42.3%	46.6%	100%	47.8%	100%
What: 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.				
Why: 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.				
How are we doing? The employer match program began in November of 2007 with the adoption of the SEIU MOU. As of April 1, 2011, 47.8% of new employees eligible for the employer match are taking advantage of it with an average percentage of 4.9%. The Treasurer-Tax Collector's Office is continually developing and implementing 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.				
How is this funded? 100% funded by the participants.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,193,837	\$9,664,979	\$9,815,754	\$9,490,242	\$10,417,625	\$10,417,625
Services and Supplies	460,885	838,779	500,320	727,790	714,624	714,624
Other Charges	0	0	0	201	201	201
Fixed Assets	0	0	9,863	0	0	0
Other Financing Uses	0	375,660	0	0	0	151,286
TOTAL EXPENDITURES	\$9,654,722	\$10,879,418	\$10,325,938	\$10,218,233	\$11,132,450	\$11,283,736
Less Expend. Reimb.	290,047	288,601	288,601	302,183	302,183	302,183
TOTAL NET EXPENDITURES	\$9,364,675	\$10,590,817	\$10,037,337	\$9,916,050	\$10,830,267	\$10,981,553
REVENUES:						
Charges for Services	\$2,604,917	\$2,103,633	\$2,406,044	\$2,210,103	\$2,210,103	\$2,210,103
Miscellaneous	71	0	163	0	0	0
TOTAL REVENUES	\$2,604,988	\$2,103,633	\$2,406,207	\$2,210,103	\$2,210,103	\$2,210,103
Less Savings Incentive	\$0	\$375,660	\$0	\$0	\$0	\$151,286
NET GENERAL FUND COST	\$6,759,687	\$8,111,524	\$7,631,130	\$7,705,947	\$8,620,164	\$8,620,164
Authorized Positions:	104	104	103	103	103	103
Funded Positions:	104	103	103	103	103	103
Unfunded Vacancies:	0	1	0	0	0	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 department is responsible for appraising the majority of land and improvements within the County, including valuation of all land and mineral content values, water rights, wind energy facilities, and business personal

property. The department is also responsible for the creation of new parcels from deeds, tract maps, parcel maps, records of survey, and parcel map waivers.

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. With the downturn in the housing market, the values of residential properties have declined significantly increasing the departments' workload to meet its responsibility to address Proposition 8 reviews for decline in value.

POSITIONS DISCUSSION

The recommended budget for the Assessor provides adequate funding for all authorized positions at an increased General Fund cost.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
The Number of completed work units per staff member.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
2,358	2541	3,000	2,585	2600
What: This measurement compares the size of the workload per staff member from year to year.				
Why: The indicator tracks changes in production as new procedures or automated systems are introduced.				
How are we doing? The real estate market has collapsed and most of the County assessments now have to be revalued every year. Assessment appeals have tripled in the last couple years. Appeals are the most time consuming duty of the Assessor's Office. There is currently an estimated \$10 billion dollar difference of opinion between the Assessor and property owners on these appeals. This represents \$40 million at-risk dollars to the County.				
How is this funded? Approximately one-third of the Assessor's funding comes from Supplemental and Property Tax Administration Fees. The remainder of the funding comes from the County's General Fund.				

Performance Measure #2:				
Total assessed value per staff member (millions)				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
760	782	800	803	825
What: This measurement is the total assessed value divided by the number of staff members.				
Why: The Assessment Roll has increased by 80% 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.				
How are we doing? 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 103. Since 1981 this performance measurement has increased almost 500%. 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 2009, the population of Kern County has doubled but the Assessor's staffing levels have actually been reduced by 21%.				
How is this funded? Approximately one-third of the Kern County Assessor's funding comes from Supplemental and Property Tax Administration Fees. The remainder of the funding comes from the County General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,447,940	\$6,629,367	\$6,466,888	\$6,540,925	\$6,540,925	\$6,540,925
Services and Supplies	5,169,863	5,578,770	4,705,201	5,362,139	5,362,139	5,362,139
Other Charges	0	0	0	112	112	112
Fixed Assets	38,997	0	109,651	0	0	0
Other Financing Uses	0	538,831	0	0	0	663,058
TOTAL EXPENDITURES	\$11,656,800	\$12,746,968	\$11,281,740	\$11,903,176	\$11,903,176	\$12,566,234
Less Expend. Reimb.	2,238,965	2,301,973	1,947,789	2,047,498	2,047,498	2,047,498
TOTAL NET EXPENDITURES	\$9,417,835	\$10,444,995	\$9,333,951	\$9,855,678	\$9,855,678	\$10,518,736
REVENUES:						
Charges for Services	\$5,328,974	\$5,519,493	\$5,470,486	\$5,662,083	\$5,662,083	\$5,662,083
Miscellaneous	20	102	10	3	3	3
Non-revenue Receipts	0	0	0	1	1	1
Other Financing Sources:						
Automated Co Warrant System	67,001	67,000	67,000	90,000	90,000	90,000
TOTAL REVENUES	\$5,395,995	\$5,586,595	\$5,537,496	\$5,752,087	\$5,752,087	\$5,752,087
Less Savings Incentive	\$0	\$538,831	\$0	\$0	\$0	\$663,058
NET GENERAL FUND COST	\$4,021,840	\$4,319,569	\$3,796,455	\$4,103,591	\$4,103,591	\$4,103,591
Authorized Positions:	59	59	57	56	56	56
Funded Positions:	56	53	50	50	50	51
Unfunded Vacancies:	3	6	7	6	6	5

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
- Oversee and manage the County’s telephone system

PROGRAM DISCUSSION

Information Technology Services (ITS) will continue its support of the major automation systems for its customer departments and ensure that the County’s technology infrastructure needs are met. 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 the division that facilitate interactive communications strategies and the use of 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 reduction in the recommended net General Fund contribution for this budget unit will limit the division’s opportunities for acquiring and implementing new technology solutions that would benefit its customer

departments. This reduction will also limit its ability to resolve any equipment failures or unexpected events.

The requested budget will allow ITS to provide the current level of service to its customer departments.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one vacant Technology Services Manager position, at an estimated annual savings of \$170,677. The recommended budget also includes five positions being held vacant and unfunded.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Average Number of Hits on County Web Site Per Resident				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
5.359	9.009	8.0	10.541	10.0
What: This indicator measures public use of the County’s web site.				
Why: The County’s web site offers the public an alternative method of obtaining information and conducting business with the County.				
How are we doing? 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.				
How is this funded? General Fund.				

Performance Measure #2:				
Average Number of Staff Training Hours Per FTE				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
12	9.1	10	30.22	15
What: This indicator measures our ability to keep our staff prepared for current and future technology.				
Why: 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.				
How are we doing? The division was able to train key staff members on technology as demands dictate in FY 2010-11. The current year results are well above our goal because we are now accounting for ALL in-house training hours reported. Whereas in the past years, we reported only formal training paid from our training budget. With the restricted formal training due to budget constraints the division continues to search for ways to provide effective training through the use of webinars and in-house research. Continuing with this approach the division will ensure that it has capable and knowledgeable people to support its customer departments.				
How is this funded? General Fund.				

Performance Measure #3:				
Percentage of Time that the County's IT Servers are Fully Operational				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
99.93%	99.94%	99.94%	99.95%	99.95%
What: The composite uptime average is based on statistics gathered from five key servers: County's Enterprise Server, web, e-mail, internet and internet firewall servers.				
Why: This indicator demonstrates the division'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.				
How are we doing? The server uptime average is expected to increase slightly this year.				
How is this funded? General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$7,634,538	\$7,796,579	\$7,648,582	\$7,971,516	\$7,609,259	\$7,609,259
Services and Supplies	336,614	530,984	383,381	551,308	551,308	551,308
Other Charges	0	0	0	2,000	2,000	2,000
Fixed Assets	11,602	0	0	0	0	0
Other Financing Uses	0	828,206	0	(362,257)	0	798,250
TOTAL EXPENDITURES	\$7,982,754	\$9,155,769	\$8,031,963	\$8,162,567	\$8,162,567	\$8,960,817
Less Expend. Reimb.	792,592	735,490	683,767	664,989	664,989	664,989
TOTAL NET EXPENDITURES	\$7,190,162	\$8,420,279	\$7,348,196	\$7,497,578	\$7,497,578	\$8,295,828
REVENUES:						
Charges for Services	\$6,133,551	\$5,954,208	\$6,044,024	\$5,936,404	\$5,936,404	\$5,936,404
Miscellaneous	(73)	5,050	7	10,000	10,000	10,000
Other Financing Sources:	0	0	0	0	0	0
TOTAL REVENUES	\$6,133,478	\$5,959,258	\$6,044,031	\$5,946,404	\$5,946,404	\$5,946,404
Less Savings Incentive	\$0	\$828,206	\$0	(\$362,257)	\$0	\$798,250
NET GENERAL FUND COST	\$1,056,684	\$1,632,815	\$1,304,165	\$1,913,431	\$1,551,174	\$1,551,174
Authorized Positions:	49	49	48	48	48	48
Funded Positions:	48	47	47	46	46	46
Unfunded Vacancies:	1	2	1	2	2	2

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

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

The recommended budget includes sufficient resources to provide the 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 department will be able to maintain the current level of service.

Salaries and benefits have been decreased \$187,000, primarily due to the use of \$362,000 in Budget Savings Incentive (BSI) credits, which will help offset expected retirement payouts. Services and supplies have remained relatively flat with a slight increase for professional services and office expenses.

POSITIONS DISCUSSION

There are no position additions or deletions. The recommended budget includes two positions that will be held vacant for most of the year to achieve additional savings. The Assistant County Counsel and Deputy County Counsel I positions will be held vacant for six months to a year each, which will reduce the department's salaries and benefits costs by \$256,000 in FY 2011-12.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Total cost of legal services as a percentage of total County expenditures.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
.49%	.50 %	Less than .7%	. 68%	Less than .7%
What: 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.				
Why: This indicator will demonstrate whether the County Counsel's office is operating efficiently and economically from year to year while providing effective legal representation. This measure also 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.				
How are we doing? The office seeks to maintain and push the costs of legal services below .7% of total County expenditures in FY 2010-11. The cost of legal services has been rising as salaries for lawyers have increased. In order to control costs the office handles and manages all litigation with in-house attorneys and uses private counsel only when necessary. The estimated actual percentage of legal services costs compared to County expenditures for FY 2010-11 is expected to increase to .68%.				
How is this funded? County Counsel is funded by a General Fund contribution and direct charges 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 2011-12 budget, the General Fund contribution is \$1,551,174 to provide services to General Fund departments; legal billings to certain subvented departments and Proprietary Funds are \$5,946,404 as budgeted. Uninsured litigation is funded in Budget Unit 1910 from the General Fund in the amount of \$689,000 assigned net county cost for FY 2011-12.				

Performance Measure #2:				
The percentage of lawsuits resolved with a payout of less than \$10,000 to plaintiffs.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2010-2011 Proposed Goal
43 of 56: 77%	39 of 46: 85%	32 of 40: 80%	35 of 45: 77 %	32 of 40: 80%
What: 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.				
Why: 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.				
How are we doing? 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. Data has been tracked for the past few years and used internally to assess the performance of the County’s litigation program. In FY 2010-11, 76% of lawsuits year-to-date have been resolved at less than \$10,000. For the full fiscal year, the estimated success rate is 35 or 45: 77%.				
How is this funded? County Counsel is funded by a General Fund contribution and direct charges 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 2011-12 budget, the General Fund contribution is \$1,551,174 to provide services to General Fund departments; legal billings to certain subvented departments and Proprietary Funds are \$5,946,404 as budgeted. Uninsured litigation is funded in Budget Unit 1910 from the General Fund in the amount of \$689,000 assigned net county cost for FY 2011-12.				

Performance Measure #3:				
The percentage of clients rating legal services satisfactory or above.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
94%	92%	95%	95%	95
What: 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.				
Why: 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.				
How are we doing? 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. In FY 2010-11, as of 12/31/2010, clients rate attorney performance as satisfactory or above 90% of the time. Projected ratings for the full year are estimated at 95%.				
How is this funded? County Counsel is funded by a General Fund contribution and direct charges 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 2011-12 budget, the General Fund contribution is \$1,551,174 to provide services to General Fund departments; legal billings to certain subvented departments and Proprietary Funds are \$5,946,404 as budgeted. Uninsured litigation is funded in Budget Unit 1910 from the General Fund in the amount of \$689,000 assigned net county cost for FY 2011-12.				

Performance Measure #4:				
The percentage of contracts reviewed within 10 business days.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
92%	92%	95%	94%	95
What: This indicator measures how quickly attorneys at County Counsel review contracts submitted by departments. A contract may be reviewed and returned to the department as approved or for additional information or changes. Each time a contract comes to County Counsel, the 10 business day clock starts to run.				
Why: 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 the pace of County business is maintained.				
How are we doing? As of 12/31/2010, County Counsel reviewed 672 contracts. Ninety-four percent of these contracts were reviewed and returned to the departments within 10 business days.				
How is this funded? County Counsel is funded by a General Fund contribution and direct charges 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 2011-12 budget, the General Fund contribution is \$1,551,174 to provide services to General Fund departments; legal billings to certain subvented departments and Proprietary Funds are \$5,946,404 as budgeted. Uninsured litigation is funded in Budget Unit 1910 from the General Fund in the amount of \$689,000 assigned net county cost for FY 2011-12.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,150,341	\$1,930,735	\$1,944,765	\$1,869,615	\$1,878,115	\$1,878,115
Services and Supplies	176,121	213,350	181,708	186,259	177,759	177,759
Other Financing Uses	0	107,787	0	0	0	107,787
TOTAL EXPENDITURES	\$2,326,462	\$2,251,872	\$2,126,473	\$2,055,874	\$2,055,874	\$2,163,661
Less Expend. Reimb.	35,111	47,509	37,681	47,710	47,710	47,710
TOTAL NET EXPENDITURES	\$2,291,351	\$2,204,363	\$2,088,792	\$2,008,164	\$2,008,164	\$2,115,951
REVENUES:						
Charges for Services	\$40,332	\$51,486	\$40,099	\$65,306	\$65,306	\$65,306
Miscellaneous	442	450	1,066	450	450	450
TOTAL REVENUES	\$40,774	\$51,936	\$41,165	\$65,756	\$65,756	\$65,756
Less Savings Incentive	\$0	\$107,787	\$0	\$0	\$0	\$107,787
NET GENERAL FUND COST	\$2,250,577	\$2,044,640	\$2,047,627	\$1,942,408	\$1,942,408	\$1,942,408
Authorized Positions:	20	18	18	18	18	18
Funded Positions:	19	18	18	18	18	18
Unfunded Vacancies:	1	0	0	0	0	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 funding for the Personnel Department to meet its mission of providing personnel services and support to County departments at a reduced level. In the last three fiscal years, the department has reduced the number of staff by one-third.

This reduction in staff has impacted the internal and external clients of the department and has slowed service turn around times for hiring, reclassification studies, and creation of eligible lists. These delays will continue based on the recommended budget. The department will also continue the deferment of system upgrades to the legacy Applicant Tracking System and Human Resource

Management Information System. System upgrades would improve responsiveness for recruitment, testing and selection.

The Personnel Department will continue to enforce Civil Service Rules, aid departments in important personnel matters including processing changes in employee status, and manage the County’s Equal Employment Opportunity program.

The charges for services object is increased primarily due to an increase in the number of County employees eligible for service awards. These costs are offset with reimbursements from departments. The salaries and

benefits object is decreased to reflect a reduction in insurance costs, as well as the amount budgeted for Civil Service Commissioner stipends. The services and supplies object is decreased by allocating the cost of publications, legal notices, and meals and lodging for oral boards to departments.

POSITIONS DISCUSSION

The recommended budget provides adequate funding for all authorized positions. The department will use its entire Budget Savings Incentive (BSI) credits balance to prevent further reductions in staffing levels.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Median number of days for completion of eligible lists from date of the receipt of a requisition.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Median # of Days 37	Median # of Days 34	Median # of Days 35	Median # of Days 33	Median # of Days 35
What: 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 2006-07 data as a comparison index. The median timeframe for all recruitments was 35 days in that year.				
Why? The Test and 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.				
How are we doing? The estimated actual results for FY 2010-2011 is reflective of the uncertainties of the economy, affected by recruitment difficulties and organizational changes by the operating departments. Moreover, it reflects the Personnel Department losing close to one-third of its staff as a result of layoffs during the summer of 2009. Despite these challenges, the Personnel Department is meeting its FY 2010-11 goal primarily due to many targeted recruitments rather than large-scale recruitments.				
How is this funded? General Fund.				

Performance Measure #2				
Percentage of certifications made within five days of the availability of an eligible list.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
91%%	95%	91%	94%	92%
What: 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.				
Why? 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.				
How are we doing? Since FY 2008-2009, the percentage of certifications made within five days of the availability of an eligible list has steadily increased and has been consistently above our goal of 91%. The results for FY 2009-10 realized our highest percentage since tracking this performance measure at 95%. Despite significant staff reductions in the Personnel Department, the FY 2010-2011 estimated results indicate we continue to surpass our goal of 91% once again by hitting the 94% mark. Part of this can be attributed to a drop in the demand for certifications. However, having only one employee working the certification desk whereas two previous performed this function, is a greater indication of the Personnel Department's commitment to maintaining excellent service to County operating departments.				
How is this funded? General Fund.				

Performance Measure #3				
Percentage of classification actions completed within six months of receipt of request.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
97%	92%	100%	94%	100%
What: 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.				
Why? Classification is a key component of personnel administration. This indicator will help us evaluate our processes in managing the County classification system.				
How are we doing? In FY 2010-2011, the Personnel Department is estimating that it has improved the percentage of classification actions within six months over FY 2009-10. FY 2008-09 saw a high of 97% in this measure, however, beginning in FY 2009-10, the Personnel Department lost nearly a third of its staff that all contribute to this measure in different ways. Despite the loss of staff, the 92% rate for FY 2009-10 is only a 5% drop from the previous year in the face of losing 33% of our staff. Our estimated results for FY 2010-11 are slightly higher at 94% thus far. This is due to a combination of operating departments slowing down their demand for classification actions compared to previous years and Personnel staff adjusting to our own re-organization that requires staff to work more efficiently.				
How is this funded? General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,013,009	\$1,204,646	\$1,087,185	\$1,238,023	\$1,238,023	\$1,203,023
Services and Supplies	2,077,284	2,766,300	1,977,662	3,655,803	3,655,803	2,807,803
Other Charges	10,478	0	0	42	42	42
Fixed Assets	0	23,940	0	12,500	12,500	12,500
TOTAL EXPENDITURES	\$3,100,771	\$3,994,886	\$3,064,847	\$4,906,368	\$4,906,368	\$4,023,368
Less Expend. Reimb.	0	0	0	72,000	72,000	72,000
TOTAL NET EXPENDITURES	\$3,100,771	\$3,994,886	\$3,064,847	\$4,834,368	\$4,834,368	\$3,951,368
REVENUES:						
Intergovernmental	\$879,384	\$70,000	\$1,801,939	\$0	\$0	\$0
Charges for Services	340,936	535,300	636,752	110,300	110,300	110,300
Miscellaneous	9,826	10,500	11,154	10,500	10,500	10,500
TOTAL REVENUES	\$1,230,146	\$615,800	\$2,449,845	\$120,800	\$120,800	\$120,800
NET GENERAL FUND COST	\$1,870,625	\$3,379,086	\$615,002	\$4,713,568	\$4,713,568	\$3,830,568
Authorized Positions:	16	16	14	14	14	14
Funded Positions:	14	12	13	13	13	13
Unfunded Vacancies:	2	4	1	1	1	1

PROGRAM DISCUSSION

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.

The recommended budget provides adequate resources for full compliance with all current legal requirements for conducting elections. The recommended budget includes sufficient resources to enable the Elections Division to plan, conduct, and certify a Uniform District Election Law (UDEL) election in November, a bifurcated primary in 2012 (presidential primary only plus a regular primary), and non-countywide elections as required.

The decrease in revenue in the FY 2011-12 recommended budget is due to the State indicating that it will not distribute further SB 90 (State-mandated) claims, and in FY 2010-11 receiving the final Help America Vote Act (HAVA) disbursement. The division will continue to apply for grants to help offset General Fund costs.

POSITIONS DISCUSSION

The department will hold one Legal Process Technician position vacant. The recommended budget includes one addition and deletion, replacing an Elections Maintenance Supply Worker with an Elections Warehouse Supervisor. The position is more appropriate now that the division maintains its own storage facility, where in prior years it rented a facility.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,087,322	\$9,983,377	\$9,480,381	\$9,455,533	\$9,455,533	\$9,455,533
Services and Supplies	1,469,117	2,221,391	2,129,686	1,958,008	1,958,008	1,958,008
Other Charges	573	0	0	227	227	227
Other Financing Uses	0	874,345	0	0	0	909,267
TOTAL EXPENDITURES	\$10,557,012	\$13,079,113	\$11,610,067	\$11,413,768	\$11,413,768	\$12,323,035
Less Expend. Reimb.	845,307	1,669,697	1,546,873	1,394,819	1,394,819	1,394,819
TOTAL NET EXPENDITURES	\$9,711,705	\$11,409,416	\$10,063,194	\$10,018,949	\$10,018,949	\$10,928,216
REVENUES:						
Fines and Forfeitures	\$138,991	\$140,000	\$108,985	\$95,000	\$95,000	\$95,000
Charges for Services	1,092,668	1,808,155	1,951,492	1,775,752	1,775,752	1,775,752
Miscellaneous	11,248	14,500	7,843	6,400	6,400	6,400
Other Financing Sources	6,104	0	15,500	0	0	0
TOTAL REVENUES	\$1,249,011	\$1,962,655	\$2,083,820	\$1,877,152	\$1,877,152	\$1,877,152
Less Savings Incentive	\$0	\$874,345	\$0	\$0	\$0	\$909,267
NET GENERAL FUND COST	<u>\$8,462,694</u>	<u>\$8,572,416</u>	<u>\$7,979,374</u>	<u>\$8,141,797</u>	<u>\$8,141,797</u>	<u>\$8,141,797</u>
Authorized Positions:	139	129	121	121	121	121
Funded Positions:	129	121	121	113	113	113
Unfunded Vacancies:	10	8	0	8	8	8

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

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

PROGRAM DISCUSSION

The General Services Division provides support to all County departments, including routine and preventive maintenance for all County-owned buildings; custodial services in more than 70 County-owned and leased buildings; KGOV television and live feed broadcasting; property management services, including land purchases, leases, franchises, rights of entry and easements; energy and utility coordination; Countywide radio and microwave communications; mail services; graffiti abatement; purchasing; and payment and allocation of utility costs. The division additionally manages separate and distinct functional units and budgets within the

division including Garage Internal Service Fund (ISF), Construction Services, Utilities, Capital Projects, and Major Maintenance Projects.

The recommended budget holds eight positions vacant (as discussed below), which will result in delays to routine maintenance requests. The department is contracting for custodial services in outlying areas, reducing the related expenses in supplies. The department also expects an increased need for maintenance services with the Kern County Museum returning under the County’s authority. There is an expected decrease in revenues due to a newly implemented method of revenue-sharing with departments who collect parking fines for violations. Despite these reductions, the division is committed to providing a level of customer service that is responsive to the needs of the departments, and at the highest quality possible.

POSITIONS DISCUSSION

The recommended budget requires up to seven positions to be held vacant for the entire fiscal year and an unspecified salary savings of 4%. Five of the seven positions are in a maintenance capacity, savings of \$366,000, but the department expects that this will have a negative impact on the response time of routine maintenance requests. The remaining vacant positions that may be required to remain vacant throughout the fiscal year are a Real Property Agent and a Supervising Buyer. The Real Property Agent and Supervising Buyer roles are integral in working with the other County departments to ensure the needs are met in land acquisition or purchase of supplies. The three vacant positions will allow the department to realize additional savings of \$192,000, for a total savings in salary and benefits of nearly \$558,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Facilities.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
8 days	7 days	4 days	6 days	6 days
What: 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.				
Why: 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.				
How are we doing? Implementation of the Preventative Maintenance Program in FY 06-07 helped reduce the number of service requests received for unexpected repairs, thereby enabling the Division to respond faster to the remaining service requests. Due to budgetary reductions leading to positions held vacant for salary savings, the Preventative Maintenance Team was disbanded and service requests have increased.				
How is this funded? General Fund.				

Performance Measure #2:				
Security Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
New	5 Points	3 Points	N/A	In Revision
What: This measures the average customer satisfaction rating on a 5-point scale.				
Why: Provide and maintain an excellent quality of service in response to requests for information, security services, and proper parking patrol coverage.				
How are we doing? This measure is in the process of revision given potential modifications to the Security services provided in the Administrative Center.				
How is this funded? General Fund.				

Performance Measure #3				
Mail Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
New	New	5 Points	4.8	5 Points
What: This measure gives an average customer satisfaction rating on a 5-point scale, with our goal to provide responsive, customer-focused support.				
Why: It is fundamental to our Mission to measure our customer satisfaction in the areas of professionalism and timely mail delivery services.				
How are we doing? The survey this period revealed scores over 90 percent favorable for the friendliness of staff, timeliness of delivery, convenience and responsiveness. 28 percent of respondents indicated that additional training in postal regulations and cost saving measures would be welcome. A Countywide training will be developed and offered by August 1, 2011.				
How is this funded? General Fund.				

Performance Measure #4:				
Graffiti Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
3 working days	3 working days	1 working day	3 working days	3 working days
What: This measures the turn-around time from the date a graffiti abatement request is received to the date the graffiti was mitigated.				
Why: Graffiti-free communities discourage delinquent behavior, gang activity, and support a sense of safety throughout the County of Kern.				
How are we doing? Due to budgetary reductions, response to graffiti abatement calls has been impacted. The goal has been revised to reflect our ability to respond.				
How is this funded? General Fund.				

Performance Measure #5:				
Administrative Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
N/A	N/A	N/A	Unavailable	14 days
What: This revised item measures the average number of days it takes to process and finalize an invoice for payment. The measure has been revised to encompass the entire cycle from receipt of invoice or bill through approved for payment status, including the internal review process. New procedures will require a more rapid review and turnaround as well as more thorough tracking during the cycle.				
Why: General Services processes over \$14.5 million dollars in payments on behalf of the County including utilities, capital and major maintenance, the garage, and General Services operational units. It is important to maintain a high level of fiscal accountability and efficiency in processing while ensuring that payments are made in a timely manner.				
How are we doing? This is a revised measure effective April 1, 2011.				
How is this funded? General Fund.				

Performance Measure #6:				
Purchasing Services				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
9 days	6 days	6 days	4 days	6 days
What: This measure delivers the average number of days between the receipt of a purchase requisition and the issuance of a purchase order.				
Why: 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.				
How are we doing? Purchasing has exceeded the established goal of 6 days and is averaging 4 days to issue a purchase order from the receipt of a purchase requisition. This success is due, in large part, to working with departments to attach all appropriate documentation necessary to process the requisition effectively and more timely.				
How is this funded? General Fund.				

Performance Measure #7:				
Property Management Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
New	5 Points	Unavailable	Unavailable	100% Satisfaction
What: The surveys measure customer satisfaction with Property Management in several different categories on recently completed projects. The survey uses a 5-point rating system for each category: Project Knowledge; Effective Communication; Professionalism; Overall Quality of Service. The overall, combined, satisfaction rating was 100%.				
Why: It is important to measure our responsiveness, and customer satisfaction, in order to build upon our strengths and identify areas that need improvement.				
How are we doing? In the fiscal year 2010-2011 Property Management staff processed: <ul style="list-style-type: none"> ❖ Negotiated approximately 60 leases, 13 lease amendments and 4 subleases. ❖ Negotiated 21 Licenses for use of County facilities. ❖ Assigned 3 leases. ❖ Completed 16 property acquisitions and 8 property transfers. ❖ Completed 7 franchises, 1 franchise amendment and 3 franchise assignments. ❖ Granted 2 easements. ❖ Terminated 7 acquisition leases. ❖ Handled 142 maintenance calls. ❖ Completed 38 CPI adjustments. <p>A total of 23 survey requests were sent to County and non-County personnel. Four responses were received with ratings of 5 in every category, for an overall satisfaction rating of 100%.</p>				
How is this funded? General Fund.				

Performance Measure #8:				
Building Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
N/A	New	3.97 Points	3.82	5 Points
What: This measures the average customer satisfaction rating in the areas of public area cleanliness, restrooms stocked and functional, regular trash collection, and floor conditions (vacuumed/mopped) on a 5-point scale for Building Services.				
Why: It is important to measure the quality of work and level of responsiveness of custodial staff for our customers who, in turn, provide County services to the public.				
How are we doing? The survey for fiscal year 10/11 was conducted verbally with the five largest customer departments. Overall satisfaction was above 4 points for all areas with the exception of regular trash collection. Given recent reductions in staffing, departments are provided one trash dump in the office areas per week. Departments would be more satisfied with more frequent trash emptying and vacuuming.				
How is this funded? General Fund.				

Performance Measure #9:				
Kern Government Television.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
60% (89 hrs./week)	71.4% (120 hrs./week)	75% (126 hrs/wk.)	60% (88 hrs/wk.)	60% (88 hrs/wk.)
What: This measures the percentage of KGOV television that is produced Government programming.				
Why: Produced television programs are more effective and compelling to our viewers than non-produced programming.				
How are we doing? KGOV was unable to reach its goal during this fiscal year due to reduction of 50% of its existing staff due to budget cuts. The remaining staff are augmented by staff from the Communications and ITS units of General Services to keep the Board meetings, LAFCO, and special County events on the air.				
How is this funded? General Fund.				

Performance Measure #10:				
Communications.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
99.9%	99.9%	99.9%	99.9%	99.9%
What: Communications measures the percentage of time that Public Safety Agencies and County Departments have immediate access to the public safety radio system.				
Why: It is critical to provide and maintain the availability of the county-wide microwave/radio communications system to the industry standard of 99% operation or a complete outage of no more than 32 seconds per year.				
How are we doing? Communications has been able to exceed the industry standard with 99% available air time.				
How is this funded? General Fund				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$7,646,841	\$8,569,150	\$7,602,710	\$7,811,168	\$7,811,168	\$7,811,168
Other Charges	471,321	282,450	282,408	282,450	282,450	837,249
TOTAL EXPENDITURES	\$8,118,162	\$8,851,600	\$7,885,118	\$8,093,618	\$8,093,618	\$8,648,417
Less Expend. Reimb.	833,551	650,000	735,452	675,550	675,550	675,550
TOTAL NET EXPENDITURES	\$7,284,611	\$8,201,600	\$7,149,666	\$7,418,068	\$7,418,068	\$7,972,867
REVENUES:						
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$202,932
Charges for Services	1,298,247	1,081,503	1,154,096	1,063,150	1,063,150	1,063,150
Miscellaneous	780	0	1,610	1,620	1,620	1,620
Other Financing Sources:						
Criminal Jus Facilities Const	2,945,015	3,300,000	2,665,132	3,300,000	3,300,000	3,300,000
TOTAL REVENUES	\$4,244,042	\$4,381,503	\$3,820,838	\$4,364,770	\$4,364,770	\$4,567,702
NET GENERAL FUND COST	\$3,040,569	\$3,820,097	\$3,328,828	\$3,053,298	\$3,053,298	\$3,405,165

PROGRAM DISCUSSION

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

The General Services Division continues to review and evaluate the acquisition of utility services and commodities to attain the best rates possible. The FY 2011-12 budget reflects a nearly 9% decrease from the previous year's budget, largely due to a reduction in electrical charges. The County has implemented a number of projects in recent years, aimed at decreasing energy consumption and maximizing the best possible return for each dollar spent on energy.

County buildings have been retrofit with the most up-to-date energy efficient equipment, and energy audits have been conducted on some of the larger County buildings to identify the opportunities where savings can be found.

Some notable projects that will have a greater impact in future years are the solar panel projects to be completed at the downtown County Administrative Center parking structure and the Lerdo Detention Facility in FY 2011-12.

The County continues to adhere to the energy conservation measures implemented a number of 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.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,727,094	\$2,382,168	\$1,884,838	\$2,499,366	\$2,499,366	\$2,499,366
Services and Supplies	277,326	554,883	230,111	277,999	277,999	277,999
Other Charges	879	0	0	0	0	0
TOTAL EXPENDITURES	\$2,005,299	\$2,937,051	\$2,114,949	\$2,777,365	\$2,777,365	\$2,777,365
Less Expend. Reimb.	1,005,260	1,750,000	1,064,549	1,241,692	1,241,692	1,241,692
TOTAL NET EXPENDITURES	\$1,000,039	\$1,187,051	\$1,050,400	\$1,535,673	\$1,535,673	\$1,535,673
REVENUES:						
Charges for Services	\$936,045	\$885,575	\$1,081,129	\$1,132,442	\$1,132,442	\$1,132,442
Miscellaneous	1,206	50,100	259	45,044	45,044	45,044
Non-revenue Receipts	0	150	0	150	150	150
Other Financing Sources:						
Boron Senior Center	6,992	0	0	0	0	0
Mojave Spray Park	10,619	0	146,155	0	0	0
Leroy Jackson Park Improvements	7,067	0	0	120,705	120,705	120,705
Heritage Skate Park	5,840	0	0	0	0	0
ARRA Reimbursement	0	50,303	0	0	0	0
KRV Sr/Vets Center Emerg. Gen.	0	0	0	9,435	9,435	9,435
KRV Sr/Vets Center Septic System	0	0	0	22,380	22,380	22,380
Ben Austin Sr. Cntr Septic System	0	0	0	14,640	14,640	14,640
TOTAL REVENUES	\$967,769	\$986,128	\$1,227,543	\$1,344,796	\$1,344,796	\$1,344,796
NET GENERAL FUND COST	\$32,270	\$200,923	(\$177,143)	\$190,877	\$190,877	\$190,877
Authorized Positions:	24	24	24	24	24	24
Funded Positions:	21	21	21	21	21	21
Unfunded Vacancies:	3	3	3	3	3	3

OPERATIONAL SUMMARY

- *Mission:*
- *Fundamental Functions & Responsibilities:*

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

- Provide efficient and cost-effective construction services for all County departments

PROGRAM DISCUSSION

The Construction Services unit within the General Services Division provides design, engineering preliminary cost estimation, bids and awards, inspection and project management for capital and major maintenance projects related to the County’s real property infrastructure. The majority of expenses within this unit are offset by revenue received for services provided.

The recommended budget includes sufficient resources for project management and inspection services for 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. The division staff continues to be involved in Community Development Block Grant 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 ongoing projects, as well as those projects that have been approved for debt financing. County design staff efforts will

continue to be augmented through the use of architectural and engineering consultant contracts.

The services and supplies object reflects a net decrease of 45% from the FY 2010-11 level as a result of decreases in professional and special services. This decrease is possible now that the cost of engineering and consultant agreements are included in the cost of the projects, rather than as a cost to the budget unit. Revenues within this budget unit are largely reimbursements from services provided, and are expected to continue with a small increase over the prior year. Four of the largest projects underway are the Camp Owen kitchen, the Information Technology Services building, and two fire stations.

POSITIONS DISCUSSION

Construction Services plans to hold three funded positions vacant, a Supervising Engineer, an Engineer, and an Engineering Aide. These positions may be filled during the year based on project workload. In addition to these positions, there are three unfunded vacancies in the division, two Engineer positions and an Engineering Aide position for an additional savings of \$307,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Construction Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Mid-year Results	FY 2011-2012 Proposed Goal
18%	16%	16%	21%	20%
What: This measures the percentage of costs that are indirect costs in relation to total construction project costs for significant projects over \$250,000.				
Why: 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.				
How are we doing? Construction Services continues to have an 80% vacancy rate in its Engineering positions, causing the division to rely heavily on the use of outside consultants whose rates are higher than the expenses would be if the work were performed internally. In Fiscal Year 2011-12, concentrated efforts will be made to fill these positions and funding is included in the requested budget.				
How is this funded? General Fund.				

Major Maintenance Projects

Budget Unit 1650

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,383,159	\$1,200,000	\$870,083	\$0	\$0	\$6,824,550
TOTAL EXPENDITURES	\$1,383,159	\$1,200,000	\$870,083	\$0	\$0	\$6,824,550
REVENUES:						
Intergovernmental	\$86,000	\$0	\$263,023	\$0	\$0	\$1,351,244
Charges for Services	0	0	10,500	0	0	0
Miscellaneous	21,651	700,000	720,682	0	0	0
Other Financing Sources	289,423	0	118,223	0	0	0
TOTAL REVENUES	\$397,074	\$700,000	\$1,112,428	\$0	\$0	\$1,351,244
NET GENERAL FUND COST	\$986,085	\$500,000	(\$242,345)	\$0	\$0	\$5,473,306

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 table below contains a list of the recommended projects for FY 2011-12. 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, replacing flooring, demolition projects,

and replacing and repairing heating, ventilation, and air conditioning (HVAC) units. The projects listed in the table below include 38 new projects at a net cost of \$4,343,306. Some of the projects are reimbursable from the Federal Emergency Management Agency (FEMA) for the emergency declaration from the December storm events of 2010. Also, some projects are court-related and are reimbursable from the State for a portion of the project in shared facilities. These projects will receive State concurrence before being undertaken. In addition, five prior year projects are being re-budgeted at a cost of \$1,130,000.

The recommended projects are in accordance with the County's objective of evaluating and meeting the County's infrastructure needs. These recommended projects were identified by both the General Services Division and other operating departments as urgent unmet maintenance and capital facility needs.

FY 2011-12 Recommended Major Maintenance Projects

Project Description	Project Cost	Offsetting Revenue or Special Funds	Net General Fund Cost
NEW PROJECTS			
Court Maintenance	\$25,000	\$25,000	\$0
Replace Water Service - Mary K Shell Facility	\$47,525	\$0	\$47,525
Underground Fuel Storage Tank Remediation	\$298,750	\$0	\$298,750
Repair Lamont Drain Field Sump - Storm Damage	\$484,000	\$452,000	\$32,000
Repair North Lamont Channel - Storm Damage	\$267,000	\$249,000	\$18,000
Repair Mojave Drainage Facility - Storm Damage	\$79,400	\$74,100	\$5,300
Replace Cooling Tower - 1415 Truxtun	\$628,750	\$301,800	\$326,950
Reroof - Juvenile Hall Classroom & Office Storm Damage	\$141,250	\$40,000	\$101,250
Replace Waste Grinder - Juvenile Treatment Facility	\$41,500	\$0	\$41,500
Replace HVAC - Various Facilities	\$225,000	\$0	\$225,000
Shoreline Repair Riverside Park - Storm Damage	\$56,000	\$51,800	\$4,200
Lake Isabella Park Restoration - Storm Damage	\$100,250	\$92,731	\$7,519
Lake Ming Bike Path Restoration - Storm Damage	\$22,500	\$20,813	\$1,688
BVARA Waste Treatment Plant - Phase 2	\$287,750	\$0	\$287,750
Replace Justice Building Fire Alarm System	\$169,500	\$0	\$169,500
Replace Sub-Floor/Flooring - Probation School - Phase 1	\$113,750	\$0	\$113,750
Replace Water Service - 1215 Truxtun - Phase 2	\$84,250	\$0	\$84,250
Replace HVAC Coroner Facility	\$91,250	\$0	\$91,250
Replace Air Handler Condensation Pans - 1415 Truxtun	\$35,750	\$0	\$35,750
Risk Mitigation Measures - Downtown Campus	\$347,250	\$0	\$347,250
Replace Flooring - Mary K. Shell Wings C & D	\$67,250	\$0	\$67,250
Parking Lot - Mojave Court	\$76,750	\$32,000	\$44,750
Replace HVAC - Fire Headquarters	\$92,750	\$0	\$92,750
ADA/Building Code Compliance Retrofit - 1431 L Street	\$89,750	\$0	\$89,750
Replace Sewer Line - Weights & Measures	\$78,750	\$0	\$78,750
Roof Repair/Modification - Mojave Court	\$32,750	\$12,000	\$20,750
Public Services Building HVAC Replacement	\$975,000	\$0	\$975,000
Environmental Retrofit - 1401 "L" Street	\$197,500	\$0	\$197,500
Parking Lot - Jamison Center	\$43,000	\$0	\$43,000
Parking Lot - Animal Control	\$34,750	\$0	\$34,750
Parking Lot - Agriculture Commissioner	\$87,500	\$0	\$87,500
Parking Lot - Veterans Service	\$41,250	\$0	\$41,250
Parking Lot - Mojave Veterans	\$47,500	\$0	\$47,500
Emergency Operations Center Annex Improvements	\$123,750	\$0	\$123,750
Parking Lot - Delano Regional	\$62,250	\$0	\$62,250
Parking Lot - Taft Veterans	\$50,125	\$0	\$50,125
Parking Lot - California City Library	\$47,500	\$0	\$47,500

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$672,957	\$614,674	\$628,433	\$561,421	\$561,421	\$561,421
Services and Supplies	119,610	85,938	101,559	109,605	109,605	109,605
Other Charges	0	0	0	61	61	61
Other Financing Uses	0	62,442	0	0	0	56,270
TOTAL EXPENDITURES	\$792,567	\$763,054	\$729,992	\$671,087	\$671,087	\$727,357
Less Expend. Reimb.	0	0	0	10,000	10,000	10,000
TOTAL NET EXPENDITURES	\$792,567	\$763,054	\$729,992	\$661,087	\$661,087	\$717,357
REVENUES:						
Intergovernmental	\$0	\$0	\$116	\$0	\$0	\$0
Charges for Services	10,816	15,000	37,986	5,000	5,000	5,000
Miscellaneous	17,534	5,100	12,864	13,100	13,100	13,100
Other Financing Sources:						
Informational Kiosk Fund	24,592	20,000	0	0	0	0
Board of Trade-Advertising	50,476	40,000	55,000	53,500	53,500	53,500
TOTAL REVENUES	\$103,418	\$80,100	\$105,966	\$71,600	\$71,600	\$71,600
Less Savings Incentive	\$0	\$62,442	\$0	\$0	\$0	\$56,270
NET GENERAL FUND COST	\$689,149	\$620,512	\$624,026	\$589,487	\$589,487	\$589,487
Authorized Positions:	7	6	6	6	6	6
Funded Positions:	7	6	6	5	5	5
Unfunded Vacancies:	0	0	0	1	1	1

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 and 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 Board of Trade promotes the County nationally by exhibiting County products, developing promotional materials, and encouraging tourism via fairs, conventions, and the Internet. As the Film Commission, the department advertises, publicizes, and promotes film production resources and locations within Kern County. The recommended budget provides sufficient funding for the Board of Trade to maintain its current level of support for these marketing, filming, and tourism activities.

The department will continue to administer the Tourism Promotion Grants Program. This program offers funding to local chambers of commerce and other organizations on a competitive basis for the promotion of travel and tourism in the County. Funding for this program totals \$100,000 and is included in the Special Services budget unit 1040.

The department had a slow year of advertising sales for its informational kiosks in FY 2010-11 and has decreased the amount of estimated revenue budgeted for operations in FY 2011-12. The department began selling combined advertising packages including kiosk, print, and website advertising in FY 2009-10 and closed its Informational Kiosk Fund in FY 2010-11 in order to consolidate all advertising revenue received into a single Advertising Fund.

POSITIONS DISCUSSION

There are no position additions or deletions included in the recommended budget. The department’s one unfunded position vacancy is a Marketing and Promotions Associate. The department may be able to fill this position in the coming year due to internal reorganization resulting from attrition.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Dollar contribution to Kern County’s economy from tourism spending.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
\$1,199,000,000 Calendar yr 2007	\$1,239,000,000 (3.7%) Calendar yr 2008	\$1,239,000,000 Flat Calendar yr 2009	\$1,121,100,000 (-9.5%) Calendar yr 2009	\$1,150,000,000 (-2.5%) Calendar yr 2010
What: This measurement is actual dollars spent by visitors in Kern County as reported by the California Travel and Tourism Commission’s annual report, compiled by Dean Runyan Associates. This report compiles spending activities in various business categories (lodging, food, attractions, etc.) to accurately reflect total dollars spent by visitors. The report is typically issued 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.				
Why: 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.				
How are we doing? Visitor spending in Kern County decreased \$117.9 million in calendar year 2009 compared to the previous year. The rate of decline tracked closely with the statewide average, as reported by the CTTC. The state indicates the slow economy continued to impact travel in 2010.				

Performance Measure # 2:

Percent change in county tourism spending compared to percent change in statewide tourism spending.

FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
+3.97% County +3.65% State Calendar yr 2007	+3.68% County +2.49 State Calendar yr 2008	Flat - County Calendar yr 2009	-9.5% County -9.2% State Calendar yr 2009	-2.5% County -2.5% State Calendar yr 2010

What:

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 annual report, compiled by Dean Runyan Associates. This information is typically issued 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.

Why:

It is important to gauge the County's tourism spending against statewide numbers to determine if we are meeting or exceeded state growth. Equaling or exceeding the state's growth indicates the County is capturing an appropriate share of tourism business and confirms that the department's marketing strategies are effective.

How are we doing?

Visitor spending in Kern County tracked closely with the State in Calendar Year 2009, the most recent period tracked by the CTTC. Kern visitor spending decreased 9.5% during the period. Spending statewide decreased 9.2 % over the same period.

Performance Measure # 3:

Dollar amount of Transient Occupancy Tax paid by overnight visitors at local hotels/motels.

FY 2007-2008 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
\$10,906,601 Calendar yr 2007	\$10,778,000 (-1.1%) Calendar yr 2009	\$11,000,000 Calendar yr 2010	\$10,538,100 (-2.2%) Calendar yr 2010	\$10,300,000 (-2.2%) Calendar yr 2011

What:

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.

Why:

This measurement accurately indicates overnight visitor stays and hotel-motel activity throughout Kern 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.

How are we doing?

Countywide TOT, as reported by the California Travel and Tourism Commission's annual report, declined 2.2 % in 2009 compared to 2010. According to the Kern County Treasurer-Tax Collector, unincorporated County area-only TOT for calendar year 2010 grew by 13.5% over 2009. This indicates that Kern's unincorporated area visitor activity is increasing faster than the state average, with losses being attributed to the incorporated cities.

Performance Measure # 4:

Dollar contribution to Kern County's economy from commercial filming.

FY 2006-2007 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
\$12,856,200	\$ 23,705,000	\$15,317,500	\$16,415,000	\$16,500,000
Calendar yr 2006	Calendar yr 2008	Calendar yr 2009	Calendar yr 2010	Calendar Year 2011

What:

This measurement is actual dollars generated by commercial filming activities conducted in Kern County. These values are based on internationally accepted formulas developed by the Association of Film Commissioners International (AFCI). California Film Commission has requested all California Film Commissions tabulated and submit numbers based on this formula.

Why:

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.

How are we doing?

Commercial filming activity was on-par with estimates. Kern County continues to be regarded as a "film friendly" area.

Performance Measure # 5:

Surveyed stakeholders who are "Satisfied or Highly Satisfied" with Board of Trade's marketing efforts.

FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
Not Tracked	80%	Not Conducted	Not Conducted	80%

What:

The department conducted a Tourism Stakeholder Satisfaction Survey in 2008, which asked 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 also solicited 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 were measured as a percentage of the number of overall scores.

Why:

As stated in our mission statement, the Board of Trade is charged with *"enhancing the image of Kern County as a visitor destination, and creating a unified strategy to meet those goals."* This measure will track the department's progress in conducting our efforts in a *"unified strategy."* Building "team spirit" requires careful monitoring of customer service. Stakeholders should view the department as a team leader working toward consensus rather than a control mechanism.

How are we doing?

The department did not conduct a stakeholder survey during the past reporting period due to budget constraints. Models to conduct a 2011 survey at a reduced cost are being explored.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,884,779	\$4,034,346	\$4,434,186	\$4,088,213	\$4,343,782	\$4,389,782
Services and Supplies	635,133	798,821	631,472	825,457	584,490	750,490
Other Charges	3,926	0	0	85	85	85
Fixed Assets	103,742	0	0	0	0	0
Other Financing Uses	99,161	814,944	93,603	91,229	137,185	729,277
TOTAL EXPENDITURES	\$5,726,741	\$5,648,111	\$5,159,261	\$5,004,984	\$5,065,542	\$5,869,634
Less Expend. Reimb.	200,321	132,000	206,821	180,000	180,000	180,000
TOTAL NET EXPENDITURES	\$5,526,420	\$5,516,111	\$4,952,440	\$4,824,984	\$4,885,542	\$5,689,634
REVENUES:						
Licenses and Permits	\$0	\$600	\$0	\$0	\$0	\$0
Charges for Services	3,465,992	2,969,580	3,027,212	3,101,340	3,151,340	3,151,340
Miscellaneous	245	270	2,985	570	570	570
Other Financing Sources:						
General Plan Admin Surcharge	25,984	10,560	22,637	0	10,560	10,560
TOTAL REVENUES	\$3,492,221	\$2,981,010	\$3,052,834	\$3,101,910	\$3,162,470	\$3,162,470
Less Savings Incentive	\$0	\$721,341	\$0	\$0	\$0	\$592,092
NET GENERAL FUND COST	\$2,034,199	\$1,813,760	\$1,899,606	\$1,723,074	\$1,723,072	\$1,935,072
Authorized Positions:	46	41	41	39	39	39
Funded Positions:	42	40	40	38	38	38
Unfunded Vacancies:	4	1	1	1	1	1

OPERATIONAL SUMMARY

▪ *Mission:*

The Engineering and Surveying and Permit 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
- Manage the Building Inspection and Code Compliance Divisions
- Maintain drainage systems and facilities
- Administer County Service Areas
- Coordinate, develop and maintain the County's Geographic Information System (GIS)

PROGRAM DISCUSSION

The Engineering, Surveying, and Permit 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, reviewing legal descriptions, and other maps, and developing the County’s geographic information system (GIS) capabilities.

The recommended budget provides funding at a level that is slightly more than FY 2010-11. The additional funding is to fund sump maintenance to reduce the risk of vector borne illnesses. Staffing levels have been reduced over the past few years but are expected to remain stable for FY 2011-12. The department can maintain existing service levels as long as the workload remains light. As

the economy experiences improvement, the department may struggle to keep pace. Floodplain management will be maintained at existing levels.

GIS services will be maintained at existing levels; however, previous plans to expand services will be suspended in FY 2011-12.

In order to avoid additional decreases in service levels, the department plans to use 30% of its remaining Budget Savings Incentive (BSI) credits to offset expenditures planned for FY 2011-12.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one vacant Office Services Assistant position at a savings of approximately \$65,000 and the addition of one Fiscal Support Technician at a cost of approximately \$73,000. The department is also holding vacant and unfunded one Engineer position, at an annual cost savings of approximately \$160,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of map submittals reviewed within the target time frames of 28 days for first review and 14 days for subsequent reviews. (calendar days)				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
TRACT MAPS				
N/A	100%	90%	100%	90%
PARCEL MAPS				
N/A	89%	90%	93%	90%
What: This measures how quickly we are able to review final tract maps and parcel maps.				
Why: 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.				
How are we doing? Due to the reduced volume of submittals, turnaround times are much faster and exceed our goals.				
How is this funded? This activity is funded through fees paid by the developer.				

Performance Measure #2:				
Number of sumps renovated.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
22	18	12	9	12
What: 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.				
Why: 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.				
How are we doing? We were not able to renovate as many sumps as anticipated due to reduced funding. However, we will have performed major renovation of 92 sumps by the end of the 2010/11 fiscal year which is approximately 33% of the sumps that we maintain. However, reduced funding again this year will reduce our performance accordingly.				
How is this funded? 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.				

Performance Measure #3:				
Condition of Sumps.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
A - 35%	A - 40%	A - 45%	A - 41%	A - 48%
C - 38%	C - 39%	C - 37%	C - 39%	C - 36%
F - 27%	F - 21%	F - 18%	F - 20%	F - 16%
What: This measures the relative condition of the drainage sumps we maintain. Level A indicates a sump that needs no maintenance, has recently been renovated, and has very few weeds or standing water, if any. Level C indicates a sump that needs minor maintenance, has a few weeds, trash, or standing water. Level F indicates a sump that needs major maintenance. It contains heavy vegetation, trash, or water, and is also likely targeted by the mosquito abatement district(s). Level F also includes sumps that are missing gates, fences, or are otherwise unsecured (4%).				
Why: Our goal is to renovate as many sumps as possible with the available funding and increase all sumps to at least a Level C within 5 years. It is also critical that sumps that regularly contain water are secured.				
How are we doing? Reduced funding has and will continue to impact our performance. We will continue to place a high priority to secure sumps by replacing all missing gates and/or fences on all sumps that regularly contain water.				
How is this funded? 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.				

Performance Measure #4:				
Percentage of flood hazard evaluations completed in one day and within one week.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
59% ≤ 1 day 91% ≤ 1 week	75% ≤ 1 day 95% ≤ 1 week	60% ≤ day 90% ≤ 1 week	64% ≤ 1 day 84% ≤ 1 week	50% ≤ day 85% ≤ 1 week
What: This measures the percentage of flood hazard evaluations that were performed in one day, and within one week. This includes flood hazard evaluations and evaluation updates.				
Why: Our goal is to determine the flood mitigation requirements in accordance with our Floodplain Management Ordinance and other applicable federal regulations in a timely manner to provide our customers with accurate reviews so they can be made aware of the mitigation requirements and incorporate them into the construction drawings without delaying the building plan review process. Regulation of development within the floodplain is one of the primary functions of the department.				
How are we doing? Accuracy and turnaround times are excellent. Over 60% of the evaluations and evaluation updates are completed by the end of the next business day. Due to reduced staff in this section, turnaround times are anticipated to increase this coming FY.				
How is this funded? This activity is funded by revenue generated from the Flood Hazard Evaluation and Flood Hazard Evaluation Update fee, paid by the applicant.				

Performance Measure #5:				
Number of public users per day of the County's Geographical Information System (GIS).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
~1400	~1400	1,500-2,000	1,200-1,700	1,500-2,000
What: This measures the number of public GIS users who visit the site on a daily basis using the internet. This does not include County Staff GIS users over the intranet. This also does not reflect the number of different searches, or "refreshed" screens, generated by each user.				
Why: 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. Development and maintenance of the County's GIS is a critical function of the department.				
How are we doing? 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.				
How is this funded? Development and maintenance of GIS is funded by the General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$2,394,115	\$2,992,098	\$2,487,541	\$3,150,682	\$3,150,682	\$3,150,682
Services and Supplies	1,310,190	1,813,069	1,351,055	1,849,796	1,849,796	1,849,796
Other Charges	1,048,944	710,879	1,869,590	692,500	692,500	692,500
Fixed Assets	10,000	0	0	0	0	0
TOTAL EXPENDITURES	\$4,763,249	\$5,516,046	\$5,708,187	\$5,692,978	\$5,692,978	\$5,692,978
Less Expend. Reimb.	443,116	510,750	464,779	584,075	584,075	584,075
TOTAL NET EXPENDITURES	\$4,320,133	\$5,005,296	\$5,243,408	\$5,108,903	\$5,108,903	\$5,108,903
REVENUES:						
Charges for Services	\$3,302,894	\$4,316,981	\$3,433,836	\$4,454,050	\$4,454,050	\$4,454,050
Miscellaneous	32,999	25,000	45,335	25,000	25,000	25,000
TOTAL REVENUES	\$3,335,893	\$4,341,981	\$3,479,171	\$4,479,050	\$4,479,050	\$4,479,050
NET GENERAL FUND COST	\$984,240	\$663,315	\$1,764,237	\$629,853	\$629,853	\$629,853
Authorized Positions:	29	29	29	29	29	29
Funded Positions:	28	29	29	29	29	29
Unfunded Vacancies:	1	0	0	0	0	0

OPERATIONAL SUMMARY

▪ *Mission:*

To effectively identify, direct and manage risk and claims for the protection of the County, its officers, and employees and to preserve the County's assets.

▪ *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 other departments either through the General Liability and Workers' Compensation Internal Service Fund budget units or through specific charges for specialty insurances. Uninsured litigation, or the cost of defending the County in civil and administrative matters that are not covered

under the General Liability self-insurance program, is the only expense in this budget unit paid directly by the General Fund. The recommended budget provides funding of \$689,000 for uninsured litigation, reduced from \$708,000 in FY 2010-11, although funding and accounting of these costs may be revisited during FY 2011-12.

The recommended budget includes an increase in salary and benefit costs of \$159,000 over the FY 2010-11 budget, primarily due to increased funding for extra help

and increases to Workers' Compensation charges. Services and supplies appropriations have increased \$36,000 primarily due to increased use of professional services.

POSITIONS DISCUSSION

There are no position additions or deletions included in the recommended budget. All authorized positions are funded, four are currently vacant.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Total actual cost of risk of County operations.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
\$38,007,832	\$37,224,522	\$43,000,000	\$37,000,000	\$41,000,000
What: 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.				
Why: 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 because it focuses on "Efficient and Responsible Government." Also, the significant dollars involved remind County officers and employees that risk management is essential for achieving government accountability consistent with the public trust.				
How are we doing? In FY 2010-11, the County's estimated total cost of annual risk is down from goal by \$6,000,000 due to lower general liability losses, medical malpractice costs, and the value of lost workdays. Several large general liability settlements that were anticipated in FY 2010-11 have not materialized. Actual uninsured litigation costs are expected to be \$1,811,000 compared to a budgeted amount of \$708,000. The Uhler Fire facility cleanup costs and Nelson CEQA settlement increased uninsured litigation costs. Risk Management tracks this data in order to initiate programs to control and shift the exposure in County operations.				
How is this funded? County 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 Workers' Compensation component of Total Cost of Risk is predicted at \$25,064,447, including the value of lost workdays. General Liability costs are estimated at \$7,813,595 and Kern Medical Center medical malpractice costs at \$2,135,000. The uninsured litigation risk of this program is not allocated to departments, but that component is funded by the County General Fund. The estimated actual uninsured litigation cost for FY 2010-11 is \$1,811,000. The budgeted amount for uninsured litigation in FY 2011-12 is \$689,000, as limited by the assigned net General Fund contribution, compared to a 3 year average of costs in the amount of \$1,300,000.				

Performance Measure #2:				
General liability costs as a percentage of County expenditures.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
.38%	.28%	.51%	.20%	.51 %
What: 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.				
Why: 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.				
How are we doing? For FY 2010-11 the estimated actual results will be less than the adopted goal. Several large general liability claims will not settle in FY 2010-11, lowering the cost of the program. However, high dollar lawsuits and defense costs can cause this indicator to fluctuate significantly from year to year. Nevertheless, this measure serves as a barometer for how the County as an entity is making progress in reducing its general liability risks.				
How is this funded? The general liability (insured risk) program is funded from a pool based on annual premiums charged to departments. The method used to determine those premiums has been approved by State audit. The premiums are based on the loss history of each department and the degree of risk inherent in its operations and are managed in Budget Unit 8970. The first \$2.5 million of a loss is self-insured with excess coverage purchased up to \$25 million above the self-insured limit for FY 2011-12.				

Performance Measure #3:				
The total payout to resolve lawsuits.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
\$2,008,695	\$2,263,130	\$5,550,000	\$3,000,000	\$5,200,000
What: 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 pending lawsuits.				
Why: 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 the County and Kern Medical Center to avoid large dollar payouts that could be used in operations.				
How are we doing? In FY 2010-11, estimated actual settlements are anticipated to be \$3,000,000, \$2,500,000 less than the goal. Several settlements have not materialized in the current fiscal year. Next fiscal year, there are several pending lawsuits that may result in large settlements.				
How is this funded? Payouts for general liability are funded from Budget Unit 8970. In FY 2011-12, the first \$2.5 million per incident is self-insured with excess insurance coverage above that amount up to \$25 million for the significant cases. Medical malpractice is self-insured for the first \$2.5 million per incident in FY 2011-12 and funded in the Kern Medical Center, Public Health and Mental Health budgets. Medical malpractice insurance covers a claim that requires more than \$2.5 million in defense and indemnification. The medical malpractice excess coverage limit for FY 2011-12 is \$10 million. Medical settlements are estimated at \$1,000,000 for FY 2011-12.				

Performance Measure #4:				
Workers' Compensation costs as a percentage of County expenditures.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
1.16%	1.23%	1.2%	1.16%	1.25%
What: This indicator measures the percentage of costs the County incurs in total from Workers' Compensation claims, insurance, and administration.				
Why: 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.				
How are we doing? FY 2010-11 Workers' Compensation costs are estimated to be on target to meet the goal. Losses paid on claims will be more than the goal by \$451,000, but this increase is offset by an \$874,000 reduction in professional service costs. Overall, Workers' Compensation Internal Service Fund is estimated to be less than budget by \$423,000.				
How is this funded? The Workers' Compensation program is funded by a pool based on premiums charged to departments through Budget Unit 8990. The departments with the greatest losses bear the burden of the heavier premiums. Total Workers' Compensation costs are anticipated to be \$20,564,447 in FY 2011-12. In FY2011-12, the County pays the first \$1,500,000 on each claim at which point an excess coverage policy covers all costs above this amount.				

Performance Measure #5:				
The number of workdays lost per lost-time Workers' Compensation claim on which benefits are paid.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
General, 54 4850, 43	General, 50 4850, 45	General, 60 4850, 45	General, 50 4850, 45	General, 60 4850, 45
What: This indicator measures how many days employees with work-related injuries are absent from work for each Workers' Compensation claim where temporary disability is paid. Because of 4850 time provided by law for safety employees, the incidence of lost-time days poses significant challenges and is tracked separately from the lost-time days for general employees.				
Why: 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 as soon as possible in light or modified duty jobs.				
How are we doing? In FY 2010-11 workdays lost per paid General employee (non-4850) claim are estimated at 50 workdays and per 4850 safety employee claim at 45 workdays.				
How is this funded? The Workers' Compensation program for FY 2011-12 is funded by a pool funded by premiums charged to departments through Budget Unit 8990. General and safety employee temporary disability payments are funded in the Workers' Compensation. Benefits paid for employees on 4850 disability are funded by the budgets of safety departments.				

Performance Measure #6:				
Percentage of clients rating Risk Management services satisfactory or above.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results	FY 2011-2012 Proposed Goal
85%	83%	90%	85%	90%
<p>What: This 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 Employee Performance Report 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>Why: 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>How are we doing? Departmental surveys have been developed and they are conducted routinely in connection with Employee Performance Reports as these come due. A sampling of client views also are gathered. Average estimated client and department survey results yield a score of 80% for FY 2010-11 at the present time.</p>				
<p>How is this funded? The administration of the Risk Management program (personnel and overhead) is funded in Budget Unit 1910 and allocated to Budget Units: General Liability (8970) and Workers' Compensation (8990). In FY 2011-12 premiums charged to departments provide the funding for these two Budget Units.</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Fixed Assets	\$3,466,685	\$3,702,300	\$2,207,606	\$0	\$0	\$4,975,000
TOTAL EXPENDITURES	\$3,466,685	\$3,702,300	\$2,207,606	\$0	\$0	\$4,975,000
REVENUES:						
Intergovernmental	\$1,921,006	\$0	\$3,152,365	\$0	\$0	\$0
Charges for Services	1,108,092	0	0	0	0	0
Miscellaneous	59,488	0	199,242	0	0	0
Other Financing Sources:						
Reimburse for Parks Bldg Acq	442,826	0	0	0	0	0
Reimburse for Airport Land Acq	0	0	1,816,888	0	0	0
ARRA Energy Stimulus Grant	0	3,702,300	1,614,782	0	0	2,085,359
TOTAL REVENUES	\$3,531,412	\$3,702,300	\$6,783,277	\$0	\$0	\$2,085,359
NET GENERAL FUND COST	(\$64,727)	\$0	(\$4,575,671)	\$0	\$0	\$2,889,641

PROGRAM DISCUSSION

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

No new capital projects were initially identified for funding in the Preliminary FY 2011-12 Recommended Budget presented to the Board on June 14, 2011. However, due to the carry forward balance from the close of FY 2010-11, a portion of these one-time resources are now recommended to be used to address a few important one-time capital needs. The FY 2011-12 cost of these projects is \$4,975,000.

Included in this budget unit is revenue from the American Recovery and Reinvestment Act (ARRA) Energy Stimulus Grant reimbursement to account for expenses appropriated in the prior year through encumbrances carried over from FY 2010-11. The appropriations are for project expenses related to ongoing solar projects to be completed at the County Administrative Building parking structure and at the Lerdo Detention Facility.

The following projects are recommended for funding:

- \$2,650,000 for the acquisition of land currently encumbered under an aviation easement at

Meadows Field to ensure that no development is constructed within the Federal Aviation Administration (FAA) designated Runway Protection Zone. The Department of Airports has committed to pursue future year FAA grant funding to reimburse the General Fund for the costs associated with the purchase of this property, however this funding is not expected to be received in FY 2011-12.

- \$1.2 million for the expansion of the Agricultural Commissioner/Weights and Measures facilities located on South Mt. Vernon. The department is currently housed in two separate buildings, and the second building on East California Avenue has been in a state of disrepair for some time. The project would expand the facilities on South Mt. Vernon to provide both adequate office space to consolidate staff as well as replace laboratory facilities critical to the department’s regulatory and testing functions.
- \$1 million for the first phase of barrack replacement at the Lerdo Minimum Security facility. The existing barracks need to be brought up to code in order to address health and safety issues, and the project would begin the replacement of those in most need of attention.
- \$125,000 to design the replacement of the waste and domestic water infrastructure at Lerdo.

FY 2011-12 Recommended Capital Projects

Project Name	Cost	Offsetting Revenue	Net Project Cost
Barrack Replacement Lerdo Minimum Security - Phase 1	\$1,000,000		\$1,000,000
Meadows Field Avigation Easement Land Acquisition	\$2,650,000		\$2,650,000
Lerdo Infrastructure Replacement – Design	\$125,000		\$125,000
Ag Commissioner/Weights & Measurement Expansion	\$1,200,000		\$1,200,000
		Total Net General Fund Cost	\$4,975,000

Contribution to Trial Court Funding

Budget Unit 2110

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$15,573,624	\$16,489,301	\$15,772,291	\$16,489,301	\$16,489,301	\$16,689,301
TOTAL EXPENDITURES	\$15,573,624	\$16,489,301	\$15,772,291	\$16,489,301	\$16,489,301	\$16,689,301
REVENUES:						
Fines and Forfeitures	\$6,155,426	\$6,096,000	\$6,410,516	\$7,062,000	\$7,062,000	\$7,062,000
Charges for Services	5,158,587	4,805,000	5,813,577	6,263,000	6,263,000	6,263,000
Miscellaneous	230,724	875,075	230,724	0	0	0
TOTAL REVENUES	\$11,544,737	\$11,776,075	\$12,454,817	\$13,325,000	\$13,325,000	\$13,325,000
NET GENERAL FUND COST	\$4,028,887	\$4,713,226	\$3,317,474	\$3,164,301	\$3,164,301	\$3,364,301

PROGRAM DISCUSSION

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.

The County and the Courts reached an agreement to finalize transition of court operations to the State on April 1, 2009, meeting the legislative deadline of December 31, 2009.

This process was initiated with the passage of the Trial Court Funding Act of 1997. The State Task Force on Trial Court Facilities required a set maintenance of effort (MOE) payment obligation be paid by counties to the State for facility maintenance costs after transfer of a facility. This MOE obligation is per Government Code Section 77201.3. Counties retain responsibility for any existing facility debt.

Included in the appropriations, the County is required to submit \$9.2 million to the State for statutory MOE obligations, which were determined from actual court costs from the 2006-07 fiscal year. In addition, \$5.2 million is included in the MOE for baseline revenues collected. Additional costs associated with this budget unit include payments for facility charges, for operations and maintenance agreements, auto allowances for judges, and earthquake insurance. There is an additional \$272,543 as an undesignated fee component. These are court-collected fees that are not specifically addressed in the original Trial Court Funding legislation.

Revenues are expected to increase this year as estimated by the Courts. The collection of fines and forfeitures, as designated to be distributed to the County for its share of the MOE, are projected to increase by nearly 16%. Revenues in this budget unit are fines and forfeitures collected by the County and the Metro, East, North and South court districts.

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 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$315,065	\$316,360	\$319,485	\$300,276	\$300,276	\$300,276
Services and Supplies	198,251	165,535	111,642	166,781	166,781	166,781
Other Charges	0	0	0	11	11	11
Other Financing Uses	0	50,875	0	0	0	72,090
TOTAL EXPENDITURES	\$513,316	\$532,770	\$431,127	\$467,068	\$467,068	\$539,158
REVENUES:						
Licenses and Permits	\$151,248	\$145,000	\$157,977	\$145,000	\$145,000	\$145,000
Charges for Services	319,111	300,927	315,191	297,500	297,500	297,500
Miscellaneous	55	0	11	0	0	0
Other Financing Sources:						
Vital & Health Stat-Co. Clerk	3,293	1,200	1,200	1,200	1,716	1,716
Community Development Prog Tr	0	2800	0	1,400	1,400	1,400
TOTAL REVENUES	\$473,707	\$449,927	\$474,379	\$445,100	\$445,616	\$445,616
Less Savings Incentive	\$0	\$50,875	\$0	\$0	\$0	\$72,090
NET GENERAL FUND COST	\$39,609	\$31,968	(\$43,252)	\$21,968	\$21,452	\$21,452
Authorized Positions:	6	5	5	4	4	4
Funded Positions:	5	5	5	4	4	4
Unfunded Vacancies:	1	0	0	0	0	0

PROGRAM DISCUSSION

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

The recommended budget provides a level of funding to permit the County Clerk to continue serving the public, although at a reduced level. The department receives substantial supervisory, administrative, and technical

support from budget units 1110 and 1420. This section falls under the direct supervision of the Election Division Chief.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Office Services Specialist position, at an annual savings of \$71,844, resulting in a layoff that was approved by the Board on April 12, 2011. The department will be able to absorb the loss of this position due to reorganization and automation efforts. There may be longer wait times for the public.

Grand Jury

Department Head: Michael Bush,
Superior Court Presiding Judge, *Elected*

Budget Unit 2160

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$79,271	\$14,413	\$81,782	\$88,443	\$88,443	\$88,443
Services and Supplies	158,884	156,777	148,118	124,513	124,515	149,515
Other Financing Uses	0	13,198	0	(13,063)	0	0
TOTAL EXPENDITURES	\$238,155	\$184,388	\$229,900	\$199,893	\$212,958	\$237,958
REVENUES:						
Miscellaneous	\$1,280	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,280	\$0	\$0	\$0	\$0	\$0
Less Savings Incentive	\$0	\$13,198	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$236,875	\$171,190	\$229,900	\$199,893	\$212,958	\$237,958
Authorized Positions:	1	1	1	1	1	1
Funded Positions:	1	1	1	1	1	1
Unfunded Vacancies:	0	0	0	0	0	0

PROGRAM DISCUSSION

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.

This budget unit is entirely funded by the County General Fund. Funding appropriated to this budget unit is used to pay for staffing, office supplies, training, expert witness expenses, travel expenses, and other costs incurred by the Grand Jury members.

The recommended budget requires the department to continue to furlough jury members during the weeks of national holidays. Requiring jurors to furlough will result in delayed response times when conducting investigations and preparing written reports. Furloughs may also result in slower response times when determining whether or not to return indictment charges in felony cases. The recommended budget contains additional funding to cover increased mileage expenses anticipated for FY 2011-12. The increased expense is the result of the make up of the current pool of jurors and an increase to the allowable mileage rate. The FY 2011-12 jury has several members who reside in outlying areas.

POSITION DISCUSSION

This budget fully funds the Grand Jury's one clerical support position.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,361,568	\$5,218,315	\$5,218,186	\$5,263,000	\$5,263,000	\$5,263,000
TOTAL EXPENDITURES	\$5,361,568	\$5,218,315	\$5,218,186	\$5,263,000	\$5,263,000	\$5,263,000
REVENUES:						
Intergovernmental	\$1,291,751	\$1,200,000	\$1,208,169	\$1,220,000	\$1,220,000	\$1,220,000
Charges for Services	80,228	100,000	155,880	125,000	125,000	125,000
TOTAL REVENUES	\$1,371,979	\$1,300,000	\$1,364,049	\$1,345,000	\$1,345,000	\$1,345,000
NET GENERAL FUND COST	\$3,989,589	\$3,918,315	\$3,854,137	\$3,918,000	\$3,918,000	\$3,918,000

PROGRAM DISCUSSION

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 revenue source for this budget unit is State aid for trial court funding, and State reimbursements for costs of representing incarcerated defendants. Additional revenue is supplemented by the County General Fund. The County Administrative Office administers this budget unit.

The County contracts with the Kern County Bar Association (KCBA) for the administration of this

program. The KCBA submitted a budget that includes increased costs for audit fees, rent and utilities that was offset by a prior year carry forward balance. In addition, costs for attorney fees and court processing are paid from this budget unit. The KCBA is paid a fee for administering the program.

The recommended level of funding is anticipated to be sufficient to handle the caseload of these indigent defense cases projected for FY 2011-12.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$25,105,505	\$26,456,450	\$25,738,246	\$26,976,257	\$26,053,295	\$26,160,295
Services and Supplies	2,051,527	2,418,039	1,822,772	2,303,609	2,173,534	2,173,534
Other Charges	125,908	59,000	58,525	59,000	59,000	59,000
Fixed Assets	93,974	0	5,482	0	0	0
Other Financing Uses	0	109,479	0	0	0	150,000
TOTAL EXPENDITURES	\$27,376,914	\$29,042,968	\$27,625,025	\$29,338,866	\$28,285,829	\$28,542,829
Less Expend. Reimb.	78,059	117,000	27,000	117,000	117,000	117,000
TOTAL NET EXPENDITURES	\$27,298,855	\$28,925,968	\$27,598,025	\$29,221,866	\$28,168,829	\$28,425,829
REVENUES:						
Fines and Forfeitures	\$208,058	\$35,000	\$0	\$35,000	\$35,000	\$35,000
Intergovernmental	3,802,608	3,111,296	4,342,791	3,303,606	3,363,606	3,363,606
Charges for Services	3,072,505	3,334,938	2,998,759	2,748,350	2,788,350	2,788,350
Miscellaneous	590,315	427,386	85,455	450,000	450,000	450,000
Other Financing Sources:						
Local Public Safety	4,057,318	3,888,258	3,888,258	3,888,258	3,888,258	3,888,258
Real Estate Fraud	118,000	100,000	100,000	100,000	100,000	100,000
D.A.-Local Forfeiture Trust	400,000	823,524	186,238	300,000	500,000	500,000
D. A. Equipment/Automation	100,000	0	0	0	100,000	100,000
D.A.-Federal Forfeiture	0	0	0	0	40,000	40,000
Da-Court Ordered Penalties	0	0	0	0	260,000	260,000
TOTAL REVENUES	\$12,348,804	\$11,720,402	\$11,601,501	\$10,825,214	\$11,525,214	\$11,525,214
Less Savings Incentive	\$0	\$109,479	\$0	\$0	\$0	\$150,000
GENERAL FUND COST	\$14,950,051	\$17,096,087	\$15,996,524	\$18,396,652	\$16,643,615	\$16,750,615
Authorized Positions:	220	214	215	215	215	212
Funded Positions:	195	196	197	198	196.5	197
Unfunded Vacancies:	5	18	18	24	22.5	22

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 provides for the operation of the District Attorney Criminal Division. The recommended budget includes sufficient funding to continue to conduct prosecutorial activities, including gang related activities.

The salaries and benefits object is reduced by \$400,000 through the use of salary savings and Budget Savings Incentive (BSI) credits. The services and supplies object remains relatively stable.

Revenue is decreased by \$200,000. Checkbusters' revenue continues to decline as merchant automation increases and consumers write fewer checks. The department is exploring the possibility of outsourcing the program. Revenue also decreased as the result of expending a one-time ARRA Justice Assistance Grant.

The recommended budget includes a one-time transfer of \$740,000 from the Asset Forfeiture Funds, the Automation fund and the Real Estate Fraud fund. In addition, Local Public Safety revenue is recommended at \$3.9 million, similar to FY 2010-11. Further, the Department of Human Services' allocation to the Welfare Fraud Special Investigations Unit has decreased by \$916,300 due to fiscal constraints.

The recommended budget does not include any impacts of AB 109, criminal justice realignment, as the allocation of funding has not yet been determined.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Program Support Supervisor for a total annual cost of \$101,500; and the deletion of one Administrative Coordinator position for an annual savings of \$90,000.

Three positions previously held vacant and unfunded will also be deleted: one Supervising District Attorney Welfare Fraud Investigator, one Senior District Attorney Welfare Fraud Investigator, and one District Attorney Welfare Fraud Investigator.

The recommended budget also requires the department to continue to hold several positions vacant and unfunded including six Deputy District Attorney positions; one Fiscal Support Specialist position; five Office Support Technician positions; three Office Services Associate positions; five District Attorney's Investigator positions; and two Investigative Aide positions for a total annual savings of \$1.8 million.

Additional funding of \$107,000 was added to the recommended budget by the Board of Supervisors on July 12, 2011, in order to fully fund the Chief Deputy District Attorney position.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of felony complaint requests filed as a felony.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted	FY 2010-2011 Actual Results Mid Year	FY 2011-2012 Proposed Goal
48.6%	46.6%	40%	48.2%	40%
<p>What: (Describe exactly what this specific indicator measures) This indicator reports the percentage of individuals against whom law enforcement agencies have requested the filing of felony charges and who are actually charged with a felony. Only adult suspects are counted.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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.</p> <p>How are we doing? (Provide narrative describing update on indicator/progress) Through February 15, 2011, the District Attorney’s Office has received 15,995 felony complaint requests, and filed felony charges against 7,688 defendants. This is a felony filing percentage of 48.2%. Proposed goal for fiscal year 2011-2012 has been updated to reflect projected requested staffing level.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) General Fund and State and Federal Grants</p>				

Performance Measure #2:				
Total State prison admissions per 100,000 population.				
CY 2008 Actual Results	CY 2009 Actual Results	CY 2010 Adopted Goal	CY 2010 Actual Result	CY 2011 Proposed Goal
272.27	275.21	240	273.46	240
<p>What: (Describe exactly what this specific indicator measures) This measure reports the total number of convicted felons committed to state prison on a per capita basis. Only adult felons are reported.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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.</p> <p>How are we doing? (Provide narrative describing update on indicator/progress) 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.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) General Fund and State and Federal Grant</p>				

Performance Measure #3:				
Number of adult Gang defendants and juvenile Gang defendants charged as an adult with a gang-related offense.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results Mid Year	FY 2011-2012 Proposed Goal
718	729	600	560	600
What: (Describe exactly what this specific indicator measures) The measure reports the number of adults, and juveniles charged as an adult, with a gang-related offense.				
Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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.				
How are we doing? (Provide narrative describing update on indicator/progress) Through February 15, 2011, the District Attorney’s Office has filed felony charges against 560 adult and juvenile offenders certified for trial as an adult. The DA’s Target Gang Unit was formed in January of 2008. Beginning in FY2008-2009, totals include combined Gang Unit and Target Gang Unit results and projections. We project that 600 adult defendants will be charged with a gang offense during fiscal year 2011-12, reflecting requested staffing levels.				
How is this funded? (Provide a brief overview of the funding sources related to this effort) General Fund and American Recovery and Reinvestment Act Funds.				

Performance Measure #4A:				
Number of dispositions of adult gang defendants.				
Performance Measure #4B:				
Conviction rate of adult gang defendants.				
Performance Measure #4C:				
Felony conviction rate of adult gang defendants.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results Mid Year	FY 2011-2012 Proposed Goal
#4A: 734	#4A: 649	#4A: 580	#4A: 364	#4A:580
#4B: 71.1%	#4B: 70.7%	#4B: 72%	#4B: 70.6%	#4B: 72%
#4C: 71.4%	#4C: 54.5%	#4C: 72%	#4C: 58.9%	#4C: 72%
What: (Describe exactly what this specific indicator measures) Measure 4A reports the number of dispositions of adult gang defendants. Measure 4B is the percentage of dispositions that resulted in 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.				
Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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.				
How are we doing? (Provide narrative describing update on indicator/progress) Through February 15, 2011, dispositions were entered against 364 adult gang defendants. Convictions were obtained against 257 of these defendants (70.6%), and 211 were convicted of a felony (57.9%). The proposed goal for fiscal year 2011-2012 has been adjusted to reflect the requested staffing level.				
How is this funded? (Provide a brief overview of the funding sources related to this effort) General Fund and American Recovery and Reinvestment Act Funds.				

<p>Performance Measure #5A: Number of adult gang defendants who were sentenced.</p> <p>Performance Measure #5B: Number of adult gang defendants who were sentenced to state prison.</p> <p>Performance Measure #5C: Percentage of convicted adult gang defendants sentenced to state prison.</p>				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results Mid Year	FY 2011-2012 Proposed Goal
#5A: 333 #5B: 176 #5C: 52.9%	5A: 458 #5B: 250 #5C: 54.6%	#5A: 267 #5B: 160 #5C: 60%	#5A: 254 #5B: 137 #5C: 53.9%	#5A: 267 #5B: 160 #5C: 60%
<p>What: <i>(Describe exactly what this specific indicator measures)</i> 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.</p>				
<p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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 he is in prison.</p>				
<p>How are we doing? <i>(Provide narrative describing update on indicator/progress)</i> Through February 15, 2011, 254 convicted gang defendants have been sentenced, 137 of them to state prison; this is a prison commitment rate of 53.9%. We project 267 gang defendants will be sentenced in fiscal year 2011-12, 160 of them to state prison. The proposed goal reflects the requested staffing levels.</p>				
<p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> General Fund and American Recovery and Reinvestment Act Funds.</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$17,114,082	\$18,180,164	\$17,179,131	\$18,383,322	\$18,383,322	\$18,383,322
Services and Supplies	3,883,262	4,093,628	4,532,712	3,524,926	3,526,240	3,526,240
Other Charges	609,036	165,443	165,443	462,228	460,914	460,914
TOTAL EXPENDITURES	\$21,606,380	\$22,439,235	\$21,877,286	\$22,370,476	\$22,370,476	\$22,370,476
REVENUES:						
Use of Money/Property	\$35,048	\$37,464	\$22,558	\$22,164	\$22,164	\$22,164
Intergovernmental	21,569,080	22,401,721	22,093,306	22,348,212	22,348,212	22,348,212
Miscellaneous	142	50	8,698	100	100	100
Other Financing Sources:						
D.A. Family - Excess Revenue	0	0	15,164	0	0	0
TOTAL REVENUES	\$21,604,270	\$22,439,235	\$22,139,726	\$22,370,476	\$22,370,476	\$22,370,476
NET FUND COST	\$2,110	\$0	(\$262,440)	\$0	\$0	\$0
Authorized Positions:	212	211	211	205	205	205
Funded Positions:	211	204	204	205	205	205
Unfunded Vacancies:	1	7	7	0	0	0

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 Child Support Services Department initiates court actions necessary to establish responsibility for the financial support of minors. The department establishes legal paternity, enforces support orders, and collects child support payments from absent parents under the Social Security Act. The department is committed to ensuring that all children have the resources available to achieve

long-term self-sufficiency and independence, and continues to educate and advocate on behalf of children to ensure appropriate services are received.

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 and other departmental operating revenues.

Expenditures and revenues have decreased only slightly from FY 2010-11. Reductions in State allocations were expected as part of a potential services realignment, but the recently adopted State budget has kept Child Support Services' funding whole. The department may be included in "Phase II" services realignment, though this is not expected to occur until FY 2012-13. However, due to the possibility of State reductions, or changes in program direction, the department has 13 positions funded but currently vacant, which will allow some spending flexibility in FY 2011-12.

The economy has had a significant impact on this department, as the number of unemployed non-custodial parents has increased, making it difficult to collect outstanding child support.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Systems Analyst I/II, and three Fiscal Support Technicians for a savings of \$295,000. The department will also simultaneously add one Supervising Staff Development Specialist, one Fiscal Support Specialist, and two Office Services Assistants for a cost of \$271,000. The net impact of these additions and deletions is a savings of \$24,000. The proposed changes are intended to allow reorganization in the Staff Development Unit, Adjustment Accounting Unit, and Clerical Pool to help the department better respond to program changes at the State level and continue its commitment to effectively promote the health and well-being of children.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Percentage of children in the caseload who were born out of wedlock and for whom paternity has been established.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
92.0%	102.0%	100.0%	93.7%	100.0%
What: 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.				
Why: 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.				
How are we doing? Last year the department experienced an increase in performance for this measurement compared to the prior fiscal year. KCDCSS continues to seek ways to strengthen our partnerships with local hospitals and agencies that process the voluntary paternity acknowledgment forms. The ongoing Special Improvement Grant "It Happened to Me" has provided multiple outreach presentations around the community this fiscal year to spread the message of the importance of establishing paternity among the Teen and Young Adult population. This fiscal year the department has seen monthly increases in this performance measure that exceed last year's numbers. By fiscal year end, we anticipate exceeding the previous year's percentage and meeting the current year goal.				
How is this funded? 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.				

Performance Measure # 2:				
Percentage of open cases with support orders.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
74.0%	83.4%	86.0%	84.8%	86.0%
What: 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.				
Why: 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.				
How are we doing? Kern County’s strategic research and ability to identify several methods to increase support order establishment resulted in a 12.7% increase in this performance measure last fiscal year. As a result of this focused attention, the department met and exceeded last year’s goal. The “Early Intervention” staff continues to use the CSE system to locate and make contact with non-custodial parents at the onset of a case being opened. These efforts have resulted in increased team work between the Child Support Professional and the non-custodial parent, therefore resulting in an increase of support orders being established based on actual income. By fiscal year end, we anticipate exceeding the previous year’s percentage and meeting the current year goal.				
How is this funded? 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.				

Performance Measure # 3:				
Percentage of current support collected.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
52.8%	54.2%	56.2%	56.2%	56.2%
What: This indicator measures the amount of current support collected and distributed as a percentage of the total amount of current support charged.				
Why: 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.				
How are we doing? KCDCSS came within .5% of meeting last year’s fiscal year goal and saw an overall increase of 2.7% over the prior year. With recognition of the challenging economic climate that Kern County parents, as well as other parents all over the state are facing, KCDCSS continues to focus our efforts on collecting current support that will directly benefit the children and families in the community. Just mid-way through this fiscal year, the department has already met its goal for this performance measurement and continues to focus on maintaining and possibly exceeding this percentage.				
How is this funded? 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.				

Performance Measure # 4:				
Percentage of cases with arrearage collections.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
57.0%	56.3%	57.8%	49.0%	57.8%
What: This indicator measures cases with past due child support collections as a percentage of all cases owing past due support.				
Why: 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.				
How are we doing? Last year the department experienced a slight decrease in this performance measurement. Continued Early intervention efforts to prevent non-custodial parents from accruing past due support and our commitment to quality data input to maximize automated intercept programs has helped achieve the percentages. March's YTD performance reflects a slight increase over the previous year's percentage for the same month. Although economic trends may be an important factor in predicting future collections, Kern will continue to focus our efforts in this area as collection of arrears directly benefits children and families in Kern County. By fiscal year end, we anticipate exceeding the previous year's percentage and meeting the current year goal.				
How is this funded? 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.				

ADDITIONAL PERFORMANCE MEASURES				
Performance Measure	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Total distributed collections	67,241,459	69,258,703	34,122,460 Mar	69,258,703
Dollar amount of collections for every \$1.00 spent in program administration	\$3.21	\$2.95	\$3.26 Mar	\$2.95
Average telephone wait time for customers	1:02	2:00	0:17 Mar	2:00
Total number of opened complaints	36	20	10 Mar	20

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$13,443,208	\$13,265,765	\$12,713,500	\$13,417,030	\$13,016,530	\$13,016,530
Services and Supplies	691,998	991,862	680,497	816,478	816,478	816,478
Other Financing Uses	0	140,878	0	0	0	140,878
TOTAL EXPENDITURES	\$14,135,206	\$14,398,505	\$13,393,997	\$14,233,508	\$13,833,008	\$13,973,886
REVENUES:						
Intergovernmental	\$1,214,138	\$1,207,307	\$1,107,680	\$1,046,940	\$1,046,940	\$1,046,940
Charges for Services	661,210	545,000	647,574	545,000	545,000	545,000
Miscellaneous	22	0	176	0	0	0
Other Financing Sources:						
Local Public Safety	3,412,288	3,267,848	3,172,237	3,316,866	3,316,866	3,316,866
TOTAL REVENUES	\$5,287,658	\$5,020,155	\$4,927,667	\$4,908,806	\$4,908,806	\$4,908,806
Less Savings Incentive	\$0	\$140,878	\$0	\$0	\$0	\$140,878
NET GENERAL FUND COST	\$8,847,548	\$9,237,472	\$8,466,330	\$9,324,702	\$8,924,202	\$8,924,202
Authorized Positions:	93	92	92	92	92	92
Funded Positions:	90	88.5	88.5	92	92	92
Unfunded Vacancies:	0	1.5	1.5	0	0	0

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 an adequate level of funding to provide legal representation for defendants accused of criminal offenses when appointed by the Superior Court.

The Public Defender's Office continues to rank among the top offices statewide in the number of felony jury trials per attorney. For the past two years homicide case numbers have been at a historical high. The department currently has 39 open homicide cases. Caseload levels in outlying offices have resulted in delays in the courts. In addition, a large number of recent retirements have forced the department to assign more complex cases to entry level attorneys.

The recommended budget reflects an increase in salaries and benefits of \$260,000 from FY 2010-11 primarily resulting from increased retirement costs.

Services and supplies costs are reduced by \$175,000 from last year due to budgetary constraints and the department continues to defer the purchase of needed equipment.

Revenue remains unchanged from the prior fiscal year.

In addition, the recommended budget requires the department to use all of its remaining Budget Savings Incentive credits in the amount of \$140,000.

The recommended budget does not include any impacts of AB 109, criminal justice realignment, as the allocation of funding has not yet been determined.

POSITIONS DISCUSSION

The recommended budget includes adequate funding to fill all authorized positions.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Number of Misdemeanor and Felony trials not guilty as charged.				
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Mid Year Results	FY 2011-2012 Proposed Goal
59.8%	48.7%	61%	66%	60%
What: This indicator shows that Public Defender clients were vigorously defended.				
Why: 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.				
How are we doing? The above measure indicates that our clients receive competent representation. Variances between fiscal years cannot be attributable to any one factor. The outcome of misdemeanor and felony trials not guilty as charged is dependent upon each case and the nature and the substance of the charges defended.				
How is this funded? The Public Defender's Office is funded by several sources: County General Fund, various State Funds, and client generated fees.				

Performance Measure # 2:				
Average cost per case				
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual	FY 2010-2011 Mid Year Results	FY 2011-2012 Proposed Goal
\$353	\$372	\$412	\$367	\$385
What: This indicator shows the average cost per case.				
Why: This measure reflects the efficient use of resources allocated to the Public Defender's Office.				
How are we doing? Variance between FY 09/10 and FY 10/11 mid-year results is attributed directly to high cost of retirement payoffs not calculated in the FY2009-2010 budget. The department had not been made aware of the retirements prior to FY 2009-2010 budget submission.				
How is this funded? The Public Defender's Office is funded by several sources: County General Fund, various State Funds, and client generated fees.				

Performance Measure # 3:				
Number of dependency cases.				
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual	FY 2010-2011 Mid Year Results	FY 2011-2012 Proposed Goal
4,431	3,837	3,934	2,059	3,900
What: 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.				
Why: The Public Defender's Office plays an important role in protecting the rights of dependent and foster children in Kern County.				
How are we doing? 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.				
How is this funded? Reimbursement through the State of California.				

Performance Measure # 4:				
Total number of cases appointed to the Public Defender's Office by the Judicial system.				
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual	FY 2010-2011 Mid Year Results	FY 2011-2012 Proposed Goal
38,382	39,185	34,296	17,848	38,000
What: 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.				
Why: This measure expresses the volume of cases the Public Defender's Office handles.				
How are we doing? 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.				
How is this funded? 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

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,201,238	\$4,448,943	\$4,402,712	\$4,891,283	\$4,385,711	\$4,385,711
Services and Supplies	1,614,940	1,950,938	2,264,664	1,865,317	1,865,317	1,865,317
Other Charges	235,207	195,100	171,970	195,100	195,100	195,100
Fixed Assets	16,826	8,000	29,235	0	0	0
Other Financing Uses	0	689,362	0	0	0	560,711
TOTAL EXPENDITURES	\$6,068,211	\$7,292,343	\$6,868,581	\$6,951,700	\$6,446,128	\$7,006,839
Less Expend. Reimb.	108,503	100,000	163,321	100,000	100,000	100,000
TOTAL NET EXPENDITURES	\$5,959,708	\$7,192,343	\$6,705,260	\$6,851,700	\$6,346,128	\$6,906,839
REVENUES:						
Fines and Forfeitures	\$130,577	\$100,000	\$143,491	\$100,000	\$100,000	\$100,000
Intergovernmental	689,252	465,338	956,198	608,757	608,757	608,757
Charges for Services	753,249	680,000	485,477	620,000	620,000	620,000
Miscellaneous	16,956	4,800	15,827	4,800	4,800	4,800
Other Financing Sources:						
DNA Identification	153,409	153,000	153,455	173,000	173,000	173,000
Local Public Safety	144,406	144,406	144,406	144,406	144,406	144,406
Criminalistics Laboratories	80,000	150,000	15,321	130,000	130,000	130,000
TOTAL REVENUES	\$1,967,849	\$1,697,544	\$1,914,175	\$1,780,963	\$1,780,963	\$1,780,963
Less Savings Incentive	\$0	\$689,362	\$0	\$0	\$0	\$560,711
GENERAL FUND COST	\$3,991,859	\$4,805,437	\$4,791,085	\$5,070,737	\$4,565,165	\$4,565,165
Authorized Positions:	41	40	40	40	40	40
Funded Positions:	37	36	36	36	36	36
Unfunded Vacancies:	4	4	4	4	4	4

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 provides for the operation of the District Attorney’s Forensic Sciences Division.

Functions performed by the forensic lab include activities such as comparison of hair, fiber analysis, blood spatter, shoe prints, and ballistics comparisons. Other functions performed by the lab include toxicology and solid dosage narcotics analysis. Both of these activities are revenue generating.

The lab currently meets deadlines imposed by State statutes in these areas and will make every effort to continue to do so. The recommended budget should allow these efforts to continue. Not being able to perform

these functions in a timely fashion could result in large numbers of dismissals of criminal cases.

The recommended budget includes a decrease for salaries and benefits of \$65,000. Services and supplies have remained relatively stable as well as revenues. Budget Savings Incentive (BSI) credits in the amount of \$373,000 were used to offset increases to salaries and wages and retirement costs.

POSITIONS DISCUSSION

The recommended budget requires the department to continue to hold one Forensic Laboratory Technician position vacant and unfunded at an annual savings of \$80,000; and three Laboratory Assistant positions vacant and unfunded at an annual savings of \$153,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Decrease the amount of turn-around-time for solid dosage drug cases.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 As of March 31, 2011	FY 2011-2012 Proposed Goal
4.1 Days	7.5	6.0	8.8	7.5
What: This indicator measures the turn-around-time of solid dosage drug cases from reception to report.				
Why: 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 as well as saving taxpayers the cost and time of a trial.				
How are we doing?: During the absence of one of the criminalist due to extended maternity leave, the transfer of one criminalist to Firearms, and the transfer of another Criminalist to Toxicology, the section was not able to maintain the projected turnaround. These adjustments were necessary due to staffing levels being below minimum levels.				
How is this funded?: Funding for this program is the General Fund. Some income is derived from the courts under H&S code section 11372.5 and grants (CalMMet). The funds from H&S code section 11372.5 have not been fully reimbursed.				

Performance Measure # 2:				
Decrease the number of toxicology cases/exams outsourced.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 As of March 31, 2011	FY 2011-2012 Proposed Goal
1,176	824	25	703	250
What: This indicator measures the number of cases outsourced.				
Why: The larger the number of examinations performed in-house, the faster and more cheaply the results will be available to the law enforcement agencies, prosecutors and the Sheriff-Coroner. Out sourcing examinations is more expensive, in excess of \$120,000 annually. The need to pay outside experts for testimony will be reduced.				
How are we doing? The process of reduction was significantly delayed due to the procurement process required for the two instruments that were essential components in meeting the goal. These instruments are currently in house and we are working to validate, and to place them fully into production. The loss of three staff in the unit significantly impacted the validation process as we concentrated upon processing casework.				
How is this funded? Funding is a mixture of fee for service from Kern County Departments of Human Services, Mental Health, and Sheriff-Coroner. Samples obtained from H&S code violations potentially received funding under H&S code section 11372. Additional funding from driving under the influence of drugs and or alcohol under Penal Code 1463.14 .The General Fund provides the remaining resources for the program.				

Performance Measure # 3:																												
Increase the number of DNA examinations performed per analyst.																												
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Annualized	FY 2011-2012 Proposed Goal																								
35 DNA Exams/analyst Biology Capacity: 575 exams	91 DNA Exams/analyst Biology Capacity: 548 exams	60 DNA Exams/analyst Biology Capacity: 800 exams	107 DNA Exams/analyst Biology Capacity: 642 exams	90 DNA Exams/analyst Biology Capacity: 700 exams																								
What: This indicator measures the production of the analysts and the overall capacity of the Forensic Biology Unit																												
Why: DNA is an extremely powerful tool for law enforcement. The larger the capacity of the unit the greater the number of cases that can be examined for the law enforcement agencies. This equates with a greater number cases that can be potentially solved and prosecuted. For many property crimes, DNA is cheaper and more efficient than the traditional police investigation.																												
How are we doing? During the past few years The laboratory has <ol style="list-style-type: none"> 1. Stabilized and trained an excellent staff of scientists 2. More than doubled the number of examinations per analyst 3. Increased the unit capacity by eight fold 4. Increased the number of CODIS hits, generating suspects for local law enforcement significantly. <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Entered</th> <th>Hits</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>36</td> <td>4</td> <td>11%</td> </tr> <tr> <td>2007</td> <td>74</td> <td>6</td> <td>8%</td> </tr> <tr> <td>2008</td> <td>28</td> <td>3</td> <td>11%</td> </tr> <tr> <td>2009</td> <td>169</td> <td>63</td> <td>37%</td> </tr> <tr> <td>2010</td> <td>206</td> <td>101</td> <td>49%</td> </tr> </tbody> </table> <ol style="list-style-type: none"> 5. Have been able to provide investigative support for local law enforcement by examining several cold cases and property crimes. 						Entered	Hits	%	2006	36	4	11%	2007	74	6	8%	2008	28	3	11%	2009	169	63	37%	2010	206	101	49%
	Entered	Hits	%																									
2006	36	4	11%																									
2007	74	6	8%																									
2008	28	3	11%																									
2009	169	63	37%																									
2010	206	101	49%																									
How is this funded? The forensic Biology Unit is funded with a mixture of NIJ grants, Proposition 69 funds and general funds.																												

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$138,695,202	\$144,376,886	\$143,845,829	\$144,376,886	\$141,401,693	\$141,633,255
Services and Supplies	25,349,731	29,875,119	25,885,250	29,780,698	29,579,098	29,579,098
Other Charges	5,824,798	8,027,966	7,638,719	6,079,309	4,982,232	4,973,779
Fixed Assets	1,876,735	80,600	508,707	110,000	110,000	110,000
Other Financing Uses	0	435,674	0	0	0	435,674
TOTAL EXPENDITURES	\$171,746,466	\$182,796,245	\$177,878,505	\$180,346,893	\$176,073,023	\$176,731,806
Less Expend. Reimb.	2,039	100,000	310	50,000	50,000	50,000
TOTAL NET EXPENDITURES	\$171,744,427	\$182,696,245	\$177,878,195	\$180,296,893	\$176,023,023	\$176,681,806
REVENUES:						
Licenses and Permits	\$323,208	\$513,057	\$365,733	\$328,951	\$328,951	\$328,951
Fines and Forfeitures	40,650	63,004	33,090	63,004	63,004	63,004
Intergovernmental	2,688,757	4,453,833	2,823,840	2,407,514	4,712,895	4,712,895
Charges for Services	21,497,019	22,237,420	28,110,452	21,231,171	21,471,375	21,531,171
Miscellaneous	1,259,589	1,110,958	67,311	2,266,531	633,611	796,924
Non-revenue Receipts	0	0	5,406	0	0	0
Other Financing Sources:						
DNA Identification	156,000	156,000	156,000	156,000	156,000	156,000
Local Public Safety	32,015,810	32,116,902	31,400,391	32,598,657	32,598,657	32,598,657
Sheriff Facility Training Fund	215,000	215,000	215,000	215,000	215,000	215,000
Automated Fingerprint Fund	604,194	726,000	448,452	574,000	574,000	574,000
Sheriff's Cal-ID	230,000	585,000	126,139	730,000	730,000	730,000
Sheriff's Training	76,500	190,000	120,000	190,000	190,000	190,000
Sheriff-Work Release	0	400,000	400,000	650,000	650,000	650,000
Sheriff's Civil Automated	115,750	115,750	115,750	115,750	115,750	115,750
Sheriff-Judgement Debtors Fee	100,000	100,000	408,060	100,000	100,000	100,000
Sheriff's Community Resources	0	0	10,308	35,000	35,000	35,000
Sheriff's Volunteer Service Group	800,000	80,000	3,449	5,000	5,000	5,000
Inmate Welfare Fund	2,541,646	3,430,300	2,855,107	3,344,800	3,344,800	3,344,800
Cal-MMET ARRA JAG Grant	0	0	80,232	120,000	120,000	120,000
TOTAL REVENUES	\$62,664,123	\$66,493,224	\$67,744,720	\$65,131,378	\$66,044,043	\$66,267,152
Less Savings Incentive	\$0	\$435,674	\$0	\$0	\$0	\$435,674
GENERAL FUND COST	\$109,080,304	\$115,767,347	\$110,133,475	\$115,165,515	\$109,978,980	\$109,978,980

Authorized Positions:

Full Time:	1,283	1,241	1,268	1,268	1,268	1,268
Full Time Funded:	1,238	1,241	1,268	1,268	1,268	1,268
Unfunded Vacancies*:	45	120	120	150	150	150
Part Time:	1	1	1	1	1	1
Part Time Funded:	1	1	1	1	1	1
Unfunded Vacancies:	0	0	0	0	0	0

* The number of unfunded vacancies is an estimate based on the amount of budgeted salary savings.

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

In recognition of the County’s fiscal constraints, the recommended budget includes a decrease of \$2.8 million in salary and benefit costs as a result of staffing reductions necessary to meet available funding. The overall decrease in salaries and benefits was obtained despite a \$4.6 million increase in retirement costs and a \$1.6 million increase in workers’ compensation costs. Savings were obtained primarily as the result of holding positions vacant and through restructuring Detention Officer shifts, moving from 12 hour days to 8 hour days to eliminate scheduled overtime. Savings were also achieved by the department through the analysis of positions to determine the need for safety classifications. As a result of this process, seven positions were civilianized.

The increase in services and supplies of \$300,000 represents costs associated with services for which the department has little to no control. The department has reduced costs for services and supplies that can be deferred.

Expenditures in the recommended budget remain relatively stable, reflecting a decrease of \$300,000. Expenditures for leased equipment include a new lease payment for FY 2011-12 of \$1 million as a result of \$4.2 million in planned vehicle replacements. Three leases totaling \$1.8 million were paid off in FY 2010-11.

Proposition 172 revenue (Public Safety Funds), derived from sales tax receipts, increased \$280,000 as a result of anticipated sales tax growth.

The detention of federal prisoners in the jail system continues to be an important source of revenue to the department. At the end of FY 2010-11 the Immigration and Customs Enforcement (ICE) agency canceled a contract to house prisoners with the County, resulting in a \$2.6 million decrease to revenue. This loss was partially offset by a rate increase for the ongoing housing of prisoners for the U.S. Marshal’s Office. The rate increase should result in approximately \$1.9 in additional revenue. Revenue from the housing of State prisoners has also increased. Estimates for State prisoner reimbursements for FY 2011-12 remain the same. The federal and the State governments do not guarantee any average daily population, so these numbers may fluctuate.

The recommended budget will allow the same level of service as FY 2010-11 provided by the Coroner and Public Administrator functions.

The recommended budget does not include any impacts of AB 109, criminal justice realignment, as the allocation of funding has not yet been determined.

POSITIONS DISCUSSION

The recommended budget requires the department to hold approximately 150 positions vacant in order to achieve the recommended \$10.3 million in salary savings.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of Inmates Completing Vocational and Educational Programs (Revised Measure).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
11.6%	15.9%	n/a	34.9%	20%
What: Indicates the percentage of inmates who completed a class and earned a certificate of completion. 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. Bakersfield Adult School conducts a total of 77 classes per week for male and female inmates at Lerdo.				
Why: Provides training and employment skills to incarcerated offenders to assist them in the transition process upon release into the community. These classes provide inmates the opportunity to comply with their court order to attend a class while serving their sentence. If an inmate is released before completing a class, he/she can enroll at the Bakersfield Adult School main campus to complete the class and earn certificate of completion. The four court ordered classes are free of charge to a continuing student from Lerdo.				
How are we doing? The Bakersfield Adult School makes a difference with the educational programs they offer at Lerdo. This year we gave the GED test to 30 Lerdo students. 17 of these students have passed all five of the components of the test and the other students were partial passers. Last year the GED test was only offered to 15 Lerdo students which was an increase from the previous years. Those inmates who are dedicated and are not released from custody early will usually complete their class. Because of the maximum bed capacity established by a federal court it is difficult to maintain adequate daily attendance numbers. The post custody continuation court ordered classes at Bakersfield Adult School's main campus has been a huge success for inmates. At present, everyone who upon release from custody continues attending their court ordered class at the BAS campus is earning a certificate of completion.				
How is this funded? The General Fund primarily supports this effort along with the Inmate Welfare Fund and State reimbursement based on contract terms.				

Performance Measure #2:				
Average Response Time to Priority 1 Emergency Calls.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
5 min. 24 sec.	5 min. 40 sec.	5 min.	6 min. 15 sec.	6 min.
What: Indicates the response time to Priority 1 (911) emergency calls from the time a call is received to the time a deputy arrives on scene. Priority 1 calls 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.				
Why: To provide assistance to victims of violent crimes or critical incidents in progress and to prevent further victimization.				
How are we doing? Mid-year results show an increase in response time compared to previous years. This is largely in part to more motorists traveling on local streets and fluctuating staffing levels. Additionally, a Priority 1 call may initially be categorized as non-emergency. A follow-up call or additional information will heighten its priority level thereby skewing the response time results. We will continue to evaluate the response time in an effort to reach our proposed goal for FY 2011-12.				
How is this funded? Primarily General Funds are used to support this effort.				

Performance Measure #3:				
Percentage of Violent Crime Investigations Cleared				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
52.1%	44%	46%	44%	50%
What: 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.				
Why: To ensure that offenders are arrested and held accountable for crimes committed.				
How are we doing? At mid-year, we are on track to meet the FY 2010-11 adopted goal. The 2009 national average for cases cleared was 47.1% according to FBI's Uniform Crime Reporting Program (last completed year of data). The proposed goal for FY 2011-12 is to reach a 50% clearance rate, which exceeds the national average.				
How is this funded? Primarily General Funds along with State reimbursement funds.				

Performance Measure #4:				
Percentage of Stolen Property Recovered from Rural Crimes.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
30.7%	7.5%	35%	24.74%	30%
What: The percentage of stolen rural crime property recovered based on its value through enforcement efforts of the Rural Crime Investigations Unit.				
Why: 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.				
How are we doing? The Sheriff's Rural Crime Investigations Unit (RCIU) continues to operate in conjunction with the Central Valley Rural Crime Investigation Task Force. Although our FY 2009-10 numbers were the lowest recorded, our current mid-year numbers are soaring to an all-time high. The RCIU continues to be on the front lines combating rural crime with technology and the principle of, "thinking outside the box" to apprehend criminals.				
How is this funded? A State grant assists with paying a portion of salaries for the Rural Crime Task Force along with the General Fund.				

Performance Measure #5:				
Percentage of Gang Related Incidents Cleared (Revised Measure).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
a. 30%	a. 57%	a. n/a	a. 53%	a. 60%
b. 9	b. 5	b. 10	b. 3	b. 0
What:				
(a) Measures the percentage of gang related incidents cleared in Kern County.				
(b) Measures the number of gang related homicides in Kern County.				
Why:				
To improve the quality of life for citizens in areas with a high incidence of gang activity, by identifying trends and patterns of gang related behaviors and utilizing the intelligence to conduct directed patrol projects and enforcement efforts to reduce the overall number of gang related incidents.				
How are we doing?				
At mid-year, the number of gang related homicides have decreased compared to the previous year. The Gang Suppression Unit (GSU) continues to work in partnership with the Sheriff's Homicide Unit. GSU evaluates gang trends and provides specialized gang expertise and intelligence information. The Gang Suppression Unit continues to implement various strategies to impact gang violence including collaboration with the City of Bakersfield, the Probation Department and the FBI. These strategies include: 1) Developing problem-oriented policing (POP) strategies against gangs/gang members, 2) Monitoring significant gang activity and trends, 3) Developing intelligence that is directed towards gang suppression. Our goals for FY 2011-12 is continue to work with our community to combat gang violence through intelligence gathering, pro-active enforcement and education.				
How is this funded?				
The General Fund supports this effort.				

Performance Measure #6:				
Community Oriented Policing Strategy (COPS) (New Measure).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
N/A	N/A	N/A	N/A	75%
What:				
Measures the level of customer satisfaction through customer service surveys and community oriented policing strategies.				
Why:				
To reduce neighborhood crime, decrease citizens' fear of crime, build trust, and enhance the quality of life in the communities we serve, resulting in an increase in the level of community participation in crime reduction and prevention efforts. Community policing strategies will become more efficient and cost-effective through the development of community partnerships.				
How are we doing?				
The Office has recently reemphasized its commitment to employ community oriented policing strategies throughout the organization. Customer satisfaction surveys have been created and training curriculum has been developed for its personnel. Preliminary survey results indicate the majority of respondents are pleased with the service they received. At this time, 15 of the 27 allocated COPS deputy positions have been filled.				
How is this funded?				
In 2010, the Sheriff's Office was awarded a COPS Hiring Grant from the U.S. Department of Justice, COPS Office to fully fund 27 Deputy Sheriff positions for a three-year period.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$55,490,200	\$55,879,295	\$56,699,677	\$58,826,906	\$54,209,784	\$55,484,009	
Services and Supplies	6,011,219	6,740,509	6,018,725	6,024,218	6,024,218	6,024,218	
Other Charges	547,716	588,374	334,759	957,816	957,816	957,816	
Fixed Assets	10,440	0	0	0	0	0	
Other Financing Uses	0	612,911	0	0	0	0	
TOTAL EXPENDITURES	\$62,059,575	\$63,821,089	\$63,053,161	\$65,808,940	\$61,191,818	\$62,466,043	
Less Expend. Reimb.	4,000	4,000	2,775	4,000	4,000	4,000	
TOTAL NET EXPENDITURES	\$62,055,575	\$63,817,089	\$63,050,386	\$65,804,940	\$61,187,818	\$62,462,043	
REVENUES:							
Fines and Forfeitures	\$3,054	\$2,800	\$1,798	\$1,600	\$1,600	\$1,600	
Use of Money/Property	10,805	9,800	9,977	9,800	9,800	9,800	
Intergovernmental	20,620,476	19,951,099	17,520,708	18,893,275	19,093,275	19,093,275	
Charges for Services	2,292,955	1,769,672	1,947,834	1,648,740	1,648,740	1,648,740	
Miscellaneous	45,047	30,500	40,616	30,000	30,000	30,000	
Other Financing Sources:							
DNA Identification Fund	132,120	132,120	132,120	332,120	332,120	332,120	
Local Public Safety	8,883,697	8,921,065	8,660,054	9,054,881	9,054,881	9,054,881	
Domestic Violence Program	200,000	200,000	200,000	200,000	200,000	200,000	
Probation Training Fund	314,000	218,000	218,000	222,560	222,560	222,560	
Probation DJJ Realignment Fund	3,385,020	3,154,491	3,147,546	2,848,568	3,218,343	2,848,568	
Probation Asset Forfeiture	2,000	2,000	2,000	2,000	2,000	2,000	
Juvenile Inmate Welfare	50,000	50,000	50,000	50,000	50,000	50,000	
TOTAL REVENUES	\$35,969,174	\$34,441,547	\$31,930,653	\$33,293,544	\$33,863,319	\$33,493,544	
Less Savings Incentive	\$0	\$612,911	\$0	\$0	\$0	\$0	
GENERAL FUND COST	\$26,086,401	\$28,762,631	\$31,119,733	\$32,511,396	\$27,324,499	\$28,968,499	

Authorized Positions:

Full Time:	547	518	518	518	484	488
Full Time Funded:	547	518	518	518	484	488
Unfunded Vacancies*:	55	107	107	18	40	40
Part Time:	3	3	3	3	3	3
Part Time Funded:	3	3	3	3	3	3
Unfunded Vacancies:	0	0	0	0	0	0

* The number of unfunded vacancies is an estimate based on the amount of budgeted salary savings.

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 provides funding for mandated services in public protection, prevention of crime, and redirection of offenders.

The recommended budget contains a decrease of \$400,000 in funding for salaries and benefits from FY 2010-11. Services and supplies have decreased by \$200,000 from last year due to a decrease in service provider contracts and office expenses. The recommended funding for Local Public Safety funds remains at a rate similar to FY 2010-11

An additional \$1.6 million was added to the department’s General Fund contribution. The amount will allow the department to continue to operate at the same service and staffing levels as in FY 2010-11, with the exception of services at Camp Erwin Owen. Federal Title IV-E revenue allocated to Camp Owen has decreased by \$1 million due to a change in methodology for calculating reimbursable costs for juvenile supervision. Historically these funds have been used to house juveniles at Camp Owen. General Fund money was not used to backfill for this loss. Overall, projected funding for the department has decreased by just over \$1 million.

Service impacts include requiring the department to continue to operate with increased caseload sizes, resulting in decreased probationer contact and successful

completions of probation. Decreased fewer contacts and decreased supervision of the most high risk individuals could also result in an increase in recidivism. Furthermore, the closure of 62 beds at Camp Owen facility will create early furlough releases from commitment programs. Probation Officers will be limited in seeking court action for probation violations and making recommendations for wards to be committed to local treatment programs.

The recommended budget requires the department to delete four funded positions to meet the targeted net General Fund cost guideline. The number of extra help staff will also be reduced.

The recommended budget does not include any impacts of AB 109, criminal justice realignment, as the allocation of funding has not yet been determined.

POSITIONS DISCUSSION

The recommended budget includes the deletion of the following positions: two Juvenile Correctional Officer III positions at an annual savings of \$192,000; one Deputy Probation Officer III position at an annual savings of \$106,000; and one Information Systems Specialist, for an annual savings of \$92,000. The deletions are directly attributable to losses in Federal Title IV-E revenue.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of adult offenders successfully completing probation.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
15.9%	14.5%	12%	6.8%	11%
What: This indicator measures the number of adult probationers successfully completing terms of probation.				
Why: Projections for decreased probationer contacts will result in fewer successful completions of probation. Higher caseload numbers will result in decreased contacts. Community safety and offender rehabilitation will be negatively effected.				
How are we doing? Projections for a decrease in staffing levels due to budget constraints (County general fund) will create increases in caseload sizes for officers.				
<ul style="list-style-type: none"> The anticipated release of approximately 1200 non-violent adult offenders from the Department of Corrections will likely increase caseload sizes. These offenders will add additional supervision duties for officers thereby decreasing contacts with probationers. Rehabilitation for the offender and community safety will be negatively effected. The potential elimination of the Adult Day Reporting Center will result in the loss of services including counseling, skills training and employment assistance. This will result in an increase of re-offender rates. Given these projections, it will likely decrease the number of probationers successfully completing probation. 				
How is this funded? Adult units are funded by County and State general fund dollars and Title IV-E funds.				

Performance Measure #2:				
Percentage of juvenile offenders successfully completing probation.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
17.5%	17.2%	16%	2.3%	16%
What: This indicator measures the number of juveniles on formal probation completing terms of probation.				
Why: Projections for a decrease in Deputy Probation officers will likely increase unsuccessful completions of probation due to an increase in caseload sizes. These increases will assuage efforts in the utilization of evidence-based intervention programs that are essential for the redirection of delinquent behavior. This will have a negative impact on community safety.				
How are we doing? The anticipated loss in revenue (JJCPA) will result in a decrease of assigned officers in the Gang Intervention and Suppression Team (GIST) and the Aftercare Units. This will result in increased caseloads sizes which will decrease the number of contacts and interventions with high risk, gang oriented youth in our communities.				
<ul style="list-style-type: none"> Anticipated decreases in revenue sources (County general fund) will create the potential elimination of additional supervision units. As a result, caseload sizes will increase thereby increasing re-offender rates. Intervention and suppression services provided by these units contribute to both rehabilitation efforts and public safety. 				
How is this funded? These units are funded by the County general fund, Juvenile Justice Crime Prevention Act (JJCPA) funds, and Title IV-E funds.				

Performance Measure #3:				
Percentages of adult probationers who have new violations (Recidivism Rate).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
25.3%	19%	27%	6.4%	30%
What: These numbers represent adult probationers who have violations of probation and new law violations sustained by the court.				
Why: Recidivism reflects continued involvement in the criminal justice system. An increased rate of recidivism can be the result of fewer resources, including a decrease in community supervision. Fewer officers and increased caseload sizes result in fewer probationer contacts and an increase in new law violations.				
How are we doing? Appropriated funding through SB 678 has not been received to date. Federal dollars earmarked as “seed money” to implement evidence-based practices in probation supervision have not reached our department. This has resulted in the proposed closure of the Day Reporting Center. The elimination of this program will increase this measure as adult probationers will no longer receive services geared toward their overall rehabilitation. This increases their risk to reoffend.				
<ul style="list-style-type: none"> It is anticipated we will continue experiencing a loss in staffing levels due to potential cuts in other funding. A decrease in the number of officers providing standard supervision services in addition to specialized units such as those in the high risk offender group will have a negative impact in our communities as case load sizes will expand and contacts with probationers will decrease. Therefore, it is anticipated there will be an increase in this proposed goal. 				
How is this funded? Funding is derived from Title IV-E, State Realignment, and County general fund.				

Performance Measure #4:				
Percentages of juvenile probationers who have new violations (Recidivism Rate).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
35.5%	32.1%	39%	20.5%	40%
What: These numbers represent juvenile probationers who have violations of probation and new law violations sustained by the court.				
Why: Recidivism reflects continued involvement in the criminal justice system. Reduction in recidivism suggests increased probation compliance and community safety. However, an increased rate of recidivism can be the result of a decrease in resources, fewer officers providing enforcement, increasing caseload sizes, and resources being allocated to mandatory services, such as court investigations.				
How are we doing? Vehicle License Fees (VLF) supports funding for our commitment programs through the Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation & Camps Funding (JPCF). It is anticipated these funds will either be cut or eliminated by the State resulting in negative impacts on commitment programs, staffing levels and recidivism.				
<ul style="list-style-type: none"> The Crossroads commitment program continues to operate with reduced bed space due to budget constraints. We continue experiencing a “backlog” of wards due to an overload of beds in Juvenile Hall. These high risk youth continue to be released early from commitment programs in order to make space for those juveniles arrested for new law violations. These shorter commitment times have a negative effect on recidivism rates. With anticipated reduction in staffing levels of Deputy Probation Officers there will be subsequent decreases in supervision. Therefore, it is projected there will be an increase in this proposed goal. 				
How is this funded? Funding is derived from Title IV-E, State Realignment, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation & Camps Funding (JPCF).				

Performance Measure #5:				
Percentages of juvenile commitments who participated in a behavioral program and have new violations.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
14.6%	11.9%	12%	8%	11%
<p>What: The percentages reflect juveniles who have participated in behavioral programs currently being utilized in our institutions, and since their release have violations of probation and new law violations sustained by the court.</p>				
<p>Why: Evidence based or best practices programs such as Aggression Replacement Training, provides probationers with a greater ability to successfully transition back into the community. Unfortunately, we are anticipating these programs will be reduced, which will likely lead to increased recidivism.</p>				
<p>How are we doing? The recidivism rate for these measures is calculated for a 12-month timeframe; however, statistics for our behavioral programs are maintained for 36-months. At this time, our overall recidivism rate is approximately 35%.</p> <ul style="list-style-type: none"> The loss of beds at Crossroads is resulting in earlier release dates and reduced time spent in behavioral programs. These are considered youth at high risk for recidivism, and with shorter training time, it is anticipated the rate will increase. 				
<p>How is this funded? Funding is derived from Title IV-E, State Realignment, Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation & Camps Funding (JPCF).</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$98,207,972	\$100,468,666	\$105,605,501	\$108,194,938	\$109,265,940	\$109,930,375
Services and Supplies	10,856,461	11,100,865	10,919,760	9,950,655	9,950,655	9,950,655
Other Charges	9,323,589	6,473,731	6,413,356	7,483,478	7,483,478	7,483,478
Fixed Assets	1,124,468	109,000	867,795	359,750	359,750	359,750
TOTAL EXPENDITURES	\$119,512,490	\$118,152,262	\$123,806,412	\$125,988,821	\$127,059,823	\$127,724,258
REVENUES:						
Licenses and Permits	\$239,430	\$320,661	\$292,988	\$350,000	\$350,000	\$350,000
Fines and Forfeitures	0	30,000	1,501	30,000	30,000	30,000
Use of Money/Property	(33,915)	0	(70,084)	0	0	0
Intergovernmental	4,847,024	267,843	6,323,331	4,675,000	4,675,000	4,675,000
Charges for Services	24,524,069	23,133,789	21,001,265	20,120,326	21,120,326	21,120,326
Miscellaneous	49,602	352,450	347,017	352,450	352,450	352,450
Other Financing Sources:						
General Fund	15,619,017	13,108,507	13,961,296	14,881,078	14,881,078	14,881,078
Local Public Safety	5,145,123	5,145,123	5,013,278	5,222,299	5,222,299	5,222,299
Fixed Wing Aircraft	163,300	179,161	179,161	150,000	150,000	150,000
Fireworks Violations	0	25,359	24,823	25,000	25,000	25,000
State Fire	0	5,000	0	200,000	200,000	200,000
Fire-Hazard Reduction	0	0	0	500,000	500,000	500,000
Fire-Helicopter Operations	540,265	745,000	745,000	1,200,000	1,200,000	1,200,000
County Service Area #40.1 EMS	78,000	76,800	77,409	76,800	147,800	147,800
TOTAL REVENUES	\$51,171,915	\$43,389,693	\$47,896,985	\$47,782,953	\$48,853,953	\$48,853,953
FIRE FUND COST	\$68,340,575	\$74,762,569	\$75,909,427	\$78,205,868	\$78,205,870	\$78,870,305
Authorized Positions:	639	635	603	596	596	596
Funded Positions:	594	565	589	589	589	589
Unfunded Vacancies:	45	70	14	7	7	7

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 includes a General Fund contribution of \$14.8 million. Property tax revenues are expected to generate \$78.2 million in discretionary revenues for the Fire Fund.

The department is in the second and final year of the Staffing for Adequate Fire and Emergency Response (SAFER) grant program. This \$9 million federal grant allows the department to be reimbursed for up to 48 firefighter positions, assuming the department maintains or increases staffing levels from the FY 2009-10 level.

Reimbursement revenue from other agencies for fire suppression costs is budgeted at \$3.9 million. Historically this number fluctuates dramatically. The department could receive another \$3 to \$4 million in reimbursement revenues available for additional appropriations in FY 2011-12. These funds would be 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 with several cities and neighboring counties to facilitate reimbursement of costs of services provided. Estimated revenue of \$5.6 million is included in the recommended budget for these agreements. The amount is slightly higher than prior year due to the addition of a contract with the City of Arvin.

In recognition of the County's fiscal constraints, the department will continue to delay the replacement of equipment. The recommended budget includes \$350,000 for fixed asset purchases.

The department will continue to use four seasonal fire crews to support helicopter operations, manage brush control, and control wild land fires.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Fiscal Support Supervisor position at an annual cost savings of \$85,000; one Fiscal Support Specialist position at an annual cost savings of \$77,000; one Drafting Technician position at an annual cost savings of \$84,000; one Office Services Specialist position at an annual cost savings of \$67,000; one Video Services Technician position at an annual cost savings of \$54,000; and two Fire Equipment Mechanic positions at an annual cost savings of \$172,000.

The recommended budget also requires the department to hold vacant and unfunded one Chief Deputy position at an annual cost savings of \$248,000; one Fire Equipment Technician position at an annual cost savings of \$66,000; one Fire Battalion Chief position at annual cost savings of \$139,000; one Maintenance Worker position at an annual costs savings of \$53,000; one Building Services Worker at an annual costs savings of \$44,000; and two light vehicle drivers at an annual costs savings of \$114,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Ratio of protected population residing in Kern County per one on-duty firefighter.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
1 FF/3,244 population	1 FF/3,533 population	1 FF/3,533 population	1 FF/3,353 population	1 FF/3,353 Population
What: 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 502,974 per the 2010 census and a total on-duty staffing of 150. The department's stated goal is one on-duty firefighter per 2,500 person population.				
Why: 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. 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 utilizing heavy tools such as large diameter hose lines and other equipment to attack fires.				
How are we doing? As a result of significant funding reductions, the department has been required to delete 80 safety positions but was able to add back 48 due to SAFER grant funding. Gains reflected in this performance measure are entirely attributable to corrections in the population estimates .				
How is this funded? The Kern County Fire Department has a long standing contract with CalFire for wildland fire protection of State Responsibility Areas (SRA) within Kern County. For fiscal year 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 increased on-duty staffing from 2 to 3 positions at 15 fire stations. However, as a result of the declining economic conditions, the department was required to delete 80 firefighters. As a result, the department on duty staffing was effectively reduced by approximately 9 positions per shift. Reducing the number of on duty firefighters from 159 to 150.				

Performance Measure # 2 :				
Average response time, in minutes, to all incident types in suburban and rural areas respectively.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
6:14 / 8:27	6:13 / 7:23	4:00 / 9:00	6:09 / 7:26	4:00 / 9:00
What: 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. During FY 2008-09, the department implemented a GIS based software system that is capable of segregating first at-scene units which has greatly assisted us in preparing more valid statistics and is the single most significant factor in the reduction of response times. The department's stated goal is to reduce average incident response time to four minutes in suburban areas and nine minutes in rural areas.				
Why: 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.				
How are we doing? Our ability to respond to incidents in a timely fashion is dependent on run volume and station location. Or 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.				
How is this funded? Response times will be significantly impacted as communities within Kern 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.				

Performance Measure # 3 :				
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.				
2008 Actual Results	2009 Actual Results	2010 Adopted Goal	2010 Actual Results	2011 Proposed Goal
96.7	95.7	95%	94.75	95%
What: 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.				
Why: 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.				
How are we doing? There are six “contract counties” in the State system. Kern is the leader in meeting the State’s mission/goal. In 2010 we experienced 480 fire starts for the reporting period. 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.				
How is this funded? Funding to control the spread of wildfires is provided through the County’s contract with the State of California for fire protection services for SRA land within the County. The County’s adjusted contract amount for current fiscal year is approximately \$11.5 million. This funding is primarily used to offset staffing costs during fire season at 16 County fire stations.				

Performance Measure # 4 :				
Number of miles of fire roads, community protection fuel breaks and fire breaks created or maintained.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
600	580	600	600	600
<p>What: 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>Why: 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 fewer resources and less 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>How are we doing? 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>How is this funded? 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>				

Performance Measure # 5 :				
The number of contacts made by the Kern County Fire Department's public education program.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2009-10 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
80,000	80,000	80,000	126,242	150,000
What: 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.				
Why: 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.				
How are we doing? Our Public Education Program was extremely active. We have previously enjoyed adequate funding, which has enabled our Education Division to participate in individual events including Career Days, Kern County Fair, Fire Prevention Week, Fire Safe Councils, school programs and regional events. The Public Education 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.				
How is this funded? 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.				

Performance Measure # 6:				
Number of personnel hours spent supporting and participating in disaster preparedness activities coordinated through the Office of Emergency Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
6,784	13,548	8,000	7,952	8,500
What: This is a measure of the number of personnel hours expended at the EOC to develop new emergency plans, develop Operational Area organizations, train personnel and plan, develop and conduct exercises.				
Why: 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.				
How are we doing? Our preparedness and response capabilities are greatly enhanced by the Emergency Operations Center (EOC). The EOC provides 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 primary planning focus is updating the Local Hazard Mitigation Plan as required by FEMA; development of a Kern County Disaster Recovery Plan; continued public education regarding ReadyKern; Critical Infrastructure Protection program development; ongoing Homeland Security Grant administration; and first-responder and emergency management training program development. Though not included in this measure, considerable staff effort is required to coordinate cost recovery for five (5) declared disasters that occurred in calendar year 2010. Ongoing activities, scheduled for completion in the next fiscal year, include development and delivery of a series of emergency management exercise of increasing complexity to test and validate the dam failure evacuation plans.				
How is this funded? Emergency Services are partially funded through the Emergency Management Performance Grant (EMPG), which is allocated through the California Emergency Management Agency. 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: Nick Dunn, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$15,742,282	\$13,108,507	\$13,108,507	\$14,881,078	\$14,881,078	\$14,881,078
TOTAL EXPENDITURES	\$15,742,282	\$13,108,507	\$13,108,507	\$14,881,078	\$14,881,078	\$14,881,078
GENERAL FUND COST	\$15,742,282	\$13,108,507	\$13,108,507	\$14,881,078	\$14,881,078	\$14,881,078

PROGRAM DISCUSSION

This budget unit has been established to facilitate the appropriation of the General Fund contribution to the Fire Department. The General Fund contribution supplements

the Fire Fund and is used for general operating expenses. Appropriations within this budget unit will be transferred to the Fire Department's operating budget unit 2415 and is included in that budget unit under the revenues category of Other Financing Sources.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,089,705	\$4,727,983	\$5,373,437	\$4,757,880	\$4,757,880	\$4,757,880
Services and Supplies	880,542	1,046,795	825,786	943,170	943,170	943,170
Other Charges	0	0	0	155	155	155
Fixed Assets	21,001	0	60,622	0	0	0
Other Financing Uses	0	1,226,625	0	0	0	739,224
TOTAL EXPENDITURES	\$5,991,248	\$7,001,403	\$6,259,845	\$5,701,205	\$5,701,205	\$6,440,429
REVENUES:						
Licenses and Permits	\$21,050	\$21,020	\$23,525	\$19,315	\$19,315	\$19,315
Fines and Forfeitures	53,833	30,700	20,008	28,300	28,300	28,300
Intergovernmental	2,962,519	2,404,085	2,229,909	2,378,873	2,378,873	2,378,873
Charges for Services	1,874,327	1,905,564	2,158,438	1,931,997	1,931,997	1,931,997
Miscellaneous	3,412	30	1,081	10	10	10
TOTAL REVENUES	\$4,915,141	\$4,361,399	\$4,432,961	\$4,358,495	\$4,358,495	\$4,358,495
Less Savings Incentive	\$0	\$1,226,625	\$0	\$0	\$0	\$739,224
GENERAL FUND COST	\$1,076,107	\$1,413,379	\$1,826,884	\$1,342,710	\$1,342,710	\$1,342,710
Authorized Positions:	53	51	51	49	49	49
Funded Positions:	53	51	51	49	49	49
Unfunded Vacancies:	0	0	0	0	0	0

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 laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide Regulations, and enforces consumer protection laws and regulations.

The department enforces laws and regulations related to commercial transactions involving weight, measure, or count. The department inspects packaged goods and bulk commodities to ensure that their weights and measures are as advertised and that they conform to the Federal Fair Packaging and Labeling Act. The department also inspects petroleum products for proper labeling and quality conformance to established standards.

The recommended budget reflects an increase in salaries and benefits of \$30,000. Increased retirement and workers compensation costs were offset by deleting vacant

positions. The department will also use \$672,000 in earned Budget Savings Incentive credits to offset expenses. Services and supplies costs are reduced by \$103,000 due to budgetary constraints.

The recommended budget will continue to impact services to the department’s clients. The department will strive to accommodate the needs of its clients, although clients may experience an increased wait time for services.

The department should continue to receive Unclaimed Gas Tax revenue in FY 2011-12. The State calculates this subvention on the amount of County contribution to agricultural program expenses. The previous year’s expenses are used to calculate the percentage of the tax revenue each county is to receive.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Fiscal Support Technician position and one Agricultural Biologist/Weights and Measures Inspector Trainee position, at an annual savings of \$140,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Percentage of inspected pesticide users complying with government pesticide standards.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
89% Compliance	95% Compliance	100% Compliance	100% Compliance	100% Compliance
What: The Department performs unannounced pesticide use inspections on growers, agricultural pest control businesses and structural pest control businesses. The Department also conducts pesticide related record audits on pest control advisors and pesticide dealers. Pesticide use inspections and pesticide related record audits are made to determine compliance with government pesticide standards. Increased compliance will be gained through the Department's monitoring and inspection activity and public outreach.				
Why: Adherence to government pesticide standards and an increased compliance rate will be gained through the Department's monitoring and inspection activity and public outreach.				
How are we doing? The percent compliance has remained at 95% throughout FY 2009-2010; <ul style="list-style-type: none"> • Department mid-year results indicate a compliance rate of 97% for the remainder of FY 2010-2011; • In FY 2011-2012 and FY 2012-2013, the Department will again be facing budgetary constraints and anticipates a reduction in Environmental and Public Protection Division staff. The proposed goals for the next two fiscal years are to strive for a 100% compliance rate through continued monitoring and inspection activities and public outreach with available staff. 				
How is this funded? State Pesticide Mill Tax Subvention and County General Fund.				

Performance Measure #2:				
Number of commodity shipments of agricultural products that are rejected by foreign markets.				
FY 2008-2009 Actual Results	FY 2009-2010 Mid-year Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
19 Shipments Rejected	22 Shipments Rejected	0 Shipments Rejected	8 Shipments Rejected	0 Shipments Rejected
25,119 Total Shipments	25,980 Total Shipments	25,000 Total Shipments	22,409 Total Shipments	26,000 Total Shipments
What: This indicator shows the number of Phytosanitary (pest free) Certificates issued by the Department and the number of rejections of certified commodity shipments by importing countries due to unwanted pests found upon arrival in foreign ports.				
Why: This indicator is a measure of the high quality of the Department's inspection-certification program services and the Department's ability to ensure pest and problem free entry of commodity shipments into foreign countries thereby positively impacting Kern County Agricultural Commerce and Economy.				
How are we doing? The Department's percentage of successful shipments continues to be relatively stable at 99%, from year to year, fluctuating at most only a tenth of a percent or less; <ul style="list-style-type: none"> • The number of certificates issued for FY 2010-2011 is projected to decrease by 1% from the number issued for the FY 2009-2010 fiscal year; • The Department's Mid-Year Report indicates that although we have had 0 rejections at foreign ports, we have maintained a very low shipment rejection rate due to unwanted pests found upon arrival (.1% or less) and we have had 22,401 shipments that arrived in foreign ports with no pest found; • In FY 2011-2012 and FY 2012-2013 the Department anticipates an increase of 4% in the number of requests for Phytosanitary Certification due to the world wide demand of Kern County produce; • Our dedicated well trained staff will continue to strive for excellence in the delivery of our services by facilitating exports of agricultural products through out the world positively impacting Kern County Commerce and Economy. 				
How is this funded? This program is solely funded by grower fees.				

Performance Measure #3:				
Percentage of consumers who rate the department’s responsiveness to Weights and Measures complaints as good or outstanding.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
95% (78% Outstanding and 17% Good)	90% (80% Outstanding and 10% Good)	89% (86% Outstanding and 3% Good)	89% (85% Outstanding and 4% Good)	89% (84% Outstanding and 5% Good)
What: This indicator measures the level of service the Department is providing in regards to consumer satisfaction in the investigation of consumer complaints. The Department receives an average of 200 complaints a year. The indicator is tabulated from the Department’s Consumer Service Satisfaction Survey sent to all complainants. Indicator ratings in the Survey range from poor service, fair service, average service, good service, to outstanding customer service.				
Why: This indicator measures overall Customer Service Satisfaction on complaint responses which is one of the major goals of the Department. A Consumer Service Satisfaction Survey provides feedback to the Department on how to improve Customer Service.				
How are we doing? In FY 2010-2011 the Measurement Standards Division experienced a decrease in the number of staff and an increase in the number of complaints received because of continuing gasoline price fluctuations; <ul style="list-style-type: none"> As a result, our response to investigating complaints was not as timely as hoped. Mid FY 2010-2011 shows a drop of 3% in overall Customer Service Satisfaction from FY 2009-2010 (92% to 89%); In FY 2011-2012 and FY 2012-2013, the Department will again be facing budgetary constraints and anticipates further reduction in Division staff. The proposed goals for the next two fiscal years are to maintain a 89% or higher overall Customer Service Satisfaction rating. 				
How is this funded? Complaint investigations are supported by County General Fund and from revenue generated from the registration of commercial weighing and measuring devices.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,234,033	\$723,525	\$764,067	\$804,492	\$804,492	\$919,492
Services and Supplies	409,167	778,728	375,239	622,731	622,731	627,731
Other Charges	0	0	0	22	22	22
Other Financing Uses	0	89,832	0	0	0	127,084
TOTAL EXPENDITURES	\$1,643,200	\$1,592,085	\$1,139,306	\$1,427,245	\$1,427,245	\$1,674,329
REVENUES:						
Fines and Forfeitures	\$10,875	\$0	\$0	\$0	\$0	\$0
Charges for Services	370,014	500,024	374,699	465,020	465,020	465,020
Miscellaneous	151	155	1,160	255	255	255
Other Financing Sources:						
Abatement Cost	86,749	200,000	33,939	200,000	200,000	200,000
TOTAL REVENUES	\$467,789	\$700,179	\$409,798	\$665,275	\$665,275	\$665,275
Less Savings Incentive	\$0	\$89,832	\$0	\$0	\$0	\$127,084
NET GENERAL FUND COST	\$1,175,411	\$802,074	\$729,508	\$761,970	\$761,970	\$881,970
Authorized Positions:	13	7	7	7	7	8
Funded Positions:	13	7	7	7	7	8
Unfunded Vacancies:	0	0	0	0	0	0

OPERATIONAL SUMMARY

▪ *Mission:*

The mission of the Code Compliance Division is to work in partnership with the people of Kern County to ensure properties are properly maintained and zoning regulations enforced, as necessary, to protect and promote health, 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, Surveying and Permit Services Department. The recommended budget provides sufficient funding to support the division's core 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 is to provide for enforcement to combat littering and illegal dumping. This recommended budget does continue to support that effort.

Expenses in the recommended budget are projected to be \$82,244 or 5% higher than the FY 2010-11 adopted

budget. This is due to the addition of one code compliance officer. Revenues are projected to be approximately 5% less than the FY 2010-11 adopted budget. The revenue estimates were adjusted to more accurately reflect anticipated revenue for FY 2011-12.

POSITIONS DISCUSSION

The FY 2011-12 budget includes the addition of one Code Compliance Officer position. In FY 2010-11, department staffing was reduced from 13 employees, which included ten Code Compliance Officers, to seven employees, including five Code Compliance Officers. The recommended budget position addition provides one Code Compliance Officer for each Supervisorial District and one officer to rotate as needed based on case loads.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of the total number cases related to illegal dumping, property maintenance, and zoning violations that have been resolved.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
78	78	75	62	65
What: 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.				
Why: 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 department.				
How are we doing? We are making progress by increasing the percentage of cases that are being resolved and exceeded our goal last year.				
How is this funded? This program is funded by General Funds and recovery of charges against violators.				

Performance Measure #2:				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
72 % in 90 days 41 % in 30 days	72 % in 90 days 41 % in 30 days	75 % in 90 days 45 % in 30 days	61 % in 90 days 39 % in 30 days	65 % in 90 days 40 % in 30 days
What: 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.				
Why: 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.				
How are we doing? This shows that we are able to resolve approximately 40% of our cases within 30 days of receipt and over 60% of the cases have been closed within 90 days. The actual results and our future goal is down somewhat due to a 50% reduction in code compliance officers as a result of budget cuts this FY. Our goal is to decrease the time it takes to resolve cases.				
How is this funded? This program is funded by General Funds and recovery of charges against violators.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$550,000	\$0	\$550,000	\$550,000	\$550,000
Salaries and Benefits	2,862,208	3,036,978	2,567,014	3,070,948	3,070,948	3,070,948
Services and Supplies	1,492,042	1,696,217	1,395,704	530,411	530,411	530,411
Other Charges	256,179	380,921	380,921	1,146,303	1,146,303	1,146,303
Fixed Assets	31,223	0	0	0	0	0
TOTAL EXPENDITURES	\$4,641,652	\$5,664,116	\$4,343,639	\$5,297,662	\$5,297,662	\$5,297,662
REVENUES:						
Licenses and Permits	\$3,088,021	\$2,534,711	\$6,540,323	\$3,004,000	\$3,004,000	\$3,004,000
Use of Money/Property	91,226	120,000	66,641	60,000	60,000	60,000
Charges for Services	0	0	9,199	0	0	0
Miscellaneous	34,225	1,970	12,306	2,810	2,810	2,810
TOTAL REVENUES	\$3,213,472	\$2,656,681	\$6,628,469	\$3,066,810	\$3,066,810	\$3,066,810
NET FUND COST	\$1,428,180	\$3,007,435	(\$2,284,830)	\$2,230,852	\$2,230,852	\$2,230,852
Authorized Positions:	34	30	30	30	30	30
Funded Positions:	34	30	30	30	30	30
Unfunded Vacancies:	0	0	0	0	0	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, Surveying and Permit 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. 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 fees continue to decrease in the residential housing market and commercial building construction as a result of the economic slowdown. In FY 2010-11, the division received increased revenue from wind energy projects. As a result, the division reversed a five-year trend of using accumulated reserves to balance the budget. The division was able to add to reserves as a result of several wind turbine permit projects being approved. The use of funds related to the wind energy projects will likely extend into FY 2012-13. The Building Inspection Fund has a reserve of almost \$2 million at the start of FY 2011-12.

There is no General Fund contribution to this budget unit.

POSITIONS DISCUSSION

No position additions or deletions are requested for this budget unit. The recommended budget provides funding for 30 positions including four vacant positions.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of building permits reviewed and comments returned, or permit ready for issuance, within 1 day and within 30 days.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
N/A < 1 day 100% < 30 days	37% < 1 day 100% < 30 days	20% < 1 day 100% < 30 days	38% < 1 day 97% < 30 days	20% < 1 day 100% < 30 days
What: 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, and most likely issued over the counter. This data does NOT include those permits that do not require a plan review, such as an electrical panel upgrade, water heater change-out, etc. Many of these are done by fax, or our on-line permitting process. Approximately 90% of all permits are issued the same day!				
Why: 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.				
How are we doing? Over the past couple of years, we were able to reduce the time it takes to review building permits. Due to the new CA building codes becoming effective in January, we had a large volume of permits applied for in December, which resulted in us being unable to process all of them within our goal of 30 days. At this time (March), we are meeting this goal.				
How is this funded? This activity is completely self-funded through building permit fees collected from the permit applicants.				

Performance Measure #2:				
Percentage of building inspection requests responded to within one day.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 January 1, 2011	FY 2011-2012 Proposed Goal
95% in 1-2 days	90	95	95	95
What: This measures the percentage of building inspection requests we can respond to in one day.				
Why: 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.				
How are we doing? 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.				
How is this funded? This activity is completely self-funded through building permit fees collected from the permit applicants.				

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,786,358	\$1,496,189	\$1,699,527	\$2,042,497	\$2,042,497	\$2,042,497
Services and Supplies	819,241	1,433,660	855,980	1,527,472	1,527,475	1,527,475
Other Charges	0	0		53	166,302	166,302
Fixed Assets	0	141,338	30,703	0	0	110,000
Other Financing Uses	0	307,677	0	0	0	0
TOTAL EXPENDITURES	\$2,605,599	\$3,378,864	\$2,586,210	\$3,570,022	\$3,736,274	\$3,846,274
REVENUES:						
Licenses and Permits	\$3,772	\$3,900	\$3,915	\$3,900	\$3,900	\$3,900
Charges for Services	1,595,239	1,872,748	1,527,259	2,483,137	2,483,137	2,483,137
Miscellaneous	7,781	999	2,054	701	701	701
Other Financing Sources:	1,098,586					
Recorders Modernization Fund	0	1,638,558	599,337	707,810	727,010	837,010
Micrographic-Rcd	0	179,389	103,145	160,769	195,619	195,619
Recorders Electronic Recording	0	18,500	47,386	20,500	20,500	20,500
Recorder`s SSN Truncation	0	136,625	128,965	137,255	137,255	137,255
Vital & Health Stat-Recorder	0	148,675	126,408	55,500	167,702	167,702
Community Development Prog Tr	0	450	132	450	450	450
TOTAL REVENUES	\$2,705,378	\$3,998,844	\$2,538,601	\$3,570,022	\$3,736,274	\$3,846,274
Less Savings Incentive	\$0	\$307,377	\$0	\$0	\$0	\$0
NET FUND COST	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	(\$99,779)	(\$927,657)	\$47,609	\$0	\$0	\$0
Authorized Positions:	26	26	24	26	26	26
Funded Positions:	24	24	24	26	26	26
Unfunded Vacancies:	2	2	0	0	0	0

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 Recorder is a division of the Assessor-Recorder's Office. The Recorder, formerly budget unit 2705 in the General Fund, is now in a separate fund as budget unit 2700. This change was made to accurately reflect the operational status of the department based on recent legal opinions. The establishment of the new fund was approved by the Board of Supervisors on June 21, 2011.

The recommended budget includes a revenue increase of \$1,140,000 resulting from the increase of the base recording fee for the first page of a document from \$4 to \$10. The revenue estimate assumes a similar number of document transactions as in the prior fiscal year. The fee increase was approved by the Board of Supervisors on April 12, 2011, and became effective July 1, 2011.

The services and supplies object includes \$300,000 for renovations to the rotunda area of the Recorder's building. The salaries and benefits object is increased due

to the addition of two positions that were deleted in the FY 2010-11 budget process.

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.

POSITIONS DISCUSSION

The recommended budget permits the division to provide increased services over the level provided in FY 2010-11 through the recommended addition of two Office Services Technician positions that were deleted in FY 2010-11.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Number of official documents recorded.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
202,396	195,597	197,000	103,150	196,000
What: 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.				
Why: 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.				
How are we doing? Anticipating the high volume recording years were simply part of a real estate activity bubble, our office chose not to hire permanent workers but rather decided that temporary help would better fit the bill. Hiring recently retired recorder personnel as "extra help" got the office through those hectic years. Doing so, these experienced and already trained individuals saved the county the expense of our training new people to do the job and the regret of having to let those same personnel go during the tough economic time that followed and in which we find ourselves now. As of this date we have continued to maintain the same number of recording clerks since 2003. In that year, we filled one vacant Legal Process Technician position, bringing staff totals from four to five clerks. It is also important to note the Recorder's recording volume increased from 180,225 documents in 1995, with four Legal Process Technicians, to 410,682 documents in 2005 with five Legal Process Technicians and two extra help positions. In 2010, we recorded 195,597 documents with four Legal Process Technicians dedicated to legal document recordation and an additional Legal Process Technician dedicated to the recording and processing of maps along with customer service. It should also be noted that of the four technicians dedicated to document recordation, one is a trainee and one will be retiring in the near future. The 2010 production was accomplished without the hiring of extra help. In summarizing 2010, this office maintained a nearly identical proportionate workload as it experienced in 1995. With Kern County still experiencing the downturn in the economy, particularly the real estate market, it has provided the Recorders Office opportunities to work on much needed projects that were diverted, postponed or set aside during the high volume years 2002 through 2007. The downturn we are experiencing gives us the opportunity to address the legislatively mandated projects that have deadline dates that must legally be honored.				
<ul style="list-style-type: none"> • Currently, documents received via mail experience a 1-week turnaround as compared to 6 weeks during high volume years. • A continuation of the upward trend in foreclosures over FY 2010-2011 is expected but will not contribute to the number of recordings because of the depressed economy and real estate market. • Additional attention can now be focused on deferred projects. • Conversion Project involves re-creation of existing documents on microfilm to digital image format • <i>Conversion project completion necessary to comply with AB 1168</i> • AB 1168 requires Recorder to develop SSN Truncation Program • <i>AB 1168 – legislative effort to avert Identity Theft</i> • Conversion Project and provisions of AB 1168 must be completed without further delay to: • <i>Reach and maintain highest level of service</i> • <i>Ability to provide services comparable to those provided in other Counties</i> • <i>To preserve this Office's standard of service to Kern County's citizens</i> 				

COMPARABLE COUNTY STUDY			
	Total # Recorded Documents	Total Staff	Documents Per Staff
Kern	191,321	23	8,319
Ventura	206,756	46	4,495
Fresno	177,150	22	8,053
San Joaquin	185,961	31	5,999
Alameda	402,313	70	5,748
Contra Costa	306,895	50	6,138
Santa Clara	480,667	65	7,395
Stanislaus	125,170	34	3,682

How is this funded?
The Recorder's Budget unit is a zero 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 births, deaths, and marriage certificates.

Additional funding sources are:

- Recorder's Fee Fund
- Micrographics Fund
- Recorder's Modernization Fund
- Vital & Health Statistics Fund

Performance Measure #2:				
Number of Births, Deaths Processed and Marriages Certificates Registered.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
25,919	25,229	24,400	11,826	25,000
What: This is a measure of the total number of Vital Statistics records occurring in Kern County which are processed by the Recorder for public record.				
Why: To comply with State and local laws and ordinances which require the issuance of copies of the records retained by this office.				
How are we doing? The number of birth certificates and marriage certificates has dropped due to the population being uncertain about their future job security and if they can and sustain a marriage and a family. 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.				
How is this funded? The Recorder's Budget unit is a zero 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"> • Recorder's Fee Fund • Micrographics Fund • Recorder's Modernization Fund • Vital & Health Statistics Fund. 				

Performance Measure #3:				
Number of Copies of Documents issued.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
63,208	68,168	67,000	31,769	60,000
<p>What: This is a measure of the total number of copies made of Official Records (deeds, liens, maps, etc.) as well as Vital Statistics records (births, death, marriages) issued by the Recorder in our office or by mail.</p>				
<p>Why: 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.</p>				
<p>How are we doing? Even though we have seen a slight increase in requests for copies, the Recorder’s Office continues to be impacted by the process in which we issue copies. The California Department of Public Health (CDPH) developed a new statewide access system which requires county recorders to print only informational certified copies of birth and death certificates from this secured web-based application called VRIRSA. The birth and death certificate images are redacted then returned to the recorder. The total turnaround time is approximately ten minutes compared to the usual time of five minutes. If the certificate is not in the statewide data base, the customer has to come back in 24 hours to pick up their certificate. This means 1 out of every 3 customers are coming back the next day for service.</p> <p>Fewer people and entities require copies of marriage certificates to effect name changes with such government agencies such as Social Security and the California Department of Motor Vehicles.</p> <p>There has also been a reduction in the requests for copies of official records due to the fact that our office has put its grantee and grantor indices on the internet, thus allowing the general public to search those records from home and business. It is important to note, however, that even though the number of “hard copy requests” has declined, our office has experienced a substantial increase in the number of public inquiries in the form of contact over the phone, internet email and actual in-office visits.</p> <p>We are continuously exploring alternatives which would give us the ability to improve customer service and streamline processes within the Recorder’s Office. Presently, we utilize the services of VitalChek which allows our customers to order vital statistics online. This saves our customers time and the expense of visiting the Recorder’s office. With the stabilization of the copy order requests, it has allowed our staff to provide a higher level of service to our walk-in customers.</p>				
<p>How is this funded? The Recorder’s Budget unit is a zero 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.</p> <p>Additional funding sources include:</p> <ul style="list-style-type: none"> • Recorder’s Fee Fund • Micrographics Fund • Recorder’s Modernization Fund • Vital & Health Statistics Fund. 				

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,579,650	\$1,515,815	\$1,579,064	\$1,713,332	\$1,690,699	\$1,690,699
Services and Supplies	84,040	103,830	112,801	120,776	120,776	120,776
Other Charges	6,571	4,000	15,500	7,025	7,025	7,025
Fixed Assets	0	0	0	11,000	11,000	11,000
Other Financing Uses	0	138,365	0	0	0	109,527
TOTAL EXPENDITURES	\$1,670,261	\$1,762,010	\$1,707,365	\$1,852,133	\$1,829,500	\$1,939,027
Less Expend. Reimb.	215,114	243,000	396,231	295,000	295,000	295,000
TOTAL NET EXPENDITURES	\$1,455,147	\$1,519,010	\$1,311,134	\$1,557,133	\$1,534,500	\$1,644,027
REVENUES:						
Charges for Services	\$854,899	\$814,600	\$714,542	\$786,500	\$786,500	\$786,500
Miscellaneous	326	0	3,151	10,000	10,000	10,000
TOTAL REVENUES	\$855,225	\$814,600	\$717,693	\$796,500	\$796,500	\$796,500
Less Savings Incentive	\$0	\$138,365	\$0	\$0	\$0	\$109,527
NET GENERAL FUND COST	\$599,922	\$566,045	\$593,441	\$760,633	\$738,000	\$738,000
Authorized Positions:	14	12	14	14	14	14
Funded Positions:	14	12	12	12	12	12
Unfunded Vacancies:	0	0	2	2	2	2

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:

- Engineering, Surveying and Permit Services
- Planning and Community Development
- Roads

▪ *Fundamental Functions & Responsibilities:*

- Identify emerging air, land, water and growth issues and advance policies to effectively address their impacts
- Pursue continuous improvement of operations within DSA departments
- Coordinate public facilities planning to accommodate new development
- Provide support to DSA departments including administration, personnel, and information technology

PROGRAM DISCUSSION

The Development Services Agency (DSA) provides management expertise and oversight, policy analysis and direction, and computer and payroll/personnel support to its component departments. DSA also manages maintenance and security matters for the Public Services Building, and works with the agency departments to identify and incorporate more efficient operating practices.

Expenses in the recommended budget are projected to be \$177,017 or 10% higher than the FY 2010-11 adopted budget, primarily due to retirement payouts. Revenues are projected to be approximately 2% less than last year. This is a result of holding a Systems Analyst position vacant for part of the year, who would have been assigned to billable projects. The department’s staff costs are partially reimbursed by other departments for providing services to those departments. The DSA will continue to provide

technical and communications support services to the departments in the Public Services Building and outlying service delivery sites. However, service levels to General Fund departments will remain at reduced levels from previous fiscal years. 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

No position additions or deletions are anticipated for this budget unit in FY 2011-12. The recommended budget provides funding for ten filled positions and two vacant funded positions including, one Director of Development Services Agency and one Systems Analyst II position. The department also has two vacant unfunded positions: one Fiscal Support Specialist and one Fiscal Support Technician.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Effectiveness in ensuring that DSA Departments achieve their process improvement goals.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-Year Results	FY 2011-12 Proposed Goal
New measure/ not tracked	New measure/ not tracked	100%	On track to achieve goal	100%
What: DSA recently completed a process improvement effort to streamline land division procedures. Eight different processes were studied in groups that included the local development community and county staff. This resulted in more than 40 recommendations, many of which include stated performance goals for reviewing and/or processing land division applications. Meeting those goals will be an ongoing process which has significant value to the development community. The DSA will measure the Departments’ effectiveness in ensuring the goals are met 100% of the time.				
Why: The development community has the expectation that land division applications will be reviewed and processed timely, and that internal procedures are efficient and seamless. The stated performance goals are the yardstick by which those efforts are measured.				
How are we doing? DSA has previously reported to the Board regarding the completion of this process improvement effort and that significant progress had already occurred in adopting the improved procedures and establishing the timeframes. To assist in monitoring timeframes on an ongoing basis, staff programmers recently developed a database tracking system that will be utilized during throughout the applications processing effort by staff of both Planning and Community Development and Engineering, Surveying and Permit Services. In the near future, the tracking information will be online for applicants to obtain the status of their applications as well.				
How is this funded? This function is funded by a combination of general fund dollars and charges to departments who have subvented or special funding sources.				

Performance Measure #2:				
Percent of time the DSA network is available to supported users.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
New measure/ not tracked	New measure/ not tracked	100%	On track to achieve goal	100 %
<p>What: This measure assesses the amount of time the servers and network infrastructure are available to the users who access them. This includes servers used for applications such as Building Inspection’s Permits Plus, the Waste Management landfill system, and Roads accounting system. Beginning in FY 11-12, DSA will also be supporting the Kern Sanitation Authority waste treatment site. Support includes the Groupwise mail server, file and print servers, and ensuring all data is regularly backed up each night. Critical components of this indicator also include the Public Services Building’s network infrastructure which is the microwaves and LAN connectivity within the building.</p>				
<p>Why: ** Technology is so integral to our operations that we felt that this issue was important to measure that it was added as a new measure last fiscal year.</p> <p>The vast majority of the systems noted above are mission critical for the departments – meaning without the systems, the departments would be unable to fulfill their stated missions. Maintaining the systems, and ensuring consistent “up time” is the primary focus of the DSA’s technology group. Down time is costly, inefficient, and simply not an option.</p>				
<p>How are we doing? This indicator is measured through a statistical query of the servers and network switches. The percent of available time at 99% indicates that DSA information technology group is performing at a level that provides user-customers with continuous access to their required systems.</p>				
<p>How is this funded? This function is funded by a combination of general fund dollars and charges to departments who have subvented or special funding sources.</p>				

Performance Measure #3:				
Average customer score, using a 4-point scale, of DSA’s information technology support services provided to the supported departments.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-12 Proposed Goal
New measure/ not tracked	New measure/ not tracked	4.00	3.96	4.00
What: This measurement assesses the capability of the DSA in responding to service requests from supported users. The statistics evaluate the timeliness, outcome, and customer service with which each service request is addressed.				
Why: ** Technology is integral to our collective operations, and our service delivery in terms of technology support equally as important. Though we measure this component internally on a periodic basis, we felt the issue was important enough to report on the results. DSA is keenly aware of the internal customers it serves (supported departments) and the importance of providing a high level of service to those customers. Whether a user request is submitted to remedy a problem or to request new equipment or software, customers are entitled to courteous, timely, and capable support. This indicator is a measurement of those factors.				
How are we doing? DSA developed an online customer service survey for the factors noted above, which is emailed to the service requestor following completion of the service request. The survey is conducted for a one-month duration several times a year. Possible scores range from 1 (not satisfied) to 4 (highly satisfied). Of those who respond, the overall service rating was 3.96 percent which would indicate that customers are highly satisfied with the resolution of their issue. The survey also solicits feedback from the users, some of which provide suggestions to enhance our service delivery. Average scores (where 4.0 = A, 3.0 = B, etc.): Overall service rating = 3.96 Technician’s courtesy = 3.93 Timeliness = 3.95 Technical ability = 3.97 % of requests completed on first visit = 96%				
How is this funded? This function is funded by a combination of general fund dollars and charges to departments who have subvented or special funding sources.				

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,390	\$3,500	\$1,609	\$1,000	\$1,000	\$1,000
Other Charges	18,387	11,500	6,075	9,000	9,000	9,000
TOTAL EXPENDITURES	\$19,777	\$15,000	\$7,684	\$10,000	\$10,000	\$10,000
REVENUES:						
Fines and Forfeitures	\$4,468	\$5,500	\$6,185	\$5,500	\$6,400	\$6,400
TOTAL REVENUES	\$4,468	\$5,500	\$6,185	\$5,500	\$6,400	\$6,400
NET FUND COST	\$15,309	\$9,500	\$1,499	\$4,500	\$3,600	\$3,600
Net General Fund Cost	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

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.

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 unit are collected and deposited to the fund by the Courts. Estimated revenue information received from the Courts indicates that revenues will increase by \$900 in FY 2011-12.

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.

Planning and Community Development Department

Budget Unit 2750

Agency Director: Ted James, *Appointed*

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,533,027	\$3,871,989	\$3,410,109	\$2,805,921	\$2,965,331	\$2,995,331
Services and Supplies	2,214,319	6,977,727	3,014,583	4,230,424	4,147,717	4,147,717
Other Charges	0	0	4,899	9,850	9,850	9,850
Fixed Assets	0	25,000	0	0	0	0
Other Financing Uses	0	414,573	0	0	0	410,000
TOTAL EXPENDITURES	\$5,747,346	\$11,289,289	\$6,429,591	\$7,046,195	\$7,122,898	\$7,562,898
Less Expend. Reimb.	3,300	70,000	567	0	0	0
TOTAL NET EXPENDITURES	\$5,744,046	\$11,219,289	\$6,430,158	\$7,046,195	\$7,122,898	\$7,562,898
REVENUES:						
Licenses and Permits	\$420,460	\$526,646	\$408,279	\$441,195	\$441,195	\$441,195
Fines and Forfeitures	32,970	9,255	11,161	9,255	9,255	9,255
Intergovernmental	0	20,000	0	945,950	945,950	695,950
Charges for Services	2,527,748	7,055,754	2,528,298	3,673,215	3,673,215	3,673,215
Miscellaneous	39,808	3,070	20,593	21,150	21,150	21,150
Other Financing Sources:						
Arra Energy Stimulus Grant	0	0	0	0	0	244,730
General Plan Admin Surcharge	792,835	1,441,754	343,800	274,461	202,314	202,314
TOTAL REVENUES	\$3,813,821	\$9,056,479	\$3,312,131	\$5,365,226	\$5,293,079	\$5,287,809
Less Savings Incentive	\$0	\$414,573	\$0	\$0	\$0	\$410,000
NET GENERAL FUND COST	\$1,930,225	\$1,748,237	\$3,118,027	\$1,680,969	\$1,829,819	\$1,865,089
Authorized Positions:	43	44	42	41	41	34
Funded Positions:	43	38	38	32	33	33
Unfunded Vacancies:	0	6	4	9	8	1

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 funding to support the department’s functions. The department strives to employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment.

Major projects and programs that the department will continue to pursue in FY 2011-12 are:

- Streamlined and expedited processing of renewable energy projects, commercial, and industrial development.

- 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.

- Completion of the Metropolitan Bakersfield General Plan update and Climate Change Action Plan.

- Developing planning programs for the Indian Wells Valley, and implementation of the Joint Land Use Coordinating Committee.

- Resolution and monitoring of regional growth issues.

In FY 2010-11, a designation was established in the General Fund, in the amount of \$402,000. These funds were to supplement the department’s General Plan Surcharge and grants to facilitate the completion of

programs that promote economic growth throughout the County. The source of these funds was an additional allocation from the Troubled Assets Relief Program (TARP) to counties under the Payment In-lieu of Taxes (PILT) program of the U.S. Department of Interior. This year \$148,850 of the PILT designation has been included in the budget for the Indian Wells Valley Specific Plan Visioning Design Workshop and for the Rosamond Business District Community Vision Workshop.

The department has reduced both revenue and expenditure estimates to more accurately reflect its actual activity for the past few years.

Increased activity associated with renewable energy projects is expected to continue through 2012. Should other development projects not materialize this fiscal year, the department may need to use its accumulated Budget Savings Incentive credits to offset expenditures planned for FY 2011-12, in order to avoid decreases in service levels.

POSITIONS DISCUSSION

The recommended budget includes additional funding for one extra help Accountant position, at a cost of \$30,000. The department is deleting seven vacant unfunded positions including: four Planner I positions, one Accountant I/II/III position, one Geographic Information Specialist position, and one Planning Technician position. The department will hold one Planner I position vacant to provide flexibility should applicant workload increase substantially.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Number of days to provide a written response to preliminary reviews of all land use/land division applications.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
30 days	13.6 days	30-day review	9.6 days	30-day review
What: 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.				
Why: 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				
How are we doing? 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.				
How is this funded? Project applicants pay a preliminary review fee to compensate Department staff review of the request.				

Performance Measure #2:				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
30 plus days	11.6 days	15-day review	7.9 days	15-day review
What: 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.				
Why: 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.				
How are we doing? 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.				
How is this funded? Project applicants pay a preliminary review fee to compensate Department staff review of the request.				

Performance Measure #3:				
Average wait time of customer seeking service at the public counter.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
25 min.	4 min.	No more than 10 min. wait time	4 min.	No more than 10 min wait time
What: 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.				
Why: 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.				
How are we doing? 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.				
How is this funded? 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 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$3,335,487	\$3,293,817	\$3,417,018	\$2,853,883	\$3,685,832	\$3,688,519
Services and Supplies	1,542,977	1,752,832	1,580,782	1,521,293	1,521,293	1,521,293
Other Financing Uses	0	20,125	0	0	0	0
TOTAL EXPENDITURES	\$4,878,464	\$5,066,774	\$4,997,799	\$4,375,176	\$5,207,125	\$5,209,812
REVENUES:						
Licenses and Permits	\$472,012	\$650,000	\$432,988	\$460,000	\$460,000	\$460,000
Fines and Forfeitures	320	6,000	1,139	1,500	1,500	1,500
Intergovernmental	993,242	1,084,411	884,410	891,267	891,267	891,267
Charges for Services	677,692	1,070,050	746,744	741,719	741,719	741,719
Miscellaneous	23,835	15,250	19,954	15,420	15,420	15,420
Other Financing Sources:						
Animal Care Donations	0	0	0	10,332	11,332	11,332
Sterilization Fund	0	0	0	33,000	33,000	33,000
TOTAL REVENUES	\$2,167,101	\$2,825,711	\$2,085,235	\$2,153,238	\$2,154,238	\$2,154,238
Less Savings Incentive	\$0	\$20,125	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$2,711,363	\$2,220,938	\$2,912,564	\$2,221,938	\$3,052,887	\$3,055,574
Authorized Positions:	49	46	47	37	48	48
Funded Positions:	47	46	47	36	48	48
Unfunded Vacancies:	2	0	0	1	0	0

OPERATIONAL SUMMARY

▪ *Mission:*

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.

▪ *Fundamental Functions & Responsibilities:*

- 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 of animal abuse cases

PROGRAM DISCUSSION

The Animal Control Division provides for the care and protection of unwanted and abandoned animals within our community. The County owns and operates shelters in Bakersfield and Mojave and contracts for shelter services within Lake Isabella and Ridgecrest. The County provides enforcement and shelter activities for the City of Tehachapi and shelter services to the cities of Arvin and Bakersfield through contracts.

The division provides local rabies control in accordance with the Health and Safety Code. The rabies control program includes requirements for animal licensing, rabies vaccinations, bite reporting, quarantine, and stray animal control. The division will continue to provide low-cost rabies vaccination clinics, investigate animal cruelty and abuse complaints, conduct public education programs, and promote spaying and neutering at the recommended budget level.

The recommended budget includes General Fund resources to avoid detrimental cuts to staffing and public services.

To meet the service needs of the division, efforts to expand public interest for volunteering have been undertaken, more services from CalWORKs Employment Preparation Program and Kern High School District's Regional Occupational Program have been solicited, and assistance from the Work Release Program through an

agreement with the Kern County Sheriff's Office has been achieved.

The recommended budget includes an increase of approximately \$392,000 in salaries and benefits. This is mainly due to the addition of a Fiscal Support Technician position during FY 2010-11, the request for another Fiscal Support Technician position in FY 2011-12, and an increase of approximately \$65,000 in Workers' Compensation charges.

The recommended budget includes a decrease in services and supplies of approximately \$252,000. During FY 2010-11, the division worked with the County Garage in efforts of lowering the costs associated with the division's fleet. The decrease in services and supplies is mainly attributed to this effort.

The recommended budget includes a decrease in revenues of approximately \$671,000. This is primarily due to the declining economy as well as the loss of the State Aid for Mandated Costs (SB90) reimbursement program.

POSITIONS DISCUSSION

This division is currently authorized 47 positions, all of which are funded in the recommended budget. The recommended budget includes the addition of one Fiscal Support Technician position at an annual cost of \$75,000, in an effort to adequately segregate certain fiscal, accounting, and office functions, as well as assist shelter staff and the public as needed.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percent change in the number of impounded species.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
11% increase 32,665	3% decrease 31,659	1% increase 31,848	3% decrease 30,771	1% decrease 30,462
What: 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 or spay/neuter their pets.				
Why: 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.				
How are we doing? If impound growth were to continue “straight line”, impounds would be over the desired goal for FY 2009-10. Population growth, housing foreclosures, and the suppressed economy all contribute to owners losing sight of responsible pet ownership. Education programs have continued in the schools and because of a grant written in conjunction with the Kern County Library, children will be provided with learning materials teaching proper care for pets, available for the following 7 months. The Animal Control Commission’s activities have continued to increased awareness in the spay/neuter issue. Attempting to increase Return to Owner (RTO) programs will also decrease the number of impounds that the Division has during the year.				
How is this funded? Adoption, redemption, licensing fees, and the General Fund.				

Performance Measure #2:				
Percent change in the number of impounded animals that are euthanized.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
20,092 = 65% of intakes	18,614= 59% of intakes	19,108 = 60% of intakes	18,982 = 60% of intakes	18,413 = 57% of intakes
What: 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 are also considered unadoptable.				
Why: Euthanasia is decreased when impounds decrease and/or when there is an increased number of adoptable animals and animals returned to their homes. Through education and enforcement impounds will decrease. Through an increased awareness by the public that shelter animals are adoptable and that lost animals can be located at the shelter, adoptions and redemptions will increase. An active foster program, provision of humane care in a home setting, and an increase in the number of animals going to rescues and transferred to other shelters will allow for animals that would have been euthanized to be rehabilitated and ultimately adopted.				
How are we doing? The euthanasia rate is staying constant with a slight decrease. The monthly rate has continued to stay virtually the same due to the increase of disease even though the Division is attempting to increase adoptions, rescues and transfers. Impounds continue to increase. Education and awareness continue to be strong and enforcement has increased. The foster program has proven to be challenging because of the rigorous standards that foster families must adhere to. The Division is currently re-visiting the foster care program that was originally introduced in June 2008 to uphold the animal care standards required while making foster care more user friendly and desirable. The hope of the Division is to 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.				
How is this funded? Adoption, redemption, licensing fees, and the General Fund.				

Performance Measure #3:				
Percent change in the number of impounded animals that are returned to owner, adopted, or rescued and transferred.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
22% increase 10,180	2% decrease 9910	4% Increase 10,280	12% decrease 8,712	18% increase 10,280
What: This measures the number of animals released from the shelter alive. There are six categories of live release types: adoption, return to owner (redemption), rescue, foster, relocate and transfer.				
Why: 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.				
How are we doing? Mid-year shows the Division below goal. Summer months generally see an increase in adoptions. Education has included participation in several themed press releases on responsible pet ownership and increased awareness through Animal Control Commission's activities. Enforcement has included a limited compliment of field staff since January 2011. An effort to have more animals rescued or transferred to other shelters has been successful in increasing the number of animals leaving the shelter except during the time of increased disease.				
How is this funded? Adoption, redemption, licensing fees and the General Fund				

Performance Measure #4:				
Number of people directly reached through Animal Control's public education and outreach programs.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
4,411	2,500	2,000	2,000	2,000
What: One of the main functions of Animal Control is to make the citizenry aware of the importance of responsible pet ownership. This indicator is a direct measure of Animal Control presence in the community through education and outreach programs.				
Why: The more people of all ages the Division reaches and teaches 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 that will arrive at the shelter facing an uncertain future.				
How are we doing? The Division is on target to achieve the FY 2010-11 goals with the increased participation of the Health Promotions and Public Information Division of Public Health and the collective efforts of the Kern County Library and the Division of Animal Control.				
How is this funded? Adoption, redemption, licensing fees and the General Fund.				

Performance Measure #5:				
Number of vaccination and licensing infractions issued.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
1,070	3,510	1,050	2,872	2,872
What: This indicator measures the strength of the enforcement of the most basic of all animal control regulations, mandatory rabies vaccination and licensing. This is a direct indicator of the Division's ability to protect the citizens and animals in Kern County from a rabies outbreak.				
Why: Rabies vaccination and licensing is mandated in California due to the prevalence of rabies. Protecting the animals and citizens within the County 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 licensing requirements, it will increase the likelihood of the owner obtaining vaccination and license.				
How are we doing? The Division has used the Public Education and Enforcement Team (PEET) to enhance the number of vaccination opportunities. Officers are diligent to issue citations for non-rabies compliance and veterinarian offices are providing copies of proof of vaccination for licensing follow-up by the Division.				
How is this funded? Adoption, redemption, licensing fees and the General Fund.				

Performance Measure #6:				
Number of licensed dogs.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
20,978	23,252	25,000	27,335	28,702
What: This is a direct measurement of how many persons in the community are compliant with the 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.				
Why: 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 community will be a reflection of Animal Control's ability to carry out its primary responsibility.				
How are we doing? The Division is on target with the number of licenses sold that expire during this fiscal year. The PEET program has been successful. Every animal redeemed from impound is vaccinated and licensed; field staff is continuously distributing clinic fliers in the field and issuing citations when necessary. The Division has purchased and implemented an on-line licensing portion of its animal control software and has hopes that capability will increase licensing.				
How is this funded? Adoption, redemption, licensing fees and the General Fund.				

Performance Measure #7:				
The number of misdemeanor and felony cases related to animal neglect and abuse that are filed with the District Attorney.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
28	28	40	10	10
What: This goal measures the department's ability to protect and care for the County's animal population.				
Why: 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 cannot 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.				
How are we doing? The Division's goal is to always be available to investigate and report any case of animal abuse.				
How is this funded? Adoption, redemption, licensing fees and the General Fund.				

Performance Measure #8:				
Number of dispatched calls with an outcome.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
25,376	34,724	28,500	33,925	33,925
What: This indicator measures the ability of Animal Control to respond and resolve the public's calls for assistance.				
Why: 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.				
How are we doing? A straight line projection would indicated a higher than anticipated dispatch with outcome rate. However, the number of calls decreases during the winter and increases during summer months. The second half of the fiscal year will probably see a significant increase in dispatched calls further increasing the already exceeded adopted goal.				
How is this funded? Adoption, redemption, licensing fees and the General Fund.				

Range Improvement (Section 15)

Budget Unit 2780

Farm and Home Advisor: John Borba, *Interim Appointment of the University of California*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$5,750	\$61,811	\$5,750	\$20,000	\$20,000	\$20,000
Other Charges	0	0	0	5,750	5,750	5,750
TOTAL EXPENDITURES	\$5,750	\$61,811	\$5,750	\$25,750	\$25,750	\$25,750
REVENUES:						
Use of Money/Property	\$851	\$1,400	\$556	\$1,013	\$1,013	\$1,013
Intergovernmental	7,118	12,000	8,687	9,000	9,000	9,000
TOTAL REVENUES	\$7,969	\$13,400	\$9,243	\$10,013	\$10,013	\$10,013
NET RANGE IMP SECTION 15 FUND COST	(\$2,219)	\$48,411	(\$3,493)	\$15,737	\$15,737	\$15,737
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

All expenditures in this budget unit are funded from revenue generated through 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 Section 15 Grazing Advisory Board allocates funds for the improvement and protection of federal grazing lands. Funds can only be used for constructing fences, wells, reservoirs and other range improvement projects.

The recommended budget provides adequate funding to continue preventing overgrazing and soil deterioration on federal grazing lands in the County. The Range Improvement (Section 15) budget also provides a total of \$5,750 to the Agricultural Commissioner in support of the Predatory Animal Control Program to help promote human safety and prevent property damage in the County.

The Farm and Home Advisor administers this budget unit.

Range Improvement (Section 3)

Budget Unit 2781

Farm and Home Advisor: John Borba, *Interim Appointment of the University of California*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$2,000	\$38,417	\$2,000	\$36,281	\$36,281	\$35,041
Other Charges	0	0	0	1,000	1,000	1,000
TOTAL EXPENDITURES	\$2,000	\$38,417	\$2,000	\$37,281	\$37,281	\$36,041
REVENUES:						
Use of Money/Property	\$609	\$2,400	\$370	\$1,500	\$1,500	\$1,500
Intergovernmental	974	3,800	613	1,000	1,000	1,000
TOTAL REVENUES	\$1,583	\$6,200	\$983	\$2,500	\$2,500	\$2,500
NET RANGE IMP SECTION 3 FUND COST	\$417	\$32,217	\$1,017	\$34,781	\$34,781	\$33,541
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

All expenditures in this budget unit are funded from revenue generated through 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 Section 3 Grazing Advisory Board allocates funds for the improvement and protection of federal grazing lands. Funds can only be used for constructing fences, wells, reservoirs and other range improvement projects.

The recommended budget provides adequate funding to continue preventing overgrazing and soil deterioration on federal grazing lands in the County. The Range Improvement (Section 3) budget also provides a total of \$1,000 to the Agricultural Commissioner in support of the Predatory Animal Control Program to help promote human safety and prevent property damage in the County.

The Farm and Home Advisor administers this budget unit.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$17,582,171	\$19,146,061	\$18,488,000	\$21,831,202	\$21,831,202	\$21,831,202
Services and Supplies	24,712,753	49,695,143	21,492,726	43,496,482	43,496,482	43,496,482
Other Charges	522,249	908,271	903,271	2,121,974	2,121,974	2,121,974
Fixed Assets	30,114	956,200	346,294	2,000,000	2,000,000	2,000,000
TOTAL EXPENDITURES	\$42,847,287	\$70,705,675	\$41,230,291	\$69,449,658	\$69,449,658	\$69,449,658
REVENUES:						
Taxes	\$0	\$379,900	\$1,274,186	\$1,584,900	\$1,584,900	\$1,584,900
Use of Money/Property	256,091	200,000	324,374	310,000	310,000	310,000
Intergovernmental	42,763,835	35,685,096	29,529,107	27,358,153	27,358,153	27,358,153
Charges for Services	4,644,736	3,688,000	4,988,494	3,824,633	3,824,633	3,824,633
Miscellaneous	115,944	6,500	280,278	3,316,905	3,316,905	3,316,905
Other Financing Sources:						
General Fund	7,623,557	5,969,277	5,969,277	5,670,813	5,670,813	5,670,813
Sales of Fixed Assets	39,918	20,000	1,445	20,000	20,000	20,000
Other Financing Sources	310,121	0	0	0	0	0
General Plan Admin Surcharge	0	72,147	0	72,147	72,147	72,147
Core Area Metro Bfld Imp Fee	0	0	0	500,000	500,000	500,000
Metro Bfld Transport Imp Fee	0	500,000	0	1,754,691	1,754,691	1,754,691
Rosamond Transport Imp Fee	0	450,000	0	450,000	450,000	450,000
Bakersfield Mitigation	221,849	0	0	110,000	110,000	110,000
Teh Transp Impact Fee Non-Core	74,261	78,000	78,000	0	0	0
Arra Roads	2,979,061	8,961,050	7,180,047	2,137,162	2,137,162	2,137,162
Community Development Prog Tr	560,197	0	811,630	278,390	278,390	278,390
TOTAL REVENUES	\$59,589,570	\$56,009,970	\$50,436,838	\$47,387,794	\$47,387,794	\$47,387,794
NET ROAD FUND COST	(\$16,742,282)	\$14,695,705	\$982,015	\$22,061,864	\$22,061,864	\$22,061,864
NET GENERAL FUND COST	\$7,623,557	\$5,969,277	\$5,969,277	\$5,670,813	\$5,670,813	\$5,670,813
Authorized Positions:	203	206	204	204	204	204
Funded Positions:	203	189	189	195	195	195
Unfunded Vacancies:	0	17	15	9	9	9

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 department provides engineering design for all transportation projects (and related requests from other departments), including preparation of preliminary studies to determine the project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

The recommended budget includes a General Fund contribution of \$5.57 million, which is 5% less than the FY 2010-11 adopted budget. The recommended budget does allow the department to continue to meet performance measure goals related to road paving and maintenance.

The recommended budget is largely a reflection of State and federal allocated funding. Gas taxes are expected to continue decreasing due to higher gas prices and more fuel efficient vehicles by perhaps as much as \$2 million. In FY 2011-12, federal aid for construction will return to normal levels. In FY 2010-11, revenues were higher than normal due to reimbursement for several projects originally programmed in FY 2009-10.

Increases in operating expenses continue to be a challenge for the department. County cost allocation charges, employee benefits rates and operating expenses continue to grow, while operating revenues, the gas tax and General Fund contribution, are declining. The money from sources such as Prop 1B and Prop 42 are programmed for project-related expenses and must be accounted for with completed projects. These funding sources cannot be used for operating costs such as salaries

and equipment. Major projects and programs that the department will continue work on in FY 2011-12 are:

- County COP transportation bond projects are winding down. The department has completed or has under construction 16 of the 23 budgeted transportation bond projects.
- The Seventh Standard Road interchange at Highway 99 has been completed, and project closeout is underway.
- Wheeler Ridge at Interstate 5 has a new overcrossing that was finished this year and project closeout is underway.
- The Seventh Standard Road widening project from Coffee to Santa Fe Way is nearing completion and the overcrossing at Santa Fe Way is now over 70% complete.
- An undercrossing at Hageman Road and Allen Road is now under construction and should be completed by June 2012.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Automotive Service Worker position and the deletion of one Heavy Equipment Mechanic position for a cost savings of approximately \$25,000. The recommended budget also includes holding nine positions vacant and unfunded. Vacant positions include one Engineering Manager position, at an annual cost savings of \$190,000; one Supervising Engineer position, at an annual cost savings of \$170,000; two Fiscal Support Specialist positions, at a total annual cost savings of \$146,000; one Fiscal Support Technician position, at an annual cost savings of \$63,000; one Senior Office Services Specialist position, at an annual cost savings of \$70,000; and three Road Maintenance Worker I positions, at a total annual cost savings of \$180,000. Holding these positions unfunded results in an annual savings of over \$800,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Number of miles of County-maintained roads that have been resurfaced (overlays, blade seals, and machine seals).				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Results	FY 2011-12 Proposed Goal
42.1 Overlays	36.5 Overlays	56.5 Overlays	68.9 Overlays	45.1 Overlays
<u>10.2 Seals</u> 52.3	<u>99.84 Seals</u> 136.34	<u>150 Seals</u> 206.5	<u>230 Seals</u> 298.9	<u>156 Seals</u> 201.1
<p>What: (Describe exactly what this specific indicator measures) This indicator measures how many miles of existing County-maintained road are resurfaced each year, either by contracting out for reconstruction or machine seals or by chip sealing with county forces.</p>				
<p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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.</p> <p>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.</p>				
<p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) Thanks to the County Transportation Bond funding and additional, one-time ARRA dollars, we were able to do considerable resurfacing this year on the County system. This is clearly reflected in Performance Measure #2 – the Rating of our roads.</p>				
<p>How is this funded? (Provide a brief overview of the funding sources related to this effort) 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 1B or County bond funds.</p>				

Performance Measure #2:				
Percentage of miles of County-maintained paved roads that are rated in Above Average condition each year				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Results	FY 2011-12 Proposed Goal
40%	43	> 42%	47%	> 47%
<p>What: (Describe exactly what this specific indicator measures) Based on an annual, visual survey (PASER rating) to determine the pavement conditions on all 3,300 miles of County-maintained paved roads, this measurement tells us what percentage of those miles are in better than average condition.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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 (5) or better.</p> <p>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.</p> <p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) We anticipate further improvement in 2011/12. The remaining County bond-funded projects will result in improvement on some of our longest-neglected roadways.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) 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 1B funds or County bond funds</p>				

Performance Measure #3:				
Number of miles of pedestrian paths, bike paths and sidewalk constructed in unincorporated areas of Kern County.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Results	FY 2011-12 Proposed Goal
16.67 miles	4.8 miles	14.5 miles	6 miles	10.1 miles
<p>What: (Describe exactly what this specific indicator measures) This indicator measures the miles of pedestrian paths, bike paths and sidewalk constructed in the unincorporated areas of Kern County. This measure does not include sidewalk being constructed as part of new developments or subdivisions, only sidewalk that is being added to existing neighborhoods which did not previously have it.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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 provide alternatives to driving.</p> <p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) Activity levels are dependent upon available funding. The 2008/09 activity is the most we've ever had due to several Safe Route to School-funded projects and some large sidewalk projects using funds on loan from the California Infrastructure and Economic Development Bank (I-Bank).</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) 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.</p>				

Performance Measure #4:				
Percentage of key intersections where traffic flows meet the Level of Service (LOS) rating as specified in the General Plan.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Results	FY 2011-12 Proposed Goal
No data	No data	100%	87%	93%
<p>What: <i>(Describe exactly what this specific indicator measures)</i> 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.</p> <p>Level of Service (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 can be measured.</p>				
<p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Of the 15 representative intersections, 13 meet or exceed their target LOS. Of two remaining intersections, improvement at Hageman at Allen/Santa Fe Way are under construction and a project at Olive Drive and Knudsen is in the planning.</p>				
<p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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. Improvements at Hageman and Allen will be partially funded by State Prop 1B and Section 190 funds.</p>				

Performance Measure #5:				
Number of miles of County-maintained unpaved road shoulders stabilized and number of miles of County-maintained dirt roads paved.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Results	FY 2011-12 Proposed Goal
16.7 Shoulders 2.7 Dirt roads	20.4 Shoulders 2.3 Dirt roads	30.2 Shoulders 10 Dirt roads	30.2 Shoulders 3 Dirt roads	3.8 Shoulders 10.9 Dirt roads
What: <i>(Describe exactly what this specific indicator measures)</i> This indicator measures the number of miles of County-maintained unpaved road shoulders that are “stabilized” either by paving them or using other methodology. The indicator also measures the number of County-maintained dirt roads that are paved each year.				
Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> Paving or stabilizing road shoulders and paving dirt roads both are key components of our Air Quality PM-10 reduction efforts by cutting the amount of dust in the air caused by traffic. In addition, paving road shoulders makes the road much safer for the traveling public.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> As funding becomes available, we plan as many of these projects as money allows. Shoulder stabilization projects are based mainly on the amount of traffic carried by the roadway. Paving dirt roads is prioritized based on need and benefit to the community.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> We are currently using the majority of our federal Congestion Mitigation and Air Quality grants to fund these projects. The grants require an 11.47% local match.				

Performance Measure #6:				
Number of miles of curb and gutter installed existing neighborhoods in unincorporated areas of Kern County.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Results	FY 2011-12 Proposed Goal
7.15 miles	4.8 miles	4.83 miles	6 miles	2.9 miles
What: <i>(Describe exactly what this specific indicator measures)</i> This indicator measures the number of miles of curb and gutter constructed in the unincorporated areas of 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 which did not previously have it.				
Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> 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. The high numbers in 2008/09 are the result of a large number of projects that year funded by loans from the California Infrastructure and Economic Development Bank (I-Bank).				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> These projects are most often funded by Community Development Block Grant funds. For small, fill-in projects we sometimes use local road fund through our job order contracting process.				

Roads Department-County Contribution

Agency Director: Ted James, *Appointed*

Budget Unit 3001

Department Head: Craig Pope, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$7,623,557	\$5,969,277	\$5,969,277	\$5,670,813	\$5,670,813	\$5,670,813
TOTAL EXPENDITURES	\$7,623,557	\$5,969,277	\$5,969,277	\$5,670,813	\$5,670,813	\$5,670,813
NET GENERAL FUND COST	\$7,623,557	\$5,969,277	\$5,969,277	\$5,670,813	\$5,670,813	\$5,670,813

PROGRAM DISCUSSION

This budget unit appropriates supplemental funding from the General Fund to the Road Fund to support Roads Department operations.

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 2011-12 represents a decrease of 5%, or \$298,464 from the FY 2010-11 adopted budget.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Actual</u>	<u>Department Requested</u>	<u>Recommended Preliminary</u>	<u>CAO Recommended</u>
APPROPRIATIONS:						
Other Financing Uses	\$0	\$0	\$0	\$0	\$0	\$191,750
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$191,750
REVENUES:						
Other Financing Sources:	0	0	0	0	0	0
TOTAL REVENUES	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$191,750

PROGRAM DISCUSSION

This budget unit appropriates supplemental funding from the General Fund to the Airports Enterprise Fund. It is a new budget unit for FY 2011-12 and was established to account for contributions made from the General Fund to the Airports Enterprise Fund. The recommended contributions are to support the following:

- \$41,750 for the Airport Economic Opportunity Area (AEOA) that was approved by your Board on June 16, 2009. It allows the department to realize a portion of increases in land values in and around Meadows Field Airport and is applied directly toward the department’s public capital facilities associated with the AEOA.
- \$150,000 that will help offset the cost of funding the Customs and Border Protection (CBP) officer that is necessary for maintaining the viability of the Foreign Trade Zone (FTZ), as administered by the Director of Airports. Through the FTZ,

businesses can locate distribution warehouse facilities in Kern County, and store their goods here duty-free, until such a time as they are distributed to their final destinations.

This is an economic benefit to the businesses as well as to the County through jobs. One such operator is IKEA, who employs nearly 400 workers at their distribution facility in Tejon Ranch. They have generated tax revenue for the County with a payroll of \$12 million, property taxes of \$1.2 million, \$617 million in merchandise and \$300,000 in personal property tax.

The CBP officer also allows Meadows Field to maintain its status as an international airport, which can enable future international commercial flights to resume, and potentially open the way for future air cargo business.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$27,042,190	\$26,984,817	\$25,030,015	\$26,108,885	\$26,108,886	\$25,903,852	
Services and Supplies	4,651,056	3,905,360	3,696,462	4,104,795	4,104,795	3,972,554	
Other Charges	750,540	1,380,702	1,037,471	1,823,118	1,823,118	1,823,118	
Fixed Assets	129,009	0	32,065	40,000	40,000	40,000	
TOTAL EXPENDITURES	\$32,572,795	\$32,270,879	\$29,796,013	\$32,076,798	\$32,076,799	\$31,739,524	
Less Expenditure Reimbursement	368,689	365,000	534,062	637,034	637,034	299,759	
TOTAL NET EXPENDITURES	\$32,204,106	\$31,905,879	\$29,261,950	\$31,439,764	\$31,439,765	\$31,439,765	
REVENUES:							
Intergovernmental	\$20,348,569	\$21,702,142	\$18,038,730	\$21,268,271	\$21,268,271	\$21,268,271	
Charges for Services	2,860,090	3,604,538	2,977,444	3,848,987	3,848,987	3,848,987	
Miscellaneous	90,981	62,030	238,504	170,201	170,201	170,201	
Non-revenue Receipts	0	0	30,000	0	0	0	
Other Financing Sources:							
Public Health Miscellaneous	87,787	100,022	74,437	74,975	74,975	74,975	
Health-Fax Death Certificates	5,529	2,000	1,578	0	0	0	
H1N1 Public Health Emergency Response	1,428,770	133,000	257,179	5,447	5,447	5,447	
Health-MAA/TCM	2	100,000	42,336	100,000	100,000	100,000	
Child Restraint Loaner Program	94,372	36,783	6,887	4,940	4,940	4,940	
Health-NNFP	102,289	106,898	106,898	100,000	100,000	100,000	
Health-Bio Terrorism Grant	978,895	1,079,000	911,512	685,749	685,749	685,749	
Tobacco Education Control Program	184,109	0	26,643	0	0	0	
Vital & Health Statistics-Health Department	55,000	59,500	59,500	59,482	59,482	59,482	
Hospital Preparedness Program Grant	0	0	0	447,745	447,745	447,745	
TOTAL REVENUES	\$26,236,393	\$26,985,913	\$22,771,649	\$26,765,797	\$26,765,797	\$26,765,797	
NET GENERAL FUND COST	\$5,967,713	\$4,919,966	\$6,490,301	\$4,673,967	\$4,673,968	\$4,673,968	

Authorized Positions:

Full Time	312	269	265	268	268	268
Part Time	17	14	13	13	13	13
Total Positions	329	283	278	281	281	281

Funded Positions:

Full Time	247	269	252	255	255	255
Part Time	3	14	13	12	12	12
Total Positions	250	283	265	267	267	267

Unfunded Vacancies:

Full Time	65	0	13	13	13	13
Part Time	14	0	0	1	1	1
Total Positions	79	0	13	14	14	14

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 and policy development

PROGRAM DISCUSSION

The Public Health Department is responsible for improving the health of the community through education, encouraging healthy lifestyles, and studying disease and injury prevention.

The recommended budget will allow the department to 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. The recommended budget includes a decrease of \$876,000 in salaries and benefits. This is partially due to the department holding 15 currently authorized and vacant positions unfunded, offset by a \$93,000 increase in Workers' Compensation charges. The department has requested the addition of three permanent Clinical Laboratory Assistant positions, which is included in the recommended budget.

Services and supplies have increased by approximately \$682,000 due to increases in medical supply and vaccination costs, provider contracts, and one-time expenditures. The department is requesting to purchase an automated pipettor, at a cost of \$25,000, and a micro plate reader, at a cost of \$15,000, for the Laboratory, which will be offset by the anticipated increased revenues from the program. These two pieces of equipment will enhance the Public Health Laboratory and assist with streamlining Coccidiomycosis (Valley Fever) testing.

The recommended budget includes an overall decrease in revenues of \$220,000. The department has experienced losses of approximately \$1.25 million in cancelled or reduced State-funded programs throughout FY 2010-11, resulting in many programs converting to fee-for-service programs. The department is receiving an increase in program realignment funding of \$302,000. Other increases in revenues include \$448,000 from the Hospital Preparedness Program Grant, \$400,000 in Laboratory revenues, and approximately \$140,000 from services provided in the Health Officer's Clinic.

The department continues to attempt to locate alternative revenues to fund the services currently provided. After being selected as a participant in a program to develop and test an innovative insurance reimbursement model, the department was able to fund a contracted insurance expert to review billing processes in the Health Officer's Clinic and initiate partnerships with insurance companies to enhance collections. Public Health has become a preferred provider for Managed Care Systems, one of the County's health insurance providers. The funding for this program will end on December 31, 2011, but the enhancements from this program will continue.

POSITIONS DISCUSSION

This department is currently authorized 275 total positions, 265 full time and 13 part time positions. The recommended budget funds 264 positions.

The recommended budget includes the addition of three permanent Clinical Laboratory Assistant positions, at an annual cost of \$188,000, in an effort to adequately staff the Laboratory for increased service levels already being realized by the department.

The department is holding vacant and unfunded 13 full time and one part-time positions: one Public Health Nurse III position, at an annual savings of \$186,000; three Junior Public Health Nurse positions, at an annual savings of \$396,000; one Staff Nurse position, at an annual savings of \$124,000; one Stock Clerk position, at an annual savings of \$60,000; one Fiscal Support Technician position, at an annual savings of \$78,000; one Office Services Specialist position, at an annual savings of \$79,000; two Office Services Technician positions, at an annual savings of \$142,000; one Health Educator position, at an annual savings of \$104,000; one Medical Investigator position, at an annual savings of \$91,000; and two Social Service Supervisor I positions, at an annual savings of \$258,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
<p>Healthy Community: Percentage of PM 160s reviewed from the three highest volume Child Health and Disability Prevention (CHDP) providers that indicate Body Mass Index (BMI) measurement for all ages over 2 years.</p> <p>(a) Percentage of children in the fifth grade whose body composition measure is not in the healthy fitness zone. (b) Percentage of adults who report engaging in no physical activity. (c) Percentage of adolescents who report the use of tobacco.</p>				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
1. Kern Medical Center = 65%	1. Kern Medical Center = 73%	1. Kern Medical Center = 75%	1. Kern Medical Center = 70%	No Goal Set
2. Clinica Sierra Vista = 61	2. Clinica Sierra Vista = 86%	2. Clinica Sierra Vista = 88%	2. Clinica Sierra Vista = 88%	No Goal Set
3. National Health Services = 75%	3. National Health Services = 77%	3. National Health Services = 79%	3. National Health Services = 86%	No Goal Set
What: This measure is an indicator of community health, impacted by behavior and lifestyle. The risk for the development of chronic disease: heart disease, type 2 diabetes, high blood pressure, stroke, and some cancers increase with overweight.				
Why: One of the key determinants of health is the maintenance of a healthy weight and lifestyle. Behavior and lifestyle modification provide the opportunity to have a substantial impact on preventable health diseases.				
How are we doing? According to the review of PM 160s from the three highest volume CHDP providers, BMI documentation has decreased by 3% for Kern Medical Center, increased by 2% for Clinica Sierra Vista and 9% for National Health Services in FY 2010-11. CHDP will continue to provide training to providers on the proper documentation of BMI on the PM 160 and its importance during certifications, re-certifications and workshops. Currently, there are some programs available that address nutrition and physical activity education in the maintenance of a healthy lifestyle.				

Performance Measure #2:				
Healthy Children Number of families participating in the Nurse Family Partnership.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
NFP Families: 117	NFP Families: 120	Increase the number of NFP families followed to 125 to 130	NFP Families: 116	No Goal Set
What?: The health of the children in our community is paramount and can be measured by any number of important indices. Specific to this performance measure, the proxy for children’s health are the number of families participating in the Nurse Family Partnership (NFP).				
Why?: As an evidence based, best practice home visitation model, NFP provides nurse home visits to low income, high risk, first-time mothers, many of whom are unmarried teenagers. The nurses visit the women approximately every other week during their pregnancy and throughout the first two years of their children’s lives. The nurses teach positive health related behaviors, parenting skills, and maternal personal, and life course development (family planning, educational achievement, and participation in workforce).				
How are we doing? Nurse Family Partnership had 116 families participating in the program in FY 2010-11. This decrease from FY 2009-10 was the result of Public Health Nurses leaving the program between November 2010 and March 2011. Since April 2011, new staff have been hired and trained and it is expected that new families will be enrolled into the program during FY 2011-12.				
How is this funded? NFP was recently awarded a new three year grant from the First 5 Commission in Kern because of the positive outcome measurements. The NFP also received a three year award from the California Wellness Foundation to continue the program with a nurse in eastern Kern County. Grant funds are matched with federal Title XIX, Targeted Case Management revenues. Through these sources, the NFP is completely funded.				

Performance Measure # 3:				
<ol style="list-style-type: none"> 1. Implement molecular testing capability to include Human Immunodeficiency Virus (HIV) and Hepatitis C Virus (HCV). 2. Implement electronic result reporting to providers. 3. Implement laboratory test for screening for history of exposure to tuberculosis. 				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
Cocci: 85% within 72 hrs	Completed	Increase the number of clinics utilizing molecular testing to 10 to 15 clinics	A total of 5 clinics are using our HIV and HCV testing services	No Goal Set
85% 24 hrs report TB	Completed	Increase the number of providers utilizing electronic results reporting to 10 to 15 providers	20 providers in Kern County are receiving electronic results	No Goal Set
80% per cutoff	Not implemented	Implement the blood screening test for tuberculosis	No Activity	No Goal Set
<p>What?: In FY 2009-10 the Kern County Public Health Laboratory (KCPHL) implemented molecular testing for HIV and HCV. Infections with HIV and HCV have been and remain a significant public health problem for Kern County. Both are transmissible between people and both have significant morbidity and mortality associated with undiagnosed and/or untreated infections. Providing molecular testing for HIV and HCV is critical for the diagnosis and follow-up of these diseases.</p> <p>Timely reporting of laboratory test results is an essential function which may significantly impact the ability of providers to diagnose and treat infectious diseases. The KCPHL implemented an internet based system to achieve timely reporting of laboratory test results in FY 2009-10.</p> <p>Determining a person’s status with respect to infection with tuberculosis is an essential role of the Public Health Department. Historically, this determination is made, at least in part, by administering a diagnostic skin test by injecting material into the person’s skin and having the person return to the provider’s office after waiting three days for development of a reaction indicating possible infection with tuberculosis. This skin test method is being replaced with new blood tests which provide improved diagnostic information and do not require two visits to the provider by the person being tested. KCPHL has not yet implemented this performance measure. KCPHL’s expectation is to be prepared to evaluate this new testing during the second half of FY 2010-11. KCPHL has not been able to implement this measure, and cannot anticipate when implementation will be done.</p>				

Why?:

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 using the best available practices.

- Person's infected with HIV and HCV have significant risk of illness or death, and they pose significant risk of transmitting their infections to others. Effective diagnosis and monitoring of the infection status enables providers to more effectively manage treatment of people who are infected. The tests to be implemented are an essential part of the process of managing these infections.
- Electronic reporting of laboratory results is a highly visible element of improving patient care and case management. Electronic reporting provides secure, immediate, uniform results as soon as the results are reviewed and released by the laboratory. Providers no longer need call or wait for delivery of results forms. Such availability will have a positive impact on the provider's ability to deliver timely patient care.
- Current method of determining the infection status of people possibly exposed to or infected with tuberculosis is an uncomfortable, time consuming subjective method which depends on being able to test a person and then depending on ensuring the tested person is available after a three day wait to have the result read. The skin test diagnostic method is not useful for persons who have received the tuberculosis vaccine common in many countries. The skin test may also not be useful in persons with significant conditions of immunocompromise. The new diagnostic process is useful for both of these populations of people, and offers a significant improvement in diagnostic information.

How are we doing?:

Measure 1: In FY 2009-10 KCPHL implemented molecular testing for HIV and HCV viral loads, including validation and verification of the processes. With the implementation of third party payers billing in the new fiscal year, the laboratory anticipates expanding its services to 10 to 15 additional clinics. FY 2009-10 actual results: Implementation was completed and testing is available to all providers in the county during FY 2009-10. FY 2010-11 anticipated results: KCPHL has only about 5 providers using the services. Other providers will not use the service because KCPHL cannot bill third party payers.

Measure 2: KCPHL completed the format for delivering laboratory results electronically in FY 2009-10, and has implemented this service in the Health Officer's clinic, Ridgecrest district office and two outside providers. In FY 2010-11 the KCPHL will add an additional 10 to 15 labs that will deliver laboratory results electronically. These additional sites will include, but not be limited to: the remaining Public Health Department District Offices, Quest Diagnostics and other Kern County Hospital labs. FY 2009-10 actual results: Implementation was completed. FY 2010-11 anticipated results: All laboratories in Kern County and many providers including physicians, laboratories outside Kern county, and other county public health laboratories are receiving results electronically. The goal of adding 12 to 15 additional users was met.

Measure 3. We are currently exploring the feasibility of drawing specimen in the health office clinics and transporting them to Tulare Public Health Laboratory for testing. This will get the service started for Kern County Public Health Services in lieu of being able to provide the service in our laboratory. FY 2009-10 actual results: Tulare county public health laboratory has not been able to test Kern specimens. Because of limitations on personnel within KCPHL and the health officer's clinic, we have been unable to accomplish this measure. FY 2010-11 anticipated results: We anticipate being unable to accomplish this measure during this reporting period, or in the foreseeable future.

How is this funded?

KCPHL is 95% funded with Lab fees and 5% funded with Realignment funds. The Department is currently setting up KCPHL to accept private insurance to increase the fee base.

Performance Measure # 4:				
Disaster Preparedness and Recovery				
(a) Number of emergency preparedness seminars, workshops, trainings, drills, and exercises in which Public Health Services Department participated in this year.				
(b) Number of Kern Medical Reserve Corps professionals that have been both recruited and trained.				
(c) Ongoing update of all necessary and appropriate emergency plans.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Est. Actual Results	FY 2011-12 Proposed Goal
15 Exercises completed	245 meetings, training sessions, & drills	Conduct 20 to 30 trainings, drills, or exercises	88 training sessions on disaster preparedness, 3 drills and exercises, 36 monthly meetings with response partner agencies	No Goal Set
115 medical professionals and 41 non-licensed volunteers recruited and trained	491 medical professionals and non-licensed volunteers recruited and trained	Recruit and train 65 to 75 new licensed health care professionals and 25 to 35 non-licensed volunteers	Recruited and trained 125 new volunteers for Kern Medical Reserve Corps	No Goal Set
Five Plans Updated	Seven Plans Updated	Prepare or revise all necessary and appropriate emergency plans to include EMS, Animal Control and Environmental Health	Completed the Public Health All Hazards Plan; developing a Medical-Health Dam Failure Evacuation Plan	No Goal Set
What?:				
Continue the ongoing process of updating and finalizing all emergency preparedness plans and annually participate and/or facilitate in seminars, workshops, trainings, drills, and exercises to test these plans, in order to train the staff and improve preparedness to respond to a disaster or emergency.				
Why?				
Emergency preparedness is a fundamental activity of public health departments throughout the nation. Planning, training, drills, and exercises improve emergency response readiness and may mitigate negative impacts to the public from natural and man-made disasters. This activity is mandated and funded by the U.S. Department of Health & Human Services, Centers for Disease Control and Prevention (CDC), and the California Department of Public Health, as part of homeland security strategies to prepare for a possible bioterrorist attack and all natural hazards.				
The Kern Medical Reserve Corps (KMRC) is a volunteer organization whose purpose is to provide additional trained manpower during disasters. One part-time employee serves as the coordinator and recruiter to build KMRC capacity and skills. The volunteers serve in key positions during disasters to augment the department's service capability. Providing ongoing training, recruitment, and momentum is the key to maintaining a viable volunteer program. Educated, trained, competent volunteers will be essential in responding to and recovering from a disaster.				

How are we doing?

Developing partnerships with multiple government, healthcare and community stakeholders is the cornerstone of our emergency response strategy. Stakeholders continue to participate in coordinated testing and exercising of our emergency plans.

The Disaster Medical Planning Group (DMPG) is a monthly forum sponsored by the Public Health Department for community response partners to discuss disaster planning, grant funding distribution, and exercise planning. Members of DMPG include hospitals, ambulance companies, fire departments, skilled nursing facilities, CSUB, BC, other schools, KMCR, Red Cross, and others. Public Health staff also participates in other monthly forums, including Kern Leadership Alliance, and the Kern VOAD.

49 training sessions of various types were conducted during the year. These included CAHAN training, HazMat decontamination, incident command system, surge tent assembly, all-hazards incident response, and general safety meetings. In addition, 39 KMRC training sessions were held to improve volunteer competencies and recruit additional volunteers.

The Kern Medical Reserve Corps grew by 125 members this year to a total of over 600 members. Members include licensed and non-licensed personnel. Members participated in numerous emergency health fairs, community health fairs, drills and trainings throughout the year.

The All Hazards Emergency Response Plan was completed, and significant work was done towards development of a plan to evacuate all hospitals, skilled nursing facilities, and other medically fragile populations in the event of the Lake Isabella Dam failure.

How is this funded?

The CDC and the California Department of Public Health have provided 100 percent funding of public health emergency preparedness efforts since 2002. The base funding was reduced to \$654,000 in FY 2007-08 from \$859,000 in FY 2005-06. The FY 2008-09 and 2009-10 grant allocations remained steady at \$672,000 and \$275,000 respectively. Given the State's continuing fiscal crisis, funding decreased in FY 2010-11 and is expected to decrease further in FY 2011-12.

Performance Measure # 5:				
Timely and Accurate Vital Statistics				
(a) Produce Quarterly Annual Health Assessment Reports by Supervisorial District.				
(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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Est. Actual Results	FY 2011-12 Proposed Goal
Established Necessary Structure and Staffing 2 Quarterly Health Assessment Reports by Supervisorial District	Zero Quarterly Health Assessment Reports by Supervisorial District Produced	Develop a real time system to assess births, communicable diseases and deaths by jurisdiction	Developed	No Goal Set
Percentage of Weekly Morbidity Reports Published 1-7 days 88.5% (46/52)	Percentage of Weekly Morbidity Reports Published 1-7 days: 96.0% (43/45)	Maintain the number of Weekly Morbidity Reports published within 1-7 days at 95% to 100%	Percentage of Weekly Morbidity Reports Published 1-7 days: 92.0% (24/26)	No Goal Set
BCs Registered 1-10 days: 57.5% (8,306/14,439)	BCs Registered 1-10 days: 70.0% (9,928/14,176)	Increase the percentage of BCs registered within 1-10 days to 78% to 82%	BCs Registered 1-10 days: 75.0% (10,183/13,585)	No Goal Set
DCs Registered 1-8 days: 91% (4,455/4,919)	DCs Registered 1-8 days: 89.1% (4,518/5,070)	Maintain the percentage of DCs registered within 1-8 days at 90% to 93%	DCs Registered 1-8 days: 89.4% (4,585/5,128)	No Goal Set
What?:				
The purpose of collecting timely public health information is:				
<ul style="list-style-type: none"> To provide factual information from which agencies can appropriately set priorities, plan programs, assess outcomes, and take appropriate action to promote and protect the public's health. Agencies that benefit from this information include, but are not limited to: governmental agencies, schools, non-profit organizations, health care agencies, and health plans. To collect and collate all reportable disease information in a timely and useful report for the control of infectious diseases. To establish a permanent public record that is legally recognized as a prima facie evidence of the facts stated therein for each birth and death occurring in the State of California. This information is used to prove age, parentage, citizenship, secure passports, application for social security benefits, and other legal needs. 				

Why?

Health and Safety Code Section 120175 states: "Each health officer knowing or having reason to believe that any case of 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 reistered with the local registration district (LRD) within 10 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 eigh calendar days after the death and prior to any disposition of the human remains (Health and Safety Code Section 102775).

How are we doing?

The Health Assessment and Epidemiology Program has developed a system for analyzing birth, communicable disease, and death data by county, region (Desert, Valley, and Mountain), city and area as close to real time as possible. Modifications to the communicable disease and death reporting component are underway and should be completed by December 2011.

Ninety-two percent of the weekly morbidity reports for the first six months of the year were posted on the Public Health Services Department's internet and the intranet web sites within seven calendar days from the close of a reporting week in FY 2010-11. In December 2010, the Health Assessment and Epidemiology Program began the implementation of the California State Public Health Department's disease reporting system known as CalREDIE. This conversion delayed the final two reporting weeks in December 2010 which prevented the Program from reaching this goal. Furthermore, because of the differences between the old system and the new one, the Program is only producing monthly internet and intranet reports.

In FY 2010-11, the percentage of birth certificates registered within 10-days of the newborns date of birth was 75%. This represents a 7% increase in the timely processing of birth certificates when compared to FY 2009-10. The program will increase the timely registration of birth certificates to 78% to 82% in FY 2011-12.

In FY 2010-11, the percentage of death certificates registered within 8-days of the decedents date of death was 89.4%. This represents the same level of performance in death certificate registration when compared to FY 2009-10. The Program will increase the timely registration of death certificates to 90% to 91% in FY 2011-12.

How is this funded?

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 Health Assessment and Epidemiology Division is funded by General Fund and realignment dollars.

Performance Measure # 6:				
<p>Outstanding Customer Service:</p> <ul style="list-style-type: none"> (a) Percentage of surveyed California Children’s Services (CCS) clients who rated program services as satisfactory or above. (b) Percentage of children referred to 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 15 working days of their request. 				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goals
85%	Rating Satisfactory or Above: 95.76%	Rating Satisfactory or Above: 95%	Rating Satisfactory or Above: 86.48%	No Goal Set
99.5%	5 Day Standard: 98.71%	5 Day standard: 95%	5 Day standard: 99.61%	No Goal Set
53%	15 Day Standard: 72.27%	15 Day Standard: 85%	15 Day Standard: 72.90%	No Goal Set
<p>What: To provide exceptional services to the public, it is important to measure the public’s perception of services and other level of customer service. One of the largest programs within the Public Health Services Department is California Children’s Services (CCS). 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. This will be an increased challenge in the next fiscal year due to decreased budget and staffing.</p>				
<p>Why: 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 for making initial medical eligibility is five working days.</p>				
<p>How are we doing? Customer satisfaction surveys have been implemented during FY 2009-10. Ninety-five percent of the respondents rated CCS customer service as satisfactory or above. CCS will continue to provide this level of service during FY 2010-11.</p> <p>In the CCS program, the percentage of CCS clients for whom services are authorized within 7 to 15 working days during FY 2009-10 was 98.7% and 72.3%, respectfully. The CCS program has met or nearly met this goal during the past fiscal year. The CCS program will continue to look for ways to improve the percentage of CCS clients for whom services are authorized within 15 working days of the request in FY 2010-11</p>				
<p>How is this funded? 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>				

<p>Performance Measure #7:</p> <p>Chronic Disease:</p> <p>Reduce the rate of mortality (per 100,000 population) directly attributable to heart disease, diabetes and stroke for Kern County residents.</p>				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
<p>Heart Disease (2006-08): 207.5</p> <p>Diabetes (2006-08): 33.8</p> <p>Stroke (2006-08): 49.1</p>	N/A	No Goal Set	N/A	<p>Heart Disease: 100.8</p> <p>Diabetes: 30.4</p> <p>Stroke: 33.8</p>
<p>What: This measure is an indicator of overall community health, impacted by behavior, lifestyle and environment. Chronic conditions have reached epidemic proportions in Kern County.</p>				
<p>Why: One of the key determinants of health is the prevention of chronic diseases. Behavior, lifestyle, environmental and policy modification provide the opportunity to have a substantial impact on preventable health diseases.</p>				
<p>How are we doing? In comparison to all other 57 counties within California, Kern County ranks as the worst jurisdiction – 50, 57, and 58 out of 58 when it comes to stroke, diabetes, and heart disease, respectively, as causes of death. We have begun responding to this health crisis affecting our residents. Via the Kern County Call to Action – The Fight Against Obesity and the South Kern Building Healthy Communities initiatives, the Department is working with local community and business partners to create changes in where we live, work and play and that encourages healthy lifestyles, behaviors and environments. In addition, the development and promotion of Farmer’s Markets, our Employee Wellness and our Chronic Disease Self-Management Programs are also aimed at addressing this concern.</p>				
<p>How is this funded? The Department's efforts are funded in various ways to include grants from the State (Healthier Living Program), The California Endowment (partner for South Kern Building Healthy Communities); and from already existing Department staff (Kern County Call to Action).</p>				

Performance Measure # 8:				
Teen Birth Rate:				
Reduce the rate of births to teenage mothers age 15-19 (per 100,000 population) within Kern County.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
2006-08: 63.7	N/A	No Goal Set	N/A	57.3
What?: This measure is an indicator of adolescent and infant health.				
Why?: Teen birth is of concern for the health and well-being of both the mother and the child. The teen mother is at higher risk for complications such as high-blood pressure, anemia or premature labor. As a result of the premature labor, they are more likely to give birth to low-birth weight babies. The babies are also at higher risk of dying in the first year of life. In addition, teen births can be harmful to the teenager's social, educational and economic development.				
How are we doing?: As is the case with many communities across the United States, Kern faces the unfortunate reality that a large number of its teenage population becomes young parents. Over a three-year average, 63.7 live births take place for every 1,000 females between the ages of 15-19. This is well above the State's three-year average of 36.6 live births taking place for every 1,000 females between the ages of 15 to 19. Our Department's Nurse Family Partnership Program is a vetted model where Public Health Nurses closely case manage young at-risk pregnant teens. They work with their patients to ensure not only healthy outcomes for themselves and their babies, but to reduce the likelihood of subsequent pregnancies and to work towards achieving those life goals, such as graduating from high school and enhancing their job skills.				
How is this funded?: The Department's efforts are funded in various ways to include state (e.g. Targeted Case Management for General Field Nursing services) and grant funding, along with already existing Department staff.				

Performance Measure # 9:				
Sexually Transmitted Disease:				
Reduce the incident rate of sexually transmitted diseases, specifically Chlamydia and Gonorrhea, within Kern County.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
Chlamydia 2007-08: 681.6	Chlamydia 2008-09: 622.8	No Goal Set	N/A	Chlamydia: 560.52
Gonorrhea 2007-08: 106.7	Gonorrhea 2007-08: 98.8			Gonorrhea: 88.9
What?:				
A large percentage of Sexually Transmitted Infections (STIs), such as chlamydia and gonorrhea, affect Kern County residents. This measure is an indicator of reproductive health for the community.				
Why?				
This measure is one of the key determinants of reproductive health. This is critical because both chlamydia and gonorrhea can cause sterility in the patient. Moreover, chlamydia can cause eye infections and pneumonia among newborns.				
How are we doing?				
According to the California Department of Public Health, Kern County is number one and number four for Chlamydia and Gonorrhea rates, respectively, in California. Low-cost, high quality care and testing is provided in the Health Clinic in Bakersfield and Ridgecrest. Department staff conduct disease investigations and identification of contacts (i.e. partner notification) to the disease. Contacts are referred for evaluation and treatment. Staff is also involved in disease surveillance activities and health education regarding sexually transmitted infections.				
How is this funded?				
The Department's efforts are funded in various ways. Actual treatment services for STI's are done through Public Health's clinics. A fee schedule is in place and reimbursement for services is private pay, Medi-Cal, Family Pact, or private insurance. Our activities related to active surveillance, identification and notification of sexual partners, partner treatment verification, education and counseling of affected STI clients and partners, and general education in the community is covered by both state funding and already existing Department staff.				

Performance Measure # 10:				
Obesity:				
Reduce the percentage of Kern County children and adults that are overweight (BMI >25) or obese (BMI >30).				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
Adults Overweight or Obese (2007): 60.3% 7th Graders who are not Physically Fit (2007): 37.9%	Adults Overweight or Obese (2009): 65.5% 7th Graders who are not Physically Fit (2009): 35.9%	No Goal Set	N/A	Adults Overweight or Obese: 59.0% 7th Graders who are not Physically Fit: 32.3%
What?:				
This measure is an indicator of overall community health, impacted by behavior, lifestyle and environment. Obesity is a leading risk factor for the development of chronic disease (heart disease, diabetes and stroke).				
Why?				
One of the key determinants of health is the maintenance of a healthy weight and lifestyle. Behavior, lifestyle, environmental and policy modification provide the opportunity to have a substantial impact on preventable health diseases.				
How are we doing?				
Obesity is well on its way to reaching epidemic proportions in Kern County. According to the California Health Interview Survey (CHIS), 65.5% of adults are overweight or obese. Even more alarming is that 35.9% of Kern County 7 th Grade Students are not physically fit. The department has refocused our efforts and has aligned our resources to address all causes of obesity. The recent deployment of the Kern County Call to Action – The Fight Against Obesity and the South Kern Building Health Communities initiative have garnered significant community involvement that looks to make changes for where we live, work and play to encourage healthy lifestyles, behaviors and environments. The development and promotion of Farmer’s Markets, our Employee Wellness and our Chronic Disease Self-Management Programs also support these efforts.				
How is this funded?				
The Department's efforts are funded in various ways including grants from the State (Healthier Living Program), The California Endowment (partner for South Kern Health Communities), and from already existing Department staff (Kern County Call to Action).				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$5,121,644	\$5,873,055	\$5,442,505	\$5,838,832	\$6,249,833	\$6,249,833	
Services and Supplies	871,967	1,613,466	1,051,919	938,289	1,188,288	1,188,288	
Fixed Assets	0	0	43,300	420,000	170,000	170,000	
TOTAL EXPENDITURES	\$5,993,611	\$7,486,521	\$6,537,724	\$7,197,121	\$7,608,121	\$7,608,121	
Less Expend. Reimb.	2,240	0	440	0	0	0	
TOTAL NET EXPENDITURES	\$5,991,371	\$7,486,521	\$6,537,284	\$7,197,121	\$7,608,121	\$7,608,121	
REVENUES:							
Licenses and Permits	\$2,640,719	\$2,830,000	\$2,811,540	\$2,747,515	\$2,747,515	\$2,747,515	
Fines and Forfeitures	(7,898)	10,000	20,072	15,000	15,000	15,000	
Intergovernmental	1	78,946	129,745	138,196	138,196	138,196	
Charges for Services	3,277,504	3,425,100	3,159,331	3,176,409	3,176,409	3,176,409	
Miscellaneous	15,042	191,474	7,530	12,083	12,083	12,083	
Other Financing Sources							
Health - Local Option	10,763	20,000	0	0	0	0	
Health - State L.U.S.T. Program	0	200,000	0	0	0	0	
Hazardous Waste Settlements	0	231,000	104,100	284,638	348,638	348,638	
Solid Waste Enforcement	0	200,000	200,000	493,280	493,280	493,280	
Solid Waste-LEA Grant	0	0	0	30,000	30,000	30,000	
Tobacco Education Control Program	0	300,001	168,898	300,000	300,000	300,000	
TOTAL REVENUES	\$5,936,131	\$7,486,521	\$6,601,216	\$7,197,121	\$7,261,121	\$7,261,121	
NET GENERAL FUND COST	\$55,240	\$0	(\$63,932)	\$0	\$347,000	\$347,000	
Authorized Positions:	60	61	59	59	59	59	
Funded Positions:	55	59	59	56	59	59	
Unfunded Vacancies:	5	2	0	3	0	0	

OPERATIONAL SUMMARY

▪ *Mission:*

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.

▪ *Fundamental Functions & Responsibilities:*

- 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 Environmental Health Division provides State-mandated regulatory oversight, compliance assistance, and enforcement actions for businesses and activities. The division has over 8,000 business facilities and its responsibilities include, but are not limited to, reviewing and inspecting retail food facilities, hazardous materials handling and generating facilities, solid waste facilities and vehicles, hotels and motels, water wells and small water systems, and public swimming pools. The division uses a risk-based approach for determining the allocation of resources, inspection and audit services and for determining permit fees.

The recommended budget does not include a General Fund contribution, as the division is self-supporting. A General Fund designation entitled EH Program Enhancements was established in the FY 2009-10 budget for surplus funds collected as a result of delayed implementation of the risk-based program. Fees were placed in the designation to ensure they were allocated as originally intended. The division is anticipating an increase in costs related to retirement payouts and has requested use of the designated funding. The designation would also be used for funding the division's vacant

positions, three Environmental Health Specialist positions.

The recommended budget includes a decrease in services and supplies of \$425,000, mainly due to the decrease of one-time expenditures. The division is, however, requesting to replace ten dual-frequency radios, ten self-contained breathing apparatuses, and the Hazardous Materials Emergency Response vehicle, all of which are capital assets. The division will be using funding from the Hazardous Waste Settlement fund for these purchases.

The recommended budget includes an anticipated decrease in operating revenue from permit and service fees of approximately \$446,317 due to the decline in the economy. In anticipation of these operating decreases, the division will be using an increase of \$220,918 from special revenue funds for one-time and program specific expenses.

POSITIONS DISCUSSION

This division is currently authorized 59 positions, all of which are funded in the recommended budget. The recommended budget includes no position addition or deletion requests.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Number of critical risk factor violations associated with food borne illness and disease outbreaks.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
1,050	1,428	<1,000	1,563	<1,000
What: The indicator measures the division’s ability to reduce food borne illnesses and disease outbreaks through the reduction of five commonly associated critical risk factors linked to disease outbreak by the Center for Disease Control and Prevention (inadequate cold holding, inadequate hot holding, improper cooling, improper cooking and reheating and poor personal hygiene). The division 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.				
Why: The indicator measures the division’s effectiveness with permitting, inspecting, educating and enforcement activities as it relates to the reduction of food borne illnesses and disease outbreaks through the control of critical risk factors. Although the division would expect to observe a reduction in the number of disease outbreaks and food borne illnesses, it remains difficult to obtain and determine conclusively each of their origins. Therefore, an indirect measure (presence of risk factors) is used to determine a likely reduction in food borne illnesses and disease outbreaks.				
How are we doing? 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. Actual results (data are projected from May 1 through the end of the fiscal year) show we higher than our goal. We believe this may be due in part to reduction in inspection frequency caused by reduced staffing levels. We believe continued education and increased inspection frequency is the strategy we need to pursue.				
How is this funded? This program, including permitting, inspecting and enforcement activities, is funded through permit and service fees paid by food facility owners.				

Performance Measure # 2:				
Number of critical risk factor violations associated with waterborne disease outbreaks.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
50	59	<50	38	<50
What: The indicator measures the division’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.				
Why: The indicator measures the effectiveness of permitting, inspecting, education, and enforcement activities in reducing violations typically associated with the transmission of waterborne disease.				
How are we doing? 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. Comparative data to other jurisdictions is difficult to measure as each jurisdiction has different methods of managing their programs. Actual results (data are projected from May 1 through the end of the fiscal year) show that we exceeded are estimated goal by lowering critical risk factors by 24%. We believe this is indicative of the increased number of inspections and the detail of those inspections. We believe that continued education and inspection diligence is the strategy we need to pursue.				
How is this funded? This program, including permitting, inspecting and enforcement activities, is funded through permit and service fees paid by water system owners.				

Performance Measure # 3:				
Number of critical risk factor violations associated with the handling of hazardous materials or waste which presents an immediate or potential threat to public health or the environment.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
2,550	2170	<2,000	1592	<2,000
What: The indicator measures the division’s effort to prevent spills or releases of hazardous materials 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.				
Why: 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 One and Class Two violations are designated from the State as violations that present a high (Class One) and moderate (Class Two) risk that must be addressed in a timely manner.				
How are we doing? Activities throughout the period are reviewed for their effect on the number of violations that occur and are compared to prior periods. Data is being accumulated to allow comparative analysis with both internal and external measures. Actual results (data are projected from March 1 through the end of the fiscal year) show we are 20% lower than our goal. We believe this is indicative of the decreased number of inspections and decreased detail during the inspections due to staff shortages. We believe that filling funded positions and continued education and inspection diligence is the strategy we need to pursue.				
How is this funded? This program, including permitting, inspecting and enforcement activities, is funded through permit and services fees paid by hazardous materials facility owners.				

Performance Measure # 4:				
Number of critical risk factor violations associated with the handling of solid waste which present an immediate or potential threat to public health or the environment.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
804	611	610	459	<500
What: The indicator measures the division’s ability to reduce critical risk factor violations through permitting, inspection, education, and enforcement actions of solid waste facilities. The Kern County Environmental Health Services Division is the Local Enforcement Agency (LEA) as designated by California’s Integrated Waste Management Board. In the Capacity of LEA, the division inspects public and private landfills and other disposal sites or 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.				
Why: 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. Increased numbers of violations correlate to an increased likelihood of harm to the public or damage to the environment.				
How are we doing? Violation data is compared to prior periods to deter the effect current actions and activities have had on the number of violations. The division 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 should be possible. Actual results (data are projected from March 1 through the end of the fiscal year) show we are projecting at 25% below our goal. We believe this is indicative of success in our educational efforts but could also be partially attributable to a cyclical increase in staff workloads due to periodic permit reviews increasing workloads and decreasing time on inspections. We believe that continued education and inspection diligence is the strategy we need to pursue.				
How is this funded? This program, including permitting, inspecting and enforcement activities, are 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, 4121

Department Head: James Waterman, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$10,356,838	\$0	\$0	\$8,615,594	\$2,950,478
Salaries and Benefits	42,215,068	43,377,669	41,775,187	46,505,651	46,505,651	46,505,651
Services and Supplies	31,149,466	41,777,078	31,193,483	40,418,141	40,426,449	40,426,449
Other Charges	8,315,688	13,207,780	10,144,317	13,740,317	13,740,317	13,740,317
Fixed Assets	42,799	18,000	0	0	0	0
TOTAL EXPENDITURES	\$81,723,021	\$108,737,365	\$83,112,987	\$100,664,109	\$109,288,011	\$103,622,895
REVENUES:						
Use of Money/Property	\$155,381	\$250,000	\$91,304	\$126,000	\$126,000	\$126,000
Intergovernmental	27,291,775	23,129,957	22,847,374	21,534,242	21,534,242	21,534,242
Charges for Services	25,051,133	26,933,024	24,375,191	27,838,437	27,838,437	27,838,437
Miscellaneous	121,079	199,115	242,392	194,246	194,246	194,246
Other Financing Sources:						
General Fund Contribution	770,692	771,125	771,125	771,125	771,125	771,125
Mental Health Program Realignment	20,891,753	20,500,000	20,500,000	21,116,583	21,116,583	21,116,583
KCIRT	0	3,149	2,000	0	500	500
Mental Health Services Act	18,626,667	24,319,984	20,074,555	23,904,833	23,904,833	23,904,833
MHSA Prudent Reserve	0	0	0	2,500,000	2,500,000	2,500,000
ARRA Comm Develop-HPRP Grant	0	0	29,900	0	8,308	8,308
TOTAL REVENUES	\$92,908,480	\$96,106,354	\$88,933,841	\$97,985,466	\$97,994,274	\$97,994,274
NET FUND COST	(\$11,185,459)	\$12,631,011	(\$5,820,854)	\$2,678,643	\$11,293,737	\$5,628,621

Authorized Positions:						
Full Time:	479	428	437	445	445	445
Full Time Funded:	415	415	427	429	429	429
Unfunded Vacancies:	64	13	10	16	16	16
Part Time:	9	7	6	6	6	6
Part Time Funded:	5	5	4	4	4	4
Unfunded Vacancies:	4	2	2	2	2	2

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 focuses its efforts to ensure access to high quality mental health services throughout the County. The department serves as a community-based outpatient treatment system of care with the purpose of the diversion of individuals served from hospitalization to less costly treatment modes and, ultimately, recovery from illness. Implementation of the Mental Health Services Act (MHSA) has had a significant positive effect on these efforts. MHSA funded programs are augmenting the role of the department by providing consumer-driven services to previously underserved populations.

Throughout the 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 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 had been evaluated at the Emergency Psychiatric Assessment Center (EPAC) to determine if they are appropriate for admission for 72-hour treatment and evaluation. In February 2009, the Mary K. Shell Psychiatric Evaluation Center Crisis Stabilization Unit (PEC-CSU) opened eliminating a significant liability for Kern Medical Center and providing the department greater volition in the placement and treatment of individuals in the community who are most at risk to endanger themselves or others. Since its opening, the demand for this evaluation center has exceeded expectation.

The recommended budget includes an increase of approximately \$3.5 million in salaries and benefits from FY 2010-11. This is comprised of an increase of \$1.6 million in costs of existing positions and an increase of \$1.9 million in costs from requested additional positions. Non-salary expenditures remain relatively consistent with prior year, with the exception of Countywide Cost Allocation Plan (CWCAP) charges decreasing by approximately \$400,000. Provider contracts also remain relatively consistent with the prior year, but with more

emphasis on MHSA services to offset the Federal Medical Assistance Percentage reductions.

A significant portion of the operating funds for mental health programs are provided through State Mental Health Program Realignment funding. The amount of realignment funds for mental health programs for FY 2011-12 includes a \$21.1 million allocation. This is an increase of approximately \$600,000 from the amount budgeted in FY 2010-11. The department is requesting authorization to use \$2.5 million of MHSA Prudent Reserves funds in an effort to maintain MHSA services at previous levels.

The department anticipates long-term care costs to continue to climb each year, at approximately \$14.3 million for FY 2011-12, up from \$13.3 million in FY 2009-10. Expansion of MHSA programs and funding compensate for decreases in other programs. While this keeps funding levels manageable for FY 2011-12, the effect on future funding is unknown at this time.

POSITIONS DISCUSSION

The Mental Health Services Department is authorized 443 positions. The recommended budget includes unfunding 17 currently vacant positions and the addition of eight new positions in an effort to backfill some critical positions and more adequately utilize the department's resources. The following positions are being held vacant: one Departmental Analyst position, at an annual savings of \$93,000; three Mental Health Psychiatrist III positions, at an annual savings of \$993,000; one Mental Health Administrator position, at an annual cost savings of \$181,000; two Mental Health Nurse I positions, at an annual cost savings of \$263,000; one Junior Staff Nurse position, at an annual cost savings of \$120,000; one Office Services Specialist position, at an annual cost savings of \$76,000; two Office Service Technician positions, at an annual savings of \$141,000; one Mental Health Therapist position, at an annual savings of \$50,000; and five Mental Health Recovery Specialist positions, at an annual savings of \$441,000. The following positions are requested to be added: four Contract Psychiatrist positions, at an annual cost of \$1,649,000; one Vocational Nurse I position, at an annual cost of \$80,431; and three Fiscal Support Technician positions, at an annual cost of \$196,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:					
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.					
FY 2007-08 Actual Results	FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Proposed Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
70% reduction	63% reduction	90% reduction	75% reduction	83% Reduction	70% reduction
What: This indicator measures the reduction of days of psychiatric hospitalizations, comparing the year prior to entering treatment to the first year of treatment. The Mental Health Services Act Adult Transition Team provides this measure.					
Why: This indicator demonstrates the effectiveness of treatment in reducing psychiatric crises and subsequent reductions in use of high cost services.					
How are we doing? We are surpassing our proposed goal.					
How is this funded? The Mental Health Services Act (MHSA) funds the program providing these services.					

Performance Measure # 2					
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.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y Results	FY 2011-2012 Proposed Goal
75% reduction	88% reduction	97% reduction	88% reduction	97% reduction	90% reduction
What: This indicator measures the reduction of days of incarceration comparing the year prior to entering treatment to the first year of treatment. The MHSA Adult Transition Team provides this measure.					
Why: This indicator demonstrates the effectiveness of treatment in reducing incarcerations and subsequent reductions in use of high cost services.					
How are we doing? The Department continues to compare favorably with historical State averages on this measure (75%).					
How is this funded? The Mental Health Services Act (MHSA) funds the program providing these services.					

Performance Measure # 3					
Percent change in the number of days of homelessness of individuals in their first year of mental health treatment compared to the year prior to treatment.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y Results	FY 2010-2011 Proposed Goal
75% reduction	98% reduction	91% reduction	98% reduction	84% reduction	90% reduction
What: This indicator measures the reduction of days of homelessness comparing the year prior to entering treatment to the first year of treatment. The MHSA Adult Transition Team provides this measure.					
Why: This indicator demonstrates the effectiveness of treatment in increasing the number of days when individuals have a stable place to live and are not homeless or at risk of homelessness, and reduction of days spent homeless.					
How are we doing? The Department continues to compare favorably with historical State averages on this measure (73%-88%). We are presently approaching our proposed goal.					
How is this funded? The MHSA funds the program providing these services.					

Performance Measure # 4					
Percentage of children in foster care who receive mental health services.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y Results	FY 2011-2012 Proposed Goal
34%	37%	39%	41%	42%	47%
What: This indicator measures the percentage of children age (0-18) in foster care that receive mental health services from the Department as compared to Statewide.					
Why: Foster care children are at a 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.					
How are we doing? Large county average rate is 48%. State average rate is 50%. Kern County needs to continue its improvement in the rate at which we see foster children.					
How is this funded? Services for foster children are funded with State and Federal funds (Medi-Cal).					

Performance Measure # 5					
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.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2010-2011 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y Results	FY 2011-2012 Proposed Goal
10% difference	9% difference	13% difference	<7% difference	2% difference	<5% difference
What: This indicator measures whether two ethnic groups receive comparable levels of service, based on Medi-Cal paid claims. Once a person is in the system, do they get the same amount of services?					
Why: 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.					
How are we doing? 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. We are surpassing our proposed goal.					
How is this funded? This measure focuses on MediCal beneficiaries. The services are therefore funded with State and Federal funds.					

Performance Measure # 6:					
Percentage of adult mental health individuals served who are satisfied or very satisfied with Kern County’s services.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2010-2011 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y Results	FY 2011-2012 Proposed Goal
85%	93%	93%	93%	93%	93%
What: This indicator measures the percent of Kern County adult Mental Health beneficiaries who are satisfied or very satisfied on a Statewide customer satisfaction survey.					
Why: This indicator demonstrates satisfaction with treatment services.					
How are we doing? The Department continues to compare favorably with historical State averages on this measure (88%).					
How is this funded? All adult services are funded with an array of revenues: State and Federal Medi-Cal, State categorical and discretionary, grants, private insurance and patient fees.					

Performance Measure # 7:					
Percentage of youth mental health individuals served who are satisfied or very satisfied with the County's services.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2010-2011 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y Results	FY 2011-2012 Proposed Goal
70%	80%	80%	80%	80%	80%
What: This indicator measures the percent of Kern County youth Mental Health beneficiaries who are "satisfied" or "very satisfied" on a Statewide customer satisfaction survey.					
Why: This indicator demonstrates satisfaction with treatment services.					
How are we doing? The Department has historically been lower than the State average (74% to 86%), but has made improvements on this measure. We are currently exceeding the state average.					
How is this funded? 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.					

Performance Measure # 8:					
Percentage of families of youth receiving mental health services who are satisfied or very satisfied with the County's services.					
FY 2007-2008 Actual Results	FY 2008-2009 Actual Results	FY 2010-2011 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 M-Y	FY 2011-2012 Proposed Goal
85%	85%	90%	90%	90%	90%
What: 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.					
Why: This indicator demonstrates satisfaction with treatment services.					
How are we doing? Satisfaction scores of family members whose youth are receiving services continue to remain high, and compare favorably with State averages (73%-86%).					
How is this funded? 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, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$4,818,738	\$4,727,899	\$3,956,698	\$4,353,284	\$4,353,284	\$4,353,284
Services and Supplies	5,340,802	5,749,331	5,914,705	8,579,815	8,579,815	8,579,815
Other Charges	571,373	210,266	197,159	332,024	332,024	332,024
TOTAL EXPENDITURES	\$10,730,913	\$10,687,496	\$10,068,592	\$13,265,123	\$13,265,123	\$13,265,123
REVENUES:						
Intergovernmental	\$7,602,964	\$7,354,395	\$6,494,657	\$8,104,004	\$8,104,004	\$8,104,004
Charges for Services	2,035,748	2,683,279	3,422,174	4,541,298	4,541,298	4,541,298
Miscellaneous	26,329	40,000	5,446	10,000	9,999	9,999
Other Financing Sources:						
General Fund Contribution	330,291	318,022	318,022	318,022	318,022	318,022
Prop 36 Sub Abuse & Crime Prev	846,870	0	8	0	0	0
Alcoholism Program	191,880	191,800	191,800	191,800	191,800	191,800
Alcohol Abuse Education/Prev	78,000	78,000	78,000	78,000	78,000	78,000
Drug Program Fund	22,000	22,000	22,000	22,000	22,000	22,000
TOTAL REVENUES	\$11,134,082	\$10,687,496	\$10,532,107	\$13,265,124	\$13,265,123	\$13,265,123
NET FUND COST	<u>(\$403,169)</u>	<u>\$0</u>	<u>(\$463,515)</u>	<u>(\$1)</u>	<u>\$0</u>	<u>\$0</u>
Authorized Positions:	59	53	48	48	48	48
Funded Positions:	59	50	45	48	48	48
Unfunded Vacancies:	0	3	3	0	0	0

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 Mental Health Substance Abuse Program is the provider of a variety of treatment and prevention 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 and is appropriated in the Mental Health – County Contribution budget unit 4127.

The recommended budget includes an increase for provider contracts by approximately \$3.2 million, with \$2.7 million attributed to the inclusion of the Aegis Medical Systems, Inc. agreement for the provision of methadone. The recommended budget includes a \$1.5 million increase in Medi-Cal patient reimbursement, \$700,000 increase in Drug Medi-Cal funding, and \$200,000 increase in Mental Health Methadone Administration Fees, all offsetting the Aegis Medical Systems, Inc. methadone agreement. The recommended budget includes \$125,000 in funding from the Low-Income Healthcare Program, which was not anticipated in prior years. The recommended budget incorporates the maintenance of effort level of funding required of the County and funding for the Adolescent Substance Abuse Residential Treatment program provided in conjunction with the County’s Gang Violence Strategic Plan in the amount of \$218,500.

While staffing and services have not been drastically reduced during FY 2011-12, primary funding for the programs operated within this budget unit have eroded during previous fiscal years and have yet to recover. During FY 2009-10, the substance abuse system of care lost approximately 36% of its revenue due to the loss of

the Substance Abuse Crime Prevention Act of 2000 and Offender Treatment Program funds. These funds were used to serve individuals sentenced into treatment in lieu of incarceration. As a result, the department was forced to lay off staff and there were several overall reductions to the treatment capacity. While the funding for these programs has dissipated, the law to divert non-violent drug offenders into treatment is still intact. As a result, the majority of the department’s treatment slots are occupied by the criminal justice system, leaving little capacity for non-criminal justice clientele. Other cuts included outpatient treatment slots, residential treatment beds, sober living beds, and treatment slots for persons with cognitive disabilities. During FY 2009-10, the division was able to contract for 1,313 outpatient treatment slots, however, during FY 2010-11 the division was only able to contract for 888 treatment slots. This attributes to a 32% reduction in outpatient treatment slots over a one-year period of time. The division has also encountered a reduction of 37% in residential treatment beds during a one-year period of time. During FY 2009-10, the division was able to purchase 52.5 beds; however, during FY 2010-11, the division was only able to purchase 33.5 beds. As a result of these reductions, the division currently has almost 150 people on a wait list for treatment services that have been reduced over the past two years. Furthermore, due to loss of funding, the program was forced to cut all sober living beds during FY 2009-10 and treatment slots for persons with cognitive disabilities in FY 2010-11.

POSITIONS DISCUSSION

The recommended budget allows for all of the department’s 48 authorized positions to be funded. The recommended budget includes no position additions or deletions.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
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.				
FY 2008-09	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12
Actual Results	Actual Results	Adopted Goal	Estimated Actual	Proposed Goal
50.7% decrease	45.2% decrease	65% decrease	47.1% decrease	65% decrease
What: This indicator measures the percentage of people reporting they were in jail 30 days prior to completion of Proposition 36 treatment compared to when they began treatment.				
Why: This indicator demonstrates the effectiveness of treatment by reducing criminal involvement and improving public safety.				
How are we doing? There is a dramatic increase in the number of individuals who stay out of jail as a result of completing substance abuse treatment.				
How is this funded? Depending on eligibility of client, Medi-Cal, Drug Medi-Cal, SAPT Block Grant, Perinatal Set-Aside, CalWORKs, or Parolee Services Network (PSN).				

Performance Measure # 2:				
Average number of days individuals spend in outpatient substance abuse treatment.				
FY 2008-09	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12
Actual Results	Actual Results	Adopted Goal	Estimated Actual	Proposed Goal
107 days	90 days	90 days	113	90 days
What: This indicator measures the length of stay of individuals successfully completing treatment.				
Why: Research indicates that for most clients, the threshold of significant improvement is reached at about 3 months in treatment. After this threshold is reached, additional treatment can produce further progress toward recovery.				
How are we doing? For FY 2010-11, the median length of stay of persons successfully completing treatment is estimated at 119 days based on mid-year results.				
How is this funded? Depending on eligibility of client, Medi-Cal, Drug Medi-Cal, SAPT Block Grant, Perinatal Set-Aside, CalWORKs, or Parolee Services Network (PSN).				

Performance Measure # 3:				
Percentage of adults participating in substance abuse treatment who report being satisfied with services.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Estimated Actual	FY 2011-12 Proposed Goal
88.3%	83%	85%	87%	85%
What: This indicator measures the level of satisfaction of individuals participating in substance abuse treatment delivered by county-operated and -contracted providers in Kern County.				
Why: From the client perspective, this indicator measures the quality of care and where improvements are needed.				
How are we doing? In FY 2009-10, 83% of individuals reported being satisfied with the services. The survey was conducted for FY 2010-11 beginning mid-March, resulting with approximately 87% being satisfied with the services.				
How is this funded? Substance Abuse Prevention and Treatment (SAPT) block grant.				

Mental Health Services Department-County Contribution Budget Unit 4127
Department Head: James Waterman, Appointed

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$21,992,741	\$21,589,147	\$21,589,147	\$22,205,730	\$22,205,730	\$22,205,730
TOTAL EXPENDITURES	\$21,992,741	\$21,589,147	\$21,589,147	\$22,205,730	\$22,205,730	\$22,205,730
REVENUES:						
Intergovernmental	\$20,891,753	\$20,500,000	\$20,500,000	\$21,116,583	\$21,116,583	\$21,116,583
TOTAL REVENUES	\$20,891,753	\$20,500,000	\$20,500,000	\$21,116,583	\$21,116,583	\$21,116,583
NET GENERAL FUND COST	\$1,100,988	\$1,089,147	\$1,089,147	\$1,089,147	\$1,089,147	\$1,089,147

PROGRAM DISCUSSION

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.

A maintenance of effort with the State requires the County to appropriate funding for mental health and substance abuse services in the amounts of \$771,000 and \$111,000, respectively. The County contribution has historically included an additional \$207,000 to Substance Abuse for assistance with gang suppression enhancement activities.

A significant portion of the County contribution consists of Mental Health Program Realignment revenues. These funds are raised through a portion of the State sales tax and through a percentage of vehicle license fees. This funding is allocated to County programs based upon actual historical costs. The recommended allocation of these funds is \$21.1 million for mental health services, which is an increase of \$600,000 from FY 2010-11. This increase is anticipated due to funding increases actually realized during the latter half of FY 2010-11.

Performance measures for the Mental Health Services Department are included in the budget discussions for budget units 4120 and 4123.

Emergency Medical Services

Department Head: Matt Constantine, *Appointed*

Budget Unit 4200

Director: Ross Elliott, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$893,363	\$760,009	\$801,434	\$764,368	\$764,368	\$824,499
Services and Supplies	217,141	409,118	284,298	307,686	307,685	247,553
Other Financing Uses	0	255,367	0	0	0	261,061
TOTAL EXPENDITURES	\$1,110,504	\$1,424,494	\$1,085,732	\$1,072,054	\$1,072,053	\$1,333,113
Less Expend. Reimb.	0	0	0	175,034	175,034	175,034
TOTAL NET EXPENDITURES	\$1,110,504	\$1,424,494	\$1,085,732	\$897,020	\$897,019	\$1,158,079
REVENUES:						
Licenses and Permits	\$151,675	\$116,729	\$143,048	\$144,673	\$144,673	\$144,673
Intergovernmental	375,400	394,583	363,363	126,490	126,490	126,490
Charges for Services	154,619	166,060	169,600	134,004	134,004	134,004
Miscellaneous	716	400	470	560	560	560
Other Financing Sources:						
Emergency Medical Services Fnd	320,235	357,865	357,865	430,100	430,100	430,099
Hopst Preparedness Prgm Grant	0	63,498	0	0	0	0
Ems Week - Donations	0	500	126	500	500	500
County Service Area #40.1 EMS	10,703	11,000	2,260	2,200	2,200	2,200
TOTAL REVENUES	\$1,013,348	\$1,110,635	\$1,036,732	\$838,527	\$838,527	\$838,526
Less Savings Incentive	\$0	\$255,367	\$0	\$0	\$0	\$261,061
NET GENERAL FUND COST	\$97,156	\$58,492	\$49,000	\$58,493	\$58,492	\$58,492
Authorized Positions:	9	8	8	8	8	8
Funded Positions:	9	8	8	7	7	8
Unfunded Vacancies:	0	0	0	1	1	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 Emergency Medical Services Division is responsible for monitoring the delivery of emergency medical

services and coordinating the system participants throughout Kern County, including the public, fire departments, ambulance companies, other emergency service providers, hospitals, and Emergency Medical

Technician (EMT) training programs. The division provides this service by continually monitoring the performance standards of ambulance providers and ensuring compliance with contract requirements. The division provides certification and accreditation of County pre-hospital personnel, including certification and re-certification for EMTs, paramedics, specialized nurses, and specialized dispatchers. The division administers the Countywide trauma system and manages the Emergency Medical Payments budget unit 4201 and Ambulance Service Payments budget unit 4203, assisting with partial reimbursement to hospitals, physicians, and ambulance providers for County indigent services.

The recommended budget provides sufficient funding to support the department’s functions at existing service levels. The recommended budget will also allow the

department to ensure that patients receive optimal, high quality, and timely emergency medical care to improve survival of sudden injury or illness. The division will decrease expenditures in services and supplies by approximately \$100,000 and increase expenditure reimbursements by approximately \$175,000. Both changes to expenditures are mainly due to shifting the Hospital Preparedness Grant Program to the Public Health Services Department budget unit 4110.

POSITIONS DISCUSSION

The division is currently authorized eight positions, all of which are funded in the recommended budget. The recommended budget includes no position addition or deletion requests.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of paramedic compliance with treatment protocols.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
96.79%	99.19%	Range of 95 to 100%	97.28%	Range of 95 to 100%
What: 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.				
Why: 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 division’s ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.				
How are we doing? The FY 2010-11 estimated actual results are within the acceptable range; compliance is being achieved. 257 records were randomly selected and reviewed, with 250 records being fully compliant.				
How is this funded? These activities are partially funded by service fees to ambulance companies, hospitals, and EMS personnel, and special purpose EMS (Maddy) Fund with a portion of the discretionary segment of the fund.				

Performance Measure #2:				
Percentage of Emergency Medical Dispatcher accuracy in following interrogation protocols and giving instructions in the Emergency Communication Center and the Ambulance Company Dispatch Operations.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
ECC 98.88%	98.49%	Range of 97 to 100%	98.25%	Range of 97 to 100%
Other EMD 96.37%	96.95%	Range of 95 to 100%	97.54%	Range of 95 to 100%
What: 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 division. The measurement is reported separately for the Emergency Communications Center (ECC) and the aggregate of the individual ambulance dispatch operations. ECC is an Accredited Center of Excellence (ACE), and the standards of an ACE are higher than non-accredited ambulance dispatch operations.				
Why: 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 division’s ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.				
How are we doing? The FY 2010-11 estimated results are within the acceptable ranges; compliance is being achieved. Both the Emergency Communications Center (ECC) and the aggregated scores for the ambulance dispatch operations are meeting the performance targets.				
How is this funded? These activities are funded by service fees to ambulance companies, and hospitals, special purpose EMS (Maddy) Fund with a portion of the discretionary segment of the fund.				

Performance Measure #3:				
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.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
96.91%	96.85%	Range of 90 to 100%	97.21%	Range of 90 to 100%
What: 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 division 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.				
Why: 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 division's ability to oversee and monitor the EMS system, establish time zone standards, and ensure compliance with policies and procedures.				
How are we doing? The FY 2010-11 estimated actual are within the acceptable range; compliance is being achieved. As many as 10 percent of the calls are allowed to be late, yet only 2.79 percent of the calls are late; response time compliance is very high.				
How is this funded? These activities are partially funded by service fees to ambulance companies and hospitals, special purpose EMS (Maddy) Fund with a portion of the discretionary segment of the fund.				

Performance Measure #4:				
Average number of days after valid EMS Fund claims were made that physicians were paid.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
17 days	20 days	Range of 15 to 45 days	31 days	Range of 15 to 45 days
What: 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. A total of 180 days has been deducted from the total elapsed time in accordance with State regulations for this program. The measurement is showing the time frame for which the County has discretion.				
Why: The EMS Fund is the payer 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 division at processing claims.				
How are we doing? The FY 2010-11 estimated actual results are within the acceptable range; compliance is being achieved.				
How is this funded? These activities are partially funded by special purpose EMS (Maddy) Fund with a portion of the discretionary segment of the fund.				

Performance Measure #5:				
Hours annually devoted to disaster preparedness activities.				
FY 2008-09 Actual Results	FY 2009-10 Actual Results	FY 2010-11 Adopted Goal	FY 2010-11 Est. Actual Results	FY 2011-12 Proposed Goal
3,983	4,182	3,500	4,242	3,500
<p>What: 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.</p>				
<p>Why: 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 division'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.</p>				
<p>How are we doing? The H1N1 pandemic, critical infrastructure protection activities, dam failure planning, and other disaster preparedness activities has resulted in additional time being devoted to this area. The year-end estimate for FY 2010-11 is 4,242 hours, based on current trends.</p>				
<p>How is this funded? These activities are largely funded by the Regional Disaster Medical Health Specialist grant, bio-terrorism grant through the Public Health Department, and federal Hospital Preparedness Program grants. A small portion of these activities are funded by special purpose EMS (Maddy) Fund with a portion of the discretionary segment of the fund.</p>				

Emergency Medical Payments

Department Head: Matt Constantine, *Appointed*

Budget Unit 4201

Director: Ross Elliott, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,668,981	\$1,158,597	\$1,152,016	\$1,158,597	\$1,158,597	\$1,502,327
Other Financing Uses	391,235	392,403	392,403	430,100	430,100	465,099
TOTAL EXPENDITURES	\$2,060,216	\$1,551,000	\$1,544,419	\$1,588,697	\$1,588,697	\$1,967,426
REVENUES:						
Fines and Forfeitures	\$1,876,693	\$1,540,000	\$2,093,862	\$1,540,000	\$1,577,697	\$1,956,426
Use of Money/Property	7,911	11,000	6,288	11,000	11,000	11,000
Intergovernmental	315,921	0	415	0	0	0
Miscellaneous	11,195	0	1,092	0	0	0
Non-revenue Receipts	0	0	29	0	0	0
TOTAL REVENUES	\$2,211,720	\$1,551,000	\$2,101,686	\$1,551,000	\$1,588,697	\$1,967,426
NET FUND COST	(\$151,504)	\$0	(\$557,267)	\$37,697	\$0	\$0

PROGRAM DISCUSSION

The Emergency Medical Payments budget unit is commonly referred to as the "Maddy Fund." This budget unit is used to reimburse a portion of costs incurred by local physicians and hospitals for providing care and treatment to indigents. The Emergency Medical Services (EMS) Division administers this budget unit. Funding for this program is generated through revenues consisting of fines and penalties assessed by the courts for specific violations.

Use of this funding is regulated by Health and Safety Code Section 1797.98. In this regulation, the EMS Division is entitled to transfer up to 10% of the revenue received into budget unit 4200 as reimbursement for the administration of the fund, 58% of the remaining funding is required to be allocated for local physicians and surgeons for partial reimbursement of costs incurred

providing indigent services, and 25% of the remaining funding is required to be allocated for local hospitals. The remaining 17% of the funding is discretionary to the EMS Division, as it can be used for any other emergency medical services purpose. The division allocates a portion of this discretionary funding for use in the Ambulance Services Payments budget unit 4203 for partial reimbursement of indigent ambulance services, and the remaining portion of this funding is used to support the operation of the EMS Division.

The recommended budget provides funding to assist in supporting indigent medical care within the County. The recommended budget includes an increase in revenues of approximately \$416,000. Expenditures also increased by \$416,000, directly related to the anticipated increase in revenues. Claims to physicians are made on a monthly basis and hospital claim payments are made on a quarterly basis, based upon actual revenues received to date.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$32,607,363	\$34,820,490	\$34,820,490	\$34,016,459	\$34,016,459	\$34,016,459
TOTAL EXPENDITURES	\$32,607,363	\$34,820,490	\$34,820,490	\$34,016,459	\$34,016,459	\$34,016,459
REVENUES:						
Intergovernmental	\$15,170,363	\$14,383,490	\$14,383,490	\$14,736,459	\$14,736,459	\$14,736,459
Charges for Services	388,999	350,000	710,767	0	0	0
TOTAL REVENUES	\$15,559,362	\$14,733,490	\$15,094,257	\$14,736,459	\$14,736,459	\$14,736,459
NET GENERAL FUND COST	\$17,048,001	\$20,087,000	\$19,726,233	\$19,280,000	\$19,280,000	\$19,280,000

PROGRAM DISCUSSION

State law mandates that the County provide medical care for indigent residents and inmates of correctional facilities. This budget unit appropriates funds to reimburse the Kern Medical Center Enterprise Fund for providing medical services to indigent patients, jail inmates, and juveniles in County detention facilities.

Since 1984, the County has met its obligation to provide medical care to the correctional system population by providing a fixed contribution to Kern Medical Center. The recommended net General Fund cost for FY 2011-12 of \$19.2 million includes \$13.3 million to reimburse Kern Medical Center for providing medical care in seven locations within the adult and juvenile correctional facilities and funds 94 full-time positions, two extra help positions as well as medical services and supplies, contracted services and medications. Funding in the amount of \$5 million has been allocated for anticipated inpatient and specialty care services provided at the hospital. This allocation is based on existing utilization of services and has been reduced by applying a discounted rate. Approximately \$900,000 has been allocated for payments to outside vendors for ambulance transportation of inmates and for payments to hospitals for services provided to this population.

The reimbursement and cost associated with providing medical care for federal inmates is being recognized in the Kern Medical Center Enterprise Fund. The recommended budget does not include any impacts of AB 109, the criminal justice realignment, as it is unknown at this time.

The hospital is partially funded by an allocation from Health and Social Services Program Realignment revenues for services provided to adult indigent and for adult daycare under the Elderlife Program. The recommended allocation of this revenue is \$14.7 million, which is approximately \$350,000 more than budgeted in FY 2010-11.

The recommended reduction of \$807,000 in net General Fund cost from FY 2010-11 to FY 2011-12 is due to a reduction in a one-time allocation of \$3 million provided in FY 2010-11 for the KMC central plant replacement project that is offset with the increased allocation of approximately \$2.2 million for inmate medical care.

A full discussion of Kern Medical Center’s budget and performance measures is provided in the discussion of the KMC Enterprise Fund budget unit 8997.

Ambulance Service Payments

Department Head: Matt Constantine, *Appointed*

Budget Unit 4203

Director: Ross Elliott, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$323,537	\$34,538	\$34,538	\$0	\$0	\$35,000
TOTAL EXPENDITURES	\$323,537	\$34,538	\$34,538	\$0	\$0	\$35,000
REVENUES:						
Other Financing Sources						
Emergency Medical Services Fnd	\$71,000	\$34,538	\$34,538	\$0	\$0	\$35,000
TOTAL REVENUES	\$71,000	\$34,538	\$34,538	\$0	\$0	\$35,000
NET GENERAL FUND COST	\$252,537	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

The Ambulance Service Payments budget unit is used to reimburse County contracted ambulance services providers for services provided to indigent residents. The Emergency Medical Services (EMS) Division administers this budget unit.

Exclusive operating areas have been established in Kern County for ambulance service providers. Operators must enter into a performance contract with the County before services may be provided. Ambulance payments from this fund are intended to assist with satisfying the County's indigent responsibilities under Welfare and Institutions Code section 17000. Within each ambulance operator contract, a percentage of the appropriation approved by the Board of Supervisors in this fund is allocated for each fiscal year. Quarterly payments are issued based on agreed upon percentages.

Funding for this program comes from the Emergency Medical Payments budget unit 4201; 17% of the revenues received in budget unit 4201 are discretionary for EMS activities and a portion of the discretionary funding is allocated for this purpose. Historically, the General Fund provided a contribution to enhance these payments, but the practice was discontinued during FY 2010-11 budget discussions.

Part of the FY 2011-12 State budget negotiations included diverting the Maddy funding into the State General Fund from the current benefitting counties. In anticipation of this occurring, the division did not provide funding for this program in the original submission of the FY 2011-12 requested budget. Since approval of the preliminary recommended budget, the State approved a budget that did not affect the Maddy funding. The division requested to continue to fund the program at the FY 2010-11 level.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$5,342,748	\$5,992,704	\$5,306,054	\$6,590,435	\$6,590,435	\$6,590,435
Services and Supplies	1,521,231	1,474,862	2,038,359	1,660,383	1,230,565	1,230,566
Other Charges	4,668	4,615	4,615	4,615	4,615	4,615
Fixed Assets	0	0	0	1	1	0
TOTAL EXPENDITURES	\$6,868,647	\$7,472,181	\$7,349,028	\$8,255,434	\$7,825,616	\$7,825,616
REVENUES:						
Intergovernmental	\$4,862,083	\$6,951,272	\$5,990,347	\$7,248,471	\$7,248,471	\$7,248,471
Charges for Services	126,622	92,682	129,965	123,918	123,918	123,918
Miscellaneous	3,694	0	91,395	25,000	25,000	25,000
TOTAL REVENUES	\$4,992,399	\$7,043,954	\$6,211,707	\$7,397,389	\$7,397,389	\$7,397,389
NET GENERAL FUND COST	\$1,876,248	\$428,227	\$1,137,321	\$858,045	\$428,227	\$428,227
Authorized Positions:						
Full Time:	64	58	59	59	59	59
Full Time Funded:	60	58	59	59	59	59
Unfunded Vacancies:	4	0	0	0	0	0
Part Time:	6	6	6	6	6	6
Part Time Funded:	5	6	6	6	6	6
Unfunded Vacancies:	1	0	0	0	0	0

PROGRAM DISCUSSION

The California Children’s Services (CCS) Program provides diagnosis, treatment, and therapy services to children with disabling conditions. The program is designed to ensure that children with medically eligible conditions realize their maximum physical and social potential.

The CCS Program is mandated by Health and Safety Code. This mandate requires the division to annually appropriate at least \$790,311 for diagnosis and treatment and \$214,323 for therapy services, up to which the State matches the County’s costs. Historically, the division has exceeded the mandated costs mainly due to higher medical costs associated with children and complex medical problems. The State and County are to share the costs of the administration of the program on a dollar for dollar basis.

The County share of cost per case is based upon the eligibility of each patient. Upon eligibility for Medi-Cal, the County does not have a share of cost. Upon eligibility for Healthy Families, the County’s share of cost is 17.5%. If the patient is not eligible for Medi-Cal or Healthy Families, and meets the financial criteria for straight CCS, the County’s share of cost is 50% of the treatment costs. The division has created processes to determine the patient’s eligibility upon first approaching CCS for diagnosis and/or treatment. Appropriately shifting costs could potentially save the County General Fund.

Providers for the CCS Program must be certified to provide services for CCS children by the State. Once certified, the provider is referred to as a “paneled provider.” The local CCS program determines eligibility and needs of each case. Once the needs are determined, the child is referred to a paneled provider for services,

while case management is retained by the division. Services are invoiced to the State, and paid by a State-contracted third party from the County's allocation at State level. Local CCS programs are unaware of claims paid by the State until after the fact. Quarterly, the division prepares invoices determining the amount the County owes the State for services rendered and the amount the State owes the County for its share of the administration of the program.

The recommended budget includes an increase of approximately \$600,000 in salaries and benefits mainly due to the addition of an administrator for the County CCS program during FY 2010-11 as well as increased costs of the existing positions. Any decrease in salaries and benefits would cause a decrease in offsetting revenues. The California Department of Health Care Services mandates staffing levels, but treats the mandate as a guideline until staffing deficiencies disrupt services. Deficient staffing levels will result in the State withholding program reimbursement.

Services and supplies have increased by approximately \$186,000 due to the anticipated increased costs of diagnosis and treatment. The recommended budget provides the required funding for this increase, exceeding the minimum mandates and based upon higher anticipated needs, to support diagnosis and treatment services through

the CCS programs. While CCS currently provides diagnostic and treatment services, medical case management and physical and occupational therapy services to more than 6,500 children, the caseload size continues to increase due to the growing client population and the decline of the economy. Therefore, funds have been designated in the Appropriations for Contingencies budget unit 1970 in the amount of approximately \$430,000 in the event caseload or the County's share of cost increases based on children served.

Performance measures related to this budget unit are included in the discussion on the Public Health Department budget unit 4110.

POSITIONS DISCUSSION

The recommended budget includes funding for all of the division's 65 authorized positions. A Special Projects Manager position was added to the division during FY 2010-11 at an annual cost of \$126,000. The division anticipates filling the 10 currently vacant positions in an effort to bring staffing levels up to the State recommended minimums to meet the demands of the ever-increasing caseloads and be compliant with State mandates.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$8,424,085	\$0	\$0	\$2,519,782	\$0
Salaries and Benefits	120,649,968	119,353,924	110,722,627	118,156,555	118,156,555	118,156,555
Services and Supplies	46,339,695	54,269,980	41,122,991	36,271,867	36,251,867	36,251,867
Other Charges	3,068,734	2,510,018	2,411,885	13,073,621	13,093,621	13,093,621
Fixed Assets	0	306,486	0	287,495	287,495	287,495
TOTAL EXPENDITURES	\$170,058,397	\$184,864,493	\$154,257,503	\$167,789,538	\$170,309,320	\$167,789,538
REVENUES:						
Use of Money/Property	\$150,400	\$171,870	\$135,952	\$150,346	\$150,346	\$150,346
Intergovernmental	162,643,844	155,523,733	129,627,641	148,454,843	148,454,843	148,454,843
Charges for Services	217,150	181,347	195,434	182,913	182,913	182,913
Miscellaneous	96,543	92,118	149,500	141,474	141,474	141,474
Other Financing Sources:						
County Contribution	17,191,496	16,765,488	16,765,488	10,832,056	10,832,056	12,727,970
Social Services Realignment	1,209,535	1,016,650	1,016,650	1,071,510	1,071,510	1,071,510
Wraparound Savings	1,062	0	535	0	0	0
TOTAL REVENUES	\$181,510,030	\$173,751,206	\$147,891,200	\$160,833,142	\$160,833,142	\$162,729,056
NET FUND COST	<u>(\$11,451,633)</u>	<u>\$11,113,287</u>	<u>\$6,366,303</u>	<u>\$6,956,396</u>	<u>\$9,476,178</u>	<u>\$5,060,482</u>
Authorized Positions:	1,492	1,431	1,386	1,408	1,408	1,408
Funded Positions:	1,492	1,431	1,386	1,408	1,408	1,408
Unfunded Vacancies:	0	0	0	0	0	0

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, child protective services, and other social services to eligible persons. 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 (CDSS). 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, Disproportionality Project, Heart Gallery for adopted children, and continue the work of the CWLA recommendations. Through CalWORKs, welfare recipients are required to participate in activities leading to employment and self-sufficiency. Additionally, the CalWORKs program provides cash assistance to eligible and needy families. The department is responsible for determining initial and continuing eligibility for program applicants. Overall, the department manages over 130,000 cases, representing over 223,000 individuals, the majority of which are children. This represents nearly 25% of the County population receiving some kind of assistance from the department.

The department administers the CalFresh Program (formally known as Food Stamps) for eligible and certified low-income households and the Medi-Cal program, which provides medical access to eligible children, individuals, families and seniors. The department is responsible for determining initial and continuing eligibility for these programs applicants. The department is also responsible for administering the County-funded General Assistance program.

In the Child Protective Services Bureau, the department has in place a 24-hour response system designed to receive, investigate, and evaluate reports of child abuse and neglect. Focusing on the safety of the child, the department works in conjunction with the juvenile court system; should it be substantiated that abuse has taken place, the child may be made a dependent of the court. When that occurs, case plans may be ordered for family reunification or family maintenance. Should families fail reunification or maintenance services, children are then referred to long-term placement, including foster care homes, group homes, foster family agencies, or adoption. When appropriate, children are also placed with relatives, a first priority for the department. In conjunction with this responsibility, the department operates the Jamison Center, which temporarily shelters children who have been removed from their home due to safety concerns until a foster home can be arranged.

The declining economy and high unemployment have driven an increase in caseload, which increases the cost of

providing mandated services. While a large percentage of these costs are funded through State and federal sources, County resources are also required to meet service levels.

The recommended budget includes a 1% decrease in salary and benefits of \$1.2 million due to reduced usage of extra help employees and a reduction in the unemployment insurance costs. The department has also requested the addition of 23 positions and one position deletion (as discussed below). The department has budgeted to fill existing vacancies in the Employment and Financial Services Bureau, which includes the CalFresh and Medi-Cal programs.

Services and supplies have decreased dramatically, in part due to new accounting methods implemented by the Auditor-Controller's office, and in part due to more fiscally responsible spending from the department. There were also some one-time expenses in FY 2010-11 related to ARRA funding that do not appear in the current budget. The recommended budget also includes a large increase in Other Charges, primarily due to the change in accounting methods implemented to account for inter-fund budgeting. The amount budgeted for fixed assets includes networking equipment and software related to a new call center that will be completed in this budget year.

An overall net decrease in revenue is a result of one-time funds received for ARRA projects, and a decrease in the net General Fund contribution of \$4 million, which is due to a large carry-forward balance in FY 2010-11. New accounting methods implemented late in FY 2009-10, which allowed for extended accrual time frames, has allowed the department to accrue revenue for nine months rather than the standard 90 days. This increased time frame has allowed the department to recognize this one-time, larger-than-expected carry forward balance into FY 2011-12, thus reducing the amount needed from the General Fund.

In recognition of this one-time occurrence, it is recommended that a designation be established as it is unknown how the funds will stabilize after this change. The recommended budget designates \$9 million to help offset possible future increased contributions to this budget unit and the Human Services-Direct Financial Aid budget unit 5220.

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 of doing business increases for ten years has led to a growing funding gap. The department has maximized the claiming of available federal and State funds.

The department’s FY 2011-12 recommended budget includes an overmatch in local funds in the amount of \$7.6 million for child welfare programs, a reduction of nearly \$10 million since FY 2008-09.

The state of the economy is affecting the department in many ways. The recent State budget, as signed by the Governor, is not anticipated to cause the department to make any cuts beyond what they have already prepared. One of the primary programs negatively impacted is the Cal-Learn Parenting Teen Program, which has been suspended for one year. This program has historically been contracted with Clinica Sierra Vista.

The department has reported that its client base is growing and changing. The department is serving many more first-time clients as the economic downturn continues to affect people’s jobs, investments, and overall financial well-being.

POSITIONS DISCUSSION

The recommended budget includes the addition of 23 positions, a cost of \$1.2 million: three Human Services Supervisor positions, 17 Human Services Technician positions, and three Office Service Technician positions. These positions will form a new unit focused on helping clients in need of assistance from the Medi-Cal program, which is completely State funded, not requiring any General Fund contribution to fund these positions or any of the other vacancies in the CalFresh or Medi-Cal programs. All 23 positions will directly draw State funds from the Medi-Cal program to the County, thus reducing indirect overhead costs to other General Fund supported programs such as Child Welfare Services. The department will delete one vacant Administrative Services Officer position due to the hiring of an Assistant Director of the Financial Support Bureau, approved during FY 2010-11.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1A				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
92.2%	90.4%	94.6%	Data Not Available	94.6%
What: This safety measure reflects the percentage of children who were victims of a substantiated or inconclusive child maltreatment allegation within the first 6 months of a specified time period for whom there was no additional substantiated maltreatment allegation during the subsequent 6 months. This measure is for those children living in the home of their parent or guardian.				
Why: The safety and well-being of children is our first priority. While our ultimate goal is that 100% of children experience no recurrence of maltreatment, the federal government has set a national performance goal of 94.6%. When maltreatment, abuse, and neglect are reduced or eliminated, children are safe.				
How are we doing? Although Kern’s performance in this measure of child safety declined 1.8% to 90.4% in FY 09-10 as compared to FY 08-09, we have made a significant improvement from our 2002 baseline of 86.1%. Contributing to this improvement is the Differential Response program through the Kern County Network for Children Family Resource Centers, which provides child abuse and neglect prevention services to families.				
How is this funded? Federal, State and County funds.				

FY 2009-10 Actual Results is the latest data available from July 2009 - December 2009.

Performance Measure # 1B				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
99.97%	99.9%	100%	Data Not Available Yet	100%
What: This safety measure reflects the percentage of children who had no substantiated maltreatment while in out-of-home care, which includes Foster Family Homes, Group Homes, Foster Family Agencies, Relatives, and Non-Related Extended Family Member (NREFM) caregivers.				
Why: The Department takes its responsibility for children in out-of-home care very seriously. Whether parents are working toward reunification or another permanency option such as legal guardianship or adoption is the goal, our role is to monitor the safety and well-being of children living away from their parents.				
How are we doing? Mid-year results for FY 2009-2010 indicate the Department's performance rate is at 99.91% and on track to meet this goal. Although the national goal is 99.68%, Kern County has adopted a FY 2009-2010 and FY 2010-2011 goal of 100%. In August 2010, DHS launched the Quality Parenting Project. With technical support from the National Youth Law Center, DHS will re-focus efforts to improve the quality of out-of-home care for foster children. Partners include Foster Family Agencies, Foster Youth Services, the Kinship Support Services Program, Mental Health, Bakersfield College, the DHS Public Health Nurses, the Foster Care Ombudsperson, and staff from the DHS Licensing, Relative Assessment, and Outreach Units. The Department continues efforts to increase access to behavioral and mental health services for children in foster care. Also, Team Decision-Making Meetings are used as a family-centered method for stabilizing placements and making group decisions in the best interest of the child.				
How is this funded? Federal, State and County funding.				

FY 2009-10 Actual Results is the latest data available from Jul09-Jun10.

Performance Measure # 1C				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Timely 89.2% Correctly 86.1%	Timely 88.4% Correctly 90.78%	Timely 100% Correctly 100%	Timely 89.4% Correctly 93.34%	Timely 100% Correctly 100%
What: This measures staff use of the Structured Decision Making (SDM) Risk Assessment tool with every family referred for investigation of an allegation of child abuse or neglect. A timely 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 Safe Measures data for timeliness, and by Quality Assurance Unit case reviews for correctness. While our proposed goal continues to be 100%, staff performance will be measured at a 95% tolerance rate. Correctness is based on two criteria: A) Does the documentation support the worker's safety decision? B) Does the case record support the final risk level assigned?				
Why: Families for whom risk is assessed correctly and timely are able to receive the appropriate services at the time they need them. Timely and correct use of the tool provides a consistent, evidence-based method to evaluate risk and identify needed services.				
How are we doing? Kern showed improvement in both accuracy and timely use of the SDM Risk Assessment tool according to the most recent data. For the five-month period of July-Nov. 2010, correct use of the SDM increased to a rate of 93.34% from the 90.78% average for FY 09-10. For the six-month period of July-Dec. 2010, timeliness of Risk Assessment completion increased to 89.4% compared to 88.4% for FY 2009-10.				
How is this funded? Emergency Response is funded through Federal, State and County funds.				

FY 2010-11 Mid-year Results for Timeliness is the latest data available for Jul10-Dec 10. Correctness is the latest data available for July 2010-November 2010.

Performance Measure # 2				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
14.1%	Data Not Available Yet	10.2%	Data Not Available Yet	10.2%
What: This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge.				
Why: This indicator allows us to assess the long-term effectiveness of our services to families. This measure addresses permanency and stability as key outcomes identified in the California Child Welfare oversight and accountability system. Fewer children re-entering foster care indicates that more foster children who reunify with their parents remain safe and gain stability and permanency.				
How are we doing? Our goal remains at 10.2% with the national goal at 9.9%. Statewide for FY 08-09, 12% of children who reunified re-entered foster care within 12 months. Kern utilizes a number of strategies to meet the challenge of sustaining family reunification outcomes. These include directing families to appropriate services such as classes on parenting/neglect and anger management, domestic violence counseling, and mental health/substance abuse treatment. We partner with many community-based service providers, such as Haven Counseling, Garden Pathways, Ebony Counseling Center, Clinica Sierra Vista and Kern County Mental Health in order to meet the needs of our families. Increasing visits with the children as appropriate is another method of transitioning the parents back into their roles of protectors and caretakers of the children's well-being. Team Decision-Making Meetings and Family Finding are also used to identify ongoing natural and community supports to help strengthen the family.				
How is this funded? Reunification services are funded through Federal, State and County dollars.				

FY 2008-09 Actual Results is the latest data available from July 2008-June 2009.

Performance Measure # 3A				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
68.3%	66%	86%	Data Not Available Yet	86%
What: This measure computes the percentage of children with two or fewer placement changes while in foster care for more than eight days and less than 12 months. Time in care is based on the latest date of removal from the home.				
Why: Stability of children in care allows relationships and trust to develop and leads to well-being and permanency. Relative placements are among the most stable and can provide foster children with life-long connections to family as well as identity, support, and the sense of belonging that is a basic human need. The Department’s goal is to facilitate these connections where possible to promote stability, permanency, and self-sufficiency that will endure long after foster children exit the system.				
How are we doing? Kern’s FY 09-10 results fall short of the national goal of 86%. Placement stability has been a selected area of focus in our County Self-Assessment and System Improvement Plan as well as a goal of California’s Program Improvement Plan for federal accountability. The Department continues to emphasize placements with relatives. In 2010, universal screening was implemented for mental health needs of children ages 2 -17 coming into dependency. We continue to work collaboratively with Children’s Mental Health staff and providers to ensure that children access needed mental health services, counseling, intensive behavioral support, and enhanced educational services as early as possible.				
How is this funded? Funded through Federal, State and County dollars.				

FY 09-10 Actual Results is the latest data available from Jul09-Jun10.

Performance Measure # 3B				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
67.9%	70.98%	72.4%	73.1%	75%
What: 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.				
Why: Our goal is to place siblings together whenever possible. Children in foster care have already lost their parents at least temporarily; separating children from their siblings causes further loss and grief. When siblings are placed together, family relationships are maintained resulting in child well-being and increased placement stability. 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 (20th century), U.S. magazine writer, author. Brothers and Sisters, ch. 3 (1991)</i>				
How are we doing? In July 2010, Kern exceeded its FY 10-11 goal of 72.4% by placing 73.1% of foster children with some or all of their siblings. Placing siblings together as often as possible is a regulatory priority. However, the availability of foster homes that are open to sibling groups is critical to this performance measure. County licensed foster homes are declining therefore the number of available openings is reduced. The Department must often rely on Foster Family Agencies (FFAs) for their capacity to place sibling groups when placing in a County foster home is not possible. Note - A family certified through an FFA receives a higher foster care benefit than a County licensed home. When it is not possible to place sibling groups together, efforts are made to schedule regular, ongoing sibling visitation. The Department recently launched the Quality Parenting Project to improve the recruitment, development, and support of foster and adoptive families willing to care for sibling groups. Community stakeholders have joined us in this effort to work together toward improved child well-being. The project is based on research pointing to the importance of the quality of caregivers in achieving positive outcomes for foster children. When children thrive in their placements, they are more likely to achieve stability and permanency.				
How is this funded? Funded through Federal, State and County dollars.				

FY 2010-11 Mid-year Results is the latest data available for July 2010.

Performance Measure # 4				
Increase the reunification of eligible families within 12 months:				
Percentage of children who are reunited with their families within 12 months of their removal.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
63.4%	65.4%	75.2%	Data Not Available Yet	75.2%
What: This measure computes the percentage of children discharged to reunification within 12 months of removal.				
Why: Child Protective Services is responsible for intervening and/or removing children from their homes only as necessary to ensure their safety and minimize future risks. Once that is accomplished, the primary objective is to return children to their parents as soon they can remain in their homes safely.				
How are we doing? The most recent measure shows Kern’s reunification rate is trending upward but still well below the National Standard of 75.2%. Reunification remains an area of focused efforts addressed in the County Self-Assessment and System Improvement Plan currently being monitored by the State. When it is not possible to keep children safely in their homes, efforts are initiated to connect parents with services and support to meet reunification goals and court ordered case plans to minimize disruption of the family. We partner with the Kern County Network for Children, community-based and private service providers, as well as other county agencies to provide parenting/neglect and anger management classes, domestic violence counseling, and mental health/substance abuse treatment for parents. Specialized intensive case management services through Haven Counseling’s Time Flies! Program provide guided visitation in the home and support groups to help families reunify successfully. Gradually increasing visits with the children as appropriate is another way to ensure that parents have internalized learning from parenting classes and other services and are ready to assume their parental responsibilities on a full-time basis.				
How is this funded? Funded through Federal, State and County dollars.				

FY 2009-10 Actual Results is the latest data available from July 2009-Jun2 2010.

Performance Measure # 5				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
92.4%	92%	100%	Data Not Available Yet	100%
What: 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. Effective in January 2011 new regulations require the monthly face-to-face contacts to be made in the child's home.				
Why: State regulations require regular contact with children in child welfare services programs to monitor their safety, growth, and development and to ensure their appropriate care and well-being. 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 and adjustment. By seeing children face-to-face on a regular basis, social workers can evaluate the child's physical and emotional health, home environment, and educational needs. Social workers can also identify the need for additional services and supports to promote the best interests of the child.				
How are we doing? Kern's results for FY 09-10 show a decline of less than one percentage point from FY 2008-2009. Staff reductions due to fiscal constraints negatively impact the Department's ability to achieve this performance goal. The Department experienced a reduction of nearly 100 CPS staff during FY 2009-2010 and FY 2010-2011. The Department is developing policy and procedures for utilizing contacts made by FFA social workers to assist in meeting our goal.				
How is this funded? Funded through Federal, State and County dollars.				

FY 2009-10 Actual Results is the latest data available from July 2009-June 2010.

Performance Measure # 6				
Ensure timely adoptions:				
Percentage of children that are adopted within 24 months of removal from their families.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
47.4%	52.4%	50%	Data Not Available Yet	53%
What: This measure computes the percentage of children adopted within 24 months of removal.				
Why: 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.				
How are we doing? For the FY 09-10 Kern's 24-month adoption rate increased to 52.4%, well above the National Standard of 36.6%. Unlike many other counties, the Department has its own adoption agency and provides services free of charge to adoptive parents. Numerous community and business partners in Kern County continue to host our Heart Gallery to promote awareness of the need for adoptive families for children and older youth. One factor that may impact performance in this area in the future is the Older Youth Adoptions grant, which funded Family Finding to identify potential adoptive families from within the child's extended family, expired June 2010.				
How is this funded? Funded through Federal, State, and County dollars.				

FY 2009-10 Actual Results is the latest data available from July 2009-June 2010.

Performance Measure # 7				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
A- 21.5% B- 18.5%	Data Pending From CDSS	3% Increase over FY 08-09	Data Pending From CDSS	3% Increase over FY 08-09
What:				
The percentage of families participating in Welfare-to-Work activities				
<ul style="list-style-type: none"> 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. 				
Why:				
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 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.				
How are we doing?				
Kern as well as all California Counties continues to struggle with meeting Federal WPR outcomes. Additional factors impacting these outcomes include:				
<ul style="list-style-type: none"> The continued decline in the economy and local job market. Beginning in August 2009, the State added exemption criteria which we are required to apply to all WTW enrollees. This new exemption category allows parents with one child younger than two years of age or with two children less than 6 years of age to be excused from Welfare to Work participation. This exemption will be in place until at least June 30, 2012. Kern currently has 5,213 (38%) of our WTW adults exempt in all categories, and has another 3,360 (25%) sanctioned for non-cooperation. This results in a total of 63% of our countable population that has either elected not to participate and is excluded from the cash assistance grant, or has been given the option of not participating by the State, and has accepted this offer. Despite this challenge, Kern continues to look for strategies to increase our WPR. One such example is the partnership with ETR to place our participants in subsidized employment slots through ETR’s subcontractors. This will not only help to increase our WPR but provide our participants much needed job skills. 				
How is this funded?				
After County Maintenance of Effort is met funding comes from Federal/State dollars up to allocation.				

FY 2008-09 Actual Results is the latest preliminary data available from CDSS for October 2008-September 2009.

Performance Measure # 8				
Ensure payment accuracy to eligible families and adults receiving CalFresh benefits.				
Percentage of CalFresh benefits accurately administered.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
96.91%	95.79%	95%	98.16%	95%
What: Percentage of CalFresh benefits accurately administered to eligible families and adults.				
Why: By maintaining high accuracy rates in the payment of CalFresh benefits, we ensure efficiency and build public trust as we administer public funds to eligible and needy adults and families who need CalFresh assistance. <ul style="list-style-type: none"> 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 an error rate below the National Tolerance Level which changes yearly. 				
How are we doing? Kern County has maintained a low CalFresh error rate and has avoided fiscal sanctions since 2003. We recently were recognized by CDSS for having one of the lowest CalFresh error rates in California. For FY 2009 our error rate was 3.09%. The decrease in the error rate from the year before is primarily due to effective communication of the CalFresh Program changes through training and through various quality assurance reviews.				
How is this funded? Funded 50% Federal, 35% State and 15% County up to the State allocation.				

FY 2010-11 Mid-year Results is the latest data available for October 2010.

Performance Measure # 9				
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				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
87.80%	90.49%	90% (per State mandate)	90.39%	90% (per State mandate)
What: <ul style="list-style-type: none"> Percentage of Medi-Cal Intake cases completed and processed with the mandatory State requirements of 45 days Per State mandate 90% of all Medi-Cal Intake cases without applicant error must be processed within 45 days 				
Why: 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 we avoid any future fiscal penalties and sanctions which are levied at 2% of the Department's Administrative Budget.				
How are we doing? Mid-year results for FY 2010-2011 at 90.39% indicate the Department met the adopted goal and State mandate. The state requires that this review is completed every two years. Kern has developed an internal method to collect and track this data on a monthly basis, and continues to closely monitor application activity.				
How is this funded? Funded 50% Federal and 50% State.				

FY 2010-11 Mid-year Results is the latest data available for July 2010-September 2010.

Performance Measure # 10A				
Promote employment and job retention among recipients of cash assistance:				
Percentage of adults who are working in paid employment that receives CalWORKs cash assistance.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
25.61%	24.73%	28%	29.61%	30%
What: 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.				
Why: 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 earning 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.				
How are we doing? Mid-year results indicate that we continue to be very close to meeting our goal in this area. We believe this has occurred due in part to the availability of the American Recovery and Reinvestment Act (ARRA) funding to develop and support a subsidized jobs program. Through this program we have helped create jobs for over 600 CalWORKs and low income parents within our community. Although funding for this program ended on September 30, 2010, some of these individuals retained the employment that they secured through the program. The other factor that likely benefitted us in the area of retention is actually the exemption criteria that harmed us in Performance Measure #7. With many of our participants exempt from participating, our WTW staff has been able to provide more intense and individualized services to the remaining 33% of our overall population that continued to be enrolled and participating in our program.				
How is this funded? After County Maintenance of Effort is met funding comes from Federal and State dollars up to allocation.				

FY 2010-11 Mid-year Results is the latest data available for July 2010-February 2011.

Performance Measure # 10B				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
89.2%	77.2%	77%	Data Not Available Yet	77%
What: 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.				
Why: 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.				
How are we doing? Actual results for FY 2009-2010, which are most current available, indicate a retention rate of 77.2%, which slightly exceeds our established goal of 77%. In light of a continuing higher than State average unemployment rate in Kern, this is a positive accomplishment.				
How is this funded? After County Maintenance of Effort is met, Funding comes from Federal and State dollars up to allocation.				

FY 2009-10 Actual Results is the latest data available for July 2009-June 2010.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$42,343,861	\$52,225,689	\$52,225,689	\$32,403,207	\$32,403,207	\$33,846,810
TOTAL EXPENDITURES	\$42,343,861	\$52,225,689	\$52,225,689	\$32,403,207	\$32,403,207	\$33,846,810
REVENUES:						
Intergovernmental	\$17,272,266	\$16,163,508	\$16,163,508	\$16,546,315	\$16,546,315	\$16,546,315
TOTAL REVENUES	\$17,272,266	\$16,163,508	\$16,163,508	\$16,546,315	\$16,546,315	\$16,546,315
NET GENERAL FUND COST	\$25,071,595	\$36,062,181	\$36,062,181	\$15,856,892	\$15,856,892	\$17,300,495

PROGRAM DISCUSSION

This budget unit appropriates supplemental funding from the General Fund to the Human Services – Administration and Human Services – Direct Aid budgets to provide the County’s share of cost for the department’s operations in providing financial assistance and social services programs to eligible recipients in the community.

A portion of the County contribution is made up of Social Services Program Realignment revenues. This amount remains relatively unchanged from the prior year at \$16.5 million. Included in the \$16.5 million is approximately \$1.1 million that is used to administer the Board-approved Gang Prevention Program.

The County contribution portion, however, is reduced by \$18.3 million, largely in part to a one-time, larger-than-anticipated carry forward balance from the prior year. Changes implemented by the Auditor-Controller’s office at the end of FY 2009-10, allowing the department to recognize accruals for nine months rather than the standard 90 days has allowed the department to recognize revenues it would not otherwise be able to in the prior year. This is a one-time correction that should revert to its normal state in the next fiscal year.

In recognition of this one-time occurrence, it is recommended that a designation be established as it is unknown how the funds will stabilize after this change. The recommended budget designates \$9 million to help offset possible future increased contributions to budget units 5120 and 5220.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$9,077,082	\$0	\$0	\$803,220	\$0
Other Charges	196,277,766	217,605,964	208,495,984	221,427,063	221,427,063	221,427,063
Other Financing Uses	1,704,095	2,000,000	1,914,109	3,000,000	3,000,000	1,751,448
TOTAL EXPENDITURES	\$197,981,861	\$228,683,046	\$210,410,093	\$224,427,063	\$225,230,283	\$223,178,511
REVENUES:						
Intergovernmental	\$175,817,130	\$187,533,774	\$180,226,824	\$190,106,113	\$190,106,113	\$190,890,491
Miscellaneous	2,565,416	2,042,662	3,883,778	2,020,823	2,020,823	2,020,823
Other Financing Sources:						
Social Services Realignment	16,062,733	15,146,858	15,146,858	15,474,805	15,474,805	15,474,805
County Contribution	7,880,100	19,296,693	19,296,693	5,024,836	5,024,836	4,572,525
Wraparound Savings	2,249,232	2,000,000	1,549,724	3,000,000	3,000,000	543,822
TOTAL REVENUES	\$204,574,611	\$226,019,987	\$220,103,877	\$215,626,577	\$215,626,577	\$213,502,466
NET FUND COST	(\$6,592,750)	\$2,663,059	(\$9,693,784)	\$8,800,486	\$9,603,706	\$9,676,045

PROGRAM DISCUSSION

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 eligible needy families under the Temporary Assistance for Needy Families (TANF) Program.

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 primarily provides financial assistance payments to families eligible for the CalWORKs, CalFresh, and other programs. As required by State law, this budget unit also provides for county funding for general assistance payments to indigent adults.

It also provides funding for foster care services and adoption services and supports the department’s goals and performance measures. Families who adopt children through the County are eligible for additional assistance payments. This budget unit provides for this funding, as well as for the foster care payments made on behalf of children placed in a County foster family home, a foster

family agency or a group home after becoming a dependent of the court.

The recommended budget reflects an overall decrease of \$4.2 million of expenditures, but an increase in expenses directly related to the cost of providing assistance, and is primarily related to the CalWORKs and Foster Care programs. The department continues to see an increase in those seeking aid.

The recommended allocation of County contribution is reduced by \$14.7 million from the previous year. A change in accrual methods from the Auditor-Controller has allowed the department to accrue revenues over a longer time period, and caused this one-time, large carry forward balance.

In recognition of this one-time occurrence, it is recommended that a designation be established as it is unknown how the funds will stabilize after this change. The recommended budget designates \$9 million to help offset possible future increased contributions to this budget unit and the Human Services budget unit 5120.

The recommended budget includes only those expenditures and General Fund contribution as required by State statute. There is no over-match in the Direct Financial Aid budget as these are entitlement programs and must be provided to all eligible applicants.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$735,799	\$662,747	\$682,217	\$664,678	\$709,679	\$709,679
Services and Supplies	65,047	59,998	42,659	51,852	51,852	51,852
Other Charges	0	0	0	15	15	15
Other Financing Uses	0	58,495	0	0	0	38,122
TOTAL EXPENDITURES	\$800,846	\$781,240	\$724,876	\$716,545	\$761,546	\$799,668
REVENUES:						
Intergovernmental	\$115,489	\$120,000	\$105,257	\$113,801	\$113,801	\$113,801
TOTAL REVENUES	\$115,489	\$120,000	\$105,257	\$113,801	\$113,801	\$113,801
Less Savings Incentive	\$0	\$58,495	\$0	\$0	\$0	\$38,122
NET GENERAL FUND COST	\$685,357	\$602,745	\$619,619	\$602,744	\$647,745	\$647,745
Authorized Positions:	9	7	7	7	7	7
Funded Positions:	8	7	7	7	7	7
Unfunded Vacancies:	1	0	0	0	0	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 department to provide FY 2010-11 levels of service in FY 2011-12. In order to ensure that all veterans have the resources available to achieve long-term self-sufficiency and independence, 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 provides enough staffing resources to mitigate any significant reduction in

workload units, which would cause a reduction in State revenues related to the number of applications received.

The department is expecting an increase in clients due to the recently opened Bakersfield Veteran Center located next door to the department’s facility. The new Veteran Center will conduct outreach services and generate referrals to the department.

POSITIONS DISCUSSION

There are no position additions or deletions included in the recommended budget. All authorized positions are filled and funded.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Number of client contacts.				
FY 2009-2010 Proposed Goal	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY2010-2011 Mid-year Results	2011-2012 Proposed Goal
11,000	16,235	11,000	10,754	12,000
What: <i>(Describe exactly what this specific indicator measures)</i> This indicator will measure 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.				
Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Our measurements during the first half of this year indicate that veteran traffic utilizing the department’s services has increased, justifying increased optimism that this trend will continue.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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 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 annual budget.				

Performance Measure #2:				
Percentage of Veterans Services staff that satisfy continuing education requirements to maintain federal accreditation.				
FY 2009-2010 Proposed Goal	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-11 Mid-Year Results	FY 2011-12 Proposed Goal
95%	100%	95%	99%	100%
<p>What: <i>(Describe exactly what this specific indicator measures)</i> 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 Veteran 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).</p>				
<p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> Veteran Representative staff is required to be tested and accredited through the Calif. Dept. 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 CEU's necessary for a representative to maintain a current accreditation.</p>				
<p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Veterans Representatives are regularly attending Regional Training and we had the funding flexibility to offer CACVSO training at regional conferences to at least one Veterans Representative in the past year. We have strived to keep this number at or near 100%.</p>				
<p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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.</p>				

Performance Measure #3:				
Percentage of surveyed customers that are satisfied with Veterans Services' assistance.				
FY 2009-2010 Proposed Goal	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-11 Mid-Year Results	FY 2011-12 Proposed Goal
95%	100%	100%	100%	100%
<p>What: <i>(Describe exactly what this specific indicator measures)</i> In order to emphasize higher standards of Customer Satisfaction, the department will implement two survey mediums. These surveys will measure client responses and satisfaction.</p>				
<p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.</p>				
<p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> The comments received from veterans and dependents through the customer satisfaction survey have been very complimentary. The survey indicates that the department and services are very much appreciated by a vast majority of the veterans utilizing department services.</p>				
<p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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.</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$762,878	\$0	\$0	\$339,906	\$776,122
Salaries and Benefits	8,026,765	8,366,738	8,025,509	8,388,369	8,388,369	8,400,284
Services and Supplies	3,657,938	3,339,994	3,476,336	2,879,859	2,892,459	2,892,459
Other Charges	469,735	708,169	668,511	699,072	699,072	699,072
Fixed Assets	45,535	23,760	45,944	0	0	0
TOTAL EXPENDITURES	\$12,199,973	\$13,201,539	\$12,216,299	\$11,967,300	\$12,319,806	\$12,767,937
REVENUES:						
Use of Money/Property	\$57,539	\$52,000	\$44,241	\$44,169	\$44,169	\$44,169
Intergovernmental	9,042,579	8,781,377	9,035,601	8,630,116	8,630,116	8,643,233
Charges for Services	1,174,904	1,270,998	1,095,157	1,020,406	1,020,406	1,020,406
Miscellaneous	258,235	261,100	280,868	260,000	260,000	260,000
Other Financing Sources:	2,071,040	1,762,691	1,762,692	1,715,115	1,715,115	1,715,109
TOTAL REVENUES	\$12,604,297	\$12,128,166	\$12,218,559	\$11,669,806	\$11,669,806	\$11,682,917
NET FUND COST	(\$404,324)	\$1,073,373	(\$2,260)	\$297,494	\$650,000	\$1,085,020
NET GENERAL FUND COST	\$1,423,484	\$1,264,054	\$1,264,053	\$1,200,852	\$1,200,852	\$1,200,852
Authorized Positions:						
Full Time:	102	89	89	88	88	89
Full Time Funded:	98	87	87	83	83	84
Unfunded Vacancies:	4	2	2	5	5	5
Part Time:	17	7	7	7	7	7
Part Time Funded:	4	4	4	7	7	7
Unfunded Vacancies:	13	3	3	0	0	0

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

The Aging and Adult Services Department administers federal, State, and local funds to provide services to elderly and disabled adults. Program and services coordinated by the department include the In-Home Supportive Services (IHSS) program, abuse prevention, nutrition, homemaker, conservator, disease prevention and health promotion, insurance counseling, financial and aid assistance.

The Adult Protection Services (APS) program responds to reports of elder abuse. The department will remain within the State mandated requirement to investigate reports of self neglect and/or abuse, physical and financial, against elder or dependent adults. The recommended budget continues to hold vacant three APS positions that were vacated in the FY 2010-11 budget. The department will strive to maintain service levels at the current level of staffing.

In accordance with State law, the County established the In-Home Supportive Services 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 budget unit 9147 for providing payroll services to IHSS providers. The recommended budget holds two IHSS positions vacant. The vacancies may result in a higher volume of complaints as clients may experience longer wait times to receive services.

The department faces fiscal uncertainty regarding State funding for the IHSS program and the anti-IHSS fraud program. The State budget includes “triggers” that will activate in January 2012, if the State projects that it will

not realize the full revenues assumed in the budget. The first tier of cuts includes the elimination of the State contribution for the anti-IHSS fraud program, as well as a 20% cut to IHSS hours for clients.

The IHSS anti-fraud program is an essential component in the department's effort to maintain program integrity in the IHSS program. Although the State funding portion of the program could be eliminated, the department is prepared to absorb the cost of the program through FY 2011-12. Prematurely eliminating the anti-fraud program would impact the department's ability to investigate fraud cases in IHSS. Additionally, the elimination of the program could potentially result in the layoff of one District Attorney investigative staff.

On February 1, 2011, the State implemented a 3.6% across-the-board reduction in IHSS client hours as part of the State budget. If the triggers are implemented, the additional 20% cut would be a significant reduction in hours, which will impact seniors and disabled individuals on IHSS. The department is prepared to comply with all the processes and procedures necessary to implement the across-the-board reduction if implemented by the State.

The decrease in expenditures is primarily due to reductions in unemployment insurance and Countywide Cost Allocation Plan (CWCAP) charges.

The Aging and Adult Services fund now includes budget unit 5609. This budget unit will account for the Appropriations for Contingencies line item.

POSITIONS DISCUSSION

There are no position additions or deletions included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1:				
Percentage of urgent Adult Protective Services (APS) Referrals responded to within 18 hours.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results (as of 12/31/2010)	FY 2011-2012 Proposed Goal
100%	100%	100%	99%	100%
What? This measure tracks our percentage of compliance in responding to urgent APS referrals within 24 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.				
Why? 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.				
How are we doing? The department continues to operate with less staff as a result of the 10% reduction in FY 2008-2009. The social worker staff was able to respond to immediate response cases within the 18 hours goal set by the Board of Supervisors (the State mandate is 24 hours). The plan is to continue to respond within 24 hours as mandated at a minimum, and 18 hours as proposed even with less staff.				
How is this funded? This program is funded with federal, State, County General Fund, County Social Services Realignment funds, and Client Estate Fees: 57% State funds, 34% federal funds, 1% County General Fund, and 8% Client Estate Fees.				

Performance Measure # 2:				
Percentage of Adult Protective Services (APS) Referrals responded to within the state mandate of ten days.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results (as of 12/31/2010)	FY 2011-2012 Proposed Goal
99%	99%	100%	99.6%	100%
What? Based on the State’s mandate, this measure tracks our percentage of compliance in terms of APS referrals responded to within ten days.				
Why? 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.				
How are we doing? APS met the 10-day mandate of responding to a suspected abuse referral 99% of the time. The time that the mandate is not met is generally due to an inability to make contact with the client as the social worker is unable to locate the client or the clients do not make themselves available. 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 7-8 days (earlier than the 10 day mandate). However, with the staff reduction in FY 2009-2010 and the increase in difficulty of the cases, we anticipate that our response time may suffer due to this reduction and the additional time it takes to investigate a difficult financial abuse case.				
How is this funded? This program is funded with federal, State, County General Fund, County Social Services Realignment funds, and Client Estate Fees: 57% State funds, 34% federal funds, 1% County General Fund, and 8% Client Estate Fees.				

Performance Measure # 3:				
Adult Protective Services referrals investigated.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results (as of 12/31/2010)	FY 2011-2012 Proposed Goal
2,365	2,375	2,450	1,121	2,450
Type of Referral			FY 2009-2010 Actual Results of Disposition	FY 2010-2011 Mid Year Results of Disposition
Confirmed – Based on an investigation accompanied with credible evidence, a decision is made that abuse occurred or most likely occurred			529	246
Inconclusive – APS has investigated and there is insufficient evidence to determine that abuse occurred, but the report is not unfounded			1,224	613
Unfounded – APS has investigated and concluded abuse did not occur			142	43
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		N/A	373	268
What?: This indicator measures the number of Adult Protective Services (APS) referrals investigated by social workers and the dispositions.				
Why?: This indicator demonstrates the department’s successful intervention in keeping seniors and disabled adults safe in their home.				
How are we doing? The APS referrals investigated in FY 2010-2011 are within range of the projected amount. With decreased staffing due to budget reductions, it is anticipated that more referrals may be evaluated out and the fact that cases are becoming increasingly more complex requiring additional time to investigate adequately. The confirmed and inconclusive findings are on target compared to the actual cases compared to the previous year. Even though cases may not be confirmed for abuse, in most cases the individual need is identified and services are provided. The department continues to provide training and outreach to the community to increase the awareness and necessity to report suspected abuse.				
How is this funded? This program is funded with federal, State, County General Fund, County Social Services Realignment funds, and Client Estate Fees: 57% State funds, 34% federal funds, 1% County General Fund, and 8% Client Estate Fees.				

Performance Measure #4:				
Number of Information and Assistance (I & A) Contacts.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results (as of 12/31/2010)	FY 2011-2012 Proposed Goal
20,506	19,622	20,000	10,397	20,000
What?: This indicator measures the number of contacts that I&A staff make with seniors and disabled adults. These contacts result in seniors receiving information and/or services related to health, transportation, housing, food, and financial assistance. These contacts also take into account the number of APS and IHSS referrals taken over the phone as part of the Department's Call Center.				
Why?: 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. 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. 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.				
How are we doing? The I&A program staff consists of 2 ½ FTEs, which limits the outreach effort for Information and Assistance. In October 2009, a Call Center was developed to handle all incoming calls. The Call Center provides information and referrals to community resources, and also takes Adult Protective Services and In Home Supportive Services (IHSS) referrals. We are on track at meeting our FY 2010-2011 goal. The goal for FY 2011-2012 remains the same due to the uncertainty of potential budget reductions, and our ability to outreach to more people.				
How is this funded? This program is funded with federal, State, and County funds: 45% County General Fund; 55% Federal Funds.				

Performance Measure # 5:				
Number of Senior Meals Served.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results (as of 12/31/2010)	FY 2011-2012 Proposed Goal
464,000	401,058	390,000	189,741	390,000
What?: This indicator measures the number of senior meals served both congregate and home delivered.				
Why?: 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 percent 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.				
How are we doing? The department continues to maintain its current level of service. The actual meal counts decreased in FY 2010-11. We continue to see a reduction in the number of seniors who utilize the congregate meals program. However, there continues to be a steady demand and need for home delivered meals. Kern County has a higher average of disabled seniors than the State, which explains the steady demand. This year, the home delivered meals program was able to reduce some of its waiting lists by approximately 44 seniors. It is our goal for the coming year to further reduce our waiting lists for home delivered meals. Our FY 2011-12 goal remains at 390,000, though it looks like our actual for FY 2010-11 results may be slightly lower. The department continues to look for ways to maintain service levels and quality with available funding. The department also monitors the service level and quality of our contracted partners in the program. State and federal funding for this program is expected to be the same in FY 2011-12 as it was for FY 2010-11. Through the use of this department's reserved fund balance and its contracted providers' efforts, we have been able to maintain our service levels in this program.				
How is this funded? This program is funded with federal, State, County General Fund, Social Service Realignment, and private donations: 28% County General Fund, 1.5% State funds, 57% federal funds, and 13.5% from private donations.				

Performance Measure #6:				
Dollars Saved for clients of the Health Insurance Counseling and Advocacy Program (HICAP).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results (as of 12/31/2010)	FY 2011-2012 Proposed Goal
\$1,933,619	\$1,256,947	\$750,000	\$757,884	\$750,000
What?: 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.				
Why?: 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. The need for HICAP Counselors will become even more significant in light of the national health care reform being implemented.				
How are we doing? Because of the outreach efforts and HICAP commercial ad, which ran on KGET and Telemundo, HICAP continues to surpass its goals. The commercial has already generated an increase in awareness of the HICAP program's value to Medicare beneficiaries. The proposed goal for FY 2011-12 remains unchanged because the dollars saved varies from individual to individual based on their circumstances, which makes it difficult to determine what the actual savings will be from year to year.				
How is this funded? This program is funded with federal and State funds: 68% State funds and 32% federal funds.				

Performance Measure # 7:				
Average number of days to complete an assessment (grant or denial) for In-Home Supportive Services (IHSS).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid Year Results	FY 2011-2012 Proposed Goal
94% -60 days 6% -over 60 days	95% - 60 days 4% - over 60 days	45 days	77% - 45 days 23% -over 45 days	45 days
What?: 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.				
Why?: 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.				
How are we doing? The need for IHSS services continues to grow. This trend will only continue as we see more and more seniors' age as a result of the baby boomer phenomenon. IHSS continues to strive to achieve its goals, which we have revised for FY 2010-11. The goal was changed from 60 days to 45 days in an effort to improve customer service. We are working towards meeting this goal but the reduction in staffing will continue to present challenges in this measure with the increase of cases per worker.				
How is this funded? This program is funded with federal, State, County General Fund, County Social Services Realignment funds: 2% County General Fund, 13% County Social Service Realignment funds, 35% State funds, and 50% federal funds.				

Aging & Adult Services-County Contribution

Budget Unit 5611

Department Head: Lito Morillo, Interim

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Other Financing Uses	\$1,952,442	\$1,762,691	\$1,762,691	\$1,715,115	\$1,715,115	\$1,715,115
TOTAL EXPENDITURES	\$1,952,442	\$1,762,691	\$1,762,691	\$1,715,115	\$1,715,115	\$1,715,115
REVENUES:						
Intergovernmental	\$528,958	\$498,637	\$498,638	\$514,263	\$514,263	\$514,263
TOTAL REVENUES	\$528,958	\$498,637	\$498,638	\$514,263	\$514,263	\$514,263
NET GENERAL FUND COST	\$1,423,484	\$1,264,054	\$1,264,053	\$1,200,852	\$1,200,852	\$1,200,852

PROGRAM DISCUSSION

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.

The recommended contribution includes an allocation of \$1.2 million in funding as required by State and federal regulatory requirements for County match for specific programs.

In addition, the County contribution is made up of Social Services Program and Mental Health Program Realignment revenues. The recommended allocation of Program Realignment funds is \$514,000.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Actual</u>	<u>Department Requested</u>	<u>Recommended Preliminary</u>	<u>CAO Recommended</u>
APPROPRIATIONS:						
Other Financing Uses	\$6,155,645	\$7,914,565	\$6,094,887	\$8,085,771	\$8,085,771	\$8,085,771
TOTAL EXPENDITURES	\$6,155,645	\$7,914,565	\$6,094,887	\$8,085,771	\$8,085,771	\$8,085,771
REVENUES:						
Intergovernmental	\$6,461,499	\$6,094,887	\$6,094,887	\$6,357,077	\$6,357,077	\$6,357,077
TOTAL REVENUES	\$6,461,499	\$6,094,887	\$6,094,887	\$6,357,077	\$6,357,077	\$6,357,077
NET GENERAL FUND COST	<u>(\$305,854)</u>	<u>\$1,819,678</u>	<u>\$0</u>	<u>\$1,728,694</u>	<u>\$1,728,694</u>	<u>\$1,728,694</u>

PROGRAM DISCUSSION

State law mandates that the County provide services to qualified aged and blind 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 contains approximately \$8.1 million for IHSS service providers' salaries and the County's share of administrative costs of the IHSS Public Authority, which is administered by the Aging and Adult Services Department. The County's local match requirement is partially offset through the allocation of \$6.36 million in Social Services Program Realignment funds.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$10,246,610	\$9,806,271	\$9,685,727	\$9,312,394	\$9,312,394	\$10,191,036
Services and Supplies	3,219,810	2,959,688	2,434,764	2,604,899	2,604,899	3,163,715
Other Charges	0	0	0	89,351	89,351	89,351
Fixed Assets	56,847	17,600	0	0	0	0
TOTAL EXPENDITURES	\$13,523,267	\$12,783,559	\$12,120,491	\$12,006,644	\$12,006,644	\$13,444,102
Less Expend. Reimb.	127,979	0	1,298	0	0	0
TOTAL NET EXPENDITURES	\$13,395,288	\$12,783,559	\$12,119,193	\$12,006,644	\$12,006,644	\$13,444,102
REVENUES:						
Miscellaneous	\$32	\$1,001	\$96	\$1,000	\$1,000	\$1,000
Other Financing Sources:	13,396,716	12,782,558	12,119,124	0	0	0
Employers Trng Resource-WIA	0	0	0	11,995,644	11,995,644	13,433,102
Emp Trng Resource-Non-WIA	0	0	0	10,000	10,000	10,000
TOTAL REVENUES	\$13,396,748	\$12,783,559	\$12,119,220	\$12,006,644	\$12,006,644	\$13,444,102
NET GENERAL FUND COST	(\$1,460)	\$0	(\$27)	\$0	\$0	\$0
Authorized Positions:	113	99	99	99	99	99
Funded Positions:	113	99	99	88	88	93
Unfunded Vacancies:	0	0	0	11	11	6

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 some of its funding from the State Employment Development Department, other counties or collaboratives, the federal 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 these counties operates its own employment and training programs and services.

Federal deficit reduction and the ending of American Recovery and Reinvestment Act (ARRA) stimulus funds have negatively impacted workforce training programs like those provided by ETR. Although program funding for job-training services will see significant reductions, returning to pre-ARRA levels, the department will be able to maintain current administrative services and avoid layoffs with current funding. Although the recommended budget reflects increased expenditure appropriations of

\$600,000 over the FY 2010-11 adopted budget, additional funding of \$4.1 million had allowed for an increase of appropriations during the course of that fiscal year. By comparison, the recommended budget will reduce the department's adjusted FY 2010-11 appropriations by \$820,000.

ETR provides services directly to customers and also contracts for training and services to provide a variety of occupational training, computer literacy skills, and supportive services. The recommended budget will allow the department to continue its functions and fulfill its mission.

POSITIONS DISCUSSION

The recommended budget includes addition of one Program Technician, one Accountant I/II, and one Fiscal Support Specialist for a cost of \$222,000. The department will simultaneously delete one Program Specialist I, one Fiscal Support Supervisor, and one Fiscal Support Technician for a savings of \$220,000. These additions and deletions will produce a net savings of \$2,000 and allow for improved recruitment and efficiency in operations.

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 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
79%	73%	75%	77%	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 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? We are exceeding our goal. Kern County's unemployment rate continues to be high. For December 2010, the Kern County unemployment rate was 16.4%, up from 15.8% in December 2009, and 11.8% in December 2008. With the addition of Recovery Act funds, ETR has been able to serve more clients, hire additional staff, and open an additional One-Stop. However, Recovery Act funds are almost exhausted, and the probability of receiving less funding from our on-going grants is high. With reduced funding ETR will not be able to continue to employ as many additional Extra Help staff. Client numbers remain high and staff case loads continue to grow due to attrition of staff. ETR hopes to continue exceeding its goal, but will have fewer resources to accomplish this. We anticipate significant reductions from our FY 2010-11 funding level as reflected in budget unit 8907, Workforce Investment Act program funding.				
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 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
29%	31%	35%	42%	35%

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 exceeding the goal. However, this rate tends to decrease as the year progresses. As of the end of February 2011, the rate is 37%. This is due to several factors such as the slow economy and increased competition for jobs. Also, these clients have more barriers to employment, for example: lack of transportation, no high school diploma, and little or no experience working for an employer.

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 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
\$27,563	\$27,669	\$25,000-27,000	\$26,087	\$26,000-27,000

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 currently meeting this goal. For the six months used to calculate the mid-year results of this goal, almost as many clients found employment as in the full FY 2009-2010. ETR will continue to work to meet this goal, but the expected reductions in funding (reflected in budget unit 8907) will make it harder to achieve.

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 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
61%	65%	60%	53%	52%

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. Due to slowing of the economy, it continues to be more difficult for youths with little or no job experience to find a job. The goal includes youths 14 to 18 years old, who have a harder time finding employment due to child labor laws and insurance requirements for employers. Also, adults are now accepting jobs that in the past were filled by youth. Many of the youth exiting are enrolling in post-secondary education and this helps us to come closer to meeting the goal. However, youth graduating from high school are normally not exited until June. We expect the results for this goal to improve when youth completing high school are exited in June.

How is this funded?

This goal is funded by WIA youth funds.

Performance Measure #5:

Percent of surveyed employers who would use Career Services Center services again for potential hires.

FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
98%	No Survey	95-99%	90%	90-95%

What:

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) annually surveys employers that use CSC services. The CSC and ETR take job orders from over 1400 employers annually and work on matching job openings with job seekers who use CSC services.

Why:

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.

How are we doing?

ETR surveys one time per year. ETR's result was lower than anticipated. Clients are generally unhappy with the current economy and this unhappiness is reflected in their responses. ETR staff will strive to improve this rating for next year. However, with the severe decrease in funding (reflected in budget unit 8907) anticipated for next year some of the services previously extended to employers may not be available.

How is this funded?

This goal is funded by WIA Adult, Dislocated Worker, Youth, and National Farmworker Jobs Program funds.

Performance Measure #6:				
Percent of surveyed Workforce Investment Act (WIA) program participants that are satisfied or highly satisfied with the services they received.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
97%	No Survey	90-98%	82%	85%
What: Employers' Training Resource (ETR) will annually survey clients enrolled in their programs to assess client satisfaction with the services they received.				
Why: 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.				
How are we doing? ETR surveys one time per year. ETR's rating on this survey was lower than hoped for. This could be due to the number of our clients' general dissatisfaction with the economy. As a result it has been harder to find jobs, which is the desired result of ETR services. Due to a large influx of clients, ETR has hired extra help staff. This was possible due to Recovery Act funds which will be gone as of June 30, 2011. However, even with a staff increase, caseloads were impacted due to our continued high volume of job seekers. The larger case loads have an impact on our lower rating. Staff are reviewing comments submitted with the survey to determine how to better serve our clientele. It is anticipated that caseloads will continue to grow as a result of our decreased funding.				
How is this funded? 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).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
ETR \$24,889,277	ETR \$28,830,961	ETR \$25,000,000	ETR \$17,635,135	ETR \$30,000,000
CSC \$74,796,363	CSC \$58,619,142	CSC \$60,000,000	CSC \$28,443,792	CSC \$55,000,000
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.				
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 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 of California Employment Development Department located at the CSCs.				
How are we doing? FY 2010-2011 mid-year results are based on the number of clients served between July 2010 and December 2010. As the number of clients finding jobs increases over the next 6 months, their earnings will increase these calculations. If placements continue as they have for the next six months, we should exceed our ETR goal, but may not meet our optimistic CSC goal. CSC clients are continuing to come in for services, but ETR staff are not always apprised by the client when a job is found. ETR clients are enrolled and work with case managers. Therefore their outcomes are more easily known.				
How is this funded? This goal is funded by WIA Adult, Dislocated Worker, Youth, and National Farmworker Jobs Program funds.				

Planning and Community Development Department

Community Development Program

Agency Director: Ted James, *Appointed*

Budget Unit 5940

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,813,759	\$1,666,985	\$1,439,058	\$1,470,561	\$1,470,561	\$1,470,561
Services and Supplies	179,995	357,533	218,782	289,733	289,733	289,733
Other Charges	0	0	0	31	31	31
TOTAL EXPENDITURES	\$1,993,754	\$2,024,518	\$1,657,840	\$1,760,325	\$1,760,325	\$1,760,325
Less Expend. Reimb.	0	0	3,190	10,000	10,000	10,000
TOTAL NET EXPENDITURES	\$1,993,754	\$2,024,518	\$1,654,650	\$1,750,325	\$1,750,325	\$1,750,325
REVENUES:						
Other Financing Sources:						
Community Development Prog Tr	\$1,916,732	\$2,024,518	\$1,624,191	\$1,088,424	\$1,088,424	\$1,088,424
Industrial Development-IDA	0	0	0	9,100	9,100	9,100
Neighborhood Stabilization - 3	0	0	0	230,322	230,322	230,322
CD-Emergency Shelter Grant	0	0	0	16,289	16,289	16,289
CD-NSP Grant	0	0	0	141,158	141,158	141,158
ARRA CD-HPRP Grant	0	0	0	383	383	383
CD-Home Investment Trust	0	0	0	264,649	264,649	264,649
TOTAL REVENUES	\$1,916,732	\$2,024,518	\$1,624,191	\$1,750,325	\$1,750,325	\$1,750,325
NET COMMUNITY DEVELOPMENT FUND COST	\$77,022	\$0	\$30,459	\$0	\$0	\$0
Authorized Positions:	16	15	14	14	14	13
Funded Positions:	15	15	13	13	13	13
Unfunded Vacancies:	1	0	1	1	1	0

OPERATIONAL SUMMARY

▪ *Mission:*

The Community Development Program 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 Community Development Program is a division of the Planning and Community Development Department. The recommended budget provides funding to support the primary functions of the division, including improvement of public facilities and provision of decent and affordable housing. The Community Development Block Grant (CDBG) entitlement is awarded by the U.S. Department of Housing and Urban Development (HUD). Federal funds received from HUD primarily reimburse the cost of the division’s operating budget.

Resources available to the division are expected to be less for FY 2011-12 due to expected cuts in the federal programs. However, the division has indicated that key programs will continue, such as 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 division will also continue targeting new infrastructure investments based on industry cluster needs. These activities are vital in attracting and supporting commercial and industrial businesses.

There is no General Fund contribution to this budget unit.

POSITIONS DISCUSSION

The recommended budget includes the deletion of one unfunded Economic Development Program Manager position.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1: HUD’s Timeliness Requirement Ratio:				
The sum of Community Development Block Grant (CDBG) program income on hand and the line of credit fund balance relative to the current year grant amount.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Results at 3/31/11	FY 2011-2012 Proposed Goal
1.48	1.34	≤ 1.5	1.51	≤ 1.5
What: <i>(Describe exactly what this specific indicator measures)</i>				
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 th), the amount of funds (including program income) in the CDBG line of credit exceeds 1.5 times the annual grant for the current year.				
Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i>				
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 twelve (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.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i>				
CD 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.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i>				
Funding is exclusively from the HUD CDBG entitlement grant and related program income.				

Performance Measure # 2 :				
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				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated Results at 3/31/11	FY 2011-2012 Proposed Goal Estimated
a) 79%	a) 93%	a) ≥ 70%	a) 80%	a) ≥ 70%
b) \$3,385,159	b) \$3,766,827	b) ≥ \$3,030,324	b) \$3,665,943	b) ≥ \$2,963,914
What: (Describe exactly what this specific indicator measures) 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).				
Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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.				
How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) CD 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 for the current fiscal year and in the future.				
How is this funded? (Provide a brief overview of the funding sources related to this effort) Funding is exclusively from the HUD CDBG entitlement grant and related program income.				

Performance Measure # 3 :				
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				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Results at 3/31/11	FY 2011-2012 Proposed Goal
a) 14	a) 9	a) 10	a) 6	a) 10
b) 90	b) 67	b) 90	b) 52	b) 70
What: (Describe exactly what this specific indicator measures) This represents the number of families and individuals who have received loans and grants to rehabilitate and/or improve the accessibility of their dwelling.				
Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) Decent, safe, sanitary, and affordable housing through housing rehabilitation or reconstruction and accessibility improvements is another objective of the HUD programs.				
How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) We continue to serve the needs of as many eligible County residents as our grant resources will allow.				
How is this funded? (Provide a brief overview of the funding sources related to this effort) Funding is exclusively from HUD's HOME and CDBG grants.				

Performance Measure # 4:				
Economic Development activities: Number of businesses assisted through CDBG-eligible Economic Development activities.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Results at 3/31/11	FY 2011-2012 Proposed Goal
392	293	24	14	10
<p>What: <i>(Describe exactly what this specific indicator measures)</i> This represents the number of businesses that receive assistance from CD through the CDBG-eligible County Economic Development Revolving Loan Program and the Kern Micro-enterprise Opportunity Program</p> <p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> Programs support business start-ups and expansion that result in job creation/retention, wealth creation/preservation, and capital investment pursuant to HUD National Objectives.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Adopted 2010 goal has not been realized. The department's proposed 2011 goal has been adjusted down from prior year goal because of fewer program inquiries and referrals and is consistent with the department's Consolidated Plan, as submitted to HUD. Actual results in previous years included non CDBG-eligible activities that are no longer supported by the department, but have been transferred to the County Administrative Office.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> CDBG-eligible economic development activities, under HUD regulations, are funded through the CDBG-funded Economic Development Revolving Loan Fund Program and the Kern Micro-enterprise Opportunity Program.</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$6,438,584	\$5,998,409	\$5,984,048	\$6,052,471	\$5,854,098	\$6,045,471
Services and Supplies	1,782,736	1,581,785	1,925,962	1,197,081	1,197,081	1,257,146
Other Charges	0	0	0	304	304	304
Fixed Assets	0	0	293,347	0	0	0
Other Financing Uses	0	301,413	0	0	0	54,448
TOTAL EXPENDITURES	\$8,221,320	\$7,881,607	\$8,203,357	\$7,249,856	\$7,051,483	\$7,357,369
Less Expend. Reimb.	0	0	29,846	0	0	0
TOTAL NET EXPENDITURES	\$8,221,320	\$7,881,607	\$8,173,511	\$7,249,856	\$7,051,483	\$7,357,369
REVENUES:						
Use of Money/Property	\$101,032	\$122,000	\$94,792	\$124,000	\$119,000	\$117,000
Intergovernmental	297,976	292,976	343,088	79,552	79,552	79,552
Charges for Services	309,144	344,580	323,836	554,313	360,940	554,313
Miscellaneous	98,089	61,700	69,780	71,000	71,000	71,000
Other Financing Sources:						
Kern Co Library Donations	150,000	0	176,000	0	0	60,065
TOTAL REVENUES	\$956,241	\$821,256	\$1,007,496	\$828,865	\$630,492	\$881,930
Less Savings Incentive	\$0	\$301,413	\$0	\$0	\$0	\$54,448
NET GENERAL FUND COST	\$7,265,079	\$6,758,938	\$7,166,015	\$6,420,991	\$6,420,991	\$6,420,991
Authorized Positions:						
Full Time:	74	65	63	61	59	59
Full Time Funded:	72	65	63	60	58	58
Unfunded Vacancies:	2	0	0	1	1	1
Part Time:	57	63	63	62	62	62
Part Time Funded:	57	63	63	62	62	62
Unfunded Vacancies:	0	0	0	0	0	0

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

Fundamental Functions & Responsibilities (cont):

- 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

funding from \$260,000 in FY 2010-11 to \$34,000, impacting materials acquisition. Late fines and other fee increases approved in June 2011 will provide additional revenue to the Library to help offset any reductions to State funding from the Public Library Fund program.

Grant funding and donations from the Bakersfield Californian Foundation and the Kern County Library Foundation totaling \$60,000 are budgeted as transfers from the Kern County Library Donation Fund to allow the “Toddler Time” program and Radio Frequency Identification equipment upgrades to the Beale Memorial Library to be completed in FY 2011-12.

PROGRAM DISCUSSION

The Library Department operates 25 branch libraries and two bookmobiles to provide book lending, reference, audiovisual, computer, literacy, and interlibrary loan services to community members.

The recommended budget will allow the department to largely maintain current levels of service and continue to meet its mission. At the recommended funding levels, Library hours will be reduced 1% and two Bookmobile stops, to Rosedale and Ridgeview, will be deleted. The recommended budget reduces books and materials

POSITIONS DISCUSSION

The recommended budget includes the deletion of one Departmental Aide, one Librarian I, and one Librarian II positions upon adoption. The recommended budget also includes two mid-year deletions, one Librarian I and one Librarian II positions, as part of a departmental reorganization to streamline operations and produce savings. The total annual savings from these position deletions would be \$242,000. The department also intends to hold one Fiscal Support Technician position vacant.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Total Hours Open to the Public.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
43,493 (59% of ideal)	33,623 (46% of ideal)	26,988 (37% of ideal)	13,000	26,988 (37% of ideal schedule)
What: This indicator measures the Library’s availability to serve the patrons of Kern County (all branches and mobile stations).				
Why: 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.				
How are we doing? 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 840,000 people with 33,623 hours of opening, just 49% of the hours it was open two decades ago. Comparatively, CA hours of opening to the public in FY 2007-08 was 65,439 and nationwide for FY 2006-07 it is now 62,725 hours. The total hours open to the public continues to be limited as the library absorbs additional cost increases beyond its control. Our real goal is to restore the 34,377 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 forcing reduction of staff.				
How are we funded? General Fund, fees, State Public Library Fund (PLF).				

Performance Measure #2:				
Average Attendance per Hour of Operation.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
2,000,000/43,493=46	1,243,645/33,623=37	1,200,000/26,988 = 44	634,165/13,000=49	1,200,000/26,988 = 44
What: 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, the current recession, and the location of Amtrak behind the main library. We expect an increase in attendance per hour this year.				
Why: 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 to 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 CA fine art collection; those that want to check their email; and those that want to do research, type a research papers, etc. This indicator demonstrates how many people use the library in a fiscal year and on an hourly basis.				
How are we doing? The use of the library is very good with 37 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.				
How is this funded? General Fund, Fees, State Public Library Fund (PLF).				

Performance Measure #3:				
(a) Number of Registered Users				
(b) Registered Users as a Percent of Kern County Population				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
186,977 23%	172,300 21%	225,000 27%	191,057 23%	190,000 23%
What: 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.				
Why: 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 out to with outreach services such as literature based or information based programs and/or an overview of the library.				
How are we doing? 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. We do not anticipate a reduction in registered users.				
How is this funded? General Fund, Fees, State Public Library Fund (PLF).				

Performance Measure #4:				
(a) Number of Library Programs Offered				
(b) Number of Individuals Participating in Library Programs				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
2,112	1,865	1,400	691	1,400
50,118	37,404	40,000	16,425	35,000
What:				
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.				
Why:				
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.				
How are we doing?				
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 major reduction in the number of programs offered and in the attendance overall.				
How is this funded?				
General fund, fees, State Public Library Fund (PLF).				

Performance Measure # 5:				
Number of Annual Users of Library Computers				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
388,677	279,858	300,000	112,459	280,000
<p>What: 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.</p>				
<p>Why: 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.</p>				
<p>How are we doing? 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.</p> <p>Given the 236 public computers at 25 locations (excluding bookmobiles) translating into .28 computers for 1000 population, the usage is at its maximum with 279,858 users annually. The average number of computers in CA public libraries that serve over 400,000 people is 503 and the average number of computers per 1000 people is .44 from 2008/09 statistics from CA Library Statistics, 2010. 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 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.</p> <p>Historically, there is a direct correlation of higher usage with more hours of opening to the public, more staff and more public computers.</p> <p>With two Gates Foundation grants in 2000 and 2005 through 2008, we have made some headway as 123 public access computers were funded for Internet access and multi-function use and 113 of these computers were replaced in the previous three 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.</p>				
<p>How is this funded? General fund, fees, State Public Library Fund (PLF), grant Gates Foundation.</p>				

Performance Measure #6:

Average Population Served per Staff FTE.

FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
6,462 (167% of CA Avg. 3,875)	8,223 (217% of CA Avg. 3,789)	9,000 (238% of CA Avg. 3,789)	8,223 (217% of CA Avg. 3,789)	9,000 (238% of CA Avg. 3,789)

What:

This indicator measures average population served per full time staff member.

Why:

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.

How are we doing?

Average population served per FTE remains fairly stable over time. However, the proposed staffing is more than 2 times lower than CA public libraries of comparison, 3,789:1, respectively, 2008-09 statistics from CA Library Statistics, 2010. This translates into lower service levels and assistance to the public.

How is this funded?

General Fund, Fees, State Public Library Fund (PLF).

Performance Measure #7:

Total Number of Books, Audiovisual and Other Items Held.

FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
1,097,405 (37% of Nat'l Avg. of >3M)	1,112,574 (37% of Nat'l Avg. of >3M)	1,065,000 (36% of Nat'l Avg. of >3M)	1,063,153 (35% of Nat'l Avg. of >3M)	1,065,000 (36% of Nat'l Avg. of >3M)

What:

This indicator measures Library's materials (books, audio-visual media, serials, databases, government documents, periodicals, etc.) available to the public. While our goal is to have an inventory of 1.68 M items or a minimum of 2 items per capita given our library service area population of 839,587 at present, the budget precludes this possibility.

Why:

Our primary mission is to provide the public with access to resources. This is also the highest priority of our public. This indicator demonstrates the Library's ability to provide resources to improve the lives of the public served, and we need to do this as equally as possible. Without adequate book stock at all 27 branches and bookmobiles in Kern County, we cannot begin to meet the immediate needs of our borrowers when they visit the library. Patrons are repeatedly forced to put materials on hold, go home, and wait from a minimum of three months on average and up to two years depending upon possible reductions. It is essential to have adequate and current book stock to immediately service the needs of our public rather than to tell them to come back at a later time and leave empty handed. This situation does not bode well for time sensitive requests such as access to the latest medical and legal research, information requirements for school and college students, for other employment related needs, and other personal requests.

How are we doing?

We have a long way to go to catch up to other libraries of comparison in CA and nationwide. In California, print materials, ebooks, audio and video items per capita measured 2.19 items, this same year Kern County measured 1.33 items per capita, far below your Board approved minimum standard of 2 items per capita in our Facilities Master Plan to the Year 2020 in 2002 and the most recent nationwide comparisons that measure 3.38. Net items held, is expected to decrease by approximately 48,000 items for FY 2010-11 due to the lack of increased resources for new materials to sustain growth. Our book inventory held now ranks among the lowest 19 public libraries in the state out of 180 from CA Library Statistics, 2010 based upon data from 2008-09. Historically, there is a direct correlation between a higher number of both hours open to the public and new books and a higher level of materials checked out. The converse correlation is also true.

How is this funded?

General Fund, Fees, State Public Library Fund (PLF).

Performance Measure # 8:				
Average Wait Time for a New Book.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Proposed Goal	FY 2010-2011 Mid-Year Results	FY 2011-2012 Proposed Goal
9 months to 1 year	9 months to 1 year	9 months to 1 year	9 months to 1 year	9 months to 1 year
<p>What: This indicator represents how long a library user must wait to receive a new book or other item once an item is placed on hold. The proposed goal is a result of FY 2010-11 budget which forced cost absorptions in operational costs thus reducing our book budget per capita which results in longer wait times for new materials due to low volume count and high demand for scarce resources. Additionally, limitations to the reservation function is one year for each item requested.</p> <p>Why: The major mission of the library is to provide equal access to up-to-date educational, recreational, cultural, and informational resources. In customer satisfaction surveys in 1996 and 2007, the highest priority by the public was to add more current resources next to adding more hours of opening to the public.</p> <p>Without sufficient new materials each year to keep collections current, the public cannot fulfill their mission in life whether it be for work, school or personal needs. Without a sufficient budget to purchase new materials, the public is forced to wait for an average of three months currently for new materials on hold and will be forced to wait up to one year for each book on reserve next year due to the mandated 10% budget reduction in net County Cost.</p> <p>How are we doing? We aim to fill holds within a month. However, the reality is that the public must wait inordinate periods of time to receive a new book whether it is for school, career or personal choices.</p> <p>We need to do better to meet public need and demands. Constriction of the Library's book budget, coupled with increasing County population, has forced per capita library materials expenditures to fall from FY 2008-09 level of \$.76 to projected level of \$.31 for FY 2010-11. This is twenty times lower than public libraries of comparison nationwide, Institute of Museum and Library Services statistics of libraries of similar size for FY 2006-07 and ten times lower than the average CA public library at \$3.23 per capita (FY 2008-09.) This resulted in a current drop in new volumes and titles added. For FY 2009-10 the library purchased over 51,389 new books; in FY 2010-11 we estimate purchasing 20,000 new books. This results in long waits of new materials of up to one year.</p> <p>How is this funded? General Fund, Fees, State Public Library Fund (PLF).</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$386,777	\$262,247	\$345,557	\$312,279	\$312,168	\$312,168
Services and Supplies	547,323	151,408	138,974	91,351	91,351	91,351
Other Charges	0	0	0	13	13	13
Other Financing Uses	0	154,185	0	0	0	82,064
TOTAL EXPENDITURES	\$934,100	\$567,840	\$484,531	\$403,643	\$403,532	\$485,596
REVENUES:						
Charges for Services	\$2,641	\$0	\$0	\$0	\$0	\$0
Miscellaneous	376	590	2,274	2,787	2,787	2,787
Other Financing Sources:						
A-C Farm Adv Agri Research	401,375	12,934	12,934	725	614	614
TOTAL REVENUES	\$404,392	\$13,524	\$15,208	\$3,512	\$3,401	\$3,401
Less Savings Incentive	\$0	\$154,185	\$0	\$0	\$0	\$82,064
NET GENERAL FUND COST	\$529,708	\$400,131	\$469,323	\$400,131	\$400,131	\$400,131
Authorized Positions:	6	5	4	4	4	4
Funded Positions:	6	5	4	4	4	4
Unfunded Vacancies:	0	0	0	0	0	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 Farm and Home Advisor is a Cooperative Extension of the University of California and the U.S. Department of Agriculture. The Farm and Home Advisor budget unit

was established to account for the County's costs associated with the Cooperative Extension program. The County provides funds for support and maintenance, including four County employees, under a Memorandum of Understanding with the University of California.

The Farm and Home Advisor develops and distributes information on the County’s production and consumption of agricultural products and relays the County’s agricultural needs to the University for research on product quality and yield improvements. The Farm and Home Advisor also operates the 4-H youth program, Adult and Youth Expanded Family Nutrition Education program, and the Master Gardener horticultural program.

Although the recommended budget does not reduce funding from the prior year’s level, staffing has been reduced by 33% in the past two years. This has limited the supportive resources and hampered efficiency and effectiveness in the dissemination of research-based information both to local farmers and to the University of California.

The Farm and Home Advisor will cease funding the 4-H Youth Outreach program, which targets youth in underserved, low-income areas of the County, and will result in termination of one, non-County, University position.

Although these reductions have limited the scale of services provided, the Farm and Home Advisor will be able to continue educational efforts of the traditional 4-H program, the Master Gardener program, and train-the-trainer lessons for pesticide safety in English and Spanish. The recommended budget will also allow the County to retain the educational and economic benefit of hosting the Cooperative Extension researchers from the University of California.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of participants that report a gain in useful knowledge from Agricultural trainings				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
98%	100%	97%	99%	100%
What: This indicator provides the percentage of attendees that gained knowledge from the trainings provided by the farm advisors. The percentages were derived from data gathered by surveys given randomly at meetings sponsored by the Farm and Home Advisor. Farm Advisors present the results of research addressing solutions to new problems, pest management, crop production, soil and water, and new plant varieties for Kern County growers.				
Why: The mission of the University of California Cooperative Extension is based on education and research, and the extension of that research to clientele. The Farm and Home Advisor’s work to fulfill the mission enables clientele to gain knowledge in agricultural production and pest management.				
How are we doing? 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. We are getting responses from those who attend our meetings that indicate they are not only gaining knowledge, they are also making changes in practices due to our research and extension.				
How is this funded? University of California provides the salaries and benefits of the advisors who perform the research and present the information; USDA provides part of the funding for advisors’ salaries and funding for mailing newsletters and business correspondence; Grants – 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.); In-Kind – Hundreds of acres of farm land donated by Kern County growers for research test plots; County provides General Fund funding for County vehicle or private mileage for advisors to get to the research site and support from County paid personnel: Field Equipment Specialist, Fiscal Support Technician (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.				

Performance Measure #2:				
Percentage of surveyed participants that report a gain in useful knowledge from nutrition education sessions.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
100%	100%	100%	100%	100%
What: This indicator provides the percentage of attendees that gained knowledge from the Farm and Home Advisor’s nutrition education sessions. The data was derived from pre-and post-tests given to participants. Our educational sessions provide 8 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.				
Why: 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. 54% participants in the adult nutrition classes are Hispanic, 5% Black, 4% Asian and 2% American Indian.				
How are we doing? 837 participated in the EFNEP (Expanded Nutrition Education Program) classes. Each participant attended 8 hours of nutrition education. In addition, fifteen agency staff were trained to extend nutrition education to outlying areas.				
How is this funded? University of California provides the salary and benefits of the Nutrition, Family and Consumer Science Advisor who administers this program; USDA provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence; Grants – 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; In-Kind – Some teachers and agency personnel are trained by our staff and then teach their clientele in the Train-the-trainer part of this program; County provides General fund funding for support from County paid personnel: Fiscal Support Technician (for re-imbursements and purchases), and Office Services Technician (program handouts and certificates).				

Performance Measure #3:				
a. Percentage of first year 4-H members that re-enroll				
b. Percentage of first year 4-H volunteers that re-enroll				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
A. 50%	N/A (new enrollment system)	50%	58%	55%
B. 65%		65%	100%	75%
What: These percentages represent the number of children participants and adult volunteers that re-enroll in our 4-H Youth Development Club Program. Re-enrolling indicates that they are satisfied enough with the experience to return for another year.				
Why: 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.				
How are we doing? Our current enrollment for members in the traditional 4-H Youth Development Club program (as of April 28, 2011) is placed at 816. In 2009 a new internet system was implemented by the State 4-H Office for club members and leaders to individually enroll and re-enroll online. We have been working with the club leaders to train them on enrolling their club leaders to train them on enrolling their clubs using this new system. This has been challenging as we no longer have a 4-H secretary devoted to this task. We also have several programs that reach youth that are not included in our “traditional” count. In the summer we host 4-H programs at Edwards Air Force Base and the China Lake Naval Warfare Center. These summer 4-H programs at the bases involve dependent military youth participating in 4-H projects specifically set up for them. The program also trains the base staff in how to manage a 4-H club so they can continue involving military youth in 4-H educational opportunities. This year we had to discontinue one of our major outreach programs, the Repeat Offender Program. This was a joint effort between the Kern County Probation Department and the 4-H program. This program had probation officers bringing troubled youth to the 4-H programs to involve them in positive youth experiences. The program was discontinued due to budget cuts at the Probation Department.				
How is this funded? University of California provides the salary and benefits of the 4-H Youth Development Advisor and the 60% 4-H Program Representative; USDA provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence; In-Kind – Approximately 300 adult volunteers give their time to teach projects, chair events, and administer local club programs. This amounts to approximately 30 hours per volunteer per project or event; County provides General Fund funding for County vehicle and support from County paid personnel: Fiscal Support Technician (re-imbursements and purchases), Office Services Technician (enrollment process, program handouts and certificates, monthly newsletter, general program questions from clientele).				

Performance Measure #4:				
Percentage of surveyed participants that report a gain in useful knowledge in Master Gardener classes.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
100%	100%	95%	96%	100%
<p>What: This indicator provides the percentage of attendees that gained knowledge from the Farm and Home Advisor’s master gardener classes. The data was derived from surveys given to participants upon completion of the program. In these classes, we provide practical research-based information to improve the urban environment and enable Kern residents to make informed decisions and to care for landscapes, orchards, and gardens.</p> <p>Why: Plants contribute to air quality, to energy conservation, to CO2 uptake, as well as providing aesthetic benefits and food. Participants who gain useful knowledge can maintain and enhance landscapes (private or public) as well as make informed choices that affect energy conservation and contribute to air quality.</p> <p>How are we doing? This program continues to flourish. This year, in addition to offering a beginning MG I class (61 attendees); we also offered a MG II class (19 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.</p> <p>How is this funded? University of California 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; USDA provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence; County provides General Fund support from County paid personnel: Fiscal Support Technician (for re-imbursements and purchases), and Office Services Technician (for newsletters, meeting announcements, and press releases.)</p>				

Performance Measure # 5:				
Percentage of surveyed youth that report gain in knowledge in areas of citizenship, leadership, and life skills through participation in the 4-H Outreach program.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
68%	75%	69%	75%	n/a
<p>What: This indicator measures the percent of youth who gained knowledge as a result of this program. In February 2008, the 4-H Outreach Program Representative started a 16 week program with children between 8-14 years of age. Data for this measure was collected in the form of evaluations given to the youth after each session.</p> <p>Why: 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 gained skills will provide a positive alternative when making life choices.</p> <p>How are we doing? Over 125 children enrolled in the 4-H Youth Development Outreach Club Program for the 2010-11 year. They belong to one of six 4-H after school sites where they participated in a 16-week program. The program challenges the youth to develop new life skills and exposes them to new experiences. Additionally, teen groups were initiated at two of the program sites. During the summer months the outreach program also served over 40 youth during a six-week program focusing on educational and engaging activities. Last years program saw youth from these communities participate in the 4-H Soap Box Derby & Family Day and the 4-H Campout at Camp Okihi. These youth also crossed over into the traditional 4-H program by attending the Leadership Conference of Regional Teens (LCORT) for 7th to 9th graders. High school aged youth also attend the State 4H Leadership Conference at UC Davis. Currently the members are planning their community service projects and in the process of planning their major project the 4-H Soap Box Derby & Family Day. We have learned through participant evaluations and observations from parents and site managers that the program has made significant impact on the youth outlook on family, community, citizenship, and leadership.</p> <p>How is this funded? University of California provides training for the Program Representative; USDA provides funding for business correspondence; County provides General Fund funding for the salary, benefits, mileage, and program supplies. The County also provides support to the position from the Fiscal Support Technician and the Office Services Technician.</p>				

Performance Measure #6:				
Number of children reached through participation in the Expanded Nutrition Education Program for youth.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Proposed Goal
8,144	5,250	5,250	6,849	6,000
What: This indicator measures the number of children participating in the nutrition education program. Local teachers, who have been trained by our staff, provide six hours of education to children using our Youth EFNEP nutrition curriculum. The curriculum is age-based for children from pre-school to Junior High. It includes nutrition education and literacy - “Happy Healthy Me...Moving, Munching and Reading Through My Pyramid”, nutrition and physical activity - “5-A-Day-Power Play” and “Eat Fit”.				
Why: One of the Farm and Home Advisor’s priorities is to improve the diet and health of low income children and families. Healthy eating reduces the risk of chronic diseases and improves the quality of life. To qualify, participants in this program must attend schools that serve at least 50% free or reduced meals.				
How are we doing? The Youth EFNEP Coordinator met with 244 local teachers. The program reached approximately 6,849 children. Although we are still reaching a large number of children, this is a decrease from last year. In an effort to improve poor test scores a number of school districts will only allow approved curriculum into their classrooms and will not approve the use of our nutrition curriculums. In addition, Head Start now has their own national curriculum which they are using instead of collaborating with Youth EFNEP.				
How is this funded? University of California provides the salary and benefits of the Nutrition, Family and Consumer Science Advisor who administers this program; USDA provides part of the funding for advisor’s salary and funding for mailing newsletters and business correspondence; Grants - USDA grant (\$55,000) for the Youth Expanded Nutrition Education Program pays for one Program Representative for the youth program as well as all program supplies and mileage; In-Kind - Teachers are trained by our staff and then teach the children; County provides General Fund support for County paid personnel: Fiscal Support Technician (for re-imbursments and purchases), and Office Services Technician (program handouts and certificates).				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$9,080,302	\$8,359,169	\$8,202,141	\$7,293,408	\$8,203,775	\$8,641,775
Services and Supplies	3,950,323	3,491,313	3,743,660	3,745,749	3,745,749	3,745,749
Other Charges	117,967	10,800	13,274	100,361	100,361	100,361
Fixed Assets	37,789	0	0	0	136,000	136,000
TOTAL EXPENDITURES	\$13,186,381	\$11,861,282	\$11,959,075	\$11,139,518	\$12,185,885	\$12,623,885
Less Expend. Reimb.	25	25,000	5,132	0	25	25
TOTAL NET EXPENDITURES	\$13,186,356	\$11,836,282	\$11,953,943	\$11,139,518	\$12,185,860	\$12,623,860
REVENUES:						
Fines and Forfeitures	\$17,030	\$30,900	\$17,794	\$20,000	\$20,000	\$20,000
Use of Money/Property	265,430	233,266	201,840	187,500	187,500	187,500
Intergovernmental	15,320	0	(1431)	0	0	0
Charges for Services	1,787,037	1,962,288	1,974,558	1,867,675	1,867,675	1,867,675
Miscellaneous	30,286	12,121	13,166	11,800	11,800	11,800
Other Financing Sources:						
Sales-Fixed Assets	3,642	10,000	772	100	100	100
Community Development Reimb.	24,349	0	0	0	0	0
Parcel Map In-Lieu Fees	22,132	0	679	0	0	0
Tehachapi Mountain Park	0	8,000	0	0	0	0
Litter Fines	5,000	5,000	5,000	5,000	6,700	6,700
Off Highway Motor Vehicle SPF	248,875	150,000	73,000	70,000	70,000	70,000
Quimby Reimbursements	34,651	80,000	66,740	100,000	100,000	100,000
TOTAL REVENUES	\$2,453,752	\$2,491,575	\$2,352,118	\$2,262,075	\$2,263,775	\$2,263,775
NET GENERAL FUND COST	\$10,732,604	\$9,344,707	\$9,601,825	\$8,877,443	\$9,922,085	\$10,360,085
Authorized Positions:	107	94	94	72	86	93
Funded Positions:	104	94	94	72	86	93
Unfunded Vacancies:	3	0	0	0	0	0

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, and picnic and festival areas

PROGRAM DISCUSSION

The Parks and Recreation Department is responsible for the maintenance and operation of seven regional parks, 38 neighborhood parks, three streetscapes, and landscape areas around 86 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 responsible for the operations of a number of the County's veterans, seniors, community and recreation buildings, although a number of the buildings have been leased to other operators to help with managing the costs of maintaining those buildings. Additionally, this department provides administrative support for the Golf Course Enterprise Fund budget unit 8991, the Wildlife Resources Commission budget 2740, the Parks and Recreation Commission, and the Heritage Commission. In FY 2011-12, the Kern County Museum will return under the auspices of the County, specifically the Parks and Recreation Department.

The recommended budget will allow the department to meet the minimum level of service available in maintaining the parks and further reduction in building availability, relying on Aging and Adult Services Department staff to open and close the senior buildings for the Senior Nutrition Programs. Those buildings will be unavailable to the general public after the Senior Nutrition Program has completed for the day.

Delays in replacing equipment will continue as a result of the recommended budget. The department's fleet of vehicles is among the oldest in the County, and replacement purchases have been delayed due to budget restraints during the past few years. The recommended budget will allow the department to make three fixed asset acquisitions. The department will replace a pump truck and the vehicle filter on a tree truck, to meet California replacement smog compliance. The third fixed asset acquisition is of utility trailers that are over 40 years

old. The need to replace these particular assets, at a cost of \$136,000, was identified in order for the department to maintain a minimum level of service.

The department is exploring possibilities for contracting general or routine park maintenance responsibilities in outlying areas, and landscaping services for buildings in the metro-Bakersfield area. This model has worked successfully in other counties, and the department hopes to realize budget savings, as well as concentrate the remaining resources and staff on the more intermediate maintenance efforts in the area parks.

The department expects a decline in revenues due to the continuing slump in the economy. The largest contributing factor to the department's revenues is from recreational use of the facilities throughout the County; namely, camping and picnicking fees, boat use fees, and vehicle entry fees. With less discretionary spending, patrons are visiting the facilities less frequently, resulting in less revenue. The department believes that the new on-line reservation system, implemented in the prior year, will encourage patrons to make reservations for future events as the system will allow for reservations for up to a year in advance.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Maintenance Worker position, which will help the department maintain a minimum level of service in dealing with park irrigation and electrical repairs. It will also result in the deletion of two positions, a vacant Park Ranger Trainee position and a vacant Building Services Worker position. The Park Ranger position deletion will result in the continuation of the remaining Rangers having to respond to situations when they are off duty due to lack of coverage in many of the outlying areas. The deletion of the Building Services Worker will have a negligible impact as it has been vacant since the prior year. The deletion of these positions results in a savings of \$155,000 in the department's budget.

GOALS & PERFORMANCE MEASURES

Performance Measure #1:				
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.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
15,540	18,850	15,000	7,492	15,000
What: This measure reflects the number of reported accidents/incidents within parks staffed by Park Rangers.				
Why: This measure reflects Park Rangers' ability to keep accidents and incidents to a minimum, within parks. 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. Rangers observe and intervene in disturbances related to alcohol use and visitor conflicts, vehicle code and parking regulations. Better tracking has allowed Parks to improve report accuracy.				
How are we doing? This has been a 21 % increase in intervention by Park Rangers in FY2009-10 when compared to FY 2008-09. Due to reduction in staff levels the adopted goal was reduced, however, midyear results show that we are on track to meeting the adopted goal.				
How is this funded? User fees and the General Fund.				

Performance Measure #2:				
Number of public contacts by Park Rangers.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
63,970	64,450	80,000	31,202	63,000
What: Park Rangers and security officers patrol County lake waters to ensure boaters are operating safely and legally; have a patrol presence within parks to encourage compliance with regulations, and answer visitor questions related to camping, fire, fishing, and vehicle operation.				
Why: Park Rangers and security officers patrol lakes 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 vehicle code and parking regulations.				
How are we doing? During the period of July 1, 2009 through June 30, 2010 the department experienced a small increase over the previous year, in the number of public contacts. Midyear data for FY 2010-2011 shows about same level of Rangers activities, which are significantly down from adopted goal of 80,000. Due to staffing issues, we may not meet the adopted goal. Further, beginning in FY 2009-2010, Rangers now handle BVARA gate fee collections. Their presence has enhanced customer service.				
How is this funded? User fees and General Fund.				

Performance Measure #3:				
Percentages of surveyed user groups that report that Parks Department facilities (sports and camping) are highly accessible.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Sports Facilities – N/A Camping – 90.7%	Sports Facilities – N/A Camping – N/A	Sports Facilities – N/A Camping – 90%	Sports Facilities – N/A Camping – N/A	Sports Facilities – N/A Camping – 90%
What: This measure indicates the extent to which recreational organizations have access to park facilities when desired, or whether demand for facilities exceeds supply.				
Why: 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, discourage delinquency, and promote physical health.				
How are we doing? Parks did not administer a survey tool to park sport facility users in FY2009-2010. In FY2008-2009, with volunteer help from CSUB, a survey of BVARA users was conducted. That survey showed that 90.7 % of visitors rated camping access from fair to excellent. A new survey is planned for the summer of 2011, and will include sports facilities.				
How is this funded? User fees and the General Fund				

Performance Measure #4:				
a) Average number of workdays to remove graffiti on parks property. b) Average number of workdays to repair damages from vandalism on parks property.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
a) Graffiti – 2.5 b) Vandalism – 11.5	Graffiti – 3.0 Vandalism – 11.0	Graffiti – 2.5 Vandalism – 11.0	Graffiti – 8.0 Vandalism – 11.0	Graffiti – 10.0 Vandalism – 11.0
What: This is a measure of how quickly Parks is able to restore property subsequent to graffiti and vandalism.				
Why: Timely removal of graffiti, particularly “tagging” discourages additional or retaliatory tagging. Areas where graffiti was left unaddressed encourage rival taggers. Vandalism of parks and facilities creates unsafe environments and lends itself to further damages or vandalism.				
How are we doing? From July 1, 2009 through June 30, 2010, the department has experienced a slight increase in response time from about 2.5 to 8.0 work days on average, for removal of graffiti. The new data for FY2010-2011 shows that response time has more than doubled. The vandalism threshold is being met and we expect to meet adopted goal. Parks will continue to respond as fast as possible on turnaround time with ordering and receipt of replacement parts (sinks, valves, etc.). The only Maintenance Painter at Parks was laid-off in fiscal year 2009-2010 as part of the budget cuts and that has impacted efforts to meet the 2.5 work day goal.				
How is this funded? User fees and the General Fund.				

Performance Measure #5:				
Ratio of trees planted to trees removed across the County by Parks Department.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Planted – 61 Removed - 92	Planted – 146 Removed - 230	Planted – 213 Removed - 150	Planted – 67 Removed - 71	Planted – 100 Removed - 70
What: This measure reflects Parks’ goal to plant an equal or greater number of trees than are being removed.				
Why: Parks seeks to beautify the community by increasing shade canopy and improving the environment with trees and other vegetation. Trees and vegetation improve the environment, air quality, and aesthetics of the community. Planting region-appropriate vegetation and trees ensure a greater likelihood of plant survival, as well as a suitable urban forest.				
How are we doing? A timber harvest program within Tehachapi Mountain Parks was initiated in FY 2007-2008 to remediate a significant forest health issue and wildfire risk which would significantly skew the data. In FY2009-2010, a similar timber harvest program was started in the Greenhorn Mountain Parks. Trees taken from both parks are not reported here. The department will plant as much trees as the current budget allows. Some of the trees removed were damaged by the December 2010 storms.				
How is this funded? User fees and the General Fund.				

Performance Measure #6:				
Number of campers and participants at events held in parks.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
Camping – 113,495	Camping – 67,450	Camping – 100,000	Camping – 32,500	Camping – 70,000
Outdoors Events – 68,100	Outdoors Events – 89,560	Outdoors Events – 75,000	Outdoors Events – 37,000	Outdoors Events – 75,000
Senior Nutrition – 53,900	Senior Nutrition – 33,780	Senior Nutrition – 50,000	Senior Nutrition – 19,350	Senior Nutrition – 40,000
What: This measure demonstrates the participation levels in park activities, specifically camping, outdoor community events, and seniors nutrition programs held in County buildings.				
Why: 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.				
How are we doing? The department hopes to meet its goal of park utilization this fiscal year. It is noteworthy to mention that although the Cooling Centers were opened for a total of 11 days, 110 people used the County-owned centers during the Summer of 2010.				
How is this funded? User fees and the General Fund.				

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$301,366	\$343,900	\$415,945	\$410,849	\$410,849	\$410,849
Other Charges	7,291,768	6,375,932	3,512,237	13,213,464	13,213,464	14,416,498
TOTAL EXPENDITURES	\$7,593,134	\$6,719,832	\$3,928,182	\$13,624,313	\$13,624,313	\$14,827,347
REVENUES:						
Use of Money/Property	\$3,331,800	\$1,500,000	\$1,478,400	\$1,500,000	\$1,500,000	\$2,470,000
Miscellaneous	0	0	289	0	0	0
Other Financing Sources:						
Community Development Prog.	1,252,620	503,302	499,992	498,664	498,664	498,664
TOTAL REVENUES	\$4,584,420	\$2,003,302	\$1,978,681	\$1,998,664	\$1,998,664	\$2,968,664
NET GENERAL FUND COST	\$3,008,714	\$4,716,530	\$1,949,501	\$11,625,649	\$11,625,649	\$11,858,683

PROGRAM DISCUSSION

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.

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.

In June 2011, the County issued the FY 2011-12 TRAN for a par amount of \$200 million, at an estimated 0.276% net interest cost. The recommended budget includes sufficient appropriations to fund the net interest cost of \$564,667.

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. Four issuances paid from this budget unit are still outstanding:

- 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.
- 2011 Refunding Certificates of Participation: \$14.9 million was issued at an interest rate of 4.57% to refund the outstanding balance of the 1997 and 1999 Certificates of Participation that were issued to finance the acquisition of various equipment for the Fire Department, 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 and the Fire Fund. This refunding was to take advantage of lower interest cost; the net present value savings from this transaction is approximately \$1 million.

- 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 Development budget offsets the loan repayment costs.
- 2009 Capital Improvement Projects COP: \$95.4 million was issued to finance various transportation and facility projects, including the Seventh Standard Road project, a new Information Technology Services facility, a new Fire Station 65 facility and a new Pine Mountain fire station.

The County has two additional COP issuances related to enterprise funds. The annual debt service related to these issuances is budgeted within the respective operating fund budget units.

The debt service related to the County Pension Obligation Bonds is not paid out of this budget unit. The annual debt service for the capital leases and the qualified energy conservation bonds is budgeted within the departmental budget unit owning the equipment and the utilities budget unit, respectively.

Other Debt Service Funds

Agency Director: Ted James, *Appointed*

Budget Unit 8123, 8124 & 8125

Department Head: Charles Lackey, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

Fund Number	Budget Unit	Description	FY 2009-10	FY 2010-11		FY 2011-12		Total Estimated Revenue
			Actual	Adopted Budget	Actual	Recommend Preliminary	CAO Recommended Other Charges	
40372	8123	Belle Vista Est Bond Redemption	\$11,332	\$0	\$0	\$0	\$0	\$0
40381	8124	SW Shafter Water Proj. Bond Redemption	\$10,825	\$11,500	\$10,695	\$11,500	\$11,500	\$15,443
40391	8125	Rexland Acres Bond Redemption	\$163,336	\$170,000	\$162,878	\$172,000	\$172,000	\$182,000

PROGRAM DISCUSSION

There are three debt service funds in the County. Debt Service funds are established to account for payments of long term obligations specific to the location of the project for which financing was secured.

- The Belle Vista Estates Bonds: \$351,000 was issued in 1998 at an interest rate ranging from 6.50% to 8.10% pursuant to the Improvement Bond Act of 1995. The estimated revenue for FY 2011-12 is zero. Property tax assessments on the parcels located within the assessment district are not being collected as the authority has expired. Consequently, debt service payment on the limited obligation bonds is not budgeted. The property securing the bonds is for sale and the proceeds will be used to retire the \$205,000 outstanding debt.
- The Southwest Shafter Water Service Project Bond: \$237,550 was issued in 2001 at a fixed interest rate of 3.25% pursuant to the Improvement Bond Act of 1995. Funds to pay the debt service payments are collected through property tax assessments on the parcels located within the Assessment District.
- Rexland Acres Sewer Project Bond: The County Assessment District 2006-01 was formed to provide for the construction of the Rexland Acres Sewer Project. The County borrowed \$3.1 million from the USDA Rural Development – Rural Utilities, secured by the purchase of a limited obligation bond bearing interest rate of 4.125%. Funds to pay the debt service payments are collected through property tax assessments on the parcels located within the Assessment District.

COUNTY OF KERN
TOTAL OUTSTANDING DEBT¹
As of June 30, 2011

<u>Description of Issue</u>	<u>Source of Payment</u>	<u>Principal Outstanding</u>	<u>Final Maturity</u>	<u>2011-12 Payment Obligation</u>
Certificates of Participation				
1994 Certificates of Participation (Rosamond Library Project)	General Fund	\$600,000	October 1, 2014	\$174,545
2003 Certificates of Participation (Airport Terminal & Improvements)	Airport Enterprise Fund	\$10,040,000	August 1, 2023	\$1,022,799
2009 Certificates of Participation (Capital Improvement Projects)	General Fund	\$95,410,000	August 1, 2035	\$6,939,191
2011 Refunding Certificates of Participation (Capital Improvement Projects)	General Fund/ Kern Medical Center Enterprise Fund/Fire Fund	\$14,990,000	November 1, 2019	\$2,208,809
2011 Refunding Certificates of Participation (Solid Waste System Improvements)	Solid Waste Enterprise Fund	\$10,860,000	August 1, 2016	\$1,984,100
Pension Obligation Bonds ⁽²⁾				
1995 Taxable Pension Obligation Bonds	Various Funds	\$148,783,439	August 15, 2021	\$26,043,906
2003 Taxable Pension Obligation Bonds	Various Funds	\$225,597,067	August 15, 2027	\$14,680,467
2008 Taxable Pension Obligation Bonds	Various Funds ³	\$50,000,000	August 15, 2027	\$2,085,000
Capital Leases and Other Obligations⁴				
2003 Master Equipment Lease	General Fund	\$820,053	March 1, 2013	\$426,714
2006 ESCO Energy Retrofit/Modernization	General Fund	\$1,265,726	June 15, 2016	\$282,408
2007 California Infrastructure Bank	Community Development Grant	\$6,246,414	August 1, 2026	\$498,953
2008 Chase Equipment Lease Financing	General Fund/Kern Medical Center Enterprise Fund	\$4,159,900	May 15, 2013	\$2,161,727
2008 Koch Financial Equipment Lease Financing	General Fund/Fire Fund	\$5,106,066	September 12, 2018	\$802,753
2010 Chase Equipment Lease Financing	General Fund/Kern Medical Center Enterprise Fund	\$4,561,563	February 26, 2015	\$1,218,359
2011 Bank of America Lease Financing	General Fund	\$3,850,000	May 16, 2016	\$819,100
Qualified Energy Conservation Bonds ⁵	General Fund	\$4,337,131	January 12, 2026	\$554,796
Short-Term Financing				
FY 2011-12 Tax and Revenue Anticipation Notes	General Fund	\$200,000,000	June 29, 2012	\$205,966,667

¹ Does not reflect debt issued for a principal amount of less than \$500,000.

² The debt service payments for the 1995, 2003, and 2008 Pension Obligation Bonds are made on a pro rata basis between various County funds proportional to the amount of salary costs incurred in those funds.

³ The interest rate, with respect to these certificates, is calculated based on the one month LIBOR plus 0.75%. Therefore, the actual payment obligation is expected to be lower than the amount specified.

⁴ The annual debt service payments related to the capital leases is budgeted within the departments that own the equipment respective operating budget units.

⁵ The debt service for the Qualified Energy Conservation Bonds is offset by a federal subsidy and savings from energy use. The debt service is budgeted in the Utilities Budget Unit 1650 within the General Fund.

**SUMMARY OF LONG AND SHORT TERM
LOANS AND ADVANCES
Fiscal Year 2011-12**

	Balance as of June 30, 2011		Budgeted	Balance as of June 30, 2012	
	Payable	Receivable	Payment FY 2011-12	Payable	Receivable
<u>Long Term - General Fund</u>					
Kern Medical Center	\$3,740,332	\$0	\$1,900,000	\$1,840,332	\$0
General Fund	0	3,740,332	0	0	1,840,332
<u>Long Term - ACO General</u>					
Airport Enterprise Fund - International Terminal	\$6,475,085	\$0	\$1,385,158	\$5,089,927	\$0
Golf Course Enterprise Fund - COP Land Lease	878,843	0	204,661	674,182	0
COP Capital Projects	1,000,000	0	0	1,000,000	0
ACO-General Fund	0	8,353,928	0	0	6,764,109
Total ACO-General Fund	\$8,353,928	\$8,353,928	\$1,589,819	\$6,764,109	\$6,764,109
<u>Long Term - Road Fund</u>					
COP Capital Projects	\$2,500,000	\$0	\$0	\$2,500,000	\$0
7th Standard Road Widening Project	9,000,000	0	0	9,000,000	0
Hageman Road SOG Fund	7,000,000	0	0	7,000,000	0
Road Fund	0	18,500,000	0	0	18,500,000
Total - Road Fund	\$18,500,000	\$18,500,000	\$0	\$18,500,000	\$18,500,000
<u>Long Term - Solid Waste Enterprise Fund</u>					
Universal Collection Enterprise Fund	\$2,500,000	\$0	\$0	\$2,500,000	\$0
Solid Waste Enterprise Fund	0	2,500,000	0	0	2,500,000
<u>Long Term - Metro Bakersfield Transp. Improv. Fee</u>					
7th Standard Road Widening Project	\$8,000,000	\$0	\$0	\$8,000,000	\$0
Metro Bakersfield Transportation Improvement Fee	0	8,000,000	0	0	8,000,000

Short Term Advances From General Fund at June 30, 2011

Kern Medical Center Enterprise Fund	\$30,000,000
Aging and Adult Services Fund	464,583
IHSS Public Authority Fund	50,000
Total Short Term Advances From General Fund	<u>\$30,514,583</u>

Appropriations for Contingencies

Budget Unit 1970

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$4,815,196	\$0	\$4,429,818	\$4,429,818	\$7,299,965
TOTAL EXPENDITURES	\$0	\$4,815,196	\$0	\$4,429,818	\$4,429,818	\$7,299,965
NET GENERAL FUND COST	\$0	\$4,815,196	\$0	\$4,429,818	\$4,429,818	\$7,299,965

PROGRAM DISCUSSION

The recommended contingencies amount of \$7.3 million represents a \$2.5 million increase from the level budgeted in FY 2010-11. The following are included in contingencies:

- \$429,818 for California Children’s Services to provide funding for diagnosis and treatment services, medical case management, and physical and occupational therapy to children with disabling conditions, if needed in FY 2011-12.
- \$1.4 million for potential costs for uninsured litigation that may be incurred by Risk Management. Approximately \$1.8 million was transferred for this purpose in FY 2010-11. County Counsel is working to minimize those costs.

- \$1.5 million for the Sheriff’s Department to cover potential salary expenditures if the cost savings anticipated from limiting overtime hours is not fully realized.
- \$4 million for general purpose contingencies that may arise during the fiscal year.

The summary shown above indicates no prior year 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 the minimum required provision to address possible emergency needs that may arise during the fiscal year 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 172 funds that comprise the 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 recommended budget includes six reserves and designations for the General Fund.

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 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 reserve has been maintained at approximately 10-12% of the anticipated contingent liability. Assessment appeals are projected to increase; therefore, it is recommended that the current balance of \$2,079,614 in the General Fund be increased by \$2 million to \$4,079,614. The proposed amount of funding is considered adequate to meet the potential loss of County property tax proceeds due to property tax disputes.
- In FY 2010-11, the Fiscal Stability Fund that was set aside as a separate fund in the prior year was moved to the General Fund as a designation to comply with the requirements of Governmental Accounting Standard Board Statement No. 54. The recommended budget moves the current balance of \$42,670,895 from the designation into a general reserve. Except in cases of legally declared emergency, a general reserve may only be canceled or decreased at the time of adopting the budget, thus protecting the reserve from unintended uses. It is fiscally prudent to maintain reserves to sustain fiscal stability and retain creditworthiness with financial rating agencies.
- 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 \$1,274,110. Based on aircraft usage in FY 2010-11 and projected future costs, it is recommended that this designation remain at the current level.
- The designation for the Department of Human Services (DHS) is recommended to set aside funds to stabilize future contributions to DHS that fund mandated local match. In FY 2009-10, an accounting change by the Auditor-Controller allowed DHS to accrue revenue that would be received up to nine months after the end of the fiscal year. This produced a one-time catch up of budgetary revenue that allowed for a reduction in the County contribution for FY 2011-12. It is unknown how the contribution will stabilize after this change, therefore, the recommended budget includes a designation of \$9 million to offset possible future increased General Fund contributions.
- The designation for Payments In-Lieu of Taxes Program/Trouble Assets Relief Program (PILT/TARP) is to set aside the funds allocated from the federal government under the TARP. Of the current balance of \$402,000, it is recommended that \$253,150 be maintained as a designation to fund completion of programs that promote economic growth throughout the County. It is recommended that \$148,850 be cancelled to facilitate the Indian Wells Valley Specific Plan and the Rosamond Business District Community Vision Workshops.
- The recommended budget includes the creation of a designation for retirement costs. This designation sets aside funds to mitigate known increases projected in the future years for the County's retirement cost. The projected retirement increase for FY 2012-13 is approximately \$22 million. An amount of \$12,361,854 million has been recommended to be set aside in this designation.
- 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 2011-12.

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
County Operating Funds				
00001 General				
Reserve-General			\$42,670,895	\$42,670,895
Reserve-Tax Litigation	2,079,614		2,000,000	4,079,614
Designation-Human Services			9,000,000	9,000,000
Designation-Retirement			12,361,854	12,361,854
Designation-EH Program Enhancement	347,000	347,000		
Designation-Fiscal Stability	42,670,895	42,670,895		
Designation-PILT/TARP	402,000	148,850		253,150
Designation-Sheriffs Aircraft	1,274,110			1,274,110
Total General	46,773,619	43,166,745	66,032,749	69,639,623
00007 Road				
Designation General	9,500,000	8,191,418		1,308,582
00011 Structural Fire				
Reserve-Tax Litigation	831,846			831,846
00120 Building Inspection				
Reserve-General	1,436,779			1,436,779
Designation General	395,867		3,180,616	3,576,483
Total Building Inspection	1,832,646		3,180,616	5,013,262
00175 Range Imp Sec 15				
Designation General	3,176		36,168	39,344
00177 Range Imp Sec 3				
Designation General	2,341	2,341		
00183 Kern County Dept of Child Support				
Designation General	61,028		658,206	719,234
Total County Operating Funds	\$59,004,656	\$51,360,504	\$69,907,739	\$77,551,891
Non-Operating Special Revenue				
00160 Wildlife Resources				
Designation General	\$2,008		\$4,478	\$6,486
00161 Tehachapi Mt Forest Park				
Designation General			15,447	15,447
00162 Graffiti Abatement				
Designation General	1,904			1,904
00163 Probation DJJ Realignment				
Designation General	1,314,543	299,571		1,014,972
00164 Real Estate Fraud				
Designation General	419,346	93,215		326,131
00165 Litter Clean Up				
Designation General	2,277	431		1,846
00170 Off Highway Motor Vehicle License				
Designation General	123,799		142,014	265,813
00171 Planned Local Drain - Shalimar				
Designation General	4,871		32	4,903
00172 Planned Local Drain - Brundage				
Designation General	67,712		1,990	69,702
00173 Planned Local Drain - Orangewood				
Reserve-General	56,319	56,319		
Designation General	145,611		61,540	207,151
Total Planned Local Drain - Orangewood	201,930	56,319	61,540	207,151

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
00174 Planned Local Drain - Breck				
Reserve-General	4,807	4,807		
Designation General			10,457	10,457
Total Planned Local Drain - Breck	4,807	4,807	10,457	10,457
00176 Planned Local Drain - Oildale				
Designation General	22,572		6,392	28,964
00179 Probation Training				
Designation General	8,668		11,810	20,478
00180 DNA Identification				
Designation General	428,307		48,166	476,473
00182 Sheriff Facility Training				
Designation General	64,641	60,348		4,293
00184 Automated Fingerprint				
Designation General	1,310,074		62,626	1,372,700
00186 Juvenile Justice Facility Temp Construction				
Designation General	7,537		373	7,910
00187 Emergency Medical Services				
Designation General	534,557		557,265	1,091,822
00188 Automated County Warrant				
Designation General	57,646		1,165	58,811
00190 Domestic Violence Program				
Designation General	66,192	44,761		21,431
00191 Criminal Justice Facilities Construction				
Designation General			3,144,260	3,144,260
00194 Recorder's Social Security Number Truncation				
Designation General	127,892		49,555	177,447
00195 Alcoholism Program				
Designation General	225,565	159,763		65,802
00196 Alcohol Abuse Education/Prevention				
Designation General	41,661		27,477	69,138
00197 Drug Program				
Designation General	327,572	741		326,831
00198 Recorders Modernization				
Designation General	1,765,765		806,635	2,572,400
00199 Micrographic - Rcd.				
Designation General	14,040		31,858	45,898
00264 Tax Loss Reserve				
Reserve-1% Teeter Plan	7,110,505		634,988	7,745,493
Designation General	40,138,471		3,131,053	43,269,524
Total Tax Los Reserve	47,248,976		3,766,041	51,015,017
00266 Redemption Systems				
Designation General	2,540,893		631,562	3,172,455
00270 Abatement Cost				
Reserve-General	43,768	43,768		
Designation General	19,425		13,728	33,153
Total Abatement Cost	63,193	43,768	13,728	33,153
22020 A-C Farm Adv. Agricultural Research				
Designation General	719	718		1
22021 Animal Care Donations				
Designation General	39,565	961		38,604
22023 Animal Care				
Designation General	61,839		301	62,140

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
22024 Animal Control Feline Carcasses Designation General	35,028			35,028
22027 Sterilization Fund Designation General			19,861	19,861
22036 Board of Trade Advertising Designation General	40,724		8,957	49,681
22042 General Plan Admin Surcharge Designation General			595,861	595,861
22045 Countywide Crime Prevention P.C. 1202.5 Designation General	6,107		717	6,824
22064 D.A. Local Forfeiture Designation General			44,377	44,377
22066 Solid Waste Lea Grant Designation General			30,284	30,284
22067 Health-Local Option Designation General	30,750		333	31,083
22068 Health-State L.U.S.T. Program Designation General	108,113		51,673	159,786
22069 Public Health Miscellaneous Designation General			7,131	7,131
22073 Health-MAA/TCM Designation General			68,974	68,974
22074 H1N1 Public Health Emergency Response Designation General			2,897	2,897
22076 Child Restrain Loaner Program Designation General			167,679	167,679
22079 D.A. Equipment/Automation Designation General	641,885	95,718		546,167
22082 KCIRT Designation General			1,171	1,171
22085 Mental Health Services Act Designation General	10,084,367		16,508,403	26,592,770
22086 MHSA Prudent Reserve Designation General	9,100,588	2,365,053		6,735,535
22087 Criminalistics Laboratories Designation General	70,702		23,058	93,760
22098 Probation Asset Forfeiture Designation General	47,498		3,813	51,311
22116 Health-NNFP Designation General			101,347	101,347
22121 Truck 21 Replacement Designation General	12,677	9,189		3,488
22122 Fixed Wing Aircraft Designation General	4,140		9,828	13,968
22123 Vehicle/Apparatus Designation General	560,626		11,274	571,900
22125 Hazardous Waste Settlements Designation General	728,926	197,549		531,377

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
22126 Sheriff's Rural Crime Designation General	20			20
22127 Sheriff's CAL-ID Designation General	2,310,364		360,327	2,670,691
22128 Sheriff's Civil Subpoenas Designation General	12,885		8,049	20,934
22129 KNET Special Asset Forfeiture Designation General	78,787		85,819	164,606
22131 Sheriff's Drug Abuse Gang Diversion Designation General	316,374		3,307	319,681
22132 Sheriff's Training Designation General	1,958			1,958
22133 Sheriff-Work Release Designation General	306,474	1,958		304,516
22137 Sheriff - State Forfeiture Designation General	369,887	33,981		335,906
22138 Sheriff's Civil Automated Designation General	619,621		53,889	673,510
22140 Sheriff's Firearms Designation General	50,599		51,004	101,603
22141 Sheriff - Judgment Debtor Fee Designation General	612,382		105,145	717,527
22142 Sheriff's Com Resources Designation General	69,613	9,880		59,733
22143 Sheriff's Volunteer Services Group Designation General	15,466		81,346	96,812
22144 Sheriff-Controlled Substance Designation General	1,027,602		124,477	1,152,079
22153 Bakersfield Planned Sewer # 1 Designation General	1,475,171	256,452		1,218,719
22156 Divca Local Franchise Fee Designation General	63,947		389,284	453,231
22158 Bakersfield Planned Sewer # 2 Designation General	96,744		1,132	97,876
22160 Sheriff's CAL-MMET Designation General	13,095	133		12,962
22161 HIDTA-State Asset Forfeiture Designation General	163,366	6,805		156,561
22162 CAL-MMET State Asset Forfeiture Designation General	661,674		149,450	811,124
22163 High Tech Equipment Designation General	3,921		12	3,933
22164 Bakersfield Planned Sewer # 3 Designation General	434		12	446
22166 Bakersfield Planned Sewer # 4 Designation General	4,004		2,465	6,469
22167 Bakersfield Planned Sewer # 5 Designation General	7,088	400		6,688
22173 County Planned Sewer Area A Designation General	14,841		2,307	17,148
22176 Health-Bio Terrorism Grant Designation General			263,147	263,147
22177 County Planned Sewer Area B Designation General	211		6	217

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
22184 CSA # 71 Septic Abandonment Designation General	238,206		36,820	275,026
22185 Wraparound Savings Designation General	483,041		1,798,807	2,281,848
22187 Recorders Electronic Recording Designation General	306,821		89,171	395,992
22188 Fireworks Violations Designation General	942		19,927	20,869
24024 D.A. Family - Excess Revenue Designation General	366,317		1,628	367,945
24028 D.A. Federal Forfeiture Designation General	68,116	28,693		39,423
24038 D.A.- Court Ordered Penalties Designation General	1,495,285	198,371		1,296,914
24039 Hospital Preparedness Program Designation General	15,362	14,696		666
24041 EMS Week Donations Designation General	24,319		130	24,449
24042 Fire Department Donations Designation General	68,308		12,849	81,157
24043 State Fire Designation General	3,132,041		94,856	3,226,897
24044 Fire-Hazard Reduction Designation General	522,824	165,143		357,681
24047 Fire-Helicopter Operations Designation General	452,003		52,325	504,328
24050 Mobile Fire Kitchen Designation General	2,921		61	2,982
24057 Inmate Welfare-Sheriff Correction Facility Designation General	4,770,051		999,972	5,770,023
24060 Juvenile Inmate Welfare Designation General	173,473	34,301		139,172
24066 Kern County Children Designation General	105,623	17,381		88,242
24067 Kern County Library Trust Designation General	485,008		206,277	691,285
24088 Core Area Metro Bakersfield Impact Fee Designation General	2,342,903		56,802	2,399,705
24089 Metro Bakersfield Transportation Impact Fee Designation General	10,976,239	846,016		10,130,223
24091 Rosamond Transportation Impact Fee Designation General	593,027	269,512		323,515
24094 Solid Waste Enforcement Designation General	349,747	122,193		227,554
24095 Bakersfield Mitigation Designation General	1,081,454	407,559		673,895
24096 Tehachapi Transportation Impact Fee Core Designation General	12,309	106		12,203
24097 Tehachapi Transportation Impact Fee Non-Core Designation General	1,249,885		54,670	1,304,555
24105 Jamison Center Designation General	105,289	166		105,123
24125 Strong Motion Instrumentation Designation General	47,180		45,939	93,119

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
24126 Tobacco Education Control Program				
Designation General	3,499		33,002	36,501
24137 Vital & Health Stat-Health Department				
Designation General	520		75,387	75,907
24138 Vital & Health Stat-Recorder				
Designation General	325,648	72,325		253,323
24139 Vital & Health Stat-County Clerk				
Designation General	216		304	520
25120 Parcel Map In-Lieu Fees				
Designation General	757,830	102,850		654,980
26000 ARRA Aging and Adult (Stimulus)				
Designation General			453	453
26001 ARRA Justice Assistance				
Designation General	276,858			276,858
Total Non-Operating Special Revenue	\$117,702,995	\$6,021,833	\$32,313,368	\$143,994,530
Capital Project Funds				
00004 ACO-General				
Designation-Infrastructure Replacement	\$14,166,647	\$4,409,382		\$9,757,265
Designation General	1,167,673	1,167,673		
Total ACO-General	15,334,320	5,577,055		9,757,265
00012 ACO-Structural Fire				
Reserve-Tax Litigation	9,171	9,171		
Designation General	261,809		10,819	272,628
Total ACO-Structural Fire	270,980	9,171	10,819	272,628
00155 Seven Standard Road Project				
Designation General	1,154,950	167,572		987,378
00156 Wheeler Ridge Overpass				
Designation General	61,395	15,701		45,694
00220 7th Standard Widening Project				
Designation General	37,845		50,008	87,853
00221 2009 COP Capital Projects				
Designation General	32,328		21,043	53,371
00222 Hageman Road Separation of Grade				
Designation General	9,522		46,453	55,975
00235 Tobacco Securitization Proceeds - Capital				
Designation-Cash with Trustee	35,144,914			35,144,914
Designation General	1,310,221	20,246		1,289,975
Total Tobacco Securitization Proceeds -	36,455,135	20,246		36,434,889
40390 Rexland Acres Sewer Improvement				
Designation General	104,056	1,011		103,045
Total Capital Project Funds	\$53,460,531	\$5,790,756	\$128,323	\$47,798,098
Debt Service Funds				
40372 Belle Vista Estates Bond Redemption				
Designation General	\$178	\$88		\$90
40381 Sewer Shafter Water Project				
Designation General	15,763		8,043	23,806
40391 Rexland Acres Sewer				
Designation General	111,525		37,740	149,265
Total Debt Service Funds	\$127,466	\$88	\$45,783	\$173,161
Total Governmental Funds	\$230,295,648	\$63,173,181	\$102,395,213	\$269,517,680

FY 2011-12 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2011	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2011-12	Total Reserves/ Designations for FY 2011-12
Internal Service Funds				
30010 Group Health Self Insurance Program -ISF Reserve-Deposits with Others	\$455,000			\$455,000
30012 G.S. Garage - ISF Designation-Vehicle Replacement	2,326,652	496,507		1,830,145
Total Internal Service Funds	\$2,781,652	\$496,507		\$2,285,145
Enterprise Funds				
35005 Airport Enterprise Fund Reserve-Imprest Cash	\$350			\$350
35030 Kern Medical Center Enterprise Fund Reserve-Imprest Cash	10,980			10,980
35050 Solid Waste Management Enterprise Fund Reserve-Imprest Cash	10,200			10,200
Designation-Article 5 Financial Assurance	2,000,000			2,000,000
Designation-Bena Slf Phase 2 clos/pc	1,909,659		225,543	2,135,202
Designation-Arvin Slf clos/pc	8,461,327			8,461,327
Designation-Bena Slf Phase 1 clos/pc	6,762,586			6,762,586
Designation-Boron Slf clos/pc	1,036,132			1,036,132
Designation-Buttonwillow Slf clos/pc	70,537	70,537		
Designation-Lost Hills Slf clos/pc	17,252	17,252		
Designation-Mojave-Rosamond Slf clos/pc	2,107,409			2,107,409
	4,420,785			4,420,785
Designation-Ridgecrest-Inyokern Slf clos/pc				
Designation-Shftr-Sco Slf clos/pc	4,922,893			4,922,893
Designation-Taft Slf clos/pc	1,316,339			1,316,339
Designation-Tehachapi Slf clos/pc	2,834,865			2,834,865
Total Solid Waste Management Enterprise	35,869,984	87,789	225,543	36,007,738
Total Enterprise Funds	\$35,881,314	\$87,789	\$225,543	\$36,019,068

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$1,887,357	\$1,341,800	\$1,111,277	\$0	\$0	\$0
Other Charges	14,381,519	9,962,197	9,104,125	6,428,774	6,428,774	8,714,579
Other Financing Uses	13,396,716	12,732,558	12,119,124	11,995,644	11,995,644	13,433,102
TOTAL EXPENDITURES	\$29,665,592	\$24,036,555	\$22,334,526	\$18,424,418	\$18,424,418	\$22,147,681
REVENUES:						
Use of Money/Property	\$6,521	\$8,500	\$5,595	\$8,500	\$8,500	\$8,500
Intergovernmental	14,808,336	17,554,816	14,269,906	17,440,318	17,440,318	21,898,390
Charges for Services	1,371,037	2,300,790	3,467,842	974,600	974,600	953,000
Miscellaneous	1,581	1,000	6,060	1,000	1,000	1,000
Other Financing Sources:						
KC ARRA ETR	13,062,886	4,171,449	2,830,650	0	0	0
TOTAL REVENUES	\$29,250,361	\$24,036,555	\$20,580,053	\$18,424,418	\$18,424,418	\$22,860,890
NET EMPLOYERS' TRAINING RESOURCE WIA FUND COST	\$415,231	\$0	\$1,754,473	\$0	\$0	(\$713,209)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

The Employers' Training Resource Department (ETR) administers the federal Workforce Investment Act (WIA) and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, other counties or collaboratives, the federal 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 these counties operates its own employment and training programs and services.

The recommended budget will allow the department to administer the federal WIA funds and provide educational and job training services, including post-employment follow-up services. The recommended budget reflects a significant reduction due to the ending of American

Recovery and Reinvestment Act (ARRA) funding as well as other changes resulting from federal deficit reduction. Reductions to appropriations and revenue will decrease the amount of educational and job training assistance that the department will be able to provide to the public in FY 2011-12.

Since publishing the Preliminary Recommended Budget, the department has gained an additional \$3 million in grant funding and will continue to apply for other grants to assist with both employers and those seeking employment.

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.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Actual</u>	<u>Department Requested</u>	<u>Recommended Preliminary</u>	<u>CAO Recommended</u>
APPROPRIATIONS:						
Services and Supplies	\$2,135	\$200,000	\$24,592	\$190,000	\$190,000	\$190,000
Other Charges	0	50,000	109,767	100,000	100,000	100,000
Other Financing Uses	0	50,000	0	10,000	10,000	10,000
TOTAL EXPENDITURES	\$2,135	\$300,000	\$134,359	\$300,000	\$300,000	\$300,000
REVENUES:						
Use of Money/Property	\$6,691	\$15,000	\$6,310	\$10,000	\$10,000	\$10,000
Miscellaneous	56,000	10,000	100,000	50,000	50,000	50,000
Other Financing Sources	14	1,000	0	1,000	1,000	1,000
TOTAL REVENUES	\$62,705	\$26,000	\$106,310	\$61,000	\$61,000	\$61,000
NET EMPLOYERS' TRAINING RESOURCE NON-WIA COST	<u>(\$60,570)</u>	<u>\$274,000</u>	<u>\$28,049</u>	<u>\$239,000</u>	<u>\$239,000</u>	<u>\$239,000</u>
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

The Employers' Training Resource Department (ETR) administers the federal Workforce Investment Act (WIA) funds. The department also administers Non-Workforce Investment Act (non-WIA) funds for expenses covered by special grant funds and other non-federal funding.

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. Operating transfers reimburse expenses incurred in the department's operating budget unit 5923 for which federal funding is not available.

Planning and Community Development

Community Development Program

Agency Director: Ted James, *Appointed*

Budget Unit 8920

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$981,320	\$0	\$1,829,054	\$1,829,054	\$1,462,870
Services and Supplies	2,199,300	8,546,149	3,548,913	8,193,735	8,193,735	6,826,036
Other Financing Uses	3,303,957	2,231,502	2,757,069	2,079,357	2,079,357	2,034,488
TOTAL EXPENDITURES	\$5,503,257	\$11,758,971	\$6,289,926	\$12,102,146	\$12,102,146	\$10,323,394
REVENUES:						
Intergovernmental	\$5,563,012	\$11,588,177	\$6,195,571	\$11,930,146	\$11,930,146	\$10,157,112
Miscellaneous	99,290	160,000	87,005	160,000	160,000	160,000
Other Financing Sources:						
CD-Home Investment Trust	1,020	10,000	840	12,000	12,000	12,000
TOTAL REVENUES	\$5,663,322	\$11,758,177	\$6,283,416	\$12,102,146	\$12,102,146	\$10,329,112
NET COMMUNITY DEVELOP.						
PROGRAM FUND COST	(\$160,065)	\$794	\$6,510	\$0	\$0	(\$5,718)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

The federally funded Community Development Block Grant (CDBG) Program provides funds for community improvement projects, various housing programs, and certain local economic development activities. Projects and activities must help people with low- to moderate-incomes, eliminate physical blight, or meet other qualifying criteria. The Planning and Community Development Department administers this budget unit.

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, and pursue expansion of economic opportunities. 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.

Projects proposed for approval by both the Board of Supervisors and the U. S. Department of Housing and Urban Development (HUD) for FY 2011-12 are:

- Oildale Community Improvements
- East Bakersfield Boys and Girls Club Facility Renovation Improvements.
- David Head Center Parking Lot Improvements
- City of Shafter Road Improvements
- South Taft Water System Improvements
- Lake Isabella Senior/Veterans Center Septic System Improvements
- Lost Hills Arsenic Treatment Facility Improvements
- Mojave Drainage Improvements
- CDBG Housing Rehabilitation Program
- Home Access Program
- Architectural Barrier Removal
- Fair Housing Services Program
- Ben Austin Sr. Center Septic System Improvements

This budget also provides reimbursements to the Community Development budget unit 5940 for staff support of community development projects.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
TOTAL EXPENDITURES	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
REVENUES:						
Use of Money/Property	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$0	\$0	\$0	\$0	\$0	\$0
NET CD-REVOLVING LOAN PROGRAM FUND COST	\$0	\$422,349	\$0	\$422,349	\$422,349	\$422,349
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

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 Planning and Community Development Department administers this budget unit.

The recommended budget provides adequate funding to support the 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. Projects include loans to for-profit businesses for qualifying business purposes. To be eligible for the loans, businesses must meet program specific eligibility criteria.

No loans have been made from this program for quite some time. Eligibility criteria for the program may be too stringent and create too many barriers for applicants. The Planning and Community Development Department will examine eligibility requirements for this program and re-tool the program to better meet the needs of small businesses.

Planning and Community Development

Industrial Development Authority Program

Agency Director: Ted James, *Appointed*

Budget Unit 8925

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$19,500	\$0	\$19,800	\$19,800	\$0
Other Financing Uses	0	0	9,678	0	0	9,100
TOTAL EXPENDITURES	\$0	\$19,500	\$9,678	\$19,800	\$19,800	\$9,100
REVENUES:						
Use of Money/Property	\$315	\$1,256	\$196	\$1,000	\$1,000	\$340
Other Financing Sources:	0	0	0	0	0	0
TOTAL REVENUES	\$315	\$1,256	\$196	\$1,000	\$1,000	\$340
NET CED - INDUSTRIAL DEVELOPMENT PROGRAM FUND	(\$315)	\$18,244	\$9,482	\$18,800	\$18,800	\$8,760
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

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 Planning and Community Development Department administers this budget unit.

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. 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.

Demand from for profit companies for funding under this program has been almost non-existent since its inception. The department has begun to use this funding to reimburse staff costs for higher demand community development programs. Funding from this program may also be used to reimburse costs associated with the Homelessness Prevention and Rapid Re-Housing (HPRP) program.

Planning and Community Development

Neighborhood Stabilization Three

Agency Director: Ted James, *Appointed*

Budget Unit 8931

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$0	\$0	\$0	\$4,940,000	\$4,940,000	\$4,940,000
Other Financing Uses	0	0	31,715	262,037	262,037	230,322
TOTAL EXPENDITURES	\$0	\$0	\$31,715	\$5,202,037	\$5,202,037	\$5,170,322
REVENUES:						
Intergovernmental	\$0	\$0	\$31,715	\$5,202,037	\$5,202,037	\$5,170,322
TOTAL REVENUES	\$0	\$0	\$31,715	\$5,202,037	\$5,202,037	\$5,170,322
STABILIZATION 3 FUND COST	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

This is the second round of federal funds granted to the County under the Housing and Economic Recovery Act of 2008 (HERA) Neighborhood Stabilization Program (NSP). This funding will be used to continue to address the effects of abandoned and foreclosed properties in the communities. The Planning and Community Development Department administers this new budget unit for the federal stimulus funds.

The recommended budget provides adequate funding to support the program. Local governments may utilize these funds for a variety of activities to address the effects of

foreclosures and property abandonment, including acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The program also seeks to prevent future foreclosures by requiring homebuyer counseling for families receiving homebuyer assistance. The program requires grantees to obtain a mortgage loan from a lender who agrees to comply with sound lending practices.

This funding will enable the County and sub-recipients to continue to address the high foreclosure rate problems and abandoned property issues in the community. This budget unit also provides reimbursement to the Community Development budget unit 5940 for staff support.

Planning and Community Development

Emergency Shelter Grant Program

Agency Director: Ted James, *Appointed*

Budget Unit 8932

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$291,970	\$368,383	\$165,291	\$339,171	\$339,171	\$423,557
Other Financing Uses	13,027	11,419	6,733	11,105	11,105	16,289
TOTAL EXPENDITURES	\$304,997	\$379,802	\$172,024	\$350,276	\$350,276	\$439,846
REVENUES:						
Intergovernmental	\$304,996	\$379,802	\$172,024	\$350,276	\$350,276	\$439,846
TOTAL REVENUES	\$304,996	\$379,802	\$172,024	\$350,276	\$350,276	\$439,846
NET CD - EMERGENCY SHELTER GRANT FUND COST	\$1	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

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 Planning and Community Development Department administers this budget unit.

The recommended budget provides adequate funding to support the 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. This budget unit also provides reimbursement to the Community Development budget unit 5940 for staff support of community development projects.

Planning and Community Development

Neighborhood Stabilization Program

Agency Director: Ted James, *Appointed*

Budget Unit 8933

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$302,526	\$0	\$0	\$0	\$0
Services and Supplies	1,178,376	9,431,624	5,003,320	4,564,335	4,564,335	4,564,335
Other Financing Uses	166,403	80,000	105,338	79,693	79,693	141,158
TOTAL EXPENDITURES	\$1,344,779	\$9,814,150	\$5,108,658	\$4,644,028	\$4,644,028	\$4,705,493
REVENUES:						
Intergovernmental	\$1,344,779	\$9,814,150	\$5,108,660	\$4,644,028	\$4,644,028	\$4,705,493
TOTAL REVENUES	\$1,344,779	\$9,814,150	\$5,108,660	\$4,644,028	\$4,644,028	\$4,705,493
NET NEIGHBORHOOD STABILIZATION FUND COST	\$0	\$0	(\$2)	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

Federal funds granted to the County under the Housing and Economic Recovery Act of 2008 (HERA) Neighborhood Stabilization Program (NSP) will be used to address the effects of abandoned and foreclosed properties in the communities. The Planning and Community Development Department administers this budget unit for the federal stimulus funds.

The recommended budget provides adequate funding to support the program. Local governments may utilize these funds for a variety of activities to address the effects of foreclosures and property abandonment, including

acquisition of property; demolition or rehabilitation of abandoned property; or to offer down payment and closing cost assistance to low to middle-income homebuyers. The program also seeks to prevent future foreclosures by requiring homebuyer counseling for families receiving homebuyer assistance. The program requires grantees to obtain a mortgage loan from a lender who agrees to comply with sound lending practices.

This funding will enable the County and sub-recipients to address the high foreclosure rate problems and abandoned property issues in the community. This budget unit also provides reimbursement to the Community Development budget unit 5940 for staff support.

Planning and Community Development

Homelessness Prevention and Rapid Re-Housing Program (HPRP)

Budget Unit 8934

Agency Director: Ted James, *Appointed*

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$30,219	\$1,636,064	\$498,624	\$1,155,657	\$1,240,175	\$1,216,685
Other Financing Uses	30,060	380,160	292,225	93,292	8,774	8,691
TOTAL EXPENDITURES	\$60,279	\$2,016,224	\$790,849	\$1,248,949	\$1,248,949	\$1,225,376
REVENUES:						
Intergovernmental	\$60,281	\$2,016,224	\$773,376	\$1,248,949	\$1,248,949	\$1,242,847
TOTAL REVENUES	\$60,281	\$2,016,224	\$773,376	\$1,248,949	\$1,248,949	\$1,242,847
CD-HPRRP FUND COST	(\$2)	\$0	\$17,473	\$0	\$0	(\$17,471)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

Federal funds for this program are granted to the County under the American Recovery and Reinvestment Act of 2009 for the Homelessness Prevention and Rapid Re-Housing Program (HPRP) through the U.S. Department of Housing and Urban Development. The program funds will be used to assist individuals and families who would otherwise be homeless. The negative net fund cost is a result of revenue accounted for in FY 2011-12 for expenses that were accrued in FY 2010-11. The Planning and Community Development Department administers this budget unit.

HPRP funds may provide for a variety of assistance, including: short-term or medium-term rental assistance and housing relocation and stabilization services, which includes such activities as mediation, credit counseling, security or utility deposits, utility payments, moving costs, and case management.

This budget unit also provides reimbursement to the Community Development budget unit 5940 for staff support of HPRP projects.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$237,580	\$673,275	\$732,417	\$0	\$0	\$0
Other Financing Uses	181,936	265,147	206,005	0	0	0
TOTAL EXPENDITURES	\$419,516	\$938,422	\$938,422	\$0	\$0	\$0
REVENUES:						
Intergovernmental	\$419,517	\$938,422	\$938,421	\$0	\$0	\$0
TOTAL REVENUES	\$419,517	\$938,422	\$938,421	\$0	\$0	\$0
CD-BLOCK GRANT RECOVERY FUND COST	(\$1)	\$0	\$1	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

Federal funds were granted to the County under the American Recovery and Reinvestment Act of 2009 for the Community Development Block Grant Recovery (CDBG-R) program through the U.S. Department of Housing and Urban Development. The funds under this program were intended to stimulate the local economy by creating and maintaining jobs through the construction of infrastructure and other eligible development projects on

an expedited basis. The Planning and Community Development Department administers this budget unit.

The recommended budget reflects the completion of the CDBG-R program and activities in FY 2010-11. HUD required that CDBG-R funds be used for priority, “shovel-ready” projects that could be implemented and completed within specific program deadlines. These funds were used for Phase XI of the Mojave drainage improvement project.

Planning and Community Development

Home Program Trust Fund

Agency Director: Ted James, *Appointed*

Budget Unit 8936

Department Head: Lorelei H. Oviatt, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$650,956	\$0	\$1,000,961	\$1,000,961	\$771,802
Services and Supplies	5,248,689	6,827,875	4,312,219	6,474,014	6,474,014	4,363,593
Other Financing Uses	203,636	277,308	209,142	275,731	275,731	276,649
TOTAL EXPENDITURES	\$5,452,325	\$7,756,139	\$4,521,361	\$7,750,706	\$7,750,706	\$5,412,044
REVENUES:						
Intergovernmental	\$5,308,609	\$7,370,269	\$4,341,886	\$7,400,706	\$7,400,706	\$5,060,579
Miscellaneous	180,482	350,000	120,843	350,000	350,000	350,000
TOTAL REVENUES	\$5,489,091	\$7,720,269	\$4,462,729	\$7,750,706	\$7,750,706	\$5,410,579
CD-HOME PROGRAM FUND COST	(\$36,766)	\$35,870	\$58,632	\$0	\$0	\$1,465
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

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 Planning and Community Development Department administers this budget unit.

This 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 and low-income families; strengthening the ability of local communities to design and implement strategies for achieving adequate supplies of decent, affordable 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. This budget unit also provides reimbursement to the Community Development budget unit 5940 for staff support.

General Services Garage – Internal Service Fund

Budget Unit 8950

Department Head: John Nilon, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$30,000	\$0	\$30,000	\$30,000	\$30,000
Salaries and Benefits	1,052,927	1,701,620	1,418,670	1,767,894	1,767,894	1,767,894
Services and Supplies	976,271	1,467,166	1,522,302	1,638,803	1,638,803	1,638,803
Other Charges	860,788	923,683	1,089,015	921,610	921,610	1,116,610
Fixed Assets	581,549	584,575	570,829	823,550	823,550	823,550
TOTAL EXPENDITURES	\$3,471,535	\$4,707,044	\$4,600,816	\$5,181,857	\$5,181,857	\$5,376,857
REVENUES:						
Use of Money/Property	\$47,722	\$50,000	\$31,049	\$50,000	\$50,000	\$50,000
Charges for Services	3,080,940	3,871,074	3,712,265	3,682,744	3,682,744	3,682,744
Miscellaneous	26,578	27,600	29,711	27,600	27,600	27,600
Other Financing Sources	25,945	30,000	46,847	25,000	25,000	25,000
Non-revenue Receipts	672,508	725,001	890,332	725,001	725,001	920,001
TOTAL REVENUES	\$3,853,693	\$4,703,675	\$4,710,204	\$4,510,345	\$4,510,345	\$4,705,345
INCR./(DECR.) IN RETAINED EARNINGS	\$382,158	(\$3,369)	\$109,388	(\$671,512)	(\$671,512)	(\$671,512)
Authorized Positions:	12	17	18	18	18	18
Funded Positions:	12	17	18	18	18	18
Unfunded Vacancies:	0	0	0	0	0	0

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 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 to department-owned vehicles on a time-and-materials basis.

Due to fiscal constraints, the Garage has taken a proactive and supportive approach to departments experiencing budget reductions. By creating a Modified Plan 1 option that allows for the deferral of the purchase of replacement

vehicles under the traditional Plan 1 option, an immediate cost savings opportunity is created. The Modified Plan 1 option allows departments to delay vehicle replacements for specified vehicles providing a reduced cost to the department. As a result of this option, revenues are expected to decrease by 4% from the prior year due to the number of departments taking advantage of this modified service plan.

The Garage added a second shift during the FY 2010-11 to ensure service to the Sheriff’s patrol fleet could be performed on a high-priority basis. No additional staffing increases are planned for the coming FY 2011-12. The addition of the Sheriff’s fleet maintenance has resulted in an 11.7% increase in services and supplies expenses over FY 2010-11, primarily due to maintenance equipment and costs.

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. Funding for replacement equipment,

not identified under the Modified Plan 1 option, consists of 36 vehicles. A tire changing machine that is at the end of its useful operational life is also recommended for replacement. These are planned replacement purchases.

The Internal Service Fund proposes the use of \$671,511 in accumulated vehicle replacement fund reserves toward the purchase of planned vehicle replacements. Sufficient reserves are available in the fund to cover these expenses.

POSITIONS DISCUSSION

Three positions are currently vacant, two Automotive Mechanic positions and one Heavy Equipment Mechanic. Recruitment is under way to fill the vacancies, but in the interim, extra help employees are fulfilling the division’s needs.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Fleet Services.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
93.2%	99.7%	95%	98.1%	95%
What: This measures the overall efficiency of fleet operations to ensure that a minimum standard of 95% of the fleet is available.				
Why: This indicator demonstrates Fleet Services effectiveness in increasing availability of County vehicles for our customers use.				
How are we doing? This measure is staying within industry standards as the Garage acquired maintenance and repair responsibilities for the Sheriff’s light-duty vehicle fleet, and incorporated them into our preventive maintenance program. The Garage continues to review its processes to monitor and schedule maintenance and repairs to keep fleet availability at an optimal level.				
How is this funded? Internal Service Fund.				

**Group Health and Dental Self-Insurance Program
Internal Service Fund**

Budget Unit 8960

Department Head: John Nilon, Appointed

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Contingencies	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Services and Supplies	9,613,154	9,141,500	9,464,702	9,770,000	9,770,000	9,770,000
Other Charges	98,306,443	112,700,000	95,352,470	102,761,000	102,761,000	102,761,000
TOTAL EXPENDITURES	\$107,919,597	\$122,841,500	\$104,817,172	\$113,531,000	\$113,531,000	\$113,531,000
REVENUES:						
Use of Money/Property	\$550,653	\$300,000	\$379,745	\$300,000	\$300,000	\$300,000
Intergovernmental	23,908	3,000	33,771	30,000	30,000	30,000
Charges for Services	116,399,490	105,124,056	102,451,234	94,197,460	94,197,460	105,321,768
Miscellaneous	9,575	2,000	4,122	1	1	1
TOTAL REVENUES	\$116,983,626	\$105,429,056	\$102,868,872	\$94,527,461	\$94,527,461	\$105,651,769
INCR/(DECR) IN RETAINED EARNINGS	\$9,064,029	(\$17,412,444)	(\$1,948,300)	(\$19,003,539)	(\$19,003,539)	(\$7,879,231)

PROGRAM DISCUSSION

The Group Health 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 medical and dental 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.

The recommended budget provides sufficient funding of the current health benefits plans and 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 2011-12, claims and administrative expenditures are expected to increase from FY 2010-11 estimated actual expenditures, mainly due to medical cost trends.

The impact of federal Health Care Reform is not fully known at this time. Because of expanded eligibility rules that were effective January 1, 2011, it is anticipated that costs will be higher in FY 2011-12 as a result of higher dependent enrollment for the entire fiscal year.

Reserves are maintained primarily for the Incurred But Not Reported (IBNR) liability. The budgeted reserve is being decreased in FY 2011-12, with projections of ending unrestricted retained earnings balance at June 30, 2012 estimated at \$26 million. This estimated ending balance is considered adequate for the IBNR liability.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Actual</u>	<u>Department Requested</u>	<u>Recommended Preliminary</u>	<u>CAO Recommended</u>
APPROPRIATIONS:						
Contingencies	\$0	\$200,000	\$0	\$200,000	\$200,000	\$200,000
Salaries and Benefits	6,523,971	7,270,073	7,394,104	8,279,901	8,279,901	8,279,901
Services and Supplies	207,889	298,300	166,731	158,300	158,300	158,300
Other Charges	103,161	70,000	28,615	0	0	0
Other Financing Uses	0	0	854,008	0	0	0
TOTAL EXPENDITURES	\$6,835,021	\$7,838,373	\$8,443,458	\$8,638,201	\$8,638,201	\$8,638,201
REVENUES:						
Use of Money/Property	\$569,742	\$500,000	\$374,741	\$500,000	\$500,000	\$500,000
Charges for Services	11,627,533	11,508,225	11,174,900	11,011,593	11,011,593	11,011,593
TOTAL REVENUES	\$12,197,275	\$12,008,225	\$11,549,641	\$11,511,593	\$11,511,593	\$11,511,593
INCR/(DECR) IN RETAINED EARNINGS	\$5,362,254	\$4,169,852	\$3,106,183	\$2,873,392	\$2,873,392	\$2,873,392

PROGRAM DISCUSSION

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.

The recommended budget provides sufficient 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 (RHPSP) 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.

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, 2011 was approximately \$43 million. This balance is comprised mostly of reserves for the RHPSP and Stipend Program, which are required to fund future benefits under these programs as determined by actuarial study. The recommended budget increases retained earnings by approximately \$2.9 million, primarily related to funding of the RHPSP.

General Liability Self-Insurance Program

Budget Unit 8970

Department Head: Theresa Goldner, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$2,972,854	\$4,213,096	\$3,516,721	\$3,765,000	\$3,765,000	\$3,765,000
Other Charges	1,235,440	4,695,770	1,950,288	4,048,595	4,048,595	4,048,595
TOTAL EXPENDITURES	\$4,208,294	\$8,908,866	\$5,467,009	\$7,813,595	\$7,813,595	\$7,813,595
REVENUES:						
Use of Money/Property	\$107,494	\$100,000	\$79,494	\$90,000	\$90,000	\$90,000
Charges for Services	6,026,212	6,300,144	6,300,144	3,747,190	3,747,190	3,747,190
Miscellaneous	1,062	16,000	225,044	15,500	15,500	15,500
TOTAL REVENUES	\$6,134,768	\$6,416,144	\$6,604,682	\$3,852,690	\$3,852,690	\$3,852,690
INCR./(DECR.) IN RETAINED EARNINGS	\$1,926,474	(\$2,492,722)	\$1,137,673	(\$3,960,905)	(\$3,960,905)	(\$3,960,905)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

The General Liability Self-Insurance Program is administered by the Risk Management Division of the Office of County Counsel. This budget is used to meet the County's legal liability for damages to individuals and/or property arising out of the County's general and automotive activities.

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. Charges to departments have been reduced

by \$2.6 million for FY 2011-12 based on reserves available to finance the program.

Services and supplies appropriations have been reduced due to anticipated decreases in excess insurance premiums of \$100,000, and \$300,000 less in internal legal billings.

The department anticipates decreasing retained earnings by \$4 million due to actual expenses exceeding revenues. A retained earnings balance of \$4 million is estimated for the FY 2011-12 year-end, a 50% decrease from the prior year.

Unemployment Compensation Insurance Program- Internal Service Fund

Budget Unit 8980

Department Head: *John Nilon, Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$14,944	\$17,000	\$19,020	\$15,000	\$15,000	\$15,000
Other Charges	6,749,999	8,031,433	3,827,579	5,830,000	5,830,000	5,830,000
TOTAL EXPENDITURES	\$6,764,943	\$8,048,433	\$3,846,599	\$5,845,000	\$5,845,000	\$5,845,000
REVENUES:						
Use of Money/Property	\$54,045	\$40,000	\$50,943	\$30,000	\$30,000	\$30,000
Charges for Services	7,266,078	8,004,283	8,003,667	3,515,299	3,515,299	3,515,299
TOTAL REVENUES	\$7,320,123	\$8,044,283	\$8,054,610	\$3,545,299	\$3,545,299	\$3,545,299
INCR/(DECR) IN RETAINED EARNINGS	\$555,180	(\$4,150)	\$4,208,011	(\$2,299,701)	(\$2,299,701)	(\$2,299,701)

PROGRAM DISCUSSION

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.

Future unemployment costs are not easily estimated. Because unemployment costs are based upon wages earned in a base period that is up to 18 months prior to the date of the claim, claim costs against the County can lag by up to 18 months. The availability of other employment in the community has an effect on the County's claims. The maximum first year unemployment claim is \$11,700, based on the claimant drawing the maximum weekly benefit of \$450 for the first 26 weeks of

unemployment. The following 53 weeks of unemployment benefits are then funded by the federal government. The American Recovery and Reinvestment Act of 2009 extended benefits another 20 weeks, which were also funded by the County.

The cost impact of layoffs is not predictable because it is affected by the amount of time it takes the claimant to become re-employed. This can dramatically impact unemployment claim costs for the County.

Revenues in this budget unit are primarily comprised of charges to County departments based on each individual department's actual unemployment experience and claims. The recommended budget is an estimate of the cost of payment of the County's unemployment claims and administration.

The recommended budget anticipates a fund balance of approximately \$1.9 million, which is considered sufficient.

Workers' Compensation Self-Insurance Program

Budget Unit 8990

Department Head: Theresa Goldner, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$4,231,603	\$5,136,714	\$4,773,730	\$4,981,000	\$4,981,000	\$4,981,000
Other Charges	14,046,137	13,911,170	13,837,300	15,583,447	15,583,447	15,583,447
TOTAL EXPENDITURES	\$18,277,740	\$19,047,884	\$18,611,030	\$20,564,447	\$20,564,447	\$20,564,447
REVENUES:						
Use of Money/Property	\$165,950	\$150,000	\$78,631	\$40,000	\$40,000	\$40,000
Charges for Services	16,654,870	15,105,990	15,105,990	15,110,990	15,110,990	15,110,990
Miscellaneous	1,846,356	255,000	1,781,614	255,000	255,000	255,000
TOTAL REVENUES	\$18,667,176	\$15,510,990	\$16,966,235	\$15,405,990	\$15,405,990	\$15,405,990
INCR./(DECR.) IN RETAINED EARNINGS	\$389,436	(\$3,536,894)	(\$1,644,795)	(\$5,158,457)	(\$5,158,457)	(\$5,158,457)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

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.

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, financing the program through direct charges to County departments. Each department's operating budget reflects the cost of the program based on the department's claims experience.

Charges to departments have increased slightly due to increased expenditures budgeted for FY 2011-12. Increased expenses, including anticipated claims payments and overhead costs from the Risk Management budget unit, are partially offset by a decrease in excess insurance premiums. Due to the availability of reserves to fund the program, expenditures are budgeted to exceed revenues for FY 2011-12.

Retained earnings balance as of June 30, 2011 was \$6.8 million. The department anticipates decreasing retained earnings by \$6 million to offset increased expenses. A retained earnings balance of \$993,000 is estimated for the FY 2011-12 year-end.

Golf Course Enterprise Fund

Budget Unit 8991

Department Head: Robert Lerude, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$308,271	\$390,000	\$204,869	\$286,000	\$286,000	\$286,000
Other Charges	258,544	224,655	224,361	548,550	548,550	548,550
TOTAL EXPENDITURES	\$566,815	\$614,655	\$429,230	\$834,550	\$834,550	\$834,550
REVENUES:						
Use of Money/Property	\$29,479	\$35,000	\$14,282	\$15,000	\$15,000	\$15,000
Charges for Services	467,759	470,000	458,703	500,000	500,000	500,000
Non-revenue Receipts	0	148,500	148,206	148,500	148,500	148,500
TOTAL REVENUES	\$497,238	\$653,500	\$621,191	\$663,500	\$663,500	\$663,500
INCR./((DECR.) IN RETAINED EARNINGS	(\$69,577)	\$38,845	\$191,961	(\$171,050)	(\$171,050)	(\$69,577)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PROGRAM DISCUSSION

The Golf Course Enterprise Fund is used for operating the three County-owned golf courses. Private contractors operate the golf courses under land lease agreements.

The Golf Course Enterprise Fund is used to facilitate the operation of the three County-owned courses, North Kern Golf Course, Kern River Golf Course, and Buena Vista Golf Course. All revenues generated from the land lease agreements are deposited into the Golf Course Enterprise Fund where they are used for 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.

While revenues have remained on par with the prior year, expenses have fluctuated due to project expenses. FY 2010-11 projects have ended, but projects from previous

years have increased the County Wide Cost Allocation Plan charge significantly, causing a reduction in retained earnings for FY 2011-12 of \$171,050. As of June 30, 2012, the retained earnings balance will be approximately \$1,945,032.

Also included in this budget unit are appropriations toward repaying a long term loan made from the ACO General Fund. The Golf Course Enterprise Fund received a loan in the amount of \$1,438,807 in 2008, and has three years remaining on this seven-year loan. The purpose of the loan was to redeem outstanding Certificates of Participation so that the golf course management agreements could be converted to land lease agreements as recommended by the National Golf Foundation. Appropriations of \$204,661 are included toward the loan reduction, with a remaining balance of \$878,843.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$10,162,773	\$10,530,000	\$10,377,387	\$10,685,200	\$10,685,200	\$10,685,200
Other Charges	31,550	37,500	30,963	38,000	38,000	38,000
TOTAL EXPENDITURES	\$10,194,323	\$10,567,500	\$10,408,350	\$10,723,200	\$10,723,200	\$10,723,200
REVENUES:						
Taxes	\$10,338,898	\$10,317,100	\$10,437,839	\$10,438,970	\$10,438,970	\$10,438,970
Fines and Forfeitures	155,294	145,600	164,600	143,400	143,400	143,400
Use of Money/Property	57,604	69,000	36,390	51,600	51,600	51,600
Charges for Services	(8,220)	(9,230)	(9,164)	(10,470)	(10,470)	(10,470)
TOTAL REVENUES	\$10,543,576	\$10,522,470	\$10,629,665	\$10,623,500	\$10,623,500	\$10,623,500
INCR./(DECR.) IN RETAINED EARNINGS	\$349,253	(\$45,030)	\$221,315	(\$99,700)	(\$99,700)	(\$99,700)

PROGRAM DISCUSSION

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 the Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Waste Management Department administers this budget unit.

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, eastern Kern County, south Shafter, Buttonwillow, Keene, and Randsburg in order to improve waste collection and disposal methods. 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.

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 is anticipated that the loan from the Solid Waste Enterprise Fund will not be repaid until an adequate reserve has accrued.

Revenues are projected to increase by approximately \$100,000 in FY 2011-12, over the 2010-11 adopted budget. The increase is due to growth within existing service areas and the addition of one new universal collection area for Buttonwillow and two alternative collection areas for Keene and Randsburg. Expenditures are projected to increase by 1.47%. The increase in expenditures is due to additional costs to serve the Buttonwillow, Keene, and Randsburg collection areas.

On June 30, 2011, the retained earnings balance for this budget unit was \$1.9 million. In FY 2011-12, it is estimated that retained earnings will decrease by approximately \$100,000.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$1,830,486	\$1,655,971	\$1,650,387	\$1,838,348	\$1,838,348	\$1,838,348
Services and Supplies	1,603,099	1,486,162	1,370,474	1,552,833	1,552,833	1,552,833
Other Charges	6,253,116	6,567,833	5,653,506	6,325,843	6,187,751	6,296,001
Fixed Assets	2,901,228	148,090	480,520	103,105	103,105	103,105
Other Financing Uses	0	0	1,816,888	0	0	0
TOTAL EXPENDITURES	\$12,587,929	\$9,858,056	\$10,971,775	\$9,820,129	\$9,682,037	\$9,790,287
REVENUES:						
Taxes	\$838,327	\$744,700	\$684,197	\$715,750	\$715,750	\$674,000
Licenses and Permits	0	0	9,500	22,000	22,000	22,000
Fines and Forfeitures	354	120	77	50	50	50
Use of Money/Property	2,741,919	2,708,496	2,752,662	2,751,558	2,751,558	2,751,558
Intergovernmental	7,253,808	2,186,090	4,746,378	2,328,705	2,328,705	2,298,863
Charges for Services	142,003	130,200	108,705	163,616	163,616	163,616
Miscellaneous	202,946	88,450	261,062	130,200	130,200	88,450
Other Financing Sources	0	0	0	0	0	191,750
Non-revenue Receipts	0	4,000,000	3,138,233	3,600,000	3,600,000	3,600,000
TOTAL REVENUES	\$11,179,357	\$9,858,056	\$11,700,814	\$9,711,879	\$9,711,879	\$9,790,287
INCR./(DECR.) IN RETAINED EARNINGS	(\$1,408,572)	\$0	\$729,039	(\$108,250)	\$29,842	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$191,750
Authorized Positions:	23	20	20	20	20	20
Funded Positions:	18	16	16	18	18	18
Unfunded Vacancies:	5	4	4	2	2	2

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 is responsible for the management of seven airports and airfields within Kern County: Meadows Field, Elk Hills, Kern River Valley, Lost Hills, Poso/Famoso, Taft, and Wasco.

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 a slight increase in salaries and benefits as a result of filling some critical positions. This budget also includes a slight increase in services and supplies due to critical needs for repairs and replacement of necessary equipment.

One component of this fund is an outstanding cash advance from the ACO-General Fund in the amount of \$6,475,000. The advance was authorized by the Board to cover construction costs of the international terminal. The advance was to be repaid through Federal Aviation Administration (FAA) grant revenues. In accordance with Governmental Accounting Standards Board (GASB) Statement 54, the advance was converted this fiscal year to a long-term loan to be amortized over ten years.

Revenues are relatively unchanged from the loss of some one-time revenues in FY 2010-11, but increased revenue is expected from the addition of a returning airline. Revenue generation remains a challenge for the department because discretionary travel spending has yet to fully recover during the current economic climate. The addition of a direct flight to Las Vegas via Allegiant Air during the prior year proved short-lived as passenger levels could not sustain the continuation of the service. The return of the daily flights to Houston in April 2011

provides future hope that additional airlines may restore service to destinations that were lost in the recession.

New for this year is income generated from the Airport Economic Opportunity Area (AEOA) property tax increment, as established by your Board on June 16, 2009. The AEOA allows the department to realize a portion of property tax increases from land values in and around Meadows Field Airport. This new revenue is applied directly toward the department's public capital facilities associated with the AEOA.

Included within the enterprise fund is a contribution from the General Fund to fund a Customs and Border Patrol officer whose duties include inspections of goods and facilities operated within the Foreign Trade Zone (FTZ), administered by the department. The FTZ provides a source of income to the Airport, intended to help offset costs related to marketing and administering the FTZ. The greater benefit of the FTZ is the tax revenue generated for the County through payroll, sales and property taxes from the businesses that are drawn to Kern County.

POSITIONS DISCUSSION

The recommended budget allows the department to fill some critical vacant positions. A Maintenance Electrician position is funded to address the complex electrical issues with the seven airports. Also funded is an additional Airport Police Officer position to help improve the safety and security of passengers at Meadows Field Airport. A Maintenance Worker position is funded to assist in maintaining the airports, and to provide continuity in preparation for future retirements within this small division. Filling these positions results in a cost of \$205,000, but is offset by holding two positions vacant until such time as the department is able to fill them. The first, an Accountant position, is critical in assisting the Chief Financial Officer with managing the day-to-day fiscal responsibilities of the department. The second, a Maintenance Worker position, will continue to be held vacant until existing staffing levels or workload require filling. These unfunded positions will save the department \$140,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure # 1A:				
Number of seats offered by airlines. #1B Percent change in number of seats offered by airlines.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated	FY 2011-2012 Proposed Goal
153,900 -38%	140,600 -8.6%	141,600 1%	156,000 +10%	190,900 +22%
What: This performance measure documents the growth in airline capacity.				
Why: 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 Airport.				
How are we doing? Until Meadows Field Airport had consistent growth in the number of seats available. However, the spike in fuel prices in the spring of 2008 and the resulting recession caused a contraction in the overall airline industry and a decline in seats at almost all commercial airports in the United States. In May 2008, five commercial air carriers: Delta, ExpressJet, Mexicana, US Airways and SkyWest/United operated 34 flights per day from Meadows Field (BFL) Airport. As of September 2008, Delta, ExpressJet and Mexicana had discontinued all service to and from Meadows Field resulting in the elimination of thirteen daily flights and 230 departure seats daily. In November Allegiant Air began flights to Las Vegas and Continental (merging with United Air) returned service to Houston. This brings 24 daily flights and 1336 seats each day. We continue to solicit new service to our primary destinations. Fuel prices continue to be a concern because it is a large cost component for airlines and could create further service reductions should prices spike again.				
How is this funded? The Airports Enterprise Fund generates revenue from commercial operations and grants. Commercial operation revenue funds the day to day operational expenditures and provides the matching portion required by grants. Some of the grant funding available from the State of California may be used for operations, as well. The remainder of the grant revenue (federal Airport Improvement Program funds, federal Passenger Facility Charge (ticket fee), and other State of California grants, fund only capital improvements.				

Performance Measure # 2A:				
Percent change in passenger boardings. # 2B Number of passenger boardings.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated	FY 2011-2012 Proposed Goal
-30%	-20%	+3%	+23%	+19%
115,100	96,000	99,400	122,300	145,000
What: This performance measure documents growth in passenger boardings (enplanements).				
Why: One important goal of commercial airport administration is the provision of an efficient mix of air carrier service. In a stable economy, enplanements are a good measure of how well an airport is meeting the needs of the local population. Changes in enplanements are related to a number of factors which include economic changes such as recession or rapid growth in the economy. Enplanements should grow in response to added capacity and new destinations. Air carriers use enplanement data as an important metric as they evaluate air service markets when they look to expand service. This metric is also important to federal planners because it measures overall access to the national transportation system and provides a basis to allocate grant funds..				
How are we doing? The spike in fuel prices and resulting recession had a devastating effect on the aviation industry. All of the major US carriers reduced capacity in response to the increase in fuel prices. We have recently seen an increase in passengers at Meadows Field Airport due in part to the expansion of service to Houston and Las Vegas.				
How is this funded? The Airports Enterprise Fund generates revenue from commercial operations and grants. Commercial operation revenue funds the day to day operational expenditures and provides the matching portion required by grants. Some of the grant funding available from the State of California may be used for operations, as well. The remainder of the grant revenue (federal Airport Improvement Program funds, federal Passenger Facility Charge (ticket fee), and other State of California grants, fund only capital improvements.				

Performance Measure #3:				
Federal and State notice of safety violations from the Federal Aviation Administration or CalTrans.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated	FY 2011-2012 Proposed Goal
0	0	0	0	0
What: This metric measures the number of Federal and State notices of safety violations issued to the Department of Airports. The Department is responsible for the safe operation of seven airports within Kern County. All seven airports receive annual inspections from Caltrans to ensure airfield compliance with State safety requirements. As a commercial service airport, Meadows Field Airport is also inspected by the Federal Aviation Administration for compliance with Federal Aviation Regulations Part 139 safety requirements.				
Why: A primary focus of an airport operator is the provision of a safe environment for aircraft to operate. Tracking notices of safety violations help in the review, remediation, and planning processes necessary for safe airport operation.				
How are we doing? Kern County Airports has not received any notices of violation although we received two directed mandates to comply with revised FAA standards for painting and signs. Department personnel are very conscientious about identifying and correcting problems as they develop to maintain an excellent safety record.				
How is this funded? The Airports Enterprise Fund generates revenue from commercial operations and grants. Commercial operation revenue funds the day to day operational expenditures and provides the matching portion required by grants. Some of the grant funding available from the State of California may be used for operations, as well. The remainder of the grant revenue (federal Airport Improvement Program funds, federal Passenger Facility Charge (ticket fee), and other State of California grants, fund only capital improvements.				

Performance Measure #4:				
Notice of security violation from Transportation Security Administration (TSA).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2010 Adopted Goal	FY 2010-2011 Estimated	FY 2011-2012 Proposed Goal
1	0	0	0	0
What: This metric 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.				
Why: A primary focus of a commercial airport operator is the provision and maintenance of a secure environment in which passengers, tenants, employees, vendors, and air crews can use the airport facilities. Tracking notices of security violations helps in the review, remediation, and planning processes necessary for secure airport operation.				
How are we doing? Kern County Airports has not received any violations during the 2009 - 10 fiscal year. The department works with TSA to develop innovative solutions to meet the rapidly changing security requirements. A requirement from TSA to provide 24-hour monitoring of the aircraft parking area and passenger terminal environs proved costly last fiscal year, but TSA is evaluating an alternative proposed by the department to save on costs.				
How is this funded? The Airports Enterprise Fund is not the sole funding source. The Airports Enterprise Fund generates revenue from commercial operations and grants. Commercial operation revenue funds the day-to-day operational expenditures and provides the matching portion required by grants. Some of the grant funding available from the State of California may be used for operations, as well. The remainder of the grant revenue (federal Airport Improvement Program funds, federal Passenger Facility Charge (ticket fee), and other State of California grants, fund only capital improvements. Passenger checkpoint security in the William Thomas Terminal is partially funded through a grant from the TSA.				

Performance Measure #5:				
Job related injuries.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated	FY 2011-2012 Proposed Goal
3	2	0	2	0
What: This metric measures job related injuries.				
Why: A safe work place is beneficial to all employees and should be a department priority.				
How are we doing? We have seen improvement in this area with the exception of a few very minor injuries. Employees continue to be educated in safe practices and identifying potential workplace hazards. The goal, of course, is an accident free environment. The department strives to achieve this goal through weekly staff meetings and by making safety a daily priority in the workplace.				
How is this funded? The Airports Enterprise Fund generates revenue from commercial operations and grants. Commercial operation revenue funds the day to day operational expenditures and provides the matching portion required by grants. Some of the grant funding available from the State of California may be used for operations, as well. The remainder of the grant revenue (federal Airport Improvement Program funds, federal Passenger Facility Charge (ticket fee), and other State of California grants, fund only capital improvements.				

ADDITIONAL PERFORMANCE MEASURES				
	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Estimated	FY 2011-2012 Proposed Goal
Number of General Aviation Operations	122,817 +3%	116,200 -5%	116,000 -0%	120,200 +3%
What: This metric measures aircraft activity at Meadows Field Airport.				
Why: This metric, usually expressed in a trend, is used throughout the airport industry as one measure of the health of an airport. It is an important part of the analysis of economic health at the local level. Federal planners use this metric to make funding allocation decisions.				
How are we doing? Operations were expected to decrease during the last fiscal year in response to high fuel prices and the continued recession economy. The Fixed Base Operators, Charter Operators and Maintenance facilities all report lower business as the General Aviation public continues to reduce their private flying. Many of these tenants on Meadows Field report severe declines in business the past two years. Operations declined for the recreational general aviation segment, and the charter, commercial flight training, and business-related aviation also report reduced business. We are anticipating a small economic upturn in the coming year resulting in a slight increase in general aviation operations.				
How is this funded? The Airports Enterprise Fund generates revenue from commercial operations and grants. Commercial operation revenue funds the day to day operational expenditures and provides the matching portion required by grants. Some of the grant funding available from the State of California may be used for operations, as well. The remainder of the grant revenue (federal Airport Improvement Program funds, federal Passenger Facility Charge (ticket fee), and other State of California grants, fund only capital improvements.				

Kern Medical Center Enterprise Fund

Budget Unit 8997 and 8996

Department Head: Paul J. Hensler, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$174,919,969	\$177,984,307	\$177,707,715	\$194,714,153	\$194,426,674	\$195,062,167
Services and Supplies	73,597,774	69,371,087	69,778,355	76,125,287	76,115,707	77,890,755
Other Charges	34,956,350	44,859,555	56,183,687	50,574,857	60,574,857	63,667,372
Fixed Assets	1,485,969	7,772,002	1,768,407	7,757,599	7,757,599	9,199,024
TOTAL EXPENDITURES	\$284,960,062	\$299,986,951	\$305,438,164	\$329,171,896	\$338,874,837	\$345,819,318
REVENUES:						
Patient Revenue	\$615,881,325	\$599,548,698	\$645,288,418	\$658,981,862	\$658,981,862	\$661,371,136
Deductions From Revenue	(505,812,724)	(489,171,474)	(538,395,132)	(537,118,285)	(537,118,285)	(537,118,285)
Fines and Forfeitures	13,878	9,287	9,799	10,749	10,749	10,749
Use of Money/Property	47,795	22,575	16,327	65,018	65,018	65,018
Intergovernmental	103,566,259	107,962,000	157,691,870	122,677,000	122,677,000	122,677,000
Charges for Services	1,236,293	5,207,461	2,868,218	4,075,445	4,075,445	4,075,445
Miscellaneous	13,914,010	39,893,376	32,874,007	46,172,716	56,172,716	56,172,716
Other Financing Sources	35,020,373	34,855,028	35,853,430	34,578,927	34,016,459	34,051,459
Non-revenue Receipts	3,982,547	4,660,000	4,757,555	4,514,080	4,514,080	4,514,080
TOTAL REVENUES	\$267,849,756	\$302,986,951	\$340,964,492	\$333,957,512	\$343,395,044	\$345,819,318
INCR./(DECR.) IN RETAINED EARNINGS	(\$17,110,306)	\$3,000,000	\$35,526,328	\$4,785,616	\$4,520,207	\$0
NET GENERAL FUND COST	\$17,048,000	\$20,087,000	\$19,726,232	\$19,280,000	\$19,280,000	\$19,280,000
Authorized Positions:						
Full Time:	1,643	1,616	1,605	1,634	1,634	1,634
Full Time Funded	1,527	1,519	1,505	1,534	1,534	1,534
Unfunded Vacancies	116	97	100	100	100	100
Part Time:	153	150	148	148	148	148
Part Time Funded	97	96	94	94	94	94
Unfunded Vacancies	56	54	54	54	54	54

OPERATIONAL SUMMARY

▪ *Mission:*

The mission of Kern Medical Center is to advance the health status of Kern County residents through access to comprehensive outpatient and inpatient care provided in the most dignified and cost effective manner possible, the training of medical professionals, the advancement of medical knowledge and collaboration with others who seek to improve the health status of the community.

▪ *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 (KMC) provides comprehensive inpatient, outpatient, and ancillary services. It is the largest provider of health care services and the only hospital with physician residency programs in the County. There are seven residency programs: Pharmacy, Emergency Medicine, Family Practice, Internal Medicine, Surgery, Obstetrics/Gynecology, and Psychiatry. All residency programs are fully accredited by the Accreditation Council on Graduate Medical Education. KMC is designated by the Kern County Emergency Medical Services and the American College of Surgeons as the County's only trauma center.

KMC is engaged in continuing program improvements to align the community medical needs while staying within its budget. Since Medi-Cal, indigent and uninsured patients comprise nearly 79% of its patients; the major challenge facing KMC is to continue to be able to provide quality services to patient populations within the limited sources available to the Enterprise Fund.

State and federal programs designated to reimburse KMC for the cost of treating low income and indigent patients continue to change. During FY 2010-11, KMC received an inflow of approximately \$26 million in funding from the Hospital Fee authorized under the State Plan of Title XIX of the Social Security Act for supplemental reimbursement for hospital inpatient services. The program has been significantly curtailed for FY 2011-12 and due to the uncertainties of future funding; the recommended budget does not include this revenue source.

On November 2, 2010, the State entered into an agreement with the Centers for Medicare and Medicaid Services (CMS) that is designed to sustain and strengthen the Medi-Cal program. The Section 1115 Medicaid Waiver is an agreement that "waives" certain Medicaid requirements in order to test new strategies and demonstration projects that can improve care and care delivery. The waiver provides for continuing funding of the Disproportionate Share Hospital (DSH) and Safety Net Care Pool funding; however, it also shifted DSH allocations to fund two new programs under the waiver, the Low Income Health Program (LIPH) and the Delivery System Reform Incentive Pool (DSRIP). KMC's net increase in waiver funding from FY 2010-11 is approximately \$7.5 million.

The funding is not automatic, KMC will be required to complete a tremendous amount of work to show results in four areas under the DSRIP funding: Infrastructure development, innovation and redesign, population-focused improvement, and urgent improvement in care.

KMC's five-year State approved plan includes 149 milestones showing how results will be achieved. The recommended budget anticipates receipt of \$24.5 million for DSRIP; costs associated with the program is budgeted at \$3 million and includes funding for 17 full time positions, three contract employees, and infrastructure needed to accomplish the milestone. The LIPH program consists of two programs; Medicaid Coverage Expansion (MCE) and Health Care Coverage Initiative (HCCI). The objective of the program is to transition patients seeking episodic care in the Emergency Room to primary care at a significant lower cost. There is no cap on the federal share of the funding for this program, but the County is responsible for 50% of the health care cost. The FY 2011-12 recommended budget includes \$16 million of anticipated revenue for this program.

The recommended budget also includes an estimated increase of \$15 million from prior year in Intergovernmental Transfers (IGTs) to the State to draw down the federal portion of the new programs requiring IGTs. An estimated amount of \$46 million has been included in the recommended budget. The IGTs are to be used as the non-federal share of the programs. As with the DSH transfers, the IGT matching contributions to the State, as well as the return of that initial investment is reported in the other charges and miscellaneous revenue.

The recommended budget includes an allocation of Health Program Realignment revenue, which was established to help defray the cost of providing care to indigents, is \$14.3 million, which is \$350,000 more than budgeted in FY 2010-11. The hospital also receives an allocation from Social Services Program Realignment funds to partially fund the Elder Care Program. The recommended allocation from this source is \$388,861, and it is based on the assumption that the funding for this program will continue through the end of the fiscal year. It is unknown if the State will extend the Medi-Cal benefit past the current effective date of elimination of the coverage on December 1, 2011.

The County provides medical care to inmates incarcerated by the County and for juvenile detainees. The General Fund contribution is used to reimburse Kern Medical Center for providing medical care in seven locations within the adult and juvenile correctional facilities and for costs incurred for inpatient and specialty care at the hospital for this population. Program improvements are being developed and include hiring a medical director to coordinate the level of service that is County driven and meets the minimum legal requirements. The FY 2011-12 recommended contribution is \$19.2 million, which is \$2.2 more than budgeted in FY 2010-11. This increase is offset by a reduction in a \$3 million one-time contribution to KMC for the central plant replacement.

Net patient revenue has been budgeted at \$124.2 million, which is \$13.9 million more than budgeted in FY 2010-11. The terms and conditions of employment including compensation for the KMC employed physicians, and department chairs and chiefs changed during FY 2010-11 to a productivity-based compensation model. KMC has the exclusive right to bill and collect professional fees for those employees. The anticipated professional fees patient revenue generated by this change is \$10.4 million. Professional fees will be paid to physicians based on a relative value unit; an estimated \$8 million has been included in the Salaries and Benefits object for these payments. Under this compensation method, KMC must ensure timely collections of professional fees as the risk of non-collection has shifted from the physicians to KMC. The requested budget includes \$2.4 million for physician enterprise staff and infrastructure that includes funding of eight full time positions in order for KMC to bill and collect the professional fees. This cost is offset with the recommended professional fees patient revenue.

KMC has engaged in aggressive managed care contract negotiations. The recommended budget anticipates a decrease in deductions from patient revenue as it is anticipated that the payer matrix will change to include more insured patients. However, the anticipated decrease is offset as KMC will also have a reduction in the inpatient Federal Medical Assistance Percentage (FMAP), which was increased as part of the American Recovery and Reinvestment Act (ARRA) Economic Stimulus Program.

The recommended budget includes \$9.2 million of equipment replacement and capital projects that KMC has

prioritized as immediate need in the upcoming fiscal year. Although there were significant financial improvements in FY 2010-11, cash flow remains a challenge. Delays between revenue receipts and operational expenses require the hospital to rely on cash advances from the General Fund. The outstanding balance of the advances fluctuates throughout the fiscal year. The outstanding General Fund loan to the hospital enterprise fund as of June 30, 2011 was \$33.7 million, a decrease of \$21.1 million from the prior year. To comply with the requirements of Governmental Accounting Standards Board (GASB) No. 54, the Auditor-Controller-County Clerk reclassified \$3.7 million of the cash advance to a long-term receivable. To mitigate the impact to the General Fund programs, the recommended budget includes an estimated repayment of \$1.9 million. The KMC's net income/loss position for FY 2011-12 is projected to breakeven after this repayment.

POSITIONS DISCUSSION

The recommended budget includes the addition of four Patient Access Representative positions at a cost of \$228,000. These positions will take over the collection responsibilities formerly outsourced to a collection agency, and to address collection deficiencies identified as part of the revenue cycle improvement initiative. An Administrative Coordinator position and Office Services Specialist position will be added with the concurrent deletion of a Senior Office Services Specialist and Office Services Coordinator at a net cost increase of \$8,000. This change is necessary to properly align the responsibilities to the positions with the correct classifications.

GOALS AND PERFORMANCE MEASURES

The goals and performance measures for FY 2011-12 incorporates outcomes measures from the DSRIP program.

Performance Measure #1:				
Academic – percentage of residency programs receiving a three- year or greater accreditation from Accreditation Council for Graduate Medical Education (ACGME).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
Actual 3.4 years National Standard 3.0 years	Actual 3.4 years National Standard 3.0 years	100% of residency programs will meet or exceed 3 year accreditation	87.5% Common cause Variation	90%
What: An accredited program is in substantial compliance with standards set by ACGME.				
Why: A three year accreditation by ACGME is a national standard of performance that demonstrates compliance with rigorous educational objectives and demonstrates a residency program’s commitment to quality medical education and training.				
How are we doing? 87.5% (7/8) of Kern Medical Center residency programs received a favorable accreditation of 3 years or greater for FY 2010-11. Five programs plus the institution have continued full accreditation for review cycle of 5 years with 2 programs improving to 5 years.				
How is this funded? A portion of the cost for the residency training programs is offset by enhanced reimbursement through Medicare; This enhanced reimbursement totals \$1.5 million annually.				

Performance Measure #2:				
Academic – 90% of graduating residents who continue to reside in Kern County after completion of residency training will pass their specialty board certification on the first attempt.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
Actual 91.0% National Standard 90.0%	Actual 93.0% National Standard 90.0%	Meet or exceeds National Standard 92.0%	93.0%	94%
What: Successful completion of specialty board certification demonstrates that the physician meets national standards set by American Board of Medical Specialties; the physician is adequately trained to practice medicine.				
Why: Board certified physicians are dedicated to providing exceptional patient care through a rigorous, voluntary commitment to lifelong learning. 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.				
How are we doing? <ul style="list-style-type: none"> • The number of applicants for residency training has increased as opportunities for quality learning have evolved • The graduating class has increased to 34, up from 30, residents each year with the addition of the child adolescent psychiatry program. • 30% of new graduating physicians stay in the Kern County area with 90% or better completing specialty board certification on their first attempt • 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 				
How is this funded? The cost for all residency programs is partially offset through grants and matching funds from: <ul style="list-style-type: none"> – Medicare enhanced reimbursement rate – Mental Health reimbursement – State family medicine grant – Veterans Administration reimbursement The true value to Kern County is the specialty board certified physicians who graduated and stayed in the community.				

Performance Measure #3:				
Innovation – 20% of the time or greater, the language line is used for translation between non-English speaking patients and healthcare providers.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
20.9%	30.0%	21%	27.4%	Will be tracked and reported with DSRIP
What: Health Care Interpreter Network (HCIN) is a collaborative of hospitals that share interpreter services using portable audio-video equipment. Patients and health care providers can communicate in real time through a certified interpreter using a high speed internet connection. The percentage level of use is based on the number of contacts made with HCIN divided by non-English speaking patients cared for per quarter.				
Why: A variety of languages, including sign language, is available through the language line. Patients have a need to understand the risks and benefits associated with their care in order to make better informed decisions. State law mandates the use of assistive devices and interpreters to improve communication among patients and care givers to prevent medical mishaps and errors.				
How are we doing? The HCIN language line was initiated in October 2007, since then it has been utilized as follows: FY 2007-08 = 20.0% FY 2008-09 = 20.9% FY 2009-10 = 21.0% FY 6/1/09-7/31/10=30% FY 8/1/10-12/31/10-27.4%				
How is this funded? The language line was initiated through a combination of grants, which included cash, equipment and consultation staff. A yearly fee of \$40,000 is charged to maintain the high speed telephone lines. An opportunity to decrease costs is available through “shared” services. Two full time interpreters have been hired to staff the language line, decreasing the cost of contracting for outside services and generating revenue from calls received from other HCIN partners.				

Performance Measure #4:				
Innovation- 90% of eligible clinical staff will utilize the Simulation Lab.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
130	263	210	260	Recommend deleting this indicator - goal has been achieved last two measurement periods.
What: This measures participation in SimLab by Residents, Medical Students, Nurses and Respiratory Therapists. Stations include: Airway management; Rhythm recognition; Chest X-ray workshop; Vascular access; Thoracentesis; Bronchoscopy; Arterial Line and Suture workshop; ACLS and Mega-code.				
Why: A SimLab improves performance in the clinical setting while protecting patient safety.				
How are we doing? The simulation lab has been in full operation since August, 2007. Total number of individual utilizations of SimLab by residents over FY 2010-11 academic year was 260 times.				
How is this funded? The SimLab is funded from payments from various Medical School contracts.				

Performance Measure #5:				
People – employee turnover rate will be equal to or less than the state/regional turnover rate.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
Actual 11.2%	Actual 8.5%	Maintain turnover rate less than State/Regional Average of 17.1%	10.4%	17.1%
State/Regional 17.1%	State/ Regional 17.1%			
What: Measure staff turnover rate. 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.				
Why: Turnover levels represent substantial recruiting, training and orientation costs: <ul style="list-style-type: none"> • Estimates of actual costs to train staff as a result of turnover vary widely, but even a conservative estimate of an average of \$10,000 per employee would suggest a considerable annual cost. • Many hospitals report turnover rates of 10% to 30% of total staff every year. • Hospitals with 350+ staffed beds have an average turnover rate of 17.1%. • Retiring employees will contribute substantially to the turnover rate in the near future. 				
How are we doing? State and regional data indicate a 17.1% turnover rate with a large proportion of exiting employees being RNs in the 50-59 year-old age bracket. Turnover rates for Kern Medical Center has varied from: <ul style="list-style-type: none"> - 12.2% in 2007-08 - 11.6% in 2008-09 - 8.5% in 2009-10 - 10.4% in 2010-2011 Based on an average of 1,640 employees, an increase in turnover rate to 10.4% from previous year rate of 8.5% has resulted in 1.9% increase in positions that need to be trained and filled.				
How is this funded? Funding for this indicator is cost avoidance. Over the last year there have been 31 more positions that require recruitment and training. Filling these positions has cost the organization \$310,000 (\$10,000.00 x 31) in training costs alone. The turnover rate of 10.4% remains significantly less than the state/ regional average of 17.1%.				

Performance Measure #6:				
People – employee vacancy rate will be equal to or less than the state/regional vacancy rate.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
Actual 15.2% State/ Regional 12.2%	Actual 11.3% State/ Regional 12.2%	12.2% or less	11.8%	12.2%
What: Measurement of employee vacancy rate: <ul style="list-style-type: none"> • The organization’s ability to maintain a stable workforce • The number of vacate positions versus the number of filled positions • Costs associated with vacancy rates. 				
Why: Healthcare vacancy rates are benchmarked separately from other industries. The average vacancy rate in healthcare in the Western United States is 12.2% of budgeted positions. Vacant budgeted positions in clinical areas must be staffed using more expensive labor - travelers and overtime. The California Regional Registered Nurse Workforce Report Card evaluates the available work force by county and has given Bakersfield a score of “F”.				
How are we doing? <ul style="list-style-type: none"> • The vacancy rate at Kern Medical Center has dropped from <ul style="list-style-type: none"> – 14.7% in 2007-08 – 13.6% in 2008-09 – 11.3% in 2009-10 – 12.0% in 2010-11 • Recruitment and retention has slowed in 2011 resulting in an increased vacancy rate of 11.8% from the previous year rate of 11.3%. This is an increase of 0.5%, or 8 employee’s positions which will need to be filled with more expensive traveler and overtime coverage. Continuation of this trend will result in: <ul style="list-style-type: none"> – Increased need for travelers – Increased overtime coverage – Increased cost of coverage and training • This trend emphasizes the need for rapid processing and hiring of eligible new employees. 				
How is this funded? Funding for this indicator is cost avoidance. Based on an average of 1640 employees, a 0.5% increase in vacancy rate from the previous fiscal year has resulted in 8 additional positions that need to be recruited and hired. An average additional cost of \$10 per hour for overtime pay or traveler differential results in a cost to Kern Medical Center of \$166,400.00 dollars per year, (\$10.00x2080x8).				

Performance Measure #7:				
Quality – compliance with national standards for community acquired pneumonia.				
CY 2008 Actual Results	CY 2009 Actual Results	CY 2010 Adopted Goal	CY 2010 Actual Results	CY 2011 Proposed Goal
Actual 61.9% National Standard 94.2%	Actual 64.9% National Standard 94.2%	88.0%	65.2% Improvement noted – goal not achieved	Meet or exceed national standard
What: Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Eleven indicators have been identified that contribute to mortality associated with community acquired pneumonia.				
Why: An estimated 175,000 patients are hospitalized with pneumococcal pneumonia each year in the United States. Rates are highest among the elderly with mortality ranging from 20% to 60% based on location and risk factors. Pneumococcal vaccination is 97% effective against vaccine serotypes.				
How are we doing? <ul style="list-style-type: none"> • Compliance has increased as follows: <ul style="list-style-type: none"> – 61.9% CY2008 – 64.9% CY2009 – 65.2% CY1010 				
How is this funded? Funding for this indicator is cost avoidance. Community acquired pneumonia can be treated effectively in an outpatient setting when identified early; Early identification decreases workload on emergency services. Compliance with Centers for Medicare and Medicaid Services (CMS) data submission requirements prevents penalties, which could result in a 2% revenue reduction.				

Performance Measure #8:				
Quality – compliance with national standards for heart failure.				
CY 2008 Actual Results	CY 2009 Actual Results	CY 2010 Adopted Goal	CY 2010 Actual Results	CY 2011 Proposed Goal
Actual 83.3 % National Standard 95.7%	Actual 85.7% National Standard 87.5%	88.3%	88.2%	Meet or exceed national standard
What: Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Four indicators have been identified that contribute to mortality associated with heart failure.				
Why: 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. Heart failure is the most common reason for hospitalization among people on Medicare.				
How are we doing? <ul style="list-style-type: none"> • Compliance has changed as follows: <ul style="list-style-type: none"> – 83.3%-CY 2008 – 85.9%-CY 2009 – 88.2%-CY 2010 				
How is this funded? Funding for this indicator is cost avoidance. Early identification and management of patients with heart failure reduces costs and improves care. Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.				

Performance Measure #9:				
Quality – compliance with national standards for acute myocardial infarction.				
CY 2008 Actual Results	CY 2009 Actual Results	CY 2010 Adopted Goal	CY 2010 Actual Results	CY 2011 Proposed Goal
Actual 77.0% National Standard 91.6%	Actual 80.1% National Standard 95.1%	95.5%	87.5% Improvement noted – goal not met	Meet or exceed national standard
What: Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Nine indicators have been identified that contribute to mortality associated with acute myocardial infarction.				
Why: 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 1990s. Each year, approximately 220,000 fatal CHD events occur suddenly among non-hospitalized persons.				
How are we doing? Compliance with this indicator increased from the prior year due to an increase in aspirin being prescribed on discharge and beta blockers being prescribed on admission. <ul style="list-style-type: none"> • Standardized order forms have been developed to improve compliance • The acute care committee has agreed to champion this indicator. 				
How is this funded? Funding for this indicator is cost containment. Early identification and treatment of patients with a diagnosis of acute myocardial infarction decrease hospitalization and resulting costs. Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.				

Performance Measure #10:				
Quality – compliance with national standards for antibiotics administration within one hour of surgical incision.				
CY 2008 Actual Results	CY 2009 Actual Results	CY 2010 Adopted Goal	CY 2010 Actual Results	CY 2011 Proposed Goal
Actual 66.3% National Standard 92.7%	Actual 81.5% National Standard 95.3%	90.3% National Standard 93.31	97.9% Met Criteria	Continue to meet or exceed national standard
What: Kern Medical Center standards are benchmarked against national standards to find opportunities for improvement. Indicators are evaluated individually and aggregated into an overall performance standard. Nine core processes have been identified that contribute to mortality associated with antibiotic administration.				
Why: Postoperative surgical site infections remain a major source of illness, although a less frequent cause of death, in the surgical patient. <ul style="list-style-type: none"> • Surgical infections account for approximately one quarter of the estimated 2 million nosocomial infections in the United States each year. • Infections average approximately 500,000 per year, among an estimated 27 million surgical procedures. • Infections result in longer hospitalization and higher costs. 				
How are we doing? We have attained the goal of the national standard.				
How is this funded? Funding for this indicator is cost containment. Early intervention of antibiotics reduces complications in surgical cases; reduced complications reduce cost to the organization. Compliance with CMS data submission requirements prevents penalties, which could result in a 2% revenue reduction.				

Performance Measure #11:				
Resources - average number of days an unpaid patient bill remains in accounts receivable excluding self-pay.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
Actual 110.3 days National Standard 75.0 days	Actual 123.6 days National Standard 75.0 days	75 days	124.5 days	75 days
What: Measure collection efficiency. Collection efficiency of the billing department is measured by the days an account is in accounts receivable. <ul style="list-style-type: none"> • Factors that influence the billing cycle include <ul style="list-style-type: none"> – processing time for the claim – 5 month approval process for mental health claims – 2-3 month approval process for Medicare/Medi-Cal – State slow-down in payment. 				
Why: Prompt submission and payment of claims is essential for timely cash flow. Elements of collection are monitored to optimize the cash flow cycle.				
How are we doing? Implementing procedures which more closely track processes required for timely submission of claims.				
How is this funded? Funding for this indicator is cost avoidance: More rapid claim submission improves claim payment and decreases account aging. Improved cash flow reduces the interest expense incurred for cash loans from the County General Fund.				

Performance Measure #12:				
Resources – the number of full time staff per adjusted occupied bed (AOB).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
Actual 6.5 National Standard 5.5	Actual 6.3 National Standard 5.5	6.0 FTE/AOB	6.0 FTE/AOB	This performance will be tracked using the Thompson Productivity system.
What: The total of all staff working at Kern Medical Center divided by the average number of patients served each month: Includes direct care staff such as nursing, physical therapy, dietary, etcetera, as well as indirect care staff such as administration and clerical support.				
Why: One of the broadest measures of facility productivity is the ratio of fulltime staff to facility volume, or adjusted occupied beds: <ul style="list-style-type: none"> • Staffing costs account for 50% to 60% of an organization’s expenses^{18,19} • Factors that affect FTE/AOB include: <ul style="list-style-type: none"> – mandatory staffing ratios – staffing for patient acuity – observation care in the form of sitters for high risk patients 				
How are we doing? <ul style="list-style-type: none"> • Progress made to reduce vacancies and turnover rate has been offset by mandated nurse-patient staffing ratios <ul style="list-style-type: none"> – medical/surgical units – from 1 nurse/6 patients to 1 nurse/5 patients – specialty units – from 1 nurse/4 patients to 1 nurse/3 patients – trauma patients – 1 nurse/1 patient • Productivity management tools have been implemented to evaluate staffing needs and control staffing costs 				
How is this funded? Funding for this indicator is cost avoidance; Controlling staffing costs helps an organization maintain viability.				

Performance Measure # 13:				
Resources – Percentile KMC reaches in the Thompson productivity system for peer group hospitals				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
NA	50%	Not applicable	38%	Under 40%
What: Thompson Productivity system benchmarks hospital productive work hours per unit of service. This statistic is then compared to like hospitals and ranked according to the percentile KMC falls in compared to these other hospitals.				
Why: This is a unique opportunity to benchmark KMC labor productivity to other hospitals. The lower the percentile, the more efficient KMC is, compared to their peer group.				
How are we doing? KMC has achieved an overall productivity standard in the top 38% of reported hospitals.				
How is this funded? Funding for this indicator is cost avoidance; Controlling staffing costs helps an organization maintain viability.				

Performance Measure # 14:				
Net income at year end.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Est. Actual Results	FY 2011-2012 Proposed Goal
\$-5,014,063	\$15,872,187	Not applicable	\$11,200,000	Break-even
What: Net income is a measure of overall financial performance. The measure is derived from the income statement measured on an annual basis.				
Why: As an enterprise fund, KMC must generate excess earnings in order to reinvest in the facility. The current case mix of patients being served makes generating excess earning a challenge.				
How are we doing? For the past three years, KMC has reported a profit in excess of \$9.0 million dollars. This reflects an economy and efficiency of services being provided.				
How is this funded? Funding for this indicator is based on direct observation of KMC's P&L statement. This calculation is a requirement for accreditation and licensure.				

Performance Measure #15:				
Percentage completion for each Category 1 DSRIP project milestones to qualify for 1115 Waiver incentive pool dollars.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Adopted Goal
Not Applicable	Not Applicable	Not Applicable	100% completion rate of all milestones in each Category 1 projects by end of fiscal year	<ul style="list-style-type: none"> • 50% completion rate of all milestones in each Category 1 projects by mid-fiscal year • 100% completion rate of all milestones in each Category 1 projects completion at end fiscal year.
What: Per California Section 1115 Waiver Terms and Conditions, the purpose of Category 1 is infrastructure development which is an "investments in technology, tools and human resources that will strengthen the organization's ability to serve its population and continuously improve its services."				
Why: Category 1 infrastructure development will expand access to care with strong emphasis on building coordinated systems that promote preventive and primary care. This includes infrastructure development, through investment in people, places, processes and technology with the following Category 1 DSRIP projects: 1) Expand Primary Care Capacity; 2) Implement and Utilized Disease Management Registry Functionality; 3) Enhance Urgent Medical Advice; 4) Expand Specialty Care Capacity; and 5) Enhance Interpretation Services and Culturally Competent Care.				
How are we doing? 100% (11/11) completion rate of Kern Medical Center's milestones in each Category 1 DSRIP projects for FY 2010-2011.				
How is this funded? KMC has the opportunity to receive \$30,154,310 over the next 5 years with the accomplishment of 100% completion of milestones in Category 1 DRSIP projects. FY 2010-2011 KMC received \$10,244,686 incentive payment for achieving 100% of Category 1 goals. FY 2011-2012 KMC has the opportunity of receiving incentive payment of \$8,575,000 for achieving of 100% of goals.				

Performance Measure #16:				
Percentage completion for each Category 2 DSRIP project milestones to qualify for 1115 Waiver incentive pool dollars.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Adopted Goal
Not Applicable	Not Applicable	Not Applicable	100% completion rate of all milestones in each Category 2 DSRIP projects by end of fiscal year	<ul style="list-style-type: none"> • 50% completion rate of all milestones in each Category 2 DSRIP projects by mid-fiscal year • 100% completion rate of all milestones in each Category 2 projects completion at end fiscal year
What: Per California Section 1115 Waiver Terms and Conditions, the purpose of Category 2 is Innovation and Redesign through “investments in new and innovative models of care delivery that have the potential to make significant, demonstrated improvements in patient experience, cost and disease management.”				
Why: Category 2 includes testing and spreading innovative models to better coordinate care, improve quality, and provide an enhanced patient experience. The innovations and redesign of care delivery in Category 2 DSRIP projects includes: 1) Expand Medical Homes; 2) Re-designing Primary Care; 3) Integrate Physical and Behavioral Health Care; and 4) Establish a Patient Care Navigation Program.				
How are we doing? 100% (6/6) completion rate of Kern Medical Center’s milestones in each Category 2 DSRIP projects for FY 2010-2011.				
How is this funded? KMC has the opportunity to receive \$31,664,795 over the next 5 years with the accomplishment of 100% completion of milestones in Category 2 DRSIP projects. FY 2010-2011 KMC received \$10,244,686 incentive payment for achieving 100% of Category 2 goals. FY 2011-2012 KMC has the opportunity of receiving incentive payment of \$8,062,406.50 for achieving of 100% of goals.				

Performance Measure #17:				
Percentage completion for each Category 3 DSRIP project milestones to qualify for 1115 Waiver incentive pool dollars.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Adopted Goal
Not Applicable	Not Applicable	Not Applicable	Reporting not required Category 3 DSRIP projects by end of fiscal year	<ul style="list-style-type: none"> • 50% completion rate of all milestones in each Category 3 DSRIP projects by mid-fiscal year • 100% completion rate of all milestones in each Category 3 projects completion at end fiscal year.
What: Per California Section 1115 Waiver Terms and Conditions, the purpose of Category 3 is Innovation and Redesign through “population focused improvement by investments in enhancing care delivery for the 5-10 highest burden (morbidity, cost, prevalence, etc) conditions in public hospital systems for the population in question.”				
Why: Category 3 goals measure and report on population health measures in order to understand the health status of key populations and build a robust capacity for reporting. The reporting falls within the following DSRIP 3 categories: 1) Patient/Caregiver Experience; 2) Care Coordination; 3) Patient Safety; 4) Preventive Health, and 5) At-Risk Populations.				
How are we doing? The KMC initiates collecting and reporting on these milestones in FY 2011-2012.				
How is this funded? KMC has the opportunity to receive \$32,175,000 over the next 5 years with the accomplishment of 100% completion of milestones in Category 3 DRSIP projects. FY 2010-2011 no reporting was required. FY 2011-2012 KMC has the opportunity of receiving incentive payment of \$4,826,250.00 for achieving of 100% of goals.				

Performance Measure #18:				
Percentage completion for each Category 4 DSRIP project milestones to qualify for 1115 Waiver incentive pool dollars.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Adopted Goal
Not Applicable	Not Applicable	Not Applicable	100% completion rate of all milestones in each Category 4 DSRIP projects by end of fiscal year	<ul style="list-style-type: none"> • 50% completion rate of all milestones in each Category 4 DSRIP projects by mid-fiscal year • 100% completion rate of all milestones in each Category 4 projects completion at end fiscal year.
What: Per the California Section 1115 Waiver Terms and Conditions, the goal of Category 4 is to make urgent improvement in care that: 1) has a promised impact on the patient population; 2) has a strong evidence base; and 3) is meaningful to populations served in California’s public hospital systems.				
Why: KMC’s Category 4 DSRIP projects include: 1) Severe Sepsis Detection and management; 2) Central Line-Associated Bloodstream Infection (CLABSI) Infection Prevention; 3) Hospital-Acquired Pressure Ulcer Prevention; and 4) Venous Thromboembolism (VTE) Prevention and Treatment. Numbers 1 and 2 were mandated to the designated public hospitals. KMC chose number 3 and 4 as our hospital specific projects.				
How are we doing? 100% (4/4) completion rate of Kern Medical Center’s milestones in each Category 4 DSRIP projects for FY 2010-2011.				
How is this funded? KMC has the opportunity to receive \$30,629,725 over the next 5 years with the accomplishment of 100% completion of milestones in Category 4 DRSIP projects. FY 2010-2011 KMC received \$1,784,458 incentive payment for achieving 100% of Category 4 DSRIP goals. FY 2011-2012 KMC has the opportunity of receiving incentive payment of \$3,036,343.50 for achieving of 100% of goals.				

Performance Measure #19				
Quality Outcome – Compliance with Category 3 DSRIP key measures.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Adopted Goal
Not applicable	Not applicable	Not applicable	100% of milestones complete to meet DSRIP Key Measures	100% of milestones completed to meet DSRIP Key Measures
<p>What: Per California Section 1115 Waiver Terms and Conditions, the purpose of Category 3: Population-focused Improvement is investments in enhancing care delivery for the 5-10 highest burden conditions in public hospital systems for the population under study.</p> <p>Why: The goal of the projects in category 3 is to measure and report on population health measures in order to understand the health status of key populations and build a robust capacity for reporting on population health... KMC will report on the following DSRIP Category 3 domains: 1) Patient/caregiver experience; 2) Care Coordination; 3) Patient Safety (which is met by Category 4 DSRIP projects); 4) Preventive Health, and 5) At-Risk Populations.</p>				
How are we doing?		Year FY 2011-2012		
Category/Domain Key Measures	Target Rate			
Patient/Care Giver Experience				
Undertake the planning, redesign, translation, training and contract negotiations with vendors in order to implement CG-CAHPS in DY8	100%			
Care Coordination				
Report results of Diabetes, Short-term complications	Establishing rate			
Report results of Uncontrolled Diabetes	Establishing rate			
Preventive Health				
Report results of Mammography Screening for Breast Cancer	Establishing rate			
Report results of Influenza Immunization	Establishing rate			
At-Risk Populations				
Report results of Diabetes Mellitus: Low Density Lipoprotein(LDL-C) Control (<100 mg/dl)	Establishing rate			
Report results of Diabetes Mellitus: Hemoglobin A1c Control (<9%)	Establishing rate			
<p>How is this funded? KMC has the opportunity to receive \$32,175,000 over the next 5 years with the accomplishment of 100% completion of milestones in Category 3 DRSIP projects. FY 2010-2011 no reporting was required. FY 2011-2012 KMC has the opportunity of receiving incentive payment of \$4,826,250 for achieving of 100% of goals.</p>				

Performance Measure #20																								
Quality Outcome -Compliance with Category 4 DSRIP milestones.																								
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Actual Results	FY 2011-2012 Adopted Goal																				
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<p>Why: The goal of Category 4 DSRIP projects is to make urgent improvement in care. The interventions and milestones included in this plan focus on improving patient care through implementation of evidenced-based processes. KMC will be initiating selected care bundles and protocols related to the two mandated projects and the two hospital specific projects of: 1) Severe Sepsis Detection and management; 2) Central Line-Associated Bloodstream Infection (CLABSI) Infection Prevention; 3) Hospital-Acquired Pressure Ulcer Prevention; and 4) Venous Thromboembolism (VTE) Prevention and Treatment.</p>																								
<p>How are we doing? Year FY 2011-2012</p> <table border="1"> <thead> <tr> <th>Category Milestones</th> <th>KMC Target Rate</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Sepsis <ul style="list-style-type: none"> Collect data regarding compliance with Sepsis Resuscitation Bundle to establish a benchmark </td> <td>Establishing Benchmark</td> <td></td> <td></td> </tr> <tr> <td>Central Line-Associated Blood Stream Infection <ul style="list-style-type: none"> Collect data regarding compliance with CLIP protocol to establish a benchmark Collect data regarding CLABSI rate to establish a benchmark </td> <td>Establishing Benchmark</td> <td></td> <td></td> </tr> <tr> <td>Venous Thromboembolism (VTE) <ul style="list-style-type: none"> Collect data regarding VTE prophylaxis or documentation of no VTE prophylaxis to establish a benchmark Collect data to regarding VTE prophylaxis implementation rate to establish a benchmark </td> <td>Establishing Benchmark Establishing Benchmark</td> <td></td> <td></td> </tr> <tr> <td>Hospital-Acquired Pressure Ulcer (HAPU) <ul style="list-style-type: none"> Report hospital-acquired pressure ulcer prevalence results to the State. </td> <td>Less than 5.5% prevalence</td> <td></td> <td></td> </tr> </tbody> </table>					Category Milestones	KMC Target Rate			Sepsis <ul style="list-style-type: none"> Collect data regarding compliance with Sepsis Resuscitation Bundle to establish a benchmark 	Establishing Benchmark			Central Line-Associated Blood Stream Infection <ul style="list-style-type: none"> Collect data regarding compliance with CLIP protocol to establish a benchmark Collect data regarding CLABSI rate to establish a benchmark 	Establishing Benchmark			Venous Thromboembolism (VTE) <ul style="list-style-type: none"> Collect data regarding VTE prophylaxis or documentation of no VTE prophylaxis to establish a benchmark Collect data to regarding VTE prophylaxis implementation rate to establish a benchmark 	Establishing Benchmark Establishing Benchmark			Hospital-Acquired Pressure Ulcer (HAPU) <ul style="list-style-type: none"> Report hospital-acquired pressure ulcer prevalence results to the State. 	Less than 5.5% prevalence		
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Kern Regional Transit Enterprise Fund

Agency Director: Ted James, *Appointed*

Budget Unit 8998

Department Head: Craig Pope, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10	FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Salaries and Benefits	\$276,636	\$346,002	\$335,087	\$471,965	\$471,965	\$471,965
Services and Supplies	5,962,817	6,272,312	6,030,818	6,734,922	6,734,922	6,734,922
Other Charges	715,512	777,661	721,062	766,875	766,875	766,875
Fixed Assets	118,774	1,691,945	75,036	3,570,820	3,570,820	3,570,820
TOTAL EXPENDITURES	\$7,073,739	\$9,087,920	\$7,162,003	\$11,544,582	\$11,544,582	\$11,544,582
REVENUES:						
Taxes	\$5,209,399	\$4,901,532	\$4,901,531	\$4,901,532	\$4,901,532	\$4,901,532
Use of Money/Property	62,696	59,424	59,783	54,252	54,252	54,252
Intergovernmental	1,291,053	2,227,157	2,947,952	1,673,622	1,673,622	1,673,622
Charges for Services	735,096	692,000	797,434	710,000	710,000	710,000
Miscellaneous	156,324	0	108,805	178,000	178,000	178,000
Other Financing Sources	10,823	1,000	0	1,000	1,000	1,000
Non-revenue Receipts	679,460	713,061	656,462	740,000	740,000	740,000
TOTAL REVENUES	\$8,144,851	\$8,594,174	\$9,471,967	\$8,258,406	\$8,258,406	\$8,258,406
INCR./(DECR.) IN RETAINED EARNINGS	\$1,071,112	(\$493,746)	\$2,309,964	(\$3,286,176)	(\$3,286,176)	(\$3,286,176)
Authorized Positions:	3	3	4	4	4	4
Funded Positions:	3	3	4	4	4	4
Unfunded Vacancies:	0	0	0	0	0	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.

Revenues for FY 2011-12 are projected to be approximately \$335,000 lower than the FY 2010-11 adopted budget mainly due to the State holding Prop 1B funding until April/May of 2012. The division received over \$2 million in Prop 1B funding in FY 2010-11, which is budgeted in FY 2011-12 for bus replacements, the construction of bus shelters, and a fuel card lock system. The division’s expenses for FY 2011-12 are projected to be over \$2 million more than the adopted budget for FY 2010-11, primarily due to the investments in capital projects and equipment replacement noted above.

On June 30, 2011, the retained earnings balance was approximately \$2.8 million. 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. The division has four funded positions.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Requests for Additional Service.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
16	26	25	10	20
<p>What: <i>(Describe exactly what this specific indicator measures)</i> 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.</p> <p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Requests for additional services have fallen this year, indicating that customers are reasonably satisfied with the current level of services. 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. Two large motor coaches have been requested through the Proposition 1B PTMISEA capital grant program to address the current needs on our most popular route. All other current requests have been evaluated and either incorporated into the system or found to not be financially feasible, primarily due to extremely low projected ridership.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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. In addition, American Recovery and Reinvestment Act (federal stimulus) grant funds have been secured to fund bus purchases.</p>				

Performance Measure #2:				
Number of Passengers.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
535,926	513,116	520,000	322,691	530,000
<p>What: (Describe exactly what this specific indicator measures) This indicator measures the total number of passengers carried per year.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) This indicator provides an empirical basis for justification and/or explanation of increases or decreases in services provided.</p> <p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) The continuing economic crisis has resulted in continuing increased ridership during the year. 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. We anticipate that next year our number of passengers will remain steady as the economy recovers slowly.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) 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.</p>				

Performance Measure #3:				
Average Cost per Passenger per Mile.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
\$.88	\$.90	\$.75	\$.89	\$.87
<p>What: (Describe exactly what this specific indicator measures) This indicator is the average total cost per mile per person carried per year.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) Average cost per passenger per mile is a direct reflection of how efficiently the transit system is working, as compared with previous years and other means of transportation.</p> <p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) Fuel costs have begun to increase during the first half of the year. Ridership for the system grew by more than 40,000 passengers, as more people were aware of and used the bus system to deal with the effects of increased fuel costs and the continued economic crisis. This has required the use of multiple buses on some routes, increasing miles driven by more than 17,000 miles. Capital grant programs have provided new buses and greater fuel efficiency for the fleet. Bigger buses are planned for purchase through these programs this year. This should result in fewer miles driven next year.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) 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.</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$11,427,907	\$12,413,700	\$11,916,225	\$12,904,840	\$12,904,840	\$12,904,840	
Services and Supplies	15,164,135	18,740,795	14,948,729	18,924,626	19,200,626	19,200,626	
Other Charges	9,403,815	7,392,690	5,845,150	6,586,841	6,586,841	6,586,841	
Fixed Assets	1,759,559	14,398,395	7,773	4,787,941	5,218,641	5,218,641	
TOTAL EXPENDITURES	\$37,755,416	\$52,945,580	\$32,717,877	\$43,204,248	\$43,910,948	\$43,910,948	
REVENUES:							
Taxes	\$19,582,617	\$18,950,667	\$19,908,445	\$20,373,546	\$20,373,546	\$20,373,546	
Fines and Forfeitures	340,915	230,000	260,256	192,005	192,005	192,005	
Use of Money/Property	944,969	940,974	622,085	669,646	669,646	669,646	
Intergovernmental	654,039	102,802	218,269	83,000	206,100	206,100	
Charges for Services	13,808,265	13,346,784	14,054,070	14,391,429	14,391,429	14,391,429	
Miscellaneous	642,424	551,300	695,800	602,500	602,500	602,500	
Non-revenue Receipts	3,372,858	4,028,000	2,822,625	3,828,000	3,828,000	3,828,000	
TOTAL REVENUES	\$39,346,087	\$38,150,527	\$38,581,550	\$40,140,126	\$40,263,226	\$40,263,226	
(INCR.)/ DECR. IN RETAINED EARNINGS	(\$1,590,671)	\$14,795,053	\$576,461	\$3,064,122	\$3,647,722	\$3,647,722	
Authorized Positions:							
Full Time:	131	127	115	115	115	115	
Full Time Funded:	122	123	115	115	115	115	
Unfunded Vacancies:	9	4	0	0	0	0	
Part Time:	13	14	15	15	15	15	
Part Time Funded:	13	14	15	15	15	15	
Unfunded Vacancies:	0	0	0	0	0	0	

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, eight recycling/transfer stations, and three special waste facilities. It also provides for the continuing maintenance of eight inactive or closed landfills and 43 closed burn dumps. The Waste Management Department administers this budget unit.

The recommended budget provides sufficient funding for the department to operate its various programs. It also allows for recycling activities that assist in complying with mandated waste diversion goals. The department will continue to provide the public with environmentally safe management of wastewater and solid waste services without impact on the General Fund.

Significant changes to the budget include a fee increase that was approved in August 2010. The fee increase will allow the department to create a reserve fund for the financing of future capital projects, which will allow the department to avoid the need for future debt financing. Total projected revenue for FY 2011-12 is \$40,263,226, an increase of \$2,112,699 or 5.5% more than the FY 2010-11 adopted budget.

The greatest challenge in delivering solid waste services in FY 2011-12 and beyond, is dealing with the increasing cost of doing business, balanced against the need to keep rates as low as possible. Expenses in the recommended budget are projected to be .3% higher than the FY 2010-11 adopted budget. The department has managed to hold expenses down through an extensive cost cutting plan implemented in FY 2010-11. Factors that could drive-up future costs for the department are State mandates to recycle more and cleaner air mandates.

The complexity of solid waste management from both environmental and financial standpoints continues to increase. The department will exceed the diversion requirements 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 continues 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 Special Waste Facilities in Bakersfield, Ridgecrest and Mojave provide 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 recommended budget again allocates funds for Code Compliance to be used towards these efforts.

As of June 30, 2011, retained earnings within the Solid Waste Enterprise Fund was \$23.7 million. The recommended budget is estimated to result in an increase to retained earnings of approximately \$3.7 million.

POSITIONS DISCUSSION

The recommended budget includes the addition of two Waste Management Support Supervisor positions, at an annual cost of \$192,000; and the deletion of two Waste Management Aide I/II/III positions, at an approximate annual savings of \$144,000.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Percentage of disposal reduced by Department recycling programs.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
18%	18%	17% - 20%	16%	16% - 20%
<p>What: <i>(Describe exactly what this specific indicator measures)</i> Measures how much recyclable material was diverted from disposal by Department funded programs. Programs include those operated entirely by the Department and programs operated by others with funding from the Department. The percentage is derived by dividing the tons of material recycled by the tons of waste disposed.</p> <p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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 because the State can levy fines up to \$10,000 per day for non-compliance.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Mid-year results are close to the anticipated tonnage expected in this fiscal year. A reduction in the amount of wood and metal coming to the facilities has limited the total tonnage diverted from disposal to slightly less than anticipated. As the economy recovers, this number is expected to increase and put the programs at the lower end of the goal range by year's end.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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.</p>				

Performance Measure #2:				
Cost of operating Department recycling programs per ton recycled.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
\$37.26	\$28.80	\$35 - \$40	\$15.08	\$30 - \$35
<p>What: <i>(Describe exactly what this specific indicator measures)</i> Measures how effectively the Department operates its recycling programs. Programs include those operated entirely by the Department and programs operated by others with funding from the Department. The amounts recycled are measured directly. Costs include all direct and indirect operating costs. The cost is a net of expenses minus commodity and user fee revenues.</p> <p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> The mid-year results shown are artificially low because we have yet to receive an invoice for the Department's contribution to the City of Bakersfield Mt Vernon Recycling Facility, which is one of the major expenses to the recycling programs. Our budget variance analysis indicates that the year-end results should be slightly below or projected goal. Based on this analysis, we have lowered our FY 11-12 accordingly.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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.</p>				

Performance Measure #3:				
Hazardous waste diverted from County landfills through Special Waste Facilities.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
426 Tons	388 Tons	380 Tons – 400 Tons	199 Tons	390-410 Tons
<p>What: <i>(Describe exactly what this specific indicator measures)</i> Measures how much hazardous waste generated by residents and businesses is being diverted from disposal in County landfills through our Special Waste Facilities.</p> <p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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 our Special Waste Facilities.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> The Kern County Special Waste Facilities have experienced consistent growth in hazardous waste collected and processed each year. Fiscal Year 2009-2010 was the first year to see a slight decrease in hazardous waste tonnage. Most likely this was due to the poor economy, businesses stockpiling hazardous waste and reduced residential one-day collection events. Since then, our mid-year tonnage numbers are reflecting a 3% increase over last year. The Department suspects that we are going to continue to see an increase because businesses can no longer continue to stockpile their hazardous waste hoping for an economic turn around. Additionally, special occurrences, such as the recent mercury spill at the local elementary school, have heightened residential awareness of the need to properly dispose of their household hazardous waste.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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.</p>				

Performance Measure #4:				
Cost of operating landfills per ton of waste handled.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
\$20.18	\$21.53	\$20.40 - \$21.40	\$21.49	\$20.81 - \$22.00
<p>What: <i>(Describe exactly what this specific indicator measures)</i> 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.</p> <p>Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> The Department's landfill operating costs at mid-year are lower than the mid-year costs in FY 09-10. However, we are continuing to see decreasing disposal tonnages, which has resulted in our mid-year cost per ton being slightly higher than our adopted goal. We anticipate that the year-end results will be similar. There is still an uncertainty of what the disposal tonnages will be in FY 11-12, however, the Department is committed to keep our expenses to operate the landfills at a level that will allow us to meet our proposed FY 11-12 goal.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> 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.</p>				

Performance Measure #5:				
Number of work-related injuries resulting in employee being off work one full day or longer.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
3	1	0	0	0
<p>What: (Describe exactly what this specific indicator measures) Measures injuries that significantly impact productivity. OSHA categorizes this type of injury as a “lost-time” injury.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) 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 our operations more cost effective in the long run and makes employment with the Department more attractive to prospective employees.</p> <p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) The number of lost-time injuries has remained low despite a steady increase in field positions over past years. Department employees work a total of approximately 240,000 hours annually and approximately a third of those hours are in field conditions that present greater potential hazards than the office setting.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) Worker safety programs are funded by the waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees.</p>				

Performance Measure #6:				
Regulatory compliance rate for active landfills and transfer stations.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
99.99%	99.94%	100%	99.87%	100%
<p>What: (Describe exactly what this specific indicator measures) 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.</p> <p>Why: (In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department) Protecting public health and the environment is the essence of this Department’s function. Also, regulatory compliance is essential to maintaining valid permits to operate.</p> <p>How are we doing? (Provide narrative describing an update on this measure & any associated progress, etc.) We receive very few violations and never had a penalty imposed. We have received zero operating violations but have received 6 violations for a landfill gas migration issue that occurred at a closed portion of one of our facilities. This required that the State approve the work plan needed to address the issue and additional monitoring wells to be installed. The State approved the work plan, the wells were installed, the migration issue will be corrected and the violation abated within the fiscal year.</p> <p>How is this funded? (Provide a brief overview of the funding sources related to this effort) Regulatory compliance is achieved through proper operations which are funded by the waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees.</p>				

Performance Measure # 7:				
Percentage of customers satisfied with service (under development).				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
97%	Not Available	100%	Not Available	100%
What: <i>(Describe exactly what this specific indicator measures)</i> Measures general satisfaction among customers with all services offered by the Department.				
Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Survey findings indicated that the 97% of the public is very satisfied or somewhat satisfied with the waste disposal services and programs provided by the Department. Nearly three quarters (71%) of residents who visited a County facility reported they were “very satisfied” with the services provided and 26% reported they were “somewhat satisfied”. The Department is not planning to conduct another comprehensive survey until FY 2011-2012 due to budget constraints.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> Waste disposal fees – Land Use Fees, Bin Fees and Basic Gate Fees.				

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Salaries and Benefits	\$1,704,780	\$1,650,590	\$1,673,111	\$1,640,000	\$1,640,000	\$1,640,000	
Services and Supplies	977,035	1,561,711	1,063,070	1,788,436	1,788,436	1,788,436	
Other Charges	445,954	447,900	360,371	427,180	427,180	427,180	
Fixed Assets	9,858	0	0	123,300	123,300	123,300	
TOTAL EXPENDITURES	\$3,137,627	\$3,660,201	\$3,096,552	\$3,978,916	\$3,978,916	\$3,978,916	
REVENUES:							
Taxes	\$2,409,205	\$2,425,700	\$2,442,483	\$2,418,466	\$2,418,466	\$2,418,466	
Licenses and Permits	3,932	0	0	0	0	0	
Fines and Forfeitures	44,078	52,400	47,682	53,964	53,964	53,964	
Use of Money/Property	148,845	142,800	124,522	134,000	134,000	134,000	
Charges for Services	833,531	762,570	800,410	809,340	809,340	809,340	
Miscellaneous	38,673	10,300	10,696	0	0	0	
Non-revenue Receipts	377,807	400,000	312,482	380,000	380,000	380,000	
TOTAL REVENUES	\$3,856,071	\$3,793,770	\$3,738,275	\$3,795,770	\$3,795,770	\$3,795,770	
INCR./(DECR.) IN RETAINED EARNINGS	\$718,444	\$133,569	\$641,723	(\$183,146)	(\$183,146)	(\$183,146)	
Authorized Positions:	21	19	18	18	18	18	
Funded Positions:	19	17	16	16	16	17	
Unfunded Vacancies:	2	2	2	2	2	1	

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.

In addition to providing service within the area served by the Authority, the budget unit also contains the appropriations for staffing and services to the Ford City-Taft Heights Sanitation District and other entities under the control of the Board of Supervisors.

It is anticipated that revenue will increase due to a slight increase in the number of parcels billed. Expenses are forecast to increase by 8.7% over the FY 2010-11 adopted

budget. The major contributing factor to the increase in expenses is manhole maintenance.

On June 30, 2011, the retained earnings balance was approximately \$926,000. In FY 2011-12, it is estimated that the district will decrease its retained earnings by approximately \$183,000.

POSITIONS DISCUSSION

The requested budget amount for salaries and wages for FY 2011-12 is \$1,640,000, a decrease of \$10,590 or .64% less than the FY 2010-11 adopted budget. The decrease is due primarily to the deletion of the Wastewater System Manager position.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Number of Sewer System Overflows onto private property.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
3	0	0	2	0
What: <i>(Describe exactly what this specific indicator measures)</i> This measures the number of times the wastewater collection system overflows onto private property.				
Why: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> This information demonstrates the effectiveness of the Kern Sanitation Authority collection system maintenance and line cleaning program in protecting the health and safety of the public by preventing wastewater overflows onto private property.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> 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. Despite these efforts, there have been 2 overflows so far this year. Vandalism is an increasing problem. Break-ins into manholes, with branches and other material being thrown into the sewer lines, cause backups or overflows.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> The funds for this program are obtained from the annual sewer service charges paid by customers of Kern Sanitation Authority.				

Performance Measure #2:				
Percentage of times responded in less than one hour when notification of a Sewer System Overflow was received.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
100%	100%	100%	100%	100%
<p>What?: <i>(Describe exactly what this specific indicator measures)</i> This measures the percentage of responses to Sewer System Overflows that were made in less than one hour.</p> <p>Why?: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> 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.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> The funds for this program are obtained from the annual sewer service charges paid by customers of Kern Sanitation Authority.</p>				

Performance Measure #3:				
Number of months each year of safe operation of the wastewater system with no Notices of Violation of Waste Discharge Requirements.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
12	12	12	6	12
<p>What?: <i>(Describe exactly what this specific indicator measures)</i> 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.</p> <p>Why?: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.</p> <p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Kern Sanitation Authority continues to operate its treatment facility safely, within regulatory guidelines, without any Notices of Violations of its governing Waste Discharge Requirements.</p> <p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> The funds for these operations are obtained from the annual sewer service charges paid by customers of Kern Sanitation Authority.</p>				

Performance Measure #4:				
Annual charge for sewer service for a single family residence.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
\$146.37	\$151.49	\$151.49	\$151.49	\$151.49
What?: <i>(Describe exactly what this specific indicator measures)</i> This measures the annual charge for sewer service paid by a single family residence or equivalent property.				
Why?: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> This indicator demonstrates whether Kern Sanitation Authority is providing cost effective sewer service to its customers for a reasonable charge.				
How are we doing?: <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> Despite 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 3% a year for the last three years and still remain among the lowest annual charges for comparable districts in the area. No increase in service charges is proposed for Fiscal Year 2011-2012.				
How is this funded?: <i>(Provide a brief overview of the funding sources related to this effort)</i> 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 2009-10		FY 2010-11		FY 2011-12		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended	
APPROPRIATIONS:							
Services and Supplies	\$535,312	\$698,765	\$460,437	\$636,735	\$773,135	\$773,135	
Other Charges	80,194	62,200	55,961	69,340	69,340	69,340	
TOTAL EXPENDITURES	\$615,506	\$760,965	\$516,398	\$706,075	\$842,475	\$842,475	
REVENUES:							
Taxes	\$413,112	\$557,900	\$561,263	\$559,330	\$559,330	\$559,330	
Fines and Forfeitures	10,163	12,500	12,381	14,100	14,100	14,100	
Use of Money/Property	19,300	18,400	7,967	15,330	15,330	15,330	
Charges for Services	12,311	17,220	20,565	20,400	20,400	20,400	
Miscellaneous	12,584	15,100	15,700	16,960	16,960	16,960	
Non-revenue Receipts	53,551	60,000	53,855	60,000	60,000	60,000	
TOTAL REVENUES	\$521,021	\$681,120	\$671,731	\$686,120	\$686,120	\$686,120	
INCR./(DECR.) IN RETAINED EARNINGS	(\$94,485)	(\$79,845)	\$155,333	(\$19,955)	(\$156,355)	(\$156,355)	
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	\$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 Ford City-Taft Heights Sanitation District customers.

PROGRAM DISCUSSION

The recommended budget funds 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.

The Waste Management Department administers this special district. The management expenses and

employees for the district are included in the Kern Sanitation Authority budget unit.

It is anticipated that revenue will increase slightly due to an increase in the number of equivalent single family dwelling units charged to governmental agencies. Expenses are forecast to increase by 10.7 % due to replacement of some district sewer line segments and an increase in countywide cost allocation.

On June 30, 2011, the retained earnings balance was \$379,468. In FY 2011-12, it is estimated that the Ford City-Taft Heights Sanitation District will reduce its retained earnings by approximately \$156,335.

GOALS AND PERFORMANCE MEASURES

Performance Measure #1:				
Number of Sewer System Overflows onto private property.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
3	1	0	0	0
What? <i>(Describe exactly what this specific indicator measures)</i> This measures the number of times the wastewater collection system overflows onto private property.				
Why?: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> 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.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> The funds for this program are obtained from the annual sewer service charges paid by customers of Ford City-Taft Heights Sanitation District.				

Performance Measure #2:				
Percentage of times responded in less than one hour when notification of a Sewer System Overflow was received.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
100%	100%	100%	100%	100%
What?: <i>(Describe exactly what this specific indicator measures)</i> This measures the percentage of responses to Sewer System Overflows that were made in less than one hour.				
Why?: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> 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.				
How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> 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.				
How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> The funds for this program are obtained from the annual sewer service charges paid by customers of Ford City-Taft Heights Sanitation District.				

Performance Measure #3:				
Annual charge for sewer service for a single family residence.				
FY 2008-2009 Actual Results	FY 2009-2010 Actual Results	FY 2010-2011 Adopted Goal	FY 2010-2011 Mid-year Results	FY 2011-2012 Proposed Goal
\$178	\$178	\$247	\$247	\$247
<p>What?: <i>(Describe exactly what this specific indicator measures)</i> This measures the annual charge for sewer service paid by a single family residence or equivalent property.</p>				
<p>Why?: <i>(In general, describe how this indicator demonstrates information important to the priorities and/or goals of the department)</i> This indicator demonstrates whether Ford City-Taft Heights Sanitation District is providing cost effective sewer service to its customers for a reasonable charge.</p>				
<p>How are we doing? <i>(Provide narrative describing an update on this measure & any associated progress, etc.)</i> The proposed \$247 annual sewer service charge for Ford City-Taft Heights Sanitation District (FCTH) was established by ordinance on May 18, 2010 by the District’s Board of Directors. The May 18, 2010 Public Hearing for the new annual sewer service charge had sparse customer comment and was uncontested. The \$247 annual sewer service charge was established with a formula for future rate increases based on the percentage increase of the annual average Consumer Price Index, or five percent, whichever is less. The current \$247 is adequate to effectively manage annual sewer maintenance costs and required fees paid to the City of Taft for treatment of FCTH sewage, as well as retain sufficient reserves to meet emergencies without incurring debt. FCTH will continue to provide cost effective sewer service to its customers with the operation of its collection system in compliance with local, state and federal regulations. No Consumer Price Index increase will be added to the Ford City-Taft Heights Sanitation District’s present \$247 annual sewer charge in Fiscal Year 2011 -2012.</p>				
<p>How is this funded? <i>(Provide a brief overview of the funding sources related to this effort)</i> The funds for this program are obtained from the annual sewer service charges paid by customers of Ford City-Taft Heights Sanitation District.</p>				

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2009-10</u>	<u>FY 2010-11</u>		<u>FY 2011-12</u>		
	Actual	Adopted Budget	Actual	Department Requested	Recommended Preliminary	CAO Recommended
APPROPRIATIONS:						
Services and Supplies	\$350,334	\$387,167	\$332,924	\$42,715	\$42,715	\$42,715
Other Charges	8,665,320	10,095,603	8,185,564	10,329,797	10,329,797	10,329,797
TOTAL EXPENDITURES	\$9,015,654	\$10,482,770	\$8,518,488	\$10,372,512	\$10,372,512	\$10,372,512
REVENUES:						
Use of Money/Property	\$20,521	\$20,000	\$2,126	\$8,000	\$8,000	\$8,000
Intergovernmental	2,839,338	2,548,205	2,420,014	2,278,741	2,278,741	2,278,741
Other Financing Sources:	6,533,288	7,914,565	6,094,888	8,085,771	8,085,771	8,085,771
TOTAL REVENUES	\$9,393,147	\$10,482,770	\$8,517,028	\$10,372,512	\$10,372,512	\$10,372,512
NET FUND COST	(\$377,493)	\$0	\$1,460	\$0	\$0	\$0
NET GENERAL FUND COST	\$305,854	\$1,819,678	\$0	\$1,728,694	\$1,728,694	\$1,728,694

PROGRAM DISCUSSION

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 purpose 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 recommended budget provides adequate funding for the Public Authority to perform its required functions.

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 Public Authority contracts with the Aging and Adult Services Department for staffing. Thus, personnel costs for the Public Authority are found in budget unit 5610.

The recommended budget estimates the County’s financial responsibility for the cost of IHSS services at \$8.1 million. The County’s contribution is recommended in budget unit 5810, and is included in this budget as revenue.

County Service Areas

Agency Director: Ted James, *Appointed*

Department Head: Charles Lackey, *Appointed*

PROGRAM DISCUSSION

The 121 active County Service Areas (CSAs) 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, Surveying and Permit Services Department administers all of the County Service Areas.

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 \$137,185 for all CSAs. This General Fund contribution is included as an expenditure in the Engineering, Surveying and Permit Services budget unit 1900.

SUMMARY OF APPROPRIATIONS AND REVENUE

Fund Number	CSA	Budget Unit	District	FY 2010-11 Adopted Appropriation	FY 2011-12 CAO Recommended	Total Revenue	(Increase) / Decrease In Fund Balance
40515	3	9103	Edmonston Acres	2,300	2,500	1,957	150
40520	4	9104	Northwest Ranchos	7,800	7,600	6,241	(26)
40525	5	9105	Casa Loma Acres	5,800	5,600	758	3,388
40530	6	9106	Highland Knolls	16,000	17,000	13,092	3,251
40535	7	9107	Standard 14-C, Taft	720	700	418	95
40540	8	9108	La Cresta	19,000	18,500	15,992	940
40545	9	9109	Hillcrest	29,000	33,000	24,125	7,706
40550	10	9110	Sabaloni	25,500	24,000	18,938	509
40548	10.6	9300	Sabaloni	6,600	14,000	2,860	6,205
40555	11	9111	Lakeview	39,000	36,000	26,743	(1,457)
40556	11.4	9129	Rexland	179,000	175,400	132,012	25,388
40557	11.5	9130	Lakeview	3,500	5,500	4,676	(3,626)
40572	12.1.1	9128	Alta Vista	3,409	3,438	0	0
40561	12.2	9113	Panama/Buena Vista	2,078	2,094	0	0
40565	12.6	9117	Taft	8,363	8,452	0	0
40568	12.9	9120	Mojave	7,375	7,355	0	0
40595	13	9150	Bodfish	1,800	1,800	1,196	402
40600	14	9151	Wofford Heights	44,000	17,500	4,381	(29,170)
40605	15	9152	Oakhaven	26,400	26,000	3,836	16,381
40609	15.4	9161	Oakhaven	2,200	2,200	1,517	415
40607	15.5	9163	Oakhaven	1,800	1,800	459	(399)
40610	16	9153	Mojave	21,500	27,000	46,805	(14,606)
40615	17	9154	Orangewood Park	67,000	65,500	60,552	(6,166)
40616	17.1	9156	Orangewood Park	40,000	52,000	24,991	(12,395)

County Service Areas (continued)

Fund Number	CSA	Budget Unit	District	FY 2010-11 Adopted Appropriation	FY 2011-12 CAO Recommended	Total Revenue	(Increase) / Decrease In Fund Balance
40617	17.2	9162	Orangewood Park	117,000	125,000	97,906	9,831
40618	17.3	9165	Orangewood Park	10,800	7,000	1,427	(1,391)
40620	18	9155	Virginia Colony	63,700	66,000	57,024	5,498
40626	18.5	9264	Virginia Colony	5,600	5,000	4,399	(1,518)
40627	18.6	9266	Virginia Colony	17,500	16,000	8,470	5,345
40628	18.7	9267	Virginia Colony	24,120	23,000	3,525	11,523
40630	20	9157	College Avenue	54,000	51,000	39,530	791
40635	21	9158	Kern Citrus	3,800	3,750	3,418	(68)
40640	22	9159	La Loma	48,000	44,000	17,479	15,772
40645	23	9160	Mexican Colony	43,500	43,000	23,242	2,901
40648	23.1	9164	Mexican Colony	2,600	2,500	424	1,650
40650	24	9185	Fairfax	2,300	2,200	1,834	(95)
40655	25	9186	Ashe Tract	4,956	4,999	0	0
40660	26	9187	Ford City	18,900	18,000	11,650	2,946
40665	27	9188	Greenfield	43,000	42,000	40,227	(1,646)
40666	27.2	9189	Greenfield	12,500	9,000	1,333	(4,628)
40675	29	9230	West Hi Ranchos	1,750	1,700	1,271	(125)
40680	30	9231	Greenacres	60,000	60,000	52,150	3,409
40682	30.2	9274	Greenacres	7,800	4,300	204	(2,666)
40676	30.6	9303	Greenacres	23,000	15,500	2,448	(8,250)
40685	31	9232	Amador	3,000	2,800	471	1,527
40690	32	9233	Harris School	1,700	1,800	1,398	(37)
40700	34	9235	Descanso Park	27,500	27,000	26,177	(5,619)
40710	36	9237	Pioneer Drive	65,000	62,000	32,332	16,903
40715	37	9238	Bel Aire Estates	32,000	31,000	25,215	(1,482)
40720	38	9239	Country Side	6,200	6,400	4,863	897
40737	38.2	9258	Country Side	12,000	7,500	3,053	(7,415)
40725	39	9240	Kern Valley	8,000	8,310	09	254
40726	39.1	9297	Kern Valley	14,800	48,450	67,596	2,678
40727	39.2	9255	Kern Valley	12,500	9,000	760	(1,835)
40722	39.4	9313	Kern Valley	16,000	7,800	1,199	(9,149)
40723	39.5	9314	Kern Valley	200	410	286	(98)
40733	39.8	9256	Kern Valley	254,000	270,307	293,830	0
40730	40	9241	Pine Mt. Club	170,000	280,000	12,212	150,429
40724	40.1	9242	Pine Mt. Club	118,800	172,000	219,824	(22,640)
40740	42	9243	Alpine Forest Park	8,500	6,500	368	(2,153)
40745	43	9244	Loch Lomond	42,000	39,000	5,361	23,966
40750	44	9245	Keith Addition	21,000	18,600	3,788	10,654
40755	45	9246	Panama Mobile	3,000	3,000	377	2,452

County Service Areas (continued)

Fund Number	CSA	Budget Unit	District	FY 2010-11 Adopted Appropriation	FY 2011-12 CAO Recommended	Total Revenue	(Increase) / Decrease In Fund Balance
40765	47	9249	Highland Terrace	11,500	10,000	1,522	5,442
40785	51	9253	O'Neil Canyon	11,000	6,300	324	(3,236)
40790	52	9259	Cedarcrest	27,500	23,500	21,149	(3,159)
40795	53	9262	Southgate	1,880	1,876	0	0
40796	53.1	9265	Southgate	5,200	4,800	3,451	(70)
40800	54	9263	O'Grady	16,500	15,000	12,795	810
40805	55	9272	Harvest Moon Ranch	3,600	3,500	3,008	(665)
40810	56	9273	Mustang Ranch	8,700	5,900	2,584	(2,021)
40820	58	9289	Stockdale Ranchos	13,360	9,600	5,429	(3,691)
40830	60	9277	Oildale	202,000	198,000	29,464	125,416
40831	60.1	9278	Oildale	24,000	27,000	21,944	713
40832	60.2	9276	North Meadows	110,000	174,000	114,146	18,106
40836	61.1	9279	Taft Heights	11,500	10,500	2,377	5,258
40837	61.2	9280	McKittrick	2,200	2,000	1,702	(721)
40838	61.3	9281	Buttonwillow	9,700	8,700	1,252	4,151
40839	61.4	9282	Fellows	3,500	3,300	624	1,568
40840	62	9283	Randsburg	11,600	11,000	6,246	3,262
40845	63	9284	Rosamond	22,700	23,000	22,019	(4,061)
40846	63.1	9290	Rosamond	152,000	105,000	102,674	(100,092)
40847	63.2	9291	Rosamond	18,200	12,600	714	(5,700)
40848	63.3	9292	Rosamond	31,000	29,000	4,937	15,863
40849	63.4	9293	Rosamond	105,000	105,000	75,908	1,639
40851	63.5	9294	Rsm. Westpark	137,000	119,000	107,790	(10,951)
40852	63.6	9295	Rsm. Westpark	83,000	80,000	63,916	(2,100)
40855	65	9286	South Taft	250,000	227,500	14,847	(18,427)
40856	65.1	9298	South Taft	5,500	5,000	4,486	(1,120)
40860	66	9287	Lazy Acres	5,900	5,700	5,886	(1,272)
40862	66.2	9299	Lazy Acres	3,000	1,500	1,559	(1,621)
40863	66.3	9301	Lazy Acres	7,700	6,000	3,553	(4,867)
40864	66.4	9302	Lazy Acres	1,400	1,500	2,009	(1,463)
40865	67	9288	Pumpkin Center	4,200	3,750	493	2,221
40866	67.1	9305	Pumpkin Center	2,230	5,664	138	3,540
40875	69	9307	San Joaquin	10,850	8,000	489	(3,096)
40885	71	9309	West Bakersfield	234,500	227,000	135,776	(446)
40886	71.1	9316	Lewis Ranch	57,000	54,699	30,817	(414)
40887	71.2	9317	Laborde Ranchos	74,000	81,249	56,205	5,745
40888	71.3	9319	West Bakersfield	605,000	546,881	405,482	7,001
40893	71.5	9321	West Bakersfield	100,000	83,000	75,744	(31,604)
40894	71.6	9322	West Bakersfield	1,000	900	549	101

County Service Areas (continued)

Fund Number	CSA	Budget Unit	District	FY 2010-11 Adopted Appropriation	FY 2011-12 CAO Recommended	Total Revenue	(Increase) / Decrease In Fund Balance
40895	71.7	9323	West Bakersfield	220,000	356,000	191,514	69,421
40896	71.8	9324	West Bakersfield	354,000	394,000	298,038	20,239
40901	71.9	9328	West Bakersfield	24,000	12,000	4,180	(6,863)
40908	71.1	9344	Multi-Use Trail	60,000	72,500	14,098	40,458
40890	72	9318	Rancho Algodon	2,150	2,100	1,627	263
40904	81	9331	Knudson Drive	6,000	3,400	1,052	(996)
40906	85	9333	Oswell Street	29,700	25,000	3,878	7,526
40910	86	9336	Habecker	0	2,900	3,078	(178)
40911	87	9337	Habecker	7,500	4,200	2,237	588
40913	89	9339	Coremark Court	8,300	5,400	3,408	(4,947)
40914	91	9340	Lost Hills	1,400	1,250	406	173
40915	92	9341	South Union	4,500	5,300	3,351	(4,063)
40916	92.1	9342	South Union	18,300	16,000	3,976	2,625
40917	92.2	9343	South Union	3,100	3,200	970	(974)
40920	94	9347	Buena Vista	900	1,600	474	262
40921	94.1	9348	Buena Vista	5,886	3,200	136	(2,752)
40918	95	9345	Lebec Landfill Rd. Const	14,000	14,500	9,324	(14,584)
40925	97	9352	Erro Ranch	2,500	2,500	3,697	(3,775)
40922	97.1	9349	Erro Ranch	2,330	2,400	2,446	(2,504)
40923	97.2	9350	Erro Ranch	7,000	7,000	5,369	(5,496)

Special Revenue Funds

PURPOSE

Special revenue funds were established to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

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. There are a small number of Special Revenue Funds that will expend directly out of the fund. However, the majority of appropriations recommended below will be transferred into operating budgets in other County funds.

PROGRAM DISCUSSION

Special Revenue Funds are transferred to a variety of County departments to fund specific activities. Funds are

SUMMARY OF APPROPRIATIONS AND REVENUE

Fund	Budget Unit	Description	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12	FY 2011-12	Increase/ (Decrease) in Resv/Desig
			Adopted Appropriation	Services & Supplies, & Other Charges	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue	
00160	2740	Wildlife Resources	15,000	10,000 ⁽¹⁾	0	10,000	6,400	(4,478)
00161	7101	Parks-Tehachapi Mountain Fores	8,000	0	0	0	10,050	(15,447)
00163	2342	Probation Juvenile Justice Realignment Fund	3,154,491	0	2,848,568	2,848,568	2,848,568	299,571
00164	2115	Real Estate Fraud	100,000	180,000	100,000	280,000	175,000	93,215
00165	7102	Litter Clean Up	5,000	0	6,700	6,700	6,700	431
00170	7103	Off-Highway Motor Vehicle Lic Ense	150,000	0	70,000	70,000	140,000	(142,014)
00171	1962	Planned Local Drainage-Shalimar	6,000	6,000	0	6,000	152	(32)
00172	1963	Planned Local Drainage-Brundage	60,000	60,000	0	60,000	1,804	(1,990)
00173	1961	Planned Local Drainage-Orangewood	615,000	615,000	0	615,000	8,127	(5,221)
00174	1964	Planned Local Drainage-Breckenridge	30,000	25,000	0	25,000	493	(5,650)
00176	1965	Planned Local Drainage-Oildale	80,000	75,000	0	75,000	1,446	(6,392)
00178	1813	Informational Kiosk Fund	20,000	0	0	0	0	0
00179	2341	Probation Training Fund	218,000	0	222,560	222,560	222,560	(11,810)
00180	2111	DNA Identification Fund	461,120	0	661,120	661,120	678,000	(48,166)
00181	2112	Local Public Safety Fund	53,483,602	0	54,225,367	54,225,367	54,225,367	0
00182	2211	Sheriff Facility Training Fund	215,000	0	215,000	215,000	160,000	60,348
00184	2212	Automated Fingerprint Fund	726,000	0	574,000	574,000	330,000	(62,626)
00186	1967	Construction	0	0	0	0	0	(373)
00187	4201	Emergency Medical Payments	1,551,000	1,502,327	465,099	1,967,426	1,967,426	(557,265)
00188	2113	Automated County Warrant System	67,000	0	90,000	90,000	91,000	(1,165)
00190	2114	Domestic Violence Program	200,000	0	200,000	200,000	136,000	44,761
00191	1968	Criminal Justice Facilities Construction	3,300,000	0	3,300,000	3,300,000	4,214,000	(3,144,260)
00194	2709	Recorder Social Security Number Truncation	135,625	0	137,255	137,255	180,183	(49,555)
00195	4124	Alcoholism Program	191,800	0	191,800	191,800	105,000	159,763
00196	4125	Alcohol Abuse Education/Prevention	78,000	0	78,000	78,000	78,000	(27,477)
00197	4126	Drug Program Fund	22,000	0	22,000	22,000	22,000	741

Special Revenue Funds (continued)

Fund	Budget Unit	Description	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12	FY 2011-12	Increase/ (Decrease) in Resv/Desig
			Adopted Appropriation	Services & Supplies, & Other Charges	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue	
00198	2706	Recorders Fee	1,638,558	0	837,010	837,010	624,680	(806,635)
00199	2707	Micrographics/Recorder Fund	179,389	0	195,619	195,619	180,169	(31,858)
00264	1113	Tax Loss Reserve	3,000,000	0	4,000,000	4,000,000	6,800,000	(3,766,041)
00266	1121	Redemption Systems Fund	610,446	0	654,428	654,428	654,428	(631,562)
00270	2623	Abatement Cost	200,000	0	200,000	200,000	0	30,040
22020	6311	A-C Farm Advanced Agrig. Research	12,934	0	614	614	0	718
22021	2761	Animal Care Donations Trust	0	0	11,332	11,332	11,300	961
22023	2762	Animal Care Trust Fund	0	0	0	0	650	(301)
22027	2764	Sterilization Fund	0	0	33,000	33,000	33,000	(19,861)
22036	1814	Board Of Trade-Advertising	40,000	0	53,500	53,500	53,500	(8,957)
22042	2751	General Plan Administrative Surcharge	1,274,461	0	285,021	285,021	356,000	(595,861)
22045	2117	County-Wide Crime Prevention. P.C.1202.5	0	0	0	0	0	(717)
22064	2181	District Attorney-Local Forfeiture Trust	823,524	0	500,000	500,000	50,000	(44,377)
22066	4133	Solid Waste LEA Grant	0	0	30,000	30,000	30,500	(30,284)
22067	4114	Health-Local Option Trust	20,000	0	0	0	500	(333)
22068	4115	Health-State L.U.S.T. Program	200,000	0	0	0	0	(51,673)
22069	4111	Public Health Miscellaneous	100,022	0	74,975	74,975	8,366	(7,131)
22072	4112	Health-Fax Death Certificates	2,000	0	0	0	0	0
22073	4136	Health-MAA/TCM Trust	100,000	0	100,000	100,000	99,995	(68,974)
22074	4132	H1N1 Public Health Emergency Response	133,000	0	5,447	5,447	5,447	(2,897)
22076	4137	Child Restraint Loaner Prg	36,783	0	4,940	4,940	62,579	(167,679)
22079	2182	District Attorney Equipment/Automation	0	0	100,000	100,000	5,000	95,718
22082	4129	KCIRT Trust Fund	3,149	0	500	500	500	(1,171)
22085	4130	Mental Health Services Act	24,319,984	0	23,904,833	23,904,833	18,913,781	(16,508,403)
22086	4131	Mental Health Drug Abuse Court Diversion	0	0	2,500,000	2,500,000	50,000	2,365,053
22087	2185	Criminalistics Laboratories	130,000	0	130,000	130,000	130,000	(23,058)
22098	2343	Probation Asset Forfeiture	2,000	0	2,000	2,000	500	(3,813)
22116	4138	Health-NNFP Trust	106,898	0	100,000	100,000	100,000	(101,347)
22121	2417	Truck 21 Replacement Trust	0	0	0	0	0	9,189
22122	2418	Fixed Wing Aircraft Trust	179,161	0	150,000	150,000	4,766	(9,828)
22123	2419	Vehicle/Apparatus Trust	0	0	0	0	16,624	(11,274)
22125	4116	Hazardous Waste Settlements	231,000	0	348,638	348,638	50,000	197,549
22127	2214	Sheriff Cal-Id Trust Fund	585,000	0	730,000	730,000	690,000	(360,327)
22128	2215	Sheriff Civil Subpoenas	0	0	0	0	5,500	(8,049)
22129	2231	Knet Asset Forfeiture Fund	0	0	0	0	32,500	(85,819)
22131	2216	Sheriff Drug Abuse Gang Diversion	0	0	0	0	24,000	(3,307)
22132	2217	Sheriff Training Trust Fund	190,000	0	190,000	190,000	173,740	0
22133	2218	Sheriff-Work Release Trust	400,000	0	650,000	650,000	529,500	1,958
22137	2219	Sheriff-State Forfeiture Trust	30,000	0	20,000	20,000	15,000	33,981
22138	2220	Sheriff Civil Automated Trust	115,750	0	115,750	115,750	127,500	(53,889)
22140	2221	Sheriff Firearms Trust Fund	0	0	0	0	35,500	(51,004)
22141	2222	Sheriff-Judgement Debtors Fee	100,000	0	100,000	100,000	160,000	(105,145)
22142	2223	Sheriff Communications Resources	0	0	35,000	35,000	1,000	9,880
22143	2224	Sheriff Volunteer Services Group	80,000	0	5,000	5,000	7,000	(81,346)
22144	2225	Sheriff-Controlled Substance	0	0	0	0	66,500	(124,477)
22153	1950	Bkfd Planned Sewer #1 Trust	400,200	650,200	0	650,200	11,808	256,452

Special Revenue Funds (continued)

Fund	Budget Unit	Description	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12	FY 2011-12	Increase/ (Decrease) in Resv/Desig
			Adopted Appropriation	Services & Supplies, & Other Charges	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue	
22156	1611	DIVCA Local Franchise Fee	200,000	200,000	0	200,000	280,600	(389,284)
22158	1951	Bakersfield Planned Sewer #2 Trust	200,000	200,000	0	200,000	4,142	(1,132)
22160	2226	Sheriffs Cal-MMET Trust	0	0	0	0	130	133
22161	2227	HIDTA-State Asset Forfeit	0	0	0	0	7,500	6,805
22162	2228	Cal-MMET-State Asset Forfeit	0	0	0	0	89,000	(149,450)
22163	2229	High Tech Equipment Trust	0	0	0	0	45	(12)
22164	1952	Bakersfield Planned Sewer #3 Trust	2,500	2,500	0	2,500	41	(12)
22166	1953	Bakersfield Planned Sewer #4 Trust	60,000	60,000	0	60,000	1,778	(2,465)
22167	1954	Bakersfield Planned Sewer #5 Trust	75,000	75,000	0	75,000	8,054	400
22173	1956	County Planned Sewer Area A Trust	16,000	16,000	0	16,000	2,248	(2,307)
22176	4139	Health-Bio Terrorism Grant	1,079,000	0	685,749	685,749	685,749	(263,147)
22177	1957	County Planned Sewer Area B Trust	1,200	1,200	0	1,200	20	(06)
22184	1958	CSA #71 Septic Abandonment Trust	650,050	650,050	0	650,050	36,309	(36,820)
22185	5122	Wraparound Savings Trust Fund	2,000,000	3,000,000	543,822	3,543,822	4,751,448	(1,798,807)
22187	2708	Recorder's Modernization Trust	126,500	108000 ⁽²⁾	20,500	128,500	188,637	(89,171)
22188	2420	Fireworks Violations Trust	25,359	0	25,000	25,000	25,015	(19,927)
24024	2184	District Attorney Family - Excess Revenue	0	0	0	0	4,000	(1,628)
24028	2186	District Attorney -Federal Forfeiture Trust	0	0	40,000	40,000	1,500	28,693
24038	2187	District Attorney -Court Ordered Penalties	0	0	260,000	260,000	50,000	198,371
24039	4204	Contribution For Medical Care	63,498	0	447,745	447,745	447,745	14,696
24041	4205	Emergency Medical Services Week-Donations	500	0	500	500	910	(130)
24042	2421	Fire Department Donations Trust	5,000	0	0	0	2,028	(12,849)
24043	2422	State Fire Trust Fund	0	0	200,000	200,000	93,016	(94,856)
24044	2423	Fire Department -Hazard Reduction	0	0	500,000	500,000	15,720	165,143
24047	2425	Fire Department-Helicopter Operations	745,000	0	1,200,000	1,200,000	36,574	(52,325)
24050	2426	Mobile Fire Kitchen Trust Fund	0	0	0	0	87	(61)
24057	2230	Inmate Welfare Fund	3,430,300	0	3,344,800	3,344,800	2,590,000	(999,972)
24060	2344	Juvenile Inmate Welfare	50,000	0	50,000	50,000	22,000	34,301
24066	5123	Kern County Childrens Trust Fund	633,951	588,067	0	588,067	235,356	17,381
24067	6211	Kern County Library Book Trust	0	0	60,065	60,065	96,000	(206,277)
24088	3002	Core Area Metro Bakersfield Improvement Fee	500,000	0	500,000	500,000	173,607	(56,802)
24089	3003	Metro Bakersfield Transport Impact Fee	0	0	1,754,691	1,754,691	1,763,445	846,016
24091	3004	Rosamond Transportation Impact Fee	450,000	0	450,000	450,000	48,599	269,512
24094	4117	Solid Waste Enforcement Trust	200,000	0	493,280	493,280	300,000	122,193
24095	3005	Bakersfield Mitigation Funds	0	0	340,000	340,000	56,697	407,559
24096	3006	Tehachapi Transportation Impact Fee Core	0	0	0	0	154	106
24097	3007	Tehachapi Transportation Impact Fee Non-Core	78,000	0	0	0	143,479	(54,670)
24105	5124	Shelter Care	100,000	100,000	0	100,000	12,000	166
24125	2626	Strong Motion Instrumentation	65,000	226,000	0	226,000	220,790	(45,939)
24126	4140	Tobacco Education Control Program	300,001	0	300,000	300,000	303,500	(33,002)
24137	4141	Vital & Health Statistics-Health Department	59,500	0	59,482	59,482	59,482	(75,387)
24138	4119	Vital & Health Statistics-Recorder	148,675	0	167,702	167,702	85,597	72,325
24139	4118	Vital & Health Statistics-County Clerk	1,200	0	1,716	1,716	1,300	(304)

Special Revenue Funds (continued)

Fund	Budget Unit	Description	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12	FY 2011-12	Increase/ (Decrease) in Resv/Desig
			Adopted Appropriation	Services & Supplies, & Other Charges	Other Financing Uses	Recommended Appropriations	Total Estimated Revenue	
24300	3100	Oildale Reinvestment and Revitalization Area	0	35,000	0	35,000	35,000	0
25120	7105	Parcel Map In-Lieu Fees Trust	80,000	0	100,000	100,000	11,440	102,850
26000	5613	CDA ARRA Senior Nutrition Program	0	0	0	0	0	(453)
26001	2118	ARRA Justice Assistance	0	0	173,839	173,839	0	0
26004	5924	ETR ARRA	2,254,710	0	0	0	0	0
26005	3012	ARRA Roads	0	0	2,137,162	2,137,162	2,137,162	0
26006	1612	ARRA Energy Stimulus Grant	4,002,603	0	2,330,088	2,330,088	2,312,519	0
26007	2345	ARRA Probation EBM-JAG	810,126	0	0	0	0	0
26008	2232	Cal-MMET ARRA Jag Grant	0	0	120,000	120,000	120,000	0
TOTAL SPECIAL REVENUE FUNDS			\$118,550,570	\$8,385,344	\$115,781,217	\$124,166,561	\$113,190,532	(\$26,291,535)

⁽¹⁾ Includes other charges, see detail on page 125

⁽²⁾ Includes other charges in the amount of \$108,000

Other Capital Project Funds

Budget Units as Listed

SUMMARY OF APPROPRIATIONS AND REVENUES

Fund Number	Budget Unit	Description	Cumulative Balances as of June 30, 2011				FY 2011-12	
			Budgeted Project Appropriations	Project Actual Accumulated Expenditures	Budgeted Project Revenue	Project Actual Accumulated Revenue	Total Estimated Revenue	Recommended Appropriations
00004	1948	ACO - General	\$0	\$0	\$0	\$0	\$215,942	\$0
00012	1949	ACO - Fire	\$0	\$0	\$0	\$0	\$3,400	\$0
00155	1955	Seventh Standard Road Project	\$28,955,834	\$25,134,210	\$28,955,834	\$28,717,938	\$20,000	\$0
00156	3008	Wheeler Ridge Overpass Project	\$9,700,000	\$7,928,533	\$9,700,000	\$8,073,536	\$2,200	\$0
40390	1969	Rexland Acres Sewer Improvement Project	\$9,219,142	\$9,214,742	\$9,219,142	\$9,214,170	\$0	\$0
00220	3009	Seventh Standard Widening Project	\$42,646,000	\$37,478,864	\$42,646,000	\$30,478,625	\$24,000	\$0
00221	3011	Seventh Standard Road Widening -OTO	\$17,000,000	\$10,206,971	\$17,000,000	\$10,206,971	\$0	\$0
00222	3013	Hageman Road Separation of Grade Project	\$39,000,000	\$14,612,535	\$39,000,000	\$11,981,969	\$20,000	\$0
00221	3014	Hageman Road Separation of Grade -OTO	\$17,000,000	\$10,397,597	\$17,000,000	\$10,397,597	\$0	\$0
00221	1966	Facility Projects						
		Fire Station 65 Replacement	\$5,866,978	\$731,068	\$5,866,978	\$574,048	\$0	\$0
		Pine Mtn Fire Station Replacement	\$5,096,733	\$538,565	\$5,096,733	\$482,817	\$0	\$0
		ITS/EMS Facility Replacement	\$11,686,480	\$491,471	\$11,686,480	\$441,188	\$0	\$0
00221	3010	Local Transportation Projects						
		Borel Canal Bridge	\$850,000	\$69,846	\$850,000	\$69,737	\$0	\$0
		Brown Material Rd- SR 33	\$775,452	\$758,328	\$775,452	\$758,328	\$0	\$0
		Buttermilk Acres Road	\$1,400,000	\$17,084	\$1,400,000	\$17,084	\$0	\$0
		Descanso Park Curb and Gutter	\$1,015,000	\$914,012	\$1,015,000	\$462,018	\$0	\$0
		Fairfax Road - Brundage to RedBank	\$1,305,000	\$0	\$1,305,000	\$0	\$0	\$0
		Felsite - 25th To 35th Street	\$758,000	\$757,095	\$758,000	\$757,095	\$0	\$0
		Foothill High School Area Street	\$1,264,500	\$1,263,663	\$1,264,500	\$1,263,662	\$0	\$0
		General Shafter Rd	\$345,000	\$4,729	\$345,000	\$4,728	\$0	\$0
		Guam Aread Roads	\$675,000	\$239,478	\$675,000	\$239,195	\$0	\$0
		H Street (Mojave)	\$265,037	\$221,023	\$265,037	\$221,003	\$0	\$0
		Holloway Road	\$3,500,000	\$3,454,077	\$3,500,000	\$3,450,114	\$0	\$0
		K Street (Mojave)	\$1,045,448	\$1,032,434	\$1,045,448	\$1,032,323	\$0	\$0
		Madison Street Curb and Gutter	\$550,000	\$4,456	\$550,000	\$4,452	\$0	\$0
		Mojave Alleyway	\$90,000	\$88,750	\$90,000	\$88,741	\$0	\$0
		Neighborhood St N/O of College	\$944,000	\$943,902	\$944,000	\$943,902	\$0	\$0
		Neighborhood St N/O of Niles	\$439,835	\$439,414	\$439,835	\$439,414	\$0	\$0
		Pesante Street	\$175,000	\$35,469	\$175,000	\$35,460	\$0	\$0
		Pioneer Drive Street	\$1,307,000	\$330,934	\$1,307,000	\$330,685	\$0	\$0
		School Street in Edison Curb	\$368,000	\$366,292	\$368,000	\$366,292	\$0	\$0
		South Inyokern Road	\$925,728	\$925,593	\$925,728	\$925,417	\$0	\$0
		South Oildale Street	\$1,208,000	\$1,209,220	\$1,208,000	\$961,886	\$0	\$0
		Woodford Tehachapi Road SR 2	\$360,000	\$328,367	\$360,000	\$328,147	\$0	\$0
		Woodford Tehachapi LT Turns	\$499,000	\$498,269	\$499,000	\$498,106	\$0	\$0
00235	8235	Tobacco Securitization Proceeds - CP						
		Countywide Radio Comm. System	\$20,000,000	\$19,697,991	\$20,000,000	\$19,697,991	\$0	\$0
		Meadows Field Terminal	\$7,519,524	\$7,519,523	\$7,519,524	\$7,519,523	\$0	\$0
		Lamont Drainfield Improvements	\$1,245,000	\$1,244,637	\$1,245,000	\$1,244,637	\$0	\$0
		Frasier Park Library Grant Match	\$1,821,594	\$205,043	\$1,821,594	\$205,043	\$0	\$0
		Rosamond Fire Station/Sheriff Substation	\$1,800,000	\$1,799,543	\$1,800,000	\$1,799,543	\$0	\$0
		Roads Repairs	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$0	\$0
		Meadows Field Runway Extension	\$470,000	\$469,999	\$470,000	\$469,999	\$0	\$0
00235	1947	Tobacco Endowment Interest	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000

PROGRAM DISCUSSION

The other capital projects encompass Countywide capital projects not accounted for in other budget units. Capital projects are financed through a variety of funding sources including Certificates of Participation, State and federal grants, private contributions, and traffic mitigation fees and are budgeted in the year authorized. Budgeted and actual expenditures and revenues in the above table are listed cumulative for the projects.

- The Accumulated Capital Outlay- General was established to account for infrastructure replacement within the General Fund. FY 2011-12 appropriations do not include any projects. Approximately \$9,757,000 has been designated for infrastructure replacement in future years.
- The Accumulated Capital Outlay – Fire was established to account for infrastructure replacement within the Fire Fund. FY 2011-12 appropriations do not include any projects. Approximately \$273,000 has been designated for infrastructure replacement in future years.
- The Seventh Standard Road Project was established at an estimated cost of \$28,995,834 and it is funded with federal and State grants. Project closeout is underway.
- Wheeler Ridge Overpass Project was established at an estimated cost of \$9,700,000 and it is funded with federal and traffic mitigation fees. Project closeout is underway.

- The County Assessment District 2006-01 was formed to provide for the construction of the Rexland Acres Sewer Improvement Project at an estimated cost of \$9,219,142. The project has been completed and the capital project fund will be closed during the fiscal year.

On March 24, 2009, the Board authorized the issuance of Certificates of Participation (COPs) in the amount of \$95,410,000 for the following projects:

- Fire Station 65 Replacement, Pine Mountain Fire Station Replacement, Information Technology and Emergency Medical Services Facility Replacement. An allocation of \$17 million was set aside to fund the Seventh Standard Widening Project with the remaining cost of approximately \$26 million funded with State and federal grants. The Hageman Road Separation of Grade Project included an allocation of \$17 million from the COPs with the remaining \$22 million being funded with State and private grants and traffic mitigation fees. The remaining COP funds were allocated to 23 additional local transportation projects accounted for in budget unit 3010.

The Tobacco Securitization Proceeds Fund was established to account for capital projects funded with the proceeds of the Tobacco Revenue securitization. Projects in various stages of completion include the Countywide Radio Communication System, the Lamont Drainfields Improvement, the Meadows Field Terminal and Runaway Extension, the Rosamond Fire Station/Sheriff Substation, roads repairs and the Frazier Park Library grant match. Interest earnings are accounted for in budget unit 1947.