
**County
of
Kern**



***FY 2007-08
Recommended Budget***

Kern County Administrative Office



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RECOMMENDED BUDGET FOR FISCAL YEAR 2007-08

INTRODUCTION

Transmitted herewith are the County Administrative Office's budget recommendations for FY 2007-08. The recommended regular County Budget of nearly \$1.4 billion is \$80.5 million or 6.18% higher than last year's budget. The recommended budget is structurally balanced, targeting available resources to specific FY 2007-08 objectives aimed at fulfilling the general goals in the County's strategic plan, and it allows departments to address a number of unmet needs.

This year, the budget reflects several recommendations of the Budget Process Improvement team, beginning with timing: final adoption will occur before the start of the new fiscal year to allow departments to acquire the staff and assets they need to begin pursuing strategic goals on July 1 instead of waiting until after August. The Recommended Budget also ties departmental goals and spending decisions closely to the strategic plan, and each department's budget includes a separate discussion of departmental performance benchmarks aimed at fulfilling strategic plan goals. The Committee of the Whole meeting held prior to consideration of the budget has enabled dialogue between the Board and departments to help identify and address unmet needs. Your Board will need to reconcile County revenues and spending after adoption of the State Budget, but earlier budget adoption will free departments to begin major initiatives immediately in support of the County's strategic plan.

The revenues needed by departments to protect public health and safety, provide quality health and human services, protect the environment, plan for growth, renew infrastructure, enhance quality of life, and carry out other mandated and discretionary programs designated in the strategic plan will increase substantially in FY 2007-08. Continued robust growth in commercial and residential real estate values, strong crude oil prices and sales tax revenues, and another large carryover balance from the previous fiscal year are mainly responsible for the increased revenues.

The carryover balance results from both the continued fiscal restraint exercised by individual departments, whose management of limited resources in fulfilling their responsibilities remains commendable, and stronger than anticipated revenue performance during FY 2006-07.

With the ongoing growth in revenues, the County can make further progress toward achieving its strategic goals and fulfilling unmet needs in FY 2007-08. The recommended budget adds a net total of 224 staff positions in law enforcement, fire safety, roads, planning, mental health, public health, Kern Medical Center, and several other County services with a particular emphasis on carrying out the Gang Violence Strategic Plan that the County is pursuing with other local law enforcement agencies. To enable the County to promptly fill sizable numbers of positions both in this and in future years, the budget provides additional resources for the Personnel Department including three full-time positions, as recommended by the Strategic Workforce Planning Initiative.

While discretionary revenues are projected to grow by \$22.1 million (6.12%) above amounts received last fiscal year, the use of new discretionary revenues to expand services and finance capital projects must be weighed against the need to build fiscal reserves for future contingencies. In addition, increased health insurance costs for County employees will require a substantial increase in the County's annual contributions to this fund.

Within these constraints, however, the recommended budget allocates \$15.5 million to major maintenance projects, \$66 million to capital projects, and approximately \$24.4 million for the purchase of new and replacement equipment. All departments concur with recommended budget totals, which will enable several departments to make progress toward long-deferred unmet needs. However, the list of services and capital projects needed to fulfill the goals of the strategic plan is far greater than even the growth in County revenues can accommodate, and the need to maintain budget reserves against fiscal emergencies remains paramount.

BUDGET OVERVIEW

The recommended regular County budget for FY 2007-08 totals nearly \$1.4 billion, which is \$80.5 million or 6.18% higher than total appropriations adopted last year. The increase results chiefly from strong oil prices, continued growth in commercial and residential property values, and a healthy carryover balance from FY 2006-07. These gains, however, are partially offset by the continued shift of property taxes to the State budget and a 30% increase in the County's employee health insurance costs. Ongoing negotiations with County employee unions for new memorandums of understanding (MOUs) could also yield salary cost increases. These MOUs may require the County to disburse funds to affected General Fund departments during the fiscal year as more precise costs of employee compensation become known for each department, or some departments could be required to absorb new costs.

The \$1.4 billion regular County budget does not include special budgets totaling \$568.9 million for enterprise funds such as Kern Medical Center, Airports, and Waste Management; internal service funds such as Workers' Compensation and Group Health; and grant-funded programs administered by the Employers' Training Resource and the Community and Economic Development Program departments. Special budgets have increased by \$69.9 million (13.9%) from FY 2006-07.

Program-specific revenues are projected to increase by \$25 million (2.6%) above the FY 2006-07 level to \$984.1 million. By law, these revenues must be spent for specific, mandated programs or come to the County as direct reimbursements for the cost of providing services. The Board of Supervisors has no discretion in their use. These revenues account for 71% of the total budget. Most State and federal subventions must be used to operate health and human services programs. Discretionary revenues controlled by the Board of Supervisors will increase this year by \$55.8 million or about 16% above last year's actual collections. While discretionary revenues will grow to 29% of the budget, the County must use much of this money to meet local match requirements for mandated State and federal programs. Budget totals are summarized below:

Total Regular County Budget

<i>Last Year</i>	<i>\$1.304 billion</i>
<i>This Year</i>	<i>\$1.384 billion</i>
<i>Increase</i>	<i>\$ 80.5 million (6.18% increase)</i>

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

<i>Last Year</i>	<i>\$499 million</i>
<i>This Year</i>	<i>\$568.9</i>
<i>Increase</i>	<i>\$69.9 million (14% increase)</i>

Discretionary Funds vs. Program-Specific Funds

<i>Discretionary Funds</i>	<i>\$400.6 million, 29% of Total Budget</i>
<i>Program-Specific Funds</i>	<i>\$984.1 million, 71% of Total Budget</i>

AVAILABLE RESOURCES

The remarkable growth in assessed valuations in Kern County in recent years is expected to continue for perhaps one more year before falling to more sustainable levels. Although the real estate boom that propelled property values to unprecedented heights has subsided, strong oil and gas prices will continue to underpin County property tax revenues. The estimated net available carryover balance from FY 2006-07 of \$67.6 million is more than double last year's total.

The strong carryover balance, along with a fourth consecutive year of increased assessed valuation and property tax revenues, will help offset a health insurance cost increase to the County of \$20.7 million and will increase funds available for contingencies, reserves and designations.

The County expects an approximate \$6.6 million decrease in the total amount of federal and State revenues received in FY 2007-08 to offset costs of programs operated by the County on the State and federal government's behalf. This represents a 1% decline in earmarked State and federal funding accounts.

The State Budget (discussed in greater detail below) holds some risks for County finances. On the positive side, passage of Proposition 1B, a State transportation bond measure, will yield \$8.4 million for Kern County roads in FY 2007-08 and \$20 million more in following years. The budget provides State assistance to juvenile justice and local law enforcement at the same level as last year.

However, Governor Schwarzenegger has proposed to eliminate State assistance to counties to help offset property tax reductions to farmers and ranchers who preserve their land as open space under the Williamson Act. The County would lose \$4.76 million in discretionary revenues if the State Budget ends Williamson Act funding. Also, the proposed State Budget fails to fund Property Tax Administration grants to counties for a second straight year, denying nearly \$1.2 million in State aid that the County had used to keep property tax assessments updated.

ASSESSED VALUATION – PROPERTY TAX VALUES

Last year, rapid population growth and demand for housing combined with continued higher oil prices to deliver a second consecutive record single-year increase of 21% in Kern County property values. This year, the Assessor forecasts that current property taxes within both the General Fund and the Fire Fund are estimated to grow by a combined \$15.4 million, a 7.7% increase over last year, and by 3% in FY 2008-09. Continued strong crude oil prices contributed more than \$4 million of the growth in property taxes, and petroleum properties account for 26.8% of the total Assessment Roll.

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

As the Assessor's forecast shows, the explosive rate of growth realized in the Assessment Roll during the past four years will not likely be sustained over the long term but will level off rather than collapse. Although the national and statewide cooling of housing construction and home prices is beginning to happen in Kern County as well, Kern's housing affordability will still support healthy demand in this sector, and expected strong oil prices will continue to propel the petroleum industry in Kern County.

PROVISIONS FOR RESERVES, DESIGNATIONS, AND CONTINGENCIES

Maintaining sufficient reserves is one of the first fiscal imperatives in good and bad years. The County's strategic plan specifies that a minimum percentage of discretionary revenues should be reserved against emergencies. Therefore, the County Administrative Office recommends increasing General Fund reserves and designations by \$39.6 million. Although the full amount of General Fund carryover balance from FY 2005-06 and a portion of this year's projected revenue growth could be budgeted to satisfy unmet needs, strong reserves will ensure the County's fiscal health, preserve its ability to access financial markets at favorable rates, and position the County to weather fiscal storms yet to come.

Continued increases in the Fiscal Stability Reserve are recommended to rebuild the County's overall level of reserves. In addition, the County Administrative Office recommends creation of a new Technology Infrastructure and Innovation designation to ensure that funds are earmarked for renewing the technology platforms that are increasingly critical to County services. In the current fiscal year, the County Administrative Office recommends the following General Fund identifiable contingencies, reserves, and designations.

Appropriations for Contingencies: \$11 million – Appropriations for Contingencies sets aside funds to pay unexpected emergency costs or costs that are identified after the County Budget is adopted. This budget account helps meet unknown expenses, including potential State-imposed budget cuts that may be required. Funding levels within this budget fall into two categories: general-purpose contingencies and a contingency for higher departmental salaries and benefit costs. Two years ago, the Board of Supervisors approved the establishment of a separate expenditure account within Contingencies to earmark funds that would be made available to departments during the fiscal year. Departments may receive a budget augmentation from this account if they have a projected appropriations shortfall within their salaries and benefits expenditure object caused by either a lower-than-anticipated position vacancy rate or a higher-than-budgeted level of payoffs of accumulated vacation and sick leave balances for retiring employees. The recommended budget includes a \$1.3 million decrease for this purpose as the number of persons retiring has declined. The overall recommended amount, representing a \$500,000 decrease from the amount budgeted last year, is funded solely from the General Fund.

Budget Savings Incentive Credits Designation: \$9.7 million – County departments may carry over and accumulate a portion of the savings they achieve by spending less than their designated annual budget. Budget savings incentive credits earned in prior years can be applied at a department's discretion to address non-recurring needs within their respective departments, such as the need for replacement equipment or technology upgrades. Since Budget Hearings will be completed prior to the close of the fiscal year, final BSI credits will not be known and therefore cannot be allocated within the budget approval process. Additional credits earned in FY 2006-07 will be available as unanticipated fund balance carry-forward. During the budget reconciliation process anticipated in early Fall 2007, earned BSI credits will be recommended for appropriation to departments.

Strategic Workforce Planning Designation: \$13.3 million – This General Fund designation earmarks funds for future programs needed to strategically align the County's workforce with the County's mission, goals, and objectives. The recommended budget allocates an additional \$13.3 million, bringing the total to \$20.3 million. As programs are developed and ready for implementation, funds will be transferred into the appropriate department's budget to the extent needed to cover the associated program costs.

Tax Liability Reserve: \$2 million decrease – This reserve earmarks funds for the potential loss of County property tax proceeds from: 1) Assessment Appeals Board decisions in favor of the taxpayer; 2) tax roll adjustments by the Assessor; or 3) resolution of court cases related to disputed property assessments. The current balance in the General Fund reserve for this purpose is \$3.1 million, and the balance in the Fire Fund is \$1 million. Decreases of \$1.6 million and \$400,000 are recommended for the General Fund and Fire Fund.

Remaining balances within both the General Fund and Fire Fund are considered sufficient to mitigate potential losses due to assessment roll adjustments.

Fiscal Stability Reserve: \$13.5 million – Your Board established this reserve to help mitigate wide swings in the County’s discretionary revenue from one fiscal year to the next. The intent was to identify and set aside one-time non-recurring revenues, when available, to minimize service reductions in fiscal years in which property taxes or other discretionary revenues decline sharply. Fiscal prudence would dictate that the County maintain a balance within this reserve equal to 7.5% to 10% of the total General Fund expenditures in a given fiscal year. The current balance in this reserve is \$34.5 million. Given the continued strong growth in revenues, coupled with a strong carryover balance from FY 2006-07, the recommended budget proposes to allocate an additional \$13.5 million to this fund to help satisfy the goals of the strategic plan. The resulting balance in this reserve of \$48 million equals approximately 7.5% of total budgeted General Fund expenditures in FY 2007-08, thereby achieving the minimum targeted level for this important reserve.

Unmet Needs Designation: \$2 million decrease – This recommended reserve earmarks funds to address unmet capital and equipment needs. Expenditures from this reserve occur on the same basis as the initial round of unmet needs funding: department-identified needs are reviewed and prioritized for funding by your Board sitting as a Committee of the Whole, then budgeted and placed in the design/bid schedule of capital projects. The unmet capital project needs identified for FY 2007-08 are funded in the Recommended Budget. The proposed balance for this reserve is \$8 million, \$2 million below FY 2006-07.

Technology Infrastructure and Innovation Designation: \$3 million – This new designation recognizes the need to set aside funds to renew and replace legacy technology systems in order to obtain maximum leverage of County staff, assets, and other resources in delivering services. The County can keep pace with technological change and innovation only by continual investment in technology, which will be assured through annual funding of this budget designation.

STATE BUDGET

In contrast to last year’s State Budget, which paid counties’ back claims for reimbursable State mandate costs and for Proposition 42 road repair funds, the proposed FY 2007-08 State Budget will likely be less generous to counties. Although an unexpected fourth-quarter surge in FY 2006-07 revenues helped to close the State’s multi-billion-dollar structural deficit, the budget remains out of balance by nearly \$3 billion. Since State budget revenues comprise about one-third of the County’s annual resources, any State budget shortfalls could have a substantial impact on the County’s available budget resources.

Despite the structural deficit, the State Budget will continue full funding for the Citizens’ Option for Public Safety (COPS) and Juvenile Justice Crime Prevention Act, sustaining the nearly \$600,000 increase in these programs that the County received last year. The Sheriff’s Department and the District Attorney will again receive \$1 million to supplement federal funds targeted for investigating and prosecuting methamphetamine production and trafficking crimes, and the budget helps to fund a training program for local correctional officers who staff County jails and juvenile halls. The budget will fully reimburse local entities for costs of prosecuting inmate crimes, housing State inmates, and other services provided to State inmates at the county level. Included in this funding is a one-time appropriation to pay for outstanding current-year claims and an increase in the daily rate paid to counties for housing State inmates.

The budget will also transfer control and supervision of certain non-violent juvenile offenders from the State to counties, but it does not include the Governor’s January budget proposal for a new initiative to provide support to local probation departments to expand probation services to adult probationers aged 18 to 25, which would have provided the County with at least \$1 million in the first year to target this critical population.

Passage of Proposition 1B by California voters last November authorizes issuance of transportation bonds that will make badly needed road maintenance and improvement money available to local governments. The Legislature had not settled Proposition 1B funding distribution when the Recommended County Budget was prepared, but under a January proposal, the County would receive \$8.4 million for roads in FY 2007-08.

On the other hand, the budget again fails to include a cost-of-doing business adjustment in State payments to counties to administer the CalWORKs welfare-to-work program, Food Stamps, and other social services programs. Counties have received no adjustment for five years and have made up the difference with their own general funds. The County has lost an estimated \$20 million in this manner.

The budget partially remedies an accounting error between the State Departments of Health Services and Mental Health that has prevented counties from being paid by Medi-Cal for early periodic screening, diagnosis and treatment services for children with mental health problems. The budget provides \$86.7 million of the \$260.2 million that is owed for services from FY 2003-04 through FY 2005-06 and provides for repayment of the remainder over the next three fiscal years. Kern County's share of these overdue Medi-Cal payments is \$900,000.

The Governor proposes to eliminate funding for a highly effective State program that pays counties to provide basic outreach services to homeless persons with mental illness. Kern County used \$1.2 million in State funds in FY 2006-07 to help provide homeless persons with counseling, housing, and job assistance to help get them off the streets and become self-sufficient instead of hospitalized or incarcerated.

The biggest potential harm to the County from the State Budget would come if the Governor carries through a proposal to permanently eliminate all subventions to counties for property tax losses incurred by enrolling agricultural land in Williamson Act contracts that prevent land development. In Kern County, more than 1.5 million acres is enrolled in Williamson Act contracts that provide a 58% reduction in property taxes for these property owners. In FY 2006-07, the County received \$4.76 million from the State to cover about 25% of the \$18.7 million in property tax losses attributable to Williamson Act enrollment. Although the Legislature did not act on the Governor's proposal, the Governor could still achieve the savings through a line-item veto.

The proposed State Budget also does not include grants that counties have used to help keep property tax rolls current as new construction and home sales bring rapid changes in property valuations. This program had funded 14 Assessor positions until it was eliminated in FY 2005-06. The budget also defers until FY 2008-09 an appropriation to offset counties' costs to conduct a separate February 2008 presidential primary election, which is projected to cost the County \$1.6 million.

The County Administrative Office will work with the State Administration and the Legislature to maintain Williamson Act funding, restore the property tax administration program and mental health homeless outreach funds, and secure cost reimbursement for the presidential primary election. The outcomes of these issues could require subsequent adjustments in the County budget.

RETIREMENT AND HEALTH INSURANCE BENEFITS

The FY 2007-08 County budget reflects a decline in retirement benefit costs for both general and safety employees totaling \$7.6 million. This reduction in net County costs is due chiefly to actuarial recognition of previously unrealized gains on the County's retirement fund investments.

The County's costs for health insurance benefits, however, will increase by \$20.7 million or nearly one-third above last year's level. Both the number of health insurance claims and the cost per claim outstripped budget projections in FY 2006-07, so this fund must be increased to make up for the shortfall and to keep pace with the projected future growth in health care costs.

KERN MEDICAL CENTER

Kern Medical Center's finances continue to undermine the County's overall financial stability. After nearly breaking even on operational costs in FY 2004-05 and FY 2005-06, the hospital's General Fund loan balance on June 30, 2007 is projected to be \$25 million, which is \$18 million above the FY 2005-06 year-end balance.

Part of the higher loan balance is attributable to lags in federal and State Medicaid reimbursement for the hospital's services. As a public hospital that is mandated to provide care to all patients in a county where more than half the population has annual income low enough to qualify for Medicaid or Medicare, KMC is heavily dependent upon State and federal Medicaid payments, which have not kept pace with the cost of care.

Dramatic changes in federal and State financing of public hospitals could further limit KMC's largest revenue source – Medicaid and Medicare payments – at a time when the hospital's caseload and its operating costs are rising along with the rest of the health care industry. KMC continues to pay higher costs for pharmaceuticals, equipment, nursing staff, physicians, and utilities, but since 75% of those who receive care at KMC are Medicaid or indigent patients, the hospital faces an uphill battle to increase its revenues.

A five-year federal-State agreement for Medicaid payments signed in 2005 holds the State nearly harmless from paying any share of public hospitals' Medicaid costs, which shifts the non-federal cost burden to counties. Fortunately, Congress recently enacted a one-year prohibition against proposed new Medicaid reimbursement regulations that would have severely limited counties' ability to claim federal Medicaid payments for the care that county-operated hospitals deliver to indigent and uninsured patients.

The hospital is working to increase patient revenues through more effective billing and collections, by offering psychiatric care and specialty orthopedic and thoracic surgical procedures to increase net income, and by controlling costs. KMC will also receive a three-year, \$30 million grant that teams the hospital with local nonprofit outpatient clinics to provide preventive and primary health care services to uninsured patients with the goal of improving health among Kern County's uninsured population and reducing demand for expensive emergency room care as the "provider of first resort" for uninsured patients.

Like all hospitals in California, KMC struggles to recruit and retain nurses. To address the problem, the County increased salaries and created an aggressive nursing scholarship program at Bakersfield College that is also open to KMC employees, who may receive paid time off to attend classes. The first group of graduates will provide 33 new nurses for KMC, which will allow the hospital to rely less heavily on costly temporary nurses. Since the program began, traveling nurse costs are down by \$2 million at KMC.

In FY 2007-08, the recommended County General Fund contribution to KMC will increase by \$2.5 million to \$13.96 million, primarily to meet the rising cost to the hospital of meeting the County's legal requirement to care for inmates and juvenile offenders and the increased demand on the Maximum-Medium Detention Facility at the Lerdo Jail. The hospital's allocation of \$20.8 million in realignment revenues, necessary to provide basic health care to the County's disproportionately high share of the medically indigent, remains at the same level as the previous fiscal year.

KMC's new leadership team is working to improve several operational areas identified in a recent independent audit. However, the largest single factor affecting the hospital's future remains the extent to which safety net hospitals such as Kern Medical Center receive sufficient Medicaid revenues to pay for care to the low-income and indigent patients they are mandated to serve.

PROGRAM IMPACTS

The recommended budget enables the County to make progress toward a number of strategic plan goals and objectives. Major program impacts are summarized below:

Gang Violence Strategic Plan – On May 19, 2007, the Joint City/County Standing Committee to Combat Gang Violence approved the *Gang Violence in Kern County: A Strategic Plan* with this mission: “to reduce the level, magnitude and frequency of gang violence within the County of Kern and the 11 incorporated cities within the County.” The recommended budget provides more than half a dozen County law enforcement and social services agencies with added resources to undertake this important initiative. The specific allocations are described in greater detail below, but the major elements of the plan include substantial enhancement of the Sheriff’s Gang Suppression Unit, creating more detention beds and detention staffing to incarcerate gang offenders, adding a new High Risk Adult Supervision Unit and enhancing gang intervention and suppression staffing in the Probation Department, expanding District Attorney staffing to investigate and prosecute gang-related crimes as well as expanding indigent defense staff resources in the Public Defender’s Office, \$1.6 million in contracted services for intervention and prevention programs, an enhanced adolescent substance abuse residential program, and a 4-H youth development outreach program.

Emergency Preparedness – As first responders in natural disasters, terrorist attacks, and other emergencies, County public safety agencies are working to improve emergency preparedness and response as part of their mission to protect the people of Kern County. In addition to funding construction of a new Emergency Operations Center, the recommended budget adds administrative coordinator positions for emergency preparedness in both the Sheriff’s Department and in the Fire Department’s Office of Emergency Services.

Mental Health – In FY 2007-08, the Mental Health Services Department will enter the second year of implementing expanded programs under Proposition 63, a dedicated State income surtax enacted by voters in 2004 to assist county mental health services. The department will receive \$7.4 million in Proposition 63 funding in FY 2007-08 to implement a State-approved plan that includes expanding services to the homeless and/or those at risk of becoming homeless, assisting young adults with severe mental health challenges, and bringing mobile mental health programs to underserved geographical areas in the County. As the department continues to expand Proposition 63 services it is requesting an additional 42 positions for this purpose in FY 2007-08 and six positions for other mental health services. The department is requesting to delete eight full-time and four part-time positions, for a net increase in full-time positions of 40.

The department is entering the second year of a three-year substance-abuse grant to combat methamphetamine use in Taft and Wasco. Kern County’s substance abuse unit is one of only 11 agencies in the nation to receive this grant.

Animal Control – The division continues working to implement recommendations of an operational and management review conducted in 2005. The recommended budget will enable the division to operate with all positions and all previously unmet needs fully funded so the division can continue to meet the goals outlined in the County Strategic Plan to improve animal shelter facilities and operations.

Planning – The department will have sufficient funding to fill all positions in FY 2007-08, including an Accountant position transferred from the Community and Economic Development Department during FY 2006-07 and a Geographic Information Specialist position that has been integral to the department’s mapping function. As Kern County’s rapid growth continues, the department faces increasing demand for transportation improvements, environmental reviews, and detailed specific plans throughout the County. The department is working with community stakeholders on specific plans for Tehachapi, Rosamond, the Kern River Valley, and the Indian Wells Valley. In addition, the department is participating in the Department of Defense Joint Land Use Study, the Biosolids Environmental Impact Review, and an update of the Metropolitan Bakersfield General Plan.

Library – The recommended budget allows the department to maintain existing positions and hours of operation at the main library and all branch locations. The department will continue to provide additional library services to outlying areas through its two bookmobiles at the same level as in FY 2006-07. State Public Library Foundation aid of \$450,000 is modestly higher than in FY 2006-07. Recommended funding allocated for new and replacement books is \$999,000, substantially above the five-year average of \$572,000 for new and replacement books.

Roads – The recommended budget for the Roads Department includes a General Fund contribution of \$6.05 million, an increase of \$550,000 from last year's funding level. The proposed State FY 2007-08 budget includes appropriation levels for the Proposition 1B Transportation Bond, which will yield \$8.4 million for construction and maintenance projects identified for FY 2007-08. Advance payment by the State last year of Proposition 42 local roads revenues means that the County will not receive Proposition 42 revenues this year, resulting in a reduction from FY 2006-07 of over \$6 million. The \$8.4 million anticipated from Proposition 1B helps to offset this loss of revenue. Federal aid for construction reimbursements will decrease by about \$7.0 million from last year. Though this appears to be a significant decrease, it actually reflects a shift in construction funding sources for next year, as reimbursement for State funded projects will increase by \$2.5 million and State Infrastructure Bank-funded curb and gutter projects will increase by almost \$6 million.

In total, the budget recommends \$31 million for construction projects, including widening of Seventh Standard road near the new airport terminal, curb and gutter projects in Lamont and East Bakersfield, and numerous road resurfacing and shoulder paving projects throughout the County. This total does not include separate funding of \$30 million the department has already budgeted in partnership with the State and with other local agencies for the long-planned interchange and grade separation at State Route 99 and Seventh Standard Road. Construction will begin during the first quarter of FY 2007-08.

Overall funding for road maintenance and improvement projects decreases from FY 2006-07. However, the County accomplished an unprecedented amount of repair and rehabilitation in FY 2006-07, when an unusually large amount of unobligated carryover balance enabled resurfacing of over 200 road miles. With several large federal projects planned for FY 2007-08, no unobligated carryover funds will be available. There is still a significant backlog of road maintenance and improvement needs for which long-term solutions to the structural funding deficiency must be identified. The department is adding three positions to the nine new positions added last year to help manage the increased construction and road maintenance workload.

Parks – The recommended budget will allow the department to fund all authorized positions and purchase much needed equipment, enabling a higher level of park maintenance and facility services in FY 2007-08. The department will receive \$530,000 to purchase new and replacement equipment for maintaining turf and trees. The budget will also allow the department to replace aging equipment that has become unreliable, and in some cases, is no longer economical to repair. Capital projects budgeted for FY 2007-08 include an \$840,000 fuel dock improvement project for Buena Vista Aquatic Recreation Area, a Lake Ming boat launch for \$1.5 million, and various roofing, parking lot, water storage, and irrigation repairs of approximately \$935,000. Although most capital and major maintenance projects for County parks are financed through grant funding, over \$1 million in local discretionary revenues is being recommended for this purpose in FY 2007-08.

Probation – The recommended budget allows the department to meet the goals outlined in the County Strategic Plan to reduce crime and improve law enforcement services and to increase community services to reduce the incidence of gang violence. Of the 55 new positions recommended to be added to the department, 48 are designated to fulfill the department's enhanced gang prevention and suppression duties under the Gang Violence Strategic Plan. A 16-member High Risk Adult Supervision Unit will seek to prevent high-risk offenders from re-entering criminal activity. Seven officers will be added to the existing Gang Intervention and Suppression Team, three staff positions will be added to the Aftercare Enhancement Unit that provides community reentry, and independent living and job search skills to juvenile wards of the court, and outlying areas will be served by

two new 11-member units, the Repeat Offender Prevention Unit and the Early Intervention Unit. The budget enables the department to operate all of its secure residential facilities at full capacity.

District Attorney – The department will add six positions in FY 2007-08 to continue rebuilding staff to meet growing caseload demands in outlying County regions in order to prevent temporary reassignment of staff from the metropolitan Bakersfield area. The department will add 13 positions to investigate and prosecute gang-related crimes, and four new positions will enhance truancy law enforcement to aid in gang prevention efforts. The District Attorney's Forensic Sciences Division is budgeted to allow a slightly increased level of service above that approved in FY 2006-07 so that the Crime Lab can process DNA evidence more timely and remain accredited, which will enable the continued use of Crime Lab DNA results as court evidence.

Sheriff – The recommended budget contains a more than \$14 million budget increase over FY 2006-07 in order to fund the Sheriff's comprehensive proposal to combat gang violence and enable the department to fulfill its role in the Gang Violence Strategic Plan. The department will add 50 new positions dedicated to preventing and combating gang activity as well as incarcerating gang offenders. Thirteen Sheriff's deputies will be added to the Gang Suppression Unit, and the Sheriff will also open 128 beds of the Maximum-Medium Security Facility at the Lerdo Complex, with at least 32 beds committed to gang members. Staffing these additional jail beds will require adding 24 Sheriff's Detention Deputy positions, five Sheriff's Senior Detention Deputy positions, one Sheriff's Detention Sergeant and five civilian staff positions in office services. The department will add two administrative coordinators and two deputies will be reassigned to gang prevention.

The recommended budget also provides for growth in front line services while addressing many target areas. The department will add sworn personnel to Boron, as well as deputies to address internal affairs and to provide enhanced law enforcement services to high-growth areas in the outlying regions of the County. The budget includes funding to help reduce overtime in detentions, for technology and software support, and to provide selected equipment to provide increased effectiveness. The department will continue its aggressive efforts to fill vacant positions and significantly reduce the overall vacancy rate within the department. This will allow the department to better address its mission and more effectively utilize its resources to meet the public safety needs of the County in accordance with the County Strategic Plan.

General department operations will be bolstered by the addition of two Senior Deputy Sheriff positions and 11 Deputy Sheriff positions. Metropolitan Bakersfield, Lamont, Frazier Park, Ridgecrest, and Taft will each receive an additional deputy, and two deputies each will be assigned to Rosamond and Tehachapi. A new Sheriff's Detentions Deputy position will provide support for the warehouse function at the Lerdo Security Facility, and a Sheriff's Detentions Lieutenant position will oversee the night watch at the Lerdo Security Facility. The department is also adding an Information Systems Specialist position for technology services related to the Mobile Data Computer program, and two Administrative Coordinator positions, one for human resource development and one for emergency preparedness. The recommended budget implements Phase II of the Lieutenant's Program, adding six Sheriff's Lieutenant positions approved in FY 2006-07 and deleting two Sheriff's Commander positions.

Fire – The recommended budget proposes \$120.2 million (18.4% increase) in Fire Department appropriations, which includes \$7.8 million to acquire equipment and vehicles and more than \$3.4 million to add 30 firefighter positions, three battalion chief positions, one fire captain and several aircraft, fiscal, and clerical support positions. The budget will enable the department to bring staffing at every County fire station to at least three positions per shift.

In addition to including five rescue engines needed to meet the department's scheduled replacement plan, the budget also recommends two water tenders, one ladder truck, one urban search and rescue truck, and ten patrol vehicles to address the department's equipment replacement backlog. The recommended budget also includes funding for the department to purchase 18 additional support and non-fire engine frontline vehicles. In addition, the recommended budget includes \$1.3 million in funding to execute the Strategic Plan for Air Operations.

Increases in the department's contract with the State Department of Forestry for fire protection of State wildlands will fund an aircraft mechanic, fire captain, and lease-purchase of a 10-passenger, twin-engine, fixed wing aircraft to add to the department's existing air operations resources.

Reimbursement revenue from other agencies for fire suppression costs remains budgeted at \$1.2 million; however, an additional \$2 to \$4 million in reimbursement revenues is likely to be available for additional appropriations in FY 2007-08.

Personnel – The recommended budget adds one Supervising Personnel Analyst position, one Office Services Assistant, one Fiscal Support Specialist position, and two extra help positions to enable the department to fulfill the goal of more timely recruitment and hiring targeted by the County's recent Strategic Workforce Planning recommendations. Additional funding also provides for increased job vacancy advertising as recommended by the Strategic Workforce Planning Taskforce and additional staffing to review personnel recruitment and promotional processes and develop succession planning resources, as outlined in the County Strategic Plan.

Veterans Service – The department will add one Office Services Technician position to help manage increasingly high volumes of veteran clientele and to enable staff cross training for expanded job search services in cooperation with Employers' Training Resource (ETR). ETR was recently awarded a Veterans Grant that will provide both the department and ETR expanded opportunities to provide multiple services to many clients during the same visit. Integration of services and the goal to maximize resources and services for the benefit of all residents is a key element contained in the County Strategic Plan.

FULFILLING UNMET NEEDS

Continued healthy growth in discretionary revenues will allow the County to address the list of unmet service and infrastructure needs so that departments can work to meet the goals in the strategic plan. Following the process adopted last year, your Board reviewed and discussed approximately \$580 million in unmet needs. Of these, \$13 million in high-priority capital and major maintenance needs were identified as well as another \$12.7 million in unmet needs for personnel and other resources at a Committee of the Whole meeting on May 8.

In addition to these recommended expenditures, the Committee of the Whole reviewed the largest single recommended unmet needs expenditure of \$9.7 million for the Probation Department, District Attorney, Public Defender, Human Services Department, Mental Health Services Department and Farm and Home Advisor to implement the Gang Violence Strategic Plan, which is discussed in detail under the Program Impacts section of this message. This total is in addition to approximately \$4.1 million in recommended full-year funding that your Board appropriated in the middle of FY 2006-07 for additional Sheriff's personnel and resources to begin addressing gang violence.

The recommended budget addresses the entire \$13.06 million in capital and major maintenance needs, \$12.7 million in budget step-ups for personnel and resources, and \$9.7 million to combat gang violence. Unmet needs recommended for funding include \$2.7 million for design and construction of a new mess hall at Camp Owen, \$1 million in County matching funds to help finance a seismic retrofit of the main Kern County Museum building, \$1.3 million to re-roof the Public Defender offices at 1315 Truxtun Avenue and the Juvenile Hall administration building, and \$928,000 for new flooring in the Public Services Building.

Major recommended budget step-ups to address unmet needs also include the addition of 30 firefighter positions to increase staffing at all stations to three people at an annualized cost of slightly more than \$2 million, the addition of nine Fire Department support and administrative positions at an annualized cost of \$825,000, and new fire equipment totaling \$6.5 million.

Approximately \$1 million is also recommended under unmet needs to augment services and supplies in the Parks and Recreation Department, add tree trimmer positions and a fiscal support position, and purchase new equipment. Other unmet needs include new Public Defender positions in the North Kern and South Kern courts, approximately \$650,000 in County match to draw down \$450,000 in State Public Library Foundation funds to maintain hours of operation and the book budget, and \$300,000 in road paving material to enable the Roads Department to blade seal 11 additional miles of roadway.

In addition to the one-time unmet needs recommended for funding during FY 2007-08, both the General Services division and other operating departments have identified numerous projects as important unmet maintenance and capital facility needs. The recommended budget leaves \$8 million in one-time revenues in the Unmet Needs designation within the General Fund. During the course of this fiscal year, the County Administrative Office will prioritize those identified project needs and will recommend that the Board of Supervisors conduct a Committee of the Whole meeting focused solely on capital and major maintenance project needs that should be funded in FY 2008-09 from the Unmet Needs designation.

INFRASTRUCTURE: THE PLATFORM FOR SERVICES

The continued surge in discretionary revenues enables the recommended budget to include nearly \$34 million in FY 2007-08 for capital projects to renew, replace, and expand the infrastructure from which the County delivers services – approximately \$1 million more than the amount budgeted in FY 2006-07.

It should be noted that nearly \$30 million of this total is for rebudgeted projects that did not progress to the construction stage in FY 2006-07, such as the planned new Emergency Operations Center and the Rexland Acres Sewer System. Construction delays occurred partly because of additional funding needs, and partly because the steep increase in newly budgeted capital projects last year severely taxed the County's capacity to move projects through pre-architectural programming, design, plans and specifications approval, and bid award to actual construction.

In addition, the budget includes \$30 million in rebudgeted funds to begin construction of the Seventh Standard Road interchange project.

Newly budgeted capital projects in FY 2007-08 include an irrigation storage tank in Kern River County Park, a new mess hall at Camp Owen, a seismic retrofit of the main Kern County Museum building, remodeling a portion of the District Attorney offices, upgrading electronic door controls at the Lerdo Pre-Trial facility, continued study of a proposed Poso Creek dam, and a Rosamond Master Drainage study.

Several projects rebudgeted from FY 2006-07 will progress through design to the start of construction in FY 2007-08. These include the nearly \$6 million Frazier Park Library, the \$3.68 million Emergency Operations Center, a Fire Department aviation hangar, two Juvenile Justice Center courtrooms and two Superior Court rooms to be financed with State funds, fuel dock improvements at Buena Vista Aquatic Recreation Area, Lake Ming boat launch/restroom/parking/lighting improvements, 4th-floor build-out of the County Administrative Center, and the long-awaited Rexland Acres Sewer System, which is being financed primarily through State and federal grants and low-interest loans that will make the project affordable for the primarily low-income residents of this neighborhood.

These projects do not include transportation projects budgeted by the Roads Department, which are discussed in the Program Impacts section of this message.

The County's capacity to design and manage new capital projects has been limited, and a commercial construction boom has claimed much of the construction industry's capacity to take on public projects while also driving up the cost of materials substantially. The County Administrative Office is working to address

these problems by recommending additional construction management positions in this year's budget. Additionally, the Board approved sponsoring legislation to extend authority under the Public Contract Code to allow a single firm to handle both design and construction of a project, which will help to save project costs and delivery time so that the County can more swiftly fulfill unmet strategic plan needs for new infrastructure.

Besides the projects included in the capital projects budget and those that will be funded through the unmet needs portion of the budget, Committee of the Whole discussions identified several other critical capital projects as potential candidates for financing, including new fire stations in Pine Mountain Club and Rosedale, replacement of the Central Fleet facility, and a new Information Technology facility. The County has launched a Debt Capacity Review that will be completed during the first quarter of FY 2007-08 so that the Board can determine which projects, if any, can be financed through the issuance of long-term debt.

PERFORMANCE BENCHMARKS

FY 2007-08 will be the first year in which departments structurally integrate their performance measurement goals with budgeting decisions. In their proposed FY 2007-08 budgets, departments submitted performance benchmarks tied to specific strategic goals, which will bring greater transparency to the relationship between spending and performance. Measuring results and the impact on clients can help County managers and the Board of Supervisors do a more effective job of meeting the goals of the strategic plan, managing taxpayers' dollars, and delivering the services people need. Refining these performance measures – choosing the most meaningful things to measure – is a continuous process that will help focus capital and human resources on strategic plan goals.

STRATEGIC WORKFORCE PLANNING

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

The recommended budget implements many of the Strategic Planning Workforce's recent recommendations. It increases Personnel Department staffing and increases budget resources for job vacancy advertising. It calls for a review of personnel recruitment and promotional processes and development of succession planning resources, as outlined in the County Strategic Plan. A departmental committee will review countywide job specifications, recruitment and requisition procedures will be streamlined, and job applicants as well as County departments will receive greater information from the Personnel Department throughout the recruitment process. The Personnel Department's staffing increases will enable improved response time in logging and retrieving documents and increased reception desk assistance for job applicants. The critical goal of filling vacancies with appropriate qualified staff quickly and efficiently remains paramount.

As discussed earlier, the recommended budget continues the recently established Strategic Workforce Planning designation within the General Fund at a recommended funding level of \$20 million.

CONCLUSION

The FY 2007-08 Recommended Budget is a spending plan that is fiscally prudent, structurally balanced, and is aligned with the County Strategic Plan goals. Current year estimated revenues exceed current year anticipated expenses, and the recommended budget carefully balances capital and service expansion needs with the need to build reserves. Another year of discretionary revenue growth allows a spending plan that continues to address

the needs of Kern County residents expressed in the County's strategic goals regarding public health and safety; health care and social services; land use; services for families, children and seniors; infrastructure renewal; and economic opportunities.

The recommended budget contains funding to meet many deferred capital needs, adds positions in several key areas such as public safety, and continues to restore funding in services such as parks and libraries. The budget also exercises fiscal prudence by reserving a portion of increased revenues against contingencies, fluctuations in available resources, and other unforeseen threats to fiscal stability. As the boom in discretionary property tax revenues begins to level off, the importance of maintaining strong fiscal reserves is underscored.

The recommended budget more closely aligns spending decisions with Strategic Plan goals and performance benchmarks, and it begins to implement Strategic Workforce Planning recommendations to help the County succeed in the critical task of recruiting and keeping a qualified workforce to replace retiring employees.

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

Sincerely,

Ronald M. Errea
County Administrative Officer



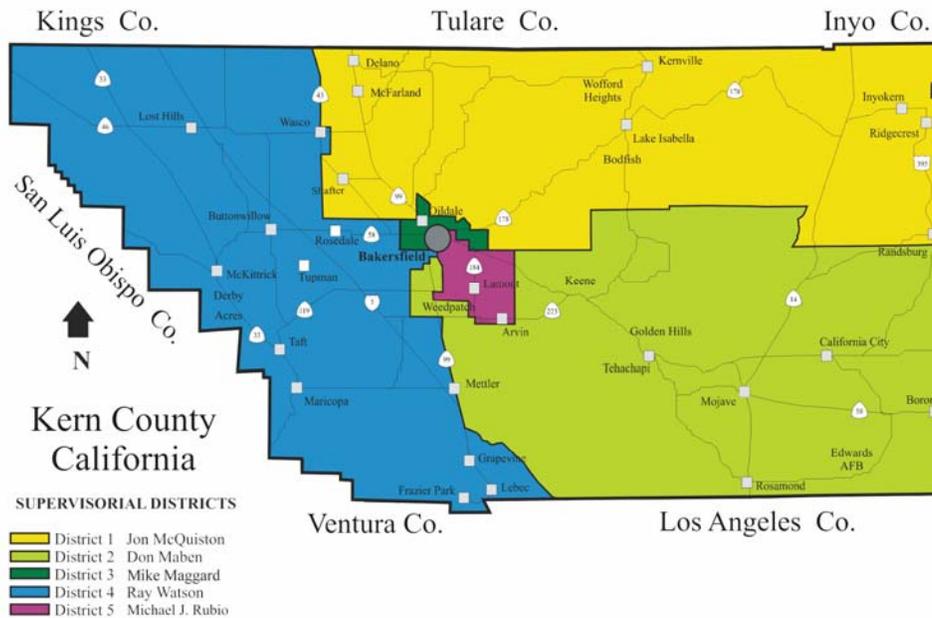
COUNTY OF KERN

COUNTY ADMINISTRATIVE OFFICE
RECOMMENDED BUDGET
FY 2007-08

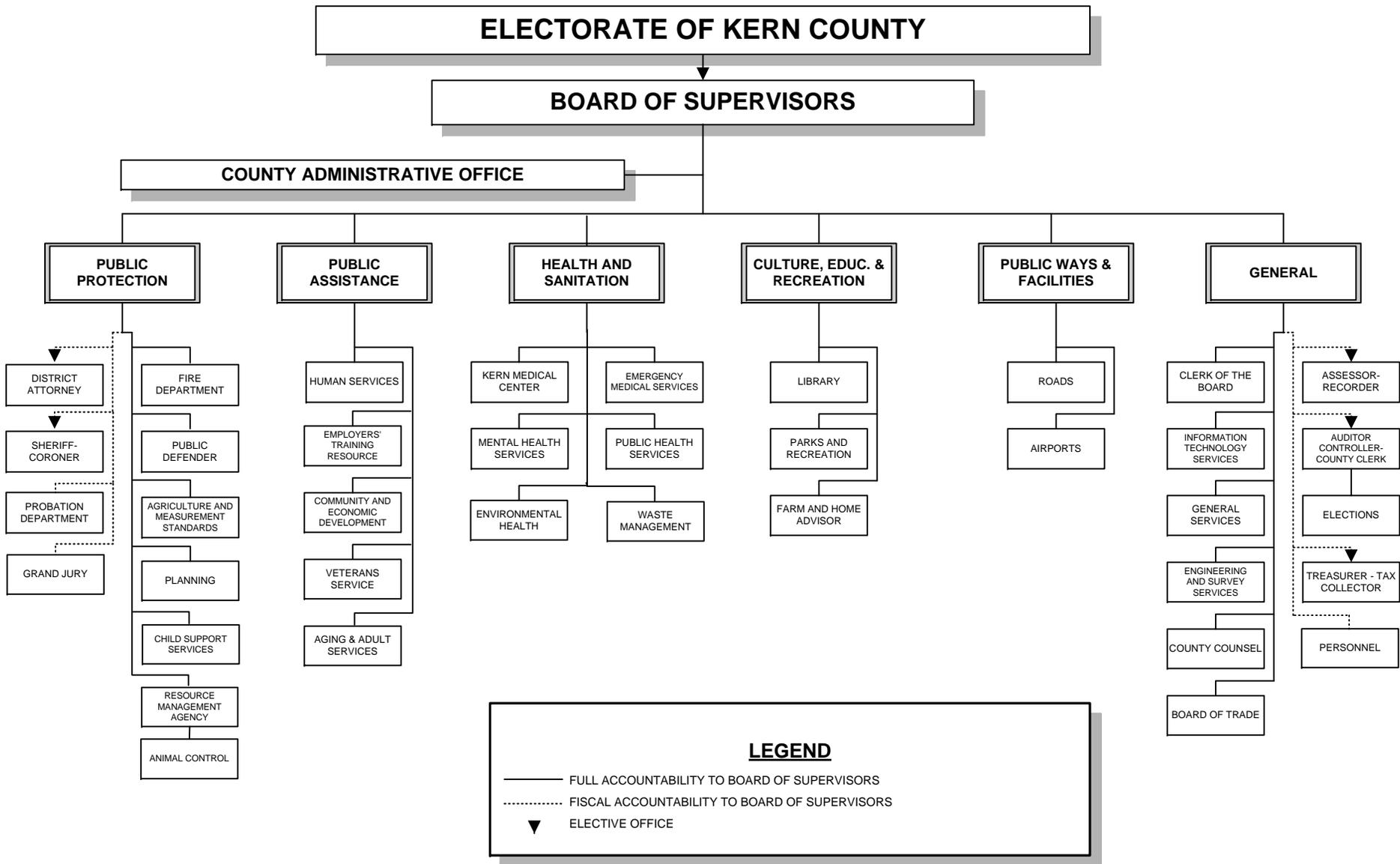
Submitted by
Ronald M. Errea
County Administrative Officer

BOARD OF SUPERVISORS

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



KERN COUNTY
SUPERVISORIAL DISTRICTS



LEGEND

- FULL ACCOUNTABILITY TO BOARD OF SUPERVISORS
- FISCAL ACCOUNTABILITY TO BOARD OF SUPERVISORS
- ▼ ELECTIVE OFFICE

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SUMMARY OF FY 2007-08 RECOMMENDED COUNTY BUDGET

Available Financing

County Funds	Estimated Fund Balance June 30, 2007 Unreserved/ Undesignated	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
General	\$67,610,305	\$3,620,151	\$581,383,365	\$652,613,821
ACO-General	404,467	0	0	404,467
Road	3,225,045	0	52,743,110	55,968,155
Structural Fire	2,594,191	680,739	91,233,996	94,508,926
ACO-Fire	8,752	0	0	8,752
Building Inspection	4,315,285	0	5,341,200	9,656,485
Dept of Human Services-Admin	1,727,247	0	151,445,505	153,172,752
Human Services-Direct Fin. Aid	2,690,794	0	162,071,436	164,762,230
Mental Health	3,685,163	0	112,157,330	115,842,493
Aging & Adult Services	55,057	0	11,516,774	11,571,831
Seventh Standard Road	8,250,872	0	21,800,000	30,050,872
Fish and Game	6,519	3,381	15,100	25,000
Litter Clean Up	1,600	0	2,900	4,500
Off Highway Motor Vehicle License	172,210	0	172,000	344,210
Planned Local Drainage Facilities	119,209	0	0	119,209
Range Improvement Section 15	46,857	0	9,939	56,796
Range Improvement Section 3	33,630	0	3,703	37,333
Informational Kiosk	30,400	0	119,600	150,000
Probation Training	0	0	234,000	234,000
DNA Identification	0	0	288,000	288,000
Local Public Safety	3,156,778	0	56,819,592	59,976,370
Sheriff's Training	0	0	215,000	215,000
Child Support Services	0	0	24,120,610	24,120,610
Automated Fingerprint	8,775	0	367,000	375,775
Juvenile Justice Construction	114	0	1,697	1,811
Emergency Medical Services	279,814	0	2,329,738	2,609,552
Automated County Warrant System	(181)	10,181	100,000	110,000
Domestic Violence Program	59,000	0	101,000	160,000
Criminal Justice Facility	184,318	0	3,773,000	3,957,318
Courthouse Construction	0	0	46,000	46,000
Alcoholism Program	341,888	0	155,000	496,888
Alcohol Abuse Education/Prevention	26,377	0	127,000	153,377
Drug Program	230,567	0	8,700	239,267
Recorder's Fee	245,502	0	1,484,321	1,729,823
Recorder's Micrographics	49,446	319,231	350,000	718,677
GRAND TOTAL	\$99,560,001	\$4,633,683	\$1,280,536,616	\$1,384,730,300

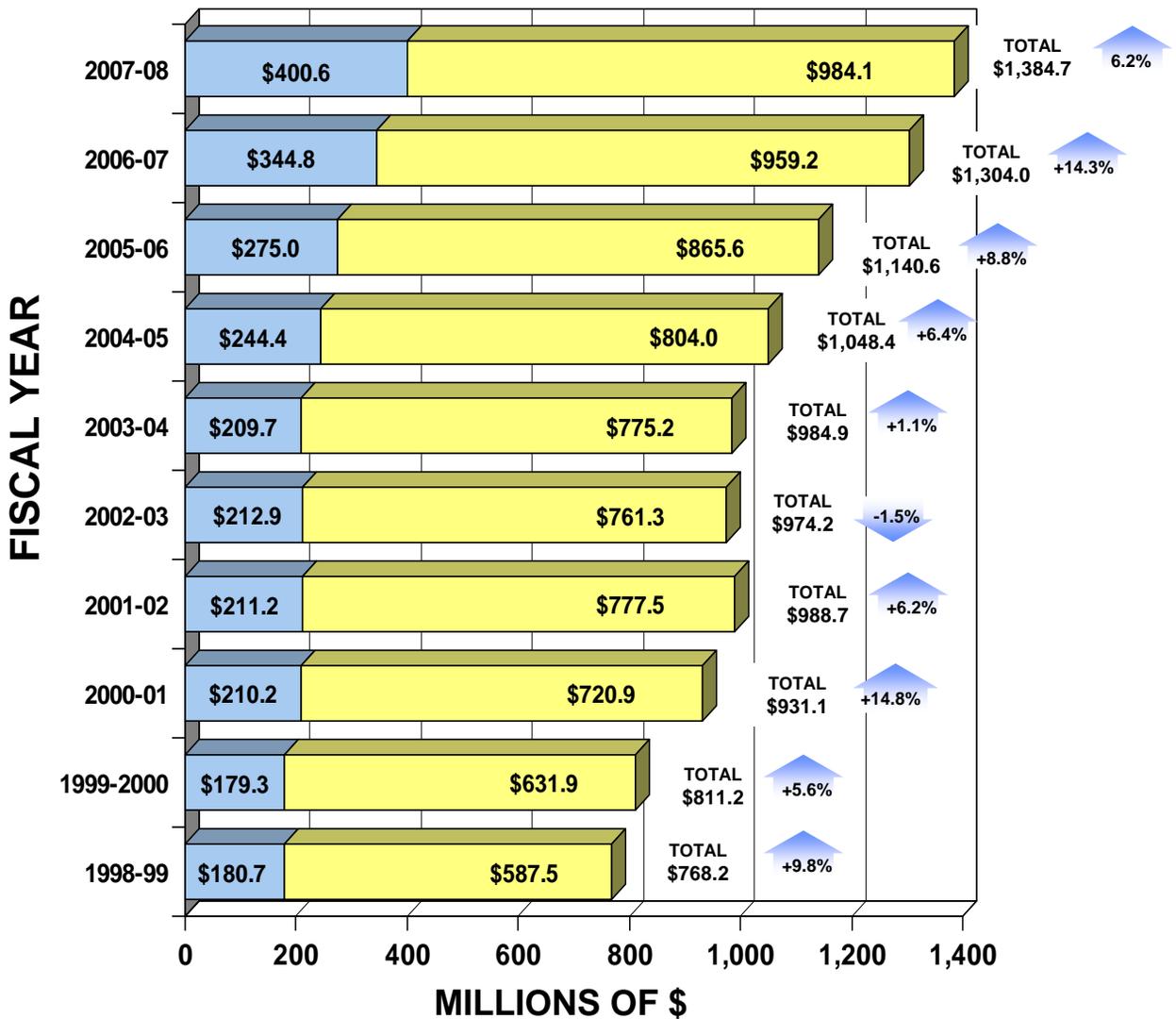
SUMMARY OF FY 2007-08 RECOMMENDED COUNTY BUDGET
Financing Requirements

County Funds	Estimated Financing Uses	Provisions for Reserves and/or Designations	Total Financing Requirements
General	\$613,038,864	\$39,574,957	\$652,613,821
ACO-General	0	404,467	404,467
Road	55,968,155	0	55,968,155
Structural Fire	94,508,926	0	94,508,926
ACO-Fire	0	8,752	8,752
Building Inspection	9,656,485	0	9,656,485
Dept of Human Services-Admin	153,172,752	0	153,172,752
Human Services-Direct Fin. Aid	164,762,230	0	164,762,230
Mental Health	115,842,493	0	115,842,493
Aging & Adult Services	11,571,831	0	11,571,831
Seventh Standard Road	30,050,872	0	30,050,872
Fish and Game	25,000	0	25,000
Litter Clean Up	4,500	0	4,500
Off Highway Motor Vehicle License	165,000	179,210	344,210
Planned Local Drainage Facilities	0	119,209	119,209
Range Improvement Section 15	25,000	31,796	56,796
Range Improvement Section 3	32,212	5,121	37,333
Informational Kiosk	150,000	0	150,000
Probation Training	234,000	0	234,000
DNA Identification	240,000	48,000	288,000
Local Public Safety	59,976,370	0	59,976,370
Sheriff's Training	215,000	0	215,000
Child Support Services	24,120,610	0	24,120,610
Automated Fingerprint	200,000	175,775	375,775
Juvenile Justice Construction	0	1,811	1,811
Emergency Medical Services	2,609,552	0	2,609,552
Automated County Warrant System	110,000	0	110,000
Domestic Violence Program	160,000	0	160,000
Criminal Justice Facility	3,957,318	0	3,957,318
Courthouse Construction	0	46,000	46,000
Alcoholism Program	191,880	305,008	496,888
Alcohol Abuse Education/Prevention	78,000	75,377	153,377
Drug Program	22,000	217,267	239,267
Recorder's Fee	1,729,823	0	1,729,823
Recorder's Micrographics	718,677	0	718,677
GRAND TOTAL	\$1,343,537,550	\$41,192,750	\$1,384,730,300

HISTORY OF COUNTY BUDGET TOTALS

(Regular County Budget - \$ Millions)

■ DISCRETIONARY USE FUNDS
 ■ PROGRAM SPECIFIC FUNDS



**SUMMARY COMPARISON OF
FY 2007-08 CAO RECOMMENDED BUDGET
WITH FY 2006-07 ADOPTED BUDGET**

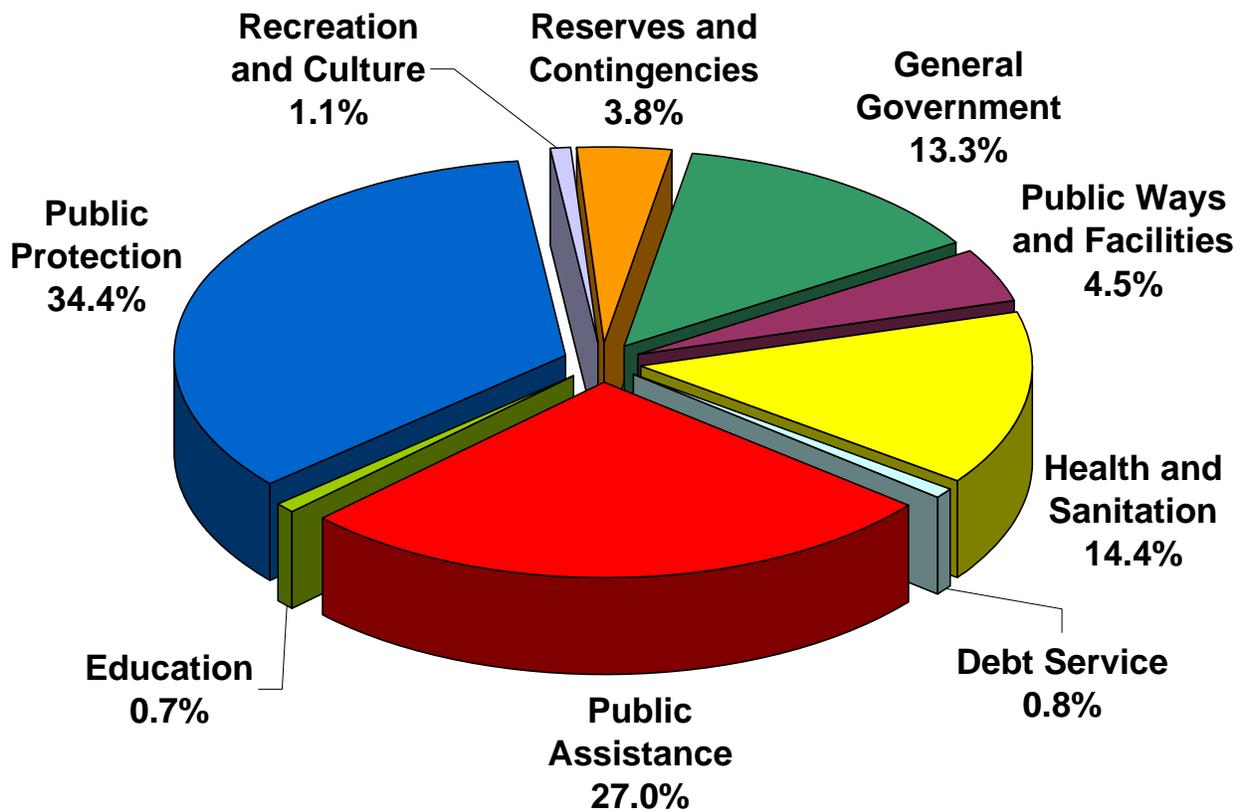
Function	FY 2006-07 Adopted Budget	FY 2007-08 CAO Recommended	Incr / (Decr) From FY 2006-07	Percent Change
General Government	\$159,197,805 ⁽¹⁾	\$184,660,479	\$25,462,674	15.99%
Public Protection	\$418,268,180 ⁽¹⁾	\$476,540,147	\$58,271,967	13.93%
Public Ways and Facilities	\$63,192,445 ⁽¹⁾	\$62,018,155	(\$1,174,290)	-1.86%
Health and Sanitation	\$186,428,760 ⁽¹⁾	\$199,164,578	\$12,735,818	6.83%
Public Assistance	\$367,140,853 ⁽¹⁾	\$374,180,864	\$7,040,011	1.92%
Education	\$10,148,343 ⁽¹⁾	\$10,318,462	\$170,119	1.68%
Recreation and Culture	\$13,584,928 ⁽¹⁾	\$14,598,882	\$1,013,954	7.46%
Debt Service	\$11,349,113 ⁽¹⁾	\$11,055,983	(\$293,130)	-2.58%
Reserves and Contingencies	\$74,876,646 ⁽²⁾	\$52,192,750 ⁽²⁾	(\$22,683,896)	-30.30%
Total Regular County Budget	\$1,304,187,073	\$1,384,730,300	\$80,543,227	6.18%

(1) Excludes Budget Savings Incentive Funds

(2) Includes Budget Savings Incentive Designation

USE OF FUNDS BY FUNCTION

FY 2007-08 RECOMMENDED COUNTY BUDGET

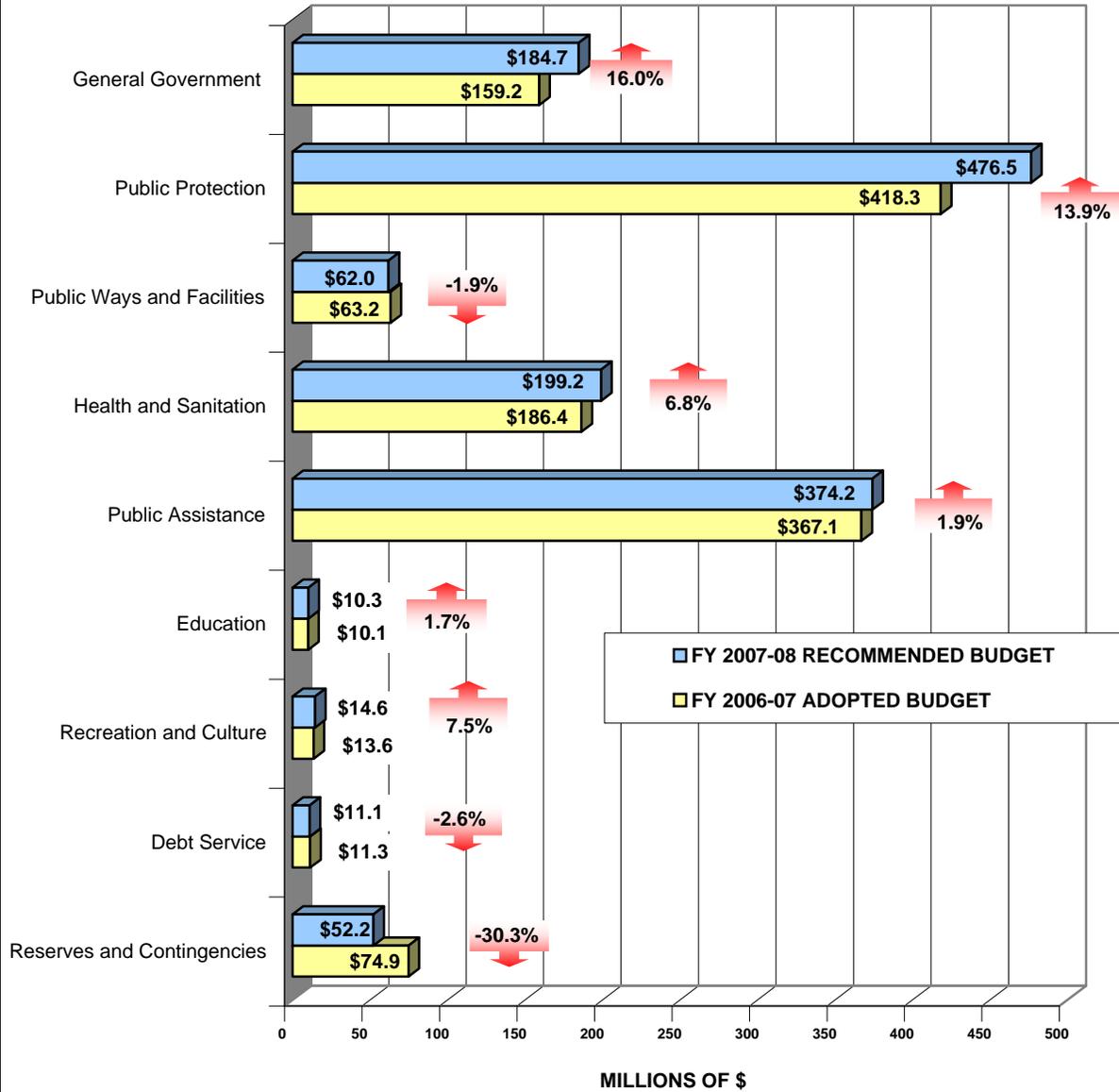


TOTAL REGULAR COUNTY BUDGET

\$1,384.7 million

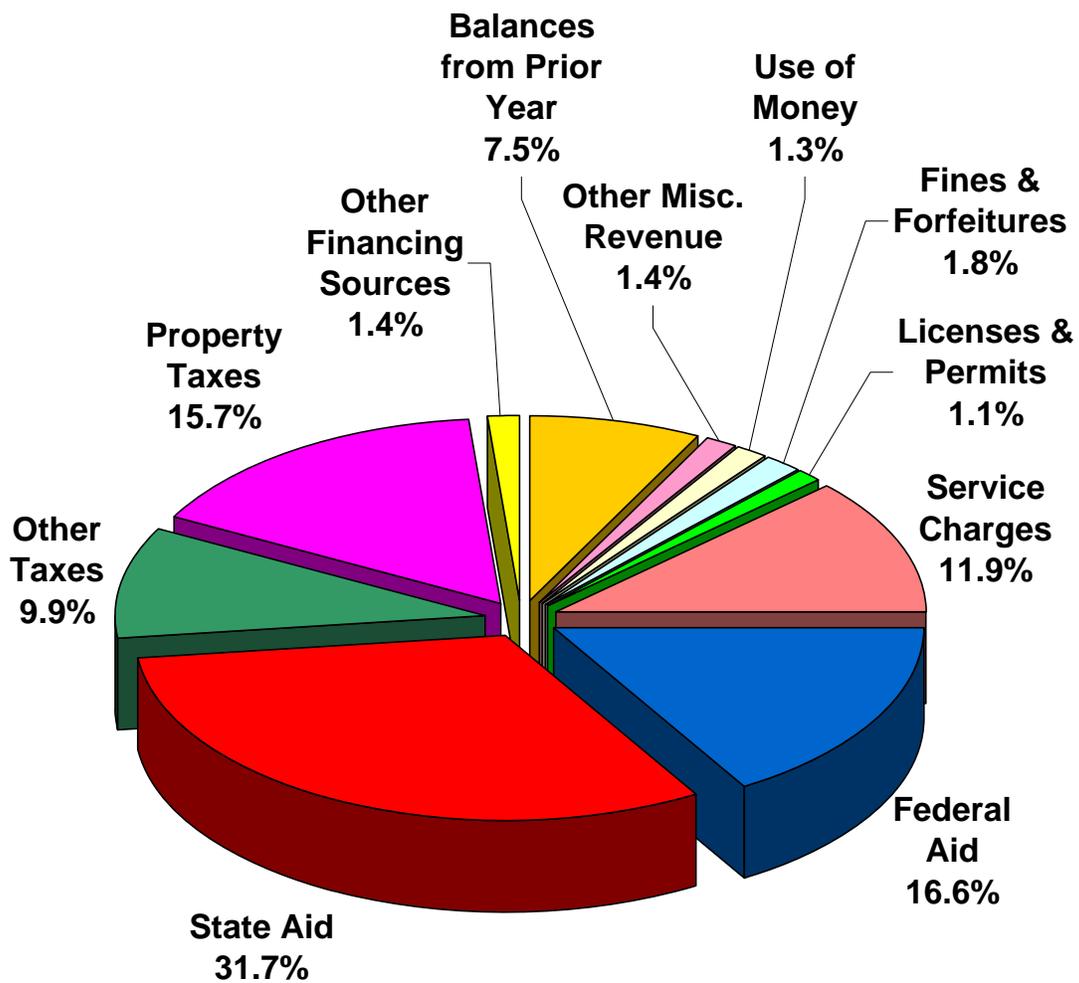
SUMMARY OF BUDGET ALLOCATIONS BY FUNCTION

FY 2006-07 ADOPTED VS. FY 2007-08 RECOMMENDED



SOURCES OF FINANCING

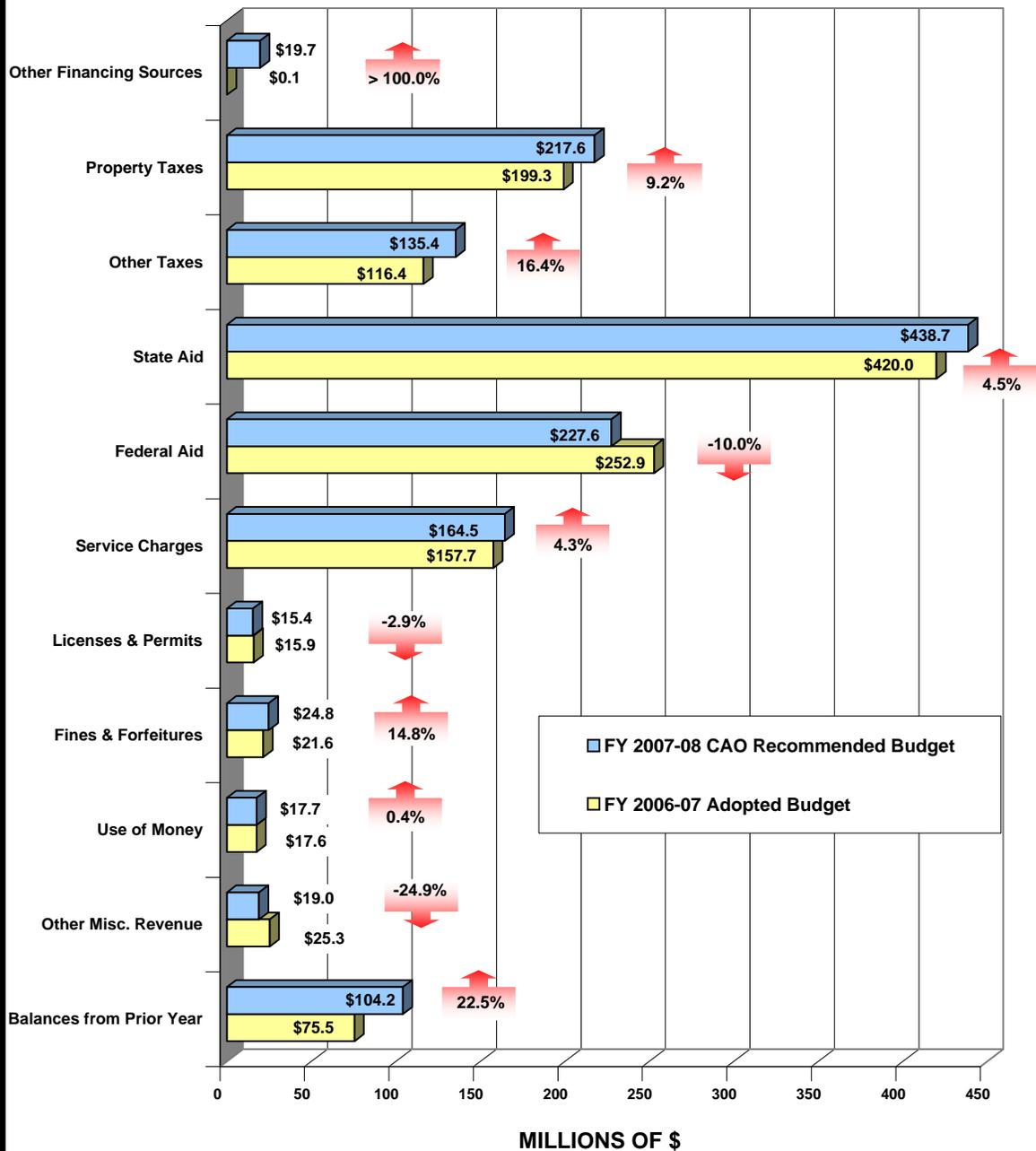
FY 2007-08 RECOMMENDED COUNTY BUDGET



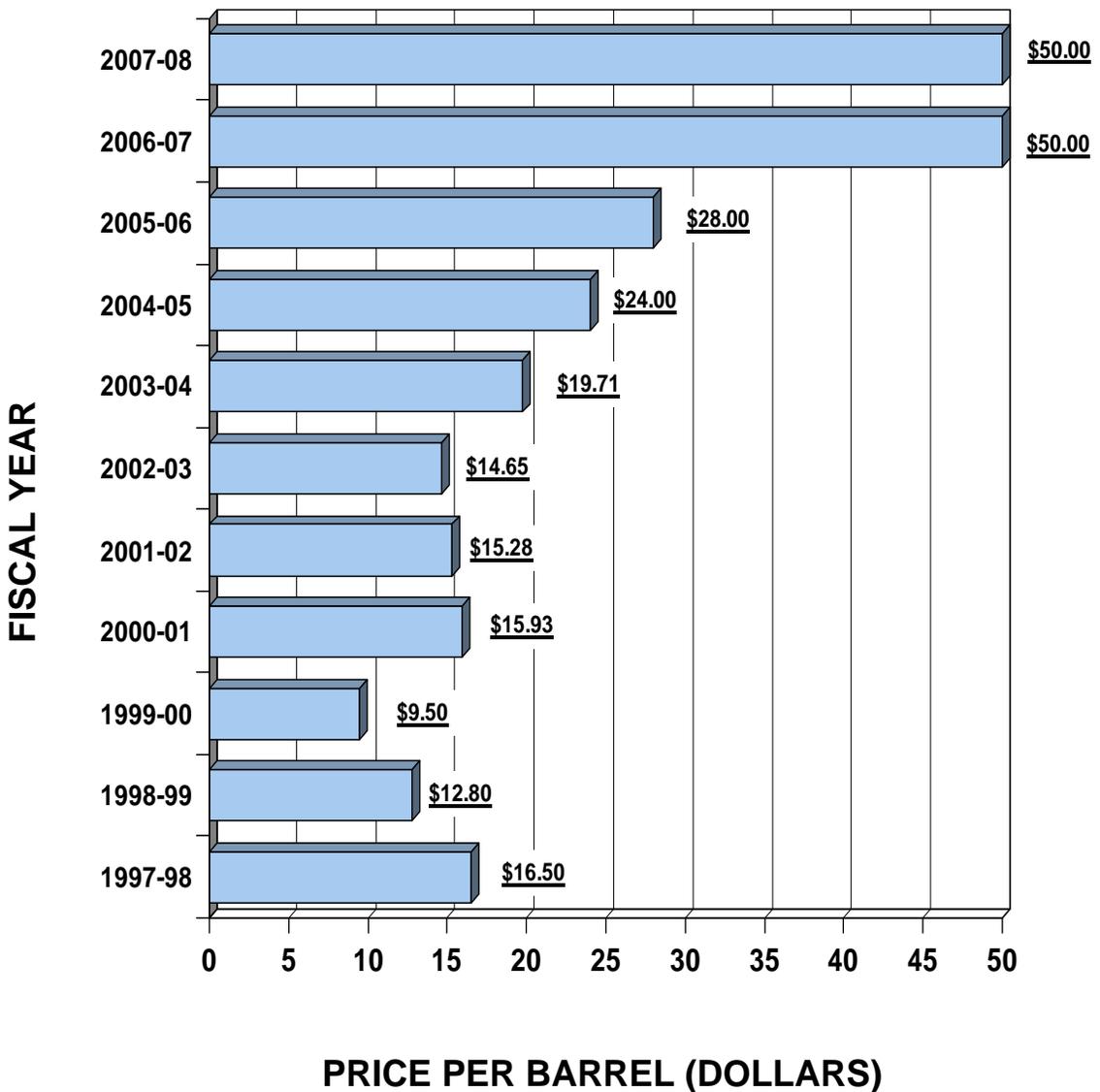
TOTAL REGULAR COUNTY BUDGET
\$1,384.7 million

SUMMARY OF FINANCING SOURCES

FY 2007-08 RECOMMENDED COUNTY BUDGET

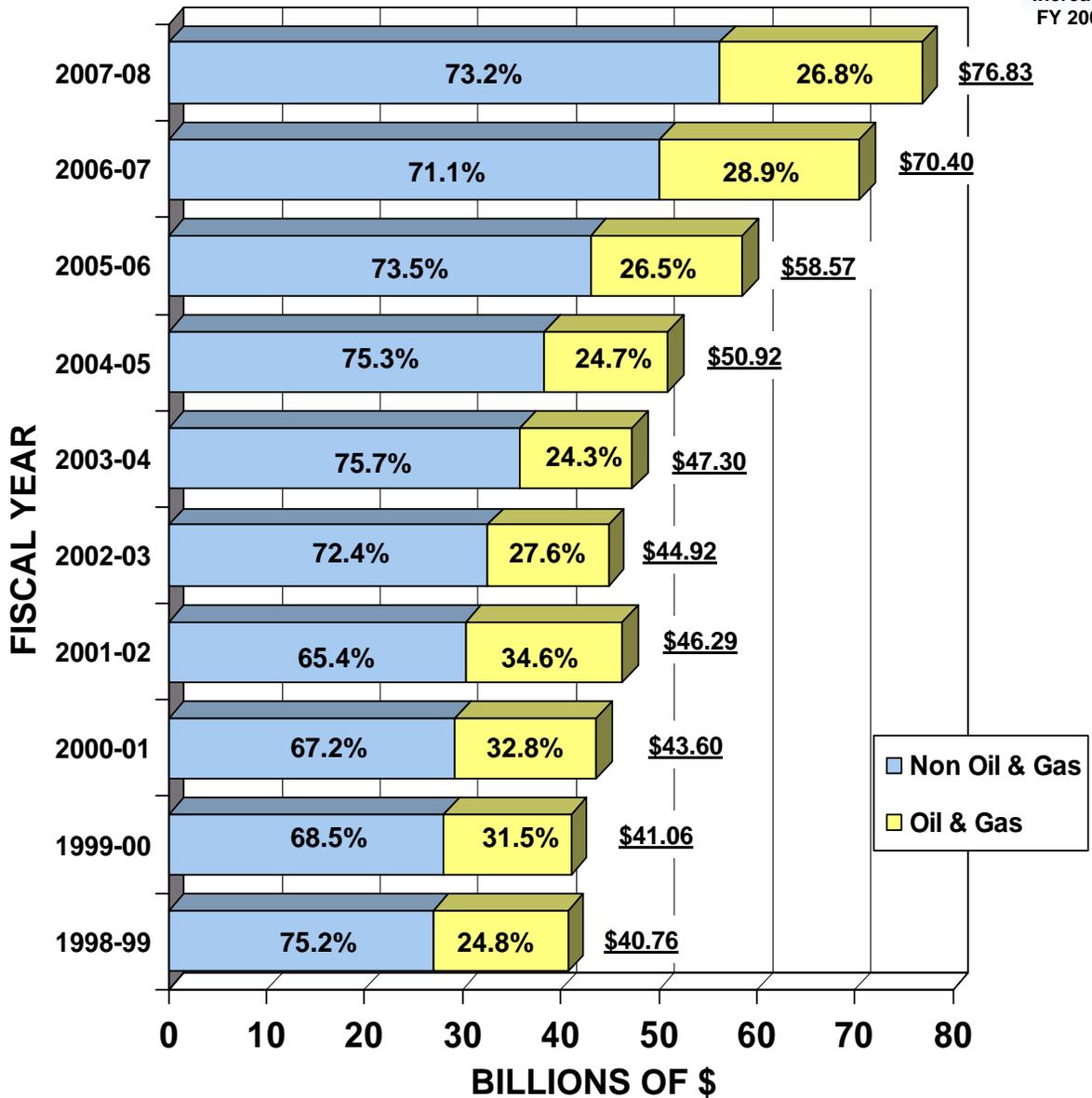


OIL PRICE USED TO VALUE OIL/GAS PROPERTY (KERN RIVER CRUDE)

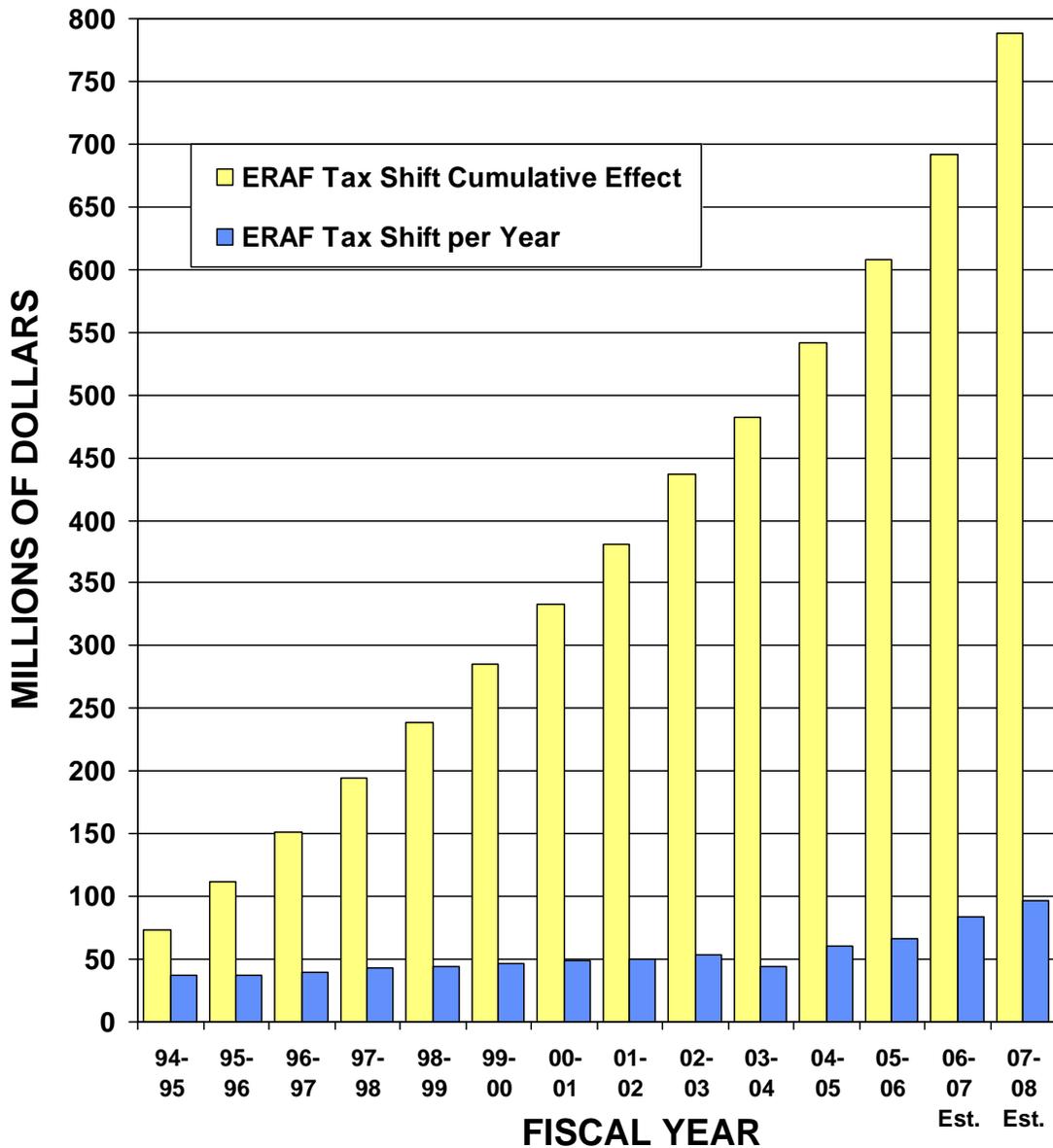


COUNTYWIDE ASSESSED VALUATION COUNTY OF KERN

9.1%
Increase for
FY 2007-08

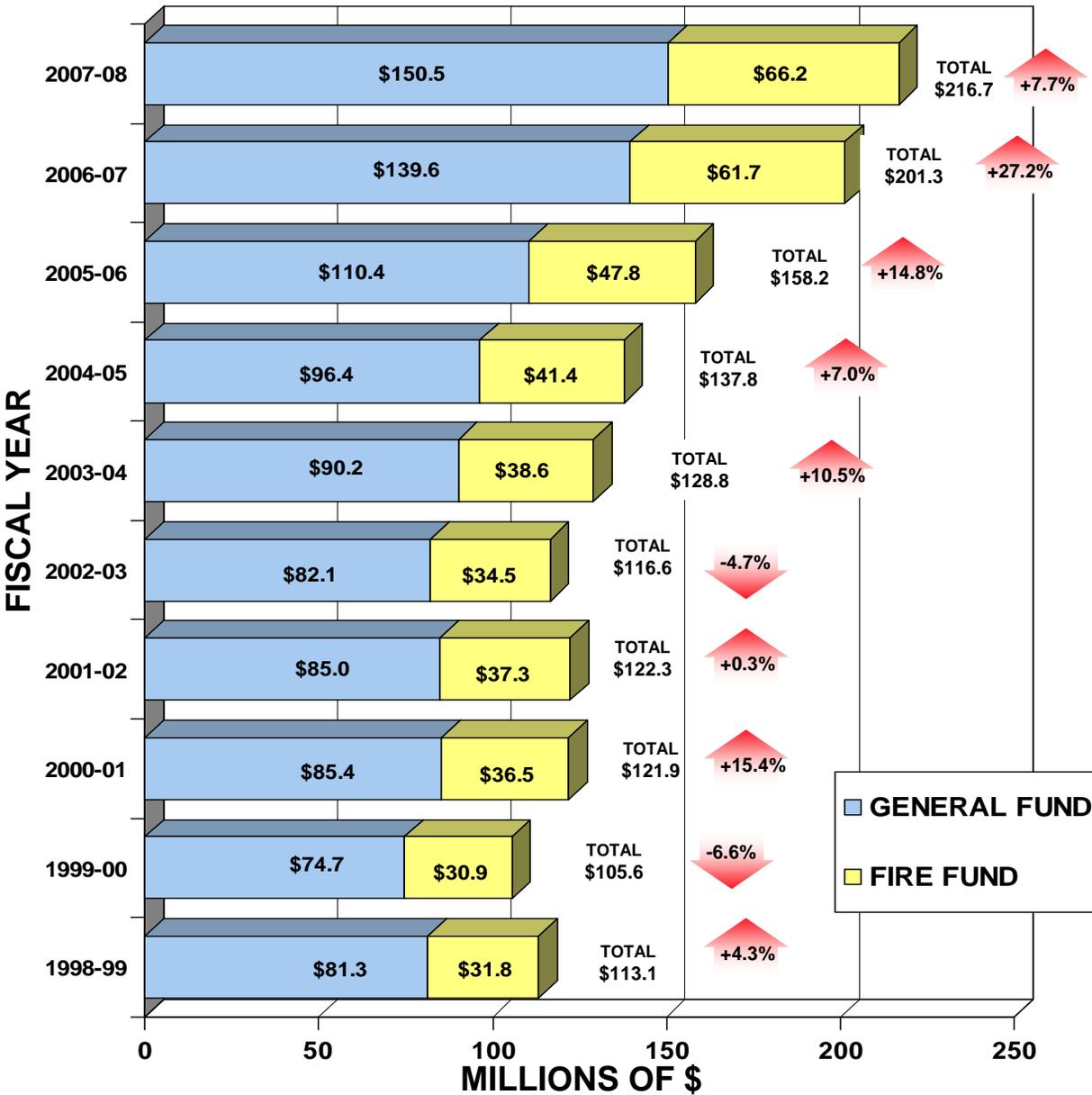


SUMMARY OF LOCAL PROPERTY TAXES SHIFTED TO THE STATE EDUCATIONAL REVENUE AUGMENTATION FUND (ERAF)



BUDGETED CURRENT PROPERTY TAXES

(Regular County Budget - \$ Millions)



**FY 2007-08 REVENUE FORECAST OF
GENERAL FUND DISCRETIONARY-USE REVENUES**

Discretionary-Use Revenue Source	FY 2006-07 Estimated Actual	FY 2007-08 Forecast	Incr/(Decr) From FY 2006-07 Adopted Estimate	
Current Property Taxes - General Fund	\$148,188,537	\$151,234,548	\$3,046,011	2.06%
Property Taxes In-Lieu of Vehicle License Fees	\$77,619,766	\$83,500,000	\$5,880,234	7.58%
Property Taxes In-Lieu of Sales and Use Taxes	\$9,151,892	\$11,500,000	\$2,348,108	25.66%
Redevelopment Agency Pass-Through Revenue	\$2,302,503	\$2,393,452	\$90,949	3.95%
Sales and Use Tax	\$27,222,084	\$28,038,747	\$816,663	3.00%
Homeowner Property Tax Relief Subvention	\$1,338,016	\$1,321,650	(\$16,366)	-1.22%
State Revenue Stabilization Funds	\$1,996,000	\$1,996,000	\$0	0.00%
Federal In-Lieu and Reimbursements	\$1,547,554	\$2,000,000	\$452,446	29.24%
Williamson Act Open Space Subvention	\$9,567,866	\$0	(\$9,567,866)	-100.00%
Interest on Deposits & Investments	\$18,695,444	\$13,834,493	(\$4,860,951)	-26.00%
Available Tax Loss Reserve Funds (Teeter)	\$5,000,000	\$7,000,000	\$2,000,000	40.00%
Penalties & Interest - Property Taxes	\$2,467,190	\$2,467,190	\$0	0.00%
Transient Occupancy Tax	\$1,498,464	\$1,588,372	\$89,908	6.00%
Real Property Transfer Tax	\$5,398,256	\$5,580,135	\$181,879	3.37%
Countywide Cost Allocation Plan Reimb.	\$6,836,946	\$8,038,416	\$1,201,470	17.57%
Hazardous Waste Facilities Tax	\$796,047	\$796,047	\$0	0.00%
Franchise Fees	\$6,708,112	\$6,363,700	(\$344,412)	-5.13%
Cancellation of Prior Reserves	\$3,000,000	\$3,620,151	\$620,151	20.67%
All Other Discretionary Funds	\$4,332,906	\$1,760,738	(\$2,572,168)	-59.36%
General Fund Balance Available	\$43,878,414	\$67,610,305	\$23,731,891	54.09%
Total General Fund Discretionary-Use Funds	\$377,545,997	\$400,643,944	\$23,097,947	6.12%

SUMMARY OF FY 2007-08 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2006-07 Adopted Appropriations	FY 2007-08 Recommended Appropriations	% Change From FY 2006-07
1011 Board of Supervisors - District 1	\$505,983 (1)	\$553,969	9.48%
1012 Board of Supervisors - District 2	\$477,780 (1)	\$537,227	12.44%
1013 Board of Supervisors - District 3	\$467,133 (1)	\$503,334	7.75%
1014 Board of Supervisors - District 4	\$435,745 (1)	\$490,249	12.51%
1015 Board of Supervisors - District 5	\$465,185 (1)	\$549,075	18.03%
1020 County Administrative Office	\$2,971,149 (1)	\$3,321,456	11.79%
1030 Clerk of the Board	\$793,908 (1)	\$840,445	5.86%
1040 Special Services	\$8,772,637	\$12,002,030	36.81%
1110 Auditor-Controller-County Clerk	\$4,196,447 (1)	\$5,107,688	21.71%
1115 Travel and Purchasing Card Expense	\$1,950,000	\$2,320,000	18.97%
1120 Treasurer/Tax Collector	\$4,631,132 (1)	\$4,663,224	0.69%
1130 Assessor	\$7,713,765 (1)	\$8,254,959	7.02%
1140 Assessor - Prop. Tax Administration Program	\$1,433,318	\$1,275,024	-11.04%
1160 Information Technology Services	\$9,187,981 (1)	\$9,270,843	0.90%
1210 County Counsel	\$5,967,425 (1)	\$6,898,674	15.61%
1310 Personnel	\$2,442,937 (1)	\$2,838,164	16.18%
1420 County Clerk Elections	\$5,399,247	\$7,979,894	47.80%
1510 Communications (Division of General Services)	\$1,876,208	\$1,461,822	-22.09%
1610 General Services	\$11,231,614	\$12,890,477	14.77%
1615 Utility Payments (Division of General Services)	\$7,412,216	\$8,261,200	11.45%
1640 Construction Services (Div. of General Services)	\$1,274,556	\$747,843	-41.33%
1650 General Services-Major Maintenance	\$11,634,458	\$15,487,406	33.12%
1812 Board of Trade	\$640,445 (1)	\$953,094	48.82%
1900 Engineering and Survey Services	\$6,410,641 (1)	\$6,746,632	5.24%
1910 Risk Management	\$4,353,997	\$4,632,323	6.39%
1960 Capital Projects	\$56,551,898	\$66,073,427	16.84%
General Government Sub-Total	\$159,197,805	\$184,660,479	15.99%
2110 Contribution to Trial Court Funding	\$15,213,060	\$15,213,060	0.00%
2160 Grand Jury	\$245,038 (1)	\$281,245	14.78%
2170 Indigent Defense Services	\$4,457,000	\$5,448,900	22.25%
2180 District Attorney	\$22,542,300 (1)	\$28,246,108	25.30%
2183 Child Support Services	\$23,609,303	\$24,120,610	2.17%
2190 Public Defender	\$10,963,128 (1)	\$12,604,612	14.97%
2200 District Attorney-Forensic Sciences	\$5,207,721	\$5,876,124	12.83%
2210 Sheriff-Coroner	\$152,736,801 (1)	\$168,292,863	10.18%
2340 Probation	\$51,074,896 (1)	\$62,095,490	21.58%
2415 Fire	\$101,559,397	\$120,274,129	18.43%
2610 Agriculture and Measurement Standards	\$5,251,711 (1)	\$5,754,454	9.57%
2620 Code Compliance	\$1,909,054 (1)	\$2,212,820	15.91%
2625 Building Inspection	\$7,849,949	\$9,156,485	16.64%
2705 Recorder	\$3,971,700 (1)	\$3,854,960	-2.94%
2730 Resource Management Agency	\$1,400,927 (1)	\$1,455,348	3.88%
2740 Wildlife Resources	\$25,000	\$25,000	0.00%
2750 Planning	\$6,685,258 (1)	\$7,044,165	5.37%
2760 Animal Control	\$3,494,291 (1)	\$4,526,562	29.54%

SUMMARY OF FY 2007-08 RECOMMENDED APPROPRIATIONS

Budget Unit and Department		FY 2006-07 Adopted Appropriations	FY 2007-08 Recommended Appropriations	% Change From FY 2006-07
2780	Range Improvement-Section 15	\$40,000	\$25,000	-37.50%
2781	Range Improvement-Section 3	\$31,646	\$32,212	1.79%
Public Protection Sub-Total		\$418,268,180	\$476,540,147	13.93%
3000	Roads	\$63,192,445	\$62,018,155	-1.86%
Public Ways & Facilities Sub-Total		\$63,192,445	\$62,018,155	-1.86%
4110	Public Health	\$26,547,118	\$27,511,869	3.63%
4113	Environmental Health	\$5,134,971 (1)	\$5,419,111	5.53%
4120	Mental Health	\$92,941,591	\$99,221,784	6.76%
4123	Mental Health-Substance Abuse	\$16,215,224	\$18,237,253	12.47%
4200	Emergency Medical Services	\$1,457,945 (1)	\$1,328,258	-8.90%
4201	Emergency Medical Payments	\$2,284,386	\$2,035,036	-10.92%
4202	Kern Medical Center-County Contribution	\$32,860,000	\$35,910,000	9.28%
4203	Ambulance Service Payments	\$500,371	\$500,371	0.00%
4300	California Children Services	\$8,487,154	\$9,000,896	6.05%
Health & Sanitation Sub-Total		\$186,428,760	\$199,164,578	6.83%
5120	Human Services-Administration	\$144,655,927	\$163,051,377	12.72%
5220	Human Services-Direct Aid	\$184,940,398	\$172,102,809	-6.94%
5510	Veterans Service	\$650,238 (1)	\$777,412	19.56%
5610	Aging and Adult Services	\$12,065,694	\$12,827,506	6.31%
5810	In Home Support Services - County Contribution	\$9,798,050	\$10,998,050	12.25%
5923	Employers' Training Resource-Administration	\$12,972,251	\$12,535,846	-3.36%
5940	Community & Economic Development-Administration	\$2,058,295	\$1,887,864	-8.28%
Public Assistance Sub-Total		\$367,140,853	\$374,180,864	1.92%
6210	Library	\$9,616,600 (1)	\$9,705,058	0.92%
6310	Farm and Home Advisor	\$531,743 (1)	\$613,404	15.36%
Education Sub-Total		\$10,148,343	\$10,318,462	1.68%
7100	Parks and Recreation	\$13,584,928 (1)	\$14,598,882	7.46%
Recreation & Culture Sub-Total		\$13,584,928	\$14,598,882	7.46%
8120	Debt Service-General Fund	\$11,349,113	\$11,055,983	-2.58%
Debt Service Sub-Total		\$11,349,113	\$11,055,983	-2.58%

SUMMARY OF FY 2007-08 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2006-07 Adopted Appropriations	FY 2007-08 Recommended Appropriations	% Change From FY 2006-07
1970 Appropriations for Contingencies			
General Purpose Contingencies	\$11,460,000	\$11,000,000	-4.01%
Special Fund Designation-Additions	\$16,165,806	\$1,617,793	-89.99%
General Fund Designation-Sav. Incentive Credit	\$11,490,840	\$9,709,195	-15.50%
General Fund Reserve-Fiscal Stability	\$15,000,000	\$13,500,000	-10.00%
General Fund Designation-Human Services	\$1,760,000	\$0	-100.00%
General Fund Desig.-Technology Infrastructure & Innovation	\$0	\$3,000,000	N/A
General Fund Designation-Unmet Needs	\$10,000,000	\$0	-100.00%
General Fund Designation-Litigation	\$1,000,000	\$0	-100.00%
General Fund Designation-Strategic Workforce Planning	\$8,000,000	\$13,365,762	67.07%
Contingencies & Reserves/Designations Sub-Total	\$74,876,646	\$52,192,750	-30.30%
TOTAL - REGULAR COUNTY BUDGET	\$1,304,187,073	\$1,384,730,300	6.18%

(1) Excludes Budget Savings Incentive Funds.

SUMMARY OF FY 2007-08 RECOMMENDED APPROPRIATIONS

Budget Unit and Department	FY 2006-07 Adopted Appropriations	FY 2007-08 Recommended Appropriations	% Change From FY 2006-07
SPECIAL BUDGET UNITS (excluded from Regular County Budget total)			
<u>PUBLIC EMPLOYMENT GRANT PROGRAMS</u>			
8907 Employers' Training Resource- Workforce Investment Act	\$20,972,380	\$18,633,258	-11.15%
8916 Employers' Training Resource- Non-Workforce Investment Act	\$131,500	\$415,000	215.59%
Total Public Employment Grant Programs	\$21,103,880	\$19,048,258	-9.74%
<u>COMMUNITY DEVELOPMENT GRANT PROGRAMS</u>			
8920 Community Development Projects	\$13,216,770	\$12,779,297	-3.31%
8921 Community Devel.-Economic Development Revolving Loan Fund	\$422,349	\$422,349	0.00%
8925 Community Development Industrial Development Authority Program	\$31,000	\$33,600	8.39%
8932 Community Devel. Emergency Shelter	\$568,781	\$614,057	7.96%
8936 Community Devel.-Home Program	\$10,229,174	\$11,781,282	15.17%
Total Community Development Grant Programs	\$24,468,074	\$25,630,585	4.75%
<u>INTERNAL SERVICE FUNDS</u>			
8950 General Services-Garage	\$3,733,226	\$3,537,354	-5.25%
8960 Group Health and Dental Self-Insurance	\$93,188,073	\$119,412,187	28.14%
8965 Retiree Group Health Program Self-Insurance	\$5,747,173	\$6,181,579	7.56%
8970 General Liability Self-Insurance Program	\$6,678,000	\$6,472,000	-3.08%
8980 Unemployment Compensation Insurance	\$2,622,401	\$2,616,151	-0.24%
8990 Workers' Compensation Self-Insurance	\$18,011,132	\$18,271,000	1.44%
Total Internal Service Funds	\$129,980,005	\$156,490,271	20.40%
<u>ENTERPRISE FUNDS</u>			
8991 Golf Course Enterprise Fund	\$5,258,205	\$5,215,000	-0.82%
8992 Universal Collection	\$8,780,000	\$9,650,000	9.91%
8995 Airports Enterprise Fund	\$15,900,347	\$12,026,269	-24.36%
8997 Kern Medical Center Enterprise Fund	\$239,923,235	\$273,520,973	14.00%
8998 Public Transportation System Enterprise Fund	\$7,398,768	\$7,803,810	5.47%
8999 Solid Waste Enterprise Fund	\$46,231,570	\$59,490,750	28.68%
Total Enterprise Funds	\$323,492,125	\$367,706,802	13.67%
TOTAL - SPECIAL BUDGETS	\$499,044,084	\$568,875,916	13.99%

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

	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>	
	Actual	Adopted	Actual	Recommended	Incr/(Decr)
		Realignment	Realignment	Realignment	
Health Trust Fund:					
Animal Control	\$1,141,361	\$1,150,000	\$1,113,891	\$1,150,000	\$0
Environmental Health	325,413	325,413	315,195	325,000	(413)
Public Health	6,225,075	8,040,000	7,787,554	8,040,000	0
Kern Medical Center	20,800,000	20,800,000	20,146,905	20,800,000	0
Mental Health Trust Fund:					
Mental Health	25,500,000	26,000,000	24,935,052	26,201,000	201,000
Aging and Adult Services	35,000	135,000	69,000	35,000	(100,000)
Social Services Trust Fund:					
California Children Services	1,032,643	1,050,000	1,050,000	1,080,000	30,000
Human Services - Administration	7,002,376	7,850,000	7,850,000	7,850,000	0
Human Services - Direct Aid	11,914,074	12,800,000	12,800,000	14,450,000	1,650,000
Aging and Adult Services	398,000	600,000	600,000	700,000	100,000
In-Home Supportive Services	2,642,078	4,075,000	4,075,000	8,275,000	4,200,000
Probation	2,956,666	3,000,000	3,000,000	3,000,000	0
Kern Medical Center	0	0	0	650,000	650,000
Special Services	0	0	0	1,600,000	1,600,000
Total Realignment Funding	\$79,972,686	\$85,825,413	\$83,742,597	\$94,156,000	\$8,330,587

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

Program Realignment revenues serve as an important source of funding for the categorical programs transferred to counties for funding. The Program Realignment revenues recommended for FY 2007-08 comprise approximately 16% of the combined funding level recommended for the major participating departments. Since its inception, adopted funding levels from Program Realignment revenues have increased from \$29,912,692 to \$94,156,000 (68%) in FY 2007-08. The recommended funding level for FY 2007-08 reflects an 11% increase over FY 2006-07 Estimated Actual Realignment.

For several budget units, the recommended realignment allocation is significantly larger than the level included in the FY 2006-07 Adopted Budget, although increases in Health Program Realignment revenues have not kept pace with the increases in the County's cost of providing public health services and increases in Mental Health Program Realignment have been minimal. Program Realignment revenues are a function of sales tax and vehicle license fee collections. As such, they do not necessarily keep up with the demand for all services funded through this program. Although the greatest demand on County resources has come from the need to provide medical services to the indigent, there are no increases in the FY 2007-08 allocation of Health Program Realignment funding for Kern Medical Center or for any of the other departments participating in that fund.

Realignment funding continues to provide a major source of funding for the Mental Health Services Department and the proposed increase in the FY 2007-08 allocation will assist in offsetting higher employee benefit costs in this department. Previously, \$100,000 in funding from the Mental Health Trust Fund was

allocated to the Aging and Adult Services Department for services provided to eligible recipients. This year, that funding is recommended to be allocated from the Social Services Trust Fund.

Program Realignment funding for the California Children Services Department includes a \$30,000 increase. These resources will be used to help the department recruit and train physical and occupational therapists.

For FY 2007-08, the recommendation is to replace, when possible, realignment funding for Net General Fund contribution in those departments eligible for realignment. As a result, there is an increase of \$1.65 million in the recommended allocation of Program Realignment funding for the Department of Human Services- Direct Aid budget. Similarly, in the In-Home Supportive Services budget unit, the Program Realignment allocation is recommended to be increased by \$4.2 million. In addition to shifting funding sources, this increase is also necessary to assist the IHSS Authority in funding escalating payroll costs and caseload growth estimated at \$1.2 million in FY 2007-08.

Program Realignment funding from the Social Services Trust Fund in the amount of \$650,000 is recommended to be allocated to Kern Medical Center to offset costs of the Elderlife Program, which KMC provides for the senior citizen population. In the Special Services budget unit, \$1.6 million of Social Services Program Realignment will be used to fund the social services aspects of prevention and intervention strategies found in the Gang Violence Strategic Plan. These services will be accomplished by contracting with community-based organizations.

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

**SUMMARY OF FY 2007-08 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 2005-06 and 2006-07, and the recommended allocation for FY 2007-08. 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 2005-06 Actual Allocation	FY 2006-07 Actual Allocation	FY 2007-08 Recommended Allocation
2180 District Attorney	7.27%	\$3,604,936	\$3,984,134	\$4,360,282
2190 Public Defender	6.11%	\$3,029,733	\$3,348,426	\$3,664,556
2200 D.A.-Forensic Sciences	0.27%	\$133,883	\$147,966	\$161,936
2210 Sheriff	60.05%	\$29,776,671	\$32,908,837	\$36,015,810
2340 Probation	16.68%	\$8,271,022	\$9,141,039	\$10,004,059
2415 Fire	9.62%	\$4,770,218	\$5,271,990	\$5,769,727
Total Public Safety Fund Allocation	100.00%	\$49,586,463	\$54,802,392	\$59,976,370

SUMMARY OF FY 2007-08 RECOMMENDED NET GENERAL FUND COST

Budget Unit and Department	FY 2006-07 Adopted Net General Fund Cost		FY 2007-08 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change from FY 2006-07
1011 Board of Supervisors - District 1	\$505,983	(1)	\$553,969	\$47,986	9.48%
1012 Board of Supervisors - District 2	\$477,780	(1)	\$537,227	\$59,447	12.44%
1013 Board of Supervisors - District 3	\$467,133	(1)	\$503,334	\$36,201	7.75%
1014 Board of Supervisors - District 4	\$435,745	(1)	\$490,249	\$54,504	12.51%
1015 Board of Supervisors - District 5	\$465,185	(1)	\$549,075	\$83,890	18.03%
1020 County Administrative Office	\$2,128,550	(1)	\$2,259,456	\$130,906	6.15%
1030 Clerk of the Board	\$634,446	(1)	\$812,003	\$177,557	27.99%
1040 Special Services	\$8,645,303		\$10,273,858	\$1,628,555	18.84%
1110 Auditor-Controller-County Clerk	\$2,637,666	(1)	\$3,765,250	\$1,127,584	42.75%
1115 Travel and Purchasing Card Expense	\$0		\$0	\$0	0.00%
1120 Treasurer/Tax Collector	\$1,025,383	(1)	\$840,777	(\$184,606)	-18.00%
1130 Assessor	\$6,124,588	(1)	\$5,915,946	(\$208,642)	-3.41%
1140 Assessor - Prop. Tax Administration Program	\$1,233,318		\$1,275,024	\$41,706	3.38%
1160 Information Technology Services	\$2,731,637	(1)	\$3,484,407	\$752,770	27.56%
1210 County Counsel	\$1,165,787	(1)	\$1,705,594	\$539,807	46.30%
1310 Personnel	\$2,284,946	(1)	\$2,699,722	\$414,776	18.15%
1420 County Clerk Elections	\$2,470,216		\$5,657,494	\$3,187,278	129.03%
1510 Communications (Division of General Services)	\$1,055,603		\$914,919	(\$140,684)	-13.33%
1610 General Services	\$8,979,360		\$10,651,233	\$1,671,873	18.62%
1615 Utility Payments (Division of General Services)	\$2,844,039		\$4,409,697	\$1,565,658	55.05%
1640 Construction Services (Division of General Services)	\$107,079		\$165,690	\$58,611	54.74%
1650 General Services-Major Maintenance	\$9,294,635		\$13,339,206	\$4,044,571	43.52%
1812 Board of Trade	\$605,445	(1)	\$751,594	\$146,149	24.14%
1900 Engineering and Survey Services	\$1,902,033	(1)	\$1,921,598	\$19,565	1.03%
1910 Risk Management	\$623,458		\$782,804	\$159,346	25.56%
1960 Capital Projects	\$6,664,641		\$12,840,796	\$6,176,155	-92.67%
General Government Sub-Total	\$65,509,959		\$87,100,922	\$21,590,963	32.96%
2110 Contribution to Trial Courts	\$3,454,685		\$3,109,217	(\$345,468)	-10.00%
2160 Grand Jury	\$245,038	(1)	\$281,245	\$36,207	14.78%
2170 Indigent Defense Services	\$3,135,000		\$4,038,900	\$903,900	28.83%
2180 District Attorney	\$10,875,129	(1)	\$15,680,318	\$4,805,189	44.19%
2183 Child Support Services	\$0		\$0	\$0	0.00%
2190 Public Defender	\$6,399,702	(1)	\$7,524,702	\$1,125,000	17.58%
2200 District Attorney-Forensic Sciences	\$3,485,755		\$4,159,806	\$674,051	19.34%
2210 Sheriff-Coroner	\$79,984,664	(1)	\$96,964,393	\$16,979,729	21.23%
2340 Probation	\$18,733,439	(1)	\$27,014,259	\$8,280,820	44.20%
2415 Fire	\$16,380,478		\$19,995,476	\$3,614,998	22.07%
2610 Agriculture & Measurement Standards	\$1,584,419	(1)	\$1,810,908	\$226,489	14.29%
2620 Code Compliance	\$1,333,248	(1)	\$1,434,350	\$101,102	7.58%
2625 Building Inspection	\$0		\$0	\$0	0.00%
2705 Recorder	(\$1,768,733)	(1)	(\$873,540)	\$895,193	50.61%
2730 Resource Management Agency	\$672,507	(1)	\$769,348	\$96,841	14.40%
2740 Wildlife Resources	\$0		\$0	\$0	0.00%
2750 Planning	\$2,432,973	(1)	\$2,567,165	\$134,192	5.52%
2760 Animal Control	\$1,367,241	(1)	\$2,064,162	\$696,921	50.97%
2780 Range Improvement-Section 15	\$0		\$0	\$0	0.00%
2781 Range Improvement-Section 3	\$0		\$0	\$0	0.00%
Public Protection Sub-Total	\$148,315,545		\$186,540,709	\$38,225,164	25.77%

SUMMARY OF FY 2007-08 RECOMMENDED NET GENERAL FUND COST

Budget Unit and Department	FY 2006-07 Adopted Net General Fund Cost	FY 2007-08 Recommended Net General Fund Cost	Increase / (Decrease) in Net General Fund Cost	% Change from FY 2006-07
3000 Roads	\$5,500,000	\$6,050,000	\$550,000	10.00%
Public Ways & Facilities Sub-Total	\$5,500,000	\$6,050,000	\$550,000	10.00%
4110 Public Health	\$1,996,014	\$2,700,863	\$704,849	35.31%
4113 Environmental Health	\$0 (1)	\$0	\$0	0.00%
4120 Mental Health	\$771,125	\$771,125	\$0	0.00%
4123 Mental Health-Substance Abuse	\$111,363	\$553,539	\$442,176	397.06%
4200 Emergency Medical Services	\$0 (1)	\$52,635	\$52,635	N/A
4201 Emergency Medical Payments	\$0	\$0	\$0	0.00%
4202 Kern Medical Center-County Contribution	\$11,460,000	\$13,960,000	\$2,500,000	21.82%
4203 Ambulance Service Payments	\$379,339	\$386,830	\$7,491	1.97%
4300 California Children Services	\$239,002	\$286,481	\$47,479	19.87%
Health & Sanitation Sub-Total	\$14,956,843	\$18,711,473	\$3,754,630	25.10%
5120 Human Services-Administration	\$4,325,818	\$9,878,625	\$5,552,807	128.36%
5220 Human Services-Direct Aid	\$12,084,262	\$7,340,579	(\$4,743,683)	-39.26%
5510 Veterans Service	\$544,938 (1)	\$650,687	\$105,749	19.41%
5610 Aging and Adult Services	\$955,101	\$1,255,675	\$300,574	31.47%
5810 In Home Support Services - County Contribution	\$5,723,050	\$2,723,050	(\$3,000,000)	-52.42%
5923 Employers' Training Resource-Administration	\$0	\$0	\$0	0.00%
5940 Community&Economic Development-Administration	\$60,000	\$66,000	\$6,000	10.00%
Public Assistance Sub-Total	\$23,693,169	\$21,914,616	(\$1,778,553)	-7.51%
6210 Library	\$8,211,900 (1)	\$8,431,004	\$219,104	2.67%
6310 Farm and Home Advisor	\$474,463 (1)	\$556,120	\$81,657	17.21%
Education Sub-Total	\$8,686,363	\$8,987,124	\$300,761	3.46%
7100 Parks and Recreation	\$10,767,827 (1)	\$11,813,760	\$1,045,933	9.71%
Recreation & Culture Sub-Total	\$10,767,827	\$11,813,760	\$1,045,933	9.71%
8120 Debt Service-General Fund	\$9,343,513	\$8,950,383	(\$393,130)	-4.21%
Debt Service Sub-Total	\$9,343,513	\$8,950,383	(\$393,130)	-4.21%
1970 Appropriations for Contingencies				
General Purpose Contingencies	\$11,460,000	\$11,000,000	(\$460,000)	-4.01%
General Fund Reserve - Fiscal Stability	\$15,000,000	\$13,500,000	(\$1,500,000)	-10.00%
General Fund Designation - Human Services	\$1,760,000	\$0	(\$1,760,000)	-100.00%
General Fund Desig.-Technology Infrastructure and Innovation	\$0	\$3,000,000	\$3,000,000	N/A
General Fund Designation - Savings Incentive Credits	\$11,490,840	\$9,709,195	(\$1,781,645)	N/A
General Fund Designation - Unmet Needs	\$10,000,000	\$0	(\$10,000,000)	-100.00%
General Fund Designation - Strategic Workforce Planning	\$8,000,000	\$13,365,762	\$5,365,762	67.07%
General Fund Designation - Litigation	\$1,000,000	\$0	(\$1,000,000)	-100.00%
Contingencies & Reserves/Designations Sub-Total	\$58,710,840	\$50,574,957	(\$8,135,883)	-13.86%
TOTAL - REGULAR COUNTY BUDGET	\$345,484,059	\$400,643,944	\$55,159,885	15.97%

(1) Excludes Budget Savings Incentive Funds.

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #1015</u>					
Board of Supervisors - Fifth District	0859	Supervisor's Field Representative I/II/III (P)		(1)	7/1/2007
	0859	Supervisor's Field Representative I/II/III	1		7/1/2007
			1	(1)	
<u>B.U. #1110</u>					
Auditor-Controller-County Clerk	2385	Accountant I/II/III	1		7/1/2007
	2460	Information Systems Specialist I/II/III/Sr.	1		7/1/2007
			2		
<u>B.U. # 1120</u>					
Treasurer-Tax Collector	2454	System Analyst I/II	1		7/1/2007
<u>B.U. #1130</u>					
Assessor-Recorder	4113	Senior Auditor-Appraiser	1		7/1/2007
	4065	Senior Appraiser	(1)		7/1/2007
			0		
<u>B.U. #1310</u>					
Personnel	New	Supervising Personnel Analyst	1		7/1/2007
	2844	Fiscal Support Specialist-Confidential	1		7/1/2007
	3281	Office Services Assistant-Confidential	1		7/1/2007
			3		
<u>B.U.#1420</u>					
Elections	3275	Office Services Technician	2		7/1/2007
<u>B.U. # 1610</u>					
General Services	1046	Video Services Technician I/II	1		7/1/2007
	1046P	Video Services Technician I/II (P)		(1)	7/1/2007
	New	Real Property Manager	1		7/1/2007
	4150	Real Property Agent I/II/III	1		7/1/2007
	0785	Special Projects Manager	1		7/1/2007
	4917	Maintenance Worker I/II/III	2		7/1/2007
	New	Supervising Mail Clerk	1		7/1/2007
	New	Television Station Manager	1		7/1/2007
	2834	Mail Clerk I/II	2		7/1/2007
			10	(1)	
<u>B.U. # 1640</u>					
Construction Services	1168	Engineer Aide I/II/III	2		7/1/2007
	2576	Contract Administrator	1		7/1/2007
	1159	Engineer Technician I/II/III	2		7/1/2007
	1159	Engineer Technician I/II/III (Temporary)	(2)		7/1/2007
			3		

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #1900</u>					
Engineering & Survey Services	1054	Supervising Engineer	3		7/1/2007
	NEW	Senior Engineering Manager	1		7/1/2007
	1075	Engineer	(2)		7/1/2007
	1105	Engineering Technician	(1)		7/1/2007
			<u>1</u>		
<u>B.U.#2180</u>					
District Attorney	3140	Legal Secretary	1		10/1/2007
	3156	Legal Process Technician I/II	1		7/1/2007
	3275	Office Services Technician	1		10/1/2007
	4525	Evidence Technician I/II	1		1/1/2008
	4367	Assistant Chief DA Investigator	1		7/1/2007
	1259	Deputy District Attorney I-V	9		1/1/2008
	4393	District Attorney Investigator I/II/III	1		1/1/2008
	3140	Legal Secretary	1		1/1/2008
	4440	Investigative Aide	2		1/1/2008
		<u>18</u>			
<u>B.U. #2183</u>					
Child Support Services	2830	Fiscal Support Supervisor	(1)		7/1/2007
	2865	Fiscal Support Technician	(10)		7/1/2007
	2875	Fiscal Support Assistant	(2)		7/1/2007
		<u>(13)</u>			
<u>B.U.#2190</u>					
Public Defender	1260	Deputy Public Defender I-V	6		7/1/2007
	4383	Public Defender Investigator	1		7/1/2007
	3275	Office Services Technician	5		7/1/2007
		<u>12</u>			
<u>B.U.#2200</u>					
DA - Forensic Sciences	New	Forensic DNA Technical Leader	1		7/1/2007
	0840	Administrative Coordinator	1		7/1/2007
			<u>2</u>		
<u>B.U. #2210</u>					
Sheriff	4484	Senior Deputy Sheriff	2		7/1/2007
	4497	Deputy Sheriff Trainee	11		7/1/2007
	4547	Sheriff's Detentions Deputy	1		7/1/2007
	4540	Sheriff's Detentions Lieutenant	1		7/1/2007
	2478	Information Systemes Specialist I	1		7/1/2007
	0840	Administrative Coordinator	2		7/1/2007
	3275	Office Services Technician	1		7/1/2007
		<u>19</u>			

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #2340</u>					
Probation	3517	Juvenile Corrections Officer I/II	8		7/1/2007
	3275	Office Services Technician	8		7/1/2007
	2845	Fiscal Support Specialist	3		7/1/2007
	2436	Network Systems Administrator	1		7/1/2007
	2451	Senior Systems Analyst	1		7/1/2007
	2457	Programmer I/II	2		7/1/2007
	3491	Deputy Probation Officer I/II	38		7/1/2007
	3489	Deputy Probation Officer III	4		7/1/2007
	3476	Probation Supervisor	3		7/1/2007
	3515	Juvenile Corrections Officer III	(5)		7/1/2007
	3270	Office Services Specialist	(2)		7/1/2007
	3280	Office Services Assistant	(1)		7/1/2007
	2865	Fiscal Support Technician	(3)		7/1/2007
	2460	Senior Information Systems Specialist	(2)		7/1/2007
			<u>55</u>		
<u>B.U. #2415</u>					
Fire	2385	Accountant III	1		9/1/2007
	2845	Fiscal Support Specialist	1		7/1/2007
	5188	Aircraft Mechanic	1		7/1/2007
	5150	Fire Equipment Mechanic	2		9/1/2007
	0840	Administrative Coordinator	1		9/1/2007
	4639	Firefighter	15		10/1/2007
	4639	Firefighter	15		4/1/2008
	4590	Fire Captain A/C/A-C	1		7/1/2007
	4580	Fire Battalion Chief	3		9/1/2007
			<u>40</u>		
<u>B.U. #2610</u>					
Agriculture & Measurement	3926	Ag Biologist/Weights & Measures Inspector T-III	1		7/1/2007
<u>B.U. #2625</u>					
Building Inspection	1184	Building Inspector	(1)		7/1/2007
	3275	Office Services Technician	2		7/1/2007
			<u>1</u>		
<u>B.U. #2705</u>					
Recorder	3275	Office Services Technician	1		7/1/2007
	2618	Document Imaging Technician	(1)		7/1/2007
			<u>0</u>		
<u>B.U. #2730</u>					
Resource Management Agency	2454	System Analyst I/II	1		7/1/2007

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #2750</u>					
Planning	2387	Accountant I/II/III	1		7/1/2007
<u>B.U. #2760</u>					
Animal Control	3280	Office Services Assistant	1		7/1/2007
<u>B.U. #3000</u>					
Roads	NEW	Senior Engineering Manager	1		7/1/2007
	1054	Supervising Engineer	2		7/1/2007
	0937	Planner	1		7/1/2007
	0785	Special Projects Manager	1		7/1/2007
	0840	Administrative Coordinator	1		7/1/2007
	2865	Fiscal Support Technician	1		7/1/2007
	5027	Road Maintenance Worker	<u>5</u>		7/1/2007
			12		
<u>B.U. #4110</u>					
Public Health	3440	Public Health Aide I/II	3		7/1/2007
	2069	Senior Public Health Epidemiologist	(1)		7/1/2007
	1998	Public Health Nurse Junior/I/II	(1)		7/1/2007
	2075	Public Health Epidemiologist	1		7/1/2007
	1998	Public Health Nurse Junior/I/II (P)		1	7/1/2007
	1492	Public Health Project Specialist	1		7/1/2007
	3403	Health Education Assistant I/II	<u>1</u>		7/1/2007
			4	<u>1</u>	
<u>B.U. #4113</u>					
Environmental Health Services	2845	Fiscal Support Specialist	1		7/1/2007
	1079	GIS Specialist	1		7/1/2007
	2865	Fiscal Support Technician	<u>(1)</u>		7/1/2007
			1		

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #4120</u>					
Mental Health	0840	Administrative Coordinator	1		7/1/2007
	3275	Office Services Technician	2		7/1/2007
	3260	Office Services Coordinator	1		7/1/2007
	3703	MH Unit Supv or Supv M/H Clin	2		7/1/2007
	3718	MH Recovery Specialist I/II	17		7/1/2007
	3717	MH Recovery Specialist III	2		7/1/2007
	3270	Office Services Specialist	1		7/1/2007
	1549	Clinical Psychologist I/II	1		7/1/2007
	3710	MH Therapist Trainee I/II	6		7/1/2007
	0905	Program Technician	2		7/1/2007
	0898	Program Specialist I/II	4		7/1/2007
	2060	Staff Nurse	9		7/1/2007
	1467	Psychiatrist I/II or MH Physician	(4)		7/1/2007
	1548	Psychiatrist Intern (P)		(4)	7/1/2007
	3734	Outreach Workers	(4)		7/1/2007
			<u>40</u>	<u>(4)</u>	
<u>B.U. #4123</u>					
Mental Health Substance Abuse	1567	Substance Abuse Specialist I/II	2		7/1/2007
	0875	Program Coordinator	1		7/1/2007
			<u>3</u>		
<u>BU#4300A</u>					
California Childrens Services	3440	Public Health Aide I/II	(1)		7/1/2007
	1885	Physical Therapy Aide	2		7/1/2007
	1998	Public Health Nurse I/II	(2)		7/1/2007
	1998	Public Health Nurse I/II (P)		4	7/1/2007
	2558	Home Health Care Account Clerk	(1)		7/1/2007
			<u>(2)</u>	<u>4</u>	
<u>B.U. #5120</u>					
Human Services	3625	Human Services Program Director	1		7/1/2007
	0899	Program Specialist I/II	2		7/1/2007
	4720	Maintenance Supervisor	1		7/1/2007
	3662	Social Worker I-V	(3)		7/1/2007
			<u>1</u>		
<u>B.U. #5510</u>					
Veterans Services	3275	Office Services Technician	1		7/1/2007

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #5610</u>					
Aging & Adult Services	5501	Cook III	1		7/1/2007
	2865	Fiscal Support Technician	1		7/1/2007
	3270	Office Services Specialist	1		7/1/2007
	3661	Social Service Worker II	2		7/1/2007
	5502	Cook II	1		7/1/2007
	0725	Senior Nutrition Program Coordinator (P)		1	7/1/2007
			<u>6</u>	<u>1</u>	
<u>B.U. #5923</u>					
Employers' Training Resource	2865	Fiscal Support Technician	1		7/1/2007
	2820	Graphic Artist	1		7/1/2007
	1046	Video Services Technician I	1		7/1/2007
	2460	Senior Information Systems Specialist	(1)		7/1/2007
	0996	Video Services Producer	(1)		7/1/2007
	3252	Reprographics Production Technician I	(1)		7/1/2007
			<u>0</u>		
<u>B.U. #7100</u>					
Parks & Recreation	2865	Fiscal Support Technician	1		7/1/2007
	5357	Tree Trimmer I/II	5		7/1/2007
	5356	Tree Trimmer III	1		7/1/2007
			<u>7</u>		
<u>B.U. #8950</u>					
Garage	2614	Automotive Storekeeper I/II	1		7/1/2007
<u>B.U. #8995</u>					
Airports	2387	Accountant I/II/III	1		7/1/2007
	1068	Engineer	1		7/1/2007
		Fiscal Support Technician	(1)		7/1/2007
			<u>1</u>		

**SUMMARY OF FY 2007-08
RECOMMENDED POSITION ADDITIONS/DELETIONS**

Budget Unit # Department	Item No.	Classification	Full- time	Part- time	Effective Date
<u>B.U. #8997</u>					
KMC Enterprise Fund	1708	Clinical Laboratory Assistant	(2)		7/1/2007
	2150	Mental Health Technician	(2)		7/1/2007
	2875	Fiscal Support Assistant	(7)		7/1/2007
	3631	Medical Social Worker	(2)		7/1/2007
	3785	Recreational Therapist	(2)		7/1/2007
	5649	Building Services Worker I/II/III	(2)		7/1/2007
	1897	Quality Management Analyst	(1)		7/1/2007
	3196	Medical Support Technician	(1)		7/1/2007
	840	Administrative Coordinator	(1)		7/1/2007
	2383	Hospital Business Office Manager	1		7/1/2007
1887	Medical Records Manager	1		7/1/2007	
			<u>(18)</u>		
<u>B.U. #8999</u>					
SolidWaste Enterprise Fund	1215	Waste Management Technician	3		7/1/2007
	1212	Waste Management Specialist 2	1		7/1/2007
	1219	Waste Management Aide 1	2		7/1/2007
	1219P	Waste Management Aide 1 (P)		<u>(2)</u>	7/1/2007
			6	<u>(2)</u>	
<u>B.U. 9144</u>					
Kern Sanitation Authority	1091	Wastewater Treatment Plant Operator Trainee I/II	2		7/1/2007
TOTAL			226	(2)	

**SUMMARY OF FY 2007-08
RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Description	Expenditure Type	Quantity	Unit Price	Total
<u>B.U. #1030</u> Clerk of the Board of Supervisors	Electronic Agenda System	P	1	\$40,000	\$40,000
<u>B.U. #1110</u> Auditor-Controller-County Clerk	Additional Office	P	1	\$40,000	\$40,000
	High Density Shelving	P	1	\$65,000	\$65,000
	Additional Workstations	P	1	\$50,000	\$50,000
	System Upgrade/Backup	P	1	\$300,000	\$300,000
			4		\$455,000
<u>B.U. #1120</u> Treasurer-Tax Collector	Remittance & Cashiering System	P	1	\$53,884	\$53,884
<u>B.U. #1420</u> Elections	High Speed Ballot Counter	P	1	\$60,000	\$60,000
<u>B.U. #1610</u> General Services	Portable Video Switcher	P	1	\$20,000	\$20,000
	On-Air Automated Switcher	P	1	\$8,000	\$8,000
	Equipment Trailer	P	1	\$5,000	\$5,000
	3D Production Rendering	P	1	\$9,000	\$9,000
	3D Production Video	P	1	\$10,000	\$10,000
	3D Animation Software	P	2	\$6,500	\$13,000
	Cameras	P	1	\$30,000	\$30,000
			8		\$95,000
<u>B.U. #1812</u> Board of Trade	Kiosk Units	P	3	\$10,000	\$30,000
<u>B.U. #1900</u> Engineering and Survey Services	GIS Server	P	1	\$15,000	\$15,000
<u>B.U. #1910</u> Risk Management	High Density Filing - 472 Build	P	1	\$50,000	\$50,000
<u>B.U. #2180</u> District Attorney-Criminal Division	Scanning System	P	1	\$112,611	\$112,611
	Vehicles - Sedans	P	8	\$22,000	\$176,000
	Security System	P	1	\$15,000	\$15,000
	Vehicles - Sedans	LP	16	\$8,501	\$136,010
			26		\$439,621
<u>B.U. #2190</u> Public Defender	Mid-Size Sedans	P	4	\$22,000	\$88,000
<u>B.U. #2200</u> District Attorney-Foresic Division	Mideo-Tecan MiniPrep60-LC/MS System	LP	1	\$80,000	\$80,000

**SUMMARY OF FY 2007-08
RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Description	Expenditure Type	Quantity	Unit Price	Total
<u>B.U. #2210</u>					
Sheriff's Department	EVOC Vehicle Module	P	1	\$15,000	\$15,000
	Cross Match ID 500 Live S	P	10	\$18,845	\$188,450
	UV Light w/ Filter	P	1	\$996	\$996
	NVG Compatible EO Tech Sig	P	1	\$4,000	\$4,000
	15 Passenger Diesel Vans	LP	3	\$13,500	\$40,500
	S&R Trucks	LP	2	\$40,000	\$80,000
	Jail Video Surveillance System	LP	1	\$285,000	\$285,000
	Admin Vehicles	LP	5	\$20,000	\$100,000
	Lerdo Trash utility truck	LP	1	\$80,000	\$80,000
	Crown Victoria Patrol vehicles	LP	155	\$15,000	\$2,325,000
	Crown Victoria Canine vehicles	LP	3	\$13,175	\$39,525
	Collision Avoidance system	P	1	\$55,000	\$55,000
			184		\$3,213,471
<u>B.U. #2340</u>					
Probation	Hi-Cube Van		1	\$35,000	\$35,000
	Garden Truck		1	\$42,000	\$42,000
	Mid-Size Sedans		7	\$22,860	\$160,020
	Full-Size Sedans		30	\$22,860	\$685,800
	12-Passenger Van		1	\$25,000	\$25,000
			40		\$947,820
<u>B.U. #2415</u>					
Fire	Fixed Wing Aircraft	LP	1	\$330,000	\$330,000
	GIS Trailer	P	1	\$90,395	\$90,395
	3/4 Ton Truck 4WD	P	1	\$21,193	\$21,193
	Brush Mulcher	P	1	\$95,000	\$95,000
	Mid Size SUV 4x4	P	1	\$37,000	\$37,000
	1 1/4 Ton Cab Chassis w/Service Bed	P	2	\$60,000	\$120,000
	Fuel Tender	P	1	\$200,000	\$200,000
	1 Ton 4X4 w/Service Bed	P	1	\$60,000	\$60,000
	SUV	P	3	\$40,000	\$120,000
	Fuel Truck	P	1	\$185,000	\$185,000
	Crew Carrier	P	1	\$110,000	\$110,000
	Helitender	P	1	\$80,000	\$80,000
	Water Tender	P	2	\$150,000	\$300,000
	Rescue Engines	P	5	\$495,000	\$2,475,000
	Ladder Truck	P	1	\$1,000,000	\$1,000,000
	USAR Truck	P	1	\$775,000	\$775,000
	Patrol Vehicles	P	10	\$100,000	\$1,000,000
	Mid-Size SUV 4X4	P	4	\$37,000	\$148,000
	1/2 Ton Ext Cab Truck 4X4 wi/Sh	P	2	\$30,000	\$60,000
	3/4 Ton Crew Cab Pickup 4X4	P	1	\$40,000	\$40,000
	Slide Bed Tow Truck	P	1	\$135,000	\$135,000
	1/2 Ton Truck	P	1	\$25,000	\$25,000
	1/2 Ton Stakeside Crew Lift	P	2	\$37,000	\$74,000
	1 Ton Cab/Chas with Service Bed	P	1	\$35,000	\$35,000
	1 Ton Stakeside with Lift	P	1	\$35,000	\$35,000
	3/4 Ton SUV 4X4	P	3	\$65,000	\$195,000
	1 Ton Truck 4X4 with Service Bed	P	1	\$60,000	\$60,000
	1-1/4 Ton Truck with Service Bed	P	2	\$60,000	\$120,000
	1/2 Ton 6-Passenger CCV	P	2	\$110,000	\$220,000
			55		\$8,145,588

**SUMMARY OF FY 2007-08
RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit # Department	Description	Expenditure Type	Quantity	Unit Price	Total
<u>B.U. #2620</u>					
Code Compliance	Video Cameras	P	2	\$18,000	\$36,000
	Trucks	P	2	\$20,000	\$40,000
			4		\$76,000
<u>B.U.#2625</u>					
Building Inspection	Trucks	P	6	\$20,000	\$120,000
	Entrance Work Frazier Park	P	1	\$10,000	\$10,000
			7		\$130,000
<u>B.U. #2705</u>					
Recorder	Microfilm Scanner/Printers	P	4	\$16,101	\$64,404
	Scanners	P	2	\$15,733	\$31,466
			6		\$95,870
<u>B.U. #2730</u>					
Resource Management Agency	Scanner Station	P	1	\$5,000	\$5,000
<u>B.U. #3000</u>					
Roads	Hot Process Crackfiller	P	1	\$60,000	\$60,000
	Steel drum Self Propelled Roller	P	1	\$62,500	\$62,500
	1/2 Ton Truck	P	1	\$16,000	\$16,000
	Rubber Tired Roller	P	2	\$50,000	\$100,000
	Oil Distributor Truck	P	1	\$170,000	\$170,000
	Water Truck	P	1	\$125,000	\$125,000
	5 CY Dump Truck	P	1	\$150,000	\$150,000
	1/2 Ton Truck	P	10	\$220,000	\$220,000
	1 Ton Cab/Chassis Diesel	P	1	\$60,000	\$60,000
	4500 Series Truck	P	2	\$32,000	\$64,000
	3/4 Ton Truck	P	1	\$18,000	\$18,000
	Sedan	P	1	\$15,000	\$15,000
			23		\$1,060,500
<u>B.U. #4110</u>					
Public Health	Risograph	P	1	\$13,000	\$13,000
	Sedans	LP	2	\$16,266	\$32,531
			3		\$45,531
<u>B.U. #4113</u>					
Environmental Health Services	Copier	P	1	\$30,000	\$30,000
<u>B.U. #5120</u>					
Human Services Department	Network Servers	P	2	\$6,500	\$13,000
	CWS/CMS Servers	P	6	\$32,500	\$195,000
	ARN Routers	P	13	\$6,395	\$83,135
	Network Switches	P	14	\$6,000	\$84,000
	Video Conference Cameras	P	4	\$7,500	\$30,000
			39		\$405,135
<u>B.U. #5610</u>					
Aging & Adult Services Department	Vehicles	P	2	\$18,000	\$36,000
	Main Database Server	P	1	\$20,000	\$20,000
			3		\$56,000

**SUMMARY OF FY 2007-08
RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit #		Expenditure	Unit		
Department	Description	Type	Quantity	Price	
				Total	
<u>B.U. #6310</u>					
Farm & Home Advisor	Ventilation Hood	P	2	\$5,200	\$10,400
	Inverted Microscope	P	1	\$5,600	\$5,600
	Inverted Video Microscope	P	1	\$5,800	\$5,800
	Gas Chromatograph	P	1	\$19,200	\$19,200
	Spectrophotometer	P	1	\$9,000	\$9,000
			6		\$50,000
<u>B.U. #7100</u>					
Parks & Recreation	Compact SUV	P	1	\$17,000	\$17,000
	Trucks 1-Ton Dump 4-Door Crew	P	2	\$48,000	\$96,000
	Small Lift Truck	P	1	\$88,000	\$88,000
	Backhoe Trailer	P	1	\$13,500	\$13,500
	15 HP Blower	P	1	\$7,000	\$7,000
	Turf Truck	P	1	\$7,500	\$7,500
	Patrol Vehicles	P	4	\$40,000	\$160,000
	Triflek Mower	P	1	\$45,000	\$45,000
	Riding Sweepers with Dump	P	2	\$27,000	\$54,000
	Trucks 1/2-Ton 2 Wheel Drive	P	2	\$16,000	\$32,000
	Color Laser Network Printer	P	1	\$5,000	\$5,000
	Outboard Motor	P	1	\$5,000	\$5,000
	Pumps for BVARA	P	2	\$12,000	\$24,000
			20		\$554,000
<u>B.U. #8950</u>					
Garage Internal Service Fund	Intermediate Sedans	P	4	\$26,005	\$104,020
	Van Mini-Cargo	P	1	\$18,500	\$18,500
	Pickup Compact Reg Cab 2WD	P	1	\$13,500	\$13,500
	Compact Station Wagon	P	1	\$14,300	\$14,300
	Intermediate Sedans	P	8	\$17,000	\$136,000
	Intermediate Sedan Law Enforce	P	1	\$25,000	\$25,000
	Mini-Vans 7-Passenger	P	2	\$19,000	\$38,000
	Pickups 1/2 Ton Reg Cab 2WD	P	12	\$18,250	\$219,000
	Pickups 1/2 Ton Ext Cab 2WD	P	2	\$19,500	\$39,000
	SUV Compact 4-passenger 2WD	P	6	\$17,250	\$103,500
	SUV Compact 4-passenger 4WD	P	1	\$22,250	\$22,250
	SUV Compact Hybrid 2WD	P	2	\$28,500	\$57,000
	SUV 1/2 Ton 5-passenger 4WD	P	2	\$25,750	\$51,500
	Pickup 3/4 Ton Ext Cab w/Util	P	1	\$28,725	\$28,725
	Pickup 3/4 Ton Ext Cab 2WD Diesel	P	1	\$29,080	\$29,080
	Pickups 3/4 Ton Utility Bed 2WD	P	4	\$25,750	\$103,000
	Pickups 3/4 Ton Animal Control 2WD	P	2	\$48,500	\$97,000
	Pickup 3/4 Ton Reg Cab 2WD	P	1	\$20,000	\$20,000
	Pickup 3/4 Ton Animal Control 4WD	P	1	\$50,000	\$50,000
			53		\$1,169,375
<u>B.U. #8994</u>					
Airports	MF-INST Taxiway Alpha C/L	P	1	\$421,100	\$421,100
	MF-INST RNWY 12L/30R Hold	P	1	\$250,000	\$250,000
			2		\$671,100

**SUMMARY OF FY 2007-08
RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit #		Expenditure		Unit	
Department	Description	Type	Quantity	Price	Total
<u>B.U. #8997</u>					
Kern Medical Center	Hospital Beds w/Air Surface	P	12	\$9,400	\$112,800
	Incubators	P	6	\$21,500	\$129,000
	Transport Incubator	P	1	\$82,531	\$82,531
	Patient Beds	P	5	\$7,000	\$35,000
	Clarity Screener Upgrade	P	1	\$36,150	\$36,150
	Biphasic Defibrillator	P	7	\$15,000	\$105,000
	Labor & Delivery Beds	P	7	\$13,003	\$91,021
	Hysteroscopy instrument	P	1	\$27,113	\$27,113
	Periarticular Plating System	P	1	\$81,138	\$81,138
	System I Sterilizer	P	1	\$26,000	\$26,000
	Radiolucent Modular Table	P	1	\$103,000	\$103,000
	Spinal Retractor System	P	1	\$53,000	\$53,000
	Video Mediastinoscope	P	1	\$33,000	\$33,000
	Sterilization System	P	1	\$184,000	\$184,000
	Facial Nerve Monitor	P	1	\$28,521	\$28,521
	Operative Video Laryngoscope	P	1	\$15,005	\$15,005
	Anesthesia Machines	P	3	\$78,000	\$234,000
	Pediatric Intubation Fiberscope	P	1	\$12,785	\$12,785
	Coagulation Instrument - Primary	P	1	\$92,000	\$92,000
	Coagulation Instrument - Backup	P	1	\$30,000	\$30,000
	Grossing Station	P	1	\$27,000	\$27,000
	C-Arm Mini Orthopedic	P	1	\$85,000	\$85,000
	Portable X-ray System	P	1	\$47,000	\$47,000
	Dose Calibrator	P	1	\$28,000	\$28,000
	IV Infusion Pump Non-Ferrous	P	1	\$31,000	\$31,000
	Ultrasound System	P	1	\$250,000	\$250,000
	Ultrasound Transducer	P	1	\$28,000	\$28,000
	CT Scan Upgrade - 64 Slice	P	1	\$350,000	\$350,000
	Argon Coagulator	P	1	\$42,000	\$42,000
	Motorized Gym Equipment	P	1	\$6,000	\$6,000
	Steam Table	P	1	\$7,550	\$7,550
	Dictation System	P	1	\$300,000	\$300,000
	Nursing Monitoring System	P	1	\$1,800,000	\$1,800,000
	Atomic Clock System	P	1	\$25,000	\$25,000
	Pharmacy Tube System	P	1	\$125,000	\$125,000
	Fetal Monitors	P	5	\$17,000	\$85,000
	MRI Upgrade Software	P	1	\$15,000	\$15,000
	MRI Nuclear Medicine Upgrade	P	1	\$70,000	\$70,000
			76		\$4,832,614
<u>B.U. #8998</u>					
Kern Regional Transit Enterprise Fund	In-Ground Bus Lift	P	1	\$250,000	\$250,000
	Replacement Diesel Mini-Buses	P	7	\$76,935	\$538,545
			8		\$788,545

**SUMMARY OF FY 2007-08
RECOMMENDED CAPITAL EQUIPMENT PURCHASES/LEASES**

Budget Unit #		Expenditure		Unit	
Department	Description	Type	Quantity	Price	Total
<u>B.U. #8999</u>					
Solid Waste Enterprise Fund	Groundwater Database Software	P	1	\$75,000	\$75,000
	Antifreeze Tank	P	1	\$6,000	\$6,000
	Forklift	P	1	\$20,000	\$20,000
	Pallet Racking System	P	1	\$15,000	\$15,000
	HazMat Locker	P	1	\$20,000	\$20,000
	Scale System	P	1	\$10,000	\$10,000
	Evaporator Coolers	P	8	\$5,625	\$45,000
	Surveillance System	P	1	\$15,000	\$15,000
	Water Trailer	P	1	\$8,000	\$8,000
	Recycling Bins	P	4	\$6,500	\$26,000
	Balers	P	2	\$15,000	\$30,000
	Copiers	P	2	\$25,000	\$50,000
	SUV 1/2 Ton 4WD	P	1	\$30,000	\$30,000
			25		\$350,000
<u>B.U. #9144</u>					
Kern Sanitation Authority	Golf Cart	P	1	\$6,000	\$6,000
	Hydrovac	P	1	\$330,000	\$330,000
	3/4 Ton Truck	P	1	\$60,000	\$60,000
			3		\$396,000
TOTAL					\$24,429,054

Expenditure Types:
P - Purchase
LP - Lease/Purchase

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.

DEPARTMENT

BOARD

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

BUDGET

The planning and controlling document for financial operation that sets forth estimates of proposed expenditures and revenues for the fiscal year.

BUDGET UNIT

An accounting and financial control unit for which a separate appropriation is approved by the Board of Supervisors. A department may be divided into one or more budget units. Each budget unit has a collection of expenditure and revenue accounts necessary to fund a certain organizational unit, division, or set of programs.

BUDGETED POSITIONS

The number of full-time regular positions to be funded in the budget. Budgeted positions should not be confused with "authorized" positions which are positions that may or may not be funded in the budget.

CAO

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

CAO REC.

Abbreviation for County Administrative Officer's recommendation.

CAPITAL PROJECT

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

CONTINGENCY

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

An organizational unit used by the County to group services, programs, or functions which are usually similar in nature. Each department is managed by either an elected or appointed department head.

DEPARTMENT HEAD

A county official either appointed by the Board of Supervisors or elected by Kern County voters who is responsible for managing a County department.

DISCRETIONARY FUNDS

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

DISCRETIONARY REVENUES

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

EMPLOYEE BENEFITS

Amounts paid on behalf of employees; these amounts are not included in the gross salary. They are fringe benefit payments, and while not paid directly to employees, they are nevertheless a part of the cost of staff. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, workers' compensation payments, and unemployment insurance payments.

ENCUMBRANCE

An obligation in the form of a purchase order, contract, or other commitment that is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances. Encumbrances are not expenditures or liabilities.

ENTERPRISE FUND

A fund established to finance and account for the operation and maintenance of facilities and services which are predominately self-supporting by user charges. Airports, Public Transportation System, Kern Medical Center, Golf Course, Universal Collection, and Solid Waste Management are Kern County's only Enterprise Funds.

ESTIMATED ACTUAL

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

EXPENDITURE

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

EXPENDITURE APPROPRIATION

See Appropriation

EXPENDITURE REIMBURSEMENTS FROM OTHER BUDGET UNITS

Charges (intrafund transfers) to other budget units within the same fund (such as General Fund) which show as an expenditure offset or reduction in the charging department's budget. This term has the same meaning as "Intrafund Transfer" and the now-obsolete term "Cost Applied".

EXTRA HELP

Personnel employed on a temporary, limited-term basis (not to exceed nine months), usually for the purpose of performing work during peak workload periods, or for covering absences of regular employees. Extra help employment does not require an authorized position, and extra help employees do not have Civil Service status.

FICA CONTRIBUTION

The amount contributed by the County as the employer's share of Social Security taxes (Federal Insurance Contributions Act).

FINAL BUDGET

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

FIRE FUND

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

FISCAL YEAR

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

FIXED ASSET

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

FORCE ACCOUNT

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

FUNCTION

A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. The County Budget is divided into nine functions: Public Protection, Public Assistance, Health and Sanitation, Education, General Government, Public Ways/Facilities, Recreation and Culture, Debt Service, and Reserves/Contingencies.

FUND

A separate fiscal and accounting entity used to control and account for the receipt of specified types of revenues, and for the use or expenditure of those revenues.

FUND BALANCE

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

GANN LIMIT

An absolute dollar limit on the amount of funds derived from taxes that the County can legally appropriate and expend each fiscal year, which is specified by Article 13-B of the State Constitution. Any proceeds of taxes revenues in excess of the Gann Limit must be returned to taxpayers. The base-year used on computing the Gann Limit is FY 1978-79, with adjustments to the appropriations limit allowed in succeeding fiscal years for (a) changes in population; and (b) changes in the cost of living.

GENERAL FUND

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

GENERAL-PURPOSE FUNDS

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

GENERAL-PURPOSE REVENUES

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

GRANT

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

GROSS APPROPRIATION

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

INTERNAL SERVICE FUND

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

INTRAFUND TRANSFER

Intrafund Transfer amounts (shown in Account 9000) represent expenditure reimbursements derived from charges to other departments within the same fund only. These Intrafund Transfers reflect as an expenditure offset or reduction in the charging department's budget. Intrafund Transfer replaces the previous Cost Applied designation in departmental operating budgets.

INTER-FUND ACCOUNT (I/F designation)

An account that can accept a charge from another department in a different fund. For example, a charge from the General Services-Communications budget to the Fire Department, would show in the Fire Department budget under the expenditure account Radio and Microwave Expense-I/F.

MANDATE (Mandated Service)

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

MAJOR MAINTENANCE PROJECT

A repair or improvement to an existing structure or facility.

NET APPROPRIATION

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

NET GENERAL FUND COST

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

NON-OPERATING EXPENSES

This term applies to enterprise fund and internal service fund budgets, and refers to special expenses not directly resulting from day-to-day operations (such as capital investment and lawsuit settlements).

NON-OPERATING REVENUES

This term applies to enterprise fund and internal service fund budgets, and refers to revenues that are not derived from day-to-day operations. Examples include sale of fixed assets and interest earnings.

NON-PROCEEDS OF TAXES

Revenue generated from non-tax sources, such as user fees. Non-proceeds of taxes are not subject to the Gann Appropriations Limit.

OBJECT OF EXPENDITURE

A major category of appropriation. For example, Salaries and Employee Benefits, Services and Supplies, and Fixed Assets are objects of expenditure.

OPERATING EXPENSES

This term applies to enterprise fund and internal service fund budgets, and refers to the expenses incurred as a result of day-to-day operations.

OPERATING INCOME

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

OPERATING REVENUE

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

PERFORMANCE MEASURE

Term used to describe a particular value or characteristic designed to measure input, output, outcome, efficiency, or effectiveness. Performance measures are composed of a number and a unit of measure. The number provides the magnitude (how much) and the unit is what gives the number its meaning.

PROCEEDS OF TAXES

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

PROGRAM REVENUES

Revenues received by a County department as a result of the services or operations of that department (such as user fees) which are used to finance the related services or programs. Program Revenues are not discretionary (general purpose) revenues.

PROPERTY TAX LEVY

Amount of tax dollars raised by the imposition of the property tax rate on the assessed valuation.

PROPERTY TAX RATE

The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.

PROPOSITION #4

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

PROPOSITION #13

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

RECOMMENDED BUDGET

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

RESERVE

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

RESERVED RETAINED EARNINGS

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

RETAINED EARNINGS

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

REPLACEMENT EQUIPMENT

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

RESTRICTED- USE FUNDS

Funds which are designated for use for a specific purpose.

SPECIAL-PURPOSE FUND

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

STRATEGIC PLAN

Proposed goals, strategies and outcomes of the County derived from input by County departments and the public. These strategic goals adopted by the Board of Supervisors in June 2006 and updated annually serve as a tool to use when policy decisions must be made to allocate financial resources.

SUBVENTION

Payments by an outside agency (usually a State or federal agency) for reimbursement of costs incurred by the County.

SUPPLEMENTAL ASSESSMENT

An assessment of real property occurring after the regular assessment roll is filed on June 30th of each year as a result of new construction or a change in ownership.

UNRESERVED RETAINED EARNINGS

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

UNSECURED TAX

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

WORK UNIT

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

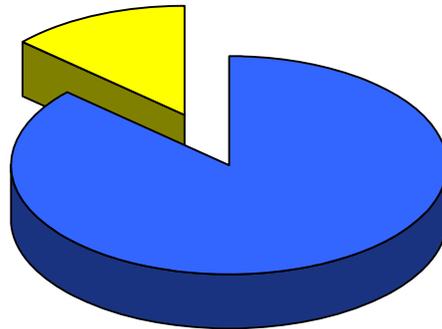
YEAR-END

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

GENERAL GOVERNMENT

**Total Recommended
Appropriations
\$184,660,479**

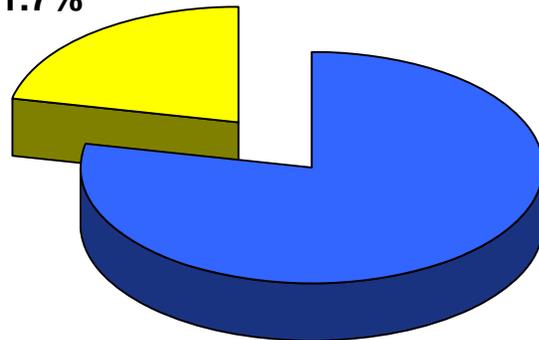
13.3%



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$87,100,922
(Expenditures Less
Program Revenues)**

21.7%



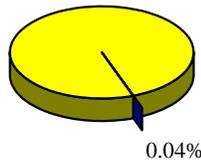
**Percentage of Total General
Purpose (Discretionary-Use) Funds**

SUMMARY OF EXPENDITURES AND REVENUES

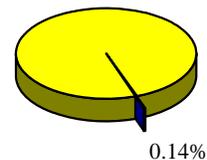
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$375,340	\$457,400	\$457,340	\$479,334	\$505,622	\$48,222
Services and Supplies	44,883	48,583	45,784	48,347	48,347	(236)
Other Financing Uses	0	17,072	0	0	0	(17,072)
Total Expenditures	\$420,223	\$523,055	\$503,124	\$527,681	\$553,969	\$30,914
Less Savings Incentive	\$0	\$17,072	\$0	\$0	\$0	(\$17,072)
NET GENERAL FUND COST	\$420,223	\$505,983	\$503,124	\$527,681	\$553,969	\$47,986

AUTHORIZED POSITIONS:	5	5	5	5	5	0
FUNDED POSITIONS:	5	5	5	5	5	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Board of Supervisors is the governing body for Kern County and some special districts. The Board’s five members are elected to four-year terms from separate geographical districts. The powers and authority of the Board are prescribed in the State Constitution and in State statute. The Board of Supervisors enacts legislation governing the County, allocates budget resources, and establishes policy for County operations and the special districts it governs.

The Board of Supervisors vision is “to create and maintain a customer-centered County government designed to garner the confidence, support and trust of the

people we serve.” In support of this vision, the Board has adopted a County Strategic Plan that outlines the goals and strategies “to enhance the quality of life in Kern County by protecting and serving our citizens.” The Board has tasked departments to develop performance measures to track progress in attaining these goals.

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.

management and confidential employees' equity adjustments approved in FY 2006-07.

MAJOR BUDGET CHANGES

- \$48,000 Net increase in salary and benefit costs associated with increases in the health benefit and retiree health insurance rates and increases due to

PROGRAM DISCUSSION

The recommended budget provides sufficient resources to assist the Supervisor in serving the constituents of the First Supervisorial District and to perform the various duties and functions required of the governing body.

MAJOR BUDGET CHANGES

- \$60,000 Net increase in salary and benefit costs associated with increases in the health benefit and retiree health insurance rates and increases due to management and confidential employees' equity adjustments approved in FY 2006-07.

PROGRAM DISCUSSION

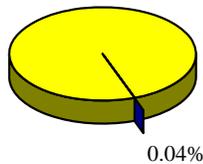
The recommended budget provides the necessary resources to assist the Supervisor in serving the citizens of the Second Supervisorial District and to perform the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

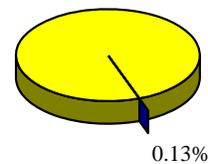
	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Request</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
APPROPRIATIONS:						
Salaries and Benefits	\$341,546	\$446,115	\$388,729	\$448,646	\$473,127	\$27,012
Services and Supplies	15,061	21,018	21,328	30,207	30,207	9,189
Other Financing Uses	0	54,027	0	0	0	(54,027)
Total Expenditures	\$356,607	\$521,160	\$410,057	\$478,853	\$503,334	(\$17,826)
Less Savings Incentive	\$0	\$54,027	\$0	\$0	\$0	(\$54,027)
NET GENERAL FUND COST	\$356,607	\$467,133	\$410,057	\$478,853	\$503,334	\$36,201

AUTHORIZED POSITIONS:	5	5	5	5	5	0
FUNDED POSITIONS:	5	5	5	5	5	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Board of Supervisors is the governing body for Kern County and some special districts. The Board’s five members are elected to four-year terms from separate geographical districts. The powers and authority of the Board are prescribed in the State Constitution and in State statute. The Board of Supervisors enacts legislation governing the County, allocates budget resources, and establishes policy for County operations and the special districts it governs.

The Board of Supervisors vision is “to create and maintain a customer-centered County government designed to garner the confidence, support and trust of the people we serve.” In support of this vision, the Board

has adopted a County Strategic Plan that outlines the goals and strategies “to enhance the quality of life in Kern County by protecting and serving our citizens.” The Board has tasked departments to develop performance measures to track progress in attaining these goals.

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 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.

MAJOR BUDGET CHANGES

- \$27,000 Net increase in salary and benefit costs associated with increases in the health benefit and retiree health insurance rates and increases due to management and confidential employees' equity adjustments approved in FY 2006-07.

- \$9,000 Increase in services and supplies due to increases in travel and phone expenses.

PROGRAM DISCUSSION

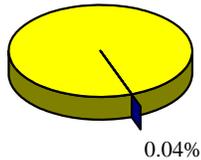
The recommended budget provides the necessary resources to assist the Supervisor in meeting the needs of the constituents of the Third Supervisorial District and to perform the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

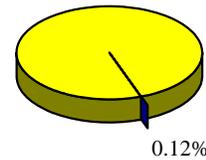
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$373,577	\$406,526	\$363,700	\$439,656	\$459,194	\$52,668
Services and Supplies	25,321	28,719	25,072	30,855	30,855	2,136
Other Charges	311	500	62	200	200	(300)
Other Financing Uses	0	92,191	0	0	0	(92,191)
Total Expenditures	\$399,209	\$527,936	\$388,834	\$470,711	\$490,249	(\$37,687)
Less Savings Incentive	\$0	\$92,191	\$0	\$0	\$0	(\$92,191)
NET GENERAL FUND COST	\$399,209	\$435,745	\$388,834	\$470,711	\$490,249	\$54,504

AUTHORIZED POSITIONS:	5	5	5	5	5	0
FUNDED POSITIONS:	4	5	5	5	5	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Board of Supervisors is the governing body for Kern County and some special districts. The Board’s five members are elected to four-year terms from separate geographical districts. The powers and authority of the Board are prescribed in the State Constitution and in State statute. The Board of Supervisors enacts legislation governing the County, allocates budget resources, and establishes policy for County operations and the special districts it governs.

The Board of Supervisors vision is “to create and maintain a customer-centered County government designed to garner the confidence, support and trust of the people we serve.” In support of this vision, the Board

has adopted a County Strategic Plan that outlines the goals and strategies “to enhance the quality of life in Kern County by protecting and serving our citizens.” The Board has tasked departments to develop performance measures to track progress in attaining these goals.

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 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.

MAJOR BUDGET CHANGES

- \$53,000 Net increase in salary and benefit costs associated with increases in the health benefit and retiree health insurance rates and increases due to management and confidential employees' equity adjustments approved in FY 2006-07.

PROGRAM DISCUSSION

This budget provides sufficient funding to assist the Supervisor in serving the constituents of the Fourth Supervisorial District and to perform the various duties and functions required of the governing body.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$397,997	\$435,835	\$422,100	\$478,108	\$518,063	\$82,228
Services and Supplies	26,526	29,050	31,798	31,012	31,012	1,962
Other Charges	990	300	264	0	0	(300)
Other Financing Uses	0	6,179	0	0	0	(6,179)
Total Expenditures	\$425,513	\$471,364	\$454,162	\$509,120	\$549,075	\$77,711
Less Savings Incentive	\$0	\$6,179	\$0	\$0	\$0	(\$6,179)
NET GENERAL FUND COST	\$425,513	\$465,185	\$454,162	\$509,120	\$549,075	\$83,890

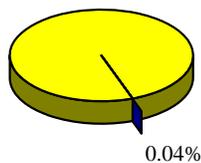
AUTHORIZED POSITIONS:

Full Time	4	4	4	4	5	1
Part Time	2	2	2	2	1	(1)
Total Positions	6	6	6	6	6	0

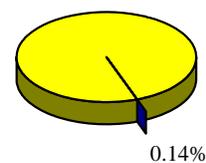
FUNDED POSITIONS:

Full Time	4	4	4	4	5	1
Part Time	2	2	2	2	1	(1)
Total Positions	6	6	6	6	6	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Board of Supervisors is the governing body for Kern County and some special districts. The Board’s five members are elected to four-year terms from separate geographical districts. The powers and authority of the Board are prescribed in the State Constitution and in State statute. The Board of Supervisors enacts legislation governing the County, allocates budget resources, and

establishes policy for County operations and the special districts it governs.

The Board of Supervisors vision is “to create and maintain a customer-centered County government designed to garner the confidence, support and trust of the people we serve.” In support of this vision, the Board has adopted a County Strategic Plan that outlines the goals and strategies “to enhance the quality of life in Kern

County by protecting and serving our citizens.” The Board has tasked departments to develop performance measures to track progress in attaining these goals.

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 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.

MAJOR BUDGET CHANGES

- \$46,000 Net increase in salary and benefit costs associated with increases in the health benefit and retiree health insurance rates and increases due to management and confidential employees’ equity adjustments approved in FY 2006-07.

- \$36,000 Net increase in proposed position addition and deletion, as discussed below.

- \$2,000 Increase due to increased travel and transportation costs.

PROGRAM DISCUSSION

This budget provides the necessary resources to assist the Supervisor in serving the citizens of the Fifth Supervisorial District and to perform the various duties and functions required of the governing body. All authorized positions are funded.

POSITIONS DISCUSSION

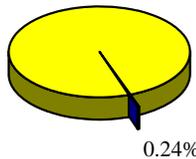
The Supervisor has determined a need to replace a part-time position with a full-time position to provide increased assistance to the constituents of the Fifth District. The recommended budget includes the deletion of a part-time Supervisor’s Field Representative 1/2/3 position and the addition of a full-time Supervisor’s Field Representative I/II/III position, for an estimated net increased cost of \$36,000.

SUMMARY OF EXPENDITURES AND REVENUES

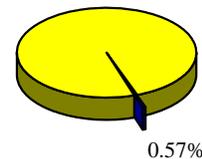
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$2,321,589	\$2,770,825	\$2,625,056	\$2,848,622	\$3,041,303	\$270,478
Services and Supplies	201,014	236,824	241,361	233,953	337,953	101,129
Other Charges	17,514	18,300	9,200	11,000	0	(18,300)
Other Financing Uses	0	279,791	0	0	0	(279,791)
Total Expenditures	\$2,540,117	\$3,305,740	\$2,875,617	\$3,093,575	\$3,379,256	\$73,516
Less Expend. Reimb.	55,754	54,800	51,000	57,800	57,800	3,000
Total Net Expenditures	\$2,484,363	\$3,250,940	\$2,824,617	\$3,035,775	\$3,321,456	\$70,516
REVENUES:						
Intergovernmental	\$21,408	\$40,000	\$52,161	\$30,000	\$30,000	(\$10,000)
Charges for Services	624,318	799,600	766,106	995,000	1,029,000	229,400
Miscellaneous	150	3,000	3,000	3,000	3,000	0
Less Total Revenues	\$645,876	\$842,600	\$821,267	\$1,028,000	\$1,062,000	\$219,400
Less Savings Incentive	\$0	\$279,791	\$0	\$0	\$0	(\$279,791)
NET GENERAL FUND COST	\$1,838,487	\$2,128,549	\$2,003,350	\$2,007,775	\$2,259,456	\$130,907

AUTHORIZED POSITIONS:	22	24	24	24	24	0
FUNDED POSITIONS:	21	24	24	24	24	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The County Administrative Office provides staff support to the Board of Supervisors, researching issues, preparing reports and analyses, and advising the Board on federal and State legislative proposals. The department coordinates and executes County administrative and financial policies, and it enforces the rules, regulations,

policies, and ordinances enacted by the Board. A key responsibility is developing the County budget and overseeing its execution. The County employer-employee relations program is also administered by the department, as is the County employees' health benefits program. Services provided to departments include consulting on administrative, budgetary, and legislative matters, and analyzing administrative practices and

procedures to recommend improvements. Grant research and assistance is also provided to departments.

MAJOR BUDGET CHANGES

Expenditures

- \$180,000 Increase in salary and benefit costs associated with management, mid-management, and confidential employees salary adjustments approved in FY 2006-07.
- \$90,000 Increase in salary and benefit costs associated with higher health and retiree health rates and increased unemployment insurance and workers' compensation costs.
- \$83,000 Increase in professional services due to the anticipated increase for federal legislative consultant services.
- \$16,000 Increase in rents and leases for equipment due to acquisition of new copier equipment. This increase is offset with a reduction in other charges for the expiration of the lease on the previous copier equipment.
- (\$18,000) Decrease in other charges due to the expiration of copier lease.
- (\$3,000) Slight increase in expenditure reimbursements due to increased employee costs for services provided to other programs.

Revenues

- \$229,000 Increased reimbursement from the Group Health Internal Service Fund for costs associated with administering the employee health plans due primarily to increased employee costs.

PROGRAM DISCUSSION

The recommended budget provides adequate funding for the department to meet the goal of the County Strategic Plan to ensure responsible and efficient government by providing proper fiscal planning that meets the needs of the public and County departments. The department will also pursue legislation that favorably affects government at the local level. The recommended level of funding will support the department's functions to provide high quality staff support to maximize the effectiveness of County operations. The additional resources provided in FY 2006-07 will allow the department to continue its efforts to provide an increased level of review and analysis of Kern Medical Center operations; address growing labor relations issues; and implement strategic workforce planning recommendations to ensure a properly managed workforce that meets the needs of departments as well as employees.

POSITIONS DISCUSSION

No position changes are requested.

UNMET NEEDS DISCUSSION

The department has not identified any specific unmet needs at this time. The department has sufficient Budget Savings Incentive credit resources to address any equipment or other one-time expenditure needs that may be identified during the fiscal year.

GOALS AND PERFORMANCE MEASURES

Department Goal: Sound fiscal management.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1, Outcome 3—Ensure proper fiscal planning that meets the needs of the public and County departments.					
1. Performance Measure: General Fund backed debt service to General Fund expenditures.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1.01%	1.00%	1.09%	4.8%	0.76%	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 it also 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 an underlying credit worthiness that is favorable, within the A to A+ range. The County Administrative Office will reevaluate the established benchmark in fiscal year 2007-2008.					

Department Goal: To ensure a properly managed workforce that meets the needs of departments as well as employees.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1, Outcome 2—Reduction in employee attrition and increase applicants for new positions while controlling retirement and health benefit costs.					
2. Performance Measure: Percent of departments rating the quality of employee relations assistance as satisfactory or above.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	Not available	Not available	100%	79%	100%
What: The County Administrative Office has begun an annual department head survey to determine the level of satisfaction departments have with the services provided by the Office. This indicator shows the relative quality of the assistance provided through employee relations division, which provides advice to departments on employment law and meet and confer matters with employee unions.					
Why: This indicator demonstrates the County’s ability to effectively manage and work with its entire labor force. By doing so, employee attrition is reduced, customer service improves, and departments are better able to control costs.					
How are we doing? In the department head survey, 16% of departments noted that they were very satisfied with the quality of assistance with employee relations issues and 32% rated the program as excellent. In response to the survey’s results, the employee relations division will be developing a module for the Management and Leadership training program and a managerial handbook on labor relations procedures.					

Department Goal: Develop legislation for Board of Supervisors’ sponsorship and identify legislative issues for Board advocacy.					
Strategic Plan Result Link: Section VII, Goal 1, Strategy 1, Outcome 1—Legislation that favorably affects government at the local level.					
3. Performance Measure: Percent of department heads rating the County’s State and federal legislative programs as satisfactory or above.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	Not available	Not available	100%	100%	100%
What: The County Administrative Office has begun an annual department head survey to determine the level of satisfaction departments have with the services provided by the Office. This indicator measures the active involvement and effectiveness of the County’s legislative program in protecting local resources and programs.					
Why: As a political subdivision of the State, the County is impacted by statutory changes in State law.					
How are we doing? The County continues to increase the number of legislative initiatives sponsored by the Board, and the number of legislative bills on which the Board takes a position that reduce regulations, ensure financing of State mandates, and enhance local government services to its citizenry. Of the department heads responding to the survey, 47% noted that they are very satisfied with the County’s State legislative program and 5% rated the program as excellent. In response to the survey’s results, the Office is bolstering its Federal legislative program. Planned actions include development of a Federal Legislative Platform for consideration and adoption by the Board of Supervisors, conducting a department head meeting with the County’s federal lobbyist, and more actively engaging departments that are affected by federal initiatives.					

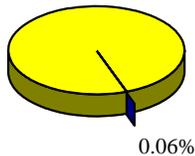
Department Goal: To provide high quality staff support to maximize the effectiveness of County operations.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
4. Performance Measure: Percentage of departmental respondents indicating that the County Administrative Office staff provides satisfactory or better support services.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	Not available	Not available	Not available	100%	100%
What: The County Administrative Office has begun an annual department head survey program to determine the level of satisfaction departments have with the services provided and the quality of staff support offered to ensure an efficient operations throughout the County.					
Why: The information provided by departments allows the Office to continuously improve the quality of its services.					
How are we doing? In this survey, 53% of department heads noted that they were very satisfied and 31% rated the quality of services provided as excellent. The Office also received high ratings in the categories of staff professionalism, knowledge, and helpfulness. In response to the survey results, the Office has published an annual calendar of major events (budget preparation, strategic plan updates, etc.), and will be developing an orientation manual for new department heads.					

SUMMARY OF EXPENDITURES AND REVENUES

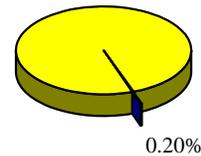
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$481,270	\$595,070	\$512,080	\$468,323	\$633,635	\$38,565
Services and Supplies	157,463	200,838	220,497	181,515	211,810	10,972
Fixed Assets	0	40,000	0	0	40,000	0
Other Financing Uses	0	256,531	0	0	0	(256,531)
Total Expenditures	\$638,733	\$1,092,439	\$732,577	\$649,838	\$885,445	(\$206,994)
Less Expend. Reimb.	45,195	42,000	81,162	42,000	45,000	3,000
Total Net Expenditures	\$593,538	\$1,050,439	\$651,415	\$607,838	\$840,445	(\$209,994)
REVENUES:						
Intergovernmental	\$117,327	\$130,000	\$0	\$0	\$0	(\$130,000)
Charges for Services	30,283	29,104	50,009	25,779	28,074	(1,030)
Miscellaneous	271	358	359	368	368	10
Less Total Revenues	\$147,881	\$159,462	\$50,368	\$26,147	\$28,442	(\$131,020)
Less Savings Incentive	\$0	\$256,531	\$0	\$0	\$0	(\$256,531)
NET GENERAL FUND COST	\$445,657	\$634,446	\$601,047	\$581,691	\$812,003	\$177,557

AUTHORIZED POSITIONS:	8	8	8	8	8	0
FUNDED POSITIONS:	8	8	8	8	8	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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 interest. The department also records the actions of the Assessment Appeals Board and special districts governed by the Board of Supervisors.

MAJOR BUDGET CHANGES**Expenditures**

- \$17,000 Increase in salary and benefit costs associated with increases in health benefit rates for employees. These increases are partially offset by a reduction in unemployment and retirement rates.
- \$22,000 Increase in salary and benefit costs associated with management salary equity adjustments.
- \$11,000 Increase in services and supplies costs as a result of an increase in publications for County departments and the addition of office expenses associated with offsite storage.
- \$3,000 Increase in expenditure transfers and reimbursement as a result of increased publications for County departments.

Revenues

- (\$130,000) Decrease in State reimbursements for mandated programs.
- (\$1,000) Decrease in property tax administration charges, as calculated by the Auditor-Controller-County Clerk.

PROGRAM DISCUSSION

The recommended budget will allow the department to maintain its current level of service in FY 2007-08. The department anticipates reaching its goals and performance measures, as outlined in the County Strategic Plan.

The purchase and installation of the video web-streaming product in FY 2005-06 has continued to allow the public and other County departments greater access to weekly

Board of Supervisors meeting information. In March 2007, the department announced the unveiling of "Linked Minutes" to the Board of Supervisors' weekly Summaries of Proceedings. The on-line minutes display links to related staff reports for each agenda item, enabling the public and County departments to view historical staff reports on-line for a 12-month period.

The reorganization of staff positions approved in FY 2005-06 has increased the efficiency of office operations. As directed in the County Strategic Plan goals and outcomes related to Responsible and Efficient Government, the department has evaluated communications technologies and submitted recommendations to implement new technologies to improve access to public information, including Board of Supervisors' agendas and minutes. With the planned addition of two automated and electronic systems during FY 2007-08, as listed in the Unmet Needs Discussion section below, the department will continue to modify its processes to help ensure that it continues to meet this goal.

The department does not plan to use accumulated Budget Savings Incentive (BSI) credits to maintain operations in FY 2007-08.

POSITIONS DISCUSSION

There are no position changes requested at this time.

UNMET NEEDS DISCUSSION

Two unmet needs priorities were funded in FY 2006-07; however, staff vacancies, the complexity of the two projects, and other departmental activities did not allow for completion of purchase and implementation. There were no additional unmet needs identified by the department. Therefore, the recommended budget includes re-budgeted funding for an electronic agenda process system, at a cost of \$40,000, and an automated Boards, Commissions, and Committees system, estimated at \$25,000. Both systems will contribute to the interactive communications strategies and improved public access to County policies, decisions, and management practices as highlighted in the County Strategic Plan. It is anticipated the electronic agenda process system will allow the department to continue to meet its 100% accuracy rate in timely posting of the Board of Supervisors agenda, discussed in the Goals and Performance Measures section below.

GOALS AND PERFORMANCE MEASURES

Department Goal: To comply with state and local law and ensure full disclosure of the public’s business.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 4—Proactive public information strategy to keep citizens better informed of County policies, decisions, and management practices.					
1. Performance Measure: Accuracy in timely posting of agenda.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
100%	100%	100%	100%	100%	100%
What: Measurement of compliance in meeting state law and Board of Supervisors’ policy.					
Why: Assesses the Clerk’s accuracy in timely posting of the legislative body’s agenda and supporting documentation for public access.					
How are we doing? The Clerk of the Board continues to remain at 100% accuracy in timely posting of the agenda.					

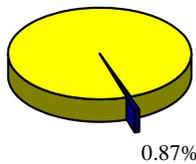
Department Goal: Strive for accuracy with agenda titles.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
2. Performance Measure: Number of changes or corrections to agenda after distribution.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	Not available	Not available	Total Agenda Items 4,700 Total Corrections: 60	Total Agenda Items 5,329 Total Corrections: NDA	Total Agenda Items 5,300 Total Corrections: 60
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 compliance 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.					

Department Goal: Ensure required actions are taken before statutory deadlines.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
3. Performance Measure: Percentage of assessment appeals claims decided or waived within the two year deadline.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	Not available	Not available	100%	100%	100%
What: Indicator of success managing caseloads to ensure regulatory actions are taken before legal deadlines.					
Why: Assesses if the Clerk’s current policies and procedures result in processing all appeals within the statutory deadlines.					
How are we doing? The Clerk of the Board’s office is meeting anticipated goals.					

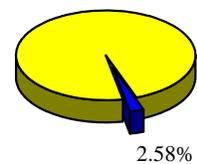
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$268,499	\$289,797	\$272,797	\$278,890	\$278,890	(\$10,907)
Services and Supplies	3,496,719	6,515,840	4,131,542	7,119,640	9,424,640	2,908,800
Other Charges	1,274,696	1,967,000	1,400,000	2,298,500	2,298,500	331,500
Total Expenditures	\$5,039,914	\$8,772,637	\$5,804,339	\$9,697,030	\$12,002,030	\$3,229,393
REVENUES:						
Fines and Forfeitures	\$24,057	\$0	\$0	\$0	\$0	\$0
Intergovernmental	0	125,000	44,104	125,000	1,725,000	1,600,000
Charges for Services	2,477	2,334	2,225	2,040	3,172	838
Miscellaneous	7,000	0	0	0	0	0
Less Total Revenues	\$33,534	\$127,334	\$46,329	\$127,040	\$1,728,172	\$1,600,838
NET GENERAL FUND COST	\$5,006,380	\$8,645,303	\$5,758,010	\$9,569,990	\$10,273,858	\$1,628,555

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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

MAJOR BUDGET CHANGES

Expenditures

- (\$11,000) Net decrease in salary and benefit costs associated with a reduction in unemployment insurance costs, offset with a slight increase in workers' compensation charges. These costs are attributable to staffing budgeted in the Board members' individual budgets.
- \$120,000 Net increase in amount appropriated for Economic

	Incentive Credits from last fiscal year.	➤ \$1,000	Slight increase in Charges for Services from anticipated increase in reimbursement for property tax administration costs credited to this budget unit relating to the Assessment Appeal Board expenses, as estimated by the Auditor-Controller-County Clerk.
➤ \$515,000	Increase in appropriations in anticipation of special audits, projects and studies, the rebudget of funding for projects started in FY 2006-07 but not yet completed, and district specific projects.		
➤ \$1,600,000	Increase in services and supplies due to funding for support of community-based organizations in accordance with the Gang Violence Strategic Plan's prevention and intervention strategies. This cost is offset with Social Services Program Realignment revenues.		
➤ \$705,000	Increase due to addition of nursing scholarship program funding as identified in the Unmet Needs Committee of the Whole process.		
➤ (\$65,000)	Decrease in telephone and communications charges, data processing services, and anticipated assessment appeals expenses.		
➤ \$31,000	Increase in office expenses and Countywide training costs provided through this budget unit.		
➤ \$332,000	Increase in other charges due to increased contributions to outside organizations and agencies.		

PROGRAM DISCUSSION

Assessment Appeals Board

Funding to support the activities of the Assessment Appeals Board (AAB) is included in the Special Services budget. Anticipated costs associated with AAB activities include professional and specialized services agreements to assist in the preparation and defense of major assessment appeal cases related to the valuation of oil and gas properties, per diem payments for meeting attendance and travel expenses for AAB members, reimbursement of County Counsel's staff costs related to handling AAB matters, office expenses, and postage. Supplemental roll assessment fees and property tax administration charges offset a portion of these expenses.

Contributions to Other Agencies

The Special Services budget contains recommended contributions to various private non-profit agencies for performance of cultural or humanitarian service benefiting the public. The following requests for contributions were received from agencies that have received contributions in the past:

- Kern County Museum Authority – \$661,500 requested and recommended. Represents an increase of \$31,500 from FY 2006-07.
- Arts Council of Kern – \$116,000 requested and recommended. Represents an increase of \$35,000 from FY 2006-07.
- Bakersfield Museum of Art – \$50,000 requested and recommended. Represents an increase of \$10,000 from FY 2006-07.
- Tehachapi Orchestra – \$6,000 requested and recommended, same level as FY 2006-07.
- Bakersfield Symphony – \$155,000 requested and recommended. Represents an increase of \$39,000 from FY 2006-07.
- Court Appointed Special Advocates (CASA) – \$150,000 requested and recommended, same level as FY 2006-07.

Revenues

➤ \$1,600,000	Increase in intergovernmental revenue due to an allocation from the Social Services Program Realignment Trust Fund to support community-based organizations in accordance with the Gang Violence Strategic Plan's prevention and intervention strategies.
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- Kern Economic Development Corporation – \$100,000 requested and recommended, same level as FY 2006-07.
- Southwest Defense Alliance – \$60,000 requested and recommended, same level as FY 2006-07.
- Edwards Community Alliance – \$35,000 requested and recommended, same level as FY 2006-07.
- Valley Fever Vaccine Project of the Americas – \$100,000 requested and recommended. In FY 2006-07, \$50,000 was provided as a second-year installment of a request for \$100,000.
- Kern Veterans Memorial Foundation, Inc. - \$500,000 is rebudgeted to provide payment towards this project.

Community Action Partnership of Kern County

The Partnership has requested financial support to implement a 2-1-1 system. This system is a single telephone number that connects callers to a trained information and referral specialist to suggest community and government organizations that can provide assistance to the caller based on their needs. The Partnership has requested \$100,000 in FY 2006-07, with a commitment for two subsequent years of funding. The recommended budget includes \$100,000 to assist in this effort.

Boys & Girls Clubs of Kern County

The Boys & Girls Club has requested \$60,000 as a one-time request to assist in replacing its gymnasium floor, repair and seal the building’s roof, and make necessary repairs and improvement to the library, teen center and family resource center. Their request is for the contribution to be paid after they have raised at least \$120,000 towards the projects. The Boys & Girls Club have been notified that if the County contributed to this project, they would be required to follow prevailing wage laws due to the funding being provided by a government agency. The recommended budget includes \$60,000 for this effort.

Gang Violence Strategic Plan

The Gang Violence Strategic Plan discussed on March 27, 2007, and again during the Committee of the Whole on unmet needs, proposed contracting with community-based organizations to address the prevention and intervention components of the plan in an amount of \$1.6 million. The funding for this component of the plan is included in this budget is offset with Social Services Program Realignment funds. This funding will be allocated to the appropriate budget as required.

Nursing Scholarship Program

During the Committee of the Whole meeting regarding unmet needs, the Board identified as a priority the funding of a nursing scholarship program. California State University Bakersfield has developed a new program that will allow individuals with bachelor’s degrees to enter the program and obtain a Bachelor’s of Science in Nursing (BSN) in 15 months. This is a continuous program with only the normal breaks between quarters. A total of 44 students will be in the program with 11 designated for the County (Kern Medical Center, Public Health Services Department and Mental Health Services Department). Mercy, Memorial, and San Joaquin hospitals are also sponsoring 11 students each. The County’s estimated cost for FY 2007-08 is \$705,000. The funding has been included in the Special Services budget unit and will be allocated to the appropriate budget as required.

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, the same level provided in FY 2006-07.

Board of Supervisors General Expenses

The Special Services budget includes the general expenses for the Board of Supervisors. The costs anticipated for FY 2007-08 include the County’s memberships in the National Association of Counties (NACo), California State Association of Counties (CSAC), Quadstate County Government Coalition, California Space Authority, Southern California Water Association, and San Joaquin Valley Water Coalition, phone line costs for the Board Chambers and ancillary areas, district specific projects, and travel costs associated with countywide issues.

Roads-related Projects

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

Economic Incentive Program

A large portion of the Special Services recommended budget is comprised of appropriations for the County's Economic Incentive Program. It is anticipated that approximately \$2.55 million in incentives will be awarded during FY 2007-08 to fulfill commitments incurred under

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

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

<i>Company</i>	<i>Estimated Investment</i>	<i>Paid FY 2006-07</i>	<i>Est. Impact FY 2007-08</i>	<i>Est. Impact FY 2008-09</i>	<i>Est. Impact FY 2009-10</i>	<i>Est. Impact FY 2010-11</i>
Auto Parts Wholesale*	\$8.2 million	\$5,204	\$8,000	\$8,000	\$0	\$0
Bear Creek*	\$7.3 million	\$3,668	\$5,000	\$5,000	\$5,000	\$0
Bolthouse Farms	\$30.3 million	\$31,363	\$0	\$0	\$0	\$0
Oxy/Elk Hills Power*	\$225 million	\$708,971	\$670,000	\$670,000	\$670,000	\$670,000
PG&E/La Paloma*	\$620 million	\$1,325,401	\$1,500,000	\$1,500,000	\$1,500,000	\$0
Rio Bravo Tomato*	\$35 million	\$119,403	\$110,000	\$110,000	\$110,000	\$110,000
KEDC	10% share	\$240,294	\$256,000	\$256,000	\$255,000	\$87,000
TOTAL		\$2,434,304	\$2,549,000	\$2,549,000	\$2,540,000	\$867,000

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

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

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$2,965,287	\$3,431,369	\$3,697,509	\$4,253,876	\$4,379,067	\$947,698
Services and Supplies	463,139	537,078	461,659	524,321	578,621	41,543
Fixed Assets	0	350,000	50,000	455,000	300,000	(50,000)
Other Financing Uses	0	786,514	0	0	0	(786,514)
Total Expenditures	\$3,428,426	\$5,104,961	\$4,209,168	\$5,233,197	\$5,257,688	\$152,727
Less Expend. Reimb.	121,346	122,000	140,615	150,000	150,000	28,000
Total Net Expenditures	\$3,307,080	\$4,982,961	\$4,068,553	\$5,083,197	\$5,107,688	\$124,727
REVENUES:						
Licenses and Permits	\$222,625	\$228,200	\$233,750	\$255,400	\$255,400	\$27,200
Intergovernmental	32,277	29,740	31,909	5,800	5,800	(23,940)
Charges for Services	1,260,495	1,297,841	1,073,882	1,075,786	1,078,238	(219,603)
Miscellaneous	9,052	3,000	1,540	3,000	3,000	0
Less Total Revenues	\$1,524,449	\$1,558,781	\$1,341,081	\$1,339,986	\$1,342,438	(\$216,343)
Less Savings Incentive	\$0	\$786,514	\$0	\$0	\$0	(\$786,514)
NET GENERAL FUND COST	\$1,782,631	\$2,637,666	\$2,727,472	\$3,743,211	\$3,765,250	\$1,127,584

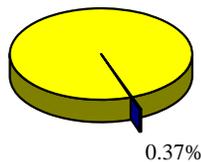
AUTHORIZED POSITIONS:

Full Time	52	55	55	57	57	2
Part Time	1	0	0	0	0	0
Total Positions	53	55	55	57	57	2

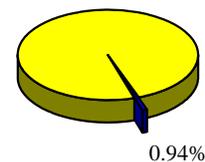
FUNDED POSITIONS:

Full Time	51	55	55	55	55	0
Part Time	1	0	0	0	0	0
Total Positions	52	55	55	55	55	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The elective office of the Auditor-Controller-County Clerk conducts financial and compliance audits of County departments, performs general and financial transaction accounting for the County and the special districts governed by the Board of Supervisors, and does financial transaction accounting for school districts. The department also maintains financial controls over treasury balances and property tax collection and distribution. The Auditor-Controller-County Clerk is responsible for issuing marriage licenses, fictitious business name statements, notary public bonds, and is the Registrar of Voters.

➤ \$54,000 Increase in equipment maintenance expense related to the CATS marriage license system. Changes in marriage licensing are requiring extensive system upgrades. A one-time fee of \$40,000, annual maintenance fees, and training costs are included in the recommended budget for this upgrade.

➤ (\$50,000) Decrease in fixed assets due to partial progress being made on the department's replacement and upgrade of its computer network and back-up capabilities. The department has requested the rebudget of the remaining funds to complete the project in FY 2007-08, and the total cost of the equipment is offset with accumulated Budget Savings Incentive Credits.

MAJOR BUDGET CHANGES

Expenditures

➤ \$630,000 Increase in salary and benefit costs associated with an anticipated lower salary savings in FY 2007-08 due to maintaining most authorized positions filled for the year.

➤ \$213,000 Increase salary and benefit costs due to higher health and retiree health rates.

➤ (\$201,000) Savings realized in salaries and benefits due to not funding two Senior Accountant positions during the fiscal year due to a lack of qualified candidates, as described below.

➤ \$162,000 Increase in salary and benefit costs associated with the proposed addition of one Accountant I/II/III position and one Information Systems Specialist position, as described below.

➤ \$73,000 Increase in salaries and benefits due to management and confidential employees salary adjustments approved in FY 2006-07.

➤ \$64,000 Increase in salary and benefit costs due to increased anticipated use of extra help employees.

➤ (\$28,000) Increase in reimbursement for administration and direct support provided to the Elections Division.

Revenues

➤ \$27,000 Increase in estimated processing fee revenue primarily attributable to a higher number of fictitious business name licenses issued by the department.

➤ (\$24,000) Decrease in anticipated reimbursement for audit and accounting services.

➤ (\$220,000) Net decrease in fees and reimbursements anticipated for managing special assessments and supplemental tax bills.

PROGRAM DISCUSSION

The recommended budget is sufficient to permit the department to meet its statutory requirements for the coming year. The department is experiencing significantly increased accounting and reporting requirements and workloads and difficulty in recruiting and retaining qualified staff. The recommended budget

includes the addition of two positions to assist in meeting the department's growing needs and provides funding for all authorized positions, except two Senior Accountant positions, as discussed below.

The funding level will enable the department to accomplish its assigned functions of: property tax accounting; accounts payable; cash receipts; payroll; preparing State required reports, such as Countywide Cost Allocation Plan; and preparing financial reports for the County and all special districts under the control of the Board of Supervisors, such as the Comprehensive Annual Financial Report (CAFR).

The recommended budget will permit the County Clerk section to continue serving the public by providing for issuance of marriage permits; conducting civil marriage ceremonies; issuing fictitious business name statements; and acceptance of a variety of legal filings such as notary public bonds, environmental impact reports, County loyalty oaths, and other miscellaneous filings by public agencies and licensed individuals.

POSITIONS DISCUSSION

The recommended budget includes funding for all authorized positions, except two Senior Accountant positions, which the department has unfunded due to the lack of qualified candidates for these positions at this time. It is anticipated the department will request funding for these positions in the subsequent fiscal year.

The recommended budget includes the addition of two positions: one Accountant I/II/III position, at an annual cost of \$76,600, and one Information Systems Specialist

position, at an annual cost of \$85,200. The Accountant position is recommended to assist in the increasing workload associated with meeting the payroll function in the department. The Information Systems Specialist position is recommended to assist in the growing need for technical support within the department and will lessen the need for existing staff to work overtime. The addition of these positions will assist in meeting the goal of the County Strategic Plan for improving fiscal efficiency and responsibility in the County.

UNMET NEEDS DISCUSSION

The department identified the following unmet needs: five additional positions to address increased reporting requirements, enhance audit capabilities, and reduce reliance on extra help, with an estimated total cost of \$376,500; a new general ledger/payroll system at an estimated cost of \$1.0 million; relocation of the County Clerk and audit function sections at an estimated cost of \$150,000; and construction of an elections equipment facility at an estimated cost of \$1.5 million.

As a result of the Committee of the Whole meeting regarding unmet needs and in accordance with the County Strategic plan to ensure proper fiscal planning that meets the needs of the public as well as County departments, the amount of \$2.0 million was supported to address the need to replace the County's financial management system and other system-wide upgrades and back-up redundancy. It is recommended that a designation be established to earmark funds towards the replacement of this critical system. The Auditor-Controller-County Clerk, Information Technology Services division, and the County Administrative Office are exploring options for the replacement of the existing system, which includes the completion of a needs assessment by the end of FY 2006-07.

GOALS AND PERFORMANCE MEASURES

Department Goal: Timely calculation and processing of tax bills.					
Strategic Plan Result Link: Section VII, Goal 2—Improve fiscal efficiency/responsibility of County.					
1. Performance Measure: Whether or not tax bills have been calculated and forwarded to the Treasurer-Tax Collector by July 31 for unsecured, and by October 3 for secured bills.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Complied-Unsecured Complied - Secured	Complied-Unsecured Complied - Secured	July 8 - Unsecured Sept. 7 - Secured	NA - New	July 7 - Unsecured Sept. 11 - Secured	July 31 - Unsecured October 3 - Secured
What: Indicates the dates that the tax bills have been sent to the Treasurer-Tax Collector.					
Why: To determine whether or not we complied with the deadlines. This is critical to ensure that tax bills can be sent out by the Treasurer-Tax Collector on a timely basis.					
How are we doing? The department is meeting this goal.					

Department Goal: Process all claims and pay vendors timely.					
Strategic Plan Result Link: Section VII, Goal 2—Improve fiscal efficiency/responsibility of County.					
2. Performance Measure: Payments to vendors/contractors to be mailed within seven working days of this office' receipt of an approved claim.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	Not available	Not available	NA - New	7 working days	7 working days
What: This indicator measures length of time for payment of claims to the County's vendors/contractors.					
Why: This indicator demonstrates this office ability to process payments timely, which ensures good and fair business practices with outside vendors and contractors.					
How are we doing? The department is meeting this goal for the current year only through full staffing/no vacancies and periodic use of overtime for times of peak demand. In the past this process was tracked only through the issuing, not mailing, of warrants. A significant number of warrants have required proofing for accuracy prior to mailing. This year, steps have been taken to minimize the need for secondary proofing and the department has started tracking the time to actual mailing of warrants. However, the implementation of a new and improved financial system will further ensure that vendors/contractors are paid timely and accurately, and will greatly improve functionality, service to departments, and financial reporting.					

Department Goal: Effective auditing of County departments and processes.					
Strategic Plan Result Link: Section VII, Goal 2—Improve fiscal efficiency/responsibility of County.					
3. Performance Measure: Audit every County department on a biennial basis as required by the Government Code.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
No	No	No	NA - New	No in progress	No in progress
What: Measures whether or not we are complying on an ongoing 2-year, biennial basis.					
Why: Measures our ability to comply with State law and maintain sound and effective auditing activities.					
How are we doing? High turnover, and insufficient number of auditors over the last several years, has hampered the department’s ability to audit every County department every two years. During this time, audit requirements and procedures have changed significantly and become more numerous and complex, while auditors have become increasingly inexperienced and tend to leave before becoming fully trained and productive, which normally should take about two years. It has been impossible to fill all vacant positions at any given time despite recruiting on a continual basis. In addition, the Audit Division has, by necessity, been involved in two very large audits that have used up tremendous amounts of staff time and resources. The department is working toward complying with this goal within the next two years through intensified staff training. However, future compliance will be based primarily on the ability to fund and fill sufficient positions and retain staff.					

Department Goal: Functional and accurate financial system.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
4. Performance Measure: Develop, implement and maintain a Countywide financial system that will provide increased functionality, improved reporting capabilities, and improved accounting and other applications that will better meet the current and future needs of County departments and the Auditor-Controller-County Clerk.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	NA	NA	NA – New	In progress -needs assessment	In progress -planning, development
What: Measures whether or not we have complied with the projected phase of the project.					
Why: To assess progress to develop a new system that will provide relevant financial data and tools to departments, and that will support the Auditor-Controller-County Clerk functions in the areas of general ledger accounting, cost plan, accounts payable, payroll, financial reporting and auditing.					
How are we doing? In conjunction with the County Administrative Office and Information Technology Services, the department is in the needs assessment phase. This is expected to be completed by the end of the current fiscal year. Next year’s goal is to substantially complete the planning and development portion of this project.					

Department Goal: Automation of manual or paper processes.					
Strategic Plan Result Link: Section VII, Goal 2—Improve fiscal efficiency/responsibility of County.					
5. Performance Measure: Identification and automation of manual/paper processes in all County departments that relate to the functions of the Auditor-Controller-County Clerk.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Yes	Yes	Yes	NA – New	Yes	Yes
What: Indicates if we are identifying and automating manual processes.					
Why: Assists County departments in improving efficiencies, workflow, and accuracy.					
How are we doing? Every year, the department is identifying and automating manual processes, both for its own internal benefit, as well as for all County departments. This is an ongoing work in progress as processes are identified and staffing is sufficient to effect the changes.					

Travel and Purchasing Card Expense

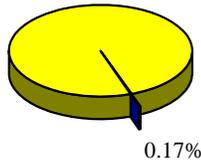
Budget Unit 1115

Department Head: Ann K. Barnett, *Elected*

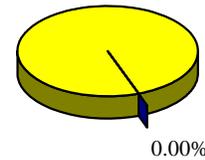
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$4,086,000	\$4,550,000	\$4,604,960	\$5,220,000	\$5,220,000	\$670,000
Total Expenditures	\$4,086,000	\$4,550,000	\$4,604,960	\$5,220,000	\$5,220,000	\$670,000
Less Expend. Reimb.	2,151,322	2,600,000	2,500,000	2,900,000	2,900,000	300,000
Total Net Expenditures	\$1,934,678	\$1,950,000	\$2,104,960	\$2,320,000	\$2,320,000	\$370,000
REVENUES:						
Charges for Services	\$1,934,679	\$1,950,000	\$2,104,960	\$2,320,000	\$2,320,000	\$370,000
Less Total Revenues	\$1,934,679	\$1,950,000	\$2,104,960	\$2,320,000	\$2,320,000	\$370,000
NET GENERAL FUND COST	(\$1)	\$0	\$0	\$0	\$0	\$0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

This budget unit is used to pay expenses for commercial carrier travel booked by County departments through an approved travel agency. This budget unit is also used to pay for purchases made by departments using a County purchasing card. These expenses are charged back to departments monthly. The Auditor-Controller-County Clerk administers this budget unit.

- (\$300,000) Increase in reimbursements for travel and purchasing expenses from General Fund departments.

Revenues

- \$370,000 Increase in reimbursements for travel and purchasing expenses from non-General Fund departments.

MAJOR BUDGET CHANGES

Expenditures

- \$670,000 Higher travel and purchasing card expenses anticipated for County departments in FY 2007-08 based on FY 2006-07 experience.

PROGRAM DISCUSSION

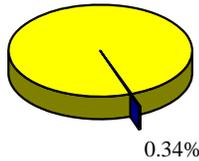
The recommended funding level will provide the necessary resources to operate this program. There is no General Fund cost directly associated with this budget unit, as any General Fund cost is reflected in the appropriate departments' budgets. Revenues received in this budget unit reflect the reimbursement for travel and purchasing expenses incurred on behalf of non-General Fund departments.

SUMMARY OF EXPENDITURES AND REVENUES

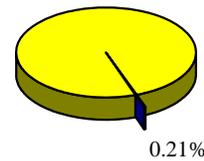
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$2,244,345	\$2,522,087	\$2,429,182	\$2,781,420	\$2,855,661	\$333,574
Services and Supplies	1,423,760	1,764,045	1,643,095	1,753,679	1,753,679	(10,366)
Fixed Assets	29,961	345,000	292,000	53,884	53,884	(291,116)
Other Financing Uses	0	610,769	0	0	0	(610,769)
Total Expenditures	\$3,698,066	\$5,241,901	\$4,364,277	\$4,588,983	\$4,663,224	(\$578,677)
REVENUES:						
Fines and Forfeitures	\$179,314	\$170,000	\$206,300	\$200,000	\$200,000	\$30,000
Intergovernmental	2,012	0	1,820	0	0	0
Charges for Services	3,305,685	3,242,749	2,719,069	3,366,447	3,386,447	143,698
Miscellaneous	255,986	193,000	366,501	236,000	236,000	43,000
Less Total Revenues	\$3,742,997	\$3,605,749	\$3,293,690	\$3,802,447	\$3,822,447	\$216,698
Less Savings Incentive	\$0	\$610,769	\$0	\$0	\$0	(\$610,769)
NET GENERAL FUND COST	(\$44,931)	\$1,025,383	\$1,070,587	\$786,536	\$840,777	(\$184,606)

AUTHORIZED POSITIONS:	32	33	33	34	34	1
FUNDED POSITIONS:	32	33	33	34	34	1

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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.

MAJOR BUDGET CHANGES

by the Auditor-Controller-County Clerk.

Expenditures

- \$117,000 Increase in salary and benefit costs associated with increases in health benefit and retiree health rates, offset with a lower retirement rate.
- \$111,000 Increase in salary costs due to management and confidential employees equity adjustments approved in FY 2006-07 and a reduction in the assumed salary savings to more accurately reflect actual savings.
- \$82,000 Increase in salary and benefit costs associated with the proposed addition of one System Analyst I position, as discussed below.
- \$10,000 Increase in the anticipated use of extra help personnel to assist the department in meeting peak workload demands.
- \$17,000 Increase in unemployment insurance and workers' compensation charges.
- (\$10,000) Net decrease in services and supplies primarily due to decrease in costs associated with providing only one normal tax sale during the fiscal year, offset with increased technology maintenance costs.
- (\$291,000) Decrease in fixed assets reflects the rebudget of the remaining portion of the cost related to the replacement cashiering and remittance processing system carried forward from FY 2006-07 budget.

- \$144,000 Net increased reimbursement for costs of providing banking and investment services to other governmental agencies.

PROGRAM DISCUSSION

The recommended funding level for the Treasurer-Tax Collector's Office will permit the department to continue the delivery of quality services to the public and its customers and provide for the collection and processing in excess of \$850 million of taxes levied on behalf of the County, cities, schools, and special districts. The recommended budget will support the department's administration of the County's deferred compensation program, as well as oversight of the investment of the more than \$1.9 billion in funds held in the Treasurer's investment pool. In accordance with the County Strategic Plan, the department's goal is to provide its services in the most efficient manner at the least overall cost to the taxpayers. Therefore, the department will continue developing and maintaining its technology and automation programs and implement process improvements to increase efficiency with its existing workforce.

POSITIONS DISCUSSION

The recommended budget includes the proposed addition of one System Analyst I position, at an annualized cost of approximately \$82,000. This position will support the increasing number of programs that have been developed and are used by the department to interface with outside vendors, such as banks and other financial institutions, and the Kern Integrated Property System (KIPS). Additionally, the new integrated Collection Management System (CMS) will tie all tax payment methods together for quicker processing and better reporting and customer service. The CMS system is customized for the County and will require additional ongoing, in-house program updating and maintenance.

The recommended budget also includes funding for nine extra help positions to assist during peak workload periods.

UNMET NEEDS DISCUSSION

The department identified the following unmet needs: replace six computer workstations; replace sedan; install new security; purchase virtual server management software; remodel tax area workstations; and purchase

Revenues

- \$30,000 Increase in property tax penalty revenue as estimated

storage area network replacement. The recommended budget does not include funding for these unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Issue and mail tax bills in the most efficient manner at the least overall cost to the taxpayers.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1—Identification of services that could be provided at a reduced cost.					
1. Performance Measure: Number of tax bills issued and mailed per FTE in Taxpayer Services.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
27,450	32,182	36,109	34,000	34,415	36,824
What: This indicator measures how many tax bills are issued and mailed per staff member.					
Why: This indicator demonstrates that, with the use of technology implementation and process improvements, more tax bills can be issued and mailed with the same amount of staff.					
How are we doing? The number of bills issued and mailed continues to increase even as staffing remains constant.					

Department Goal: Process tax payments in the most efficient manner at the least overall cost to the taxpayers.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1—Identification of services that could be provided at a reduced cost.					
2. Performance Measure: Number of tax payments processed per FTE in financial services.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
40,420	41,074	37,593	37,520	38,797	40,737
What: This indicator measures how many tax payments are processed.					
Why: This indicator demonstrates that, with the use of technology implementation, more tax payments can be processed electronically, thereby increasing efficiency and reducing the overall cost to the taxpayer.					
How are we doing? Due to technology implementation, the number of tax bills processed is increasing with the limited amount of staff.					

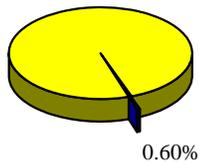
Department Goal: Process deferred compensation transactions in the most efficient manner for the participants.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1—Identification of services that could be provided at a reduced cost.					
3. Performance Measure: Number of deferred compensation transactions processed per FTE in the Deferred Compensation division.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1,632	3,030	2,545	2,500	2,557	2,608
What: This indicator measures how many deferred compensation transactions are processed per FTE.					
Why: As the number of County employees grows, the number of transactions increases. Through the implementation of technology, more transactions are processed with the same number of staff.					
How are we doing? More transactions continue to be processed with the limited number of staff.					

SUMMARY OF EXPENDITURES AND REVENUES

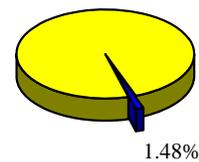
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$6,938,905	\$7,210,677	\$7,033,658	\$7,649,667	\$7,810,474	\$599,797
Services and Supplies	298,419	644,054	619,961	744,544	744,544	100,490
Fixed Assets	0	17,546	17,754	0	0	(17,546)
Other Financing Uses	0	523,689	0	0	0	(523,689)
Total Expenditures	\$7,237,324	\$8,395,966	\$7,671,373	\$8,394,211	\$8,555,018	\$159,052
Less Expend. Reimb.	134,491	158,512	155,017	300,059	300,059	141,547
Total Net Expenditures	\$7,102,833	\$8,237,454	\$7,516,356	\$8,094,152	\$8,254,959	\$17,505
REVENUES:						
Charges for Services	\$1,573,437	\$1,589,177	\$1,852,087	\$1,780,145	\$2,339,013	\$749,836
Miscellaneous	66	0	673	0	0	0
Less Total Revenues	\$1,573,503	\$1,589,177	\$1,852,760	\$1,780,145	\$2,339,013	\$749,836
Less Savings Incentive	\$0	\$523,689	\$0	\$0	\$0	(\$523,689)
NET GENERAL FUND COST	\$5,529,330	\$6,124,588	\$5,663,596	\$6,314,007	\$5,915,946	(\$208,642)

AUTHORIZED POSITIONS:	95	95	95	95	95	0
FUNDED POSITIONS:	95	95	95	95	95	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The elective office of Assessor appraises all real property and taxable personal property in the County, except for public utilities. The department annually prepares the assessment rolls, which contain the legal descriptions and values of all taxable land, improvements, and personal property in the County. Property tax rates for all local

taxing agencies in the County are applied to the tax base on the assessment rolls. The Assessor's Office also audits locally assessable business and personal property, and processes claims for property tax exemptions.

MAJOR BUDGET CHANGES

Expenditures

- \$226,000 Net increase in salary and benefit costs associated with increases in health benefit, retiree health, and workers' compensation rates, partially offset by a reduction in the retirement rate.
- \$327,000 Increase in salary costs due to a reduction in the level of salary savings assumed for FY 2007-08.
- \$43,000 Increase in extra help expense to enable the department to address peak workload periods and meet statutory deadlines.
- \$21,000 Increase in general office expenses due to anticipated cost increases.
- \$60,000 Increase in travel, fuel, and personal vehicle usage by staff associated with anticipated higher fuel costs, increased number of out of state audits, increased training requirements for newly hired appraisal and audit staff, and decreased funding available in budget unit 1140, Property Tax Administration Program, due to elimination of State funding.
- (\$18,000) No fixed assets requested in FY 2007-08.
- (\$142,000) Increase in reimbursements related to the administration and direct support provided to the Recorder Division.

Revenues

- \$47,000 Increase in the amount of supplemental roll assessment fees as estimated by the Auditor-Controller-County Clerk.
- \$694,000 Increase in the estimated amount of reimbursement for property tax administration costs from other taxing entities as estimated by the Auditor-Controller-County Clerk.

PROGRAM DISCUSSION

The recommended budget for the Assessor will permit the continuation of departmental services at levels similar to that budgeted in FY 2006-07. All authorized positions within the department are funded, except as noted below in the Positions Discussion section. In addition to this budget unit, the Assessor administers the Property Tax Administration budget unit, which includes funding for an additional 16 positions.

The department is responsible for appraising the majority of land and improvements within the County, including the valuation of all land and mineral content values, water rights, wind energy facilities, and business personal property. In the County, with its extensive mineral and natural resources, and unique assessment rules related to oil producing property, this has proven to be very challenging. The recommended addition of a Senior Auditor Appraiser position to the Oil and Gas section, as discussed below, will provide additional resources to this critical function.

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

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

POSITIONS DISCUSSION

The department has requested and it is recommended that one Senior Appraiser position be deleted with the concurrent addition of one Senior Auditor Appraiser position. The requested Senior Auditor Appraiser will be assigned to the Oil and Gas section to assist with the appraisal of extremely complex oil and gas properties and assessment appeals. The annual fiscal impact is an increase of \$6,000.

All positions are funded except for three vacant Senior Appraiser positions, which are only funded for partial

year. It is anticipated that these positions will be filled by March 2008.

UNMET NEEDS DISCUSSION

The department identified the need to migrate the property tax bill system off the mainframe and to set aside funding for future replacement of computers every four years as its unmet needs. The recommended budget does not include funding for these unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: To levy fair and equitable assessments on real property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
1. Performance Measure: The number of completed work units per staff member.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1,941	2,096	2,054	2,000	2,000	2,000
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?: Since 2000 this performance measurement has increased 57%. The increase in production stems from increased utilization of automated valuation programs and streamlining of office procedures.					

Department Goal: To levy fair and equitable assessments on real property in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.					
Strategic Plan Result Link: Section VII – Responsible and Efficient Government					
2. Performance Measure: Total assessed value per staff member (millions).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
433	466	558	641	641	700
What: This measurement is the total assessed value divided by the number staff members.					
<p>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 shrunk to 111. Since 1981 this performance measurement has increased 384%. This is well in excess of the maximum 2% per year Proposition 13 inflation increase and reflects the extraordinary growth in workload experienced by the department.</p> <p>Looking at it another way, from 1981 to 2007 the population of Kern County increased 88% but Assessor staffing levels have actually been reduced by 15%.</p>					

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$542,899	\$1,097,210	\$786,586	\$1,066,337	\$1,083,751	(\$13,459)
Services and Supplies	233,838	336,108	331,055	191,273	191,273	(144,835)
Fixed Assets	15,654	0	0	0	0	0
Total Expenditures	\$792,391	\$1,433,318	\$1,117,641	\$1,257,610	\$1,275,024	(\$158,294)
REVENUES:						
Intergovernmental	\$859,536	\$200,000	\$236,895	\$0	\$0	(\$200,000)
Less Total Revenues	\$859,536	\$200,000	\$236,895	\$0	\$0	(\$200,000)
NET GENERAL FUND COST	(\$67,145)	\$1,233,318	\$880,746	\$1,257,610	\$1,275,024	\$41,706

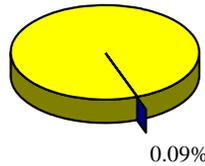
AUTHORIZED POSITIONS:

14	16	16	16	16	0
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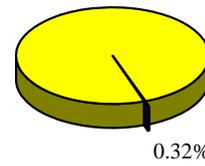
FUNDED POSITIONS:

10	16	16	16	16	0
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Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

From 1996 to 2005, the County participated in a State program that provided funding to counties to enhance property tax administration systems and to reduce audit backlogs. Program activities included reviewing Williamson Act parcels for compliance, canvassing property for escaped assessments, preparing defenses for assessment appeal cases, and enhancing value enrollment capabilities. The program's revenues and costs were separated into this budget unit to meet the State's reporting requirements. Effective FY 2005-06, the State suspended funding for this program (see Program Discussion section below).

MAJOR BUDGET CHANGES

Expenditures

- \$31,000 Net increase in salary and benefit costs associated with increases in employee health benefit and retiree rates, unemployment insurance costs, and workers' compensation charges, offset by a decrease in the retirement rate and lower

- salaries due to newly hired employees.
- (\$44,000) Elimination of funding for extra help.
- (\$145,000) Decrease in services and supplies costs due to loss of State funding for Property Tax Administration Program. A portion of the costs associated with this program has been included in the Assessor’s budget unit 1130, such as travel and office expenses.

although at a reduced level, during FY 2005-06 using the residual State funds under previous agreements, and in FY 2006-07 with General Fund support. The residual grant funds have been exhausted and this budget is entirely funded with discretionary General Fund revenues. In FY 2006-07, the Board restored staffing levels to address workload growth caused by increased development within the County and to assign additional staff to critical functional areas within the department.

According to the Assessor, the California Assessor’s Association is working with State legislators to restore State funding for this vital program. If this effort is successful, the funding will not take effect until FY 2008-09. The new program will also require assessors to complete their audit, appraisal, and enrollment work on time to qualify for funding. Therefore, in order for the County to qualify for funding under the new program, a backlog of work must be prevented from developing this fiscal year. A backlog of work in this fiscal year would impact the Assessor’s ability to finish on time next year, which would prevent the County from qualifying for the new program funding. However, if the new program is not approved, it would be appropriate to merge this budget unit with the Assessor’s budget unit 1130 in the next budget cycle.

Revenues

- (\$200,000) Decrease in remaining State grant funds balance available to support FY 2007-08 program costs. No additional funding is available.

PROGRAM DISCUSSION

The State eliminated funding for the Property Tax Administration Program for all counties in FY 2005-06. Kern County’s annual agreement with the State for this program was administered on a calendar year basis. Therefore, the County was able to operate the program,

UNMET NEEDS DISCUSSION

The department’s unmet needs are included under budget unit 1130, Assessor.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$5,830,290	\$5,906,771	\$5,894,856	\$5,961,674	\$6,185,961	\$279,190
Services and Supplies	4,765,240	5,417,117	5,304,409	4,949,397	5,047,697	(369,420)
Other Charges	60,670	61,271	61,355	61,271	61,271	0
Fixed Assets	6,835	0	154,950	0	0	0
Other Financing Uses	0	933,754	0	0	0	(933,754)
Total Expenditures	\$10,663,035	\$12,318,913	\$11,415,570	\$10,972,342	\$11,294,929	(\$1,023,984)
Less Expend. Reimb.	1,992,318	2,197,178	2,294,458	2,024,086	2,024,086	(173,092)
Total Net Expenditures	\$8,670,717	\$10,121,735	\$9,121,112	\$8,948,256	\$9,270,843	(\$850,892)
REVENUES:						
Intergovernmental	\$0	\$300	\$300	\$300	\$300	\$0
Charges for Services	4,794,898	5,122,144	4,725,757	4,381,634	4,452,236	(669,908)
Miscellaneous	80	300	2,430	300	300	0
Less Total Revenues	\$4,794,978	\$5,122,744	\$4,728,487	\$4,382,234	\$4,452,836	(\$669,908)
SPECIAL PURPOSE FUNDS:						
Auto. County Warrant	\$73,375	\$110,000	\$110,000	\$110,000	\$110,000	\$0
Crim. Justice Facilities	1,067,732	1,223,600	1,223,600	1,223,600	1,223,600	0
Less Total Special Purpose Funds	\$1,141,107	\$1,333,600	\$1,333,600	\$1,333,600	\$1,333,600	\$0
Less Savings Incentive	\$0	\$933,754	\$0	\$0	\$0	(\$933,754)
NET GENERAL FUND COST	\$2,734,632	\$2,731,637	\$3,059,025	\$3,232,422	\$3,484,407	\$752,770

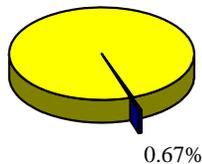
AUTHORIZED POSITIONS:

62 62 62 62 62 0

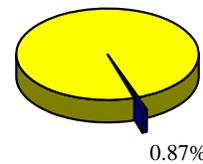
FUNDED POSITIONS:

62 62 62 58 60 (2)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The County Administrative Office, Information Technology Services Division (ITS) operates and administers the County’s mainframe computer system, wide area network, and telephone system. ITS provides programming, data processing, and technology support services for County departments, special districts, and outside agencies. These services include mainframe, server, network, and personal computer systems support and telecommunications systems planning and administration.

- \$173,000 Decrease in expenditure reimbursements anticipated from other General Fund departments.

MAJOR BUDGET CHANGES

Expenditures

- \$131,000 Net increase in salary and benefit costs associated with increases in health and retiree health benefits costs and workers’ compensation charges, partially offset with reduced retirement rates for employees.
- (\$44,000) Decrease in salary and benefit costs due to eliminating extra help funding.
- \$189,000 Increase in salary and benefit costs due to management and mid-management salary adjustments approved in FY 2006-07 and reduced reliance on Budget Savings Incentive (BSI) credits to fund authorized positions.
- (\$498,000) Decrease in cost of telecommunications services due to decrease in requested deferred maintenance projects by departments.
- \$41,000 Increase in professional services to upgrade Internet bandwidth.
- \$93,000 Net increase in equipment rent and lease costs due to payment of software license fee through March 2009.

Revenues and Special Purpose Funds

- (\$748,000) Decrease in anticipated reimbursements from non-General Fund departments and other agencies for telecommunications projects and miscellaneous services.
- \$19,000 Increase in reimbursements from non-General Fund departments and other agencies for data processing services.
- \$65,000 Increase in the estimated amount of reimbursement for property tax administration costs from other taxing entities as estimated by the Auditor-Controller-County Clerk.

PROGRAM DISCUSSION

Although there is a significant increase in the recommended net General Fund cost for ITS, the proposed budget allows the division to operate at only a status quo level. The recommended increase results primarily from a reduction in reimbursements from departments and other agencies for telecommunications and miscellaneous projects, and an increase in salary and benefit appropriations to reduce the division’s reliance on BSI credits to fund positions.

In accordance with the County Strategic Plan, to ensure that the County’s infrastructure needs are met, the division will continue its support of the major automation systems for its customer departments. Major mainframe systems supported include the Kern Integrated Property System (KIPS), the Criminal Justice Information System (CJIS), the County’s payroll system, the Financial Management System (FMS), the Job Applicant Tracking System, the Trust Fund System, and Database Administration. Other major systems supported by ITS, under the guidance of the County Strategic Plan, that facilitate interactive communications strategies that use available technologies include the Wide Area Network, GroupWise, Internet connectivity, CountyNet, the County Web Site, and anti-virus applications. ITS will continue to provide desktop support and assistance to departments upon request, and maintain the County’s telephone system

and upgrade the phone and data communications systems as customer departments' needs and budgets dictate.

POSITIONS DISCUSSION

No position additions or deletions are requested. The recommended budget provides funding for all but two authorized positions. This should not impact the division's goal to deliver quality service to its customers and to achieve high ratings on its customer department satisfaction survey index.

UNMET NEEDS DISCUSSION

ITS has identified the following unmet needs and requested funding to: fill two vacant unfunded positions at an estimated cost of \$160,000; funding to conduct a network intrusion test, update the Help Desk software, and provide additional server licensing at an estimated cost of \$50,000; implement virtual server and Storage Area Network (SAN) migration at an estimated cost of \$350,000; establish a business continuity program, which includes a second server site; redundant connections, reciprocal mainframe contingency plans at an estimated cost of \$6.2 million; upgrade the County network

infrastructure at an estimated cost of \$570,000; upgrade telecommunications infrastructure at an estimated cost of \$1.9 million; and replace major applications, such as the financial management, payroll, human resources, property tax, and criminal justice systems at an unknown cost.

As a result of the Committee of the Whole meeting regarding unmet needs and in accordance with the County Strategic plan to ensure proper fiscal planning that meets the needs of the public as well as County departments, the amount of \$2.0 million was supported to address the need to replace the County's financial management system and system redundancy. It is recommended that a designation be established to earmark funds towards the replacement of this critical system. The Auditor-Controller-County Clerk, Information Technology Services Division, and the County Administrative Office are exploring options for the replacement of the existing system. The completion of a needs assessment is anticipated by the end of FY 2006-07.

ITS will also explore funding some of the above unmet needs with its accumulated Budget Savings Incentive Credits in accordance with the County Strategic Plan to ensure responsible and efficient County operations.

GOALS AND PERFORMANCE MEASURES

Department Goal: Make the Kern County government accessible to the citizens.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government, Goal 2, Strategy 4, Outcome 2—Interactive communications strategies that use available technologies.					
1. Performance Measure: County web page accesses (visits per year).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1,438,316	2,083,090	3,526,989	3,750,000	3,964,562	4,100,000
What: This indicator measures public use of the County's website.					
Why: This indicator demonstrates the public's use and acceptance of the County's E-Government initiatives.					
How are we doing? The increased usage of the County's website indicates the public is becoming more aware of the County's efforts to share information on its website. Furthermore, as more web pages are developed, an increase in this measurement is also realized.					

Department Goal: Deliver quality service to our customers.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government, Goal 2, Strategy 3, Outcome 1—Improved customer service and employee retention.					
2. Performance Measure: Customer department satisfaction index.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	3.23 out of 4.00	3.30 out of 4.00	3.35 out of 4.00	In progress	3.5 to 4.0
What: This indicator measures the division’s customer departments overall satisfaction with our services.					
Why: This indicator demonstrates the division’s ability to provide timely and effective service to its customers.					
How are we doing? Survey in progress.					

Department Goal: Deliver reliable technology solutions to our customers.					
Strategic Plan Result Link: Section VII Responsible and Efficient Government, Goal 2, Strategy 1, Outcome 1—County infrastructure needs are met.					
3. Performance Measure: Systems uptime index.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
99.95%	99.94%	99.92%	99.90%	99.96%	99.90%
What: This indicator measures our technology infrastructure reliability and availability to our customers.					
How are we doing? ITS saw a significant increase in server uptime this year due to a more reliable Internet firewall. The composite uptime average is based on statistics gathered from five key servers:					
<ol style="list-style-type: none"> 1. The County's Mainframe 2. The County's main web server 3. The County's Email server 4. The County's Intranet server 5. The County's Internet firewall 					

Department Goal: Deliver quality service to our customers.					
Strategic Plan Result Link: Section VII Responsible and Efficient Government, Goal 2, Strategy 3, Outcome 1— Improved customer service and employee retention.					
4. Performance Measure: Staff retention rate.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
97%	97%	89%	95%	96%	95%
What: This indicator measures the division’s ability to retain existing staff.					
Why: This indicator demonstrates the division’s ability to provide timely and effective service to its customers by retaining our knowledgeable and experienced staff.					
How are we doing? After a year that saw a significant number of the division’s staff leave due mainly to retirements, now fewer employees are leaving. The future is uncertain as application development staff that supports many of the County’s core processes approaches retirement and reduced ability to hire qualified replacements puts ITS and the County at risk of being able to support daily business processes.					

Department Goal: Deliver quality service to our customers.					
Strategic Plan Result Link: Section VII Responsible and Efficient Government, Goal 2, Strategy 3, Outcome 1— Improved customer service and employee retention.					
5. Performance Measure: Staff training – emergent technologies (hours per FTE).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	19	12	20	10	20
What: This indicator measures our ability to keep staff prepared for current and future technology.					
Why: This indicator demonstrates the division’s ability to provide timely and effective service to its customers by preparing staff to support current and future technology.					
How are we doing? The division was able to train key members of its staff on technology as demands dictate. The future is uncertain as additional costs must be absorbed and the training budget is trimmed back to compensate. Investing in existing staff, as well as any new staff, will continue to be a challenge because of the need to balance the County’s current and future needs against fiscal realities. The division continues to search for ways to provide effective training for its staff to ensure that it has capable and knowledgeable people to support its customer departments.					

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$5,786,134	\$6,264,625	\$6,473,442	\$6,603,392	\$7,069,643	\$805,018
Services and Supplies	424,693	502,800	411,624	601,241	601,241	98,441
Equipment-Additional	0	0	47,500	0	0	0
Other Financing Uses	0	222,327	0	0	0	(222,327)
Total Expenditures	\$6,210,827	\$6,989,752	\$6,932,566	\$7,204,633	\$7,670,884	\$681,132
Less Expend. Reimb.	753,094	800,000	758,057	772,210	772,210	(27,790)
Total Net Expenditures	\$5,457,733	\$6,189,752	\$6,174,509	\$6,432,423	\$6,898,674	\$708,922
REVENUES:						
Charges for Services	\$4,503,618	\$4,770,588	\$4,875,228	\$5,187,030	\$5,187,030	\$416,442
Miscellaneous	4,351	31,050	9,006	6,050	6,050	(25,000)
Less Total Revenues	\$4,507,969	\$4,801,638	\$4,884,234	\$5,193,080	\$5,193,080	\$391,442
Less Savings Incentive	\$0	\$222,327	\$0	\$0	\$0	(\$222,327)
NET GENERAL FUND COST	\$949,764	\$1,165,787	\$1,290,275	\$1,239,343	\$1,705,594	\$539,807

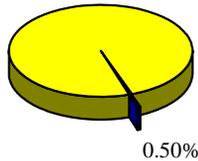
AUTHORIZED POSITIONS:

47 48 48 48 48 0

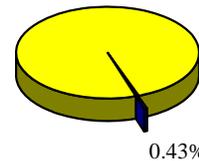
FUNDED POSITIONS:

47 48 48 48 48 0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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 boards and commissions that do not separately contract for legal services. County Counsel also advises the Grand Jury on civil matters.

MAJOR BUDGET CHANGES

Expenditures

- \$784,000 Increase in salary and benefit costs associated with increases in salaries, related benefit costs and health benefit rates for employees.

- \$21,000 Increase in salary and benefit costs associated with the increased use of extra help and higher unemployment and workers' compensation rates.
- \$84,000 Increase in services and supplies costs for a new document and case management system.
- \$14,000 Increase in various services and supplies accounts reflecting higher charges for communication charges, fuel and travel expense, postage, and professional fees.
- \$28,000 Decrease in expenditure reimbursements from General Fund departments for uninsured legal services due to an expected drop in the number of paralegal uninsured billable hours.

Revenues

- \$387,000 Estimated increase in Charges for Services due to an increased billable attorney hourly rate related to litigation cases and legal advisory services to both entities outside the County and non-General Fund departments.
- \$29,000 Increase for Planning legal services due to work on specific projects that allow reimbursement of legal services.
- (\$25,000) Projected decrease in miscellaneous other revenue from non-governmental entities related to land use projects, which are expected to decline in the coming year.

PROGRAM DISCUSSION

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

In FY 2006-07 the department created a new legal section for health care advisory and litigation services. Two full-time attorneys and an extra help paralegal staff this new section. This action is directly related to the County Strategic Plan regarding responsible and efficient government and the department's performance goal of providing satisfactory and above legal services to County departments.

A section in the County Strategic Plan encourages examination of proper structure of County departments to ensure efficient delivery of services. In response to this charge, the department has taken steps in the past several years to increase its capacity to handle workers' compensation claim matters in-house, thereby reducing dependency on outside counsel and a claims management agency.

POSITIONS DISCUSSION

No additional positions have been requested in the department's FY 2007-08 budget request.

UNMET NEEDS DISCUSSION

The department has identified the following unmet need: addition of one Deputy County Counsel I-V position at an annual cost of \$123,900 to be assigned as an additional Health Care/Kern Medical Center attorney that would enable the department to address its goal of providing cost effective litigation services to protect County interests. The new management at Kern Medical Center is in the process of determining their need for additional counsel. It is anticipated that, if necessary, this position will be added during the fiscal year.

Funding to address this need has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective litigation services to protect County interests.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
1. Performance Measure: Average cost per litigated case.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$1,624	\$1,748	\$1,813	\$1,900	\$2,100	\$2,250
What: This ratio shows per case litigation cost.					
Why: This indicator reflects cost efficiency in handling litigated matters.					
How are we doing? FY 2006-07 litigated cost per case may be higher than planned.					

Department Goal: Provide satisfactory and above legal services to County departments.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
2. Performance Measure: Percent of clients rating legal services satisfactory or more.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	93%	97%	95%	95%	95%
What: This indicator reflects how clients view the effectiveness of legal services provided by County Counsel.					
Why: This indicator shows that County Counsel is addressing the needs of departments.					
How are we doing? FY 2005-06 results, 97%, were up compared to the prior year.					

Personnel Department

Budget Unit 1310

Interim Department Head: Larry Espinosa, Appointed by the Civil Service Commission

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,898,718	\$2,245,066	\$2,217,029	\$2,198,831	\$2,550,551	\$305,485
Services and Supplies	193,697	239,405	196,025	327,020	327,020	87,615
Other Financing Uses	0	75,157	0	0	0	(75,157)
Total Expenditures	\$2,092,415	\$2,559,628	\$2,413,054	\$2,525,851	\$2,877,571	\$317,943
Less Expend. Reimb.	27,084	41,534	41,534	39,407	39,407	(2,127)
Total Net Expenditures	\$2,065,331	\$2,518,094	\$2,371,520	\$2,486,444	\$2,838,164	\$320,070
REVENUES:						
Charges for Services	\$133,429	\$157,191	\$140,542	\$137,792	\$137,792	(\$19,399)
Miscellaneous	813	800	658	650	650	(150)
Less Total Revenues	\$134,242	\$157,991	\$141,200	\$138,442	\$138,442	(\$19,549)
Less Savings Incentive	\$0	\$75,157	\$0	\$0	\$0	(\$75,157)
NET GENERAL FUND COST	\$1,931,089	\$2,284,946	\$2,230,320	\$2,348,002	\$2,699,722	\$414,776

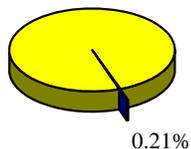
AUTHORIZED POSITIONS:

Full-Time	23	24	24	24	27	3
Total Positions	23	24	24	24	27	3

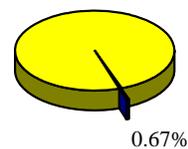
FUNDED POSITIONS:

Full-Time	22	24	24	24	27	3
Total Positions	22	24	24	24	27	3

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Personnel Department administers the Civil Service System and the County's personnel program. The department recruits employees, develops and validates employment tests, conducts job analysis and classification studies, maintains personnel records and files, and administers the salary ordinance.

MAJOR BUDGET CHANGES

Expenditures

- \$148,000 Net increase in salary and benefit costs associated with increases in workers' compensation, health benefit

and retiree group health insurance rates, which are partially offset by a reduction in retirement rates.

- \$253,000 Increase in salary and benefit costs as a result of the proposed addition of three positions, as discussed below.
- (\$126,000) Decrease in salary and benefit costs as a result of retiree payoffs that occurred in FY 2006-07.
- \$88,000 Increase in services and supplies due to an increase in advertising, postage, data processing, copy machine rental, storage, publication, and reprographics expenses.
- \$2,000 Decrease in reimbursements from departments as a result of anticipated reduction in service award costs.

Revenues

- (\$19,000) Decrease in reimbursement from Kern Medical Center for salaries and benefits cost of assigned Personnel Analyst.

PROGRAM DISCUSSION

The recommended budget provides for an increased level of funding for the Personnel Department to better meet its mission of providing personnel services and support to County departments. Additional funding allows for increased advertising as recommended by the Strategic Workforce Planning Taskforce and additional staffing to review personnel recruitment and promotional processes and develop succession planning resources, as outlined in the County Strategic Plan. Job vacancy advertising efforts will be increased in cooperation with other County departments, a committee will be implemented to begin a review of Countywide job specifications, and improvements will be made to the existing recruitment and requisition procedures in order to streamline efforts and to provide applicants as well as County departments with more information throughout the process.

In collaboration with the Strategic Workforce Planning Taskforce, the department is evaluating the personnel

recruitment system and promotional processes, and will make recommendations for improvement to assure optimal responsiveness in anticipation of a significant turnover in personnel due to retirements over the next ten years. The department is evaluating departmental staffing and developing succession planning resources for County departments so that hiring and recruitment efforts can be successful. In addition, the department will continue to update examinations to test for duties and activities specific to County departments in order to fill vacancies with appropriate qualified staff quickly and efficiently.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Supervising Personnel Analyst position, at an annual cost of \$128,000; one Office Services Assistant – Confidential position, at an annual cost of \$58,000; and one Fiscal Support Specialist – Confidential position, at an annual cost of \$67,000. The recommended budget also includes funding for one extra-help Senior Personnel Analyst position, at an annual cost of \$30,000; and one extra-help Office Services Technician – Confidential position, at an annual cost of \$22,000.

With the recent retirement of experienced staff in the department, additional supervision is needed for incoming entry level staff. The addition of supervisory level staff will also allow the department to meet its performance goals of revising and updating classification specifications and ensuring consistent finalization and availability of eligible lists for frequently used classifications.

The recommended level of staffing will also enable the department to continue to address Strategic Workforce Planning Taskforce recommendations and County Strategic Plan goals. The department will provide its clients with an improved response time, such as logging and retrieval of documents, and assistance at the reception desk for new applicants and members of the public.

UNMET NEEDS DISCUSSION

The department identified the following unmet needs: the addition of one Supervising Personnel Analyst position, at an annual cost of \$128,000, to oversee staff training, classification review, and other administrative and supervisory responsibilities; the addition of one permanent Fiscal Support Specialist – Confidential position, at an annual cost of \$67,000, to support certification duties, recruitment management and finalizing eligible lists; the addition of one Office Services Assistant – Confidential position, at an annual cost of \$58,000, to support the reception desk, provide imaging assistance and maintain file storage; and increase

funding by \$74,000 for advertising and recruitment efforts. In addition, funding was requested for one extra-help Office Services Technician – Confidential position, at an annual cost of \$22,000, to support the two permanent Office Services Technicians during planned leaves of absence; and the addition of funding for one extra-help Senior Personnel Analyst/Trainer position, at an annual cost of \$30,000, to oversee the training of new personnel analysts.

The recommended budget includes funding for the addition of one Supervising Personnel Analyst position, one Fiscal Support Specialist – Confidential position, one

Office Services Assistant – Confidential position, one extra-help Office Services Technician – Confidential position, and one extra-help Senior Personnel Analyst position. In addition, funding for advertising costs was increased by \$74,000.

Funding these six unmet needs provides the department with improved flexibility for providing personnel services and support to County departments, meeting goals and performance measures as set forth below and in the County Strategic Plan, and taking action on recommendations made by the Strategic Workforce Planning Taskforce.

GOALS AND PERFORMANCE MEASURES

Department Goal: Review and revise classification specifications on a continuous basis.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3, Outcome 2—Personnel recruitment and promotional processes that assure optimal responsiveness in anticipation of a significant turnover in personnel due to retirements over the next ten years.					
1. Performance Measure: Number of classification specifications revised and updated.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
New performance measure – Data not available					57
What: This indicator measures the number of classification specifications reviewed and updated.					
Why: Classification specifications form the basis of recruiting activities, job analysis, testing strategies, and evaluation of accommodation for disabled individuals. A classification plan which is continuously reviewed and updated is essential to prompt, valid action in all of these activities.					
How are we doing? Classification specifications are usually updated in conjunction with recruitment, when the hiring department discovers that the specification no longer reflects the essential functions or the knowledge, skills, and abilities to perform the job. Revision at that juncture delays recruitment and the effect on the classification system is that many specifications are not reviewed for ten years or more. The Strategic Workforce Planning Task Force has identified the regular review of job specifications as a worthy goal. Unless staffing is enhanced, review of classification specifications will continue to be done piece meal.					

Department Goal: Have eligible lists always available for most frequently recruited classes.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3, Outcome 2—Personnel recruitment and promotional processes that assure optimal responsiveness in anticipation of a significant turnover in personnel due to retirements over the next ten years.					
2. Performance Measure: Number of eligible lists established for most frequently recruited classifications.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
New performance measure – Data not available					30
What: This indicator measures the number of eligible lists immediately available for certification of candidates for employment.					
Why: Consistent availability of eligible lists decreases the time that departments must wait to consider candidates to fill vacancies.					
How are we doing? Our current analyst/exam ratio has increased and, if staffing is unchanged, the ability of the department to produce eligible lists in a timely fashion will continue to deteriorate. Increased staffing and a reduction in the analyst/exam ratio will increase the number of exam events and ensure consistent availability of eligible lists.					

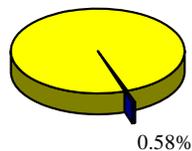
Department Goal: Reduce time from promulgation of eligible list to certification of list to hiring department.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3, Outcome 2—Personnel recruitment and promotional processes that assure optimal responsiveness in anticipation of a significant turnover in personnel due to retirements over the next ten years.					
3. Performance Measure: Number of certifications made within 1 working day of promulgation of an eligible list.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
New performance measure – Data not available					723
What: This indicator measures the number of days elapsed between the availability of an eligible list and the certification of a list of names to the hiring department.					
Why: Timely certification of eligible lists, monitoring of hiring activity, and rapid response when additional eligibles are needed, are key to “closing the loop” in recruitment.					
How are we doing? Eligible list certification for department consideration currently relies on one position. Certification activities are interrupted by biweekly payroll responsibilities, requests for a large number of candidates, calls from eligibles to update or inquire about their status, and other matters. If staffing remains static, eligibles may become disinterested due to delay in being considered by departments.					

SUMMARY OF EXPENDITURES AND REVENUES

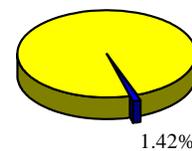
	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Request</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
APPROPRIATIONS:						
Salaries and Benefits	\$738,865	\$1,145,766	\$923,718	\$1,333,693	\$1,365,609	\$219,843
Services and Supplies	2,475,708	3,187,031	2,357,471	6,454,285	6,554,285	3,367,254
Other Charges	253,828	1,006,450	1,006,363	0	0	(1,006,450)
Fixed Assets	0	60,000	0	60,000	60,000	0
Total Expenditures	\$3,468,401	\$5,399,247	\$4,287,552	\$7,847,978	\$7,979,894	\$2,580,647
REVENUES:						
Intergovernmental	\$214,349	\$2,556,731	\$2,334,670	\$2,120,000	\$2,120,000	(\$436,731)
Charges for Services	250,454	360,300	989,544	331,400	184,400	(175,900)
Miscellaneous	12,171	12,000	12,000	18,000	18,000	6,000
Less Total Revenues	\$476,974	\$2,929,031	\$3,336,214	\$2,469,400	\$2,322,400	(\$606,631)
NET GENERAL FUND COST	\$2,991,427	\$2,470,216	\$951,338	\$5,378,578	\$5,657,494	\$3,187,278

AUTHORIZED POSITIONS:	12	14	14	16	16	2
FUNDED POSITIONS:	12	14	14	16	16	2

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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

MAJOR BUDGET CHANGES

Expenditures

- \$104,000 Increase in salary and benefit costs associated with increases in the health benefits and retiree health rates, partially offset with a reduction in the retirement rate.

- (\$84,000) Decrease in salary and benefit costs related to the inclusion of double-slotting the Election Division Chief position in FY 2006-07, which did not occur.
- \$109,000 Increased salary and employee benefit costs associated with the addition of two Office Services Technician positions, as discussed below.
- \$118,000 Increase in salary and benefit costs due to anticipated need for increased overtime and extra help support to accomplish three major and five small elections during FY 2007-08.
- \$1,220,000 Inclusion of appropriations necessary for the purchase of additional touchscreen units and handheld encoders and/or electronic rosters. This expense is fully offset with grant funds.
- \$100,000 Funds needed to purchase batteries and storage bins for touchscreen units.
- \$1,013,000 Increase in services and supplies directly related to the cost of conducting three major and five small elections during FY 2007-08. Increased expenses are anticipated for election supplies, postage, ballot printing, offsite storage, and transportation.
- \$968,000 Increase in professional services for translation services, temporary workers, election field representatives, and poll workers due to three major elections and five small elections in FY 2007-08.
- (\$1,006,000) Decrease in other charges related to financing for new voting touchscreen system. State voter modernization grant funds were used to pay

outstanding balance in FY 2006-07.

Revenues

- \$685,000 Increase in anticipated State mandated program reimbursements for costs incurred to meet requirements related to absentee ballots, permanent absentee voters, and voter registration.
- (\$1,121,000) Decrease in grant revenues related to the enhancement of the County’s election system. Amount anticipated is based on eligible expenditures, such as additional touchscreen voting units.
- (\$171,000) Decrease in reimbursement for election services from local jurisdictions primarily due to notification of lower reimbursement for the November 2006 election than expected in FY 2006-07 and FY 2007-08.

PROGRAM DISCUSSION

The recommended funding level provides for full compliance with all legal requirements for conducting elections. The significant increase in the recommended resources is necessary to conduct an abnormally high number of elections during FY 2007-08. The Elections Division will be required to plan, conduct, and certify four major elections in the twelve-month period from November 2007 to November 2008. In addition, the division will be conducting up to five smaller local elections during this same time frame.

The recommended budget includes funding to purchase 200 additional touchscreen units at an estimated cost of \$320,000 and handheld encoders and electronic rosters at a cost of \$900,000. These costs will be fully reimbursed with federal Help America Vote Act (HAVA) grant funds.

The division is also facing uncertainty on the certification of the new touchscreen voting system by the Secretary of State. Decertification of the system will require the use of paper ballots, which will result in significant additional costs. It is expected that these additional costs would not

be reimbursable by HAVA funds. The division is also facing increasing requirements due to Americans with Disabilities Act (ADA) requirements.

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

POSITIONS DISCUSSION

The recommended budget includes funding for the addition of two Office Services Technician positions at an estimated annual cost \$54,500 each. These positions are

requested to provide permanent-status employees the ability to address the increasing level and complexity of work being conducted on an annual basis. These proposed positions will assist with recruiting qualified pollworkers, identifying future polling sites, addressing ADA compliance at polling sites, assisting with pollworker training, and reducing the continued reliance on extra help and temporary workers.

UNMET NEEDS DISCUSSION

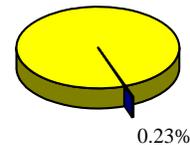
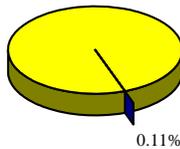
The department identified the need to add an elections equipment facility for storage of voting equipment and supplies. The recommended budget does not include funding for this unmet need.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,380,067	\$1,430,727	\$1,347,259	\$1,376,317	\$1,394,869	(\$35,858)
Services and Supplies	660,719	610,481	595,757	729,592	729,592	119,111
Fixed Assets	0	80,000	67,890	0	0	(80,000)
Total Expenditures	\$2,040,786	\$2,121,208	\$2,010,906	\$2,105,909	\$2,124,461	\$3,253
Less Expend. Reimb.	236,942	245,000	315,691	662,639	662,639	417,639
Total Net Expenditures	\$1,803,844	\$1,876,208	\$1,695,215	\$1,443,270	\$1,461,822	(\$414,386)
REVENUES:						
Charges for Services	\$879,851	\$820,005	\$804,686	\$546,358	\$546,358	(\$273,647)
Miscellaneous	2,800	600	1,097	545	545	(55)
Less Total Revenues	\$882,651	\$820,605	\$805,783	\$546,903	\$546,903	(\$273,702)
NET GENERAL FUND COST	\$921,193	\$1,055,603	\$889,432	\$896,367	\$914,919	(\$140,684)

AUTHORIZED POSITIONS:	15	15	15	15	15	0
FUNDED POSITIONS:	15	15	15	15	15	0

Percentage of Total Appropriations



PURPOSE

The Communications unit of the General Services Division provides maintenance and support for County emergency and conventional two-way radio communications equipment and the digital microwave infrastructure. Services are provided for public safety agencies, medical facilities, some federal and State agencies, and the majority of data transmission between Bakersfield and outlying County administrative complexes.

MAJOR BUDGET CHANGES

Expenditures

- (\$36,000) Decrease in anticipated employee standby expenses and workers' compensation costs partially offset by increases in health benefit rates for employees.

- \$119,000 Increase in maintenance equipment and telephone expenses offset by a reduction of estimated rent and lease annual costs.
- (\$80,000) Decrease in fixed assets due to the one-time purchase of a special purpose vehicle and communication site equipment during FY 2006-07.
- (\$417,600) Increase in anticipated reimbursement from General Fund departments for communication services.

Revenues

- (\$274,000) Decrease in revenue from non-General Fund departments and other governmental agencies for reimbursement of communication services.

PROGRAM DISCUSSION

The Communications unit will continue to devote its resources to three core functions in FY 2007-08: radio system operations and maintenance, digital microwave system operations and maintenance, and cable and wiring installation.

The recommended budget provides sufficient resources to accomplish the three core functions at a status quo level of service. The unit is committed to be responsive to the needs of its customers and provide the highest quality services possible.

POSITIONS DISCUSSION

The recommended budget funds all authorized positions and meets the County Strategic Plan which ensures responsible and efficient government by providing adequate staff to meet the needs of all departments.

UNMET NEEDS DISCUSSION

The department has not identified any unmet needs specific to this division.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide reliable radio communications support to County departments and public safety agencies.					
Strategic Plan Result Link: Section VII –Responsible and Efficient Government					
Performance Measure: Provide optimum radio communication support to County Departments and public safety agencies.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	99%	99%	99 %
What: Maintain the availability of the countywide microwave/radio communications system to an outage of no more than 32 seconds per year.					
Why: The public safety interconnect industry standard is 99% or no more than 32 seconds per year.					
How are we doing? Since the completion of the new radio system in the last quarter of FY 05-06, we have been able to maintain the 99% availability.					

General Services

Budget Unit 1610

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$7,571,708	\$9,336,930	\$8,967,934	\$9,884,689	\$10,373,695	\$1,036,765
Services and Supplies	3,147,569	3,540,598	3,620,052	3,599,026	4,056,261	515,663
Other Charges	10,500	22,892	1,745	1,700	36,700	13,808
Fixed Assets	15,996	84,600	114,059	95,000	95,000	10,400
Total Expenditures	\$10,745,773	\$12,985,020	\$12,703,790	\$13,580,415	\$14,561,656	\$1,576,636
Less Expend. Reimb.	1,582,168	1,753,406	1,810,018	1,671,179	1,671,179	(82,227)
Total Net Expenditures	\$9,163,605	\$11,231,614	\$10,893,772	\$11,909,236	\$12,890,477	\$1,658,863
REVENUES:						
Fines and Forfeitures	\$99,194	\$116,300	\$134,423	\$122,250	\$122,250	\$5,950
Charges for Services	1,801,041	2,129,219	1,873,573	2,004,605	2,004,605	(124,614)
Miscellaneous	9,224	6,735	4,795	5,775	112,389	105,654
Less Total Revenues	\$1,909,459	\$2,252,254	\$2,012,791	\$2,132,630	\$2,239,244	(\$13,010)
NET GENERAL FUND COST						
	\$7,254,146	\$8,979,360	\$8,880,981	\$9,776,606	\$10,651,233	\$1,671,873

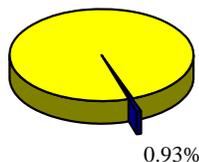
AUTHORIZED POSITIONS:

Full Time	134	146	146	146	155	9
Part Time	2	1	1	1	0	(1)
Total Positions	136	147	147	147	155	8

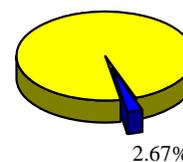
FUNDED POSITIONS:

Full Time	127	146	146	146	155	9
Part Time	2	1	1	1	0	(1)
Total Positions	129	147	147	147	155	8

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The County Administrative Office General Services Division manages the Communications, Construction

Services, Garage, Major Maintenance Projects, Capital Projects, and Utility Payments budget units. The division performs routine and special-request maintenance and custodial services for approximately 300 County-owned and leased facilities. The division also provides mail,

General Services (continued)

Budget Unit 1610

property management, purchasing, reprographic, security graffiti removal, and energy coordination services, and operates Kern Government Television (KGOV).

➤ \$10,000 Increase in one-time fixed asset purchases.

➤ (\$82,000) Decrease in anticipated reimbursements from General Fund departments for various General Services activities, such as discretionary maintenance, custodial services, mail services, reprographics, and property management.

MAJOR BUDGET CHANGES

Expenditures

- \$669,000 Increase in salary and benefit costs associated with the net addition of nine positions, as discussed below.
- \$493,000 Net increase in salary, health benefit, and retiree health benefit rates, partially offset by a reduction in retirement rates for employees.
- (\$125,000) Increased level of recommended salary savings based on the department's three-year attrition rate and current vacancies.
- \$156,000 Increase in materials and supplies for custodial services.
- \$229,000 Net increase in postage, presort, and permit expense to more appropriately reflect actual expenditure experience and rate increase.
- \$76,000 Increase in reprographic supplies and materials due to cost increases.
- (\$178,000) Decrease in one-time cost for vehicles purchased in FY 2006-07.
- \$82,000 Increase in rent and leases of equipment due to anticipated upgrade of current contracts.
- \$150,000 Increase in professional and special services to fund a consultant to develop a five-year upgrade study for KGOV.
- \$14,000 Increase in capital leases as a result of scheduled replacement of office equipment.

Revenues

- \$6,000 Increase in parking enforcement fines based on FY 2006-07 actual information.
- (\$125,000) Net decrease in estimated reimbursement for custodial, maintenance, property management, and purchasing services from non-General Fund departments to better reflect actual charges.
- \$107,000 Increase in reimbursement from the Courts for facility maintenance orders.

PROGRAM DISCUSSION

In addition to the recommended budget providing sufficient funding to maintain the status quo operation of the majority of the division's eight functional areas (purchasing, property management, fleet services, building services, facilities maintenance, construction services, communications, and KGOV), additional funding will permit the division to begin to address critically needed positions, as outlined below. These additional positions and funding will enable the division to continue to make progress in improving the effectiveness and responsiveness to the County customers they serve in accordance with the County Strategic Plan.

POSITIONS DISCUSSION

The recommended budget funds currently authorized positions and includes the addition of one Video Services Technician I/II and the deletion of one Video Services Technician I/II part-time at a net annual cost of \$2,000. In addition, as indicated in the County Strategic Plan to develop succession planning, the Real Property division is adding one Real Property Manager position at an annual cost of \$119,000, and one Real Property Agent position I/II/III at an annual cost of \$80,000.

To address the need for a higher level of supervision and the increasing workload within the mail services division, the recommended budget includes the addition of one Supervising Mail Clerk position, at an annual cost of \$60,000, and two Mail Clerk I/II positions, at an annual cost of \$112,000.

The addition of a Television Station Manager position (\$70,600) is recommended to oversee the day-to-day operation of KGOV, assist in setting a strategic direction for KGOV, and lead the marketing effort to increase the number of departments and public entities who utilize the station.

Two Maintenance Workers I/II/III positions are recommended to be added to specifically respond to Superior Court's increasing maintenance needs. The Courts will reimburse the General Fund fully for the annual cost of \$107,000.

The recommended budget also includes the addition of one Special Projects Manager position, at an annual cost of \$120,000. This position is necessary to accomplish high-level projects that do not fall solely within any one of the eight functional areas of the division. Initially these projects will include facilitating the transition of court related facilities from County ownership to the State, the development of a continuity of operations plan for General Services, updating the division's emergency plan, coordinating the development and monitoring of performance measures throughout the division,

conducting process improvement efforts, and participating in the County's ongoing strategic plan efforts.

In addition to the position actions included in the recommended budget, the division is in the process of evaluating its organizational structure. The purpose of the review is to address management oversight and span of control concerns and to ensure that the proper structure is in place to maximize the division's effectiveness and responsiveness to its customers. The division expects to complete this review within the first quarter of the fiscal year.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: Phase II of the facilities preventative maintenance program (\$598,140); expansion of the graffiti removal program (\$221,590); staffing and equipment enhancements within KGOV (\$950,000); an augmentation to the air conditioning unit replacement and facility painting programs (\$750,000); and the restoration of the building services floor maintenance crew (\$265,590). The combined annual cost of these unmet needs totals \$2,785,320.

Of the unmet needs identified above, the recommended budget includes \$150,000 to retain a broadcast consultant and partial year funding (\$70,600) to cover the cost of the Television Station Manager position within KGOV. Unmet needs related to HVAC replacement and painting County facilities were funded at \$160,000 in the Major Maintenance Budget Unit 1650.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide responsive maintenance service to ensure that all County facilities are kept in a safe and fully operational condition.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3—Hold County departments and employees accountable to do their jobs well.					
1. Performance Measure: Facility maintenance request responsiveness.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
30 days	30 days	14 days	8 days	8 days	7 days
What: This indicator measures the number of days it takes the Maintenance Division to respond to requests for maintenance and repair services within County facilities.					
Why: 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 2006-07 will ultimately help reduce the number of service requests received for unexpected repairs; thereby enabling the department to respond even faster to the remaining service requests it receives.					

Departmental goal: Maintain an efficient purchasing process in order to facilitate the acquisition of goods and services for our customers in an effective and responsive manner.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3—Hold County departments and employees accountable to do their jobs well.					
2. Performance Measure: Purchase requisition processing time.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
29 days	28 days	25 days	15 days	15 days	12 days
What: This indicator measures the amount of time between the receipt of a purchase requisition and the issuance of a purchase order.					
Why: This indicator measures the division’s responsiveness in facilitating the acquisition of goods and services for its customers, which in turn enables them to provide needed County services to their constituents.					
How are we doing? Additional permanent staff added in FY 2006-07 and the planned implementation of a new web-based purchasing system in FY 2007-08 will assist the department in providing faster, more efficient services to its customers.					

Department Goal: Provide economical and efficient reprographic services that meet the customer’s needs.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3—Hold County departments and employees accountable to do their jobs well.					
3. Performance Measure: Percentage of reprographic service requests produced within the timeframe requested.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
70%	75%	80%	82%	82%	90%
What: This indicator measures the percentage of reprographic services completed within the timeframe requested.					
Why: This indicator measures the frequency in which the division is able to meet its customer’s needs, which is a key component for ensuring customer satisfaction.					
How are we doing? Upgraded equipment in FY 2006-07 has increased service capability.					

Utility Payments

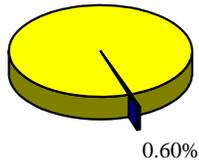
Budget Unit 1615

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

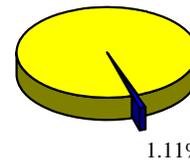
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$6,837,473	\$7,292,171	\$7,644,867	\$7,504,700	\$8,114,700	\$822,529
Other Charges	197,071	483,445	479,478	479,479	479,479	(3,966)
Total Expenditures	\$7,034,544	\$7,775,616	\$8,124,345	\$7,984,179	\$8,594,179	\$818,563
Less Expend. Reimb.	298,055	363,400	387,150	332,979	332,979	(30,421)
Total Net Expenditures	\$6,736,489	\$7,412,216	\$7,737,195	\$7,651,200	\$8,261,200	\$848,984
REVENUES:						
Charges for Services	\$1,210,918	\$1,367,255	\$1,181,882	\$1,117,785	\$1,117,785	(\$249,470)
Miscellaneous	0	467,204	511,964	0	0	(467,204)
Less Total Revenues	\$1,210,918	\$1,834,459	\$1,693,846	\$1,117,785	\$1,117,785	(\$716,674)
SPECIAL PURPOSE FUNDS:						
Crim. Justice Facilities	\$2,246,508	\$2,733,718	\$2,733,718	\$2,733,718	\$2,733,718	\$0
Less Total Special Purpose Funds	\$2,246,508	\$2,733,718	\$2,733,718	\$2,733,718	\$2,733,718	\$0
NET GENERAL FUND COST						
	\$3,279,063	\$2,844,039	\$3,309,631	\$3,799,697	\$4,409,697	\$1,565,658

Percentage of Total Appropriations



0.60%

Percentage of Total Net General Fund Cost



1.11%

PURPOSE

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

MAJOR BUDGET CHANGES

Expenditures

- \$143,000 Increase in electric costs based on actual usage and expense incurred in FY 2006-07, plus anticipated rate increases from PG&E.

- \$634,000 Increase in water charges previously paid by the Parks Department and anticipated increased costs for natural gas.
- \$47,000 Increase in waste disposal charges, sewer charges, and fire extinguisher equipment maintenance costs based on actual costs incurred in FY 2006-07.
- \$31,000 Decrease in anticipated reimbursements from General Fund departments.

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

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

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

Revenues and Special Purpose Funds

- (\$249,000) Decrease in anticipated reimbursement from non-General Fund departments and other governmental agencies.
- (\$467,000) Decrease in revenue due to one-time utility rebate budgeted for the Energy Savings Contract project to be received in FY 2006-07.

The County continues to adhere to the energy conservation measures implemented a few years ago. The measures are designed to eliminate wasteful use of energy in County facilities. Examples of energy conservation measures include reducing lighting levels and burn hours, turning off equipment whenever it is not needed, and raising air conditioning thermostat levels during the warmer months. To ease the potential employee discomfort from higher thermostat levels, a “business casual” summer attire policy is practiced. Overall, a heightened awareness and responsiveness to energy issues has permeated the County.

PROGRAM DISCUSSION

The General Services Division continues to review and evaluate the acquisition of utility services and commodities to attain the best rates possible.

Over the last five years, the County has been working with Pacific Gas & Electric, Southern California Edison, and Southern California Gas Company on the Energy Watch Partnership Program. The collaboration allows the County to replace outdated and inefficient lighting and mechanical equipment in County buildings and receive rebates to offset a portion of the cost. The County will continue to participate in this program during FY 2007-08.

Construction Services

Budget Unit 1640

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,332,079	\$1,962,534	\$1,562,588	\$2,099,861	\$2,336,568	\$374,034
Services and Supplies	187,493	419,653	318,918	432,280	457,046	37,393
Other Charges	0	5,929	4,397	5,278	5,278	(651)
Total Expenditures	\$1,519,572	\$2,388,116	\$1,885,903	\$2,537,419	\$2,798,892	\$410,776
Less Expend. Reimb.	688,759	1,113,560	919,023	2,051,049	2,051,049	937,489
Total Net Expenditures	\$830,813	\$1,274,556	\$966,880	\$486,370	\$747,843	(\$526,713)
REVENUES:						
Intergovernmental	\$3,709	\$6,929	\$4,693	\$0	\$0	(\$6,929)
Charges for Services	672,749	1,043,079	855,082	346,828	582,153	(460,926)
Miscellaneous	1,974	117,469	30	0	0	(117,469)
Less Total Revenues	\$678,432	\$1,167,477	\$859,805	\$346,828	\$582,153	(\$585,324)
NET GENERAL FUND COST	\$152,381	\$107,079	\$107,075	\$139,542	\$165,690	\$58,611

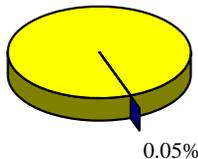
AUTHORIZED POSITIONS:

Full Time	21	22	21	24	24	2
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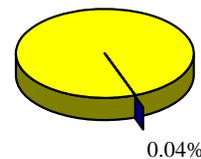
FUNDED POSITIONS:

Full Time	21	22	21	24	24	2
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Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The General Services Division Construction Services unit provides design, inspection, project management, and administrative support services for capital and major maintenance projects.

MAJOR BUDGET CHANGES

Expenditures

- \$235,000 Increase in salary costs associated with the addition of three employees partially offset by the deletion of two temporary positions expiring in

FY 2007-08, as discussed below.

- \$139,000 Increase in health benefit and retiree health benefit rates partially offset by a minor reduction in retirement rates for employees.
- \$37,000 Increase in office expense, postage, and publication and legal notice costs partially offset by a decrease in capital lease costs.
- (\$937,000) Anticipated increase in General Fund reimbursements for project expenditures.

Revenues

- (\$7,000) Decrease in anticipated revenue from State and other governmental agencies.
- (\$461,000) Decrease in estimated reimbursements for project expenditures.
- (\$117,000) Decrease in anticipated reimbursements for repair and demolition services from non-General Fund departments.

PROGRAM DISCUSSION

In FY 2007-08, Construction Services will continue to devote resources to project management and inspection services for completion of the Emergency Operation Center, projects at various parks, and other capital and major maintenance projects. Administration will also be provided for Job Order Contract (JOC) projects

throughout the County. Construction Services staff continues to be involved in Community Development Block Grant Program projects and Court related projects.

The demand for design support and project management is expected to continue to increase as Construction Services endeavors to accomplish the large number of projects anticipated for approval as part of the FY 2007-08 budget, as well as those projects being considered for debt financing. County design staff efforts will continue to be augmented through the utilization of architectural and engineering consultant contracts.

Services such as preliminary cost estimating, construction scheduling, verification of certified payrolls, contractor insurance and bonding verification, and administration of various grant funded projects in addition to design and project management services noted above will continue to be core activities of the unit.

POSITIONS DISCUSSION

The recommended budget includes the addition of two Engineering Aide I/II/III positions at an annual cost of \$151,000, two Engineering Technician I/II/III positions at an annual cost of \$128,000, offset by the deletion of two temporary Engineering Technician I/II/III positions expiring during FY 2007-08 at a like savings. Additionally, one Contract Administrator position at an annual cost of \$85,000 is included in the recommended budget. These recommended additional positions will enable Construction Services to design and administer the high volume of projects proposed in FY 2007-08, address the project design and management needs of the financed projects, and to ensure compliance with the County Strategic Plan that requires improved fiscal efficiency and responsibility of the County.

UNMET NEEDS DISCUSSION

The department has not identified any unmet needs specific to this budget.

Major Maintenance Projects

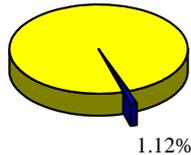
Budget Unit 1650

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

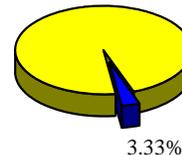
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Fixed Assets	\$2,828,679	\$11,650,458	\$4,087,039	\$15,487,406	\$15,487,406	\$3,836,948
Total Expenditures	\$2,828,679	\$11,650,458	\$4,087,039	\$15,487,406	\$15,487,406	\$3,836,948
Less Expend. Reimb.	110,067	16,000	9,482	0	0	(16,000)
Total Net Expenditures	\$2,718,612	\$11,634,458	\$4,077,557	\$15,487,406	\$15,487,406	\$3,852,948
REVENUES:						
Charges For Services	\$0	\$760,200	\$0	\$760,200	\$760,200	\$0
Miscellaneous	528,742	1,379,623	222,728	741,000	1,241,000	(138,623)
Less Total Revenues	\$528,742	\$2,139,823	\$222,728	\$1,501,200	\$2,001,200	(\$138,623)
SPECIAL PURPOSE FUNDS:						
Courthouse Construction	\$0	\$0	\$500,000	\$0	\$0	\$0
Recorder Fee	0	200,000	0	147,000	147,000	(53,000)
Less Total Special Purpose Funds	\$0	\$200,000	\$500,000	\$147,000	\$147,000	(\$53,000)
NET GENERAL FUND COST						
	\$2,189,870	\$9,294,635	\$3,354,829	\$13,839,206	\$13,339,206	\$4,044,571

Percentage of Total Appropriations



1.12%

Percentage of Total Net General Fund Cost



3.33%

PURPOSE

This budget unit is used to pay for major maintenance projects at buildings and facilities for non-enterprise fund County departments. The General Services Division administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- \$3,800,000 Increase in the recommended amount of funds allocated for major maintenance projects at various County facilities.
- \$16,000 Decrease in reimbursements from General Fund departments.

Revenues and Special Purpose Funds

- (\$139,000) Net decrease in offsetting miscellaneous revenue available to offset the cost of budgeted projects.

- (\$53,000) Reduction in the use of the Recorders Fee Fund to cover cost of basement remodel at the Hall of Records.

PROGRAM DISCUSSION

The County Administrative Office annually develops a master list of all major maintenance and capital projects requested by departments. The projects are prioritized using the following criteria: legally mandated, health and safety concern, preventive maintenance concern, cost reduction impact, and extent of direct use or benefit to the public. Offsetting revenue and special funding is also considered when prioritizing the projects requested for funding consideration. The estimated cost for all major maintenance project requests for FY 2007-08 is more than \$44 million.

The table below contains a list of the recommended projects for FY 2007-08. 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, resurfacing and repairing parking lots, repainting buildings, replacing carpet, and replacing and repairing heating, ventilation, and air conditioning (HVAC) units. The projects listed in the table below include 34 new projects and 20 rebudgeted projects that were approved but not completed in the prior fiscal year.

The County Administrative Office recommended projects for funding consideration at two Committee of the Whole meetings during FY 2006-07 in accordance with the County Strategic Plan goal of evaluating and meeting the County's infrastructure needs. These recommended projects were identified by both the General Services division and other operating departments as important unmet maintenance and capital facility needs. The FY 2006-07 Adopted Budget included the establishment of an Unmet Needs designation within the General Fund of \$10 million in one-time revenues. The FY 2007-08 Recommended Budget incorporates the full use of this designation toward the cost of the recommended projects.

FY 2007-08 Recommended Major Maintenance Projects

<u>Project Description</u>	<u>Project Cost</u>	<u>Offsetting Revenue or Special Funds</u>	<u>Net General Fund Fund Cost</u>
<u>New Projects</u>			
Reroof - 1315 Truxtun Avenue	\$679,200	\$0	\$679,200
Reroof - Delano Administration Building	\$348,100	\$0	\$348,100
Reroof - 1401 L Street Building	\$15,000	\$0	\$15,000
Reroof - Arvin-Lamont Court Buildings	\$100,000	\$0	\$100,000
Reroof - California City Branch Library	\$229,900	\$0	\$229,900
Reroof - East Bakersfield Veterans' Hall	\$200,000	\$0	\$200,000
Reroof - Exhibition Building - Delano Memorial Park	\$104,300	\$0	\$104,300
Reroof - Juvenile Hall Administration Building	\$627,800	\$0	\$627,800
Reroof - Rosamond Park Recreation Building	\$70,200	\$0	\$70,200
Repair Roof - Shafter Veterans' Hall	\$70,000	\$0	\$70,000
Replace Gutters - Beale Library	\$75,000	\$0	\$75,000
Reroof/Replace HVAC - Delano Branch Library	\$452,100	\$0	\$452,100
Parking Lot - Bakersfield Animal Shelter	\$78,200	\$0	\$78,200
Parking Lot - Buttonwillow Sheriff's Substation	\$142,700	\$0	\$142,700
Parking Lot - Communication Center	\$15,000	\$0	\$15,000
Parking Lot - Maintenance Shop	\$15,000	\$0	\$15,000
Replace Sidewalk - Probation Annex	\$30,200	\$0	\$30,200
Flooring - Jamison Children Center	\$252,700	\$0	\$252,700
Flooring - Ridgecrest Sheriff's Substation	\$80,500	\$0	\$80,500
Flooring - Shafter Branch Library	\$93,100	\$0	\$93,100
Flooring - Wilson Branch Library	\$119,200	\$0	\$119,200
Flooring - Public Services Building	\$928,800	\$0	\$928,800
Flooring - Veterans Services Building	\$123,300	\$0	\$123,300
Parking Lot - Arvin Lamont Court Building	\$15,000	\$0	\$15,000
Parking Lot - Delano Veterans' Hall	\$15,000	\$0	\$15,000
Parking Lot - Juvenile Hall	\$132,700	\$0	\$132,700
Communication Tower at Rocky Point	\$76,800	\$0	\$76,800
Demolish 18th Street A-Ped Building	\$200,000	\$0	\$200,000
Demolish 14th Street Building	\$126,400	\$0	\$126,400
Courts Maintenance	\$500,000	\$0	\$500,000
Painting Various County Facilities	\$250,000	\$0	\$250,000
Replace HVAC – Various County Facilities	\$400,000	\$0	\$400,000
Replace Light Standards - Various	\$275,000	\$150,000	\$125,000
Uhler Site Characterization	\$1,091,000	\$0	\$1,091,000
<u>Rebudgeted Projects</u>			
Reroof – Lerdo Kitchen	\$1,410,553	\$0	\$1,410,553
Electrical Upgrade Study – Sheriff Norris Road Complex	\$20,463	\$0	\$20,463
Remove Underground Fuel Tanks at Nine Fire Stations	\$1,105,264	\$0	\$1,105,264
Electrical Upgrade – Jury Services/Public Defender	\$85,608	\$0	\$85,608
Replace Cooling Tower Platform – 1415 Truxtun	\$150,000	\$0	\$150,000

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

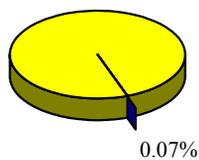
Hall of Records – Basement Rehabilitation	\$147,000	\$147,000	\$0
Replace Alarm System – 1215 Truxtun	\$100,000	\$0	\$100,000
Replace HVAC/Roof/Seismic – Mojave Substation/Courts	\$1,465,196	\$0	\$1,465,196
Replace HVAC/Roof/Seismic – Ridgecrest Substation/Courts	\$1,175,200	\$0	\$1,175,200
Replace Roof – Maintenance Carpenter’s Building	\$221,000	\$0	\$221,000
Replace Roof – Sheriff East Bakersfield Substation	\$162,000	\$0	\$162,000
Replace Roof – Roads Maintenance Building	\$752,895	\$760,200	(\$7,305)
Replace Swings – Boron Park	\$70,500	\$75,000	(\$4,500)
Replace Swings – Mojave Park	\$70,500	\$75,000	(\$4,500)
Replace Shelter – Rosamond Park	\$138,600	\$130,000	\$8,600
Rehabilitate – Blanco Little League	\$15,000	\$225,000	(\$210,000)
Replace Lighting – Lake Isabella Park	\$85,233	\$86,000	(\$767)
Replace Roof – NOR Health Building	\$122,394	\$0	\$122,394
BVARA Hydrology Study	\$107,800	\$0	\$107,800
Underground Tank Remediation – Various Fire Stations	\$150,000	\$0	\$150,000
Totals	\$15,487,406	\$1,648,200	\$13,839,206

SUMMARY OF EXPENDITURES AND REVENUES

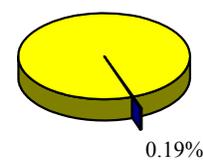
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$401,244	\$538,285	\$488,522	\$613,017	\$660,334	\$122,049
Services and Supplies	106,106	102,160	166,930	102,160	262,760	160,600
Other Charges	8,784	0	0	0	0	0
Fixed Assets	5,759	0	87,905	0	30,000	30,000
Other Financing Uses	0	76,572	0	0	0	(76,572)
Total Expenditures	\$521,893	\$717,017	\$743,357	\$715,177	\$953,094	\$236,077
REVENUES:						
Charges for Services	\$0	\$20,000	\$16,725	\$20,000	\$20,000	\$0
Miscellaneous	14,838	15,000	11,357	15,000	15,000	0
Other Financing Sources	0	0	107,993	0	16,500	16,500
Less Total Revenues	\$14,838	\$35,000	\$136,075	\$35,000	\$51,500	\$16,500
SPECIAL PURPOSE FUNDS:						
Informational Kiosk	\$0	\$0	\$0	\$0	\$150,000	\$150,000
Less Total Special Purpose Funds	\$0	\$0	\$0	\$0	\$150,000	\$150,000
Less Savings Incentive	\$0	\$76,572	\$0	\$0	\$0	(\$76,572)
NET GENERAL FUND COST	\$507,055	\$605,445	\$607,282	\$680,177	\$751,594	\$146,149

AUTHORIZED POSITIONS:	7	8	8	8	8	0
FUNDED POSITIONS:	6	8	8	8	8	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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 making resources and locations in the County. A ten-member Board of Directors that is appointed by the Board of Supervisors guides the department's operations and makes policy and program recommendations to the Board of Supervisors.

MAJOR BUDGET CHANGES**Expenditures**

- \$46,000 Increase in salary and benefit costs associated with management salary equity adjustments, salary increment step increases, and increases in workers' compensation, health benefit and retired employee medical rates for employees, partially offset by a reduction in retirement rates.
- \$63,000 Increase in salary and benefit costs associated with full year funding of two positions partially funded in FY 2006-07, as discussed below.
- \$13,000 Increase in salary and benefit costs associated with the addition of overtime expenses and the Board of Directors meeting stipend.
- \$41,000 Increase in services and supplies costs for expenditures associated with a visitor satisfaction survey, and increased mileage, advertising and promotional event expenses.
- \$120,000 Increase in services and supplies costs associated with the Informational Kiosk project, funded with special purpose funds.
- \$30,000 Increase in fixed asset costs associated with the Informational Kiosk project, funded with special purpose funds.

Revenue

- \$17,000 Increase in other financing sources for advertising and promotional events.

- \$150,000 Increase in special purpose funds for the Informational Kiosk project.

PROGRAM DISCUSSION

The recommended budget provides sufficient funding for the Board of Trade to maintain its current level of support for marketing, filming, and tourism activities in the County. Position changes in FY 2006-07 have provided the department with increased flexibility in its approach to operating the Kern County Visitors Center and serving as the County Film Commission.

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

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

The department will continue to administer the Tourism Promotion Grants Program. This program offers funding to local chambers of commerce and promotional organizations on a competitive basis for the promotion of travel and tourism in their specific areas of the County. Funding in the amount of \$100,000 for this program is included in Special Services budget unit. This is the same amount that has been allocated in previous fiscal years.

The department concluded its reorganization during FY 2006-07. This resulted in an enhanced ability to provide marketing, filming, and tourism support in Kern County. The Marketing and Promotions Coordinator position provides supervision for two marketing positions and the visitor's center. This position also acts as the assistant Film Commissioner. The Marketing and Promotions Associate position provides direct services to eastern Kern County. Additionally, the Media Services Coordinator position has allowed the department to provide audiovisual services to tourism partners. These positions assist in ensuring economic vitality by supporting local business and attracting/expanding targeted industry clusters consistent with the Kern County Economic Development Strategy as contained in the County Strategic Plan.

Through the use of Special Services funds in FY 2006-07, the department has launched the Interactive Informational Kiosk Project with the purchase of nine kiosk units, housing, related software and installation assistance. These nine kiosks will be placed in Lake Isabella, Kernville, Ridgecrest, Mojave Spaceport, Twenty Mule Team Museum in Boron, Railroad Park in Tehachapi, William Thomas Terminal at Meadows Field, Flying J Truck Stop in Lebec, and the Kern County Administrative Center to act as a portal for visitor and emergency information. These automated visitor centers will provide tourists with general information about the County, tourism attractions, lodging, dining, and maps.

POSITIONS DISCUSSION

There are no position changes included in the recommended budget; however, additional funding has been added to fully fund one Senior Marketing Associate position and one Media Services Coordinator position, which were partially funded in FY 2006-07. With the current level of staffing, the department will have the

ability to meet stated goals and performance measures, as well as contribute to other areas of the County Strategic Plan while cooperating with other County departments and outside agencies.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: visitor satisfaction survey marketing and advertising analysis, with a one-time cost of \$13,600; economic development plan implementation as a marketing and branding project, with an estimated cost of \$100,000; Tourism Promotion Grant fund augmentation, with an increase of \$75,000; and a visitor center public restroom, with an estimated capital project cost of \$300,000. The recommended budget includes funding for the visitor satisfaction survey with a one-time cost of \$13,600 as described above. This will address a portion of the department’s needs for meeting County Strategic Plan goals, and will enhance its ability to function as a marketing tourism bureau. Funding to address the remaining unmet needs has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Increase travel and tourism spending in Kern County.					
Strategic Plan Result Link: Section 5, Goal 2, Strategy 3—Promote Tourism Opportunities					
1. Performance Measure: Percentage of change in tourism revenue.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Actual Results	07-08 Proposed Goal
4.7% Calendar Year	7.1% Calendar Year	7.79% Calendar Year	3.5% Calendar Year	9.1% Calendar Year	6.0% Calendar Year
What: This indicator measures changes in tourism spending based on data collected by the California Travel and Tourism Commission. Actual results numbers reflect previous calendar year.					
Why: This indicator demonstrates changes in economic benefit to Kern County based on visitor spending.					
How are we doing? Numbers continue to reflect positive economic growth in this cluster.					

Department Goal: Attract out-of-county visitors.					
Strategic Plan Result Link: Section 5, Goal 2, Strategy 3—Promote Tourism Opportunities					
2. Performance Measure: Percentage of change in Transient Occupancy Tax (TOT).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
4.12% Calendar Year	8.54% Calendar Year	14.87% Calendar Year	6% Calendar Year	8% Calendar Year	8.0% Calendar Year
What: This indicator measures changes in the TOT.					
Why: This indicator measures activity in the number of motel / hotel rooms rented which is an indication of out-of-area visitor stays.					
How are we doing? TOT is increasing which indicates that marketing efforts are bringing more visitors to Kern County.					

Department Goal: Increase commercial filming in Kern County.					
Strategic Plan Result Link: Section 5, Goal 2, Strategy 2—Implement the County Economic Development Strategy to Promote Improved Quality of Life for all Residents.					
3. Performance Measure: Dollar contribution to Kern County’s economy from commercial filming.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$10,129,800 Calendar Year	\$13,033,250 Calendar Year	\$12,680,000 Calendar Year	\$13,500,000 Calendar Year	\$13,500,000 Calendar Year	\$14,000,000 Calendar Year
What: This indicator measures the economic benefit of commercial filming in Kern County.					
Why: This indicator measures the economic success of efforts to attract commercial filming to Kern County.					
How are we doing? Overall, Kern County continues to grow as a desirable and affordable filming location. This industry is cyclical due to the presence or absence of feature films while our mainstays are television commercials and still photography.					

Engineering and Survey Services

Agency Director: David Price III, *Appointed*

Budget Unit 1900

Department Head: Charles Lackey, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$3,428,677	\$5,102,045	\$4,234,626	\$5,488,537	\$5,524,529	\$422,484
Services and Supplies	689,872	1,320,772	1,072,268	1,245,870	1,246,036	(74,736)
Other Charges	39,115	106,931	102,367	112,800	112,800	5,869
Fixed Assets	53,741	60,000	79,717	15,000	15,000	(45,000)
Other Financing Uses	0	553,286	0	0	0	(553,286)
Total Expenditures	\$4,211,405	\$7,143,034	\$5,488,978	\$6,862,207	\$6,898,365	(\$244,669)
Less Expend. Reimb.	112,223	179,107	157,855	151,733	151,733	(27,374)
Total Net Expenditures	\$4,099,182	\$6,963,927	\$5,331,123	\$6,710,474	\$6,746,632	(\$217,295)
REVENUES:						
Licenses and Permits	\$0	\$100	\$0	\$0	\$0	(\$100)
Charges for Services	3,318,412	4,505,948	3,864,864	4,806,384	4,821,384	315,436
Miscellaneous	1,766	2,560	3,030	3,650	3,650	1,090
Less Total Revenues	\$3,320,178	\$4,508,608	\$3,867,894	\$4,810,034	\$4,825,034	\$316,426
Less Savings Incentive	\$0	\$553,286	\$0	\$0	\$0	(\$553,286)
NET GENERAL FUND COST	\$779,004	\$1,902,033	\$1,463,229	\$1,900,440	\$1,921,598	\$19,565

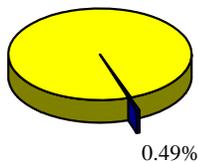
AUTHORIZED POSITIONS:

52 54 55 56 56 2

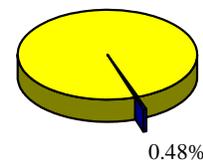
FUNDED POSITIONS:

52 53 54 56 56 3

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Engineering and Survey Services Department reviews and processes tract and parcel maps, and oversees drainage, floodplain, and geologic activities related to land development permits. The department reviews

construction and grading plans for code and regulation compliance. Other functions include operating drainage facilities, performing surveys required by the Board of Supervisors or the County Recorder, and developing the County's geographic information system capabilities.

MAJOR BUDGET CHANGES

Rexland Acres wastewater system project and additional curb and gutter projects.

Expenditures

- \$143,000 Increase in salary and benefit costs associated with increases in workers' compensation costs, and increases in health benefit rates for employees.
- \$479,000 Increase in salary and benefit costs associated with the transfer of one Supervising Engineer position from the Roads Department in FY 2006-07, and the proposed addition of one Senior Engineering Manager position and three Supervising Engineer positions, and the deletion of two Engineer positions and one Engineering Technician position.
- (\$200,000) Department's planned use of accumulated Budget Savings Incentive (BSI) Credits to offset the cost of consultant services to support the workload due to development growth.
- (\$75,000) Decrease in maintenance of structures and equipment expense.
- \$5,900 Increase in capital lease costs and increase in reimbursements to non-General Fund departments for labor costs in support of County Services Areas.
- (\$45,000) Decreased amount requested in fixed assets from FY 2006-07.
- \$27,000 Decrease in reimbursements from General Fund departments for engineering services.

Revenue

- \$315,000 Increase in charges to other governmental agencies for the

PROGRAM DISCUSSION

The recommended budget provides funding to support the department's functions and growing workload. The department will continue to review tentative tract and parcel maps and to operate and maintain County drainage facilities, as well as manage flood plain and geological activities related to land development permits and flood hazard aspects of environmental documents. Flood plain management addresses the County Strategic Plan to educate the public on disaster preparedness. Additionally, the department is actively developing and enhancing maps of natural hazards throughout the County for public and volunteer responders as adopted in the County Strategic Plan. The department will also continue to conduct field surveys and process tract and parcel maps.

In FY 2006-07, the department had planned to use a significant portion of its accumulated Budget Savings Incentive (BSI) credits to maintain staffing levels. However, through careful management the department was able to avoid any use of its BSI credits. In FY 2007-08, the department has again planned to use a portion of accumulated BSI credits to offset the cost of consultants to provide engineering services for the myriad projects planned for FY 2007-08.

POSITIONS DISCUSSION

The recommended budget reflects the transfer of one Supervising Engineer position from the Roads Department to Engineering and Survey Services in FY 2006-07. This transfer addresses the increased need to supervise entry level engineers in the department. The recommended budget also includes the proposed addition of one Senior Engineering Manager position, at an annual cost of \$153,000; three Supervising Engineer positions, at an annual cost of \$375,800; the deletion of two Engineer II positions, at an annual savings of \$218,400; and the deletion of one Engineer Technician III position, at an annual savings of \$86,900. With the retirement of senior staff in the department, additional supervision is needed for incoming entry level engineering staff. Additionally, the addition of supervisory level staff to oversee entry level staff will allow the department to meet its performance goal to serve the public by reviewing maps in a timely manner.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: one Fiscal Support Supervisor to improve oversight and increase efficiency in the fiscal division, at a cost of \$50,000; increased drainage sump maintenance, at a cost of \$200,000; and enhanced Geographic Information Systems at a cost of \$100,000 in accordance with the

County Strategic Plan to develop and enhance maps of natural hazards within the County for public and volunteer responders.

The recommended budget does not include funding at this time for any of the unmet needs that were identified by the department.

GOALS AND PERFORMANCE MEASURES

Department Goal: Serve the public by reviewing maps in a timely manner.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Ensure planned development of communities while conserving natural and agricultural resources.					
1. Performance Measure: Number of tract maps and turnaround time.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	108 2 months	N/A	168 5 months	144 3 months
What: This measures how many tract map reviews were performed and the corresponding turnaround time.					
Why: This measure demonstrates how well the department is serving the public.					
How are we doing? Heavy workload and limited staff has resulted in longer turnaround times than desired.					

Department Goal: Serve the public by reviewing maps in a timely manner.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Ensure planned development of communities while conserving natural and agricultural resources.					
2. Performance Measure: Number of parcel maps and turnaround time.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	147 4.5 months	N/A	192 6 months	170 3 months
What: This measures how many parcel map reviews were performed and the corresponding turnaround time.					
Why: This measure demonstrates how well the department is serving the public.					
How are we doing? Heavy workload and limited staff has resulted in longer turnaround times than desired.					

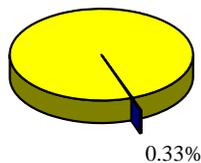
Department Goal: Serve the public by reviewing maps in a timely manner.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Ensure planned development of communities while conserving natural and agricultural resources.					
3. Performance Measure: Number of record of surveys and turnaround time.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	47 10 weeks	N/A	23 6 weeks	10 1 week
What: This measures how many record of surveys are being processed at any given time and the corresponding turnaround time.					
Why: This measure demonstrates how well the department is providing services to the public.					
How are we doing? Heavy workload and limited staff has resulted in longer turnaround times than desired.					

SUMMARY OF EXPENDITURES AND REVENUES

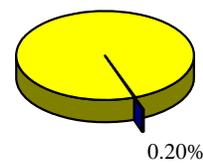
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,887,613	\$2,257,053	\$2,007,487	\$2,256,637	\$2,506,055	\$249,002
Services and Supplies	1,768,837	1,799,462	1,321,148	1,755,067	1,768,964	(30,498)
Other Charges	886,956	785,582	1,143,000	700,304	785,304	(278)
Fixed Assets	14,017	0	0	50,000	50,000	50,000
Total Expenditures	\$4,557,423	\$4,842,097	\$4,471,635	\$4,762,008	\$5,110,323	\$268,226
Less Expend. Reimb.	410,703	488,100	360,000	478,000	478,000	(10,100)
Total Net Expenditures	\$4,146,720	\$4,353,997	\$4,111,635	\$4,284,008	\$4,632,323	\$278,326
REVENUES:						
Charges for Services	\$3,269,038	\$3,705,539	\$3,097,255	\$3,603,722	\$3,834,519	\$128,980
Miscellaneous	16,976	25,000	31,054	15,000	15,000	(10,000)
Less Total Revenues	\$3,286,014	\$3,730,539	\$3,128,309	\$3,618,722	\$3,849,519	\$118,980
NET GENERAL FUND COST	\$860,706	\$623,458	\$983,326	\$665,286	\$782,804	\$159,346

AUTHORIZED POSITIONS:	27	28	28	28	28	0
FUNDED POSITIONS:	27	28	28	28	28	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The County Counsel Risk Management Division administers the County’s general liability and workers’ compensation self-insurance programs, processes employee and liability claims, and provides loss prevention and safety programs. The division also negotiates the purchase of specialty insurance coverage for County departments.

MAJOR BUDGET CHANGES

Expenditures

- \$271,000 Increase in salary and benefit costs associated with increases in salaries, unemployment insurance, and health benefit

- rates, and a small increase in extra help staff.

 - (\$22,000) Decrease in salary and benefit costs due to a reduction in workers' compensation insurance costs.
 - (\$206,000) Decrease in services and supplies for insurance premiums primarily due to a reduction in medical malpractice insurance premiums.
 - \$120,000 Increase in services and supplies for data processing charges for various programs and a planned expansion of office automation.
 - \$51,000 Increase in services and supplies reflecting costs related to the build out of unfinished space on the fourth floor in order to consolidate the division in one location.
 - \$5,000 Increase in services and supplies for travel expenses for out-of-town conferences and meetings and an increased amount budgeted for mileage reimbursement costs due to higher fuel prices.
 - \$50,000 Increase in fixed assets to purchase a high density filing system related to the build out of the office space.
 - (\$10,000) Decrease in premium recovery from General Fund departments for specialty insurance coverage due to lower premiums.
- (\$238,000) Decrease in charges for services due to lower insurance premiums, which are charged to departments.
- (\$13,000) Decrease in administrative revenue derived from work on supplemental property taxes due to a decrease in the number of assessment appeal cases.
- (\$10,000) Decrease in miscellaneous other revenue derived from reimbursements of insurance premiums made on behalf of other departments, restitution, CPR training materials, and refunds of insurance costs when no claims have been paid in a prior year.

PROGRAM DISCUSSION

The recommended budget provides sufficient resources to allow the division to administer the County's general liability and workers' compensation self-insurance programs. Except for uninsured litigation, all costs incurred in this budget are recovered through charges to departments, in accordance with the County Strategic Plan strategy of ensuring proper fiscal planning that meets the needs of the public as well as County departments.

POSITIONS DISCUSSION

During FY 2006-07, the department added one Workers' Compensation Claims Adjuster I/II/III position which will enable the division to process in-house the workers' compensation claims that are currently being processed by a third-party in accordance with the County Strategic Plan strategy of examining proper structure of County departments to ensure efficient delivery of services. This will enable the division to more efficiently handle workers' compensation claims in a timely manner and reduce their dependency on an outside agency to process workers' compensation claims.

UNMET NEEDS DISCUSSION

The division has identified one unmet need: the addition of one Safety Specialist position at a cost of \$66,000 annually. Authorizing this position would increase the number of staff from two to three that provide loss

Revenues

- \$380,000 Increase in charges for services that will be charged to departments by increased workers' compensation and general liability rates due to increased salary and benefit costs.

prevention and safety programs throughout the County and would assist the division in meeting its goal of providing effective loss prevention and safety services to minimize the number of employees injured on the job.

Funding to address this need has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

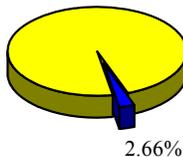
Department Goal: Provide effective loss prevention and safety services to minimize the number of employees injured on the job.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
1. Performance Measure: On-the-job injury rate per 100 County employees.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
11.2	10.2	11.4	11.0	10.5	10.5
What: This ratio measures the number of occupational injuries for each 100 County employees.					
Why: By maintaining a low ratio, the County will prevent injury to employees and have more employees actually working to complete the goals and provide services needed by County residents.					
How are we doing? Estimated results for FY 2006-07 appear to indicate the injury rate has dropped per 100 County employees.					

Department Goal: Provide satisfactory and above loss prevention and safety services to County departments.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
2. Performance Measure: Percent of clients rating service satisfactory or more.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	82%	None taken	85%	85%	85%
What: This indicator reflects how clients view the effectiveness of loss prevention and safety services provided by Risk Management.					
Why: Loss prevention and safety services are one method that is useful in reducing on-the-job injuries.					
How are we doing? Only one survey has been taken. More are needed to determine the trend.					

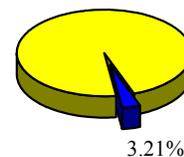
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Fixed Assets	\$4,130,913	\$32,330,302	\$8,337,934	\$33,535,231	\$36,679,031	\$4,348,729
Total Expenditures	\$4,130,913	\$32,330,302	\$8,337,934	\$33,535,231	\$36,679,031	\$4,348,729
Less Expend. Reimb.	0	686,404	496,161	381,476	656,476	(29,928)
Total Net Expenditures	\$4,130,913	\$31,643,898	\$7,841,773	\$33,153,755	\$36,022,555	\$4,378,657
REVENUES:						
Intergovernmental	\$1,205,257	\$22,048,423	\$2,215,930	\$20,890,729	\$20,890,729	(\$1,157,694)
Charges for Services	732,079	1,835,388	30,564	1,791,030	1,791,030	(44,358)
Miscellaneous	419,737	595,446	511,349	0	0	(595,446)
Less Total Revenues	\$2,357,073	\$24,479,257	\$2,757,843	\$22,681,759	\$22,681,759	(\$1,797,498)
SPECIAL PURPOSE FUNDS:						
Building Inspection	\$0	\$500,000	\$0	\$500,000	\$500,000	\$0
Less Total Special Purpose Funds	\$0	\$500,000	\$0	\$500,000	\$500,000	\$0
NET GENERAL FUND COST	\$1,773,840	\$6,664,641	\$5,083,930	\$9,971,996	\$12,840,796	\$4,378,657

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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.

- (\$30,000) Decrease in estimated reimbursements from General Fund departments for the recommended projects.

MAJOR BUDGET CHANGES

Expenditures

- \$4,300,000 Increase in the value of recommended projects as discussed and listed below.

Revenues and Special Purpose Funds

- (\$1,200,000) Decrease in anticipated intergovernmental revenues to offset project costs.
- (\$44,000) Decrease in charges for services revenue due to the completion of projects in FY 2006-07.

- (\$595,000) Decrease in miscellaneous revenues due to the completion of playground projects in County parks funded by First 5 Kern grants.

PROGRAM DISCUSSION

Below is a list of the recommended new and rebudgeted capital projects for FY 2007-08. For each project, the project cost, offsetting revenue or special purpose funding, and the Net General Fund Cost are presented.

Many of the projects recommended have associated revenue or special purpose funding to partially offset the respective cost of the project. The cumulative net General Fund cost for the projects recommended is \$12.8 million. Seventeen new projects are included in the recommended budget as follows: Replacement Mess Hall – Camp Owen, Install New Irrigation Storage Tank – Kern River County Park, Remodel Master Control – Lerdo Pre-Trial, Install Security Lighting and Surveillance Systems – Bakersfield Animal Shelter, Install Lighting – Juvenile Treatment Center, Replacement Irrigation Pump – Lake Ming, Upgrade Electronic Controls for Doors – Lerdo Pre-Trial, Reconfigure Main Tower – Communication Center, Install Electronic Gate – Bakersfield Animal Shelter, Install Exterior Lighting – Public Services Building, Seismic Retrofit – Main Museum Building, Remodel Lobby and Counter – Treasurer Tax Collector, Remodel 3rd & 4th Floors – 1215 Truxtun, Poso Creek Dam Study – Phase 2, Rosamond Master Drain Study, and Tam O’ Shanter Drive Drainage Improvement project.

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

Funds for projects that have progressed into the construction stage (Board approved construction contract)

but are not expected to be completed by year’s end, are subtracted from the General Fund carryover balance, and are held aside to meet County obligations for completion of the projects. Those projects that have not progressed into the construction phase are rebudgeted in the following year. A total of 21 projects with a combined estimated cost of \$29.9 million are recommended for rebudgeting in the Capital Projects budget for FY 2007-08 and ensures the County Strategic Plan Goal of evaluating and meeting the county infrastructure needs.

The County Administrative Office annually develops a master list of all major maintenance and capital projects requested by departments. The projects are prioritized using the following criteria: legally mandated, health and safety concern, preventive maintenance concern, cost reduction impact, and extent of direct use or benefit to the public. Offsetting revenue and special funding is also considered when prioritizing the requested projects for funding consideration. The total estimated cost for all capital project requests for FY 2007-08 was in excess of \$377 million.

The County Administrative Office recommended projects for funding consideration at two Committee of the Whole meetings during FY 2006-07 focused solely on capital and major maintenance projects. These recommended projects were identified by both the General Services Division and other operating departments as important unmet maintenance and capital facility needs. The FY 2007-08 Recommended Budget includes these projects and other identified projects determined to be high priority.

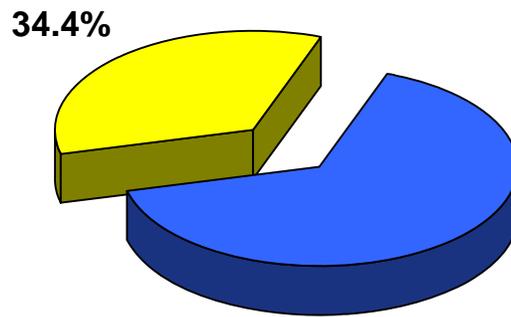
In addition to the projects included in this budget, there were ten other large capital projects that were identified through the Committee of the Whole process as candidates for financing. The construction of a new animal care complex and administration office, the modification of the office at Weights and Measures, the construction of replacement fire stations at Pine Mountain and the Rosedale area, and the need for a new Information Technology facility were among those projects identified for possible financing. The County anticipates the completion of a debt capacity review during the first quarter of the fiscal year, after which the Board will determine the projects to be financed through the issuance of long-term debt.

<u>Project Description</u>	<u>Project Cost</u>	<u>Offsetting Revenue or Special Funds</u>	<u>Net General Fund Cost</u>
<u>New Projects</u>			
Replacement Mess Hall – Camp Owen	\$2,700,000	\$0	\$2,700,000
Irrigation Storage Tank – Kern River County Park	\$500,000	\$0	\$500,000
Remodel Master Control - Lerdo Pre-Trial	\$182,500	\$0	\$182,500
Install Security Surveillance System - Bakersfield Animal Shelter	\$119,700	\$0	\$119,700
Install Security Lighting - Bakersfield Animal Shelter	\$63,300	\$0	\$63,300
Install Lighting - Juvenile Treatment Center	\$109,300	\$0	\$109,300
Replacement Irrigation Pump - Lake Ming	\$175,000	\$0	\$175,000
Upgrade Electronic Controls for Doors - Lerdo Pre-Trial	\$376,500	\$0	\$376,500
Reconfigure Main Tower - Communication Center	\$30,000	\$0	\$30,000
Install Electronic Gate - Bakersfield Animal Shelter	\$36,500	\$0	\$36,500
Install Exterior Lighting - Public Services Building	\$149,400	\$0	\$149,400
Seismic Retrofit - Main Museum Building County Match	\$1,000,000	\$0	\$1,000,000
Remodel Lobby & Counter - Treasurer Tax Collector	\$193,100	\$193,100	\$0
Remodel 3rd & 4th Floor 1215 Truxtun - District Attorney	\$561,000	\$0	\$561,000
Poso Creek Dam Study - Phase 2	\$250,000	\$0	\$250,000
Rosamond Master Drainage Study	\$250,000	\$0	\$250,000
Tam O' Shanter Drive Drainage Improvements (Drywell)	\$100,000	\$0	\$100,000
<u>Rebudgeted Projects</u>			
East Kern Animal Shelter (Land Acquisition)	\$100,000	\$0	\$100,000
Land Exchanges	\$10,000	\$0	\$10,000
Greenfield Park Security Lighting	\$0	\$83,500	(\$83,500)
Farm & Home Lab Remodel	\$383,000	\$383,000	\$0
Frazier Park Library	\$6,970,700	\$5,243,628	\$1,727,072
Install 2 Courtrooms - Juvenile Justice Center	\$2,181,208	\$2,379,900	(\$198,692)
Install 2 Courtrooms - 1415 Truxtun Avenue	\$1,939,932	\$2,272,900	(\$332,968)
Bakersfield Animal Shelter - Interim Improvements	\$500,000	\$0	\$500,000
Tehachipi Mountain Park Restrooms	\$0	\$224,000	(\$224,000)
A.W. Noon Park Shelter	\$0	\$138,100	(\$138,100)
BVARA Fuel Dock Improvement	\$842,757	\$776,800	\$65,957
Administration Building - 4th Floor Build-out	\$695,000	\$0	\$695,000
Mojave BID Building Replacement	\$798,000	\$500,000	\$298,000
Pioneer Park Restroom	\$0	\$318,700	(\$318,700)
Rexland Acres Park Restroom	\$0	\$316,089	(\$316,089)
Boat Launch/Restroom/Parking Lot/Lighting -Lake Ming	\$1,525,000	\$1,526,000	(\$1,000)
Ag/Weights & Measures Loading Dock Demo & Improvements	\$188,376	\$188,376	\$0
Emergency Operation Center Design & Construction	\$3,682,804	\$0	\$3,682,804
Video Surveillance – Central Receiving	\$443,800	\$275,000	(\$168,800)
Fire Dept Aviation Hanger Design & Construction	\$1,044,978	\$0	(\$1,044,978)
Rexland Acres Sewer System	\$8,577,176	\$9,019,142	(\$441,966)
Totals	\$36,679,031	\$23,838,235	\$12,840,796

<u>Project Description</u>	<u>Project Cost</u>	<u>Offsetting Revenue or Special Funds</u>	<u>Net General Fund Cost</u>
<u>Projects Recommended for Financing Consideration</u>			
Pine Mountain Club (#58) — Replace Fire Station	\$3,097,000	\$0	\$3,097,000
Greenacres (#65) — Replace Fire Station	\$3,413,500	\$0	\$3,413,500
Weights and Measusres Office Modification	\$2,560,300	\$0	\$2,560,300
Construct New Bakersfield Animal Care Complex and Administration Office	\$8,000,000	\$0	\$8,000,000
Relocate Information Technology (New Building)	\$8,151,700	\$0	\$8,151,700
Fleet Services Central Maintenance and Repair Facility	\$10,000,000	\$0	\$10,000,000
New Hall of Records Building	\$4,856,200	\$0	\$4,856,200
New Records Storage Center	\$1,300,000	\$0	\$1,300,000

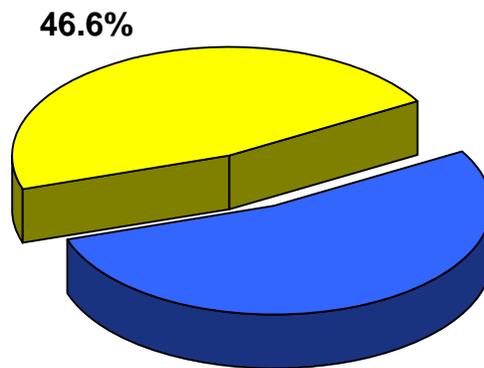
PUBLIC PROTECTION

**Total Recommended
Appropriations
\$476,540,147**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$186,540,709
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

Contributions to Trial Court Funding

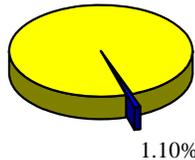
Budget Unit 2110

Department Head: Ronald M. Errea, *Appointed*

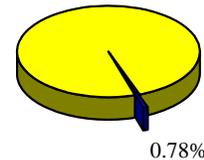
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$15,257,591	\$15,213,060	\$15,213,060	\$15,213,060	\$15,213,060	\$0
Total Expenditures	\$15,257,591	\$15,213,060	\$15,213,060	\$15,213,060	\$15,213,060	\$0
REVENUES:						
Fines and Forfeitures	\$6,156,063	\$6,132,700	\$6,367,997	\$6,626,000	\$6,626,000	\$493,300
Charges for Services	5,432,850	5,550,600	5,337,558	5,560,100	5,402,768	(147,832)
Miscellaneous	10,084	75,075	75,075	75,075	75,075	0
Less Total Revenues	\$11,598,997	\$11,758,375	\$11,780,630	\$12,261,175	\$12,103,843	\$345,468
NET GENERAL FUND COST						
	\$3,658,594	\$3,454,685	\$3,432,430	\$2,951,885	\$3,109,217	(\$345,468)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

This budget unit is used to pay the State-mandated funding requirements for the County's courts, including the County's maintenance-of-effort (MOE) payments to the State for court operations, and funding for court-related costs that are not recognized by the State under the Trial Court Funding Act definition of "court operational costs." The County Administrative Office administers this budget unit.

Revenues

- \$490,000 Increase in court collections based on actual collections in FY 2006-07.
- (\$148,000) Decrease in charges for services based upon actual collections in FY 2006-07.

MAJOR BUDGET CHANGES

Expenditures

- No changes in expenditure requirements for FY 2007-08.

PROGRAM DISCUSSION

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

The Task Force on Trial Court Facilities issued its Final Report on October 1, 2001. The report contains the key recommendation that there be a transition of responsibility for trial court facilities from the counties to the State. The Task Force found its recommendation to be “consistent with previous decisions that transferred financial responsibility for court operations and court personnel from the county to the State.” Other recommendations contained in the report include: 1) the transfer of responsibility for facilities to occur over a three-year period; 2) a set MOE payment obligation be paid by the counties to the State for facility maintenance costs after transfer of a facility; 3) counties retain responsibility for any existing facility debt; and 4) that the decision regarding continued responsibility for court facilities “command immediate attention.” This process will not be completed Statewide by June 30, 2007 as originally anticipated. Legislation is currently under consideration to extend the deadline for the transfer of court facilities.

The disposition of a myriad of court generated revenues have been in dispute due to the Trial Court Funding Act being silent on this matter. The County came to an agreement with the Courts in 1998 regarding the disposition of these unaddressed revenues. However, as part of the State’s budget solution in FY 2003-04, AB 1759 was passed, which transferred certain additional court related fines and forfeitures, not previously designated as part of the Trial Court Funding Act of 1997, from the counties to the State. The final disposition of these revenues was settled in FY 2005-06 and the County’s share was determined to be \$857,000.

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

Grand Jury

Department Head: Lee Felice,
Superior Court Presiding Judge, *Elected*

Budget Unit 2160

Grand Jury Foreperson: John C. Mainland

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$62,612	\$66,752	\$66,649	\$79,586	\$69,443	\$2,691
Services and Supplies	173,439	178,286	140,684	211,802	211,802	33,516
Other Financing Uses	0	32,180	0	0	0	(32,180)
Total Expenditures	\$236,051	\$277,218	\$207,333	\$291,388	\$281,245	\$4,027
REVENUES:						
Miscellaneous	\$42	\$0	\$0	\$0	\$0	\$0
Less Total Revenues	\$42	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$236,009	\$277,218	\$207,333	\$291,388	\$281,245	\$4,027

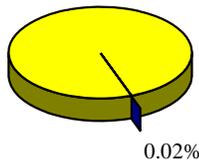
AUTHORIZED POSITIONS:

1	1	1	1	1	1	0
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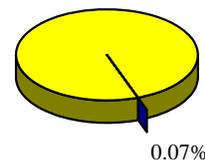
FUNDED POSITIONS:

1	1	1	1	1	1	0
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Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Grand Jury conducts civil and criminal investigations. The Grand Jury may examine the accounts and records of local government agencies and schools and may inquire into possible criminal offenses, determining whether to return indictment charges in felony cases. Legal support is provided to the Grand Jury by the County Counsel's Office in civil matters and by the District Attorney's Office in criminal matters.

MAJOR BUDGET CHANGES

- \$2,700 Increase in salary and benefit costs associated with increases in health benefit rates for employees and retiree health benefit rates, offset by a decrease in retirement rates for employees.
- \$33,500 Increase in services and supplies primarily attributed to

the increase to per diem rates for grand jurors approved by the Board effective July 1, 2007.

The Grand Jury will be able to maintain the existing level of service throughout the fiscal year. The recommended budget provides the Grand Jury with adequate resources to fulfill its mission.

PROGRAM DISCUSSION

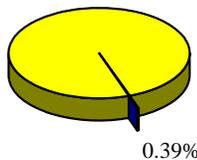
This budget unit is entirely financed by the County General Fund. Funding appropriated to this budget is used to pay for one clerical support position, office supplies, training, travel expenses, and other costs incurred by the Grand Jury members.

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

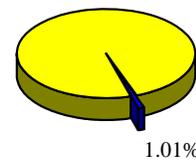
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$4,504,592	\$4,457,000	\$5,147,000	\$5,448,900	\$5,448,900	\$991,900
Total Expenditures	\$4,504,592	\$4,457,000	\$5,147,000	\$5,448,900	\$5,448,900	\$991,900
REVENUES:						
Intergovernmental	\$1,510,959	\$1,250,000	\$1,258,417	\$1,350,000	\$1,350,000	\$100,000
Charges for Services	68,987	72,000	60,000	60,000	60,000	(12,000)
Less Total Revenues	\$1,579,946	\$1,322,000	\$1,318,417	\$1,410,000	\$1,410,000	\$88,000
NET GENERAL FUND COST	\$2,924,646	\$3,135,000	\$3,828,583	\$4,038,900	\$4,038,900	\$903,900

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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

MAJOR BUDGET CHANGES

Expenditures

- \$992,000 Increases due to increased number of capital murder and juvenile justice cases, expert witness expense, and approved fee increase for attorneys and investigators (See Program Discussion).

Revenues

- \$100,000 Increase in intergovernmental revenue due to anticipated additional court reimbursements for juvenile dependency costs.
- (\$12,000) Decrease in charges for services based upon FY 2006-07 projected actual amounts for legal services.

PROGRAM DISCUSSION

The recommended level of funding is anticipated to be sufficient to handle the caseload of conflict indigent defense cases projected for FY 2007-08.

The County contracts with the Kern County Bar Association (KCBA) for the administration of the assignment of private counsel and investigators for indigent defense cases from Superior Court. The KCBA is paid an administrative fee from this budget unit. The fee schedule with KCBA was approved through FY 2007-08 with an increase in fees paid to attorneys for capital

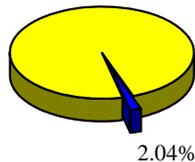
murder cases of 10%, a 7% increase to attorneys for all other adult cases, and a 6% increase in the rate paid to investigators. The rates did not change for juvenile case representation. These increases have been partially offset by increased reimbursements from the Courts for juvenile dependency costs based upon an anticipated increase in the number of juvenile dependency cases for FY 2007-08.

SUMMARY OF EXPENDITURES AND REVENUES

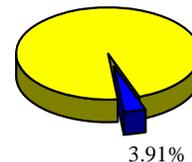
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$18,169,688	\$20,235,223	\$20,354,100	\$24,359,721	\$24,279,407	\$4,044,184
Services and Supplies	2,006,222	2,187,018	2,248,796	2,675,640	3,558,090	1,371,072
Other Charges	208,163	98,161	96,832	114,000	165,000	66,839
Fixed Assets	15,415	103,898	150,149	112,611	303,611	199,713
Other Financing Uses	0	49,332	0	0	0	(49,332)
Total Expenditures	\$20,399,488	\$22,673,632	\$22,849,877	\$27,261,972	\$28,306,108	\$5,632,476
Less Expend. Reimb.	62,879	82,000	78,438	60,000	60,000	(22,000)
Total Net Expenditures	\$20,336,609	\$22,591,632	\$22,771,439	\$27,201,972	\$28,246,108	\$5,654,476
REVENUES:						
Fines and Forfeitures	\$462,051	\$675,000	\$0	\$134,000	\$534,000	(\$141,000)
Intergovernmental	2,993,946	3,110,511	3,333,637	3,682,508	3,682,508	571,997
Charges for Services	3,107,866	3,456,400	3,052,443	3,498,000	3,549,000	92,600
Miscellaneous	514,661	441,126	575,135	440,000	440,000	(1,126)
Less Total Revenues	\$7,078,524	\$7,683,037	\$6,961,215	\$7,754,508	\$8,205,508	\$522,471
SPECIAL PURPOSE FUNDS:						
Local Public Safety	\$3,604,936	\$3,984,134	\$3,984,134	\$4,411,830	\$4,360,282	\$376,148
Less Total Special Purpose Funds	\$3,604,936	\$3,984,134	\$3,984,134	\$4,411,830	\$4,360,282	\$376,148
Less Savings Incentive	\$0	\$49,332	\$0	\$0	\$0	(\$49,332)
NET GENERAL FUND COST	\$9,653,149	\$10,875,129	\$11,826,090	\$15,035,634	\$15,680,318	\$4,805,189

AUTHORIZED POSITIONS:	183	189	194	201	212	23
FUNDED POSITIONS:	183	189	194	201	212	23

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The elective office of District Attorney prosecutes people accused of violating State laws and County ordinances. The District Attorney establishes policies and standards for criminal complaint filings, initiates proceedings to arrest people for public offenses, and initiates criminal and civil proceedings to remedy consumer fraud and abate nuisances and environmental hazards. The department performs homicide investigations for some cities and conducts business fraud investigations Countywide. The District Attorney advises the Grand Jury on criminal matters.

- \$70,000 Increase in jury and witness fees as a result of growing caseload and need for witness protection.
- \$390,000 Increase due to replacement of office automation and furniture.
- \$520,000 Increase in rents and leases as a result of additional space needs and remodeling of current space to house additional staff.

MAJOR BUDGET CHANGES

Expenditures

- \$64,000 Increase in transportation and travel as result of the need for training of new staff.
- \$194,000 Increase in various services and supplies accounts to meet increased caseload demand for the department.
- \$3,161,000 Increase in salary and benefit costs associated with full year impacts of negotiated salary increases in FY 2006-07, increase in salary and benefit costs associated with increases in health benefits, retiree health, and workers' compensation rates, partially offset by a reduction in the retirement rate.
- \$71,000 Increase attributable to increased fuel and vehicle maintenance costs, partially as a result of the acquisition of additional vehicles.
- \$67,000 Increase in other charges as a result of additional lease/purchase agreements.
- \$345,000 Increase in salary and benefit costs associated with the FY 2006-07 mid-year addition of five positions, as discussed below.
- \$199,000 Increase in fixed assets due to replacement of departmental vehicles and purchases of a scanning system and a security system.
- \$967,000 Increase in salaries and benefits as a result of the partial year funding and addition of 18 positions included in the recommended budget, as discussed below.
- (\$429,000) Decrease in salary and benefit costs associated with the use of a 4% salary savings, which reflects historical attrition of employees.
- \$62,000 Increase in telephone expenditures as result of communication needs of additional staff.
- \$619,000 Increase in State reimbursements for prison crime prosecutions.

Revenues and Special Purpose Funds

- (\$141,000) Decrease in revenues from the use of asset forfeiture funds and anticipated settlements of civil cases in FY 2007-08.
- \$244,000 Increase in grant funding from the State for statutory rape, workers' compensation fraud, and vertical prosecution programs.
- \$619,000 Increase in State reimbursements for prison crime prosecutions.

- (\$51,000) Decrease in funding available through the State auto insurance grant program.
- (\$50,000) Decrease in anticipated revenue for State mandated cost reimbursements.
- (\$156,000) Decrease in funding available from the federal Gun Violence grant program.
- (\$35,000) Decrease in funding available through various federal grant programs.
- \$93,000 Increase in funding available from the Department of Human Services for welfare fraud investigations to cover all costs and overhead associated with the program.
- \$376,000 Increase in available funding from the Local Public Safety Fund.

PROGRAM DISCUSSION

The recommended budget includes a significant increase in General Fund discretionary revenue. This is largely due to the Board of Supervisors’ commitment to fund and implement the Gang Violence Strategic Plan. The District Attorney’s Office plays a primary role in the suppression and prevention components of the plan.

With the additional positions recommended in this budget as discussed below, the department will be able to meet growing caseload demands, provide discovery to defense attorneys in a timely manner, and provide transcripts of recorded jail conversations to the jury as required by law. The recommended budget also enables the department to implement gang suppression and prevention efforts associated with the County Strategic Plan strategy for reducing crime and improving law enforcement efforts.

POSITIONS DISCUSSION

The recommended budget includes funding that will allow the department to maintain an aggressive felony prosecution policy, as per its goals, as discussed below, with the addition of: one Deputy District Attorney

position, at an annual cost of \$117,000; one Legal Secretary position, at an annual cost of \$59,000; one Legal Process Technician I position, at an annual cost of \$61,000; one Office Services Technician position, at an annual cost of \$50,000; one Investigative Aide position, at an annual cost of \$58,000; and one Evidence Technician I/II position, at an annual cost of \$85,000. These positions will be primarily used in the regional areas of the County to provide additional resources as a result of increased demands of the criminal justice system. With the increase in jury trials in the regional courts, additional support personnel are needed to prevent the temporary assignment of Bakersfield-based staff to meet caseload demands.

The recommended budget also includes, but does not fund, the addition of one Assistant Chief DA Investigator position. The department intends to recruit mid-year for the position and anticipates salary savings will be available to fund the position through the remainder of FY 2007-08, at an annual cost of \$159,000.

In order to support the department’s participation in gang violence suppression and prevention activities, the recommended budget includes the following position additions, effective January 1, 2008: one Supervising District Attorney position, at an annual cost of \$213,000; seven Deputy District Attorney I/II/III positions, at an annual cost of \$905,000; one District Attorney Investigator I/II/III position, at an annual cost of \$140,000; one Legal Secretary position, at an annual cost of \$59,000; and one Investigative Aide position, at an annual cost of \$69,000.

UNMET NEEDS DISCUSSION

The department has identified as unmet needs the suppression component of the Gang Violence Strategic Plan at an estimated first year cost of \$1,429,000; the prevention component of the Gang Violence Strategic Plan at an estimated first year cost of \$820,000. These unmet needs have been funded in the recommended budget for a partial year, effective January 1, 2008, as discussed above.

Other unmet needs identified by the department to support its efforts are: remodeling a portion of the current office space and acquiring additional office space in Mojave, Ridgecrest, and Delano, cost unknown; office furniture replacement, at a cost of \$210,000; and one Accountant I/II/III position, at an annual cost of \$79,000. The recommended budget does not include funding for these unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain an aggressive felony prosecution policy.					
Strategic Plan Result Link: Section 1, Goal 1—Provide exceptional crime prevention and law enforcement services and an effective system of justice.					
1. Performance Measure: Ratio of adult felony cases per 10,000 population.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
84.5	86.8	89.7	89.0	89.0	89.7
What: This indicator reports the number of adult felony cases filed per 10,000 population.					
Why: By measuring felony cases filed per 10,000 population, the indicator will eliminate the increase in cases filed due to population increases and measure the aggressive felony prosecution maintained by the office.					
How are we doing? The population of the County is growing rapidly, and the number of crimes committed is also growing. The number of adult felony cases filed each year has also continued to rise. A felony conviction results in a lengthier sentence and/or period of probation or parole. An aggressive felony prosecution policy contributes to the prevention of crime by incarceration and deterrence.					

Department Goal: Maintain an effective NSF Check Collection Program that returns the maximum restitution to victims.					
Strategic Plan Result Link: Section 1, Goal 1—Provide exceptional crime prevention and law enforcement services and an effective system of justice.					
2. Performance Measure: Restitutions collected from bad check writers.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$1,000,779	\$949,529	\$854,879	\$900,000	\$900,000	\$950,000
What: This indicator reports the total amount of restitution collected from bad check writers that was returned to victims.					
Why: By collecting restitution for victims from bad check writers, the department anticipates a decrease in recidivism rates.					
How are we doing? The District Attorney has operated a Bad Check Enforcement Unit (Checkbusters) since 1987. Over the past 19 years, Checkbusters has returned over \$19,000,000 million to the victims of bad checks. All restitution paid was collected from the bad check writers.					

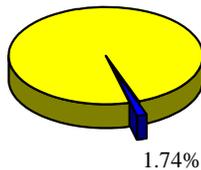
Department Goal: Aggressive prosecution of adult gang offenders.					
Strategic Plan Result Link: Section 1, Goal 1—Provide exceptional crime prevention and law enforcement services and an effective system of justice.					
3. Performance Measure: Number of felony filings against adult gang criminals.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
196	198	322	325	280	325
What: This indicator measures the number of felony filings against adult gang criminals.					
Why: Vigorous prosecution of gang criminals will prevent offenders from committing multiple crimes, and may deter others from committing gang related crimes.					
How are we doing? Last year the Board of Supervisors authorized three additional attorneys from the prosecution of gang cases; these attorneys have now been hired. The Sheriff’s Department is also planning to expend its gang unit, which will result in additional gang arrests and prosecutions.					

SUMMARY OF EXPENDITURES AND REVENUES

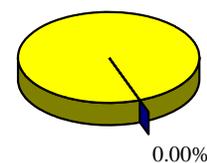
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$15,902,851	\$18,792,088	\$17,375,886	\$19,467,843	\$19,467,843	\$675,755
Services and Supplies	6,065,526	4,341,254	5,226,463	4,534,856	4,534,856	193,602
Other Charges	606,836	475,961	473,605	117,911	117,911	(358,050)
Fixed Assets	120,242	0	18,233	0	0	0
Total Expenditures	\$22,695,455	\$23,609,303	\$23,094,187	\$24,120,610	\$24,120,610	\$511,307
REVENUES:						
Use of Money/Property	\$95,719	\$80,000	\$116,286	\$90,000	\$90,000	\$10,000
Intergovernmental	23,897,895	22,779,143	22,970,125	24,013,922	24,013,922	1,234,779
Miscellaneous	96,581	20,500	7,776	16,688	16,688	(3,812)
Less Total Revenues	\$24,090,195	\$22,879,643	\$23,094,187	\$24,120,610	\$24,120,610	\$1,240,967
SPECIAL PURPOSE FUNDS:						
Child Support Services	(\$1,394,740)	\$729,660	\$0	\$0	\$0	(\$729,660)
Less Total Special Purpose Funds	(\$1,394,740)	\$729,660	\$0	\$0	\$0	(\$729,660)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

AUTHORIZED POSITIONS:	304	304	304	304	291	(13)
FUNDED POSITIONS:	293	275	277	277	277	2

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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 also collects reimbursements of County funds used to support juveniles

in out-of-home placements. The department's goals are outlined in the County Strategic Plan in multiple areas. 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. In addition, the department attempts to maximize resources, data management systems and services for the benefit of every child by

integrating services with other County departments or outside agencies.

MAJOR BUDGET CHANGES

Expenditures

- \$661,000 Increase in salary and benefit costs associated with increases in workers' compensation, unemployment, health benefit and retiree group health insurance rates, offset by a decrease in retirement rates for employees.
- \$75,000 Increase in salary and benefit costs associated with management salary equity adjustments.
- \$194,000 Increase in salary and benefit costs associated with the use of additional extra-help staff.
- (\$254,000) Decrease in salary and benefit costs associated with the use of a 5% salary savings, which reflects anticipated attrition of employees for FY 2007-08.
- \$224,000 Increase in services and supplies as a result of increased postage charges, quantity of mailings, and other various services necessary to meet the State allocation of funds for the department, offset by a reduction in office expenses.
- (\$30,000) Reduction in lease payments due to expiration of lease agreement for copying equipment, which is replaced with lower cost equipment.
- (\$358,000) Decrease in Countywide Cost Allocation Plan charges and interest on advances.

Revenues and Special Purpose Funds

- \$10,000 Increase in interest earned on State outstanding receivables fund balance.
- \$1,235,000 Increase in State Collection Enhancement, Augmentation, and Electronic Data Processing (EDP) funds, Health Insurance Incentive funds due to interest earned, and State and Federal Final Administrative Allocation, partially offset with fund balance carryover in FY 2006-07.
- (\$4,000) Decrease in miscellaneous parking lot revenue based on estimates from the Kress and Haberfeld Buildings for FY 2007-08.
- (\$730,000) Decrease in available fund balance. Fund balance as of June 30, 2007 is estimated to be zero.

PROGRAM DISCUSSION

The recommended budget provides for the operation of the Child Support Services Department with no net General Fund cost. This budget is financed entirely from State and federal subvention revenues, other departmental operating revenues, and use of the balance of Health Insurance Incentive funds earned in previous fiscal years. The department operates from its own fund and not from the County General Fund. It is anticipated that the department will continue to maintain arrearage and current support collections, and cases with support orders, within the recommended budget.

The department utilizes the CASES automated child support system. This is one of two interim automated systems leading up to the final, single, statewide California Child Support Automated System (CCSAS), for which department conversion is scheduled for August 2008. The conversion to CASES from the former KIDZ JPA Automated system in FY 2004-05 was a State mandated requirement, and the State has continued to provide additional funding for the conversion process. One element of the additional funding is for change management training. In FY 2005-06 the department engaged a vendor to provide a program designed to assist in the department's transition to this system and the

consequent complete reorganization of the department. The department's success in the endeavor has been dependent upon staff's ability to implement and innovate throughout the changes. This training was again held in FY 2006-07 for new staff members, and will likely be offered in FY 2007-08 as additional staff members join its team.

In recent years, the department developed, and continues to successfully use, computer-based video conferencing to accomplish State-mandated co-locate requirements to provide child support interface services at all Department of Human Services (DHS) office locations. In FY 2006-07, the department replaced seven co-locate kiosks, and added ten public information kiosks and three check-in kiosks, in order to provide the public with increased self-accessible information at County office sites. Case participant interviews can be conducted remotely at outlying DHS office sites, such as Mojave, Lamont, Taft, Delano, Lake Isabella and Ridgecrest. In addition, the kiosks provide for remote access by the public to generic child support and collaborative agency information without engaging a staff interviewer, and have expedited client walk-in processing at the main office.

Staffing within the department has undergone changes associated with the addition of the kiosks and staffing increases in satellite offices. To better serve customers in the east Kern County region, staffing in the Ridgecrest office was increased from one to four positions.

The department held 27 positions unfunded in FY 2006-07. In FY 2007-08, the department will delete 13 positions and maintain 14 positions unfunded due to increases in employee benefit costs with minimal offsetting revenue increases. The administrative allocation from the State is the same for FY 2007-08 as the Final Administrative Allocation in FY 2006-07. By restructuring operations and using the balance of Health Incentives earned in previous years, the department has been able to absorb most other cost increases.

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

As State law requires, the recommended budget has been reviewed and approved by the State Department of Child Support Services.

POSITIONS DISCUSSION

The recommended budget includes the deletion of 13 positions, which were unfunded in FY 2006-07. These include: one Fiscal Support Supervisor position, ten Fiscal Support Technician positions, and two Fiscal Support Assistant positions.

In early FY 2006-07, the department added funding for two authorized positions, a Supervising Staff Development Specialist and a Departmental Analyst. The department also added two Office Services Technician positions, one in the Outreach Unit and one in the Ridgecrest satellite office, with concurrent deletion of two Fiscal Support Technician positions.

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

UNMET NEEDS DISCUSSION

The department has requested funding for 12 unfunded Family Support Officer I/II/III positions. The amount requested was \$239,000 General Fund contribution, with a total cost of \$704,000. Federal Financial Participation (FFP), federal matching funds, would be used to fund the difference between total cost and General Fund contribution. These positions cannot be funded within the current State Administrative allocation. Although the department's caseloads have substantially increased to 253 cases per full-time equivalent (FTE), their allocation from the State remains unchanged. The State average ratio is 212 cases per FTE. Without an increase in current staffing levels, the department's ability to achieve State mandated performance goals may be impacted. Funding to address this need has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: The financial resources available to properly support children are increased.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2, Outcome 3—The financial resources available to properly support children are increased.					
1. Performance Measure: Cases with collections on arrears.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
53.3%	54.8%	57.4%	59.0%	59.0%	N/A*
What: This indicator measures cases with child support arrearage collections as compared with cases owing arrearages.					
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 arrears balances. Increased percentages indicate a greater number of accounts are receiving an arrearage payment in the fiscal year.					
How are we doing? The percentage has continued to increase for the past three fiscal years, and is also projected to exceed the previous fiscal year’s results and meet the current fiscal year’s goal.					

Department Goal: The financial resources available to properly support children are increased.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2, Outcome 3—The financial resources available to properly support children are increased.					
2. Performance Measure: Collections on current support.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
47.4%	49.4%	49.0%	54.0%	51.0%	N/A*
What: This indicator measures the amount of current support collected as compared to the total amount of current support owed.					
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 current month’s support owed. Increased percentages indicate a greater amount of current support dollars collected and distributed in the fiscal year.					
How are we doing? The percentage is projected to exceed the previous fiscal year’s results and is focused on the department’s operational plan to achieve continued increases in the percentage.					

Department Goal: The financial resources available to properly support children are increased and children’s access to medical services is increased.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2, Outcome 3 & Section IV, Goal 1, Strategy 1, Outcome 3—The financial resources available to properly support children are increased and children's access to medical services is increased.					
3. Performance Measure: Cases with support orders.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
80.8%	82.0%	76.4%	85.0%	85.0%	N/A*
What: This indicator measures cases with support orders as compared with the total caseload. Support orders are broadly defined as all legally enforceable orders, including orders for medical support only and zero support orders.					
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, which enhances enforcement and collection of support. Increased percentages indicate a greater number support orders established on total caseload.					
How are we doing? The percentage is projected to exceed the previous fiscal year’s results and meet the current fiscal year’s goal.					

Department Goal: The financial resources available to properly support children are increased and children’s access to medical services is increased.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2, Outcome 3 & Section IV, Goal 1, Strategy 1, Outcome 3—The financial resources available to properly support children are increased and children's access to medical services is increased.					
4. Performance Measure: Paternity establishment percent.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
92.5%	91.2%	85.7%	97.0%	86.0%	N/A*
What: This indicator measures the total number of children in the IV-D caseload for whom paternity has been established or acknowledged during the Federal Fiscal Year (FFY) compared to the total number of children in the IV-D caseload who were born out of wedlock in the preceding FFY.					
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, which enhances enforcement and collection of support. Increased percentages indicate a greater number support orders established on total caseload.					
How are we doing? The percentage is projected to exceed the previous fiscal year’s results and is focused on in the department’s operational plan to achieve continued increases in the percentage.					

* Note: FY 2007-08 Goals for Federal Fiscal Year for the period of 10/2007 to 9/2008 are determined by the State and not established at this time.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$9,103,483	\$10,156,611	\$9,954,151	\$11,203,414	\$11,718,856	\$1,562,245
Services and Supplies	633,969	806,517	692,946	797,756	797,756	(8,761)
Fixed Assets	12,212	0	15,482	0	88,000	88,000
Other Financing Uses	0	360,812	0	0	0	(360,812)
Total Expenditures	\$9,749,664	\$11,323,940	\$10,662,579	\$12,001,170	\$12,604,612	\$1,280,672
REVENUES:						
Intergovernmental	\$668,501	\$750,000	\$895,468	\$724,102	\$774,102	\$24,102
Charges for Services	459,501	465,000	664,015	641,252	641,252	176,252
Less Total Revenues	\$1,128,002	\$1,215,000	\$1,559,483	\$1,365,354	\$1,415,354	\$200,354
SPECIAL PURPOSE FUNDS:						
Local Public Safety	\$3,029,733	\$3,348,426	\$3,348,426	\$3,707,879	\$3,664,556	\$316,130
Less Total Special Purpose Funds	\$3,029,733	\$3,348,426	\$3,348,426	\$3,707,879	\$3,664,556	\$316,130
Less Savings Incentive	\$0	\$360,812	\$0	\$0	\$0	(\$360,812)
NET GENERAL FUND COST	\$5,591,929	\$6,399,702	\$5,754,670	\$6,927,937	\$7,524,702	\$1,125,000

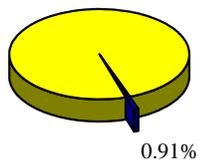
AUTHORIZED POSITIONS:

Full Time	85	86	89	89	101	15
Part Time	0	0	0	0	0	0
Total Positions	85	86	89	89	101	15

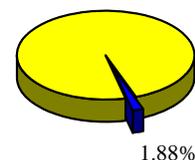
FUNDED POSITIONS:

Full Time	85	86	89	89	101	15
Part Time	0	0	0	0	0	0
Total Positions	85	86	89	89	101	15

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Public Defender provides legal representation for indigent people accused of criminal offenses when appointed by the Superior Court, which occurs for most criminal cases prosecuted in the County. The department also provides legal representation for minors in juvenile court proceedings and defendants in conservator/guardian hearings. The U.S. Constitution and State statute mandate that the County provide indigent defense counsel.

- \$20,000 Increased reimbursement from the State for mandated State program costs.
- \$176,000 Increased reimbursement for representation of State prison cases due to increased caseload.
- \$382,000 Increase in funding from the local Public Safety Fund.

MAJOR BUDGET CHANGES

Expenditures

- \$488,000 Increase in salary and benefit costs associated with management equity raises approved in FY 2006-07 and increases in health benefit rates for employees partially offset by a decrease in retirement rates for employees.
- \$1,213,000 Increase in salary and benefit costs associated with the FY 2006-07 mid-year addition of three positions, and the addition of twelve positions included in the recommended budget as discussed below.
- (\$139,000) Decrease in salary and benefit costs associated with the use of a 2.9% salary savings, which more closely reflects historical attrition of employees.
- (\$9,000) Decrease in services and supplies primarily associated with decreased charges for communications, telephones, and liability insurance.
- \$88,000 Increase in fixed assets due to the immediate need to purchase four vehicles associated with the proposed addition of staff.

Revenues

- \$4,000 Increased reimbursement from Superior Court for representation in juvenile dependency cases.

PROGRAM DISCUSSION

The recommended budget provides for a significant increase in Net General Fund contribution due to caseload growth and demand. The increased cost is primarily due to twelve positions included in the recommended budget, as discussed below.

The Public Defender’s Office continues to participate in more felony jury trials per attorney than any other county in the State. With the passage of Proposition 36, which requires the courts to favor drug treatment over incarceration, and the passage of Proposition 21, allowing some juvenile cases to be tried as adults, the Public Defender has been required to handle more cases. These new laws, coupled with an increased number of juvenile cases, increased “Three Strikes” cases, and new review procedures for “Three Strikes” cases, continue to put pressure on the department to handle an increased caseload.

The department will continue to accept assignments for representation of State prison cases, which are fully reimbursed by the State. In FY 2006-07 positions were added to meet this demand, as discussed below.

In accordance with the County Strategic Plan goal to reduce the incidence of gang violence, the recommended budget will allow the department to dedicate an additional six positions in support of indigent gang defense associated with the anticipated increase in gang enforcement and prosecution activities by the District Attorney, Probation, and Sheriff’s departments.

The Public Defender also continues to closely monitor its conflict of interest policy, which increases the department’s workload and prevents many cases from being assigned to more costly outside counsel from the County’s Indigent Defense Program. The department plans to meet its average cost per case goal as presented below.

POSITIONS DISCUSSION

The recommended budget includes partial year funding for additional positions to assist the department in defense of gang related cases: four Deputy Public Defender I-V positions, at an annual cost of \$338,000; one Public Defender Investigator position, at an annual cost of \$85,000; and one Office Services Technician position, at an annual cost of \$51,000.

Also included in the recommended budget are four Office Services Technician positions, at an annual cost of \$203,000, and two Deputy Public Defender I-V positions, at an annual cost of \$169,000. These positions will be assigned to North Kern and South Kern court facilities to address increased caseload in those courts.

During FY 2006-07, the Board of Supervisors approved the addition of two Deputy Public Defender I-V positions

and one Public Defender Investigator position. These additional positions will significantly assist the department in meeting a growing prison indigent defense caseload demand. These positions will aid the department in meeting its goals and performance measures, as discussed below, of providing the highest quality of representation at the lowest cost to the County.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs in order to meet its goals and performance measures as stated below for providing the highest quality of legal representation: additional staff positions of two Deputy Public Defender I-V positions and four Office Services Technician positions. The estimated annual cost of these additional positions is \$372,000. These unmet needs are part of a growing caseload and need for indigent defense and clerical support in the North Kern and South Kern Court facilities, as well as in the Bakersfield offices. The recommended budget includes funding for the department to address these needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide the highest quality of legal representation.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3—Hold County departments and employees accountable to do their jobs well.					
1. Performance Measure: Number of misdemeanor and felony trials not guilty as charged.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
47%	46%	56%	57%	42%	45%
What: This indicator shows that almost half of the Public Defender clients who go to trial either win with full acquittals or are convicted of fewer offenses than originally charged.					
Why: Deputy Public Defenders are provided excellent training and are able to continue with the development of their trial skills.					
How are we doing? Due to our results, the Public Defender’s Office has seen a decrease in trials due to charges being reduced or dismissed at the pre-trial stage. More of the weaker prosecution cases are now being settled without the need of a trial.					

Department Goal: To provide the highest quality of representation at the lowest cost to the County.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
2. Performance Measure: Average cost per case.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$345	\$322	\$300	\$300	\$300	\$350
What: This indicator shows the average cost per case.					
Why: Efficient use of resources allocated to the Public Defender’s Office.					
How are we doing? Actual cost per case has remained the same despite increased caseloads.					

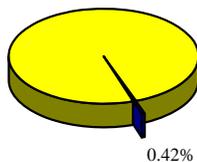
Department Goal: Insure dependent children are placed in a healthy and thriving community.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 2—Provide preventive services to ensure the health of children and adults.					
3. Performance Measure: Number of dependency cases.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
3,694	4,020	2,520	2,400	3,781	3,300
What: This indicator shows the number of cases our office provided legal representation to dependent children.					
Why: The Public Defender’s Office is appointed by the Court to represent dependent children.					
How are we doing? Through periodic reviews, we insure that the children we represent are placed in a safe and caring environment.					

SUMMARY OF EXPENDITURES AND REVENUES

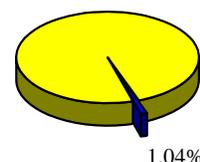
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$2,665,787	\$3,227,626	\$2,953,010	\$3,788,638	\$3,567,227	\$339,601
Services and Supplies	1,698,964	1,829,616	1,905,076	2,425,422	2,113,422	283,806
Other Charges	226,089	220,479	220,475	325,475	325,475	104,996
Fixed Assets	272,725	0	24,000	0	0	0
Total Expenditures	\$4,863,565	\$5,277,721	\$5,102,561	\$6,539,535	\$6,006,124	\$728,403
Less Expend. Reimb.	113,069	70,000	112,368	100,000	130,000	60,000
Total Net Expenditures	\$4,750,496	\$5,207,721	\$4,990,193	\$6,439,535	\$5,876,124	\$668,403
REVENUES:						
Intergovernmental	\$269,009	\$183,000	\$113,000	\$285,382	\$285,382	\$102,382
Charges for Services	877,647	987,000	832,377	1,027,000	1,077,000	90,000
Miscellaneous	224,547	404,000	461,675	192,000	192,000	(212,000)
Less Total Revenues	\$1,371,203	\$1,574,000	\$1,407,052	\$1,504,382	\$1,554,382	(\$19,618)
SPECIAL PURPOSE FUNDS:						
Local Public Safety	\$133,883	\$147,966	\$147,966	\$163,851	\$161,936	\$13,970
Less Total Special Purpose Funds	\$133,883	\$147,966	\$147,966	\$163,851	\$161,936	\$13,970
NET GENERAL FUND COST						
	\$3,245,410	\$3,485,755	\$3,435,175	\$4,771,302	\$4,159,806	\$674,051

AUTHORIZED POSITIONS:	31	36	38	40	40	4
FUNDED POSITIONS	31	36	38	40	40	4

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The District Attorney Forensic Science Division is the regional crime laboratory for law enforcement agencies in

the County. The division provides criminal and forensic laboratory services to support crime investigations and prosecution, and gives expert testimony in court cases.

MAJOR BUDGET CHANGES

Expenditures

- \$244,000 Increase in salary and benefit costs due to increases in negotiated salary adjustments and health benefits offset by a slight decrease in retirement rates for employees.
- \$188,000 Increase in salary and benefit costs associated with the mid-year addition of two positions in FY 2006-07, and the proposed addition of two positions in the recommended budget as discussed below.
- (\$92,000) Decrease in salary costs due to an increase in the level of budgeted salary savings to reflect historical levels.
- \$284,000 Increase in services and supplies attributable primarily to increased costs for maintenance contracts, lab supplies, and increases in agreements for toxicology services.
- \$105,000 Increase in equipment lease costs as a result of the immediate need for replacement of lab equipment.

Revenues and Special Purpose Funds

- \$102,000 Increase in grant funding from the State for the DNA Database Program.
- \$90,000 Increase in interfund revenue as a result of a change in accounting methodology, offset by a decrease in anticipated use of revenue from the Blood and Alcohol Trust Fund.
- (\$212,000) Decrease in miscellaneous revenue as a result of a change in accounting methodology, in addition to a decrease in fees

collected by the courts for drug related crimes.

- \$16,000 Increase in available funding from the Local Public Safety Fund.

PROGRAM DISCUSSION

The recommended budget for the District Attorney’s Forensic Sciences Division will provide for a slightly enhanced level of service in FY 2007-08, in keeping with the County Strategic Plan goals for providing exceptional crime prevention and law enforcement services. The resources recommended will allow the division to meet the demand of DNA cases, and to provide adequate resources for the Crime Lab to maintain accreditation through the American Society of Crime Lab Directors Laboratory Accreditation Board. This accreditation is vital for entry of DNA data into the FBI’s national DNA database (CODIS) and for the Crime Lab’s results to continue to be admissible as evidence in Court proceedings.

POSITIONS DISCUSSION

As a result of the department receiving a federal grant award from the Department of Justice for the DNA Capacity Enhancement and the Forensic Casework DNA Backlog Reduction Programs in FY 2006-07, the department added mid-year, two Forensic Laboratory Technician positions, at an annual cost of \$118,000. These positions have assisted the department in its work on the existing DNA backlog and are intended to support the department’s plan for increasing the productivity of the Forensic Biology Unit.

The recommended budget includes the addition of one Administrative Coordinator position, at an annual cost of \$70,000. This position will provide administrative support to the Chief Criminalist. The recommended budget also includes the addition of one Forensic Technical Leader position, which will be unfunded. This is a new classification recommended in concept, and with the assistance of the Personnel Department, job specifications will be developed during FY 2007-08. Savings from currently outsourced forensic services will be available for funding the position once the position is created and available to be filled.

These newly added positions will support the department’s efforts toward meeting its goals and performance measures as discussed below.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: additional office support staff of four Criminalists at annual cost of \$459,000; expansion of the DNA Lab area, cost unknown; and cameras, software and lab equipment at a cost of \$378,000. Funding these unmet needs would

assist the department’s efforts toward achieving County Strategic Plan outcomes associated with keeping our communities safe.

The recommended budget does not include funding for the department’s unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Decrease the amount of turn-around-time for solid dosage drug cases.					
Strategic Plan Result Link: Section 1, Goal 1, Outcome 1— Provide exceptional crime prevention and law enforcement services and an effective system of justice.					
1. Performance Measure: Turn-around-time of solid dosage drug cases.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	N/A	4.14 days	3.73 days (-10%)
What: This indicator measures the turn-around-time of solid dosage drug cases.					
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? Fiscal Year 2006-07 will be used as the baseline for future measurements. This is a suitable baseline because the unit is fully staffed.					

Department Goal: Decrease the number of toxicology cases outsourced.					
Strategic Plan Result Link: Section 1, Goal 1, Outcome 1—Provide exceptional crime prevention and law enforcement services and an effective system of justice.					
2. Performance Measure: Decrease the number of cases outsourced for toxicology examination					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	N/A	459	344 (-25%)
What: This indicator measures the number of cases outsourced.					
Why: The larger the number of examinations performed in-house, the faster results will be available to the law enforcement agencies and prosecutors.					
How are we doing? Fiscal Year 2006-07 will be used as the baseline for future measurements. This is a suitable baseline because the unit’s instrumentation was just coming on-line. As additional examiners are trained and instruments are fully in production, the number of cases receiving analysis will also increase.					

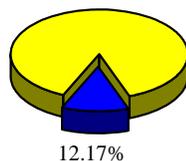
Department Goal: Increase productivity of Forensic Biology (DNA) Unit.					
Strategic Plan Result Link: Section 1, Goal 1, Outcome 1—Provide exceptional crime prevention and law enforcement services and an effective system of justice.					
3. Performance Measure: Increase the number of DNA examinations performed per analysts.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	N/A	41 exam/analysts	41 exam/analysts
What: This indicator measures the number of examination performed analysts.					
Why: The larger the number of examinations performed, the greater the access law enforcement agencies have to scientific tools to assist in apprehending and prosecuting violent offenders.					
How are we doing? Fiscal Year 2006-2007 will be used as the baseline for future measurements. This is a suitable baseline because the unit’s staffing was a mixture of experience and novice examiners. The number of DNA analysts was approximately three. The current number of DNA analysts is two. We expect to maintain current output through the use of automation and processing technology purchased with grant funds. As additional examiners are trained, the number of receiving analysis will also increase.					

SUMMARY OF EXPENDITURES AND REVENUES

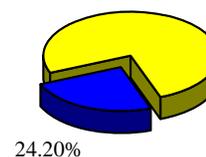
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Inc/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$112,500,058	\$118,940,260	\$120,047,761	\$131,909,432	\$133,042,948	\$14,102,688
Services and Supplies	20,303,280	25,406,524	26,203,976	26,938,720	27,788,965	2,382,441
Other Charges	3,551,355	5,931,955	6,089,955	7,379,129	7,568,504	1,636,549
Fixed Assets	2,676,272	2,828,062	3,117,446	208,446	262,446	(2,565,616)
Other Financing Uses	0	1,320,582	1,320,587	0	0	(1,320,582)
Total Expenditures	\$139,030,965	\$154,427,383	\$156,779,725	\$166,435,727	\$168,662,863	\$14,235,480
Less Expend. Reimb.	47,332	370,000	370,000	370,000	370,000	0
Total Net Expenditures	\$138,983,633	\$154,057,383	\$156,409,725	\$166,065,727	\$168,292,863	\$14,235,480
REVENUES:						
Licenses and Permits	\$252,580	\$226,760	\$276,960	\$226,760	\$226,760	\$0
Fines and Forfeitures	29,007	27,800	34,749	27,800	27,800	0
Intergovernmental	2,688,565	3,727,505	3,083,498	3,896,200	3,896,200	168,695
Charges for Services	18,576,164	25,850,150	21,929,506	24,087,529	24,087,529	(1,762,621)
Miscellaneous	3,666,414	9,440,085	6,932,898	6,500,377	6,503,371	(2,936,714)
Non-Revenue Receipts	125	0	0	0	0	0
Less Total Revenues	\$25,212,855	\$39,272,300	\$32,257,611	\$34,738,666	\$34,741,660	(\$4,530,640)
SPECIAL PURPOSE FUNDS:						
Local Public Safety	\$29,776,671	\$32,908,837	\$32,908,837	\$36,441,598	\$36,015,810	\$3,106,973
Sheriff Facility Training	0	215,000	215,000	215,000	215,000	0
Automated Fingerprint	200,000	200,000	200,000	200,000	200,000	0
DNA Identification	156,000	156,000	155,500	156,000	156,000	0
Less Total Special Purpose Funds	\$30,132,671	\$33,479,837	\$33,479,337	\$37,012,598	\$36,586,810	\$3,106,973
Less Savings Incentive	\$0	\$1,320,582	\$0	\$0	\$0	(\$1,320,582)
NET GENERAL FUND COST	\$83,638,107	\$79,984,664	\$90,672,777	\$94,314,463	\$96,964,393	\$16,979,729

AUTHORIZED POSITIONS:						
Full Time	1,308	1,308	1,324	1,374	1,397	89
Part Time	1	1	1	1	1	0
Total Positions	1,309	1,309	1,325	1,375	1,398	89
FUNDED POSITIONS:						
Full Time	1,262	1,308	1,324	1,304	1,324	16
Part Time	1	1	1	1	1	0
Total Positions	1,263	1,309	1,325	1,305	1,325	16

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The elective office of Sheriff enforces State laws and County ordinances, provides police protection services in the County unincorporated area, and provides contract law enforcement services to the cities of Wasco, Tehachapi, Maricopa, and McFarland. The Sheriff investigates criminal offenses, apprehends criminal suspects, serves civil processes, and executes court orders. The Sheriff also operates the County jail system and provides courtroom security and prisoner transport for the Superior Court. As the County Coroner, the Sheriff determines the circumstances and cause of death in certain cases. As Public Administrator, the Sheriff investigates and probates estates if no executor or administrator was appointed, protecting the interests of heirs and creditors.

- \$211,000 Increase in fuel costs due primarily to higher gasoline prices and vehicle maintenance cost associated with addition of vehicles for the Gang Suppression unit.
- \$391,000 Increase in communication charges.
- \$775,000 Increased maintenance costs to comply with Board of Corrections standards for jail facilities.
- \$285,000 Increase in cost for pathologist services to address the increased demand for autopsies and the addition of transcription contract services.

MAJOR BUDGET CHANGES

Expenditures

- \$8,410,000 Increase in salary and benefit costs associated with full-year impacts of management equity adjustments, negotiated salary increases, and salary increases resulting from successful recruiting efforts, and increases in workers' compensation, unemployment insurance, health benefit, and retiree health rates for employees.
- \$4,141,000 Increase in salary and benefit costs associated with the addition of 50 positions approved in FY 2006-07 to implement the Sheriff's Gang Suppression, Inter-vention and Incarceration Plan, as discussed below.
- \$1,033,000 Increase in salaries and benefits associated with the FY 2006-07 mid-year addition of 20 positions and the recommended addition of 19 positions for general operations, as discussed below.
- \$471,000 Increase in general liability insurance charges.

- \$800,000 Increase in costs associated with lease payments for vehicle and equipment purchases for additional sworn staff for general operations and for the Gang Suppression unit.
- \$837,000 Increase in contributions to other agencies for services provided under the Cal-MET grant.
- \$110,000 Increase in services and supplies associated with planned replacement of office furniture.
- (\$2,566,000) Decrease in the level of fixed assets funding due to the department's reliance on lease purchase agreements and the decrease in assets purchased by the RAN Board and Inmate Welfare funds.

Revenues and Special Purpose Funds

- \$169,000 Increase in intergovernmental revenue resulting from Peace Officers Standards and Training reimbursements funding from the State for the methamphetamine task force.

- (\$1,574,000) Decrease in revenues from contracts with Tehachapi and Maricopa cities for the provision of law enforcement services.
- (\$778,000) Decrease in Inmate Welfare funds available to offset jail maintenance costs.
- (\$1,600,000) Decrease in RAN Board funds available to offset cost associated with fingerprint identification.
- \$3,107,000 Increase in available funding from the Local Public Safety Fund.

gang members. As such, the addition of 28 detention officers and five civilian personnel was proposed.

In total, the Sheriff's comprehensive gang proposal included the addition of 50 new positions. On March 27, 2007, the Board of Supervisors approved the Sheriff's proposal, with the requested positions, to be phased in during FY 2007-08, as discussed below.

Subsequent to the approval of the Sheriff's comprehensive gang unit proposal, on March 19, 2007, the Joint City/County Standing Committee to Combat Gang Violence approved the *Gang Violence in Kern County: A Strategic Plan*, further supporting the enhancement of the Sheriff's efforts to combat gang violence in the community.

General Department Operations

Major services provided by the Sheriff are funded at increased service levels. The recommended budget provides that all programs will remain operational throughout the fiscal year.

PROGRAM DISCUSSION

The recommended budget will allow the Sheriff's Department to significantly augment its authorized level of permanent employees.

Gang Violence Program

On January 9, 2007, the Board of Supervisors requested that the Sheriff return to the Board with a proposed plan to address criminal gang activity in the County. On February 20, 2007, the Sheriff responded with a comprehensive gang unit proposal to provide suppression, prevention and incarceration services. The proposal included the reassignment of ten Tehachapi-assigned staff to enhance the Sheriff's Gang Suppression Unit, effective July 1, 2007. Tehachapi had exercised its option to cancel the contract for enforcement services with the Sheriff, effective June 30, 2007. Two deputies were reassigned to address the prevention component of the proposal as an addition to the Sheriff's Activity League. The involvement of additional deputies will provide youth with role models and programs to teach them how to live healthy and productive lifestyles. This positive influence on our youth will subsequently decrease their chances of becoming criminal gang members. Additionally, two detentions deputies were proposed as intelligence officers in the County jail facilities, as well as support staff.

The recommended budget will provide adequate funds for the Sheriff to staff and operate the jail system at increased levels over FY 2006-07. Additionally, funds have been allocated to open additional beds to house gang members, as previously discussed. This will comply with all legal requirements, State regulations, and constitutional standards with respect to the care and custody of inmates. The court-mandated "jail cap" of 2,324 beds is maintained.

In FY 2005-06, the Legislature, through the State budget, reduced the County's authority to charge cities for booking prisoners into County jail facilities to 50% of actual costs. The proposed FY 2007-08 State Budget proposes to provide funding to reimburse counties for the full cost of booking inmates arrested by non-County law enforcement agencies, therefore not requiring the County to charge cities for this service in FY 2006-07 unless cities exceed a three-year average for inmate bookings. However, the State has not yet approved appropriations for the reimbursement of booking fees to counties. The County Administrative Office will continue to monitor the proposed State budget for the appropriation to reimburse counties for booking fees that are not chargeable to the cities.

As part of the comprehensive gang proposal, enhanced incarceration was identified as an essential component. The Sheriff proposed to create available bed space to house criminal gang members after arrest and for sentenced commitments. In order to have available beds, the Sheriff requested that four dormitories, 128 beds, of the Maximum-Medium Security Facility at the Lerdo Complex open with a minimum of 32 beds committed to

The detention of federal prisoners in the jail system, involving placements from the Immigration and Naturalization Service, Bureau of Prisons, and the U.S. Marshal's Office, will be maintained in FY 2007-08 at the same level as in FY 2006-07. The number of federal prisoners housed in the jail system is expected to be at an

average daily population of 236 in FY 2007-08. There are no guarantees from the federal government that this average daily population will be attained.

The recommended budget will also maintain the same level of service, as in FY 2006-07, provided by the Coroner and Public Administrator functions.

The Sheriff's Safe Schools and DARE Programs will continue to provide services to school districts that supply funding to the department due to the department's priority to maintain safe staffing levels of sworn positions providing patrol services.

The recommended budget also includes funding to provide for growth in front line services while addressing many target areas. The department will add sworn personnel to Boron, as well as deputies to address internal affairs and to provide enhanced law enforcement services to high growth areas in the outlying regions of the County. Additionally, the recommended budget includes funding to help reduce overtime in detentions, for technology and software support, and to provide selected equipment to provide increased effectiveness, as discussed below.

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

Sheriff's Lieutenant Program

The Sheriff's Lieutenant Program was approved in FY 2006-07. In FY 2007-08, Phase II will provide for the addition of six Sheriff's Lieutenant positions, and the deletion of two Sheriff's Commander positions, at a net annual cost of \$1.5 million. The recommended position changes for FY 2007-08 are discussed below.

POSITIONS DISCUSSION

The recommended budget includes additional positions for the following programs.

Gang Violence Program

Thirteen Deputy Sheriff positions, at an annual cost of \$1,428,000; one Detentions Sergeant position, at an annual cost of \$104,000; five Sheriff's Senior Detentions Deputy positions, at an annual cost of \$473,000; 24 Sheriff's Detentions Deputy positions, at an annual cost

of \$2,044,000; two Administrative Coordinator positions, at an annual cost of \$178,000; one Office Services Specialist position, at an annual cost of \$57,000; and four Office Services Technicians, at an annual cost of \$218,000. The cost of the positions to address the Gang Violence Strategic Plan, for FY 2007-08, with the phased-in approach in filling positions, is \$3,723,000. These positions will address the mission of the Gang Violence Strategic Plan to reduce the level, magnitude and frequency of gang violence within the County and incorporated communities, and address the objectives of the County Strategic Plan to reduce crime and improve law enforcement services.

General Department Operations

Two Senior Deputy Sheriff positions, at an annual cost of \$225,000, one position for the Boron substation and one position to enhance the internal affairs unit; eleven Deputy Sheriff positions, at an annual cost of \$1,208,000, one position each to be assigned to Lamont, Frazier Park, Ridgecrest, and Taft, and two positions each to be assigned to Rosamond, and Tehachapi, one position assigned to Bakersfield and one position assigned to oversee backgrounds for potential new hires; one Sheriff's Detentions Deputy position, at an annual cost of \$90,000, to provide support for the warehouse function at the Lerdo Security Facility; one Sheriff's Detentions Lieutenant position, at an annual cost of \$124,000, to oversee the night watch at the Lerdo Security Facility; one Information Systems Specialist position, at an annual cost of \$89,000, for technology services related to the Mobile Data Computer program; two Administrative Coordinator positions, at an annual cost of \$177,000, one position for human resource development, and one position for emergency preparedness; one Office Services Technician position, at an annual cost of \$55,000, to provide assistance to the internal affairs unit.

Sheriff's Lieutenant Program

The recommended budget includes funding for Phase II of the Lieutenant's Program. The positions for Phase II were approved in FY 2006-07. For FY 2007-08, they include the addition of six Sheriff's Lieutenant positions, at an annual cost of \$698,000; and the deletion of two Sheriff's Commander positions, at an annual savings of \$303,000.

FY 2006-07 Mid-Year Positions

In FY 2006-07, the following position changes were made: Twelve Sheriff Lieutenant positions, Phase I, at an annual cost of \$1,861,000; one Office Services Technician position, at an annual cost of \$55,000; three Deputy Sheriff positions, at an annual cost of \$213,000; one Supervising Aircraft Mechanic position, at an annual

cost of \$93,000; and the deletion of one Aircraft Mechanic position, at an annual savings of \$72,000.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs:

Two Senior Deputy Sheriff positions, at a cost of \$112,500, to work closely with County Counsel to investigate and reduce the incidences of workers' compensation fraud in the County; one Senior Deputy Sheriff position for internal affairs, at a cost of \$94,000; one Senior Deputy Sheriff position for Boron, at a cost of \$94,000; 12 Deputy Sheriff positions, at a cost of \$648,000; one Administrative Coordinator position for human resources, at a cost of \$74,000; funding for a contract transcriptionist for the Coroner's Division, at a cost of \$20,000, and numerous other unmet needs with a total amount of \$6,933,000.

The recommended budget does not include funding for many of the unmet needs submitted by the department. However, funds have been set aside in Appropriation for Contingencies for two Senior Deputy Sheriff positions, to address workers' compensation fraud, in anticipation of a mid-year proposal by the Sheriff to the Board of Supervisors.

The recommended budget includes funding for positions listed in the Position Discussion, General Department Operations, as well as unmet needs related to the efficient operation of the department, such as software and hardware upgrades for case management systems for the Coroner's Division, the Public Administrator system, collision avoidance system, the computer aided dispatch system, and vehicles for the addition of sworn personnel. The total amount of unmet needs that are funded for FY 2007-08 is \$1,551,400, which will assist the department in meeting the goals outlined in the County Strategic Plan to provide efficient and effective crime prevention and law enforcement services.

GOALS AND PERFORMANCE MEASURES

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
1. Performance Measure: Total bookings.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	42,977	41,405	N/A	42,923	45,069
What: Indicates the number of persons booked.					
Why: Segregation of criminals and accused from general public.					
How are we doing? According to statistics, the County's crime rate has dropped.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
2. Performance Measure: Inmate labor hours worked.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	4,463	3,907	N/A	3,907	4,102
What: Indicates number of inmate labor hours worked.					
Why: Provides dollar amount in free labor and services to County agencies.					
How are we doing? The estimated result for FY 2006-07 indicates that a savings of \$62,512 to the County budget is provided by inmate labor.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section I—Keeping Our Communities Safe					
3. Performance Measure: Employment/education program participants.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	6,912	6,604	N/A	6,099	6,221
What: Indicates number of participants in programs.					
Why: Provides training and skills for incarcerated offenders thereby leading to reduced recidivism rates.					
How are we doing? The current number of participants is 4,067 through February 2007.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
4. Performance Measure: Work Release Participants					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	5,072	5,079	N/A	4,127	4,333
What: Allows convicted misdemeanants the opportunity to remain out of jail in exchange for work time at County facilities.					
Why: Provides dollar amount in free labor to the County.					
How are we doing? The current number of participants is 2,751 through January 31, 2007.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
5. Performance Measure: Early releases prior to sentence release date.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	4,395	5,834	N/A	6,349	6,032
What: Indicates number of inmates released from custody prior to sentence release date.					
Why: To relieve overcrowding and insure a safe and secure facility by following Board of Corrections capacity guidelines.					
How are we doing? The current number of early releases is 4,233 through February 2007.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
6. Performance Measure: Average response time to priority 1 emergency calls.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	5.44 min.	5.51 min.	N/A	5.39 min.	5.12 min.
What: Indicates the number of minutes to respond to priority 1 emergency calls.					
Why: Assistance to victims of violent crimes in progress.					
How are we doing? The average response time to priority 1 has decreased.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
7. Performance Measure: Violent crimes against persons rate and clearance rate for violent crimes reported.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	1 in 74 31.5%	1 in 79 20.4%	N/A N/A	1 in 86 25.7%	1 in 81 20.4%
What: Indicates the ratio of violent crimes against persons in the County and the percent of violent crimes cleared.					
Why: This ratio reflects reported homicides, rapes, robberies, and assaults within County population served and rate reflects clearance by arrest or other means.					
How are we doing? Using a population served of 377,110, the estimated results are an improvement from previous fiscal years. Compared to the National average clearance rate of 45.5%, the estimated clearance rate of 25.7 % is substantially lower.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
8. Performance Measure: Volunteer hours.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	77,602	71,697	N/A	62,447	65,569
What: Indicates number of reserve deputies and citizen service unit volunteer hours.					
Why: Provides in service value to the citizens of the County.					
How are we doing? At a basic volunteer rate of \$16 per hour, volunteers have currently provided \$664,232 in services to the citizens of Kern County and estimated to reach \$999,152 at fiscal year end.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
9. Performance Measure: Search and rescue missions.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	77	111	N/A	100	105
What: Indicates the number of missions.					
Why: Indicates additional volunteer service hours.					
How are we doing? Data collected per mission only. Ideally, this number would be zero. Realistically, the number is estimated at 100 missions.					

Department Goal: A safe community.					
Strategic Plan Result Link: Section 1—Keeping Our Communities Safe					
10. Performance Measure: Value of rural crime property loss and property recovered.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	L - \$1,983,877 R - \$1,057,289	L - \$4,065,699 R - \$1,490,302	L - N/A R - N/A	L - \$3,029,635 R - \$1,481,545	L - \$3,181,117 R - \$1,555,622
What: Represents the dollar amount of rural crime property loss.					
Why: Rural Crime includes agriculture and oil industries that affect the County's economy; indicates the amount of property recovered through the Rural Crime Unit's efforts.					
How are we doing? Currently, the property loss is at \$2,129,635, which is a good indication of a decrease in rural crime theft when compared to previous year. The Rural Crime Unit has currently recovered \$1,081,545 in property, which indicates that the rural crime property recovery rate will increase compared to last year.					

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$40,195,481	\$45,529,790	\$46,108,200	\$47,854,456	\$53,600,139	\$8,070,349
Services and Supplies	5,517,541	4,839,038	6,175,846	5,701,423	6,443,973	1,604,935
Other Charges	248,396	352,268	666,480	1,127,478	1,127,478	775,210
Fixed Assets	64,357	358,800	683,088	444,900	928,900	570,100
Other Financing Uses	581,850	1,716,316	0	0	0	(1,716,316)
Total Expenditures	\$46,607,625	\$52,796,212	\$53,633,614	\$55,128,257	\$62,100,490	\$9,304,278
Less Expend. Reimb.	363,408	5,000	447,348	5,000	5,000	0
Total Net Expenditures	\$46,244,217	\$52,791,212	\$53,186,266	\$55,123,257	\$62,095,490	\$9,304,278
REVENUES:						
Fines and Forfeitures	\$18,886	\$16,600	\$13,816	\$15,720	\$15,720	(\$880)
Use of Money/Property	9,257	9,000	6,782	7,500	7,500	(1,500)
Intergovernmental	21,862,337	20,346,203	21,094,132	21,129,694	21,714,292	1,368,089
Charges for Services	2,519,868	2,356,115	2,725,722	2,717,160	2,817,160	461,045
Miscellaneous	70,342	48,500	16,184	44,500	44,500	(4,000)
Less Total Revenues	\$24,480,690	\$22,776,418	\$23,856,636	\$23,914,574	\$24,599,172	\$1,822,754
SPECIAL PURPOSE FUNDS:						
Local Public Safety	\$8,271,022	\$9,141,039	\$9,141,039	\$10,122,329	\$10,004,059	\$863,020
Probation Training	0	200,000	234,000	234,000	234,000	34,000
Domestic Violence	120,000	140,000	140,000	160,000	160,000	20,000
DNA Identification	84,000	84,000	84,000	84,000	84,000	0
Less Total Special Purpose Funds	\$8,475,022	\$9,565,039	\$9,599,039	\$10,600,329	\$10,482,059	\$917,020
Less Savings Incentive	\$0	\$1,716,316	\$0	\$0	\$0	(\$1,716,316)
NET GENERAL FUND COST	\$13,288,505	\$18,738,439	\$19,730,591	\$20,608,354	\$27,014,259	\$8,280,820

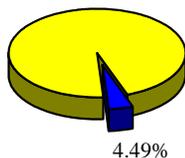
AUTHORIZED POSITIONS:

Full Time	540	563	566	573	621	58
Part Time	3	3	3	3	3	0
Total Positions	543	566	569	576	624	58

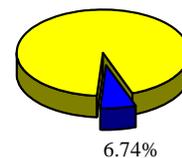
FUNDED POSITIONS:

Full Time	540	563	566	573	621	58
Part Time	3	3	3	3	3	0
Total Positions	543	566	569	576	624	58

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Probation Department assists and advises the Superior Court in investigating, supervising, and rehabilitating adult and juvenile offenders, as mandated by State law. The department also operates the County's three juvenile institutions: James G. Bowles Juvenile Hall, Larry J. Rhoades Kern Crossroads Facility, and Camp Erwin Owen.

medical supplies, and transportation and travel.

MAJOR BUDGET CHANGES

Expenditures

- \$3,700,000 Increase in salary and benefit costs associated with the mid-year addition of three positions during FY 2006-07; and the recommended addition of 55 positions, as discussed below.
- \$3,800,000 Increase in salary and benefit costs associated with management equity adjustments, increases in workers' compensation, unemployment insurance, and health benefit rates, and increases as a result of the department's successful recruitment efforts.
- \$45,000 Increase in utilities for the department's facilities.
- \$35,000 Increase in fuel costs for the operation of the department's vehicles.
- \$164,000 Increase in services and supplies related to services provided to juvenile detainees.
- \$816,000 Increase in professional services charges primarily for substance abuse, mental health and family advocate consultant services provided through the Early Intervention and Gang Suppression and Intervention programs.
- \$96,000 Increase in costs related to office expenses, maintenance of structures and grounds,

➤ \$331,000

Increase in costs associated with vehicle maintenance, and special departmental expenses related to the establishment of Gang Suppression and Intervention Units.

➤ \$775,000

Increase in other charges to more closely reflect actual expenditures for commitments to the California Youth Authority in FY 2006-07.

➤ \$509,000

Increase in fixed assets due to the addition of vehicles for Gang Suppression and Intervention sworn staff.

Revenue and Special Purpose Funds

➤ \$1,320,000

Increase in federal Title IV-E funds available for juvenile detention operations.

➤ (\$35,000)

Decrease in reimbursements received from parents of Juvenile Court wards.

➤ \$366,000

Increase in available funding from school districts for services provided on school campuses.

➤ \$214,000

Increase in reimbursements for oversight of drug offenders provided as part of the Proposition 36 program.

➤ \$863,000

Increase in available funding from the Local Public Safety Fund.

➤ \$34,000

Increase in available funds from the State's Standards and Training for Corrections program to help counties offset the training costs of local correctional officers that staff juvenile halls.

➤ \$20,000

Increase in available funds from the Domestic Violence

Fund to offset costs of operating the program.

PROGRAM DISCUSSION

The recommended budget will allow the department to significantly augment its authorized level of permanent employees. On May 19, 2007, the Joint City/County Standing Committee to Combat Gang Violence approved the Gang Violence in Kern County: A Strategic Plan (Gang Violence Strategic Plan). The mission of the Gang Strategic Plan is “to reduce the level, magnitude and frequency of gang violence within the County of Kern and the 11 incorporated cities within the County”. To that end, the recommended budget will provide the department with the resources necessary to address suppression and intervention objectives identified in the Gang Violence Strategic Plan.

The recommended budget includes funding for the development of the following units within the department.

SUPPRESSION:

Adult High Risk Offender Unit: This unit will be comprised of one Probation Supervisor position, one Deputy Probation Officer III position, twelve Deputy Probation Officer positions, two Office Services Technician positions, and one canine “drug dog”. The unit will focus on preventing and suppressing further criminal conduct by felony probationers. Global Positioning Systems (GPS) will be used to maintain close supervision of offenders, as will consistent home calls, office conferences, and joint field operations with other law enforcement agencies.

Gang Intervention and Suppression Team Enhancement: This unit is comprised of one Deputy Probation Officer III position, five Deputy Probation Officer positions, and one Office Services Technician position. The unit will target identified juvenile gang members and associates, and will provide supervision, suppression and intervention programs to the North Kern, South Kern, and East Kern areas where there is a high incident of gang activity.

Juvenile Aftercare Enhancement: This unit is comprised of three Deputy Probation Officer positions. The unit will supervise wards of the court who are currently in or have been furloughed from all of the department’s juvenile treatment programs. Program enhancements include offering weekly group meetings to facilitate community reentry, and independent living and job search skills development.

INTERVENTION:

Regional Repeat Offender Prevention Program: This juvenile supervision unit is comprised of one Probation Supervisor position, one Deputy Probation Officer III position, eight Deputy Probation Officer positions, and one Office Services Technician position. The unit will target first petition at-risk youth between the ages of 12 and 17 years in regional areas of the County. The department will be partnering with collaboratives, schools and other County departments for substance abuse, mental health recovery, and family advocacy services to provide wrap-around services to families.

Regional Early Intervention Program: The juvenile prevention/intervention unit is comprised of one Probation Supervisor position, one Deputy Probation Officer III position, eight Deputy Probation Officer positions, and one Office Services Technician position. The unit will target youth in the third through sixth grades in the regional areas of the County. The department will be contracting for substance abuse, mental health, and family advocates to provide comprehensive services to minors and their families.

The intervention programs of the department will be independently evaluated and outcomes will be measured on a short and long term basis.

The recommended budget will also allow the department to increase staffing to continue to comply with Corrections Standards Authority regulations requiring a one-to-ten staff-to-minor ratio of Juvenile Corrections Officers to juvenile wards in its halls and camps. The recommended budget also includes funding for the addition of information technology staff to maintain a new case management system that is being developed and implemented in a collaborative effort with partnering counties. The addition of one Deputy Probation Officer funded with grant money provided by the Bakersfield City School District is also included in the recommended budget.

The recommended budget continues to include staffing and operational costs to operate the Larry J. Rhoades Kern Crossroads Facility at full capacity and the former Crossroads Facility during the fiscal year. These facilities provide additional detention/treatment beds to address the current chronic overcrowding in the County’s juvenile institutions.

POSITIONS DISCUSSION

The addition of the positions listed above will allow the department to implement the Gang Suppression and Intervention programs as identified in the Gang Violence Strategic Plan. Additionally, the addition of the positions will meet the goals outlined in the County Strategic Plan to reduce crime and improve law enforcement services and to increase community services to reduce the incidence of gang violence.

The recommended budget includes the mid-year addition of one Technology Services Supervisor position, at an annual cost of \$101,000; and two Information System Specialist positions, at an annual cost of \$151,000.

The recommended budget includes the addition of three Probation Supervisor positions, at an annual cost of \$340,900; four Deputy Probation Officer III positions, at an annual cost of \$418,700; thirty-eight Deputy Probation Officer I/II positions, at an annual cost of \$2,971,600; eight Juvenile Corrections Officer I/II positions, at an annual cost of 589,000; one Network Systems Administrator position, at an annual cost of \$101,000; one Senior Systems Analyst position, at an annual cost of \$101,000; two Programmer I positions, at an annual cost of \$150,800; eight Office Services Technician positions, at an annual cost of \$435,800; and three Fiscal Support Specialist positions, at an annual cost of \$193,000. The recommended budget also includes the deletion of five Juvenile Corrections Officer III positions, at an annual savings of \$450,000; two Office Services Specialist positions, at an annual savings of \$119,000; one Office Services Assistant position, at an annual savings of \$51,000; three Fiscal Support Technician positions, at an

annual savings of \$170,000; and two Senior Information Systems Specialist positions, at an annual savings of \$185,000. The positions to address the Gang Violence Strategic Plan will be phased in during FY 2007-08, thereby reducing the annual cost in the first year.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: The addition of a Gang High Risk Adult Supervision unit, at an annual cost of \$2,065,230; the addition of a Gang Intervention and Suppression unit, at an annual cost of \$522,000; the addition of a Gang Aftercare Enhancement unit, at an annual cost of \$263,000; the addition of a Gang Repeat Offender Prevention unit, at an annual cost of \$827,000; the addition of a Gang Early Intervention unit, at an annual cost of \$902,000 as well as other unmet needs for a total cost of \$10,068,900. The cost of the positions to address the Gang Violence Strategic Plan, for FY 2007-08, with the phased-in approach, is \$1,871,000.

The recommended budget includes funding for all of the gang units noted above and as previously described in the Program Discussion section.

By providing funding for the gang related units, the department, in cooperation with the Sheriff's Department and the Bakersfield Police Department, can aggressively respond to the increasing gang activity and violence in the County as identified in the County Strategic Plan and the Gang Violence Strategic Plan.

The remaining list of unmet needs will be taken into consideration in future years.

GOALS AND PERFORMANCE MEASURES

Department Goal: Increase adult probationer contact.					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1—Reduce crime and improve law enforcement services.					
1. Performance Measure: Adult offenders successfully completing probation.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
17.7%	15.8%	16%	17%	Not Available	18%
What: This indicator measures the number of adult probationers completing terms of probation.					
Why: Successful completion reflects appropriate level of supervision which, in turn, promotes community safety and offender rehabilitation.					
How are we doing? Given the department's continued average caseload size for adult probationers of 200, which is far greater than caseload standards being explored by the American Probation and Parole Association, it is anticipated the less than 20% number of probationers' successfully completing probation will remain static. It is anticipated increased staffing (in response to growth in other public safety agencies) and reduction of caseloads will increase the number of offenders successfully completing probation.					

Department Goal: Increase juvenile probationer contact.					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1—Reduce crime and improve law enforcement services.					
2. Performance Measure: Juveniles on formal probation successfully completing probation.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
13%	14.5%	15.6%	16%	Not Available	17%
What: This indicator measures the number of juveniles on formal probation completing their terms of probation.					
Why: Successful completion indicates appropriate level of supervision, and deterring juveniles from further involvement within the criminal justice system.					
How are we doing? Given the department's continued average caseload size for juvenile probationers of 120, which is far greater than caseload standards being explored by the American Probation and Parole Association, it is anticipated the less than 20% number of probationers' successfully completing probation will remain static. It is anticipated increased staffing (in response to growth in other public safety agencies) and reduction of caseloads will increase the number of offenders successfully completing probation.					

Department Goal: Reduce recidivism rate for adult probationers					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1, Outcomes 2 and 3—Increase in the percentage of total sentences served/program completed and decrease in recidivism rates and decrease in recidivism rates for non-violent offenders.					
3. Performance Measure: Monthly number of violations by adult probationers.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not Available	10.2%	11.6%	13%	8% to Date 3-1-07	13%
What: These numbers represent new law violations and violations of probation sustained by the Court.					
Why: Recidivism reflects continued involvement in the criminal justice system. Reduction in recidivism suggests increased supervision, compliance and community safety. However, an increased rate of recidivism can also be the result of the increased number of violations filed due to more intensive supervision.					
How are we doing? Recidivism is defined differently for juveniles and adults. Juvenile: Number of new law violation ‘petitions’ sustained, and number of new violations of probation ‘petitions’ sustained. Adult: Number of new law violation ‘declarations’ sustained, and number of technical violation ‘declarations’ sustained. Petitions and declarations are essentially a list of charges for either law or probation violations. Adult declarations include recommendations for disposition of the case.					
<p>Less than 15% is a low number suggesting success; however, this number can be misleading. A smaller caseload allows for closer supervision, which may result in a higher number of probation violations. Conversely, management of larger caseloads precludes close supervision and therefore, a likely decrease in probation violations. A closely supervised probationer will more likely be held accountable and deterred from criminal activity. Adult supervision caseloads are generally much higher than those for juveniles. Variables that contribute to this difference include:</p> <ul style="list-style-type: none"> • Substantial increase in adult felony formal supervision cases due to Proposition 36 • Grant funded juvenile programs specifically require smaller caseload size • Federal revenue partially offsets the cost of juvenile staff salaries, enabling a higher number of juvenile staff <p>The increase reflected in the recidivism percentage is due in part to:</p> <ul style="list-style-type: none"> • More proactive supervision through large-scale sweeps, including both juvenile and adult supervision units • More officers in the field daily • Increased number of Probation vehicles in the last two years <p>As with caseload size, there does not appear to be a universal definitive measure of recidivism.</p>					

Department Goal: Reduce recidivism rate for juvenile probationers.					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1, Outcomes 2 and 3— Increase in the percentage of total sentences served/program completed and decrease in recidivism rates and decrease in recidivism rates for non-violent offenders.					
4. Performance Measure: Monthly number of violations by juvenile probationers.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not Available	11.2%	17.5%	19%	10% to date 3-1-07	12%
What: These numbers represent new law violations and violations of probation found true by the Court.					
Why: Recidivism reflects continued involvement in the criminal justice system. Recidivism by a juvenile may lead to continued involvement as an adult. Reduction in recidivism suggests increased supervision, compliance and community safety. However, an increased rate of recidivism can also be the result of the increased number of violations filed due to more intensive supervision.					
How are we doing? Recidivism is defined differently for juveniles and adults. Juvenile: Number of new law violation ‘petitions’ sustained, and number of new violations of probation ‘petitions’ sustained. Adult: Number of new law violation ‘declarations’ sustained, and number of technical violation ‘declarations’ sustained. Petitions and declarations are essentially a list of charges for either law or probation violations. Adult declarations include recommendations for disposition of the case.					
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<ul style="list-style-type: none"> • More proactive supervision through large-scale sweeps, including both juvenile and adult supervision units • More officers in the field daily • Increased number of Probation vehicles in the last two years 					
As with caseload size, there does not appear to be a universal definitive measure of recidivism.					

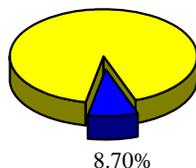
Department Goal: Increase number of community corrections programs.					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1, Outcome 3—Decrease in recidivism rates for non-violent offenders; and Strategy 2, Outcome 2 and 3—Increase in resources available to target crime prevention and safe schools efforts through a collaborative public-private effort.					
5. Performance Measure: Cost per probationer supervised.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$605/Adult/Yr. \$1,999/Juv./Yr. \$42,730/Det./Yr.	\$487/Adult/Yr. \$1,355/Juv./Yr. \$46,062/Det./Yr.	\$541/Adult/Yr. \$1,573/Juv./Yr. \$59,675/Det./Yr.	\$650/Adult/Yr. \$1,800/Juv./Yr. \$50,000/Det./Yr.	\$560/Adult/Yr. \$1,655/Juv./Yr. \$61,760/Det./Yr.	\$800/Adult/Yr. \$1,800/Juv./Yr. \$62,000/Det./Yr.
What: Supervising a probationer in the community costs less than detention.					
Why: Costs per year to supervise a probationer are significantly less than detention. Supervising a probationer out-of-custody allows for a more “hands on” approach for directing and monitoring a probationer who is accessing resources in the community. As discussed in previous goals, lower caseloads will promote closer supervision and accountability, as well as encouraging success for both adult and juvenile probationers.					
How are we doing? It appears the future for probation will be impacted by the Prison Reform Act proposed by the Governor. In reducing the prison population, there will be more emphasis on community corrections. While commitments to local juvenile detention programs will be warranted, enhanced community supervision will be critical both to manage costs and promote offender rehabilitation and community safety.					
It is anticipated the adult and juvenile supervision costs may rise with the anticipated emphasis on community supervision; detention cost should remain static as funding for construction is under consideration.					

SUMMARY OF EXPENDITURES AND REVENUES

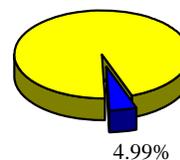
	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$260,000	\$0	\$0	\$260,000	\$0
Salaries and Benefits	76,828,435	79,795,005	87,182,282	90,301,926	94,972,833	15,177,828
Services and Supplies	8,956,002	9,096,216	10,025,701	11,120,129	11,169,294	2,073,078
Other Charges	4,718,001	4,563,652	5,933,429	5,726,414	6,056,414	1,492,762
Fixed Assets	2,644,209	7,844,524	10,126,309	10,373,912	7,815,588	(28,936)
Total Expenditures	\$93,146,647	\$101,559,397	\$113,267,721	\$117,522,381	\$120,274,129	\$18,714,732
REVENUES:						
Licenses and Permits	\$32,010	\$457,450	\$250,000	\$457,450	\$457,450	\$0
Fines and Forfeitures	275	3,500	63,756	22,000	22,000	18,500
Use of Money/Property	58,502	15,000	(148,488)	0	0	(15,000)
Intergovernmental	2,334,678	3,017,737	4,355,647	827,683	724,848	(2,292,889)
Charges for Services	18,440,375	15,013,508	21,982,264	19,445,382	20,919,110	5,905,602
Miscellaneous	655,557	1,173,822	1,368,073	2,698,830	360,500	(813,322)
Other Financing Sources	0	0	0	0	1,090,330	1,090,330
Less Total Revenues	\$21,521,397	\$19,681,017	\$27,871,252	\$23,451,345	\$23,574,238	\$3,893,221
SPECIAL PURPOSE FUNDS:						
Structural Fire	\$52,520,292	\$60,225,912	\$63,744,001	\$65,116,551	\$70,934,688	\$10,708,776
ACO-Fire	1,382,000	0	0	0	0	0
Local Public Safety	4,770,218	5,271,990	5,271,990	5,271,990	5,769,727	497,737
Less Total Special Purpose Funds	\$58,672,510	\$65,497,902	\$69,015,991	\$70,388,541	\$76,704,415	\$11,206,513
NET GENERAL FUND COST	\$12,952,740	\$16,380,478	\$16,380,478	\$23,682,495	\$19,995,476	\$3,614,998

AUTHORIZED POSITIONS:	555	559	584	641	624	65
FUNDED POSITIONS:	555	559	584	641	624	65

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Fire Department provides fire prevention, protection, and suppression services for structures and watershed areas, hazardous materials control and incident response, emergency rescue and medical aid, and conducts arson investigations. These services are provided countywide, except in the cities of Bakersfield and California City, which operate their own fire departments. The department is also responsible for Countywide emergency services planning and disaster preparedness, including public information and education. The department coordinates emergency planning and preparedness among all County departments and with other governmental agencies and private entities.

Act and other federal grants, as a result of, as yet, unknown availability of funding.

➤ \$127,000 Increase in communications and telephone expenditures primarily as a result of the increase in cell phone expenditures.

➤ \$733,000 Increase in protective clothing, and household expenditures as a result of the additional positions included in the recommended budget.

➤ \$858,000 Increase in aircraft, vehicle, grounds, and equipment maintenance.

MAJOR BUDGET CHANGES

Expenditures

➤ \$6,320,000 Increase in salary and benefit costs associated with full-year impacts of negotiated salary increases in FY 2006-07.

➤ \$366,000 Increase in travel, training, transportation, and fuel expenditures.

➤ \$4,362,000 Increase as a result of the mid-year additions of 25 positions in FY 2006-07 and the proposed addition of 40 positions, as discussed below.

➤ \$152,000 Increase in rents and leases for equipment and structures, primarily for equipment for additional positions, as discussed below, and additional space to house departmental functions.

➤ (\$1,426,000) Net decrease in overtime and constant staffing due to the department's expectation that these expenditures will be funded with unanticipated revenues as the need arises during FY 2007-08.

➤ \$527,000 Increase in data processing expenditures as a result of upgrades to the CAD system, as well as to other existing systems and software.

➤ \$589,000 Increase in funding allocated for extra help seasonal staffing.

➤ \$219,000 Increase in overall services and supplies as result of the additional positions included in the recommended budget.

➤ \$5,333,000 Net increase in salary and benefit costs associated with increases in health benefit, retiree health, and workers' compensation rates, partially offset by a reduction in the retirement rate.

➤ \$1,511,000 Increase in contributions to other agencies for increased level of service.

➤ (\$346,000) Decrease in Countywide Cost Allocation Plan charges.

➤ (\$909,000) Net decrease to equipment and training appropriations related to federal Homeland Security

➤ \$330,000 Increase in capital leases as a result of the lease-purchase of a fixed wing aircraft.

- (\$29,000) Decrease in level of equipment funding for replacement and additional equipment, as discussed below. increased assessed valuation and a greater carryover balance.

Revenues and Special Purpose Funds

- \$19,000 Increase in fines and forfeitures to more closely reflect estimated actual FY 2006-07 revenues.
- (\$15,000) Decrease in interest earnings in the Fire Fund due to a projected lower average fund balance.
- (\$150,000) Decrease in available Emergency Management Performance Grant funding.
- (\$2,143,000) Decrease in grant funding from the federal Homeland Security Administration.
- \$5,906,000 Increase in revenue from local agencies, and State and federal wildland fire agencies for fire cost reimbursements.
- (\$813,332) Decrease in miscellaneous revenue as a result of a change in accounting method.
- \$1,090,000 Increase in other financing sources as a result of a change in accounting method requiring the allocation of trust fund revenues under this category. There is a net increase of \$277,000 in the allocation of trust fund revenues included in the recommended budget, as discussed below.
- \$498,000 Increase in available funding from the Local Public Safety Fund.
- \$10,708,000 Increase in total Fire Fund resources available to fund the department's operation for FY 2007-08 associated with

PROGRAM DISCUSSION

The recommended budget provides for an increased funding level from the prior fiscal year in regular salary and benefit costs associated with negotiated salary increases, increased health benefit rates for employees, and workers' compensation costs. The increase to services and supplies is largely the result of expenditures related to outfitting, supplying, and training for the proposed additional positions discussed below. The equipment category again funds critically needed replacement fire apparatus and remains funded at near the FY 2006-07 level of \$7.8 million.

The recommended budget includes \$260,000 in appropriations for contingencies for the department's reserve program. This funding was added during the FY 2006-07 budget hearings, contingent upon the department's return to the Board with a comprehensive outline for the program's operation. Competing departmental demands have delayed this report, resulting in the funds being made available for this use in FY 2007-08.

The department has seen a 72% increase in its total appropriations over the last five years. The increase in recommended total expenditures over FY 2006-07 of \$18.8 million is due to a \$10.7 million increase in property tax revenue accruing to the Fire Fund, and an increase in State reimbursement revenues of over \$5 million. The Fire Fund carryover balance for FY 2007-08 is expected to be approximately \$2.5 million as compared to the FY 2006-07 carryover balance of \$1.3 million.

Reimbursement revenue from other agencies for fire suppression costs remain budgeted at \$1.2 million, yet based on historical reimbursements, the department can anticipate another \$2 to \$4 million in reimbursement revenues available for additional appropriations in FY 2007-08. These funds have historically been recognized and appropriated mid-year to cover overtime and other costs associated with fire response on behalf of other agencies.

The recommended budget includes \$1.1 million in Fixed Wing Aircraft, Helicopter, Fire Hazard, and Kitchen Trust Fund revenues to help offset costs associated with the respective programs. Adequate funding remains in the Helicopter Trust Fund to allow for necessary major maintenance for helicopters when it becomes due.

The recommended budget includes \$6.7 million for fire suppression apparatus replacement. Included in the recommendation are four rescue engines that match the department's plan for annual equipment replacement. A fifth rescue engine is recommended that addresses the equipment replacement backlog. The \$6.7 million will also allow the department to purchase two water tenders, one ladder truck, one urban search and rescue truck, ten patrol vehicles, four mid-size SUV 4X4s, two ½-ton extension cab pick-up 4X4s, one ¾-ton crew cab pickup 4X4, one slide bed tow truck, one ½-ton pickup, two stakeside crew carriers, one 1-ton cab with chassis and service bed, one stakeside truck with lift, two ¾-ton SUV 4X4s, one 1-ton 4X4 with service bed, and two ½-ton 6-passenger crew carriers.

Included in the recommended budget is \$1.3 million in funding dedicated to the operation of the Strategic Plan for Air Operations. This funding is derived from increases in the department's contract with the State Department of Forestry for fire protection of State wildlands. Included in this \$1.3 million are two new positions to support the plan's first year of operation: one Aircraft Mechanic and one Fire Captain. Funding for the plan also includes the addition of one fixed wing aircraft at an annual lease-purchase amount of \$330,000, as well as support vehicles and apparatus.

The department is currently finalizing fire protection agreements with several cities. Cost recovery revenues of \$1 million are included in the recommended budget to enable the department to provide support for these city fire protection services.

POSITIONS DISCUSSION

During FY 2006-07, the department added nineteen Firefighter positions, at an annual cost of \$1,680,208; three Fire Engineer positions, at an annual cost of \$280,000; and three Fire Captain positions at an annual cost of \$310,000. These positions were added in order to increase staffing levels at stations located throughout the County.

The recommended budget includes position additions that will allow the department to comply with the County Strategic Plan's strategy of enhancing fire protection services through adequate fire suppression, emergency medical services, and emergency response. The recommended budget includes the addition of one Accountant position at an annual cost of \$65,000; one Aircraft Mechanic position at an annual cost of \$67,000; two Fire Equipment Mechanic positions, at an annual cost of \$131,000; one Administrative Coordinator position, at

an annual cost of \$70,000; 30 Firefighter positions, at an annual cost of \$2,653,000; three Battalion Chief positions, at an annual cost of \$361,000; and one Fire Captain position, at an annual cost of \$103,000. These positions will enable the department to staff all stations at the level of three persons. It will also allow the department to enhance its staffing support for the Air Operations Strategic Plan, and Office of Emergency Services.

The recommended budget also includes the addition of one unfunded Fiscal Support Specialist position. This position is needed to support the department's administrative functions during the long-term leave of another employee. Funding for this position will be available through salary savings.

UNMET NEEDS DISCUSSION

In order to more fully meet the County Strategic Plan goals for keeping communities safe, the department has identified the following unmet needs: the addition of 30 Firefighter positions, three Fire Battalion Chief positions, one Accountant position, one Aircraft Mechanic position, two Fire Equipment Mechanic positions, one structural Maintenance Superintendent, and one Administrative Coordinator positions at an annual cost of \$3,423,000; the addition of three water tenders, at a cost of \$ 450,000; the addition of one air and light vehicle, at a cost of \$660,000; the replacement of one fuel tender, at a cost of \$200,000; the replacement of five rescue fire engines, at a cost of \$2,475,000; replacement of one ladder truck, at a cost of \$1,000,000; replacement of one urban search and rescue truck, at a cost of \$775,000; and the replacement of ten patrol vehicles, at a cost of \$1,000,000.

The recommended budget includes funding for the addition of 30 Firefighter positions, three Fire Battalion Chief positions, one Accountant position, one Aircraft Mechanic position, two Fire Equipment Mechanic positions, and one Administrative Coordinator position at an annual cost of \$3,347,000. Funding is also included in the recommended budget for the addition of two water tenders, at a cost of \$300,000; the addition of one fuel tender, at a cost of \$200,000; the replacement of five rescue fire engines, at a cost of \$2,475,000; the replacement of one ladder truck, at a cost of \$1,000,000; the replacement of one urban search and rescue truck, at a cost of \$775,000; and the replacement of ten patrol vehicles, at a cost of \$1,000,000.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide a service level of one on-duty firefighter per 2,500 protected population.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 2—Enhance fire protection services through adequate fire suppression, emergency medical services, and emergency response.					
1. Performance Measure: Ratio of on-duty firefighters per 2,500 population.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
80%	78%	75%	73%	74%	81%
What: This indicator measures the ratio of firefighters on duty per 2,500 protected population in Kern County, expressed as a percentage of accomplishing the stated measure.					
Why: This indicator is a measure of the department's ability to provide the required at scene personnel to mitigate incidents as well as conducting prevention and other activities.					
How are we doing? The department is approaching this goal over time. The population is ever increasing, which creates a moving target.					

Department Goal: Reduce average incident response time to four minutes in suburban areas and nine minutes in rural areas.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 2—Enhance fire protection services through adequate fire suppression, emergency medical services, and emergency response.					
2. Performance Measure: Average of response times in suburban and rural areas for all incident types.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Predicted Results	07-08 Proposed Goal
DNA	8:12 / 11:39	9:17 / 12:33	4:00 / 9:00	10:00 / 12:00	4:00 / 9:00
What: This indicator measures our ability to provide reasonable response time to all-risk incidents.					
Why: 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 eleven minutes. After this point the chances of rescuing live victims greatly diminishes.					
How are we doing? The department's ability to respond to incidents in a timely fashion is dependent on run volume and station location. The 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, response times are impacted by driving time. The department is looking into adding a designation of "frontier" area that would address the far outlying areas and possibly impact response time data.					

Department Goal: Control 95% of wildfires on State Responsibility Area (SRA) lands at ten acres or less as specified in our Cal Fire (formerly CDF) / KCFD Operating Plan.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 1—Enhance fire protection services through public education, fire prevention activities, and hazard abatement.					
3. Performance Measure: Percentage of wildfires on SRA lands controlled at ten acres or less. These results are calendar-year based as this is how they are calculated and reported to the State.					
03 Actual Results	04 Actual Results	05 Actual Results	06 Adopted Goal	06 Estimated Results	07 Proposed Goal
88%	92%	88%	95%	89%	95%
What: This measure is an indicator of all pre-incident and incident efforts applied to control the spread of wildfires on State Responsibility Area lands which we protect under contract.					
Why: Wildfires on State Responsibility Area lands have wide ranging effects on homes, agriculture, water quality and other elements of quality of life in Kern County.					
How are we doing? There are six “contract counties” in the State system. Kern County is the leader in meeting the State’s mission/goal. Some of the drivers of the results are: the amount of rainfall received over the winter affecting fuel moisture and growth, increase of human activity in wildland areas, the location of fire starts and the ability to cope with multiple fires occurring at the same time.					

Department Goal: Number of fire plan/mitigation projects completed.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 1—Enhance fire protection services through public education, fire prevention activities, and hazard abatement.					
4. Performance Measure: Number of miles of fire and fuel breaks treated.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	500	470	530	470	530
What: This indicator measures the miles of fire and fuel breaks created or maintained.					
Why: Fire/fuel breaks, that are strategically placed, 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. This has allowed us to control these fires with minimal resources and little cost.					
How are we doing? The department was not able to complete all of the miles due to a late winter and an early fire season.					

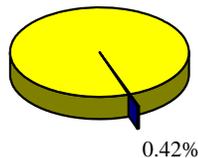
Department Goal: Adequate public education and fire prevention services.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 1—Enhance fire protection services through public education, fire prevention activities, and hazard abatement.					
5. Performance Measure: To increase the number of contacts by the Kern County Fire Department’s public education program to decrease the possibility of injury or death by fire.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
56,000	62,000	68,000	70,000	75,000	75,000
What: The department's Public Education Program is extremely active. We participated in 141 individual events including Career Days, Kern County Fair, Fire Prevention Week, Fire Safe Councils, staff school programs and regional events.					
Why: The best way to stop life and property loss is through prevention. By proactively bringing these issues to the eye of the public we can reduce fire starts and lessen the impacts of fires that do start.					
How are we doing? With the addition of two fire prevention inspectors, the total number of contacts made to date has increased compared to last fiscal year at the same time.					

SUMMARY OF EXPENDITURES AND REVENUES

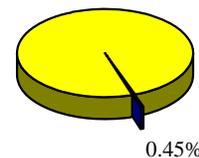
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$4,390,258	\$4,418,272	\$4,234,018	\$4,742,591	\$4,885,614	\$467,342
Services and Supplies	843,416	833,439	851,400	868,840	868,840	35,401
Other Charges	27,234	0	0	0	0	0
Fixed Assets	0	0	12,625	0	0	0
Other Financing Uses	0	506,740	0	0	0	(506,740)
Total Net Expenditures	\$5,260,908	\$5,758,451	\$5,098,043	\$5,611,431	\$5,754,454	(\$3,997)
REVENUES:						
Licenses and Permits	\$18,150	\$18,100	\$15,840	\$16,740	\$16,740	(\$1,360)
Fines and Forfeitures	29,404	58,000	87,373	43,500	43,500	(14,500)
Intergovernmental	2,249,036	2,231,432	2,320,812	2,411,731	2,411,731	180,299
Charges for Services	1,374,467	1,359,760	1,197,952	1,471,575	1,471,575	111,815
Miscellaneous	18	0	648	0	0	0
Less Total Revenues	\$3,671,075	\$3,667,292	\$3,622,625	\$3,943,546	\$3,943,546	\$276,254
Less Savings Incentive	\$0	\$506,740	\$0	\$0	\$0	(\$506,740)
NET GENERAL FUND COST	\$1,589,833	\$1,584,419	\$1,475,418	\$1,667,885	\$1,810,908	\$226,489

AUTHORIZED POSITIONS:	55	55	55	56	56	1
FUNDED POSITIONS:	55	55	55	56	56	1

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Agriculture and Measurement Standards Department promotes and protects the County’s agricultural industry and provides agricultural research and information services. The department enforces State laws and regulations established by the State Department of Food and Agriculture and the State Department of Pesticide

Regulations, and enforces consumer protection laws and regulations.

The department enforces laws and regulations related to commercial transactions involving weight, measure, or count. The department inspects packaged goods and bulk commodities to ensure that their weight and measure are as advertised and that they conform to the Federal Fair Packaging and Labeling Act. The department also

inspects petroleum products for proper labeling and quality conformance to established standards.

MAJOR BUDGET CHANGES

Expenditures

- (\$51,000) Decrease in salary and benefit costs associated with decreases in workers' compensation expense.
- \$52,000 Increase in salary and benefit costs associated with the proposed addition of one Agriculture Inspector position.
- \$317,000 Increase in salary and benefit costs associated with increases in salaries, health benefit rates and higher unemployment insurance costs.
- \$116,000 Increase in salary and benefit costs associated with the use of a lower salary savings rate, reflecting the department's goal of filling vacant positions in the coming fiscal year.
- \$34,000 Increase in the use of extra help to comply with State pesticide drift exposure pilot project requirements.
- (\$7,000) Decrease in services and supply costs due to the State furnishing equipment previously paid for by the department.
- \$33,000 Increase in travel expenses including fuel and maintenance for vehicles used for departmental operations.
- \$9,000 Increases in services and supplies cost for increased general liability insurance rates, communication charges and utilities.

Revenues

- (\$16,000) Decrease in revenues from business licensing fees paid to work in the County and anticipated reduction in fines for noncompliance.
- \$180,000 Increase in intergovernmental revenue for the California Department of Pesticide pilot project and contracted services to inspect shipments of commercial carriers for possible pest infested goods.
- \$112,000 Increase in charges for services related to a revised device registration fee schedule.

PROGRAM DISCUSSION

In the past five years, the County has experienced a variety of high profile pesticide exposures to agricultural workers and the public. In response to the need to coordinate pesticide application with notification of surrounding property owners and others that might be affected by the chemicals, the department approached the California Department of Pesticide Regulation last year to propose a pilot project to develop, implement, and evaluate several strategies with the intent of providing additional protection to agricultural workers and others from pesticide exposure. This public safety concern is addressed in the County Strategic Plan – to ensure that pesticides are being applied safely to protect workers and the general population. The department received approval from the State to implement the initial year of the project. Funding is available for partial reimbursement of Geographic Information Systems Analyst/Programmer and Agriculture Technician positions in addition to funding for necessary upgrades of hardware and software for the implementation of the notification system. The project will also enhance the department's efforts to meet its goal of implementing a farm worker safety pesticide use education program for growers.

This past year the County approved a revised device registration fee schedule. The amended device registration fees were necessary in order to meet the operating expenses of the Measurement Standards Division and maintain a viable weighing and measuring device inspection program. This action directly addresses the County Strategic Plan goal to ensure transactions of trade by weight or measure are fair and equitable.

With the addition of the international terminal at Meadows Field, the department now has a role in inspecting incoming flights, and has increased its trapping efforts near the airport to detect exotic pests. The department will continue to work with airports staff and customs officials to provide these services, which will assist the department in meeting its performance outcome to augment pest/disease detection, exclusion and eradication programs to prevent establishment of infestations in local crops.

POSITIONS DISCUSSION

The proposed budget includes the addition of one Agriculture Biologist/Weights and Measures Inspector Trainee/I/II/III position at an annual cost of \$52,000, which will be offset by the additional revenues resulting from the revised registration fee schedule. This action will enable the department to initiate a three-year project to meet the State mandate of inspecting 100% of weight and measure devices each year. The addition of this position addresses the County Strategic Plan goal to ensure that weights and measures are fair and equitable when used as a basis for trade, and will allow the department to meet its performance goal of providing appropriate infrastructure for all business transactions made by weight or measure.

UNMET NEEDS DISCUSSION

The department has identified the need for additional consolidation of facilities. In addition to the economies of scale involved in bringing the operations together under one roof, the Weights and Measures facility on East

California Avenue is in need of significant upgrades. The estimated cost is approximately \$1.7 million, however, it is expected that ongoing savings would go far to mitigate this cost.

With increasing population, more plant shipments for landscaping and packages containing fruit and plant material are coming into the County. There is also a need for more environmental and public protection activities. The department has identified a need for two Agricultural Biologist/Weights and Measures Inspector Trainee/I/II/III positions, at an annual cost of approximately \$105,000, to conduct high-risk pest exclusion inspections and other activities related to protecting the environment and the public. Two vehicles associated with the new positions are also requested at \$40,000 since the majority of work is performed outside the office. The addition of one of the two Agricultural Biologist/Weights and Measures Inspector Trainee/I/II/III positions would address the County Strategic Plan goal to increase the number of phytosanitary export certificates issued. The department would like to replace prioritized electronic office equipment that is over five years old at a cost of \$10,000 in accordance with the County Strategic Plan goal to ensure County infrastructure needs are met. Additionally, training of staff on a small volume prover, which is equipment for on-site inspection of refinery delivery trucks, would cost an additional \$10,000. The training would help to fulfill the County Strategic Plan goal to improve customer service and employee retention through the use of on-the-job training opportunities.

Funding to address these needs has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Monitor compliance with existing pesticide regulations.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 8, Outcome 1—Ensure that pesticides are being applied safely to protect workers and the general population.					
1. Performance Measure: Increase in the number of field monitoring inspections					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1,565	1,479	1,086	1,163	1,163	1,240
What: This indicator measures the departments presence and monitoring in the field to insure that pesticides are being used in a manner that protects the public, agricultural workers and the environment.					
Why: With increased presence in the field, the department can monitor compliance with pesticide regulations and provide an increased level of confidence that pesticides are being used in a manner which protects the public, agricultural workers and the environment.					
How are we doing? The department filled one of the vacant biologist positions in the Environmental Protection Division in September 2006. The division is on task to meet the adopted goal for FY 2006-07. The remainder of FY 2006-07 will be devoted to training and development of the new biologist. Once the new biologist has completed ¾ year of training, the FY 2007-08 field monitoring inspections should increase and the department should be able to meet our proposed goal of 1,240 inspections.					

Department Goal: Implement a farm worker safety pesticide use education program for growers.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 8, Outcome 2—Ensure that pesticides are being applied safely to protect workers and the general population.					
2. Performance Measure: Increase in the number of knowledgeable pesticide applicators.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
24	22	34	36	36	40
What: This indicator measures the number of education programs given to assist the agricultural community in the safe use of pesticides.					
Why: Increase the number of growers that are trained in pesticide safety and provide the education that pesticide applicators and others need to comply with the law.					
How are we doing? The department filled one of the vacant biologist positions in the Environmental Protection Division in September 2006. This addition of one biologist to the Environmental and Public Protection Division will allow the department to devote more resources to pesticide outreach programs and achieve the goal adopted for FY 2006-07 and proposed goal for FY 2007-08.					

Department Goal: Provide appropriate infrastructure for all business transactions made by weight or measure.					
Strategic Plan Result Link: Section V, Goal 2, Strategy 1, Outcome 3—Ensure transactions of trade by weight or measure are fair and equitable.					
3. Performance Measure: Increase in the number of weights and measures inspections.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
38,081	13,480	10,014	11,000	10,000	11,400
What: This indicator shows the increase or decrease in the number of inspections made.					
Why: With increased inspections, the department can monitor compliance with laws and regulations to show that business transactions are fair and equitable.					
How are we doing? Current staff vacancies have prevented the department from meeting the goal for FY 2006-07. The addition of one Biologist/Weights and Measures Inspector to the Weights and Measures Division in FY 2007-08 will allow the department to devote more resources to mandated annual device inspections and help achieve our proposed goal for FY 2007-08.					

Code Compliance

Agency Director: David Price III, *Appointed*

Budget Unit 2620

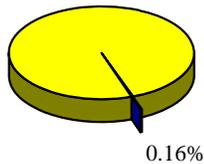
Department Head: Charles Lackey, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

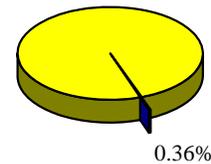
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$834,088	\$1,190,805	\$1,080,903	\$1,232,317	\$1,243,570	\$52,765
Services and Supplies	482,466	696,249	597,948	893,250	893,250	197,001
Fixed Assets	13,840	22,000	17,475	76,000	76,000	54,000
Other Financing Uses	0	47,710	0	0	0	(47,710)
Total Expenditures	\$1,330,394	\$1,956,764	\$1,696,326	\$2,201,567	\$2,212,820	\$256,056
REVENUES:						
Fines and Forfeitures	\$13,476	\$163,885	\$48,347	\$215,000	\$215,000	\$51,115
Charges for Services	457,335	400,000	561,392	525,000	525,000	125,000
Miscellaneous	22,319	11,921	26,504	38,470	38,470	26,549
Less Total Revenues	\$493,130	\$575,806	\$636,243	\$778,470	\$778,470	\$202,664
Less Savings Incentive	\$0	\$47,710	\$0	\$0	\$0	(\$47,710)
NET GENERAL FUND COST	\$837,264	\$1,333,248	\$1,060,083	\$1,423,097	\$1,434,350	\$101,102

AUTHORIZED POSITIONS:	12	14	14	14	14	0
FUNDED POSITIONS:	12	14	14	14	14	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Engineering and Survey Services Code Compliance Division investigates complaints of potential violation of County ordinances related to buildings, housing, zoning, public nuisances, vehicles, or trash dumping. The division also administers contracts for repairing or demolishing unsafe structures.

MAJOR BUDGET CHANGES

Expenditures

- \$53,000 Increase in salary and benefit costs associated with increases in workers' compensation costs

and in health benefit rates for employees.

- \$100,000 Increase in administrative citation collection services for the recovery of delinquent fines through the interception of State tax refunds.
- \$97,000 Increase in clean up costs for illegal dumping to more closely reflect anticipated actual costs.
- \$54,000 Increase in fixed assets for the planned purchase of vehicles and video surveillance equipment to monitor illegal dumping activities.

Revenue

- \$51,000 Increase in contribution from the Abatement Cost Trust Fund to support repair and demolition costs associated with the clean up of non-compliant properties.
- \$125,000 Increase in reimbursements from non-General Fund departments for costs associated with illegal dumping enforcement and clean up.
- \$27,000 Increase in tire grant revenue to offset the cost of surveillance equipment.

PROGRAM DISCUSSION

The recommended budget provides sufficient funding to support the division's functions to enforce and correct violations that threaten public health and safety in County areas, such as public nuisances, weeds, building and housing, solid waste, and abandoned wrecked, inoperative, or dismantled vehicles. The division's function is in accordance with the County Strategic Plan in that it provides for enforcement to combat littering and illegal dumping.

POSITIONS DISCUSSION

There are no position changes requested at this time. In FY 2006-07, two Code Compliance Officers were added to provide for two officers for each Supervisorial District. Full funding for all positions within the division will allow for continued responsiveness and follow-up on code violations.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: the addition of one Office Services Technician position, at a cost of \$37,500, a scanner, at a cost of \$6,500, and programming and laptop computers for field officers, at a cost of \$100,000. The request for unmet needs would allow the department to meet the goals outlined in the County Strategic Plan to reduce exposure to hazardous conditions. The recommended budget does not include funding for the requested unmet needs. The County Administrative Office will continue to monitor the availability of resources for unmet needs that are not included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Reduce nuisances through efficient abatement procedures.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 6—Reduce nuisances/dangers and ensure new and existing buildings are safe to occupy.					
1. Performance Measure: Number of unresolved cases.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	1,045	N/A	1,333	1,500
What: This measures how many cases were opened during the time period and unresolved in that same time period.					
Why: This measures how efficiently cases are resolved.					
How are we doing? The division continues to receive more complaints and they take longer to resolve.					

Department Goal: Reduce nuisances through efficient abatement procedures.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 6—Reduce nuisances/dangers and ensure new and existing buildings are safe to occupy.					
2. Performance Measure: Number of resolved cases.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	2,864	N/A	3,066	3,280
What: This measures how many cases were either already opened or opened during the time period and resolved in that same time period.					
Why: This measures how efficiently cases are resolved.					
How are we doing? The division continues to resolve more cases than not.					

Department Goal: Reduce nuisances through efficient abatement procedures.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 6—Reduce nuisances/dangers and ensure new and existing buildings are safe to occupy.					
Performance Measure: How quickly do we respond to complaints?					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	1-2 days	N/A	1-2 days	1 day
What: How much time lapses from the time we receive the complaint until the first courtesy notice is mailed.					
Why: This measure demonstrates how quickly the division responds to complaints.					
How are we doing? Letters are usually mailed the same day of the complaint, or the next day.					

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$554,769	\$0	\$550,000	\$550,000	(\$4,769)
Salaries and Benefits	3,256,858	4,387,587	3,475,780	4,957,294	4,999,437	611,850
Services and Supplies	1,470,311	2,537,624	1,925,254	3,328,992	3,328,992	791,368
Other Charges	36,897	116,969	116,969	148,056	148,056	31,087
Fixed Assets	281,707	253,000	218,184	130,000	130,000	(123,000)
Total Expenditures	\$5,045,773	\$7,849,949	\$5,736,187	\$9,114,342	\$9,156,485	\$1,306,536
REVENUES:						
Licenses and Permits	\$5,327,165	\$5,505,000	\$4,349,415	\$5,004,000	\$5,004,000	(\$501,000)
Use of Money/Property	354,219	230,000	315,829	300,000	300,000	70,000
Charges for Services	26,916	33,535	20,305	24,000	24,000	(9,535)
Miscellaneous	29,691	10,270	13,665	13,200	13,200	2,930
Less Total Revenues	\$5,737,991	\$5,778,805	\$4,699,214	\$5,341,200	\$5,341,200	(\$437,605)
SPECIAL PURPOSE FUNDS:						
Building Inspection	(\$692,218)	\$2,071,144	\$1,036,973	\$3,773,142	\$3,815,285	\$1,744,141
Less Total Special Purpose Funds	(\$692,218)	\$2,071,144	\$1,036,973	\$3,773,142	\$3,815,285	\$1,744,141
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

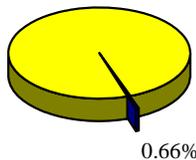
AUTHORIZED POSITIONS:

Full Time	44	49	49	50	50	1
Part Time	2	0	0	0	0	0
Total Positions	46	49	49	50	50	1

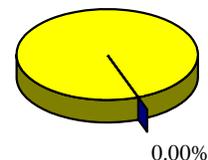
FUNDED POSITIONS:

Full Time	44	49	49	50	50	1
Part Time	2	0	0	0	0	0
Total Positions	46	49	49	50	50	1

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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

- \$31,000 Increase in Countywide Cost Allocation Plan charges.
- (\$123,000) Decrease in fixed asset costs resulting from fewer equipment replacements anticipated in FY 2007-08.

MAJOR BUDGET CHANGES

Expenditures

- \$390,000 Increase in salary and benefit costs associated with the addition of two Office Services Technician positions, deletion of one Building Inspector position and the full year salary and benefit costs of negotiated salary increases in the Engineer classification series.
- \$222,000 Increase in salary and benefit costs associated with increases in health benefit rates, and workers' compensation costs.
- \$100,000 Increase in major maintenance due to the department's replacement of the Mojave building complex.
- \$72,000 Increase in office expense related to the increase in workload and the increased fuel costs for the department's vehicles.
- \$80,000 Increase in professional services for engineering contracts related to increased commercial construction activity.
- \$509,000 Increase in charges from other departments for professional and technical support.
- \$30,000 Increase in agreements with other agencies for enforcement of basic building regulations.

Revenue and Special Purpose Funds

- (\$501,000) Decrease in permit revenue due to the correction in the housing and commercial construction market.
- \$70,000 Increase in interest revenue due to higher rates and fund balance.
- (\$9,000) Decrease in miscellaneous revenue due to the leveling of miscellaneous building fees.
- \$1,744,000 Increase in use of fund reserves.

PROGRAM DISCUSSION

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

Permit fee revenues has decreased as a result of the slowdown in the residential housing market. However, commercial building construction continues to remain at a high level as a result of additional cogeneration plant inspections in prior years and new commercial construction. This activity has resulted in a Building Inspection Fund reserve of nearly \$7.0 million. Several of the long-term projects continue to extend over the next several fiscal years. Such long-term projects require the division to use the fund balance to sustain its operation in

order to provide required inspections and other services to those projects.

POSITIONS DISCUSSION

The recommended budget includes the addition of two Office Services Technician positions, at a total annual cost of \$110,000, and the deletion of one Building Inspector position, at an annual savings of \$77,000. The Office Services Technician positions will provide adequate staffing of the customer service kiosk in accordance with the County Strategic Plan to fulfill the demand for services.

UNMET NEEDS DISCUSSION

The division has not identified any unmet needs at this time. The division has adequate resources to meet its established goals and objectives, and to comply with the County Strategic Plan to protect the public and provide for safe living and working environments.

GOALS AND PERFORMANCE MEASURES

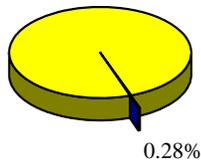
Department Goal: Serve the public by processing building plan reviews in a timely manner.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 6—Reduce nuisances/dangers and ensure new and existing buildings are safe to occupy.					
1. Performance Measure: Number of permits and turnaround time.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	14,382 permits 8-10 weeks	10,000 2-3 weeks	10,620 permits 3-4 weeks	10,000 permits 2-3 weeks
What: This measures how many building permits have we processed and the corresponding turnaround time.					
Why: This measure demonstrates how well the department is serving the public.					
How are we doing? Though the number of permits has declined somewhat, we have significantly reduced our turnaround times.					

SUMMARY OF EXPENDITURES AND REVENUES

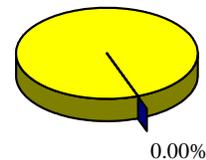
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,526,078	\$1,823,368	\$1,619,694	\$1,590,480	\$1,931,159	\$107,791
Services and Supplies	900,263	2,110,332	1,479,453	1,724,931	1,827,931	(282,401)
Fixed Assets	44,556	38,000	85,724	95,870	95,870	57,870
Other Financing Uses	0	478,829	0	0	0	(478,829)
Total Expenditures	\$2,470,897	\$4,450,529	\$3,184,871	\$3,411,281	\$3,854,960	(\$595,569)
REVENUES:						
Licenses and Permits	\$4,152	\$3,800	\$3,881	\$3,800	\$3,800	\$0
Charges for Services	4,099,480	3,600,000	3,121,874	2,880,000	2,325,000	(1,275,000)
Miscellaneous	2,682	56,240	57,425	98,200	98,200	41,960
Less Total Revenues	\$4,106,314	\$3,660,040	\$3,183,180	\$2,982,000	\$2,427,000	(\$1,233,040)
SPECIAL PURPOSE FUNDS:						
Recorder Fee	\$1,161,392	\$1,384,148	\$1,384,148	\$1,570,823	\$1,582,823	\$198,675
Micrographics	241,039	696,245	696,245	584,677	718,677	22,432
Less Total Special Purpose Funds	\$1,402,431	\$2,080,393	\$2,080,393	\$2,155,500	\$2,301,500	\$221,107
Less Savings Incentive	\$0	\$478,829	\$0	\$0	\$0	(\$478,829)
NET GENERAL FUND COST	(\$3,037,848)	(\$1,768,733)	(\$2,078,702)	(\$1,726,219)	(\$873,540)	\$895,193

AUTHORIZED POSITIONS:	26	27	27	27	27	0
FUNDED POSITIONS:	26	27	27	27	27	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Recorder's Office is a division of the Assessor's Department. The division records and files documents establishing land ownership and liens or encumbrances on

land, and maintains indexes and reproduces documents, maps, and notices required by State statute to be recorded or filed. The Recorder also registers and files marriage, birth, and death certificates, financial statements and related papers required by the Uniform Commercial Code, and administers the real property transfer tax law.

MAJOR BUDGET CHANGES

Expenditures

- \$93,000 Increase in salary and benefit costs associated with increases in health benefit and retiree health rates, unemployment insurance costs, and workers' compensation charges, offset with a reduction in retirement costs due to a lower rate.
- \$10,000 Net increase in salary and benefit costs offset with a higher level of salary savings budgeted in comparison to FY 2006-07.
- (\$98,000) Decrease in anticipated cost of office expenses and maintenance from FY 2006-07.
- \$145,000 Increase in Assessor administrative charges for duties performed in support of Recorder functions from positions included in budget unit 1130.
- (\$340,000) Reduction in funding required in FY 2007-08 for automation projects related to the development of an electronic recording system in conjunction with several other Southern California counties (see Program Discussion).
- \$96,000 Increase in the replacement of fixed assets planned for FY 2007-08: four heavy duty microfilm reader-printers used to provide certified copies of birth, death and marriage certificates and two scanners used to microfilm all recorded documents and vital records. The Micrographics Fund offsets the costs of this equipment.

Revenues and Special Purpose Funds

- (\$1,275,000) Decrease in anticipated recordation revenues due to slowing housing and commercial real estate market.
- \$42,000 Increase in miscellaneous revenues due to increased use of Vital and Health Statistical Trust Fund and Modernization Trust fund monies to meet eligible costs in FY 2007-08.
- \$199,000 Increase in the allocation of Recorder Fee special purpose funds. The increase offsets the higher amount budgeted for eligible costs in FY 2007-08.
- \$22,000 Increase in the allocation of Micrographics special purpose funds. The increase offsets the higher amount budgeted for eligible costs in FY 2007-08.

PROGRAM DISCUSSION

The recommended budget permits the division to maintain services at the level provided in FY 2006-07. The volume of recording activity has more than doubled over the past few years. However, the division is now experiencing a reduction in the number of recordations as shown in the Performance Measures below. It is anticipated that recordation revenues will decline by approximately 25% from the FY 2006-07 estimated amount due to the slowing housing and commercial real estate market.

In accordance with the County Strategic Plan to effect responsible and efficient government, the Recorder continues to move toward the digital age with projects such as Electronic Recording and the digital conversion of the old microfilm and indexes. The Recorder plans to enter into a Joint Powers Agreement (JPA) with several other large Southern California counties to accomplish this project and to help reduce the County's cost of implementation. The JPA will allow the Recorder to share the costs of creating the system and ensure interoperability across county lines. The Recorder has requested the establishment of a designation in the Recorder's Fee Fund to provide sufficient funds to accomplish this project. The recommended designation is discussed in further detail in the Reserves and Contingencies section of this document.

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 includes the deletion of one Document Imaging Technician position and the concurrent addition of one Office Services Technician position. The Office Services Technician will be cross-

trained in all areas of the division to provide sufficient back up as needed. There is no fiscal impact with this addition/deletion.

The division will continue to use extra help staffing and overtime to fill in for normal staff vacancies, address peak work periods, meet legal recording timeframes, and to fully comply with legislation related to access to marriage, birth, and death certificates.

UNMET NEEDS DISCUSSION

The division continues to identify the need for a new facility as its primary unmet need. This project was identified in the Committee of the Whole meeting as a possible project for debt financing consideration in the future.

GOALS AND PERFORMANCE MEASURES

Department Goal: Process, record, and maintain real property documents in a timely and accurate manner to ensure compliance with local, state, and federal laws.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government					
1. Performance Measure: Number of official documents recorded.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
345,906	397,341	410,684	414,791	365,480	320,000
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 mail.					
Why: To comply with federal, state, and local laws and ordinances that require the recordation of certain documents submitted to the Recorder which are authorized by law to be recorded.					
How are we doing? In 2006, after several years of record-high volume, recordation volume began to decrease. During those high level years, approximately six weeks were required to record and return documents received by mail. Currently, the decreased volume of these documents enables staff to record and return documents received by mail in a timelier manner. The Recorder’s Office is now able to devote a more acceptable amount of time toward customer service. A 13% decrease in recordation volume in 2007 is projected. The 2007 total volume as projected is still 1.5 times the average annual recording volume for years 2000-2002. In 2002, this office was staffed by 21 employees. In 2007, it is staffed by 27 employees. We continue to explore efficiencies in this area to ensure that we meet our goal for future years.					

Department Goal: Process, record, and scan vital records in a timely and accurate manner to ensure compliance with local, State, and federal laws.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government.					
2. Performance Measure: Number of birth, death, and marriage certificates processed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
24,207	24,905	25,225	25,477	25,496	26,000
What: The number of births, deaths, and marriages occurring in the County to be scanned and indexed.					
Why: To comply with state and local laws and ordinances which require the issuance of copies of records retained by this office.					
How are we doing? The number of these vital statistics documents continues to increase as the County’s population increases. In order to maintain the highest level of customer service, staff have been cross trained to ensure that these documents are kept as current and as accurate as possible, working with the Secretary of State, and the local Health Department as required.					

Department Goal: Service public needs as efficiently as possible.					
Strategic Plan Result Link: Section VII—Responsible and Efficient Government.					
3. Performance Measure: Number of copies of documents issued.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
54,208	61,172	64,041	64,681	67,747	71,000
What: The number of certified and plain copies issued of documents recorded by the office including birth, death and marriage certificates, maps, and official documents.					
Why: To comply with state and local laws and ordinances that 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.					
How are we doing? Because of the passport requirements to travel outside of California, the office has encountered a great surge in the number of copies of vital statistic documents issued. Through VitalChek, citizens from across the nation can order vital statistic documents online, which frees up additional time to dedicate to maintaining standards of service. Additional ways to improve customer service are being investigated.					

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,175,812	\$1,466,431	\$1,447,875	\$1,580,218	\$1,629,410	\$162,979
Services and Supplies	33,658	126,886	129,901	110,040	152,689	25,803
Other Charges	5,301	7,975	7,975	8,225	8,225	250
Fixed Assets	7,404	31,500	19,400	0	5,000	(26,500)
Other Financing Uses	0	1,607	0	0	0	(1,607)
Total Expenditures	\$1,222,175	\$1,634,399	\$1,605,151	\$1,698,483	\$1,795,324	\$160,925
Less Expend. Reimb.	201,130	231,865	231,865	339,976	339,976	108,111
Total Net Expenditures	\$1,021,045	\$1,402,534	\$1,373,286	\$1,358,507	\$1,455,348	\$52,814
REVENUES:						
Charges for Services	\$616,134	\$641,745	\$636,448	\$646,000	\$646,000	\$4,255
Miscellaneous	2,220	86,675	62,724	40,000	40,000	(46,675)
Less Total Revenues	\$618,354	\$728,420	\$699,172	\$686,000	\$686,000	(\$42,420)
Less Savings Incentive	\$0	\$1,607	\$0	\$0	\$0	(\$1,607)
NET GENERAL FUND COST	\$402,691	\$672,507	\$674,114	\$672,507	\$769,348	\$96,841

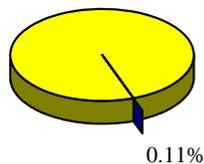
AUTHORIZED POSITIONS:

15 15 15 16 16 1

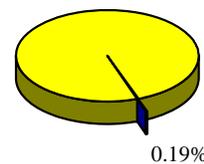
FUNDED POSITIONS:

14 15 15 16 16 1

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Resource Management Agency (RMA) provides management expertise and oversight, policy analysis and direction, and computer and payroll/personnel support to its component departments. RMA coordinates and

integrates the following functions: Animal Control, Building Inspection, Code Compliance, Community and Economic Development, Engineering and Survey Services, Environmental Health Services, Planning, Public Transit, and Roads.

MAJOR BUDGET CHANGES

Expenditures

- \$138,000 Increase in salary and benefit costs associated with management equity adjustments approved in FY 2006-07 and the proposed addition of one Systems Analyst position.
- \$25,000 Increase in salary and benefit costs associated with increases in workers' compensation costs and health benefit rates for employees.
- \$26,000 Increase in services and supplies is due to the planned purchase of personal computers, and other technology related equipment.
- (\$27,000) Decrease in fixed assets due to reduction in planned equipment acquisition in FY 2007-08.

Revenue

- (\$47,000) Decrease in miscellaneous revenue due to fewer technology purchases whose costs are shared by other departments within the RMA.

PROGRAM DISCUSSION

The recommended budget provides an enhanced level of funding for the agency's oversight of the County departments within its purview. The RMA will continue to provide technical and communications support services to the departments in the Public Services Building and

outlying service delivery sites thereby meeting the County Strategic Plan goal to provide efficient delivery of County services.

The RMA provides payroll and personnel services for the RMA departments and manages maintenance and security matters for the Public Services Building, and works with departments to identify and incorporate more efficient operating practices as identified in the County Strategic Plan.

POSITIONS DISCUSSION

The recommended budget includes funding for the addition of one Systems Analyst position, at an annual cost of \$100,000. This position is requested to help address increasing computer programming projects for the RMA's customer departments.

In FY 2007-08, all of the department's positions will again be fully funded. This is in accordance with the County Strategic Plan to optimize delivery of services and to effectively manage all of the technology and administrative needs of the departments within the RMA purview.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: technical programmer training, at a cost of \$10,000; the addition of two computers, a scanner station and a network printer, at a cost of \$10,000; an upgrade to Conference Room 3A, at a cost of \$8,000, and a consultant to update the RMA/PSB Operation Center Standard Operating Procedures, at a cost of \$20,000.

The recommended budget includes funding for all of the unmet needs identified by the department. The total cost of the unmet needs that will be funded is \$48,000. By funding these needs, the department will be better able to respond to user support needs thereby meeting the goals identified in the County Strategic Plan.

GOALS AND PERFORMANCE MEASURES

Department Goal: Development of a countywide Capital Improvement Plan and Development Impact Fee Proposal.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Ensure planned development of communities while conserving natural and agricultural resources.					
1. Performance Measure: Efforts undertaken to ensure that new development covers the cost of infrastructure and other government service demands.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	1	1	1
What: This indicator demonstrates RMA’s progress in ensuring there is adequate infrastructure to meet the needs of new development within the unincorporated county.					
Why: County citizens should expect local government to employ policies that ensure new development pays its proportionate cost of public infrastructure.					
How are we doing? We have completed a Draft Capital Improvement Plan that includes several County services for proposal to the Board of Supervisors. This is the first such effort undertaken in the County to create a blueprint for capital facility growth for vital functions including fire, sheriff, parks, library, etc., which is why no data is reported prior to the 2006-07 adopted goal.					
ADDITIONAL COMMENT: This project, though an assigned goal for the RMA, does not readily lend itself to a statistical measurement due to the inherent challenge of measuring policy development/effectiveness and the fact that such efforts typically span more than one fiscal year.					

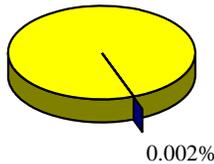
Department Goal: Ensure that employees of the Resource Management Agency deliver quality customer service.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 5—Optimize service delivery.					
2. Performance Measure: The Board of Supervisors’ annual assessment of the RMA’s overall performance.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Above Standard	Above Standard	Above Standard	Above Standard	Above Standard	Above Standard
What: This indicator measures how well the Resource Management Agency is meeting the needs of its customers, including the Board of Supervisors.					
Why: Resource Management Agency is committed to providing a high level of customer service.					
How are we doing? We are doing fairly well but as defined in the RMA Mission Statement, we are committed to continuous improvement by re-engineering and refining work processes to better meet customer expectations, because it is important to continually strive for improvement upon this key performance measure.					

Department Goal: Increase the availability of automated services and processes for public and customers of RMA departments.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 5—Ensure efficient delivery of county services.					
3. Performance Measure: Number of programs completed vs. number of programs outstanding and the number of programming hours spent on automation projects vs. number hours outstanding.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
15 programs	17 programs	24 programs	26 programs	26 programs developed / 40 programs req'd and 3,600 programmer hours / 6,630 hrs required	33 programs developed / 40 programs req'd and 5,400 programmer hours/ 6,630 hrs required
What: This indicator measures how well RMA technology services is addressing the needs of its departments in automating programs/processes and available over the internet.					
Why: Automated programs increase the efficiency of staff in responding to customers, and web-enabling programs allows customers to conduct business with the County without a physical visit (increasing convenience, reducing vehicular trips, saving time).					
How are we doing? There is significant need for more program development for all of RMA's departments. The agency is requesting the addition of one programmer in its FY 2007-08 budget, to devote to web-based project development. Even with the addition of one programmer, the agency will not meet the needs of all outstanding projects.					
ADDITIONAL COMMENT: In past years, we have reported only the count of programs developed. Given that the number of programming hours can vary widely, this does not tell the entire story. It also does not speak to the relative workload of projects outstanding. For FY 2006-07 estimated results, and FY 2007-08 goal, we are included the number of hours completed vs. those outstanding, which again ties to our budget request for the addition of one programmer.					

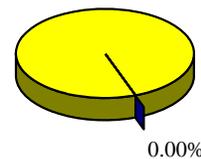
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$531	\$3,500	\$3,500	\$3,500	\$3,500	\$0
Other Charges	14,358	21,500	21,500	21,500	21,500	0
Total Expenditures	\$14,889	\$25,000	\$25,000	\$25,000	\$25,000	\$0
SPECIAL PURPOSE FUNDS:						
Fish & Game Fund	\$14,889	\$25,000	\$25,000	\$25,000	\$25,000	\$0
Less Total Special Purpose Funds	\$14,889	\$25,000	\$25,000	\$25,000	\$25,000	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

Funds for fish and game propagation and conservation and related educational programs are appropriated in this budget unit, which is administered by the Parks and Recreation Department.

entirely from the County's share of fines and forfeitures collected for violations of the Fish and Game Code. The revenues that accrue to the Fish and Game Fund and finance this budget are collected and deposited to the fund by the Courts. Therefore, the budget summary presented above does not reflect revenues being credited directly to this budget unit.

MAJOR BUDGET CHANGES

- No major changes from FY 2006-07.

PROGRAM DISCUSSION

The Wildlife Resources budget unit is a non-General Fund program. Funds for this budget unit are derived

State law requires these funds to be expended only for support of approved fish and game conservation and propagation programs, as well as youth educational projects. Proposed projects or programs are submitted to the Wildlife Resources Commission for review and recommendation to the Board of Supervisors. These actions address the County's Strategic Plan to promote recreational, cultural, informational and educational resources, services, and opportunities.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$2,729,592	\$3,183,425	\$2,871,719	\$3,354,388	\$3,432,592	\$249,167
Services and Supplies	465,452	3,511,833	655,289	3,621,573	3,621,573	109,740
Other Financing Uses	0	279,697	6,571	0	0	(279,697)
Total Expenditures	\$3,195,044	\$6,974,955	\$3,533,579	\$6,975,961	\$7,054,165	\$79,210
Less Expend. Reimb.	4,347	10,000	1,593	10,000	10,000	0
Total Net Expenditures	\$3,190,697	\$6,964,955	\$3,531,986	\$6,965,961	\$7,044,165	\$79,210
REVENUES:						
Licenses and Permits	\$387,545	\$433,072	\$343,881	\$381,780	\$381,780	(\$51,292)
Fine and Forfeitures	7,398	6,000	10,803	6,000	6,000	0
Ingovernmental	0	325,000	0	250,000	250,000	(75,000)
Charges for Services	1,127,909	3,481,013	2,271,108	3,832,220	3,832,220	351,207
Miscellaneous	33,517	7,200	6,431	7,000	7,000	(200)
Less Total Revenues	\$1,556,369	\$4,252,285	\$2,632,223	\$4,477,000	\$4,477,000	\$224,715
Less Savings Incentive	\$0	\$267,116	\$0	\$0	\$0	(\$267,116)
NET GENERAL FUND COST	\$1,634,328	\$2,445,554	\$899,763	\$2,488,961	\$2,567,165	\$121,611

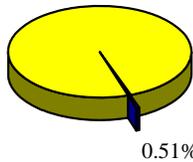
AUTHORIZED POSITIONS:

36	36	37	38	38	2
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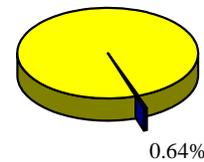
FUNDED POSITIONS:

36	36	37	38	38	2
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Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Planning Department performs State-mandated land use and community planning functions, which include preparing and maintaining the County General Plan elements, specific plans, and community plans, and

preparing, processing, and reviewing environmental documents. The department also administers the subdivision and parcel map ordinances and the Agricultural Preserve Program (Williamson Act), and provides staff support to the Planning Commission.

MAJOR BUDGET CHANGES

Expenditures

- \$249,000 Increase in salary and benefit costs associated with management equity adjustments approved in FY 2006-07, increased health benefit rates, and higher unemployment insurance costs.
- \$110,000 Increase in professional services associated with consultant costs for continued development of environmental impact reports and the continuation of specific plans and land use studies carried over from FY 2006-07.

Revenue

- (\$51,000) Decrease in license and permit revenue to more closely reflect actual fee revenue to be received in FY 2007-08.
- (\$75,000) Decrease in intergovernmental revenue associated with the delay in the commencement of work on the Wind Energy Study.
- \$351,000 Increase in charges for services due to financial support from other jurisdictions for specific plan projects carried over from FY 2006-07.

PROGRAM DISCUSSION

The recommended budget provides funding to support the department’s programs in accordance with the County Strategic Plan to employ land use policies that ensure orderly growth, promote economic vitality, and protect the local environment consistent with the Kern County Economic Development Strategy.

Major projects and programs that continue to face the department in FY 2007-08 are:

- Home Rule Program coordination providing monitoring, reviews, and comments on various State and federal activities, involving, but not

limited to: endangered species, wetlands, water, air quality, and land use. The review emphasis is placed on impacts on private property owners and industries.

- Developing the metropolitan freeway implementation programs.
- Developing planning programs for the Tehachapi Specific Plan, Rosamond Specific Plan, the Indian Wells Specific Plan, the Department of Defense Joint Land Use Study, and the Biosolids Environmental Impact Review.
- Continued development of the Western Rosedale Specific Plan that is included in the Metropolitan Bakersfield General Plan.
- Continued implementation of the amendment to the Airport Land Use Compatibility Plan.

POSITIONS DISCUSSION

The recommended budget provides funding for all positions within the department including an Accountant position that has transferred from the Community and Economic Development Department during FY 2006-07, and a Geographic Information Specialist position that has been integral to the department’s mapping function and directly correlates with the County Strategic Plan goal to minimize adverse drainage impacts on property and people, and to ensure that new development provides for costs of building and maintaining drainage facilities.

The recommended budget includes funding for the proposed addition of one Accountant position, at an annual cost of \$81,072. This position will assist with the administration of the myriad projects of the department and is in accordance with the County Strategic Plan to administer well-considered community and specific plans.

UNMET NEEDS DISCUSSION

Subsequent to the Committee of the Whole meeting on unmet needs, the department submitted a list of identified unmet needs. The department identified the need to add the following three positions: an Assistant Planning Director position (new classification), at an estimated annual cost of \$175,000; a Planning Technician position at an estimated annual cost of \$75,000; and an Office Services Technician position at an annual cost of \$53,000. The department also identified the need for office modular workstations for staff at a one-time estimated cost of \$67,000. Funding to meet these needs has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Responsive processing of land development applications.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Implement well-planned development through planning programs.					
1. Performance Measure: Number of general plan amendments/specific plan amendments processed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	36	43	51	N/A	55
What: This indicator measures land use entitlement activity.					
Why: This indicator provides a partial indicator of the department's ability to manage applicant-generated land use requests.					
How are we doing? Because of the discretionary nature of the applications and the varying scope of issues associated with each application, it is difficult to measure efficiencies on a year-to-year basis.					

Department Goal: Responsive processing of land development applications.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Implement well-planned development through planning programs.					
2. Performance Measure: Number of zone change applications processed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	77	78	74	N/A	78
What: This indicator measures land use entitlement activity.					
Why: This indicator provides a partial indicator of the department's ability to manage applicant-generated land use requests.					
How are we doing? Because of the discretionary nature of the applications and the varying scope of issues associated with each application, it is difficult to measure efficiencies on a year-to-year basis.					

Department Goal: Responsive processing of land development applications.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Implement well-planned development through planning programs.					
3. Performance Measure: Number of conditional use permits processed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	125	83	72	N/A	75
What: This indicator measures land use entitlement activity.					
Why: This indicator provides a partial indicator of the Department's ability to manage applicant-generated land use requests.					
How are we doing? Because of the discretionary nature of the applications and the varying scope of issues associated with each application, it is difficult to measure efficiencies on a year-to-year basis.					

NOTE: Changing market demands, staffing vacancies and unique complexities, land use, and environmental issues may affect the processing of individual applications.

Animal Control

Budget Unit 2760

Agency Director: David Price III, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,987,259	\$2,410,022	\$2,609,131	\$2,318,486	\$3,051,642	\$641,620
Services and Supplies	808,217	1,084,269	971,193	1,388,144	1,437,920	353,651
Fixed Assets	0	0	6,391	0	37,000	37,000
Other Financing Uses	0	214,110	0	0	0	(214,110)
Total Expenditures	\$2,795,476	\$3,708,401	\$3,586,715	\$3,706,630	\$4,526,562	\$818,161
REVENUES:						
Licenses and Permits	\$366,312	\$403,000	\$394,572	\$415,000	\$415,000	\$12,000
Fines and Forfeitures	2,080	4,800	3,420	6,000	6,000	1,200
Intergovernmental	1,141,362	1,150,000	1,737,645	1,150,000	1,350,000	200,000
Charges for Services	505,069	565,200	590,802	690,000	690,000	124,800
Miscellaneous	3,506	4,050	10,449	1,400	1,400	(2,650)
Less Total Revenues	\$2,018,329	\$2,127,050	\$2,736,888	\$2,262,400	\$2,462,400	\$335,350
Less Savings Incentive	\$0	\$214,110	\$0	\$0	\$0	(\$214,110)
NET GENERAL FUND COST	\$777,147	\$1,367,241	\$849,827	\$1,444,230	\$2,064,162	\$696,921

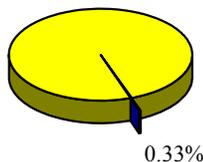
AUTHORIZED POSITIONS:

50 51 51 51 52 1

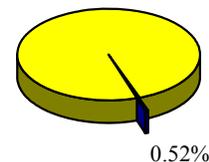
FUNDED POSITIONS:

50 51 51 51 52 1

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Animal Control Division of the Resource Management Agency provides animal control services in the County unincorporated area and operates animal shelter facilities in Bakersfield, Mojave, and Lake Isabella and contracts for holding kennels in Ridgecrest. By the contract,

the County provides enforcement and shelter services to the City of Tehachapi, and shelter services to the Cities of Arvin and Bakersfield. Animal control officers enforce State laws and County ordinances pertaining to animal licensing, vaccination, and quarantine. The division responds to complaints about at-large animals and inhumane treatment of animals, and investigates animal bite incidents. The division

also provides low-cost rabies vaccination clinics and spay/neuter programs, and conducts public education programs on responsible pet ownership.

- \$37,000 Increase due to the addition of a utility van for more efficient transportation of animals.

MAJOR BUDGET CHANGES

Expenditures

- \$147,000 Increase in salary and benefit costs associated with increases in workers’ compensation costs, health benefit rates for employees, and increases in stand-by, overtime and related benefit costs.
- \$495,000 Increase in salary and benefit costs associated with full funding for all positions, management equity adjustments, and the proposed addition of one Office Services Assistant position included in the recommended budget as discussed below.
- \$50,000 Increase associated with the installation of a break room and addition of necessary dog beds and cat cages.
- \$129,000 Increase in communication costs as a result of increased usage of mobile units by Animal Care Officers, and the increase in cost to provide services for spay/neuter and vaccination services
- \$83,000 Increase in lab supplies due to increase in the number of animals retained and treated at the facility.
- \$52,000 Increase in transportation and fuel costs.
- \$40,000 Overall increase in services and supplies to support expanded operations per the Citygate and Associates recommendations.

Revenues

- \$12,000 Increase in licenses, permits, fines, and penalties to more closely reflect increased efforts to license animals.
- \$200,000 Increase in State mandated program reimbursement.
- \$125,000 Increase in fees collected for redemption of animals impounded, adoption fees, and from increases in joint powers agreements with other Kern County cities to provide animal control services.

PROGRAM DISCUSSION

The proposed funding level allows the division to continue to provide safety from dangerous animals and protection from diseases that can be transmitted from animals to humans. The primary activity of the division is to provide local rabies control in accordance with the California Health and Safety Code. The rabies control program includes requirements for animal licensing, rabies vaccinations, bite reporting and animal quarantine, a shelter system, and stray animal control. The division will also continue to provide low-cost rabies vaccination clinics, investigate animal cruelty and abuse complaints, provide dead animal removal and disposal, and, in accordance with the County Strategic Plan, conduct public education programs on responsible pet ownership.

In 2005, Citygate and Associates conducted an operational and management review of the division. The objective of this study was to analyze the policies, procedures, management and operations of the division and to make recommendations for improving the service provided by the department. Citygate’s report included many recommendations. Key recommendations continue to be implemented and the division is working diligently to address the remaining recommendations in the timeframe outlined in the report.

POSITIONS DISCUSSION

The recommended budget includes the proposed addition of one Office Services Assistant position, at an annual cost of \$51,200. This position will act as a dedicated

receptionist that will provide customer assistance and will improve public relations in accordance with the County Strategic Plan.

cages and dog beds, and firearms for Animal Control Officers, at a cost of \$58,776; and installation of an Animal Control Security/Surveillance System, at a cost of \$28,000.

UNMET NEEDS DISCUSSION

The division has identified the following unmet needs: one Office Services Assistant position, at an annual cost of \$51,200; construction of a new employee break room, at a cost of \$28,000; purchase of a utility van, feral cat

The recommended budget includes funding for the requested unmet needs. This will allow the division to continue to meet the goals outlined in the County Strategic Plan to improve animal shelter facilities and operations.

GOALS AND PERFORMANCE MEASURES

Department Goal: Enhance public education campaign to promote responsible pet ownership.					
Strategic Plan Result Link: Section II, Goal 5—Improve animal services and promote responsible pet ownership.					
1. Performance Measure: Increase in spay/neuter rates and in the number of dogs licensed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
*see below No data available for 03-04 licensing	Licenses issued: 21,434	Licenses issued: 21,990	24,000 licenses	22,000 licenses	24,000 licenses
What: This indicator demonstrates the division’s efforts to educate the public on importance of spay/neuter and the requirement to vaccinate/license dogs.					
Why: The division must be proactive in reducing pet overpopulation and decreasing threat of rabies.					
How are we doing? Licensing is done through bi-weekly clinics advertised in newspapers, website, and public events and at the shelter. The Public Education and Enforcement Team did not get dispatched until 4 th quarter of FY 2006-07 due to chronic staff shortages. The division actively participated in Spay/Day USA, and the SPCA’s Puttin’ on the Dog. A new Spay/Neuter program is currently under development by the Animal Control Commission.					

Department Goal: Improve animal shelter facilities and operations.					
Strategic Plan Result Link: Section II, Goal 5—Improve animal services and promote responsible pet ownership.					
2. Performance Measure: Increase in adoptions and recovery of lost pets through better access to shelter areas.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	Adopt 10% **RTO 4% Rescue 1.3%	Adopt 13% RTO 6% Rescue 7%	Adopt 15% RTO 8% Rescue 10%	Adopt 15% RTO 8% Rescue 9%	Adopt 18% RTO 10% Rescue 12%
What: This indicator demonstrates the division’s outreach via public awareness of shelter existence and staff’s commitment to provide excellent customer service through one-on-one contact and ease of flow in the shelter.					
Why: The division desires that animals are either returned to their owners or adopted/rescued.					
How are we doing? Numerical indicators reveal adoption and redemption rates have steadily increased. PetHarbor.com is used to display found and adoptable animals. Shelter configuration has changed to house adoptable animals separately from stray-hold animals; sick and injured animals are separated from the healthy; the flow of foot traffic is designed to prevent spread of illness and the green gate (perceived as a barrier to access to all animals) is gone.					
** - Returned to Owner					

Department Goal: Improve animal shelter facilities and operations.					
Strategic Plan Result Link: Section II, Goal 5—Improve animal services and promote responsible pet ownership.					
3. Performance Measure: Shelters operated in the most efficient and humane manner possible.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	37% positive*	N/A	N/A	50% positive
What: This is a new indicator to demonstrate the division’s effectiveness at providing quality service to the animals in our care and the public it serves by measuring the level of customer satisfaction as defined by surveys of external customers (public) adopting out animals and assessment by internal customers (staff).					
Why: Better quality of life at the shelters for the animals along with better service to the public and improved staff morale will assist in improving the performance and perception of Animal Control and decreasing the negative impressions of its program.					
How are we doing? There is now an Animal Control Commission. The division is on the list of departments to benefit from the Capital Improvement Plan for improved facilities. A successful kennel sealing project now helps in reducing disease transmission by enabling more thorough sterilization of concrete surfaces. A new mobile office unit now houses new staff hired to meet service expectations. A Registered Vet Tech and a Vet are on staff providing in-house care. A medical unit to care for sick/injured animals and perform spay/neuter procedures was purchased.					
*Survey of the public as reported in Citygate Assoc., LLC July 2005 Operational Review					

Range Improvement (Section 15)

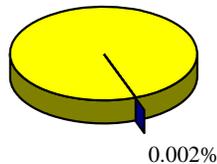
Budget Unit 2780

Department Head: Darlene Liesch, Appointed by University of California

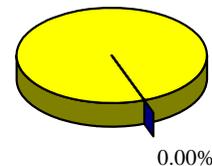
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$11,500	\$40,000	\$11,500	\$25,000	\$25,000	(\$15,000)
Total Expenditures	\$11,500	\$40,000	\$11,500	\$25,000	\$25,000	(\$15,000)
REVENUES:						
Use of Money/Property	\$1,585	\$1,164	\$2,019	\$1,040	\$1,040	(\$124)
Intergovernmental	7,603	6,834	10,195	8,899	8,899	2,065
Less Total Revenues	\$9,188	\$7,998	\$12,214	\$9,939	\$9,939	\$1,941
SPECIAL PURPOSE FUNDS:						
Range Improvem. Sec 15	\$2,312	\$32,002	(\$714)	\$15,061	\$15,061	(\$16,941)
Less Total Special Purpose Funds	\$2,312	\$32,002	(\$714)	\$15,061	\$15,061	(\$16,941)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

Funds appropriated in this budget unit are received from livestock grazing permits issued by the Bureau of Land Management under the Taylor Grazing Act of 1934. The Act was established to prevent overgrazing and soil deterioration on federal lands. The funds may only be used for constructing fences, wells, reservoirs, and other range improvement projects. The Section 15 Grazing Advisory Board makes recommendations on projects to be funded. The Farm and Home Advisor administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- (\$15,000) Reduction in costs associated with projects currently under consideration.

Revenue and Special Purpose Funds

- \$2,000 Increase in revenue received from issuance of livestock grazing permits issued.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to continue preventing overgrazing and soil deterioration on federal grazing lands in the County. All expenditures from this budget unit are fully funded from program-

specific revenues and special-purpose monies allocated from the Range Improvement Fund.

The recommended budget provides a total of \$11,500 to support the Wildlife Services Program, or Wildlife Trapping Program, which protects human safety and prevents property damage in the County.

Range Improvement (Section 3)

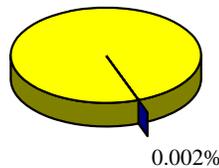
Budget Unit 2781

Department Head: Darlene Liesch, *Appointed by University of California*

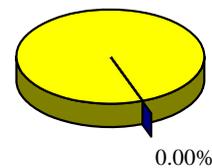
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$5,105	\$31,646	\$500	\$32,212	\$32,212	\$566
Total Expenditures	\$5,105	\$31,646	\$500	\$32,212	\$32,212	\$566
REVENUES:						
Use of Money/Property	\$1,009	\$820	\$901	\$1,060	\$1,060	\$240
Intergovernmental	3,597	2,739	1,689	2,643	2,643	(96)
Less Total Revenues	\$4,606	\$3,559	\$2,590	\$3,703	\$3,703	\$144
SPECIAL PURPOSE FUNDS:						
Range Improvem. Sec 3	\$499	\$28,087	(\$2,090)	\$28,509	\$28,509	\$422
Less Total Special Purpose Funds	\$499	\$28,087	(\$2,090)	\$28,509	\$28,509	\$422
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

Funds appropriated in this budget unit are received from livestock grazing permits issued by the Bureau of Land Management under the Taylor Grazing Act of 1934. The Act was established to prevent overgrazing and soil deterioration on federal lands. The funds may only be used for constructing fences, wells, reservoirs, and other range improvement projects. The Section 3 Grazing Advisory Board makes recommendations on projects to be funded. The Farm and Home Advisor administers this budget unit.

MAJOR BUDGET CHANGES

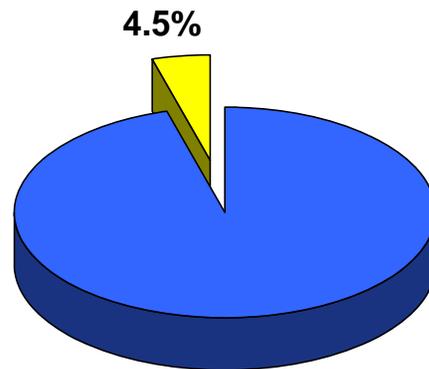
- No significant budget changes from FY 2006-07.

PROGRAM DISCUSSION

The recommended budget provides sufficient funding for the continuation of range improvement projects on federal grazing land in the County. All expenditures from this budget unit are fully funded from program-specific revenues and special-purpose monies allocated from the Range Improvement Fund.

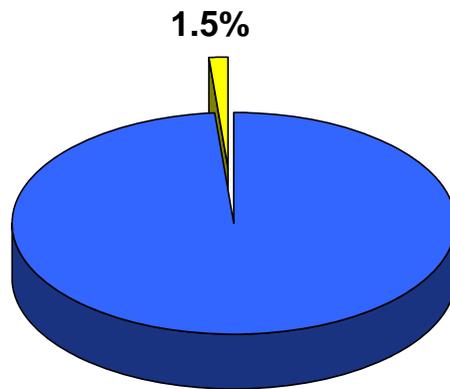
PUBLIC WAYS AND FACILITIES

**Total Recommended
Appropriations
\$62,018,155**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$6,050,000
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$12,525,278	\$15,684,500	\$14,447,627	\$17,065,521	\$17,475,269	\$1,790,769
Services and Supplies	30,444,865	46,093,427	31,342,411	41,988,316	42,728,375	(3,365,052)
Other Charges	259,760	428,518	423,518	754,011	754,011	325,493
Fixed Assets	959,280	986,000	1,000,545	1,060,500	1,060,500	74,500
Total Expenditures	\$44,189,183	\$63,192,445	\$47,214,101	\$60,868,348	\$62,018,155	(\$1,174,290)
REVENUES:						
Taxes	\$3,087,417	\$2,588,908	\$4,005,879	\$2,789,479	\$3,804,760	\$1,215,852
Use of Money/Property	613,675	150,000	525,664	250,000	250,000	100,000
Intergovernmental	23,307,215	37,455,085	29,303,226	40,374,686	35,174,686	(2,280,399)
Charges for Services	4,591,429	2,999,532	4,515,621	3,864,500	3,264,500	264,968
Miscellaneous	881,862	3,993,382	382,487	3,206,500	5,029,164	1,035,782
Other Financing Sources	40,660	20,000	101,582	20,000	5,220,000	5,200,000
Less Total Revenues	\$32,522,258	\$47,206,907	\$38,834,459	\$50,505,165	\$52,743,110	\$5,536,203
SPECIAL PURPOSE FUNDS:						
Road Fund	\$17,963,412	\$10,485,538	\$2,879,642	\$4,863,183	\$3,225,045	(\$7,260,493)
Less Total Special Purpose Funds	\$17,963,412	\$10,485,538	\$2,879,642	\$4,863,183	\$3,225,045	(\$7,260,493)
NET GENERAL FUND COST						
	(\$6,296,487)	\$5,500,000	\$5,500,000	\$5,500,000	\$6,050,000	\$550,000

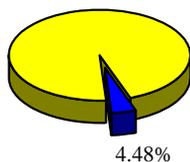
AUTHORIZED POSITIONS:

Full Time	183	188	188	200	202	14
Part Time	1	1	1	1	1	0
Total Positions	184	189	189	201	203	14

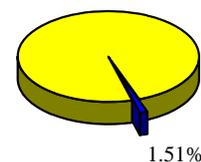
FUNDED POSITIONS:

Full Time	183	188	188	200	202	14
Part Time	1	1	1	1	1	0
Total Positions	184	189	189	201	203	14

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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.

➤ \$325,500 Increase of Countywide Cost Allocation Plan indirect cost charges and capital leases.

➤ \$74,500 Increase in fixed assets due to the department's on-going acquisition of fixed assets for operations.

MAJOR BUDGET CHANGES

Expenditures

- \$890,000 Increase in salary and benefit costs associated with the proposed addition of fourteen positions, as discussed below.
- \$868,000 Increase in salary and benefit costs associated with management equity adjustments, and increases in health benefit rates for employees.
- (\$290,000) Decrease associated with reduction in general liability costs.
- (\$760,000) Decrease in major maintenance expenses associated with the completion of the Vehicle Maintenance Facility roof replacement.
- \$233,000 Increase in fuel, maintenance, and repair costs associated with the department's vehicles, equipment, Transit busses, and other County vehicles repaired by the department.
- \$132,000 Increase in charges from other departments in support of project activities.
- (\$2,447,000) Decrease in special departmental expense for road repair materials, traffic repair and replacement supplies and windrow stockpile materials associated with reduction in Prop 42 funding.

Revenue and Special Purpose Funds

➤ \$1,215,000 Increase in State sales tax revenue due to an increase in availability of Transit Development Act funds.

➤ \$8,430,000 Increase in State Aid for Construction from the Proposition 1B Transportation Bond.

➤ (\$6,200,000) Decrease in State Aid for Construction from Prop 42 TCRP funds.

➤ \$2,500,000 Increase in State Aid for Construction from STIP funds for the 7th Standard Road project.

➤ (\$7,032,000) Decrease in reimbursement of construction expenditures from federally funded projects.

➤ (\$600,000) Decrease in developer fees charged for subdivision projects.

➤ \$865,000 Increase in reimbursements for activities charged to other departments.

➤ \$1,036,000 Increase in project cost reimbursement from transportation impact fees.

➤ \$5,200,000 Increase in other financing sources from payment for East Bakersfield and Lamont curb and gutter projects financed through the State Infrastructure Bank.

➤ (\$7,260,000) Decrease in Road Fund carryover balance from the prior fiscal year.

PROGRAM DISCUSSION

The recommended budget is largely a reflection of State and federal allocated funding. The department will provide engineering design for all transportation projects (and related requests from other departments), including preparation of preliminary studies to determine the project scope and constraints, preparation of detailed construction plans and specifications, and the administration of construction contracts.

The proposed State FY 2007-08 budget includes sufficient appropriation levels for the Proposition 1B Transportation Bond. If approved, this will yield \$8.4 million for construction and maintenance projects identified for FY 2007-08. These funds have been included in the recommended budget. Should this funding not be included in the adopted State budget, significant changes will have to be made to the Roads Department budget. The \$8.4 million anticipated from Proposition 1B helps to offset the reduction from FY 2006-07 of over \$6 million in Prop 42 funds.

Federal aid for construction reimbursements will decrease by about \$7.0 million from last year. Though this appears to be a significant decrease, it actually reflects a shift in construction funding sources for next year, as reimbursement from State funded projects will increase by \$2.5 million and revenue from the State Infrastructure Bank-funded curb and gutter projects will increase by almost \$6 million.

The recommended budget includes a General Fund contribution of \$6.05 million. This reflects an increase of \$550,000 from the funding level approved in FY 2006-07. As a result of the increase in General Fund contribution, the department will be able to increase staffing levels in order to address additional projects requested by the Board of Supervisors, as well as continue to provide additional funds to blade seal an additional 3.3 miles of road.

Total funding for construction projects is recommended at \$31 million. Of that amount, \$8 million represents funding for local projects. Unfortunately, unexpectedly sharp increases in construction costs means that the majority of these funds, usually aimed at rehabilitation of local roads not eligible for federal funding, is now needed as local match for federal projects.

Overall funding for roads maintenance and improvement projects has decreased from FY 2006-07. However, FY 2006-07 was unprecedented in the amount of road repair and rehabilitation miles accomplished. An unusually large amount of unobligated carry over balance allowed for resurfacing of over 200 miles. With several large federal projects planned for FY 2007-08, no unobligated carry over funds will be available. There is still a significant backlog of road maintenance and improvement needs for which long-term solutions to the structural funding deficiency must be identified.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Senior Engineering Manager position, at an annual cost of \$153,000; two Supervising Engineer positions, at an annual cost of \$250,600; two Engineer I positions, at an annual cost of \$220,000; one Planner I position, at an annual cost of \$72,000; one Special Projects Manager position, at an annual cost of \$105,000; one Administrative Coordinator position, at an annual cost of \$69,000; one Fiscal Support Specialist position, at an annual cost of \$70,000; and five Road Maintenance Worker positions, at an annual cost of \$260,000. These positions are recommended in order to support the expanded workload for local and federal projects and to maximize use of available funding. While the department's historical focus has been in identifying additional maintenance funding, the Special Projects Manager position will focus on maximizing funds for projects that expand system capacity by working with KernCOG, the California Transportation Commission, the State Infrastructure Bank, and other agencies.

UNMET NEEDS DISCUSSION

The department has identified the following unmet need: additional stockpile to blade seal 88 miles of road in order to meet its goal, as discussed below, of 200 miles per year to maintain the status quo of road system, at an annual cost of \$4,400,000.

The recommended budget includes funding for stockpile to blade seal an additional 3.3 miles of road, at annual cost of \$330,000.

GOALS AND PERFORMANCE MEASURES

Department Goal: Resurface (overlay or blade seal) 200 miles of County-maintained roads each year.					
Strategic Plan Result Links: Section VI, Goal 1, Strategy 1 and Section V, Goal 2, Strategy 1—Reduce miles of County maintained roads in need of repair/improvement and support business (commercial and industrial) by providing appropriate infrastructure.					
1. Performance Measure: Number of lane miles resurfaced (overlays and blade seals).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	*07-08 Proposed Goal
Overlays	0	71.05	40	57.15	66
Blade Seals				<u>155.00</u>	<u>134</u>
TOTAL				212.15	200
What: This indicator measures miles of existing roadway resurfaced - either contracted out for reconstruction (asphalt concrete overlay) or blade sealed by County forces with purchased asphalt concrete stockpile. Overlays extend the life of a road for an additional 15 years. Blade seals are less expensive but only serve to extend the life a couple of years until funds are available for an overlay.					
Why: Demonstrates rate of progress toward goal of addressing \$250 million backlog in maintenance of existing infrastructure.					
How are we doing? This indicator is very dependent upon funding and staffing levels but reveals the year-to-year trend toward or away from improving on the road maintenance backlog. To maintain the status quo, the County needs to resurface approximately 200 miles per year. This is the first year since the 1980s that the County has even approached this goal, much less surpassed it. The department used a significant amount of its reserve discretionary funding (fund balance) to do so. The amount of carry over discretionary dollars available next year will thus be limited. With current funding, it is anticipated that 42 miles of overlay and 70 miles of blade seals can be accomplished in FY 2007-08. An additional \$4.4 million would enable the department to blade seal the remaining 88 miles in order to maintain the system's status quo.					
*PLEASE NOTE: Our goal is 200 miles each year. This year's budget, as submitted, will not achieve this goal. The current budget will resurface only 112 miles of roadway.					

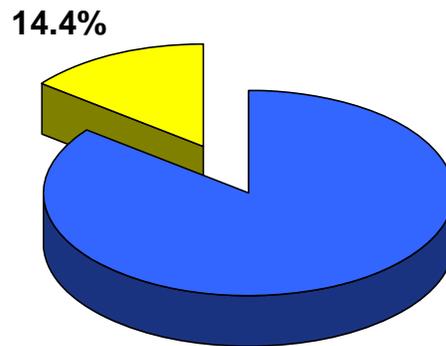
Department Goal: Increase miles of pedestrian and bike paths.					
Strategic Plan Result Link: Section III, Goal 3, Strategy 1—Pursue funds to build new bike paths.					
2. Performance Measure: Number and dollar amount of TEA (federal), TDA (state) and Safe Route to Schools pedestrian and bike path grants awarded to the department.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	*07-08 Proposed Goal
3 for \$188,433	10 for \$1,658,626	5 for \$1,010,241	N/A	4 for \$976,300	Future grants secured to date 7 for \$2,339,000
What: This indicator shows the number of state and federal grants obtained for this purpose.					
Why: Demonstrates the department's success in pursuing and obtaining funding to construct new pedestrian and bike paths.					
How are we doing? The department continues to focus on increasing the number and value of grants received.					

Department Goal: For 50% of the County-maintained road system to be brought up to at least average.					
Strategic Plan Result Link: Section V, Goal 2, Strategy 1 and Section VI, Goal 1, Strategy 1—Reduce miles of County maintained roads in need of repair/improvement.					
3. Performance Measure: Percentage of miles of County-maintained paved roads that fall in the below average category each year.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	*07-08 Proposed Goal
63%	65%	67%	N/A	64%	61%
What: This indicator, called a Paser Rating, is a scaled (1-Failing to 10-Newly Constructed) annual rating of each paved road in the County-maintained road system, which is then summarized to identify overall improvement or degradation of the system.					
Why: Designed to demonstrate the overall improvement or degradation of the road system Countywide.					
How are we doing? As a result of the 200+ miles of roads resurfaced this year, there is improvement in the overall system for the first time since the 1980s.					
*PLEASE NOTE: The budget, as submitted, will not achieve this goal. Only by resurfacing 200 miles of roadway each year will we continue to see improvement.					

Department Goal: Provide and maintain a safe road system that reduces traffic congestion.					
Strategic Plan Result Link: Section VI, Goal 1, Strategy 2, Outcome 2; Section V, Goal 2, Strategy 1—Increase the number of traffic signals installed and facilities constructed with impact fees and support business (commercial and industrial) by providing appropriate infrastructure.					
4. Performance Measure: Number of traffic signals and facilities constructed using impact fees.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	6 new signals	N/A	2 new signals 3 facilities	3 new signals 1 realignment
What: This indicator measures impact fee-funded improvements that have been constructed to address traffic issues caused by new development.					
Why: Shows utilization of impact fee funds paid by developers toward mitigation of development-related traffic impacts.					
How are we doing? Much of the impact fee fund balance is currently allocated to large projects such as 7th Standard overcrossing at Highway 99, but many smaller projects are also being completed from this fund.					

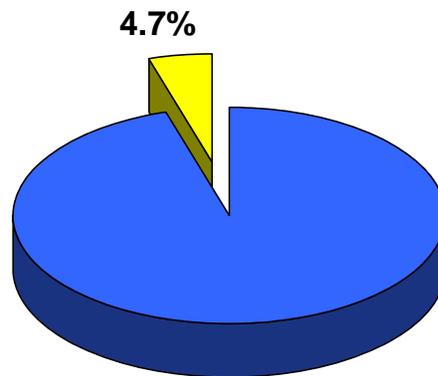
HEALTH AND SANITATION

**Total Recommended
Appropriations
\$199,164,578**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$18,711,473
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

Public Health Services Department

Budget Unit 4110

Interim Department Head: Claudia Jonah, M.D., Interim, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$19,477,592	\$22,261,080	\$21,422,705	\$21,362,604	\$21,719,756	(\$541,324)
Services and Supplies	4,136,323	4,646,387	4,036,868	6,187,610	6,187,610	1,541,223
Other Charges	91,575	119,551	104,071	54,970	54,970	(64,581)
Fixed Assets	35,797	10,000	10,000	13,000	13,000	3,000
Total Expenditures	\$23,741,287	\$27,037,018	\$25,573,644	\$27,618,184	\$27,975,336	\$938,318
Less Expend Reimb.	590,059	489,900	485,021	463,467	463,467	(26,433)
Total Net Expenditures	\$23,151,228	\$26,547,118	\$25,088,623	\$27,154,717	\$27,511,869	\$964,751
REVENUES:						
Intergovernmental	\$18,196,275	\$21,635,701	\$20,269,201	\$22,011,855	\$21,230,292	(\$405,409)
Charges for Services	3,047,173	2,803,791	2,526,593	2,696,187	2,696,187	(107,604)
Miscellaneous	102,322	111,612	133,333	102,964	102,964	(8,648)
Other Financing Sources	0	0	209,590	0	781,563	781,563
Less Total Revenues	\$21,345,770	\$24,551,104	\$23,138,717	\$24,811,006	\$24,811,006	\$259,902
NET GENERAL FUND COST	\$1,805,458	\$1,996,014	\$1,949,906	\$2,343,711	\$2,700,863	\$704,849

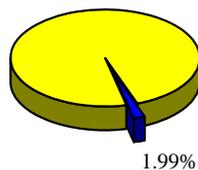
AUTHORIZED POSITIONS:

Full Time	300	302	303	302	306	4
Part Time	17	17	17	17	18	1
Total Positions	317	319	320	319	324	5

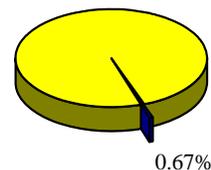
FUNDED POSITIONS:

Full Time	270	272	272	272	274	2
Part Time	16	16	16	16	13	(3)
Total Positions	286	288	288	288	287	(1)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Public Health Services Department enforces Health and Safety Code provisions and County ordinances. Programs operated by the department include vital statistics, health education, communicable disease control, nutrition, family planning advice, medical and nursing services to promote maternal and child health, and the California Children Services (CCS) program which is presented in budget unit 4300.

- \$81,000 other health promotion outreach activities.
- \$81,000 Increase in travel and transportation costs.
- (\$65,000) Decrease in other charges due to reduction in various lease expenses.
- \$3,000 Increase in fixed assets due to purchase of replacement copy machine.
- \$26,000 Decrease in expenditure reimbursements from other General Fund County departments.

MAJOR BUDGET CHANGES

Expenditures

- \$840,000 Increase in salary and benefit costs associated with increases in health benefit rates for employees net of decreases in rates for workers' compensation and un-employment insurance.
- (\$637,000) Decrease in salaries and benefits associated with the number of unfunded authorized positions net of increases in salaries and benefits.
- (\$744,000) Decrease in salary and benefit costs associated with the use of an 8% salary savings, which more closely reflects historical attrition of employees.
- \$326,000 Increase in services and supplies costs associated with office supplies, duplicating, data processing, books and subscriptions, and small office equipment expenses.
- \$632,000 Increase in contracts with entities providing professional services.
- \$185,000 Increase in services and supplies costs for dental services.
- \$273,000 Increase in services and supplies costs associated with marketing activities for emergency preparedness and

Revenues and Special Purpose Funds

- \$774,000 Increase in State revenue based on anticipated reimbursements for State-funded programs provided by the department net of a reduction in federal grant funding.
- (\$782,000) Decrease in intergovernmental revenues due to accounting change. Revenue to be booked under other financing sources for FY 2007-08.
- (\$78,000) Decrease in intergovernmental revenues due to reduced Medi-Cal reimbursements.
- (\$319,000) Decrease in intergovernmental revenues due to lower reimbursements for mandated programs to more accurately reflect actual reimbursements.
- (\$108,000) Decrease in charges for services provided to Non-General fund County departments.
- (\$9,000) Decrease in miscellaneous revenue from sources such as room rental and revenue for birth and death certificates.

- \$782,000 Increase in other financing sources due to accounting change. This revenue previously was booked under intergovernmental revenues.

PROGRAM DISCUSSION

The recommended funding level will allow the department to operate all of its outlying offices and clinics and maintain the primary Health Officer's clinic. Regional offices are staffed throughout the County, offering immunizations, child health, family planning, pregnancy screening, and flu clinics.

The department will continue to provide communicable disease control, child health and disability prevention, epidemiology and vital statistics, public health nursing, and maternal, child, and adolescent health programs through its five divisions.

The recommended budget includes an increase in the amount of General Fund discretionary revenue allocated to this department; more than \$700,000 covers 80% of the total increased personnel expenses due to higher salary and benefit costs. Over the last few years, the Health Program Realignment revenues have not kept pace with the increases in the County's local match of the cost of providing public health services, despite an increase of \$1.8 million in Health Realignment funding to this budget unit in FY 2006-07.

Bio-terrorism grant funding will again be used to strengthen the County's public health infrastructure in order to ensure public safety in the event of national and local bio-terrorism threats. The funds are a component of the Federal Homeland Security Act and will require the coordinated efforts of local health, safety, and law enforcement agencies. The funding is expected to continue over a period of years, however, the amounts of future distributions to counties are unknown. These activities address the County Strategic Plan goal to educate the public on disaster preparedness.

The recommended budget includes revenues and expenditures associated with the Transitional Case Management services provided to the general prison population. The program requires the department to place Social Workers in designated parole offices from Kern County to the Oregon border. This program has been successful at reducing recidivism, which is linked to the County Strategic Plan goal to decrease recidivism rates for non-violent offenders.

The recommended budget includes continued funding from the First 5 Kern Commission to provide outreach

services to enroll eligible children in the Commission's health insurance program, Healthy Kids Kern County. These services respond to the County Strategic Plan goal to ensure access to medical care for all children.

POSITIONS DISCUSSION

In FY 2007-08, the department added one Special Projects Manager position, at an annual cost of \$103,000, to its Emergency Preparedness program. This position is fully funded by the Emergency Preparedness Grant from the Center for Disease Control and Prevention.

The recommended budget includes the proposed addition of three Public Health Aide I/II positions, at an annual cost of \$137,000 for the Communicable Disease section that currently uses Department Aide positions but requires the additional specialization that the Public Health Aide I/II position offers and is consistent with the County Strategic Plan goal to improve customer service. The budget includes the proposed deletion of one Senior Public Health Epidemiologist position, at an annual savings of \$92,000 due to the shortage of qualified epidemiologists at this level to fill this classification and the proposed addition of one Public Health Epidemiologist position, at an annual cost of \$76,000, which is a classification that can be more effectively recruited. The deletion of one Public Health Nurse Junior I/II position, at an annual savings of \$102,000 and the addition of one part time Public Health Nurse Junior I/II position, at an annual cost of \$51,000 is proposed to give the department flexibility in hiring individuals that want a part time schedule and to respond to the County Strategic Plan goal to improve employee retention. The addition of one Public Health Project Specialist position, at an annual cost of \$61,000 is proposed to manage the Medi-Cal and Healthy Families outreach program. The budget also includes the proposed addition of one Health Education Assistant position, at an annual cost of \$60,000 to promote immunizations by working with community-based organizations, birthing hospitals, and the schools, in accordance with the County Strategic Plan goal to ensure every child, adolescent and adult is properly immunized.

The recommended budget does not include funding for 32 authorized full time and 5 part time positions. In addition to the positions listed above, the department continues to experience difficulties filling professional positions such as nurses and laboratory staff.

UNMET NEEDS DISCUSSION

In response to several components of the County Strategic Plan that address the need to ensure access and to provide preventative services to improve the health of children

and adults, the department has identified the need for the expansion of the Chronic Disease program at an initial first year cost of \$722,000, and the Epidemiology Division at an initial first year cost of 668,000; funding for two Public Health Nurse Junior I/II positions, at an annual cost of \$205,000; funding for one Public Health Nutritionist position, which would be two-thirds State funded at an annual County cost of \$47,000; funding for two Office Services Specialist positions, at an annual County cost after State reimbursement of \$41,000; additional funding for one Fiscal Support Supervisor

position, at an annual County cost of \$32,000; a card access database for building security at \$18,000; chairs and tables for the department’s education center at a cost of \$149,000; a time recording system for Human Resources at \$40,000; funding for one Administrative Coordinator position, at an annual cost of \$75,000; and the addition of one Health Educator position, at an annual County cost, net of State reimbursement of \$19,000.

Funding for the department’s unmet needs have not been recommended at this time.

GOALS AND PERFORMANCE MEASURES

Department Goal: Decrease the number of children 0-12 months of age who do not return to Public Health or other health care agency for their required shots by 12 months of age.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 2, Outcome 4—Every eligible child, adolescent and adult is properly immunized according to the recommendations of the Healthy People 2010 Objectives.					
1. Performance Measure: Percentage of children from 0-12 months that return for all required vaccinations after first shot.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	25%	23%	20%	17% - 20%
What: Dropout rates reflect the failure of the KCDPH to track and follow-up with those children who have received first shots by KCDPH, yet do not return for the remaining shots.					
Why: Children who do not receive all of the required vaccinations are at increased risk for acquiring diseases like diphtheria, tetanus, and pertussis. It has also been shown that children who receive their first vaccine after three months of age are less likely to receive all of the required vaccines by 24 months of age.					
How are we doing? KCDPH is making progress by entering new immunization patients into the patient registry. The patients are then tracked and are reminded when the next immunization is due. Due to vacant positions, the patient registry has gotten behind and thus follow-up has fallen behind.					

Department Goal: Increase the daily consumption of colorful vegetables, and increase physical activity in low income homes.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 2, Outcome 1—Preventive education and outreach efforts are expanded to educate all County residents on adopting healthy lifestyles, including good nutrition, active living, substance abuse reduction and preventing unplanned pregnancies.					
2. Performance Measure: Number of children reached.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	323,631 people 49% of pop.	208,275 People 50% pop.	337,438 People 51% pop.	529,316+ People 80% pop.
What: KCDPH has been conducting presentations, hosting or participating in nutrition education events, advertising using flyers, billboards, radio, TV, health fairs, and providing information on the KCDPH website.					
Why: Early development of good eating habits result in adults who are less likely to suffer from chronic disease.					
How are we doing? This is a long term goal that can only be measured by contacts, but over time the obesity rates should reduce. In addressing obesity prevention, the goal of the department is to create the Chronic Disease Prevention Program, which would incorporate the CDC Healthy People 2010 Objectives of reducing obesity and other chronic diseases in the County, which could only occur with adequate and appropriate resources.					

Department Goal: Enhance emergency preparedness and response and recovery efforts.					
Strategic Plan Result Link: Section I, Goal 3, Strategy 3, Outcome 1—Public service announcements or broadcasts created and aired/printed.					
3. Performance Measure: Disseminate public health emergency preparedness information to the public to effectively reach the most County households using a variety of media and venues.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Minimal	183,000 households/ 42.7% pop.	194,180 households/ 43% pop.	47% incr.	200,000+ households/ 78% pop.	90% of the households 387,000
What: Billboards, radio, TV, movie theaters, health fairs, Sammy the Squirrel mascot.					
Why: To inform and encourage children and families to be prepared for emergencies.					
How are we doing? The increase in emergency preparedness funds and the addition of the Marketing Associate has increased Public Health's outreach into the community.					

Environmental Health Services

Agency Director: David Price III, *Appointed*

Budget Unit 4113

Department Head: Matt Constantine, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$3,810,100	\$4,537,949	\$4,092,782	\$4,611,122	\$4,654,505	\$116,556
Services and Supplies	720,280	593,022	601,649	736,606	736,606	143,584
Fixed Assets	0	6,000	5,581	0	30,000	24,000
Other Financing Uses	0	295,721	0	0	0	(295,721)
Total Expenditures	\$4,530,380	\$5,432,692	\$4,700,012	\$5,347,728	\$5,421,111	(\$11,581)
Less Expend. Reimb.	3,455	2,000	0	2,000	2,000	0
Total Net Expenditures	\$4,526,925	\$5,430,692	\$4,700,012	\$5,345,728	\$5,419,111	(\$11,581)
REVENUES:						
Licenses and Permits	\$1,754,304	\$2,079,451	\$1,924,323	\$2,173,200	\$2,216,583	\$137,132
Fines and Forfeitures	156,048	39,900	12,230	44,700	74,700	34,800
Intergovernmental	325,414	325,000	309,806	325,000	325,000	0
Charges for Services	2,181,651	2,690,180	2,343,676	2,802,208	2,802,208	112,028
Miscellaneous	1,016	440	1,864	620	620	180
Less Total Revenues	\$4,418,433	\$5,134,971	\$4,591,899	\$5,345,728	\$5,419,111	\$284,140
Less Savings Incentive	\$0	\$295,721	\$0	\$0	\$0	(\$295,721)
NET GENERAL FUND COST	\$108,492	\$0	\$108,113	\$0	\$0	\$0

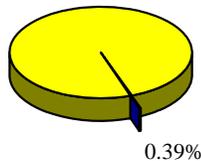
AUTHORIZED POSITIONS:

50 52 52 53 53 1

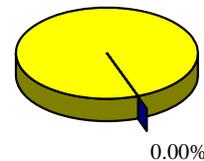
FUNDED POSITIONS:

50 52 52 53 53 1

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Environmental Health Services Department inspects and issues permits for water and water-oriented recreation, hazardous materials and waste, liquid and

solid waste facilities, and food establishments. Underground storage tanks and noise and vector control are also within this department's purview. The department's functions are governed by State statute and County ordinances.

MAJOR BUDGET CHANGES

Expenditures

- \$38,000 Increase in salary and benefit costs associated with increases in workers' compensation costs and increases in health benefit rates for employees.
- \$79,000 Increase in salary and benefit costs associated with the recommended addition of one Geographic Information Systems Specialist position, one Fiscal Support Specialist position and the deletion of one Fiscal Support Technician as discussed below.
- \$23,000 Increase in costs associated with office supplies, general maintenance increases, and software updates.
- \$121,000 Increase in County garage expenditures associated with increases in fuel costs and the purchase of four hybrid vehicles for field inspection staff.
- \$24,000 Increase in fixed assets for replacement of a large format copier.

Revenue

- \$137,000 Increase in food permit revenue anticipated with the enactment of the Tobacco Ordinance in FY 2007-08.
- \$35,000 Increase in fines, forfeitures, and penalties revenue resulting in corresponding increases in late fees.
- \$112,000 Net increase in charges for services for anticipated rescoring charges and fee adjustments for other program services.

PROGRAM DISCUSSION

The recommended budget provides an adequate level of service to protect the public and the environment. The department assures that food is safe and wholesome and has been produced under conditions and by practices that are safe and sanitary. Staff review and inspect retail food facilities for the proper food handling practices and personal health and hygiene of the food service employees. These regulatory activities meet the goals outlined in the County Strategic Plan to ensure safe food handling and preparation.

The department reviews new land uses for proposed water supply, sewage disposal methods and preservation of environmental quality consistent with the County Strategic Plan. Staff also evaluates permits to construct and destroy water wells to ensure safe drinking water. A cross-connection prevention program ensures that all backflow prevention assemblies are tested on a routine basis to maintain the safety and integrity of the water supply.

With the enactment of the Tobacco and Grading Ordinances in FY 2007-08, the department expects an increase in service activity and revenue in the food program.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Geographic Information Systems Specialist position, at an annual cost of \$90,600, one Fiscal Support Specialist position, at an annual cost of \$68,600, and the deletion of one Fiscal Support Technician, at an annual savings of \$59,700. The added positions will allow the department to expand data tracking capabilities and the public's accessibility to records in accordance with the County Strategic Plan to educate the public of food contamination and water borne illnesses.

UNMET NEEDS DISCUSSION

The department has not identified any unmet needs at this time. The department will continue to monitor its activities, its available resources and compliance with the County Strategic Plan to protect public health.

GOALS AND PERFORMANCE MEASURES

Department Goal: Reduce the occurrence of food borne illnesses.					
Strategic Plan Result Link: Section II, Goal 1, Strategies 2 and 4—Increase surveillance and enforcement to ensure safe food handling and preparation at local retail food establishments and educate the public on the importance of food safety.					
1. Performance Measure: Reduce occurrence of critical risk factors associated with food borne illness and disease outbreaks.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not Available	Not Available	Not Available	Not Available	608	550
What: The indicator measures the department’s ability to reduce food borne illness.					
Why: The indicator measures the department’s effectiveness with permitting, inspecting, educating and enforcement activities.					
How are we doing? Data is being accumulated to allow comparative analysis with both internal and external measures. It is anticipated critical violations will decrease with implementation of the retail food establishment grading ordinance on July 1, 2007.					

Department Goal: Ensure small water supply systems are protected and deliver safe water.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1—Ensure planned development of communities while conserving natural and agricultural resources.					
2. Performance Measure: Reduce occurrence of critical risk factors associated with waterborne disease outbreaks.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not Available	Not Available	Not Available	Not Available	252	225
What: The indicator measures the department’s ability to reduce waterborne illness outbreaks.					
Why: The indicator measures the department’s effectiveness within permitting, inspecting, educating and enforcement activities.					
How are we doing? Data is being accumulated to allow comparative analysis with both internal and external measures.					

Department Goal: Ensure the proper management of hazardous materials to protect public health.					
Strategic Plan Result Link: Section I, Goal 2—Protect life and property by providing effective fire protection, emergency response, and related services to reduce exposure to hazardous conditions.					
3. Performance Measure: Reduce the occurrence of critical violations which present an immediate threat to public health.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not Available	Not Available	Not Available	Not Available	164	150
What: The indicator measures the department’s ability to prevent releases of hazardous materials.					
Why: The indicator measures the department’s effectiveness within permitting, inspecting, educating and enforcement activities.					
How are we doing? Data is being accumulated to allow comparative analysis with both internal and external measures. Although the three-year permitting cycle will extend data analysis, a focus on education and inspection frequency should reduce critical violations over time.					

Department Goal: Ensure the safe and proper handling of all solid waste to ensure protection of public health and the environment.					
Strategic Plan Result Link: Section II, Goal 3—Improve waste collection and disposal methods.					
4. Performance Measure: Reduce the occurrence of violations which present an immediate threat to public health.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not Available	Not Available	Not Available	Not Available	656	600
What: The indicator measures the department’s ability to properly manage the handling of solid waste.					
Why: The indicator measures the department’s effectiveness within permitting, inspecting, educating and enforcement activities.					
How are we doing? Data is being accumulated to allow comparative analysis with both internal and external measures.					

Mental Health Services Department

Budget Unit 4120

Department Head: Diane Koditek, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$34,689,587	\$44,782,457	\$39,827,499	\$46,985,079	\$46,029,210	\$1,246,753
Services and Supplies	35,942,834	42,408,738	37,598,318	45,017,362	46,821,902	4,413,164
Other Charges	4,885,052	5,411,596	5,800,464	6,370,672	6,370,672	959,076
Fixed Assets	526,374	338,800	577,700	0	0	(338,800)
Total Expenditures	\$76,043,847	\$92,941,591	\$83,803,981	\$98,373,113	\$99,221,784	\$6,280,193
REVENUES:						
Use of Money/Property	\$458,982	\$300,000	\$300,000	\$300,000	\$300,000	\$0
Intergovernmental	49,346,699	53,311,176	53,053,139	64,252,095	62,453,095	9,141,919
Charges for Services	30,916,787	31,647,464	24,880,778	32,849,493	33,349,493	1,702,029
Miscellaneous	19,406	200,400	200,400	200,400	200,400	0
Less Total Revenues	\$80,741,874	\$85,459,040	\$78,434,317	\$97,601,988	\$96,302,988	\$10,843,948
SPECIAL PURPOSE FUNDS:						
Mental Health	(\$5,469,152)	\$6,711,426	\$4,598,539	\$0	\$2,147,671	(\$4,563,755)
Less Total Special Purpose Funds	(\$5,469,152)	\$6,711,426	\$4,598,539	\$0	\$2,147,671	(\$4,563,755)
NET GENERAL FUND COST						
	\$771,125	\$771,125	\$771,125	\$771,125	\$771,125	\$0

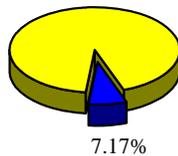
AUTHORIZED POSITIONS:

Full Time	584	587	590	630	630	43
Part Time	15	15	15	11	11	(4)
Total Positions	599	602	605	641	641	39

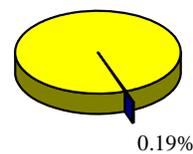
FUNDED POSITIONS:

Full Time	584	587	590	630	630	43
Part Time	15	15	15	11	11	(4)
Total Positions	599	602	605	641	641	39

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Mental Health Services Department provides client-centered services for mentally ill people. The department also collaborates with the Probation Department to provide intervention and prevention services for at-risk youth, and with the Human Services Department to eliminate barriers to employment for CalWORKs clients. The functions of the department are governed by State statute.

➤ (\$195,000) Decrease in services and supplies costs for maintenance for equipment and structures bringing it closer to actual costs.

➤ (\$203,000) Decrease in services and supplies costs attributed to reduction in training, development, transportation and travel expenses.

MAJOR BUDGET CHANGES

Expenditures

➤ \$4,443,000 Increase in salary and benefit costs due to increases in salaries, health benefits and other associated employment expenses, offset by a decrease in retirement rates for employees.

➤ (\$123,000) Decrease in other charges due to reduction in lease expenses.

➤ \$505,000 Increase in Countywide Cost Allocation Plan charges.

➤ \$577,000 Increase in cost of providing institutional care at both State operated and private mental health facilities.

➤ \$76,000 Increase in salary and benefit costs associated with higher workers' compensation costs.

➤ (\$339,000) Decrease due to no fixed assets requested.

➤ (\$3,258,000) Decrease in salary and benefit costs associated with the use of a 14% salary savings rate, which more closely reflects the department's actual attrition rate of staff.

Revenues and Special Purpose Funds

➤ \$201,000 Increase in State realignment funds for mental health care.

➤ (\$14,000) Decrease in salary and benefit costs due to reduction in extra help staff.

➤ \$7,441,000 Increase in funding for the continued implementation of the Mental Health Services Act.

➤ (\$227,000) Decrease in services and supplies costs including lower utility and liability insurance charges and reduced costs for publications and legal notices.

➤ \$1,500,000 Increase in State reimbursements for mandated services.

➤ \$2,890,000 Increase in services and supplies costs for provider contracts attributed to higher costs and greater demand for services.

➤ \$1,158,000 Increase in anticipated Medi-Cal patient fees.

➤ \$544,000 Increase in reimbursements for CalWORKs activities.

➤ \$2,148,000 Increase in services and supplies costs due to an accounting change that impacts the manner in which on-going, State-funded multi-year contracts are recognized.

➤ \$4,564,000 Decreased use of fund balance within the Mental Health Fund, offset by an accounting change that impacts the manner in which on-going, State-funded multi-year contracts are recognized.

PROGRAM DISCUSSION

The Mental Health Services Department focuses its efforts to ensure access to high quality mental health services throughout the County. Implementation of the Mental Health Services Act has had a significant positive effect on these efforts.

In November 2004, the voters of the State of California approved Proposition 63. This legislation, which came to be known as the Mental Health Services Act (MHSA) established a new, dedicated funding source designed to assist county mental health departments in developing, expanding and delivering innovative, integrated services for children, adults, and older adults.

In order to qualify for funding, the Mental Health Services Department was required to develop an extensive plan for service delivery. This plan was created as a result of extensive meetings and discussions with numerous individuals throughout the County representing consumers of mental health services, family members, and many other interested parties. In its effort to identify the needs within Kern County and address the County Strategic Plan goal to ensure access to medical care and provide preventative care to all children and adults, the department made a concerted effort to reach out to all geographic, ethnic, and socioeconomic groups. Once developed, the plan was reviewed and approved by the Behavioral Health Board and the Board of Supervisors. The plan was then submitted to the State and received final approval in the spring of 2006.

In order to address the priorities of the MHSA plan, the department is implementing several new programs. The department is guided by the County Strategic Plan to ensure family-based programs are in place to prevent substance abuse and identify mental illness at its earliest stages and to provide affordable housing opportunities for the mentally ill through collaborative efforts and leveraged funding opportunities. These new programs are aimed at improving the outcomes of the underserved, including assisting the homeless and those at risk of becoming homeless, assisting young adults with severe mental health challenges, and mobile programs serving all ages throughout the underserved geographical areas in the County. In order to implement these programs the department will receive over \$17 million in funding in FY 2007-08.

As the department strives to reach a growing number of uninsured individuals, as well as meet the service demands of the County's MediCal beneficiaries, it continues to work to be in full compliance with increased State requirements for quality monitoring.

The department has also made significant progress in addressing its need to increase fiscal monitoring of contractors providing services.

The department will also continue its aggressive efforts to identify and secure grant funding to provide programs and services to needy, mentally ill clients.

Significant resources will be dedicated to continue the implementation of CalWORKs. In conjunction with the Department of Human Services, the department provides mental health services and client oversight in order to eliminate barriers to employment. These services have been accomplished, in part, through contracts with private entities as well as increased staffing levels in the department. Federal and State funding is provided to finance these efforts, which helps to fulfill the County Strategic Plan goal to reduce incidences of diseases through prevention and education and to provide quality population-based preventative health services.

A significant portion of the operating funds for Mental Health programs are provided through the State Program Realignment Fund. These funds are raised through a portion of the State sales tax and through a percentage of vehicle license fees. The amount of realignment funds for mental health programs has remained constant over the past several years. The recommended budget for FY 2007-08 includes a \$26.2 million allocation of Mental Health Program Realignment funds to the department. This is a \$200,000 increase over the amount budgeted in FY 2006-07, and will be used to help offset over \$4.2 million in cost increases for employee benefits.

The department, in collaboration with other county mental health departments in the State, implemented a new computer system in FY 2006-07. This system integrates multiple functions and will allow the department to be more efficient in all aspects of case management and service delivery. The system is intended to help staff verify eligibility, track care through any provider, track payments made to providers, generate billings to the assorted funding sources, generate all required reports and provide data to staff, State and federal agencies, and the public. Phase I, billing functionality, was completed in April 2007, and the department immediately began Phase II, the electronic clinical record phase, which is expected to be complete by December 2007.

Several years ago, in conjunction with Kern Medical Center and UCLA, the department successfully launched a psychiatric residency program. This program is helping to alleviate the County's long-term psychiatrist shortage. The recommended budget provides adequate funding to allow the department to continue this program.

Since November 1999, the department, in cooperation with law enforcement, has been operating the Mobile Evaluation Team (MET). This team assists officers in situations when law enforcement comes in contact with mentally ill individuals in crisis and addresses the County Strategic Plan goal to reduce crime and improve law enforcement services. The program has been praised by officials in law enforcement and the mental health provider community and assists the department in meeting its performance goal to provide the most effective treatment possible. Since implementation, the department has expanded the MET program into other communities and increased hours. The funding for this expansion has been continued through the use of State program realignment funds.

The fund balance in the Mental Health Fund is expected to be approximately \$4 million as of June 30, 2007. Of this amount, it is recommended that the entire \$4 million, rather than be placed in reserves, be placed in a designation so if needed, funds may be used for final settlement of multi-year contracts administered by the department and financed by the State. This amount is in addition to approximately \$4 million that has already been encumbered to repay the State when prior-year contracts are reconciled.

POSITIONS DISCUSSION

In FY 2006-07, the Board of Supervisors approved the addition of three full-time positions to the department: one Mental Health Therapist Trainee I/II position, at an annual cost of \$78,000; one Vocational Nurse I/II

position, at an annual cost of \$73,000; and one Behavioral Health and Recovery System Administrator position, at an annual cost of \$133,000. In April 2006, upon approval by the State of the department's MHSA plan and subsequent allocation of funds, the Board of Supervisors authorized the addition of 82 of the 104 positions required to initially implement the Mental Health Services Act (MHSA). The department has requested an additional 42 positions for MHSA for FY 2007-08 and six positions for other mental health services provided by this budget unit. The department is requesting to delete eight full time and four part time positions, for a net increase in full time positions of 40 and a net decrease in part time positions of four. The net increase in salaries and benefit expense for the additional positions will be \$1.77 million. The department is reluctant to delete authorized positions that remain vacant citing the need to hold vacant positions available for core teams and continues to practice measured hiring.

UNMET NEEDS DISCUSSION

Although the implementation of the Mental Health Services Act will provide resources for delivering a significant number of mental health programs to the community and will help the department meet its performance goal to maintain customer satisfaction at levels equal to or greater than State averages, the department has identified several areas that are still lacking in the desired level of service. In order to fully meet these needs it is estimated that the department would need to add another 367 positions and increase appropriations by \$36.4 million annually. The funding to meet these needs has not been recommended at this time.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide the most effective treatment services possible.					
Strategic Plan Result Link: Section IV, Strategy 2, Goal 2, Outcome 7—To reduce days of hospitalization for individuals served by the Mental Health Department.					
1. Performance Measure: Reduction in days of hospitalization after initiation of treatment.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
79%	81%	75%	70%	70%	75%
What: This indicator measures the reduction of days of hospitalization comparing the year prior to treatment to the first year of treatment for the Homeless Program.					
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? The department continues to exceed historical State averages for such reductions (61-65%).					

Department Goal: To provide the most effective treatment services possible.					
Strategic Plan Result Link: Section I, Strategy 1, Outcome 3—To reduce the incidence of recidivism of mentally ill offenders					
2. Performance Measure: Reduction in days of incarceration after initiation of treatment.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
78%	89%	74%	70%	70%	75%
What: This indicator measures the reduction of days of incarceration comparing the year prior to treatment to the first year of treatment for the Homeless Program.					
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? The department continues to compare favorably with historical State averages on this measure (75%).					

Department Goal: To provide the most effective treatment services possible.					
Strategic Plan Result Link: Section IV, Strategies 3, 4, Goal 3—Homelessness for mentally ill individuals is reduced.					
3. Performance Measure: Increase in stable housing days after initiation of treatment.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
79%	71%	88%	70%	70%	70%
What: This indicator measures the increase in days of stable housing comparing the year prior to treatment to the first year of treatment for the Homeless Program.					
Why: This indicator demonstrates the effectiveness of treatment in reducing psychiatric crises and subsequent increase in days when individuals have a stable place to live and are not homeless or at risk of homelessness.					
How are we doing? The department continues to compare favorably with historical State averages on this measure (73-88%).					

Department Goal: To maintain customer satisfaction at levels equal to or greater than State averages.					
Strategic Plan Result Link: Section IV, Strategy 2, Outcome 5—Access to services is improved for mentally ill adults.					
4. Performance Measure: Adult customer satisfaction scores.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
88%	88%	92%	85%	88%	85%
What: This indicator measures the percent of Kern County Mental Health adult beneficiaries who are ‘satisfied’ or ‘very satisfied’ on a State-wide survey.					
Why: This indicator demonstrates satisfaction with treatment services.					
How are we doing? The department continues to compare favorably with State average scores (88%).					

Department Goal: To maintain customer satisfaction at levels equal to or greater than State averages.					
Strategic Plan Result Link: Section IV, Strategy 2, Outcome 5—Access to services is improved for seriously emotionally disturbed children.					
5. Performance Measure: Youth customer satisfaction scores.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
67%	66%	86%	70%	70%	70%
What: This indicator measures the percent of Kern County Mental Health youth beneficiaries who are ‘satisfied’ or ‘very satisfied’ on a State-wide survey.					
Why: This indicator demonstrates satisfaction with treatment services.					
How are we doing? The department has historically been lower than the State average (74-86%), but has made improvements on this measure. The dramatic 2006 result may be due in part to a change in measurement methodology, but does represent an actual improvement.					

Department Goal: To maintain customer satisfaction at levels equal to or greater than State averages.					
Strategic Plan Result Link: Section IV, Strategy 2, Outcome 5—Access to services is improved for families needing mental health services.					
6. Performance Measure: Family customer satisfaction scores.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
77%	82%	87%	85%	85%	85%
What: This indicator measures the percent of Kern County Mental Health families of youth who are receiving services who are ‘satisfied’ or ‘very satisfied’ on a State-wide 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 climb, and compare favorably with State averages (73-86%).					

Mental Health-Substance Abuse Program

Budget Unit 4123

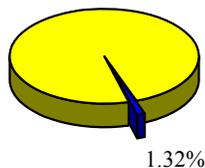
Department Head: Diane Koditek, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

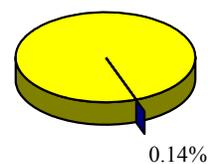
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$4,204,340	\$5,373,471	\$4,331,627	\$5,278,860	\$5,374,160	\$689
Services and Supplies	9,627,765	10,681,085	9,551,345	10,496,773	12,483,021	1,801,936
Other Charges	203,035	135,668	132,118	380,072	380,072	244,404
Fixed Assets	0	25,000	25,000	0	0	(25,000)
Total Net Expenditures	\$14,035,140	\$16,215,224	\$14,040,090	\$16,155,705	\$18,237,253	\$2,022,029
REVENUES:						
Intergovernmental	\$10,039,948	\$11,657,227	\$10,420,503	\$11,677,034	\$11,677,034	\$19,807
Charges for Services	3,037,060	4,106,634	3,275,224	4,027,308	4,027,308	(79,326)
Miscellaneous	24,421	150,000	43,000	150,000	150,000	0
Less Total Revenues	\$13,101,429	\$15,913,861	\$13,738,727	\$15,854,342	\$15,854,342	(\$59,519)
SPECIAL PURPOSE FUNDS:						
Alcoholism Program	\$90,000	\$90,000	\$90,000	\$90,000	\$191,880	\$101,880
Alcohol Abuse Education	78,000	78,000	78,000	78,000	78,000	0
Drug Program	22,000	22,000	22,000	22,000	22,000	0
Mental Health	632,348	0	0	0	1,537,492	1,537,492
Less Total Special Purpose Funds	\$822,348	\$190,000	\$190,000	\$190,000	\$1,829,372	\$1,639,372
NET GENERAL FUND COST	\$111,363	\$111,363	\$111,363	\$111,363	\$553,539	\$442,176

AUTHORIZED POSITIONS:	76	76	77	80	80	4
FUNDED POSITIONS:	76	76	77	80	80	4

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Mental Health Services Department Substance Abuse Division provides counseling, education, and referral

services for drug abusers, and community coordination and referral programs for alcoholism. Treatment and rehabilitation services are provided through contracts with private agencies and community organizations.

MAJOR BUDGET CHANGES

Expenditures

- \$339,000 Increase in salary and benefit costs associated with the mid-year addition of one position in FY 2006-07 and the proposed addition of three positions in the recommended budget, as discussed below.
- \$292,000 Increases in salary and benefit costs associated with increased health benefit rates.
- (\$565,000) Decrease in salary and benefit costs due to the use of a 15% salary savings rate to more accurately reflect historic levels.
- (\$65,000) Decrease in anticipated extra help expense.
- \$61,000 Increase in services and supplies due to increased facility rent costs.
- (\$273,000) Decrease in services and supplies associated with contracts reflecting lower MediCal reimbursements for providers.
- \$448,000 Increase in services and supplies due to addition of Adolescent Substance Abuse Residential Treatment Program, as discussed below.
- \$1,537,000 Increase in services and supplies caused by an accounting change that impacts the manner in which on-going, State-funded multi-year contracts are recognized.
- \$28,000 Increase in services and supplies costs for training and development expenses.
- \$244,000 Increase in other charges attributed to higher Countywide Cost Allocation

Plan charges offset by slightly lower interest due on capital leases.

- (\$25,000) Decrease due to no fixed assets requested in FY 2007-08.

Revenues and Special Purpose Funds

- \$20,000 Increase in intergovernmental revenues attributed to a new funding source, Offender Treatment Program, offset by decreases in several other program funding sources and the elimination of UCLA-HIV funding.
- (\$370,000) Decrease in charges for services due to anticipated decline in Medi-Cal patient reimbursements.
- \$109,000 Increase in charges for services for administrative fees for the County's methadone program.
- \$182,000 Increase in charges for services for services provided to CalWORKs recipients.
- \$1,537,000 Increase in the use of fund balance caused by an accounting change that impacts the manner in which on-going, State-funded multi-year contracts are recognized.
- \$102,000 Increase in the use of special purpose funds for the annual staffing and services and supplies costs of the Adolescent Substance Abuse Residential Treatment program, as discussed below.

PROGRAM DISCUSSION

The recommended budget allows the Substance Abuse Division to continue a variety of prevention and treatment programs to meet the needs of the community. Primary funding for the programs operated within this budget unit is provided by sources outside the General Fund. However, in order to qualify for much of the funding, a

minimum County General Fund contribution is required. The recommended budget incorporates the maintenance of effort level of funding required of the County and the matching funds for the Offender Treatment Program.

Along with federal, State, and County funding, the Substance Abuse Division aggressively pursues grants and other funding sources to provide programs. This budget includes grants to support the expansion of the felony drug court, treatment services to eligible parolees, a federal grant to provide evidence-based treatment to methamphetamine abusers in two rural communities, and a new methamphetamine prevention grant that will involve youth to make the link between underage use of alcohol and the progression toward methamphetamine abuse. Seeking additional funding to increase and/or enhance programs addresses the County Strategic Plan goal of optimizing service delivery and improved customer service.

In response to the County Strategic Plan goals to increase community services to reduce the incidence of gang violence and to provide family-based programs to prevent substance abuse, the priority areas for the Substance Abuse Division include strengthening women's treatment services, developing a continuum of services for adolescents, reducing the rate of underage youth alcohol use, and increasing the capacity of families to protect their children against the ravages of substance use and abuse. Collaborative efforts include universal screening of pregnant women in primary care clinics, coordinating treatment responses to families involved in dependency courts, building co-occurring (mental health and substance abuse) capability among the treatment programs, and working with family resources centers to build grassroots efforts to change attitudes and beliefs about underage youth drinking. These services directly respond to the County Strategic Plan goal to maximize and develop substance abuse prevention programs for juveniles.

The Substance Abuse and Crime Prevention Act of 2000 (SACPA) mandates that any person convicted of a nonviolent drug possession offense be diverted from incarceration into licensed or certified community-based drug treatment programs. In close cooperation with the criminal justice community, the Substance Abuse Division has assumed the lead role in providing the mandated drug treatment programs. Over 2,500 offenders annually are eligible for SACPA treatment instead of incarceration. Funding for SACPA is provided through the State. A recent study conducted by UCLA found that Kern County has an extremely effective SACPA program and places many more offenders into the program than most other areas. These services address the County

Strategic Plan goal to decrease recidivism (repeat conviction) rates for non-violent offenders.

POSITIONS DISCUSSION

In FY 2006-07, the department added one Mental Health Unit Supervisor/Supervising Mental Health Clinician position, at an annual cost of \$112,000 to bring additional oversight to the system of care, and to improve the effectiveness and efficiency of treatment programs.

The recommended budget includes the addition of two Substance Abuse Specialist I/II positions, at an annual cost of \$126,000. One of the Substance Abuse Specialists will provide sober living environment certification and monitoring, while the second position will work in the Offender Treatment Program in the Lamont, Taft, Shafter and Delano Courts.

The recommended budget also includes approval of the Adolescent Substance Abuse Residential Treatment program, which requires the addition of one Program Coordinator position, at an annual cost of \$95,000.

UNMET NEEDS DISCUSSION

The department has requested funding for an Adolescent Substance Abuse Residential Treatment program in conjunction with the Gang Violence Strategic Plan at an approximate annual cost of \$655,000.

As part of the department's preventive education and outreach efforts, the department has identified a need to provide adult beverage servers with training on the subject of responsible adult beverage service. The cost of the program is approximately \$219,000 annually and would entail the hiring of three additional staff members.

The department has also identified as an unmet need a Prenatal Screening, Assessment and Brief Treatment program. The goal is to reduce alcohol and drug use in pregnancy. Funding in the amount of approximately \$388,000 would increase referral and treatment capacity by partnering with both private and publicly funded prenatal clinics throughout the County.

Funding for the Adolescent Substance Abuse Residential Treatment program in conjunction with the County's Gang Violence Strategic Plan is recommended at a first year cost of \$442,000, which is 80% of estimated full year contract funding and 100% of staffing and supply costs. The reduced contract funding reflects the time necessary to complete the Request for Proposal (RFP) process for a contract residential substance abuse provider. The full year cost of the program is estimated to be \$655,000,

which includes staff, supply, and contract expenses. This first year, the department will be utilizing funds from the Alcoholism Special Purpose Fund in the amount of \$102,000 for the annual cost of additional staff and supplies related to the Adolescent Substance Abuse Residential Treatment program. This fund has sufficient resources to pay for these costs for approximately three years. After that, the department will need to seek alternative sources of funding or reprioritize its services in

order to continue to fund this program from this fund. Pursuant to State statute, funds from both the Alcohol Abuse Education and Drug Program Special Purpose Funds cannot be used for this program.

Program funding has not been recommended at this time for either the Prenatal Screening, Assessment and Brief Treatment program or the adult beverage servers training identified as unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: To identify areas of improvement measured by levels of customer satisfaction by various age groups, ethnicity and gender.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3, Outcome 1—Improved Customer Service.					
1. Performance Measure: The Kern County Mental Health Substance Abuse System of Care Customer Satisfaction Survey					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Actual Results	06-07 Estimated Results	07-08 Proposed Goal
unknown	unknown	unknown	83.5%	85%	85%
What: This indicator measures the level of satisfaction of individuals participating in Kern County Mental Health substance abuse treatment.					
Why: This indicator demonstrates satisfaction with treatment services.					
How are we doing? The first survey indicated a high level of satisfaction.					

Department Goal: To reduce the number of drug-related arrests among individuals enrolled in substance abuse treatment programs.					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1, Outcome 2—Decrease in recidivism (repeat conviction) rates for non-violent offenders.					
2. Performance Measure: Cal OMS (California Outcomes Measurement System “number of arrests in the last 30 days”).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
0%	0%	unknown	0%	5%	5%
What: This indicator measures the initial rate of arrests at treatment admission and 12 months post admission to measure the re-offending rates of individuals.					
Why: The re-offending rates of individuals who successfully complete treatment are lower than individuals who do not complete treatment. Lower re-offending rates lead to productive lifestyles of individuals and reduces criminal justice costs to the community.					
How are we doing? Currently only 32% of individuals successfully complete treatment; if this rate were to increase, then the number of persons not re-offending would also increase proportionally.					

Emergency Medical Services

Budget Unit 4200

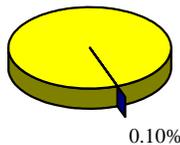
Department Head: Ross Elliott, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

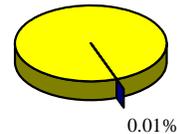
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$680,258	\$831,582	\$649,589	\$718,764	\$757,354	(\$74,228)
Services and Supplies	149,181	615,938	499,857	508,671	570,904	(45,034)
Fixed Assets	93,134	10,425	10,425	0	0	(10,425)
Other Financing Uses	0	504,606	0	0	0	(504,606)
Total Expenditures	\$922,573	\$1,962,551	\$1,159,871	\$1,227,435	\$1,328,258	(\$634,293)
REVENUES:						
Licenses and Permits	\$161,506	\$132,613	\$129,211	\$104,028	\$104,028	(\$28,585)
Use of Money & Property	0	320	0	0	0	(320)
Intergovernmental	468,881	669,310	545,558	523,800	523,800	(145,510)
Charges for Services	167,158	154,120	158,586	154,120	186,520	32,400
Miscellaneous	(56,186)	300	213	300	300	0
Less Total Revenues	\$741,359	\$956,663	\$833,568	\$782,248	\$814,648	(\$142,015)
SPECIAL PURPOSE FUNDS:						
Emergency Medical Services Fund	\$439,505	\$501,282	\$326,303	\$392,552	\$460,975	(\$40,307)
Less Total Special Purpose Funds	\$439,505	\$501,282	\$326,303	\$392,552	\$460,975	(\$40,307)
Less Savings Incentive	\$0	\$504,606	\$0	\$0	\$0	(\$504,606)
NET GENERAL FUND COST	(\$258,291)	\$0	\$0	\$52,635	\$52,635	\$52,635

AUTHORIZED POSITIONS:	10	9	9	9	9	0
FUNDED POSITIONS:	8	9	9	9	9	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Emergency Medical Services (EMS) Department is the lead agency for the emergency medical services

system in the County and is responsible for coordinating all system participants. Participants include ambulance companies, fire departments, dispatch centers, EMS schools, and hospitals throughout the County. The

department provides certification and recertification services for local EMS personnel.

for Reddi-Net Monitoring System.

MAJOR BUDGET CHANGES

- (\$40,000) Decrease in EMS Fund resources available to reimburse the department for eligible expenses.

Expenditures

- \$68,000 Increase in salary and benefit costs associated with management equity raises and increases in health benefit rates offset by a decrease in retirement rates.
- (\$21,000) Net decrease in anticipated extra help and overtime usage due to increased efficiencies as a result of departmental streamlining.
- (\$133,000) Department's planned use of accumulated Budget Savings Incentive Credits for ongoing monitoring of ambulance performance standards.
- (\$45,000) Decrease in anticipated expenses due to costs associated with State grants not recurring at FY 2006-07 levels in FY 2007-08.
- (\$10,000) No fixed assets requested in FY 2007-08.

Revenues and Special Purpose Funds

- (\$29,000) Decrease in revenues from EMT certification due to State requirements and anticipated decrease in demand from non-county residents due to implementing background investigations.
- (\$146,000) Decrease in intergovernmental revenues due to a reduction in available grant funds for hospital preparedness and communications equipment.
- \$32,000 Increase in charges for services as a result of reimbursements through the EMS Trust Fund

PROGRAM DISCUSSION

The recommended budget provides sufficient funding to support the department's functions at existing service levels. In keeping with the County Strategic Plan, the recommended budget will also enable the department to meet its County Strategic Plan goal of ensuring patients receive optimal, high quality, and timely emergency medical care, to improve survival of sudden injury or illness. The department will continue to manage the Emergency Medical Payments budget unit 4201 and Ambulance Service Payments budget unit 4203.

Associated with public safety strategies and goals for providing quality emergency medical services and response, the department will conduct work in the following major areas in FY 2007-08:

- Ongoing monitoring of ambulance service performance standards to ensure compliance with contract requirements will remain a high priority.
- On-going department functions including coordination of multiple committees and task forces; accrediting and certifying County prehospital personnel, emergency medical dispatchers, and mobile intensive care nurses.
- Case reviews and incident investigations; administration of the trauma system and State trauma funding; oversight of medical dispatch advancement; data collection of over 140,000 patient records generated annually.
- Participation in Homeland Security and disaster preparedness planning and drills as part of the department's efforts along with those of the Public Health Department, Kern County Emergency Council, City of Bakersfield, and all hospitals to ensure disaster readiness.

POSITIONS DISCUSSION

The recommended budget includes no position changes.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: the addition of one Emergency Medical Services Coordinator position, at an annual cost of \$95,000, plus position support for travel, training, and supplies of \$55,000, in order to better enable the department to monitor the Emergency Medical Services System; the addition of one Registered Nurse position at an annual cost of \$123,000, plus position support for travel, training, and supplies of \$27,000, in order to provide a pediatric

critical care system. Such a system would be designed to work with a local hospital to develop and maintain pediatric critical care capability in which to provide such services. Additional funding for these unmet needs would enhance the department’s ability to continue to meet its County Strategic Plan Goal and Performance Measure of providing optimal patient care and achieving an overall compliance rate of at least 95 percent for paramedic treatment protocols.

The recommended budget does not include funding to address these unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Ensure that patients receive optimal, high-quality, and timely emergency medical care, to improve survival of sudden injury or illness.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 7, Outcome 1—Optimal patient care.					
1. Performance Measure: Achieve an overall compliance rate of at least 95 percent for paramedic treatment protocols.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
-	-	-	Range of 95 to 100%	96.6%	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 department’s ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.					
How are we doing? The FY 2006-07 result is on target and within the acceptable range; compliance is being achieved. No historical data is available, as this is the first year the department has conducted such an audit and analysis. The FY 2006-07 data will be used as a baseline to track trends.					

Department Goal: Ensure that patients receive optimal, high-quality, and timely emergency medical care to improve survival of sudden injury or illness.

Strategic Plan Result Link: Section I, Goal 2, Strategy 7, Outcome 1—Optimal patient care.

2. Performance Measure: Achieve an overall accuracy rate of at least 97 percent for Emergency Medical Dispatch calls.

03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
98.4%	97.8%	98.8%	Range of 97 to 100%	98.9%	Range of 97 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 and pre-arrival instructions to caller, and providing appropriate customer service. Random samples of records are audited monthly to determine compliance; the results are reported to the department by each dispatch center.

Why: Dispatchers send specific types of emergency personnel, resources, and equipment based on the information they extract from the caller regarding the patient’s signs and symptoms. Compliance with emergency medical dispatch protocols ensures appropriate medical care is provided. The measurement is an indication of the department’s ability to oversee and monitor the EMS system and ensure compliance with policies and procedures.

How are we doing? The FY 2006-07 result is on target and within the acceptable range; compliance is being achieved.

Department Goal: Ground ambulance responses to 9-1-1 calls are compliant with time standards.

Strategic Plan Result Link: Section I, Goal 2, Strategy 7, Outcome 2—Increase in percent of on time 9-1-1 ground ambulances response times.

3. Performance Measure: Ensure that ground ambulances arrive on time at least 90 percent of the time for each Priority 1, Priority 2, and Priority 3 calls

03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
-	95.0%	94.6%	Range of 90 to 100%	96.5%	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 department the number of emergency calls per month for each response time zone and the number of emergency calls per month for each response time zone that are on time (i.e., 8 minutes in a designated metro area for a Priority 1 call). The indicator being reported is the overall compliance rate for all ambulance providers countywide annually.

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 department’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 2006-07 result is on target and within the acceptable range; compliance is being achieved. As many as 10 percent of the calls are allowed to be late, yet only 3.5 percent of the calls are late; response time compliance is very high.

Department Goal: Ground ambulance responses to 9-1-1 calls are compliant with time standards.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 7, Outcome 2—Increase in percent of on-time 9-1-1 ground ambulance response times.					
4. Performance Measure: Ensure that 80 percent of trauma victims transported to hospitals by ambulance arrive at the hospital within one hour of dispatch.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
-	-	-	Range of 80 to 100%	82.4%	Range of 80 to 100%
What: This indicator measures the percentage of time ambulances arrive at hospitals within one hour of dispatch time for trauma calls. The indicator being reported is for all ambulance providers countywide annually.					
Why: Survival rates for victims of serious traumatic injuries increase if the victim receives surgical care within one hour of the injury – the golden hour. Measuring the EMS system’s response time (dispatch to hospital arrival) to trauma calls is a gauge at the effectiveness of one component of the local trauma system. The measurement is an indication of the department’s effectiveness in establishing dispatch response protocols, time zone standards, and scene control policies for trauma calls.					
How are we doing? The FY 2006-07 result is on target and within the acceptable range; compliance is being achieved. No historical data is available; as this is the first year the department has conducted such an analysis. The FY 2006-07 data will be used as a baseline to track trends. There are many reasons why transport times may be greater than one hour. These include, for example: scene of injury is a great distance from the trauma center (KMC); transport is delayed due to extended extrication; and Kern’s geography is such that it is not possible in every case to drive to the scene of an accident, pick up a patient, and then transport to KMC or other hospital within 60 minutes.					

Department Goal: Ensure timeliness of EMS Fund claim payments					
Strategic Plan Result Link: Section I, Goal 2, Strategy 7, Outcome 4—Improvement in the timeliness of EMS claim funds.					
5. Performance Measure: Ensure that the average elapsed days to pay valid EMS Fund physician claims are within the range of 150 days to 240 days from the date medical services were rendered.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
271 days	248 days	235 days	Range of 150 to 240 days	227 days	Range of 150 to 240 days
What: This indicator shows the average number of days it takes to reimburse physicians for emergency medical care they provided to nonpaying patients (i.e., indigent, poor, or uninsured) through the EMS (Maddy) Fund.					
Why: The EMS Fund is the payor of last resort. When a physician has rendered emergency medical care, invoiced a patient twice, definitively determined that the patient has no insurance of any kind, and determined that the patient is not going to make any payments, the physician may file a claim to the EMS Fund. The measurement is an indication of the effectiveness of the department at processing claims.					
How are we doing? The FY 2006-07 result is on target and within the acceptable range; compliance is being achieved. Over the past four years, there has been a steady decrease in claims processing times, resulting in faster payment to physicians each year. The number of claims in FY 2003-04 (15,252) has more than doubled compared to FY 2006-07 (33,111 est.). The department’s workload has doubled; yet the claims are being paid 16% faster.					

Department Goal: Maintain the ability to appropriately respond to medical emergencies during times of disaster.					
Strategic Plan Result Link: Section I, Goal 2, Strategy 7, Outcome 3—Increase in percent of patients receiving appropriate pre-hospital care and increase in local trauma survival rate in relation to national rates.					
6. Performance Measure: Ensure that the emergency medical services personnel have the equipment and training needed to function during all disaster situations.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
See narrative	See narrative	See narrative	-	See narrative	-
What: The level of preparedness for a disaster is not something that can be meaningfully measured with numbers or statistics. Rather, this performance measure is better described in a narrative form that explains, by fiscal year, the actions the department has taken in disaster preparedness.					
Why: Most of the disaster preparedness activities are based on the availability of grant funding. Grant funding is not predictable; consequently tying grant funding amounts to performance measurement does not give a true picture of preparedness from year to year.					
How are we doing? An estimated 684 hours (0.3 FTE) of EMS Department staff time were spent on non-grant funded disaster response/preparedness activities in FY 2006-07, compared to an estimated 4,071 hours (1.97 FTE) of grant funded disaster response/preparedness activities.					

2003-04 Actual Results

The department procured an extensive amount of personal protective equipment for hospital personnel to build their ability to treat patients exposed to chemical, biological, and radioactive agents. Such equipment and supplies are stored in trailers for ease in transporting to another hospital or disaster site. The department obtained equipment to build a radio communications infrastructure with hospital command centers. The department also obtained mobile trauma vehicles for deployment at disaster sites.

2004-05 Actual Results

The department obtained resources to build hospitals' capacity to expand operations (surge) in the event of mass casualties or mass decontamination. Additionally, VHF radio equipment was purchased for ambulances to enable interoperable communications with fire departments. Implementation of an electronic patient care record project began. This is the first phase in building the capacity for early detection of epidemics (automated bio-surveillance). The department operated the Regional Disaster Medical Health Coordinator program, serving as the facilitator for multi-county collaboration and development of mutual aid systems with the region.

2005-06 Actual Results

The Kern Operational Area Mass Prophylaxis and Strategic National Stockpile Plan was approved locally and by the State. Significant progress was made on mass casualty surge planning. Antibiotic caches were purchased and stored with sufficient supplies to treat thousands of patients. Additional mass casualty and decontamination supplies and equipment were obtained for hospitals. Significant efforts were made towards pandemic influenza planning. The department continued operating the Regional Disaster Medical Health Coordinator program, serving as the facilitator for multi-county collaboration. Grant funding was sought to obtain personal protective equipment for ambulance personnel for protection against chemical, biological, and radioactive agents.

2006-07 Estimated Results

The Kern County Mass Casualty Hospital Surge Protocol was implemented, and the plan is being integrated into each hospital's emergency plan. An agreement with the Kern High School District was implemented to accommodate use of school sites for mass medication or vaccination, casualty staging areas, and temporary shelters. Significant progress has been made on the second of three phases of the electronic patient care record project. Phase 2 is the development of a central data warehouse, and Phase 3 is installation of the automated bio-surveillance software. The department continued operating the Regional Disaster Medical Health Coordinator program, serving as the facilitator for multi-county collaboration and development of a regional disaster response plan.

Emergency Medical Payments

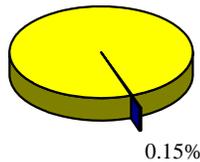
Budget Unit 4201

Department Head: Ross Elliott, *Appointed*

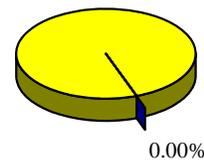
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$1,715,248	\$2,284,386	\$1,699,204	\$2,217,000	\$2,035,036	(\$249,350)
Total Expenditures	\$1,715,248	\$2,284,386	\$1,699,204	\$2,217,000	\$2,035,036	(\$249,350)
REVENUES:						
Use of Money/Property	\$18,806	\$22,184	\$20,218	\$21,738	\$21,738	(\$446)
Intergovernmental	545,713	204,125	309,491	317,000	317,000	112,875
Miscellaneous Revenues	2,408	0	0	0	0	0
Less Total Revenues	\$566,927	\$226,309	\$329,709	\$338,738	\$338,738	\$112,429
SPECIAL PURPOSE FUNDS:						
Emergency Medical Services Fund	\$1,148,321	\$2,058,077	\$1,369,495	\$1,878,262	\$1,696,298	(\$361,779)
Less Total Special Purpose Funds	\$1,148,321	\$2,058,077	\$1,369,495	\$1,878,262	\$1,696,298	(\$361,779)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

This budget unit is used to pay physician and hospital claims for providing care and treatment to indigents. The Emergency Medical Services (EMS) Department administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- (\$249,000) Decrease in payments to physicians and hospitals for indigent medical care due to a decrease in the availability of Emergency Medical Services Fund resources.

Revenues and Special Purpose Funds

- \$180,000 Increase in available funding from the State Emergency Medical Services Administration Fund.
- (\$68,000) Decrease in available funding from the California Healthcare for Indigents Program Fund.
- (\$362,000) Decrease in the amount of Emergency Medical Services Fund resources available to expend on indigent medical care expenses.

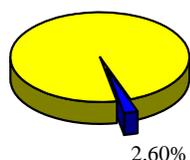
PROGRAM DISCUSSION

The recommended budget provides funding to support indigent medical care within the County for FY 2007-08. The department continues its efforts in keeping with the County Strategic Plan of ensuring that the average elapsed days to pay valid Emergency Medical Services Fund claims are 150-240 days from the date the medical services were provided. The major source of funding for this budget is from the EMS Fund. This fund is generated through revenues consisting of fines and penalties assessed by the courts for specific violations. This program provides partial reimbursement of costs associated with indigent medical services to private physicians and local hospitals providing care to indigents. This program, while extending medical care to indigents, also indirectly protects the health of the entire community.

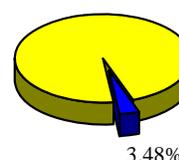
SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	<u>Actual</u>	<u>Approved Budget</u>	<u>Estimated Actual</u>	<u>Department Request</u>	<u>CAO Recommended</u>	<u>Incr/(Decr) From Budget</u>
APPROPRIATIONS:						
Services and Supplies	\$161,655	\$200,000	\$200,000	\$200,000	\$200,000	\$0
Other Charges	30,988,558	32,660,000	32,660,000	35,760,000	35,710,000	3,050,000
Total Expenditures	\$31,150,213	\$32,860,000	\$32,860,000	\$35,960,000	\$35,910,000	\$3,050,000
REVENUES:						
Charges for Services	\$458,011	\$600,000	\$464,725	\$500,000	\$500,000	(\$100,000)
Intergovernmental	20,800,001	20,800,000	20,800,000	22,800,000	21,450,000	650,000
Less Total Revenues	\$21,258,012	\$21,400,000	\$21,264,725	\$23,300,000	\$21,950,000	\$550,000
NET GENERAL FUND COST	\$9,892,201	\$11,460,000	\$11,595,275	\$12,660,000	\$13,960,000	\$2,500,000

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

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

detention facilities. The increased funding offsets increased costs incurred by KMC due to higher health benefit rates for employees, significant increases in medical supplies and pharmaceuticals for inmates, and full operation of the infirmary at the Sheriff's Maximum/Medium Facility.

MAJOR BUDGET CHANGES

Expenditures

- \$2,650,000 Increase in supplement to the hospital's budget as reimbursement for providing medical services to inmates in the County jail and juvenile

- \$650,000

Increase in funds provided to offset costs of the Elderlife Program that KMC provides for the senior citizen population. These funds are offset by an increase in the allocation of Social Service Program Realignment funds.

Revenues

- (\$100,000) Reduction in revenue from the federal government due to the anticipated reduction in the number of federal inmates housed at County detention facilities.

- \$650,000 Increase in the allocation of Social Service Program Realignment funds to offset costs of the Elderlife Program provided by KMC.

PROGRAM DISCUSSION

The recommended net General Fund cost represents the County’s contribution to provide for indigent, inmate, and uninsured care. An allowance for medical care is received by the County for federal inmates and is recognized within this budget unit.

The hospital is also partially funded by an allocation from Health Program Realignment revenues. The recommended allocation of program realignment funds is \$20.8 million, the same level of funding provided in FY 2006-07.

The allocation of General Fund monies is required to meet the hospital’s costs associated with providing inmate medical care to the adult and juvenile inmate population, and with the incremental cost of providing medical care associated with the Sheriff Department’s expanded operation of the Maximum/Medium units at the Lerdo jail. The hospital is again committed to maximize revenues from other sources as well as striving to keep expenses in check.

Ambulance Service Payments

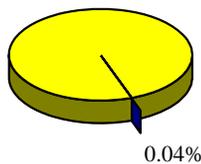
Budget Unit 4203

Department Head: Ross Elliott, *Appointed*

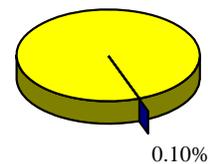
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$449,152	\$500,371	\$379,339	\$379,339	\$500,371	\$0
Total Expenditures	\$449,152	\$500,371	\$379,339	\$379,339	\$500,371	\$0
SPECIAL PURPOSE FUNDS:						
Emergency Medical Services Fund	\$121,032	\$121,032	\$0	\$0	\$113,541	(\$7,491)
Less Total Special Purpose Funds	\$121,032	\$121,032	\$0	\$0	\$113,541	(\$7,491)
NET GENERAL FUND COST	\$328,120	\$379,339	\$379,339	\$379,339	\$386,830	\$7,491

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Ambulance Service Payments budget unit is used to pay for contract ambulance services provided for indigent residents. The Emergency Medical Services (EMS) Department administers this budget unit.

MAJOR BUDGET CHANGES

Revenues

- (\$7,000) Decrease in the available Emergency Medical Services Fund.

PROGRAM DISCUSSION

The Emergency Medical Services Department will administer contracts and provide payments to authorized ambulance service providers supplying ambulance transportation for County responsible patients. Payments are issued quarterly based upon agreed percentages to five authorized ground ambulance providers and three air ambulance providers.

A portion of the EMS Fund is included in the recommended budget to be used to provide resources to this budget unit to fund reimbursement to ambulance service providers.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$3,752,557	\$6,055,014	\$3,773,954	\$6,317,424	\$6,362,987	\$307,973
Services and Supplies	1,599,798	2,427,985	2,145,797	2,577,909	2,637,909	209,924
Other Charges	1,202	4,155	943	0	0	(4,155)
Total Expenditures	\$5,353,557	\$8,487,154	\$5,920,694	\$8,895,333	\$9,000,896	\$513,742
REVENUES:						
Intergovernmental	\$4,898,971	\$8,094,084	\$5,408,662	\$8,527,945	\$8,609,215	\$515,131
Charges for Services	150,368	154,068	130,983	105,200	105,200	(48,868)
Miscellaneous	635	0	4,534	0	0	0
Less Total Revenues	\$5,049,974	\$8,248,152	\$5,544,179	\$8,633,145	\$8,714,415	\$466,263
NET GENERAL FUND COST						
	\$303,583	\$239,002	\$376,515	\$262,188	\$286,481	\$47,479

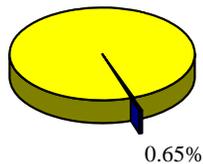
AUTHORIZED POSITIONS:

Full Time	77	79	79	76	77	(2)
Part Time	2	2	2	6	6	4
Total Positions	79	81	81	82	83	2

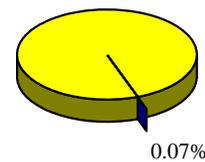
FUNDED POSITIONS:

Full Time	73	75	75	76	77	2
Part Time	2	2	2	6	6	4
Total Positions	75	77	77	82	83	6

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The California Children Services (CCS) Program provides specialized medical care to children with

disabling conditions. The program, available to income-qualifying families, is designed to ensure children realize their maximum physical and social potential. The Public Health Services Department administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- \$868,000 Increase in salary and benefit costs associated with funding all authorized positions, and increases in health benefit rates for employees.
- (\$560,000) Decrease in salary and benefit costs associated with the use of an 8% salary savings, which more closely reflects historical attrition of employees.
- \$117,000 Increase in charges paid to the Public Health Services Department for program administration. This cost is fully offset by revenues received from the State.
- \$26,000 Increase in services and supplies costs including office expense, professional fees, office equipment maintenance and subscriptions.
- \$121,000 Increase in the County share of treatment expense for clients and the County share of cost for providing mandated services.
- (\$54,000) Decrease in services and supplies cost for reductions in data processing charges, building lease payments and professional liability insurance cost.
- (\$4,200) Decrease in other charges due to retirement of lease in FY 2006-07.

Revenues

- \$30,000 Increase in realignment revenue to fund the County share of training for physical therapists and contract with a staffing recruitment agency.

➤ \$515,000 Increase in overall State reimbursements due to increased salary, benefit, administration, and catastrophic medical care costs.

➤ (\$49,000) Decrease in charges for services attributed to reimbursement levels for MediCal and California Children Services enrollment fees to more accurately reflect current levels of reimbursement.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to support diagnosis and treatment services through the California Children Services programs. Caseload size continues to increase due to the growing client population.

POSITIONS DISCUSSION

The department continues to have difficulty hiring professional staff, such as nurses and physical and occupational therapists. The deletion of one full-time Public Health Aide I/II position, at an annual savings of \$44,000 and the addition of one full-time Physical Therapy Aide position, at an annual cost of \$43,000 are recommended because the latter position can provide additional services in a physical therapy setting. Additionally, the recommended budget includes the addition of one full-time Physical Therapy Aide position, at an annual cost of \$43,000 to provide services to handicapped children. The addition of these positions will improve customer service as is called for in the County Strategic Plan. The deletion of two full-time Public Health Nurse positions, at an annual savings of \$204,000 and the addition of four part-time Public Health Nurse positions, at an annual cost of \$204,000 are recommended in the medical therapy program to provide the department with the necessary flexibility to hire and meet State staffing caseload ratio requirements. If those requirements are not met, the State can suspend reimbursements to the County. Approximately 85% of the costs associated with the additional positions are reimbursed by the State. Providing the department with the flexibility to hire both full time and part time Public Health Nurses relates to the County Strategic Plan recommending departments improve employee retention. Also included is the recommended deletion of one full-time Home Health Care Account Clerk position, at an

annual savings of \$53,000, which is no longer needed and was not funded in the previous fiscal year.

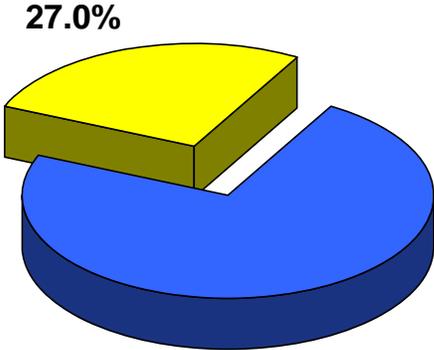
UNMET NEEDS DISCUSSION

The department identified the following unmet needs: contracting with a professional recruitment agency specializing in the recruitment and placement of nurses

and physical and occupational therapists in an amount of \$55,000; and on-site training for therapists in an amount of \$5,000. Training for staff is in response to the County Strategic Plan to hold County departments and employees accountable to do their jobs well and to improve customer service and employee retention. Both unmet needs have been funded in the recommended budget.

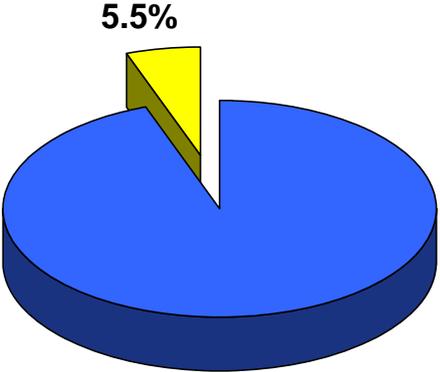
PUBLIC ASSISTANCE

**Total Recommended
Appropriations
\$374,180,864**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$21,914,616
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

Human Services Department

Budget Unit 5120

Department Head: Vacant, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$90,638,147	\$93,114,130	\$98,788,153	\$99,667,562	\$107,172,778	\$14,058,648
Services and Supplies	45,551,442	50,081,508	51,030,080	53,500,664	53,500,664	3,419,156
Other Charges	1,107,922	1,289,309	1,396,981	1,972,800	1,972,800	683,491
Fixed Assets	258,899	170,980	862,597	405,135	405,135	234,155
Total Expenditures	\$137,556,410	\$144,655,927	\$152,077,811	\$155,546,161	\$163,051,377	\$18,395,450
REVENUES:						
Use of Money/Property	\$177,808	\$106,965	\$176,406	\$176,517	\$176,517	\$69,552
Intergovernmental	134,238,173	149,354,879	146,133,386	146,530,334	150,894,925	1,540,046
Charges for Services	216,636	229,076	243,932	263,695	263,695	34,619
Miscellaneous	138,491	149,378	110,503	96,698	110,368	(39,010)
Less Total Revenues	\$134,771,108	\$149,840,298	\$146,664,227	\$147,067,244	\$151,445,505	\$1,605,207
SPECIAL PURPOSE FUNDS:						
Human Services - Admin.	\$0	(\$9,510,189)	\$1,055,013	\$1,727,247	\$1,727,247	\$11,237,436
Less Total Special Purpose Funds	\$0	(\$9,510,189)	\$1,055,013	\$1,727,247	\$1,727,247	\$11,237,436
NET GENERAL FUND COST						
	\$2,785,302	\$4,325,818	\$4,358,571	\$6,751,670	\$9,878,625	\$5,552,807

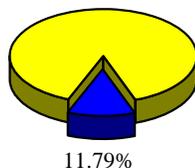
AUTHORIZED POSITIONS:

1,481	1,480	1,519	1,520	1,520	40
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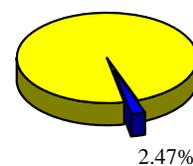
FUNDED POSITIONS:

1,481	1,480	1,519	1,520	1,520	40
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Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Human Services Department administers State and federally mandated public assistance programs. Services and programs to assist needy individuals and families include welfare-to-work, County-funded general

assistance, food stamps, child protective services, adoptions, Jamison Children's Center, information and referral services, and foster family home licensing. The department also administers the CalWORKs program, which requires that certain able-bodied applicants and aid recipients participate in work related activities as a condition of eligibility.

MAJOR BUDGET CHANGES

Expenditures

- \$7,076,000 Increase in salary and benefit costs associated with increases in workers' compensation costs, and increases in health benefit rates for employees. These increases are partially offset by a reduction in retirement rates.
- \$3,113,000 Increase in salary and benefit costs as a result of a net addition of 39 positions during FY 2006-07, and the net addition of one position included in the FY 2007-08 recommended budget, as discussed below.
- \$3,017,000 Increase in overtime and extra help costs to backfill vacancies.
- \$853,000 Increase in salary and benefit costs associated with a decrease in the use of salary savings based on anticipated departmental turnover.
- \$400,000 Increase in office expenses for supplies and postage due to additional personnel and caseload assigned to outlying locations.
- \$851,000 Increase in contracts with other entities primarily as a result of the increase in State CalWORKs contracts.
- \$609,000 Increase in costs for services provided by other departments as a result of increases to salaries and benefits.
- \$108,000 Increase in equipment lease costs associated with the lease of a sorter.

- \$992,000 Increase in facility lease cost as the department expands its presence in some regional locations to meet the demand for service.
- \$381,000 Increase in special services expenditures as a result of activities to recruit and retain volunteers and foster parents, and to provide independent living skills incentives for foster care children.
- \$80,000 Increase in fuel, utilities, and County garage expense.
- \$107,000 Increase in interest expense on advances from the General Fund.
- \$576,000 Increase in Countywide Cost Allocation Plan charges.
- \$234,000 Increase in fixed assets as a result of the department's immediate need for the purchase of two additional network servers and six additional Child Welfare Services Case Management System servers and the replacement of 13 routers, 14 network switches, and four video conference cameras.

Revenues and Special Purpose Funds

- \$70,000 Increase in anticipated interest earnings.
- \$1,540,000 Increase in federal and State reimbursements due to increased activity level.
- \$35,000 Increase in reimbursements for child abuse cases to more closely reflect actual reimbursements for FY 2006-07.
- (\$39,000) Decrease in revenue from vital statistic document fees and other ancillary services.

- \$11,237,000 Increase in use of fund balance available to support the operations of the department.

PROGRAM DISCUSSION

The Human Services Department administers programs that provide financial assistance and social services to eligible persons. The vision of the department is to build healthy, self-sufficient families and individuals, which adheres to the County Strategic Plan strategy for building a community where every child and adult thrives. Most public assistance programs administered by the department are controlled by federal or State laws, and are regulated and supervised by the State Department of Social Services.

The department is directing its efforts on a family focused service delivery system that has been outlined in the recently completed System Improvement Plan for child welfare services. This includes new initiatives such as Family-to-Family, Linkages, Differential Response and California Permanency for Youth Project. Differential Response is a three-tiered emergency response system that allows for more than one method of initial response to reports of child abuse. The system will allow preventative services to be provided to families that currently receive no services but are identified as at risk and in need of services.

The cornerstone in implementing welfare programs in California is the CalWORKs program, which was established in 1998. Through CalWORKs, welfare recipients are required to participate in activities leading to employment.

Over the past several years, the department has relied on performance incentive funds to augment the CalWORKs allocation. This enabled the department to contract with other agencies for innovative programs designed to help CalWORKs participants become self-sufficient. As performance incentives are no longer available, the focus is now on mandated services such as the processing of applications and renewals of assistance rather than providing new and innovative services that benefit the hardest-to-serve participants.

Despite significant improvements, population growth and caseload increases are driving the cost of providing mandated services up. While a large percentage of these costs are funded through State and federal sources, increases in County resources are also required.

The Medi-Cal Program has seen caseload growth of 24% over the last three years. Numerous additional processes are being added, such as the new requirement to verify

identity and citizenship for both initial and on-going eligibility.

The Food Stamp Program permits eligible and certified low-income households to obtain a more nutritious diet through normal channels of trade by increasing food purchasing power. Program demand continues to grow and has seen 26% growth over the last three years. The department is responsible for determining continuing eligibility in the program for all applicants. The FY 2007-08 recommended budget calls for continued cost containment in this area.

The department has in place a 24-hour response system designed to receive, investigate, and evaluate reports of child abuse and neglect. Any child reported to the department to be endangered by abuse, neglect, or exploitation is eligible for initial intake and risk evaluation. Focusing on the safety of the child, arrangements are made for family reunification or permanent placement is arranged.

Counties are legislatively mandated to administer numerous human services programs, funding for these services has been frozen at 2001 cost levels. Failing to fund actual county cost increases (referred to locally as cost of living adjustments - COLA) for six years has led to a growing funding gap. The department has in recent years maximized the claiming of available federal and State funds. Recent employee salary and benefit increases have required the County to exceed the required match to maintain services. The cost of providing mandated services, which are not otherwise reimbursed through federal and State funding sources, is covered by the County General Fund through a combination of Social Services Program Realignment funds and discretionary revenues. Total local cost for FY 2007-08 is recommended at \$19.4 million, which represents a 60% increase over that of FY 2006-07. Of the \$19.4 million, \$9.5 million is derived from Social Services Program Realignment funding and the remainder is funded with local discretionary revenue.

The Ombudsman section in the department's Prevention and Community Partnership division continues to provide an essential service. The role of the Ombudsman includes conducting independent review of complaints involving Human Services' policies, procedures, practices and laws, which govern the work of the department. Complaints may be received from parents, grandparents, relatives, foster family agencies, group homes and residential treatment centers, attorneys, physicians, therapists, social workers, teachers, community organizations, government agencies and any other related agencies or citizens. The ombudsman ensures that policies, procedures and practices are consistent with the goals and mission of the

department. They prepare statistical reports of complaint investigations and dispositions for the purpose of identifying institutional and systemic problems and patterns and recommend appropriate corrective actions for system enhancements to the Director. Additionally, they interact extensively with media, providing interviews and making public presentations.

POSITIONS DISCUSSION

During FY 2006-07, the department added 39 positions funded with Outcome Improvement Project funds. These positions were added to support the Child Protective Services (CPS) Bureau, the Prevention and Community Partnerships (P&CP) Bureau, and the Administrative Services Bureau. They have, in large part, assisted the department in its efforts toward meeting recommendations made by the Child Welfare League of America in its report made to the Board in FY 2006-07. The positions are as follows: one Senior Paralegal position, at an annual cost of \$73,000; two assistant Program Director positions, at an annual cost of \$160,000; one Office Services Assistant position, at an annual cost of \$47,000; two Program Specialist positions, at an annual cost of \$129,000; 14 Social Service Worker I-V positions, at an annual cost of \$869,000; two Human Services Aide positions, at an annual cost of \$91,000; seven Social Services Supervisor positions, at an annual cost of \$543,000; three Human Services Program Specialist positions, at an annual cost of \$240,000; one Administrative Coordinator position, at an annual cost of \$70,000; five Office Services Technician positions; at an annual cost of \$254,000; and one Office Services Specialist position, at an annual cost of \$55,000.

The FY 2007-08 recommended budget includes the addition of: one Human Services Program Director position at an annual cost of \$107,000, to assist in reducing the span of control for managers to 100-125 employees; two Program Specialists I/II positions, at an annual cost of \$129,000, to assist in increasing employment opportunities for CalWORKs participants; and one Maintenance Supervisor position, at an annual cost of \$76,000, to assist in overseeing facilities needs. The recommended budget also includes the deletion of three CalWORKs Social Worker I-V positions from Employment and Financial Services, at an annual savings of \$207,000, to allow for the addition of the above positions that are more critical to accomplishing the goals and mandates of the department. All of the position changes will enable the department to meet its County Strategic Plan goals and performance measures as discussed below.

UNMET NEEDS DISCUSSION

The department has identified the following unmet need: contracted services with community based organizations as prevention and intervention components of the County Gang Violence Strategic Plan, at a cost of \$1,600,000. Funding for these unmet needs has not been included in the department's recommended budget, but instead has been placed in the Special Services budget unit pending a decision on which department will be responsible for administration of these contracts.

GOALS AND PERFORMANCE MEASURES

Department Goal: The department’s goal is to be under the federal National Tolerance Level (error rate), which is anticipated to be 5.71% for FFY 2005-06.					
Strategic Plan Result Link: Section IV—Building a Community Where Every Child and Adult Thrives					
1. Performance Measure: Food Stamps – Counties are required to be under the national tolerance level (average national Food Stamp error rate).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
5.11%	3.94%	5.52%	below national tolerance level	3.41% as of Oct. 2006	below national tolerance level
What: Counties are required to be under the national tolerance level (average national Food Stamp error rate). The national tolerance level fluctuates annually depending on each state’s error rate. For FFY 2004-05 the national tolerance level was 5.84%. We anticipate FFY 2005-06 tolerance level to be around 5.71%.					
Why: If counties are not under the national tolerance level, they are subject to a fiscal sanction from the State. The fiscal sanction is calculated using the total amount of benefits the State as a whole issued incorrectly. The fiscal sanction portion each county pays is based on the incorrect benefits it issued. The fiscal sanction must be paid using all county dollars.					
How are we doing? Kern County’s FFY 2005-06 Food Stamp error rate was 5.52%. Although the final national tolerance level has not been released, we anticipate being under the estimated level of 5.71% for FFY 2005-06.					

Department Goal: The department’s goal is to meet the Welfare to Work (WTW) Participation Rate Outcome, which is a federal mandate.					
Strategic Plan Result Link: Section IV—Building a Community Where Every Child and Adult Thrives					
2. Performance Measure: Welfare to Work participation rate and pay for performance.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
55%	54%	55%	50%	TBD (see comments)	50%
What: Counties are required to meet the federally mandated WTW Participation Rate of 50%.					
Why: Failure to comply results in a fiscal sanction. California is at risk of a \$185 million sanction for FY 2006-07. Fifty percent (50%) of the penalties will be passed on to the counties. Kern County is at risk for up to \$1.2 million.					
How are we doing? Counties have been unable to calculate their base welfare-to-work participation rate for FY 2006-07 because the State has not yet incorporated the new populations identified in the Interim federal rules into the WTW sample. As a result, we are unable to determine Kern County’s 2006-07 estimated results. The department will determine its estimated results for FY 2006-07 as soon as it is able to collect a minimum of three months of data, which should occur by FY 2006-07 year-end.					

Department Goal: Child safety.					
Strategic Plan Result Link: Section I—Keeping Our Community Safe					
3. Performance Measure: Recurrence of maltreatment.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
10.3%	10.6%	7.6%	7.0%	From 10/1/05 to 9/30/06 9.4%	7.0%
What: This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. Developed by the University of California, Berkeley (UCB); it is both a State and federal outcome measure. (National Standard—less than or equal to 6.1%)					
Why: To comply with AB 636, which requires California and its counties to measure outcomes and ensure accountability for its Child Welfare Services Program. The new system is entitled, “California-Child and Family Services Review” and was developed in accordance with the provisions of W&IC 10601.2. It focuses primarily on measuring outcomes in safety, permanence and family well-being.					
How are we doing? The department is moving towards compliance with the federal expectation of 6.1%. The available figures for the current fiscal period are over too short a time period to give an accurate reflection of current progress.					

Department Goal: Child safety.					
Strategic Plan Result Link: Section 1—Keeping Our Community Safe					
4. Performance Measure: Percent of Emergency Referrals with a timely response. 10-day response time.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
94.8%	96.6%	95.6%	100%	(7-06 to 1-07) 87.9%	100%
What: This is a process measure designed to determine the percent of cases in which face-to-face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child. This data was developed by the California Department of Social Services. It is a State process measure.					
Why: Compliance with regulations and the safety of children requires a worker to initiate an investigation within the mandated response time. A timely investigation ensures that the safety of children is assessed and if services are needed they are offered or provided.					
How are we doing? The available figures for the current fiscal period are over too short a time period to give an accurate reflection of current progress, but it is clear that the department needs to continue efforts to improve performance on this measure.					

Department Goal: Child safety.					
Strategic Plan Result Link: Section 1—Keeping Our Community Safe					
5. Performance Measure: Percent of timely social worker visits with child (2C).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
89.2%	95.1%	94.2% (partial data 2 Qtrs.)	100%	88%	100%
What: This is a process measure designed to determine if social workers are seeing the children on a monthly basis when that is required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visit exception) are not included in this measure. This data was developed by the State.					
Why: Compliance with regulations and the safety of children requires a worker to see children according to mandated time frames and best practice. The purpose of these visits is to monitor the care children are receiving and to assess their progress and development and to determine any unmet needs.					
How are we doing? The available figures for the current fiscal period are over too short a time period to give an accurate reflection of our current progress, but the department needs to maintain our efforts to improve our results.					

Human Services-Direct Financial Aid

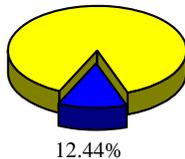
Budget Unit 5220

Department Head: Vacant, *Appointed*

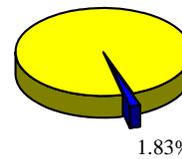
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Charges	\$176,344,597	\$184,940,398	\$172,860,369	\$172,102,809	\$172,102,809	(\$12,837,589)
Total Expenditures	\$176,344,597	\$184,940,398	\$172,860,369	\$172,102,809	\$172,102,809	(\$12,837,589)
REVENUES:						
Intergovernmental	\$163,699,649	\$169,079,626	\$159,731,973	\$159,481,875	\$159,481,875	(\$9,597,751)
Miscellaneous	2,617,274	2,782,626	2,655,997	2,589,561	2,589,561	(193,065)
Less Total Revenues	\$166,316,923	\$171,862,252	\$162,387,970	\$162,071,436	\$162,071,436	(\$9,790,816)
SPECIAL PURPOSE FUNDS:						
Human Services - Direct Aid	(\$2,057,668)	\$993,884	(\$1,611,863)	\$2,690,794	\$2,690,794	\$1,696,910
Less Total Special Purpose Funds	(\$2,057,668)	\$993,884	(\$1,611,863)	\$2,690,794	\$2,690,794	\$1,696,910
NET GENERAL FUND COST	\$12,085,342	\$12,084,262	\$12,084,262	\$7,340,579	\$7,340,579	(\$4,743,683)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

This budget unit provides funds for direct financial assistance payments to eligible recipients. The largest component of this budget is the direct aid payments to needy families under the Temporary Assistance for Needy Families (TANF) Program.

➤ \$1,800,000 Increase in costs associated with adoption assistance services due to an increase in cost per case.

➤ \$800,000 Increase in costs associated with assistance for serious emotional disturbance clients resulting from an increase in cost per case.

MAJOR BUDGET CHANGES

Expenditures

➤ (\$85,000) Decrease in costs related to the Kinship Guardianship Assistance Program (Kin-GAP) as a result of a decrease in caseload.

➤ (\$3,300,000) Decrease in costs associated with a lower foster care caseload.

➤ (\$12,053,000) Projected decrease in costs from CalWORKs caseload decline.

Revenues and Special Purpose Funds

- (\$9,598,000) Decrease in State and federal funding for children’s assistance programs.
- (\$193,000) Decrease in anticipated collection of welfare repayments.
- \$1,697,000 Increase in available fund balance carried over from previous fiscal year to support the FY 2007-08 budget.
- (\$4,744,000) Decrease in General Fund cost as a result of decrease in caseload funding requirements.

PROGRAM DISCUSSION

Expenditures from this budget unit and the County’s share of costs are dictated exclusively by State and federal laws and regulations, which virtually eliminate any local control over expenditures. Cost estimates are based on the department’s caseload projections and payment rates prescribed by State regulations.

This budget unit provides financial assistance payments to CalWORKs participants and needy families in accordance

with the County’s Strategic Plan of providing financial resources to properly support children. It also provides funding for foster care services and child adoption services and supports the department’s goals and performance measures as set forth in the County Strategic Plan. As required by State law, this budget unit provides funding for general assistance payments to indigents. The department now uses payment vouchers for housing and utilities, rather than issuing direct payments. This has led to a reduction of costs while continuing to provide the required service.

The department’s efforts, associated with the County Strategic Plan for building a community where every child and adult thrives, have enabled the department to continue to address the critical need for adoption assistance and foster care. Eligibility criteria for adoptive families have been eased, allowing for more assistance payments. When children are released from protective custody they are often placed in foster care. Recently, timeframes for children in protective custody have been shortened increasing the likelihood that children will be in the foster care system for a longer period of time. The department continues to explore new methods to control these costs while providing the necessary services.

Projected decreases in costs for aid payments and supportive services related to CalWORKs are based on recent caseload trends. Although adults may have exhausted their benefits, payments are made to support children.

addition of one Office Services Technician position, as discussed below.

- \$22,000 Increase in salary and benefit costs due to management salary equity adjustments, and increases in employee health benefit and retired employee medical rates, partially offset by a decrease in retirement rates.
- \$14,000 Increase in services and supplies for telephones, wireless headsets, and increased communications charges.
- \$5,000 Increase in services and supplies as a result of increased mileage and travel reimbursement, membership dues, and maintenance.

Revenues

- \$21,000 Increase in funding from the California Department of Veterans Affairs, and increase in sales and renewals of veterans license plates.

PROGRAM DISCUSSION

The recommended budget provides funding for the Veterans Service Department to provide a higher level of itinerant outreach services to the veteran population throughout the County, including the communities of Ridgecrest, Mojave, Delano, Taft, and Lake Isabella. In order to ensure that all veterans have the resources available to achieve long-term self-sufficiency and independence, as outlined in the County Strategic Plan, the department coordinates housing, nutrition, health, job training, and job recruiting services for veterans, and assists their families in applying for any federal or State entitlement they may be qualified to receive.

The Veterans Service Center, established in 1999, has enjoyed significant increases in the number of clients served. They have assisted an average of 10,000 veterans, their dependents or survivors, per year since 2003. The department has managed to provide adequate service by employing Work Study veteran students; however, the

reception area must be more fully staffed to manage the increasingly high volumes of veteran clientele. To meet this goal, one Office Services Technician position is recommended to be added to maintain current levels of service and to provide the flexibility to cross train staff in preparation for client outreach, as discussed below.

In cooperation with Employers’ Training Resource (ETR), the department provides space in the Veterans Service Center for a Job Consultant. This individual provides job services and employment assistance to veterans. ETR was recently awarded a Veterans Grant to provide expanded Job Search services to veterans that will provide both the department and ETR expanded opportunities to provide multiple services to many of the clients during the same visit. This integration of services and the goal to maximize resources and services for the benefit of all residents is a key element contained in the County Strategic Plan.

The department also continues to provide services to the homeless veteran population. Stand Down, an annual event, is a large and increasingly successful activity. The participants provide personal comfort items, food, and claims counseling services to homeless veterans.

POSITIONS DISCUSSION

The recommended budget includes the addition of one Office Services Technician position, at an annual cost of \$53,225. This additional position will allow the department to meet goals in the County Strategic Plan by improving outreach services in underserved areas of the County and ensuring that all veterans have the resources available to achieve long-term self-sufficiency and independence. It may also assist the department in meeting the proposed FY 2007-08 goal for its workload units Performance Measure, which will increase claims and may increase State funding distributions.

UNMET NEEDS DISCUSSION

The department has identified the following unmet need: one Office Services Technician position, at an annual cost of \$53,225. As noted above, this position will allow the department to more effectively perform outreach services and advocate for veterans. The department anticipates the ability to provide services to a greater number of veterans residing in underserved communities, as well as making contact with clients through field visits to prisons, nursing homes and community services outreach. The recommended budget includes funding for the Office Services Technician position.

GOALS AND PERFORMANCE MEASURES

Department Goal: Improved service to veterans, dependents and survivors.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2—Ensure that all children and adults have the resources available to achieve long term self-sufficiency and independence.					
1. Performance Measure: Workload units.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
912	995	1,111	N/A	1,052	1,150
What: This indicator reflects the department's VA claims output.					
Why: This indicator is used by the CDVA to distribute State funding.					
How are we doing? Kern has a midsize veterans population, yet the department's share of the revenue distribution exceeds counties with larger veteran populations.					

Department Goal: Improved service to veterans, dependents and survivors.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2—Ensure that all children and adults have the resources available to achieve long term self-sufficiency and independence.					
2. Performance Measure: Document veterans contacts reflecting phone traffic and correspondence.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
DNA	DNA	DNA	DNA	21,840	25,000
What: This indicator will measure the additional activities the department conducts that are not reflected in work load unit compilations, but represent a significant investment of the department's time and personnel.					
Why: These day-to-day activities are significant and are over and above veterans claims services.					
How are we doing? These contacts will begin to be more accurately measured.					

Department Goal: Improved outreach to veterans in under served communities as well as uninformed veterans residing in the metro area.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 2—Ensure that all children and adults have the resources available to achieve long term self-sufficiency and independence.					
3. Performance Measure: Document the numbers of client contacts, including office visits and external transient services.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
4,814	8,846	8,399	5,000	8,800	9,000
What: This indicator will reflect the department’s success in providing services to veterans residing in under served communities, as well as contacts made through field visits to prisons, nursing homes and community services outreach.					
Why: Staffing limitations have prevented the department from providing direct services to these veterans in the past. Despite past successes, it is strongly believed that there is a much larger segment of the veteran community that are not aware of their eligibility for benefits and entitlements.					
How are we doing? The department will begin measuring its success when it becomes fully staffed and trained.					

Aging and Adult Services Department

Budget Unit 5610

Department Head: Kris Grasty, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$6,344,340	\$7,386,061	\$7,033,103	\$7,896,720	\$8,434,966	\$1,048,905
Services and Supplies	3,825,243	4,200,842	4,247,478	3,830,426	3,887,133	(313,709)
Other Charges	350,974	447,291	384,312	449,407	449,407	2,116
Fixed Assets	0	31,500	63,494	20,000	56,000	24,500
Total Expenditures	\$10,520,557	\$12,065,694	\$11,728,387	\$12,196,553	\$12,827,506	\$761,812
REVENUES:						
Use of Money/Property	\$36,402	\$15,000	\$33,494	\$38,000	\$38,000	\$23,000
Intergovernmental	8,703,165	9,800,868	9,549,889	10,047,513	10,375,247	574,379
Charges for Services	844,349	799,738	953,822	885,395	888,150	88,412
Miscellaneous	160,402	158,900	170,417	155,377	215,377	56,477
Non-Revenue Receipts	(107)	0	0	0	0	0
Less Total Revenues	\$9,744,211	\$10,774,506	\$10,707,622	\$11,126,285	\$11,516,774	\$742,268
SPECIAL PURPOSE FUNDS:						
Aging & Adult Services	(\$173,371)	\$336,087	\$336,087	\$50,835	\$55,057	(\$281,030)
Less Total Special Purpose Funds	(\$173,371)	\$336,087	\$336,087	\$50,835	\$55,057	(\$281,030)
NET GENERAL FUND COST	\$949,717	\$955,101	\$684,678	\$1,019,433	\$1,255,675	\$300,574

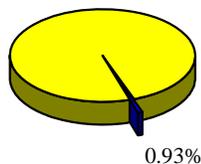
AUTHORIZED POSITIONS:

Full Time	94	95	97	99	103	8
Part Time	17	17	17	17	18	1
Total Positions	111	112	114	116	121	9

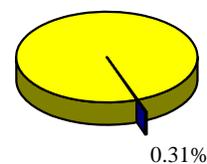
FUNDED POSITIONS:

Full Time	92	94	96	98	101	7
Part Time	16	12	12	10	12	0
Total Positions	108	106	108	108	113	7

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Aging and Adult Services Department administers federal, State, and local funds to provide services to elderly and disabled adults. Programs and services coordinated by the department include the In-Home Supportive Services (IHSS) program, the Adult Protective Services (APS) program, Public Conservator and Guardian Programs, the Multipurpose Senior Services Program (MSSP), and Older Americans Act programs including: abuse prevention, nutrition, homemaker, disease prevention and health promotion, insurance counseling, financial and legal assistance services.

➤ (\$137,000) Decrease in interdepartmental service agreements due to termination of an agreement with the Public Health Department for the provision of a Public Health Nurse for MSSP.

➤ (\$368,000) Decrease in contracts with service providers primarily due to the County's assumption of additional Senior Nutrition Program responsibilities.

MAJOR BUDGET CHANGES

Expenditures

➤ (\$150,000) Decrease in office automation expense due to non-recurring expenses related to replacement of computers in FY 2006-07.

➤ \$457,000 Increase in salary and benefit costs associated with the addition of six full-time positions, one part-time position, and funding for extra-help and per diem staff, as discussed below.

➤ \$46,000 Increase in various services and supplies accounts as a result of increased direct program responsibilities and increased staff.

➤ \$655,000 Increase in salary and benefit costs associated with FY 2006-07 mid-year position changes, funding for positions that were only partially funded in FY 2006-07, management and confidential salary equity adjustments, and increases in workers' compensation, unemployment insurance and health benefit rates, partially offset by a reduction to retirement rates for employees.

➤ \$2,000 Increase in other charges due to State funding increases for the MSSP program and increased interest payments on cash advances to the Aging and Adult Services fund, offset by a decrease in Countywide Cost Allocation Plan charges.

➤ (\$63,000) Decrease in salary and benefit costs associated with the use of a 2% salary savings, which closely reflects anticipated attrition of employees.

➤ \$25,000 Increase in fixed assets due to the recommended purchase of a database server and two vehicles.

➤ \$22,400 Increase in rent expenses for senior nutrition program facilities.

➤ \$273,000 Increase in food costs as a result of increased direct program responsibilities and increased food costs.

Revenues and Special Purpose Funds

➤ \$23,000 Increase in projected interest earnings in the Aging and Adult Services Fund.

➤ \$444,000 Increase in State and federal funding for In-Home Support Services, Adult Protective Services, and Senior Nutrition programs, partially offsetting the cost of the recommended additional positions, discussed below.

- \$123,000 Increase in funding for the Multipurpose Senior Services Program, a Medi-Cal funded program.
- \$88,000 Increase in revenue from estate fees, and the Mental Health Services Department for conservator and public guardian services.
- \$56,000 Increase in anticipated nutrition program donations primarily due to County's assumption of additional Senior Nutrition Program responsibilities.
- (\$281,000) Decrease in fund balance available for FY 2007-08.

\$80,000, and the funding set aside from the prior contract provider for these areas, there is no additional County General Fund cost.

The recommended budget will allow the department to maintain an average monthly caseload ratio in the Adult Protective Services (APS) program to ensure timely response to reports of abuse. In addition, increased funding for staff positions will allow the department to expand efforts to train mandated reporters of elder abuse; increase outreach programs; improve response time for client intake for the IHSS program in the outlying areas; assist the Mental Health Department in establishing a mobile geriatric assessment unit for the growing senior population; increase the number of partnerships with community-based organizations; maintain the number of senior congregate nutrition locations served and increase the number of home delivered meals; and partner again with the Parks and Recreation Department during the summer months to provide Cooling Centers throughout the County.

PROGRAM DISCUSSION

In recent years, reductions in federal and State funding and inflationary program costs incurred by the department and its contractors required the department to prioritize its many programs to determine how the limited funding could best serve the community. In doing so, the department identified the Senior Nutrition Program as its highest priority and worked toward meeting the senior residents' nutritional needs while reducing funding levels for Adult Day Care, Homemaker Services, Information and Referral services, and Case Management. State mandated programs were funded to meet minimum regulatory requirements and to enable the department to meet its goals as set forth in the County Strategic Plan. Through the department's careful fiscal management, and with further increases in the allocation of local discretionary revenues and additional realignment revenue, in addition to the carry-over fund balance from FY 2005-06, the FY 2006-07 budget restored funding to some senior programs that had experienced funding reductions in recent years. The FY 2007-08 recommended budget will provide increased support toward these efforts as well as the department's goals and performance measures listed below.

The department will assume responsibility for direct provision of Senior Nutrition Program services in Greenfield, southwest Bakersfield, Buttonwillow, Taft and surrounding communities effective July 1, 2007. Estimated costs in the recommended budget are \$437,000, offset by federal and State funding and program donations. Due to an increased allocation from the California Department of Aging of approximately

In accordance with State law, the County established the In-Home Supportive Services (IHSS) Public Authority as the employer of record for the IHSS service providers on January 1, 2003. Under contract, department employees administer the IHSS Public Authority. The recommended budget contains sufficient funding for the department to continue providing services to the IHSS Public Authority.

The Multipurpose Senior Services Program (MSSP) provides services to frail seniors to prevent or delay placement in long-term care facilities. As listed in the County Strategic Plan, the department has collaborated with other agencies to provide supportive services to older adults through quarterly meetings with providers and department staff. In addition, the department received additional State funding during FY 2006-07 that allowed them to increase the number of clients served in the MSSP program from 179 to 204. There is no County General Fund cost for the MSSP program.

POSITIONS DISCUSSION

The recommended budget includes six additional full-time positions and one part-time position in order to ensure that adequate staffing is made available to support the department's mission.

As a result of the County assuming operational responsibilities for Senior Nutrition Program services, the recommended budget includes the proposed addition of one part-time Senior Nutrition Program Coordinator position, at an annual cost of \$28,000, and one full-time Cook II position, at an annual cost of \$48,000.

The recommended budget also includes the proposed additions of: one Cook III position, at an annual cost of \$56,000, added to the Kern River Valley senior nutrition program staff to assist in serving congregate meals at senior center sites and providing supervision of the program several days a week; one Fiscal Support Technician position, at an annual cost of \$61,000, to be assigned to the California Department of Aging programs and Multipurpose Special Services Program (MSSP) to assist with contract billing and budget analysis; one Office Services Specialist position, at an annual cost of \$64,000, to be added to the Public Authority to provide support to the IHSS Advisory Committee and assist with trainings and presentations for the IHSS providers; and two full-time Social Worker positions, at an annual cost of \$132,000, to be added to the IHSS program to assist with client intake in the outlying areas, including Delano, Lake Isabella, Mojave and Ridgecrest. Approximately 60 percent of the additional position costs are offset by federal and State funds.

The department will retain eight unfunded positions in the recommended budget, including five part-time positions in the Senior Nutrition Program, one full-time position and one part-time position in IHSS administration, and one full-time position assigned to the Information and Referral Program. Funding for per diem and extra-help staff is included in the budget in order to address departmental operations.

UNMET NEEDS DISCUSSION

In order to meet County Strategic Plan performance goals, the department has identified the following unmet needs for FY 2007-08: enhanced funding for congregate and home delivered senior nutrition programs, at a cost of \$161,000, to reflect increases in food costs and facility rent payments; increased funding for the IHSS program to add two Social Service Worker positions, vehicles and two laptops, at a cost of \$187,000, to better serve clients in the County's outlying areas, and improve timeliness and accuracy of processing applications; additional funding for administration, at a cost of \$53,000; increased funding for two Social Service Worker positions in APS, at an annual cost of \$108,000, to reduce caseloads and to improve services in Kern River Valley as a pilot project; increased funding, at a net annual cost of \$4,000, for the addition of four Social Service Worker positions and deletion of four Deputy Conservator positions.

The recommended budget includes funding for two Social Service Worker positions for IHSS, and related computer equipment, office supplies and vehicles, at a cost of \$187,000, and funding for rent expenses at the Ridgecrest and Bakersfield Senior Centers and increased food costs for both County and contract senior nutrition programs, at a cost of \$134,000.

GOALS AND PERFORMANCE MEASURES

Department Goal: (a) Healthy lifestyles and disease prevention are promoted to Kern County seniors and disabled adults; (b) Health Promotion outreach activities are available to seniors and disabled adults through the use of technology; and (c) Every senior and disabled adult has the opportunity to become self-sufficient and independent.

Strategic Plan Result Link: (a) Section II, Goal 4, Strategy 1—Reduce incidences of diseases through prevention and education; (b) Section IV, Goal 1, Strategy 2—Provide health promotion outreach activities to all residents through the use of technology ; (c) Section IV, Goal 2, Strategy 3—Ensure that all children and adults have the resources available to achieve long term self-sufficiency and independence.

1. Performance Measure: Number of information and assistance contacts.

03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
32,908	21,450	23,277	23,300	23,280	24,000

What: This indicator measures the number of Information and Assistance contacts.

Why: This indicator demonstrates the activity of Information and Assistance staff through counting the number of contacts via telephone, office visits, web site hits, and outreach which includes the participation in various health fairs throughout the County. These contacts are for general information for seniors and their families as well as health related issues including disease prevention education materials, medical insurance issues, and other senior health issues.

How are we doing? (a) Although the department’s numbers decreased slightly this year, it is anticipated they will increase with a full time staff person dedicated to recruiting volunteers. This will allow additional participation in health fairs and other outreach activities throughout the County.

(b) As part of the department’s unmet needs for FY 2006-07, additional resources were allocated to improve the department’s website. This will increase Information and Assistance’s numbers as there will be resource material on the web and the ability to count the number of times someone visits the website.

(c) Information and Assistance staff and/or contract providers of Information and Assistance (Homemaker Services of Indian Wells Valley) provide educational materials to the seniors at senior centers throughout the County.

Department Goal: Every senior and disabled adult has the opportunity for optimal health.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 1—Ensure access to medical care for all seniors and disabled adults.					
2. Performance Measure: Number of HICAP client contacts.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
11,604	8,612	21,962	11,744	14,000	15,000
What: This indicator measures each contact a Health Insurance Counseling and Advocacy Program (HICAP) counselor makes with a senior or disabled adult.					
Why: This indicator demonstrates timely access to for seniors and disabled adults in receiving assistance in obtaining Medicare and other health insurance issues.					
How are we doing? The Medicare Modernization Act which resulted in Medicare Part D, a prescription drug plan for Medicare beneficiaries, has continued to increase the department’s client contact numbers. Open enrollment occurs each year, usually in November. As this program relies heavily on trained volunteers, a volunteer coordinator will be hired who will be responsible for recruitment and retention of HICAP volunteers.					

Department Goal: (a) Nutritious senior meals are available to all seniors; (b) Seniors have the opportunity to become self-sufficient and independent.					
Strategic Plan Result Link: (a) Section II, Goal 4, Strategy 3—Continuation of senior congregate nutrition program and the continuation of home delivered nutrition services to the areas currently served; (b) Section IV, Goal 2, Strategy 1, Outcome 2—Nutritious food is accessible; Section IV, Goal 2, Strategy 2, Outcome 4—A program is designed to assist older adults in avoiding premature placement in long-term care facilities are supported.					
3. Performance Measure: Number of senior meals served.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
462,284	448,938	422,717	426,605	427,856	427,856
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. This program provides 33% of the daily nutrition for seniors and is available to all seniors regardless of income. Included in this program is nutrition education for seniors. Further, home delivered meals allow fragile seniors to remain in their homes and independent.					
How are we doing? (a) and (b) The department continues to provide and/or contract to provide congregate and home delivered meals to 23 senior centers throughout the County. Efforts have been made by the department and its contract providers to increase attendance at the congregate sites through the introduction of new food items and improving customer service. Further, one contract provider had a waiting list for their home delivered meals. As part of the department’s unmet needs in FY 2006-07, additional monies were added to purchase two vehicles in order for additional meals to be delivered.					

Department Goal: Sound fiscal management.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure that the costs of senior meals remain constant while continuing to provide nutritious foods.					
4. Performance Measure: Cost per senior meal.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$7.49	\$6.57	\$7.37	\$7.89	\$8.03	\$8.37
What: This indicator measures the average costs of both congregate and home delivered meals.					
Why: This indicator demonstrates the department’s approach to managing its budget.					
How are we doing? The department continues to work diligently with its food providers to obtain the best prices. This measure continues to increase slightly, however, due to several factors beside the costs of food including the price of gas and increase in the minimum wage for many of the food preparation employees also affects this measure.					

Department Goal: Seniors and disabled adults have the opportunity to become self-sufficient and independent.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 1—Provide access to temporary safety net services to all qualified adults; Section IV, Goal 2, Strategy 2—Ensure adults have resources available to achieve long term self-sufficiency and independence.					
5. Performance Measure: Average hours per In-Home Supportive Services cases.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
86.7	87.8	85.5	82.9	82	82
What: This indicator measures the number of hours that social workers in the In-Home Supportive Service Program have authorized for care providers to provide care for seniors and disabled adults to remain safely in their homes.					
Why: This indicator demonstrates a safety net service for seniors to avoid premature placement into a long-term care facility.					
How are we doing? There has been a slight decrease in the number of hours authorized due to new State regulations that standardize the time that is to be spent by caretakers on each task. Further, a Quality Assurance Division was established one year ago. Their review of cases has resulted in the decrease of hours as well.					

Department Goal: Every senior and disabled adult is safe.					
Strategic Plan Result Link: Section 1, Goal 1, Strategy 1, 2, and 3—Reduce crime and improve law enforcement services; reduce criminal activity through education and prevention; and reduce domestic violence, including elder abuse, by increasing resources for prevention and intervention programs.					
6. Performance Measure: Number of Adult Protective Services referrals investigated					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
2,259	2,261	2,379	2,498	2,820	3,800
What: This indicator measures the number of Adult Protective Services referrals investigated by social workers.					
Why: This indicator demonstrates the department’s successful intervention in keeping seniors and disabled adults safe in their home.					
How are we doing? As of January 2007, the number of referrals investigated has increased by 16 percent. It is anticipated that the overall increase for the year will be higher than 16 percent. The department continues to provide more conferences and trainings within the community to educate the public on the dynamics of elder abuse, mandated reporting requirements, and recognizing signs and symptoms of abuse. This has increased the number of referrals. Further, effective January 1, 2007, financial institution employees became mandated reporters. This means that now bank and credit union employees must report any suspected financial abuse to APS or law enforcement. In the first month, over 20 referrals were received from financial institutions. As the department continues to train the financial institutions on abuse techniques used and mandated reporting requirements, it is anticipated this number will increase dramatically. Further, as the senior population grows as is expected, the financial abuse crimes will increase reflecting a higher number of referrals and investigations.					

In-Home Supportive Services-County Contribution

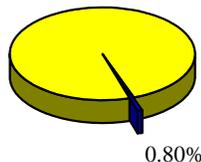
Budget Unit 5810

Department Head: Kris Grasty, *Appointed*

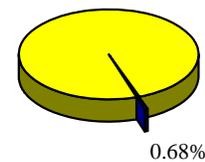
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Other Charges	\$8,380,801	\$9,798,050	\$9,400,000	\$9,798,050	\$0	(\$9,798,050)
Other Financing Uses	0	0	0	0	10,998,050	10,998,050
Total Expenditures	\$8,380,801	\$9,798,050	\$9,400,000	\$9,798,050	\$10,998,050	\$1,200,000
REVENUES:						
Intergovernmental	\$2,642,079	\$4,075,000	\$4,075,000	\$4,075,000	\$8,275,000	\$4,200,000
Less Total Revenues	\$2,642,079	\$4,075,000	\$4,075,000	\$4,075,000	\$8,275,000	\$4,200,000
NET GENERAL FUND COST						
	\$5,738,722	\$5,723,050	\$5,325,000	\$5,723,050	\$2,723,050	(\$3,000,000)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

State law mandates that the County provide services to qualified aged and blind persons and persons with disabilities so that they can remain in their homes and avoid institutionalization. These services are offered through the In-Home Supportive Services (IHSS) program. The IHSS program is funded with federal, State, and County contributions and is administered by the Aging and Adult Services Department.

The IHSS Public Authority was established by the Board of Supervisors in November 2002, and is administered, under contract, by the Aging and Adult Services Department. The Public Authority is the employer of record for the purposes of collective bargaining for individuals that provide IHSS services to qualified recipients.

This budget unit appropriates funds to provide the County's share of salary costs for IHSS service providers and the administrative costs of the IHSS Public Authority.

MAJOR BUDGET CHANGES

Expenditures

- (\$9,798,000) Decrease in other charges as a result of the establishment of a new accounting method to report operating transfers.
- \$9,798,000 Increase in other financing uses as a result of the establishment of a new accounting method to report operating transfers.

- \$1,200,000 Increase based upon estimated caseloads and hours of service for providers.

Revenue

- \$4,200,000 Increase in Social Services Program realignment funds available to funds IHSS provider costs.

PROGRAM DISCUSSION

The recommended budget provides the County’s share of costs for the IHSS Public Authority. The IHSS Public Authority is adequately funded to perform the following duties, as specified by State law:

- Serve as employer of record for IHSS service providers for the purposes of collective bargaining;
- Assist recipients in finding IHSS service providers;
- Investigate and review the qualifications and background of potential providers;
- Administer a referral system for service providers and recipients; and

- Coordinate training for providers and recipients.

The recommended budget contains approximately \$11.0 million as the County’s contribution for salaries of IHSS service providers, including \$50,000 as the County’s share of administrative costs of the IHSS Public Authority. The County’s local match requirement for the IHSS program is partially offset through the allocation of \$8.3 million in Social Services Program Realignment funds.

The County Strategic Plan states that every adult should have the opportunity to become self-sufficient and independent. The Public Authority works toward this goal by collaborating with the Department of Human Services to develop and distribute informational materials on food stamp availability, the Women, Infants and Children program, senior nutrition sites, home food delivery for seniors, and food bank services. In addition, 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.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$8,308,885	\$9,782,822	\$8,739,469	\$9,592,209	\$9,527,349	(\$255,473)
Services and Supplies	3,437,678	3,374,429	3,307,985	3,194,044	3,183,497	(190,932)
Other Charges	77,059	0	0	0	0	0
Fixed Assets	32,808	0	32,831	0	0	0
Total Expenditures	\$11,856,430	\$13,157,251	\$12,080,285	\$12,786,253	\$12,710,846	(\$446,405)
Less Expend. Reimb.	0	185,000	148,293	175,000	175,000	(10,000)
Total Net Expenditures	\$11,856,430	\$12,972,251	\$11,931,992	\$12,611,253	\$12,535,846	(\$436,405)
REVENUES:						
Intergovernmental	\$11,852,668	\$12,972,251	\$11,931,992	\$12,611,253	\$0	(\$12,972,251)
Other Financing Sources	0	0	0	0	12,535,846	12,535,846
Less Total Revenues	\$11,852,668	\$12,972,251	\$11,931,992	\$12,611,253	\$12,535,846	(\$436,405)
NET GENERAL FUND COST						
	\$3,762	\$0	\$0	\$0	\$0	\$0

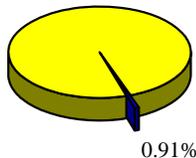
AUTHORIZED POSITIONS:

154	139	139	139	139	0
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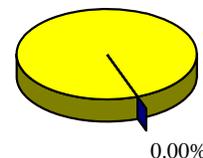
FUNDED POSITIONS:

147	139	139	139	139	0
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Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Employers' Training Resource Department administers federal and State grant funds awarded to the County and its workforce investment area, which also includes Inyo and Mono counties. The department provides employment and training programs to unemployed and economically disadvantaged people.

MAJOR BUDGET CHANGES

Expenditures

- (\$664,000) Decrease in salary and benefit costs associated with the use of a 15% salary savings rate, which closely reflects the department's actual attrition rate of staff.

- (\$79,000) Decrease in salary and benefit costs due to a reduction in extra help staff.
- \$488,000 Increase in salary and benefit costs as a result of management and confidential salary equity adjustments, and increases in workers' compensation, health benefit and retired employee group health rates, partially offset by a decrease in retirement rates.
- (\$240,000) Decrease in services and supplies as a result of a reduction in office, data processing, publications, rent, telecommunications, postage, and advertising expenses.
- \$49,000 Increase in services and supplies primarily as a result of increased utilities, travel, and membership expenditures.
- \$10,000 Decrease in expenditure reimbursements due to estimated actuals for Probation Department's occupancy of a suite.

training services. ETR's services are funded primarily through the federal Workforce Investment Act (WIA). ETR also receives funding from the State Employment Development Department and the County Department of Human Services. In addition, ETR administers the federal WIA funding for Inyo and Mono counties, although each of the counties operates its own employment and training programs and services.

ETR provides services directly to customers and also procures subcontracts for training and services to provide a variety of occupational training, basic skills, computer literacy skills and supportive services. Individual training accounts are provided to clients through local eligible training providers. Many of the services provided address goals and performance measures as outlined in the County Strategic Plan. Preparing youth and adults for the workforce, establishing relationships with employers through the development of industry cluster groups, providing training at all educational levels, and enhancing training availability and affordability are only four of the numerous outcomes included in the County Strategic Plan.

Because of federal and State fiscal constraints, available funding for WIA and CalWORKs programs for FY 2007-08 will face reductions from the prior fiscal year. These reductions will be partially offset by carrying over \$2.4 million in funds from prior fiscal years. Unlike prior years, however, in FY 2007-08 all available funding is budgeted with no allowance to carry-forward funds into FY 2008-09. ETR will continue to prioritize all activities and fund only those that best support the County Strategic Plan goals.

Revenues

- (\$12,536,000) Decrease in intergovernmental revenues as a result of a change in accounting method to report operating transfers.
- (\$436,000) Decrease in intergovernmental revenues as a result of anticipated reductions in federal and State Workforce Investment Act funding.
- \$12,536,000 Increase in other financing sources as a result of a change in accounting method to report operating transfers.

Under the WIA, access to services is required to be provided through a one-stop delivery system. Locally, ETR meets this requirement through its Career Services Centers (CSCs). During the past year, the CSCs have been operating in Southwest and Southeast Bakersfield, Delano, Lake Isabella, Mojave, Taft, and Ridgecrest. The recommended budget will allow ETR to continue providing employment and training services through these CSCs.

Through CalWORKs, ETR is designated as the department to provide job search, job placement, and job retention services. ETR's major goal for the County's CalWORKs program continues to be transitioning recipients to employment, which is tracked as one of the department's goals and performance measures.

PROGRAM DISCUSSION

The Employers' Training Resource (ETR) Department coordinates and implements the County's workforce development system, and provides employment and

In accordance with the County Strategic Plan, departments are focused on ensuring that all children and adults have the resources available to achieve long-term self-sufficiency and independence, and attempt to

maximize resources by integrating services wherever possible. ETR is dedicated to developing programs to enhance the effectiveness of the CSC JobSource Program, as well as the employment rate and job preparation activities for Welfare-to-Work participants.

ETR will continue to seek grant funding, and to work closely with the State Department of Rehabilitation, State Employment Development Department, and many County departments, such as Human Services, Mental Health, Public Health, and Aging and Adult Services. They will continue to cooperate with various local agencies, such as Bakersfield College, Kern High School District, Mexican American Opportunity Foundation, and the Community Connection for Child Care, to fulfill their mission and meet County Strategic Plan goals.

POSITIONS DISCUSSION

The recommended budget includes the deletion of three vacant positions, including: one Senior Information Systems Specialist position, at an annual savings of \$93,000; one Video Services Producer position, at an annual savings of \$68,000; and, one Reprographics Production Technician I/II position, at an annual savings of \$50,000. These positions were not filled during FY 2006-07.

The recommended budget also includes the addition of three positions: one Fiscal Support Technician position, at an annual cost of \$57,000, one Graphic Artist position, at an annual cost of \$58,000, and one Video Services Technician I/II position, at an annual cost of \$49,000.

The position modifications are necessary to address workload requirements within the decreased funding levels available to the department.

UNMET NEEDS DISCUSSION

The department has identified the need to better serve certain industry clusters within the County. This could be accomplished by dedicating nine additional staff members, at an estimated annual cost of \$587,000, to provide training to serve the needs of these clusters. Each identified industry cluster has workforce development and training needs, as identified in the County Strategic Plan, and ETR would utilize these additional positions to work with the businesses in these clusters in an effort to enhance the economic prosperity in Kern County.

The department also identified several other unmet needs. These include funding for: six additional permanent bilingual staff for the Migrant Seasonal Farmworker Grant Program, at an annual cost of \$402,000; reestablishment of the Shafter and Lamont CSC facilities, including 18 permanent staff positions, with a first year cost of \$1,729,000 and an annual cost of \$1,681,000; and the need for two video conferencing systems at the Westchester and Stockdale locations, with a first year cost of \$59,000, to provide the ability to collaborate with other CSC sites and partners throughout the County without the additional cost of time and travel.

Funding to address these needs has not been included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Help youth become more work-ready.					
Strategic Plan Result Link: Section V, Goal 3, Strategy 1, Outcome 1—Youth prepared for the workforce.					
1. Performance Measure: Increase the percentage of youths enrolled in WIA activities who entered employment or education.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	NA	76.6%	77-78%	77%	78-79%
What: This goal was set to correspond with Common Measures required by Department of Labor, the federal funding source, which became a reporting requirement for PY 2005-06. Therefore, historical data is only available since 2005-06. This performance measure includes WIA youth who became employed or started/resumed education, as a percentage of those unemployed, were not in post-secondary education or military at registration and exited during the quarter measured.					
Why: This goal encompasses the primary objective in serving youth who enroll in WIA programs, and aligns with the County Strategic Plan objective for youth services.					
How are we doing? To date, improvement has been made since the prior reporting period, and it is anticipated that performance can meet or exceed present levels.					

Department Goal: Improve self-sufficiency of WIA participants by improving their financial status.					
Strategic Plan Result Link: Section V, Goal 3, Strategy 2, Outcome 2—Increase in job placements.					
2. Performance Measure: Maintain or increase average earnings of adults employed after exiting from a WIA program.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	NA	\$11,409	\$11,500-12,000	\$11,800	\$11,800-12,200
What: This goal is set to correspond with Common Measures required by Department of Labor, the federal funding source, which became a reporting requirement for PY 2005-06. Therefore, historical data is only available since 2005-06. This performance measure is the total earnings in the second quarter plus total earnings in the third quarters after exiting adults who are employed in the first three quarters after exiting.					
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? Given recent reductions in funding, ETR continues to provide good services with excellent results. As long as the local economy continues to prosper, and unless ETR endures further drastic funding reductions, it is anticipated that this measure can be met or exceeded.					

Department Goal: Assist those in need of employment to find jobs, while meeting the needs of employers to fill openings.					
Strategic Plan Result Link: Section V, Goal 3, Strategy 2, Outcome 2—Increase in job placements.					
3. Performance Measure: Percentage of adults who enter employment.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	NA	76.27%	76.5-77.5%	77%	77-78%
What: This goal was set to correspond with Common Measures required by Department of Labor, the federal funding source, which became a reporting requirement for PY 2005-06. Therefore, historical data is only available since 2005-06. This performance measure includes adults enrolled in WIA programs who become employed in the first quarter after they exit.					
Why: This goal is targeted at adults who are not employed while they participate in WIA-funded programs. By improving their employment status, their well-being and the local economy will benefit.					
How are we doing? Provided the local economy continues to prosper, and program funding is not drastically reduced, this measure should be met or exceed the present levels of performance.					

Department Goal: Increase access to placements in industries targeted for expansion in Kern County.					
Strategic Plan Result Link: Section V, Goal 3, Strategy 1, Outcome 2—Increase in job placements.					
4. Performance Measure: Increase the number of openings from job orders by employers in targeted industry clusters.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	NA	6,784 (Jan-June 2006)	12,000-13,000	12,500	12,500-13,500
What: Of the six clusters of industries identified in the study by ICF to target for economic development activities, ETR is actively endeavoring to increase the job openings in related companies, to assist in filling them with customers from the Career Services Centers.					
Why: ETR, as a partner in the Career Services Centers, is promoting economic development activities identified by the County's Strategic Plan, as well as by its Workforce Investment Board.					
How are we doing? Statistics have only been tracked by targeted industry clusters since January 2006. Reduced funding for staff in our Career Services Centers provides a challenge to meet the needs of employers and job seekers, but ETR will continue to attempt to meet or exceed this goal.					

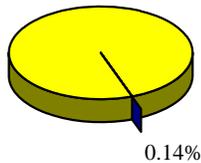
Department Goal: To survey employers to learn how to meet their needs better.					
Strategic Plan Result Link: Section V, Goal 3, Strategy 1, Outcome 2—Employer's workforce needs met.					
5. Performance Measure: To maintain or exceed the results of the employer satisfaction surveys					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	100%	NA	96-98%	97%	97-99%
What: In response to the question, "Would you use CSC [Career Services Center] services again?" in surveys of employers conducted twice annually. The questions asked in our surveys have changed periodically, so while data is available for 2004-05, it was not gathered during 2005-06.					
Why: This is a barometer of how well employers perceive the services they receive in the CSCs. However, success in meeting their needs can be affected by the availability of labor pool, which has declined as unemployment rates have decreased.					
How are we doing? Success in meeting the needs of employers is affected by the availability of a labor pool, which has declined as unemployment rates have decreased. As a subjective measure, results can easily be skewed by a variety of factors.					

SUMMARY OF EXPENDITURES AND REVENUES

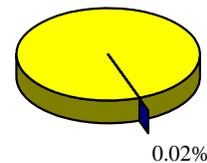
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$1,747,279	\$1,675,595	\$1,567,383	\$1,546,664	\$1,563,622	(\$111,973)
Services and Supplies	331,844	382,700	232,120	335,200	324,242	(58,458)
Total Expenditures	\$2,079,123	\$2,058,295	\$1,799,503	\$1,881,864	\$1,887,864	(\$170,431)
REVENUES:						
Intergovernmental	\$1,996,696	\$1,998,295	\$1,739,503	\$1,821,864	\$1,821,864	(\$176,431)
Less Total Revenues	\$1,996,696	\$1,998,295	\$1,739,503	\$1,821,864	\$1,821,864	(\$176,431)
NET GENERAL FUND COST	\$82,427	\$60,000	\$60,000	\$60,000	\$66,000	\$6,000

AUTHORIZED POSITIONS:	23	23	20	20	20	(3)
FUNDED POSITIONS:	23	16	16	16	16	0

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Community and Economic Development Department administers federal Housing and Urban Development funds for the Community Development Block Grant, Emergency Shelter Grant, American Dream Down Payment Initiative, and Home Investment Partnerships programs for the County and six participating cities. These programs provide funding for design and construction, or improvement, of community facilities and public infrastructure, housing assistance to benefit low-income residents, and assistance to organizations that assist the homeless. The department also administers the County's economic development program, economic incentive program, and the Comprehensive Economic Development Strategy to leverage grant funding for

economic development projects from the federal Economic Development Administration. This budget unit includes the department's administrative expenses; project funding is in individual program budget units.

MAJOR BUDGET CHANGES

Expenditures

- (\$112,000) Net decrease in salary and benefit costs associated with the midyear transfer of three positions, and with maintaining four positions vacant and unfunded. This

decrease is partially offset by increased costs due to higher health benefit rates for employees.

- (\$58,000) Net decrease in services and supplies primarily due to a reduction in publications and legal notices, office supplies costs, and professional services provided by other County departments.

Revenue

- (\$176,000) Decrease in available federal aid to fund Community Development Program administrative costs.

PROGRAM DISCUSSION

The recommended budget provides funding to support the department’s programs at a lower level than in the previous fiscal year. The Community Development Block Grant (CDBG) entitlement awarded by the U.S. Department of Housing and Urban Development (HUD) experienced a reduction of ten percent nationwide in FY 2006-07. A similar level of funding was again awarded for FY 2007-08, with a slight reduction. The impact to the department of the continuing resolution by Congress reflects the net decrease of \$841,000 in federal funding for community and economic development projects prescribed in FY 2006-07. Federal funds received from HUD primarily reimburse the cost of the department’s operating budget.

Despite this reduction in funding, the department will continue assessing community development needs, providing technical assistance to County departments, cities, special districts, nonprofit organizations, and other funding agencies in preparing project proposals and applications for funding. The department will also continue to address the County Strategic Plan goals, including targeting new infrastructure investments based on industry cluster needs. These activities are vital in

attracting and supporting commercial and industrial businesses.

The net General Fund cost for this budget unit supports the department’s economic development activities that are not eligible for federal funding. The recommended funding level for FY 2007-08 is \$66,000.

POSITIONS DISCUSSION

In order to absorb salary and benefit cost increases for employees and the continued reduction in federal funding, the department will maintain as vacant and unfunded one Planner position, at an annual cost savings of \$101,000, one Housing Rehabilitation Technician position, at an annual cost savings of \$60,000; one Accountant position, at an annual cost savings of \$74,000, and one Fiscal Support Technician position, at an annual cost savings of \$53,000. In FY 2006-07, the department transferred one Accountant position, one Fiscal Support Technician position, and one Office Services Technician position to other Resource Management Agency departments in order to operate under the reduced federal funding.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: funding for one Accountant II position, at an annual cost of \$74,000, to enable the department to return its Subrecipient Monitoring Program and other fiscal activities to full capacity; funding of \$6,000 to support additional staff time to address Board member requests regarding formation of redevelopment areas, and investigation and evaluation of other federal and State funding programs. The funding for the department’s unmet needs would address the County Strategic Plan to assist in creating economic opportunities by identifying areas in which to expand business activity.

The recommended budget includes funding to support additional staff time to address Board member requests regarding formation of redevelopment areas, at an annual cost of \$6,000, thus, increasing the net General Fund cost to \$66,000.

GOALS AND PERFORMANCE MEASURES

Department Goal: Achieve HUD’s timeliness requirement ratio.					
Strategic Plan Result Link: Section VII, Goal 2—Improve fiscal efficiency/responsibility of County.					
1. Performance Measure: Ratio of CDBG program income/line of credit funds to current grant amount.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1.41	1.44	1.47	≤1.5	≤1.5	≤1.5
What: HUD requires each entitlement grantee to carry out its activities in a timely manner. A CDBG grantee is considered to be failing to carry out its CDBG activities in a timely manner if, 60 days prior to the end of the current program year (for Kern County, April 30), the amount of CDBG program income the grantee has on hand, together with the amount of funds in its CDBG line of credit, exceeds 1.5 times the entitlement grant for its current year.					
Why: Failure to meet the 1.5 program year standard will result in administrative sanction by HUD.					
How are we doing? CEDD has consistently achieved this benchmark for several consecutive years, but often quite marginally. The department relies on the cooperation of its subrecipients and of the County departments who implement the CDBG projects to assure expedited implementation of the projects and timely utilization of the funds. The department is concerned about its continued ability to achieve this goal in FY 2006-07 and 2007-08 because of the recent federal cuts to the CDBG program. Reductions in the County’s CDBG grant results in a reduced corresponding ratio of current year grant funds to previous year(s) line of credit/program income, thereby requiring even more current year funds to be spent to maintain the 1.5 ratio.					

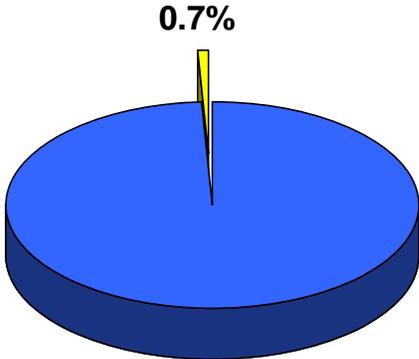
Department Goal: Provide assistance to low/moderate income (LMI) residents of Kern County through creating suitable living environments, providing decent affordable housing, and creating economic opportunities.					
Strategic Plan Result Link: Section IV, V, and VI—Every child and adult thrives; A prosperous place to live; and roads and infrastructure.					
2. Performance Measure: Assistance to Low/Mod income (LMI) Persons – CDBG (annual percentage).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
88.60%	94.60%	87.10%	85.98%	≥70%	≥70%
What: No less than 70% of CDBG funds received in a Program Year shall be expended for activities that principally benefit persons having low and moderate incomes. Measurement of performance consists of identifying the % of CDBG funds utilized for activities which benefit low and moderate income persons as defined by HUD pursuant to 24 CFR Part 570, Section 570.200 (a) (3).					
Why: The primary objective of the CDBG Program is the development of viable communities principally for persons of low and moderate income. To meet this objective, the CDBG regulations require that grantees expend no less than 70% of CDBG funds for activities which benefit low and moderate income persons.					
How are we doing? CEDD has consistently achieved or surpassed the minimum percentage of funds required by HUD to be expended for activities which benefit low and moderate income persons. It is anticipated that the CEDD will continue to comply with the low and moderate income benefit expenditure rate next year, as well as in subsequent years.					

Department Goal: Provide housing rehabilitation/reconstruction and accessibility to eligible recipients through the CDBG and HOME programs.					
Strategic Plan Result Link: Section I, Goal 2—Protect life and property by providing effective fire protection, emergency response, and related services to reduce exposure to hazardous conditions.					
3. Performance Measure: Number of units completed: Rehab (R) and Access (A).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
R – DNA A - 91	R-16 A-88	R-11 A-95	R-20 A-100	R-10 A-56	R-10 A-55
What: Use CDBG and HOME program funds to increase the number of families served with decent, safe, sanitary, and affordable housing by rehabilitating, reconstructing, and/or providing accessibility to eligible recipients.					
Why: This is one of the national objectives of HUD’s HOME programs. The department receives and evaluates a number of applications annually for housing rehabilitation/reconstruction or improvements to enhance accessibility by physically disabled residents.					
How are we doing? We continue to serve the needs of as many eligible residents as resources allow.					

Department Goal: Benefit County businesses through economic development activities.					
Strategic Plan Result Link: Section V, Goal 2 —Ensure economic vitality by supporting local business/commerce and attracting/expanding targeted industry clusters consistent with the Kern County Economic Development Strategy.					
4. Performance Measure: Number of businesses benefited through Economic Development activities.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	17	44	60	65	70
What: Businesses receive benefit through several avenues, including Bakersfield Enterprise Zone program; phone, internet, and walk-in counseling; collaboration with KEDC; County’s economic development incentive program; Comprehensive Economic Development Strategy (CEDS); Debt Advisory Committee; and Bakersfield & Kern County Energy Watch program.					
Why: Programs and resources support business start-ups and expansions that result in job creation/retention and wealth creation/preservation. Economic development activities improve Kern County residents’ quality of life and help ensure sustainable communities.					
How are we doing? The FY 2006-07 goal has been exceeded and there is a positive trend in outcomes.					

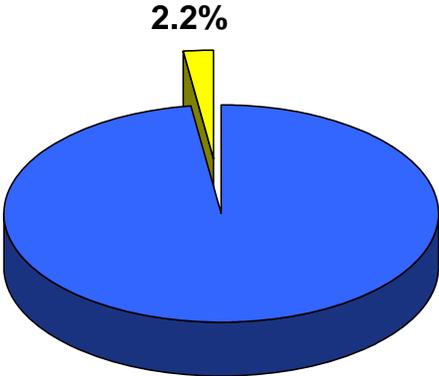
EDUCATION

**Total Recommended
Appropriations
\$10,318,462**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$8,987,124
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$6,349,702	\$6,614,357	\$6,733,240	\$6,743,409	\$7,371,801	\$757,444
Services and Supplies	1,810,081	2,975,470	3,018,778	1,693,925	2,333,257	(642,213)
Fixed Assets	17,450	26,813	25,000	0	0	(26,813)
Other Financing Uses	0	209,730	0	0	0	(209,730)
Total Expenditures	\$8,177,233	\$9,826,370	\$9,777,018	\$8,437,334	\$9,705,058	(\$121,312)
Less Expend. Reimb.	190	40	40	0	0	(40)
Total Net Expenditures	\$8,177,043	\$9,826,330	\$9,776,978	\$8,437,334	\$9,705,058	(\$121,272)
REVENUES:						
Use of Money/Property	\$127,831	\$126,000	\$133,000	\$133,000	\$133,000	\$7,000
Intergovernmental	302,061	430,000	450,219	0	450,219	20,219
Charges for Services	348,794	469,600	413,234	352,835	352,835	(116,765)
Miscellaneous	258,932	379,100	173,408	338,000	338,000	(41,100)
Less Total Revenues	\$1,037,618	\$1,404,700	\$1,169,861	\$823,835	\$1,274,054	(\$130,646)
Less Savings Incentive	\$0	\$209,730	\$0	\$0	\$0	(\$209,730)
NET GENERAL FUND COST	\$7,139,425	\$8,211,900	\$8,607,117	\$7,613,499	\$8,431,004	\$219,104

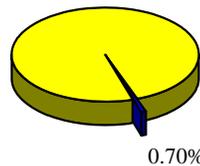
AUTHORIZED POSITIONS:

Full Time	85	87	87	87	87	0
Part Time	78	77	77	77	77	0
Total Positions	163	164	164	164	164	0

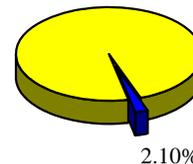
FUNDED POSITIONS:

Full Time	79	83	83	80	87	4
Part Time	75	77	77	70	77	0
Total Positions	154	160	160	150	164	4

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Library Department operates 25 branch libraries and two bookmobiles to provide book lending, reference, audiovisual, computer, literacy, and interlibrary loan services. These services are available in a variety of formats, at varying reading levels, and in multiple languages to meet the public’s needs.

- (\$117,000) Decrease in contributions from the Beale Library Trust and decrease in anticipated library fines.
- (\$41,000) Decrease in Book Trust contributions for purchase of library materials specifically identified by Foundation donations.

MAJOR BUDGET CHANGES

Expenditures

- \$757,000 Increase in salary and benefit costs associated with funding all authorized positions, management equity adjustments approved in FY 2006-07, and increases in workers’ compensation, unemployment insurance and health benefit rates for employees.
- (\$100,000) Decrease in lease cost due to the transfer of ownership of the Southwest branch to the County in December 2006.
- (\$494,000) Decrease in provisions for purchase of books, periodicals, and other library materials, as discussed below.
- \$39,000 Increase in lease costs for allocation to acquire lease space for a pick-up/drop-off location in the Rosedale area, as discussed below.
- \$72,000 Increase in professional services to maintain the library branches.
- (\$27,000) Decrease in fixed asset appropriations for artwork.

Revenue

- \$20,000 Increase in State aid from the Public Library Fund.

PROGRAM DISCUSSION

The recommended budget allows the department to maintain existing hours of operation at the main library and all branch locations. The department will continue to provide additional library services to outlying areas through its two bookmobiles at the same level as in FY 2006-07. This is in accordance with the County Strategic Plan to identify community needs and available resources to meet those needs.

Aid from the State in the form of Public Library Fund monies continues to make up a portion of the funds available to enhance the Library’s aging collections and is modestly higher than in FY 2006-07. The department anticipates receiving approximately \$450,000 from the State Public Library Fund in FY 2007-08.

In FY 2006-07, the Board approved an additional \$1.0 million through the unmet needs process for the purchase of additional library materials, for a total amount of \$1,493,000. The recommended funding allocated for new and replacement books is \$999,000. The five-year average of funding for new and replacement books is approximately \$572,000.

POSITIONS DISCUSSION

The recommended budget includes funding for all positions and does not include any position additions or deletions.

UNMET NEEDS DISCUSSION

The department has identified the following unmet needs: the purchase of more library materials, at a cost of \$2,200,000; open a Rosedale branch, at a cost ranging from \$840,000 to \$3.7 million, increase Spanish materials by 25,000 items annually, at a cost of \$500,000; add on-line databases pertinent to community needs, at a cost of \$350,000; increase hours of operation at many of the library branches in order to provide an alternative to gang

activity, at a cost of \$250,000; as well as other unmet needs for a total additional cost of \$18,175,000.

In FY 2006-07, the Board of Supervisors approved funding in the amount of \$82,000 for a pick-up/drop-off location in the Rosedale area. The department has not been able to locate a site with appropriate space for the allocation available. The recommended budget again includes funding for the pick-up/drop-off location at an increased level.

The recommended budget does not include funding for any of the above unmet needs. The department will continue to monitor its activities and the availability of resources to provide funding for unmet needs. Should resources become available to fund unmet needs, the department will be able to address the goals outlined in the County’s Strategic Plan to increase the number of enrichment activities throughout the County and make available additional programs and services to our youth.

GOALS AND PERFORMANCE MEASURES

Department Goal: Improve access to recreational, cultural, informational, and educational resources, services and opportunities.					
Strategic Plan Result Link: Section III, Goal 1, Strategy 2, Outcome 1—Identify community needs and available resources to meet those needs and increase in the number of bookmobile hours/stops and the hours facilities are open to the public.					
1. Performance Measure: Total operating hours.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
45,493 (65% of ideal schedule)	46,118 (65% of ideal schedule)	46,024 (65% of ideal schedule)	47,356 (67% of ideal schedule)	45,194 (64% of ideal schedule)	45,610 (62% of ideal schedule)
What: This indicator is a measure of the Library’s operating hours.					
Why: The indicator demonstrates the Library’s availability to the patrons of Kern County.					
How are we doing? The Library’s availability to the public continues to be severely inhibited as budget cuts are made. With 300,000 more people served in 2008 than in 1987, the Kern County Library is expected to be open just two-thirds the hours it was open in 1987. Ideally, annual Library hours should be 73,580.					

Department Goal: Improve access to recreational, cultural, informational, and educational resources, services and opportunities.					
Strategic Plan Result Link: Section III, Goal 1, Strategies 1 and 2—Promote recreational, cultural, informational and education resources, services and opportunities and Identify community needs and available resources to meet those needs.					
2. Performance Measure: Average population served per staff FTE.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
5,981 (269% of Nat'l Avg. 2,221)	5,860 (249% of Nat'l Avg. 2,355)	6,088 (283% of Nat'l Avg. 2,150)	6,175 (329% of Nat'l Avg. 1,875)	6,107 (326% of Nat'l Avg. 1,875)	6,040 (322% of Nat'l Avg. 1,875)
What: This indicator measures average population served per full time staff member					
Why: This indicator demonstrates the Library's ability to provide services to the public served.					
How are we doing? Average population served per FTE remains fairly stable over time, albeit more than three times higher than the national average.					

Department Goal: Improve access to recreational, cultural, informational, and educational resources, services and opportunities.					
Strategic Plan Result Link: Section III, Goal 1, Strategy 1, Outcome 5—Promote recreational, cultural, informational and education resources, services and opportunities and increase the number of resources available to the public per capita.					
3. Performance Measure: Expenditures for new/replacement books/media per capita.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$0.61 (12% of Nat'l Avg. \$5.25)	\$0.63 (12% of Nat'l Avg. \$5.08)	\$0.55 (10% of Nat'l Avg. \$5.26)	\$2.01 (35% of Nat'l Avg. \$5.67)	\$1.82 (32% of Nat'l Avg. \$5.67)	\$0.60 (10% of Nat'l Avg. \$5.67)
What: This indicator is a measure of expenditures for library materials (books, databases, periodicals, etc.) per capita.					
Why: This indicator demonstrates the Library's ability to provide materials to the public served.					
How are we doing? Constriction of the Library's book budget, coupled with increasing County population, has forced per capita library materials expenditures to remain at approximately the FY 2005-06 level, 10% of the National average of \$5.67 per capita for comparable libraries.					

Department Goal: Improve access to recreational, cultural, informational, and educational resources, services and opportunities.					
Strategic Plan Result Link: Section III, Goal 1, Strategies 1 and 2—Promote recreational, cultural, informational and education resources, services and opportunities and Identify community needs and available resources to meet those needs.					
4. Performance Measure: Operating expenditures per capita.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$10.65 (31.8% of Nat'l Avg. \$33.50)	\$10.88 (32.9% of Nat'l Avg. \$33.07)	\$10.40 (25.7% of Nat'l Avg. \$40.48)	\$12.50 (28% of Nat'l Avg. \$43.61)	\$12.66 (29% of Nat'l Avg. \$43.61)	\$10.66 (24% of Nat'l Avg. 43.61)
What: This indicator is a measure of Library operating expenditures per capita.					
Why: This indicator demonstrates the Library's ability to provide services to the public.					
How are we doing? With the exception of FY 2006-07 during which the Board of Supervisors greatly enhanced the Library's book acquisition appropriation, per capita operating expenditures has remained steady in the mid-ten dollar range. Comparatively, the National average for similar libraries is in the mid-thirty to forty dollar range.					

Department Goal: Improve access to recreational, cultural, informational, and educational resources, services and opportunities.					
Strategic Plan Result Link: Section III, Goal 1, Strategies 1 and 2—Promote recreational, cultural, informational and education resources, services and opportunities and Identify community needs and available resources to meet those needs.					
5. Performance Measure: Total items held.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
1,088,477 (60.8% of Nat'l Avg. 1,791,656)	1,017,460 (61.2% of Nat'l Avg. 1,662,015)	1,004,997 (33% of Nat'l Avg. 3,048,727)	1,095,000 (36% of Nat'l Avg. 3,056,884)	1,020,000 (33% of Nat'l Avg. 3,056,884)	1,025,000 (33% of Nat'l Avg. 3,056,884)
What: This indicator is a measure of the Library's materials (books, databases, periodicals, etc.) available to the public.					
Why: This indicator demonstrates the Library's ability to provide resources to improve the lives of the public served.					
How are we doing? Net items held, considering both new acquisitions and on-going weeding of old and damaged items, is expected to increase for FY 2007-08, though at a slower pace than the previous year due to the opening of the Rosedale pick-up/drop-off site.					

and increases in health benefit rates for employees.

- \$12,000 Increase in services and supplies due primarily to replacement of small equipment items.
- \$46,000 Increase in services and supplies to fund unmet need to expand 4-H Program.

PROGRAM DISCUSSION

The recommended budget will allow the department to continue to perform agricultural research and disseminate research-based information. The department will continue to provide educational activities benefiting County growers and the community as a whole.

This year the department has undertaken research in several areas that are of concern in the County and are directly related to the County Strategic Plan. In response to the section of “Keeping Our Communities Safe”, the department provided train-the-trainer sessions on pesticide safety in both English and Spanish. Falling under the area of “A Healthy Environment”, the department is working with growers and water districts on optimum irrigation scheduling and also continues their research on almond trees and the effect on air quality.

Addressing the County Strategic Plan concerning beautification of the community and the department’s goal to increase the number of community members who are aware of proper landscape design and care, the department continues to provide its Master Gardener Series of classes, which are well attended.

In FY 2006-07, the department received funding through the cooperative agreement with the University of

California to implement an Expanded Food Nutrition Education Program. Staff work with schools and other agencies to provide nutrition education to almost 10,000 children and adults annually. This program, in conjunction with federal funding to teach foster youth basic nutrition and food preparation, helps the department to fulfill its goal of improving the diet and health of low-income children and their families as well as the County strategic goal of promoting healthy lifestyles and preventing the spread of disease.

Federal funding received via the California Department of Food and Agriculture will be made available this year for the construction of a research laboratory for the department. Funding for the laboratory has been budgeted in the Capital Projects budget unit 1960. The department’s recommended budget contains funding for the equipment necessary to operate the laboratory. Completion of the research laboratory will enable the department to further its performance goal of improving agricultural productivity and efficiency.

UNMET NEEDS DISCUSSION

The department provides 4-H activities to youth in underserved, low-income areas during their Summer Outreach Program. Because of the success of this program, the department has requested funding for a full-time outreach position to extend and expand this program year-round in the amount of \$55,000. This would assist the department in meeting their performance goal of engaging youth in reaching their fullest potential. The expansion of this popular program also addresses the County Strategic Plan to develop a comprehensive countywide prevention approach to reduce gang activity and violence in Kern County by increasing the capacity of after-school and enrichment activities for at-risk youth. Funding to address this need is included in the recommended budget.

GOALS AND PERFORMANCE MEASURES

Department Goal: Improve agricultural productivity and efficiency.					
Strategic Plan Result Link: Section V, Goal 2—Ensure economic vitality by supporting local business/commerce and attracting/expanding targeted industry clusters consistent with the Kern County economic development strategy.					
1. Performance Measure: Percentage of participants that gain knowledge from agricultural workshops/trainings.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	65%	97%	100%	97%	100%
What: This indicator provides the percentage of attendees that gained knowledge from the workshops and trainings provided by the farm advisors. The percentages (2005-06, 2006-07) were derived from data gathered by surveys given at selected meetings sponsored by the department.					
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 department’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.					

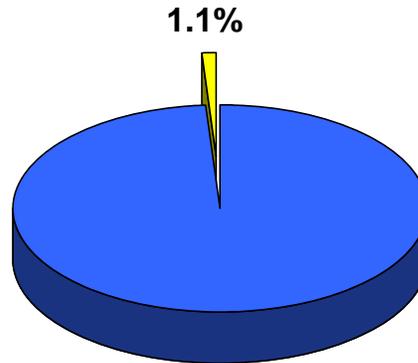
Department Goal: Improve the diet and health of low income children and families.					
Strategic Plan Result Link: Section II, Goal 4—Promote healthy lifestyles and prevent spread of diseases.					
2. Performance Measure: Percentage of participants in nutrition education sessions that gain useful knowledge (Change in Behavior – Adult).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	95%	96%	95%	100%	100%
What: Our educational sessions provide 6 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. 70% of participants in the adult nutrition classes are Hispanic.					
How are we doing? 700 participated in the EFNEP (Expanded Nutrition Education Program) classes. Each participant attended 6 hours of nutrition education. In addition, 32 Head Start Home-Based providers were trained as trainers so that they could provide nutrition education in outlying areas.					

Department Goal: Engage youth in reaching their fullest potential.					
Strategic Plan Result Link: (a) Section III, Goal 1, Outcome 3—Increase in number of program and services to youths; (b) Section V, Goal 3, Strategy 1—Partner with non-profits, community organizations, educational institutions, faith based organizations, the private sector, and other government agencies to increase training opportunities.					
<p>3. Performance Measure: a. Percentage of first year 4-H members that re-enroll. b. Percentage of first year 4-H volunteers that re-enroll.</p>					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
a. Not available b. Not available	55.9% 55.4%	70% 56%	60% 60%	49% 82%	60% 60%
What: These percentages represent the number of children and adult volunteers that participated in our 4-H Youth Development Club Program. Re-enrolling indicates that they are satisfied with the experience and are returning for another year.					
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? Over 1000 children were enrolled in the 4-H Youth Development Club Program for the 2006-07 year. They belong to one of 44 4-H clubs and they participated in 4,524 projects during the year. We are also reaching 457 children in our Summer Outreach Program. The percentage of 1 st year 4-H Club members re-enrolling was disappointing this year; however, the percentage of first year leaders re-enrolling was exciting. We are in the process of determining why one figure is much lower than expected and one much higher.					

Department Goal: Increase in the number of community members who are aware of appropriate practices for landscape design, pruning, plant care and growing food at home by providing training through the Master Gardener Program.					
Strategic Plan Result Link: Section II, Goal 2—Promote community beautification strategies.					
<p>4. Performance Measure: Percentage of participants in Master Gardener Classes that gain useful knowledge (Change in Behavior).</p>					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
Not available	96%	100%	100%	100%	100%
What: 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.					
Why: Plants contribute to air quality, to energy conservation, to CO2 sequestration, as well as providing aesthetic benefits and food.					
How are we doing? This program continues to flourish. This year, in addition to offering a beginning MG I class (66 attendees); we also added a MG II class (39 attendees). Participants, through a survey, not only indicated that they learned new practices; they also indicated that they changed from 3 to 7 behaviors or practices in their garden planning/maintenance. Next year a MG III class will be added and MG II will be deleted.					

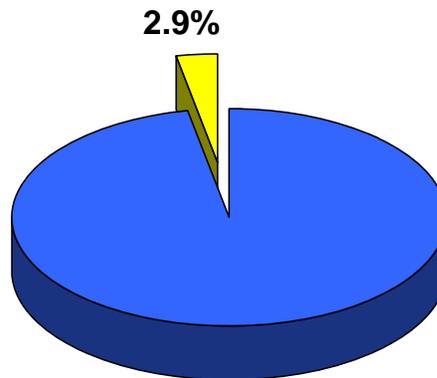
RECREATION AND CULTURE

**Total Recommended
Appropriations
\$14,598,882**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$11,813,760
(Expenditures Less
Program Revenues)**



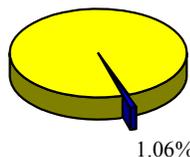
**Percentage of Total General
Purpose (Discretionary-Use) Funds**

SUMMARY OF EXPENDITURES AND REVENUES

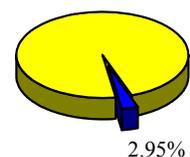
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$8,042,832	\$9,279,722	\$9,232,813	\$9,614,276	\$10,009,482	\$729,760
Services and Supplies	3,365,814	3,609,456	4,100,441	3,510,820	3,909,400	299,944
Other Charges	169,161	174,500	167,000	126,000	126,000	(48,500)
Fixed Assets	590,580	521,250	695,061	628,000	554,000	32,750
Other Financing Uses	0	679,450	244,424	0	0	(679,450)
Total Expenditures	\$12,168,387	\$14,264,378	\$14,439,739	\$13,879,096	\$14,598,882	\$334,504
REVENUES:						
Fines and Forfeitures	\$7,671	\$13,400	\$14,000	\$13,500	\$13,500	\$100
Use of Money/Property	332,887	360,150	344,000	409,500	409,500	49,350
Intergovernmental	24,297	80,000	76,000	10,000	10,000	(70,000)
Charges for Services	2,062,609	2,323,550	2,319,013	2,229,153	2,174,022	(149,528)
Miscellaneous	12,775	12,000	11,000	8,100	8,100	(3,900)
Other Financing Sources	381	7,000	1,200	500	500	(6,500)
Less Total Revenues	\$2,440,620	\$2,796,100	\$2,765,213	\$2,670,753	\$2,615,622	(\$180,478)
SPECIAL PURPOSE FUNDS:						
Litter Clean Up	\$3,645	\$4,500	\$4,500	\$4,500	\$4,500	\$0
Off Hwy MV Lic.	16,500	16,500	49,500	16,500	165,000	148,500
Less Total Special Purpose Funds	\$20,145	\$21,000	\$54,000	\$21,000	\$169,500	\$148,500
Less Savings Incentive	\$0	\$679,450	\$0	\$0	\$0	(\$679,450)
NET GENERAL FUND COST	\$9,707,622	\$10,767,828	\$11,620,526	\$11,187,343	\$11,813,760	\$1,045,932

AUTHORIZED POSITIONS:						
Full Time	133	134	134	134	141	7
Part Time	1	1	1	1	1	0
Total Positions	134	135	135	135	142	7
FUNDED POSITIONS:						
Full Time	127	134	134	134	141	7
Part Time	1	1	1	1	1	0
Total Positions	128	135	135	135	142	7

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The Parks and Recreation Department operates a regional and neighborhood park system with recreational facilities that include lakes, campgrounds, group picnic areas, playgrounds, bike trails, and ball fields. The department also operates the County’s veterans’ halls, senior centers, community buildings, and recreation buildings. In addition, it maintains landscape areas around many County facilities. The Parks Department provides administrative support for the Golf Course Enterprise Fund, and the Wildlife Resources Commission, Parks and Recreation Commission, and Heritage Commission.

- \$62,000 Increase in services and supplies costs associated with cleaning supplies and paper products for buildings and repairs and maintenance of parks and buildings.
- (\$300,000) Decrease in services and supplies due to elimination of water replacement expense at Buena Vista Lake from this budget unit. This obligation has been transferred to the Utilities budget unit.

MAJOR BUDGET CHANGES

Expenditures

- \$205,000 Net increase in salary and benefit costs associated with the proposed addition of seven new positions, partially offset by savings in extra help expense.
- (\$163,000) Decrease in salary and benefit costs associated with the use of an 11% salary savings rate.
- \$551,000 Increase in salary and benefit costs associated with increased health benefit rates.
- \$137,000 Increase in salary and benefit costs associated with higher workers’ compensation changes and unemployment insurance rates.
- \$95,000 Increase in services and supplies costs associated with special departmental expenses, which includes fish planting, purchases of small equipment, and campground repairs.
- \$44,000 Increase in services and supplies costs associated with lease payments for the Wasco Veterans building, which in previous years was funded under the other charges expenditure object.
- \$149,000 Increase in services and supplies costs associated with increase in grants funded through the Off Highway Motor Vehicle License program.
- \$250,000 Increase in services and supplies cost for the tree hazard abatement contract at Kern River County Park.
- (\$46,000) Decrease in other charges due to a change in accounting method for the Wasco Veterans building lease, which has been moved to the services and supplies expenditure object.
- (\$3,000) Decrease in other charges due to a reduction of interest on capital leases.
- \$33,000 Increase in fixed asset purchases.

Revenues and Special Purpose Funds

- \$49,000 Increase in revenue from use of property and auto parking concession due to anticipated increases in County land rentals mainly attributed to a new planned event in October at Buena Vista Aquatic Recreation Area.

- (\$70,000) Decrease in intergovernmental revenues attributed to non-recurrence of grant proceeds for special projects.
- (\$152,000) Decrease in charges for services attributed to non-recurrence of insurance proceeds for losses sustained.
- \$54,000 Increase in charges for services due to increased revenue from vehicle entry, boat, camping and picnic, concession, fishing and lighting fees.
- (\$52,000) Decrease in charges for services attributed to department's transfer of Westpark Rosamond Park and Pool to the Rosamond Community Services District in FY 2006-07.
- (\$4,000) Decrease in miscellaneous revenue due to a reduction in alcohol and sound permits to more closely reflect amounts received in FY 2006-07.
- (\$7,000) Decrease in other financing sources due to a reduction in the sale of surplus equipment.

In FY 2006-07 the County donated and transferred its responsibility for Westpark Rosamond Park and Pool to the Rosamond Community Services District. This action relates to the County Strategic Plan to identify facilities/parks that can be transferred to government entities providing the same service closer to their constituents.

Last year, the State revised its formula for the allocation of Off Highway Motor Vehicle License fund (OHV) to counties. In FY 2006-07, the County received over \$200,000 in funding from the State. The department administers these proceeds, which are awarded to various groups and organizations that provide OHV services and/or projects based upon recommendations from the County Parks and Recreation Commission and approval from the Board of Supervisors. This process directly addresses the County Strategic Plan to promote access to recreational, cultural, informational, and educational resources, services, and opportunities.

Capital and major maintenance projects, which benefit the department, are included in budget units 1650 and 1960. Projects budgeted for FY 2007-08 include an \$840,000 fuel dock improvement project for Buena Vista Aquatic Recreation Area, a Lake Ming boat launch for \$1.5 million, and various roofing, parking lot, water storage, and irrigation repairs of approximately \$935,000. Although the major portion of funding for capital and major maintenance projects for County parks comes from grant funding, over \$1 million in local discretionary revenues is being recommended for this purpose in FY 2007-08. These projects assist the department in adhering to the County Strategic Plan goal to promote recreational, cultural, informational and educational resources, services and opportunities through partnering with others, as well as beautifying communities through the use of landscaping, architectural design, and public improvements that express a regional identity.

PROGRAM DISCUSSION

The Parks and Recreation Department is responsible for the maintenance and operation of 8 regional parks, 41 neighborhood parks, 9 streetscapes, and landscape areas around 87 County-owned and/or occupied buildings. Security and public safety services are provided by boat patrols on the lakes and by roving patrols in some regional park facilities. The department is also responsible for the operation of the County's 27 veterans, seniors, community, and recreation buildings.

With the funding of all authorized positions and a significant portion of the equipment requested, the recommended budget will allow the department to perform park maintenance and facility services at a higher level in FY 2007-08. The recommended budget provides \$530,000 for the purchase of new and replacement equipment that will facilitate the maintenance of turf and trees throughout the County. The funding will allow the department to replace aging equipment that has become unreliable and, in some instances, is no longer economical to repair.

POSITIONS DISCUSSION

The recommended budget provides funding for five Tree Trimmer I/II, one Tree Trimmer III, and one Fiscal Support Technician positions, which further reduce the department's reliance on extra help for year-round activities. The tree trimmers are needed to maintain the estimated 45,000 trees under the department's jurisdiction. With this action, the department will have two full-time tree crews staffed with permanent employees, which will allow for increased efficiency and effectiveness. This action addresses the County Strategic Plan goal to increase the number of Parks Department employees who are able to prune trees correctly, and to increase and maintain the tree canopy. The Fiscal Support Technician position will be assigned to the front gate at Buena Vista Aquatic Recreation Area and will

provide for one full-time permanent person on duty every day of the week. This addition will provide for increased control over funds collected at the gate. The total estimated annual cost for these position additions is \$421,000.

The recommended budget funds all authorized positions within the department, while utilizing 11% salary savings. In the event the department is successful in achieving an average vacancy rate lower than anticipated, funds are set-aside in the Appropriations for Contingencies budget unit 1970, to augment salaries appropriations within this budget.

UNMET NEEDS DISCUSSION

The department has identified the following top five unmet needs: development of a Parks Master Plan, which responds to the County Strategic Plan directive; a tree hazard abatement contract for Kern River County Park; expansion of the department’s Park Ranger program, which would assist the department in meeting its goal of

decreasing the number of incidents/accidents within parks and assist visitors with accident/incident prevention; addition of one Parks Supervisor and associated equipment; and additional capital equipment replacement.

The recommended budget includes funding for a tree hazard abatement contract for Kern River County Park, at a one-time cost of \$250,000, which will address the County Strategic Plan goal to increase and maintain the tree canopy; and one-time funding to replace two 30-year old 300 HP electric pumps at Buena Vista Aquatic Recreation Area with two 150 HP pumps as recommended in 2006 by a water consultant for energy efficiency. The new pumps directly correlate to the County Strategic Plan goal to identify services that can be provided at a reduced cost. Additional one-time funding is recommended for the development of a Parks Master Plan. Funding in the amount of \$500,000, which is the department’s estimated cost of the Master Plan, will be placed in Appropriations for Contingencies pending the department’s issuance and response from vendors to a Request for Proposal (RFP).

GOALS AND PERFORMANCE MEASURES

Department Goal: Decrease the number of incidents/accidents within parks and assist visitors with accident/incident prevention.					
Strategic Plan Result Link: Section I, Goal 1, Strategy 1—Reduce crime and improve law enforcement services.					
1. Performance Measure: Park ranger program to prevent accidents and incidents while taking a proactive role in public education, customer service, and public safety interventions.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	Baseline	4,715 Public Contacts	5,000 Public Contacts
What: Park rangers patrol on water and on land within County regional parks, assist visitors, perform alcohol- and visitor-related interventions, and enforce State and local laws and ordinances.					
Why: Park rangers and security officers patrol water to ensure boaters are operating safely and legally; have a patrol presence within parks to encourage compliance with regulations, answer visitor questions related to camping, fire, fishing and vehicle operation; observe and intervene in disturbances related to alcohol use and visitor conflicts, and enforce State and local laws.					
How are we doing? Not enough information at this time, baseline year.					

Department Goal: Promote positive youth and outdoor fitness activities.					
Strategic Plan Result Link: Section III, Goal 1, Strategy 1—Promote recreational, cultural, informational, and educational opportunities through partnering with others.					
2. Performance Measure: Provide for and promote utilization of sports and athletic facilities.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	Baseline	269 Permits	275 Permits
What: Provide ballfield lighting for groups, develop agreements (permits) with baseball and soccer organizations, and provide basketball and soccer facilities.					
Why: Outdoor activities foster physical and mental health and provide for healthy family and community relationships, discourages delinquency, and promotes physical health.					
How are we doing? Not enough information at this time, baseline year.					

Department Goal: Graffiti and vandalism abatement.					
Strategic Plan Result Link: Section I, Goal 1, Strategy 1—Reduce crime and improve law enforcement services.					
3. Performance Measure: Identify and remove or repair graffiti and vandalism from facilities in a timely manner.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	3 working days	3 working days (average)	3 working days
What: Identify and remove or repair vandalism and graffiti on parks property within three working days.					
Why: Timely removal of graffiti, particularly “tagging”, discourages additional or retaliatory tagging. Areas with graffiti left unaddressed encourages rival taggers. Vandalism of parks and facilities creates unsafe environments and lends itself to further damage or vandalism.					
How are we doing? Goal achieved.					

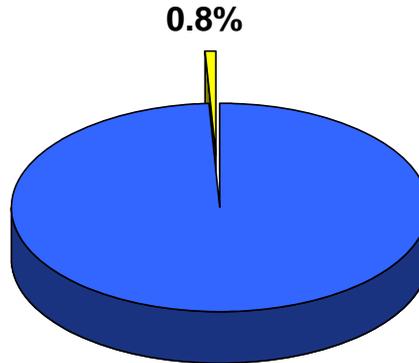
Department Goal: Increase shade canopy and improve environment with trees and other vegetation.					
Strategic Plan Result Link: Section III, Goal 2, Strategy 1—Beautify communities through use of landscaping, architectural design, and public improvements that express a regional identity.					
4. Performance Measure: Number of trees planted versus number of trees removed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	Trees planted > Trees removed	512 Trees planted, 116 Trees removed	Trees planted > Trees removed
What: Identification of region appropriate species for planting in landscapes, streetscapes and parks, while planting an equal or greater number of trees than are being removed.					
Why: Trees and vegetation improve the environment, air quality, and aesthetics of the community. Planting region appropriate vegetation and trees ensures a greater likelihood of plant survival, as well as a sustainable urban forest.					
How are we doing? Trees planted are almost 400% greater than the number of trees removed.					

Department Goal: Provide positive leisure activity opportunities.					
Strategic Plan Result Link: Section III, Goal 1, Strategy 1—Promote recreational, cultural, and educational opportunities through partnering with others.					
5. Performance Measure: Public utilization of park facilities for camping, picnics, events and community programs.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	Baseline	Camping – 93,152 Outdoor Event Attendance – 70,813 Senior Nutrition – 1,494	Camping – 95,000 Outdoor Event Attendance – 75,000 Senior Nutrition – 1,494
What: Camping, community events, and seniors accessing nutrition programs held in county buildings are maintained at a static or increasing level.					
Why: Camping, community events, and senior nutrition programs held in or at county facilities provides opportunity for family and community relationships, rest, relaxation and renewal.					
How are we doing? Not enough information at this time, baseline year.					

Department Goal: A financially sustainable system of parks, landscapes, recreational facilities and open space for the health and enjoyment of the public.					
Strategic Plan Result Link: Section III, Goal 1, Strategy 2—Identify community needs and available resources to meet those needs.					
6. Performance Measure: Develop a Parks Department Master Plan to provide a nexus for the implementation of a development fee and maintenance fee to provide funding to build new parks and pay for operational costs.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	N/A	New	Issue RFP to engage consultant	Award consultant agreement and begin planning process
What: A consultant will be engaged to develop a Parks Department Master Plan utilizing community meetings, surveys and needs assessment and provide strategic guidance for the department.					
Why: A master plan provides a nexus for implementation of development, maintenance and use fees as well as long term direction related to park development.					
How are we doing? New goal.					

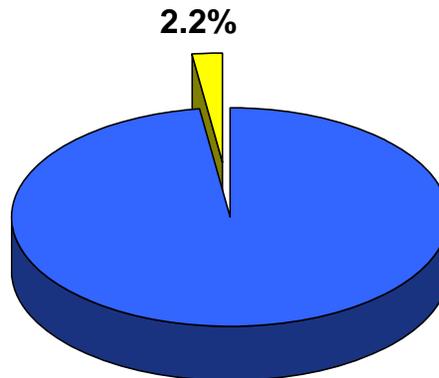
DEBT SERVICE

**Total Recommended
Appropriations
\$11,055,983**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$8,950,383
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

Debt Service-General Fund

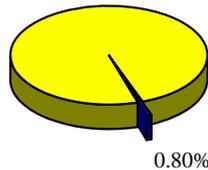
Budget Unit 8120

Department Head: Ronald M. Errea, *Appointed*

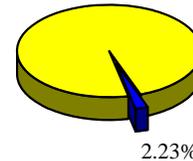
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$336,186	\$307,200	\$405,063	\$327,837	\$481,837	\$174,637
Other Charges	7,765,321	11,041,913	10,986,081	11,224,146	10,574,146	(467,767)
Total Expenditures	\$8,101,507	\$11,349,113	\$11,391,144	\$11,551,983	\$11,055,983	(\$293,130)
REVENUES:						
Use of Money & Property	\$1,825,001	\$1,505,600	\$1,355,600	\$1,505,600	\$1,505,600	\$0
Intergovernmental	500,000	500,000	765,000	600,000	600,000	100,000
Charges for Services	30,971	0	0	0	0	0
Miscellaneous Revenue	0	0	65,966	0	0	0
Less Total Revenues	\$2,355,972	\$2,005,600	\$2,186,566	\$2,105,600	\$2,105,600	\$100,000
SPECIAL PURPOSE FUNDS:						
ACO-General Fund	\$400,000	\$0	\$0	\$0	\$0	\$0
Less Total Special Purpose Funds	\$400,000	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST						
	\$5,345,535	\$9,343,513	\$9,204,578	\$9,446,383	\$8,950,383	(\$393,130)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

This budget unit is used to make annual debt service payments for County projects and equipment financed on a long-term basis and to pay interest on the County's short-term cash flow borrowing. The County Administrative Office administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- \$175,000 Increase in services and supplies for trustee and insurance premium costs associated with the 2003 Pension Obligation Bonds (POB), which were inadvertently omitted from the FY 2006-07 budget. The POB

payments are made from a separate trust and not from this budget.

- (\$450,000) Decrease in interest expense on the FY 2007-08 Tax and Revenue Anticipation Note (TRAN) due to a lower borrowing level.
- (\$18,000) Decrease in interest and principal payments due to scheduled decreases in COP lease payments associated with the County's various COPs.

Revenues and Special Purpose Funds

- \$100,000 Increase in Community Development Block Grant funding for the repayment of the HUD loan for the Public Health Department facility.

PROGRAM DISCUSSION

Short-Term Financing

Annually, the County issues tax and revenue anticipation notes (TRAN) to meet the County's cash flow needs. The amount to be issued each year is based on the cash flow analysis prepared by the County Administrative Office. The interest cost and cost of issuance associated with this financing are less than the interest earnings generated on the additional cash.

In June 2007, the County sized the FY 2007-08 TRAN for a par amount of \$150 million, at an estimated 3.65% net interest cost. The recommended budget includes sufficient appropriations to fund the net interest cost of the FY 2007-08 TRAN (\$5,475,000), and the estimated issuance cost of a similar borrowing for FY 2007-08 (\$98,500). It is anticipated that borrowing in the market will result in interest savings of approximately \$3.7 million when compared to other borrowing channels available to the County.

Long-Term Financing

This budget funds the annual lease payments for the Certificates of Participation (COPs) and other capital

leases paid from the General Fund to finance the County's major capital improvement, construction, and acquisition projects. Since 1990, the County has entered into eight General Fund paid COPs and capital lease obligations. Four of these issuances are still outstanding:

- 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.
- 1996 Beale Library Refunding COP: In 1990, \$18.4 million was issued at an interest rate of 6.97% to finance the acquisition of the Beale Memorial Library. This transaction refinanced a prior lease obligation between the County and the Kern County Employees' Retirement Association. Due to a more favorable interest rate environment, this issuance was refinanced with the 1996 Beale Library Refunding COP. This COP, in the par amount of \$16,060,000, was issued at an interest rate of 4.53%. The 1996 Beale Library Refunding COP will be paid off in FY 2007-08.
- 1999 Capital Improvement Projects COP: \$20.47 million was issued at an interest rate of 5.33% to finance the acquisition of a countywide microwave communications system and construction of three hospital-related projects. The portion of the debt service payment associated with the communications system is paid from this budget unit, while the balance of the annual debt service is paid from the Kern Medical Center Enterprise Fund.
- 2000 HUD Section 108 Loan: \$10 million was issued to finance the construction of the Public Health Facility. Revenue from the Community and Economic Development Department offsets a portion of the loan repayment costs.

In FY 2006-07, the County paid off the 1991 Kern Medical Center Emergency Facilities COP from reserves held with the trustee. The County has four additional COP issuances related to various enterprise fund and special purpose fund departments. The annual debt service related to these issuances is budgeted within the respective operating fund budget units.

COUNTY OF KERN
TOTAL OUTSTANDING DEBT
As Of June 30, 2007

<u>Description of Issue</u>	<u>Source of Payment¹</u>	<u>Principal Outstanding</u>	<u>Final Maturity</u>	<u>2007-08 Payment Obligation</u>
1994 Certificates of Participation (Solid Waste System Improvements)	Solid Waste Enterprise Fund	\$4,760,000	August 1, 2009	\$1,730,200
1994 Certificates of Participation (Rosamond Library Project)	General Fund	\$979,583	October 1, 2014	\$177,096
1995 Taxable Pension Obligation Bonds	Various Funds ²	\$201,173,439	August 15, 2021	\$20,266,331
1996 Refunding Certificates of Participation (Beale Memorial Library)	General Fund	\$1,695,000	December 1, 2007	\$1,778,055
1996 Certificates of Participation, Series A (Golf Course Irrigation Projects)	Golf Course Enterprise Fund	\$3,187,500	October 1, 2016	\$392,165
1997 Certificates of Participation (Fire Department Projects)	General Fund	\$6,700,000	May 1, 2017	\$813,255
1999 Certificates of Participation (Public Improvement Projects)	General Fund/ Kern Medical Center Enterprise Fund	\$19,525,000	November 1, 2019	\$675,829
2002 Certificates of Participation (Solid Waste System Improvements)	Solid Waste Enterprise Fund	\$14,165,000	August 1, 2016	\$614,110
2003 Taxable Pension Obligation Bonds	Various funds ³	\$287,537,067	August 15, 2027	\$12,112,536
2003 Certificates of Participation (Airport Terminal & Improvements)	Airport Enterprise Fund	\$12,215,000	August 1, 2023	\$1,023,224
2007-08 Tax and Revenue Anticipation Notes	General Fund	\$150,000,000	June 30, 2008	\$156,750,000

¹Except for the 1994 and 2002 Certificates of Participation (Solid Waste System Improvements), the County's General Fund is available to make payments of principal and interest with respect to each of these issues; however, the County is currently making payments with respect to each issue from the sources indicated.

²Budgeted debt service, consisting of actual principal and estimated interest. The interest rate, with respect to these certificates, is variable, and reset weekly. Therefore, the actual payment obligation is expected to be lower than the amount specified.

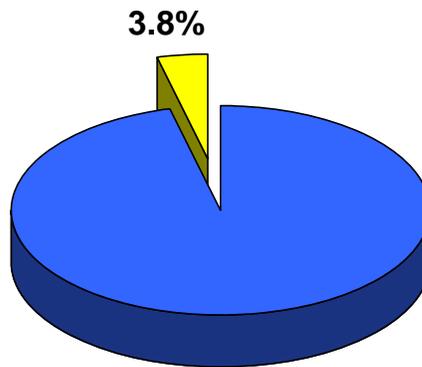
³The debt service payments for the 1995 and 2003 Pension Obligation Bonds are made on a pro rata basis between various County Funds proportional to the amount of salary costs incurred in those funds.

**SUMMARY OF PROVISIONS FOR
OPERATING FUNDS LOANS/ADVANCES
Fiscal Year 2007-08**

Description	Estimated Receivables/ Payables Balance as of June 30, 2007	Decreases (Repayment of Principal)	Increase (Additions Loans/ Advances	Total Receivables/ Payables for Budget Year
<u>Receivables</u>				
ACO-General Fund (Fund #00004): Airport Enterprise Fund - International Terminal	\$6,375,000	\$0	\$3,875,000	\$6,375,000
ACO-General Fund (Fund #00004): Airport Enterprise Fund - Parking Lot Expansion	610,000	0	0	610,000
Solid Waste Enterprise Fund (35050): Universal Collection Fund	2,500,000	0	0	2,500,000
KMC Enterprise Fund (Fund #35030): KMC COP Fund	500,000	0	0	500,000
Total Receivables	\$9,985,000	\$0	\$3,875,000	\$9,985,000
<u>Payables</u>				
Airport Enterprise Fund (Fund #35005) to ACO General Fund	6,985,000	0	0	6,985,000
Universal Collection Fund (Fund #35052) to Solid Waste Enterprise Fund	2,500,000	0	0	2,500,000
KMC COP Fund (Fund #00210) to KMC Enterprise Fund	500,000	0	0	500,000
Total Payables	\$9,985,000	\$0	\$0	\$9,985,000

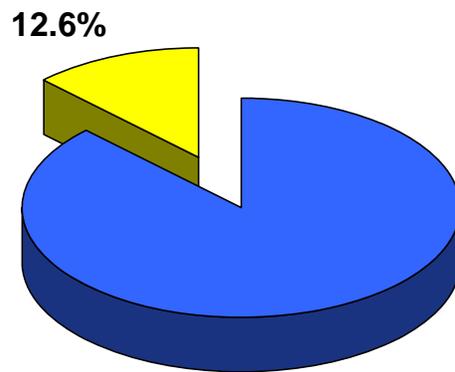
RESERVES AND CONTINGENCIES

**Total Recommended
Appropriations
\$52,192,750**



**Percentage of Total
County Budget**

**Recommended Net General
Fund Cost
\$50,574,957
(Expenditures Less
Program Revenues)**



**Percentage of Total General
Purpose (Discretionary-Use) Funds**

Appropriations for Contingencies

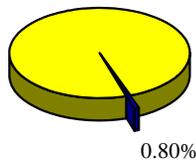
Budget Unit 1970

Department Head: Ronald M. Errea, *Appointed*

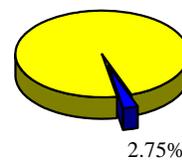
SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Appropriations for Contingencies - General Purpose	\$0	\$5,750,000	\$0	\$6,700,000	\$6,700,000	\$950,000
Appropriations for Contingencies - Salaries Cost	0	6,000,000	0	4,300,000	4,300,000	(1,700,000)
Appropriations for Contingencies - Fire Fund	0	0	0	0	0	0
TOTAL APPROPRIATIONS FOR CONTINGENCIES	\$0	\$11,750,000	\$0	\$11,000,000	\$11,000,000	(\$750,000)

Percentage of Total Appropriations



Percentage of Total Net General Fund Cost



PURPOSE

The purpose of this budget unit, which is administered by the County Administrative Office, is to provide funds to meet unexpected and emergency needs that may arise during the fiscal year. Funds appropriated in this budget unit are transferred to other budget units for expenditure when authorized by a four-fifths vote of the Board of Supervisors. State law authorizes appropriations for contingencies in an amount not exceeding 15% of budgeted specific expenditure requirements.

available to meet unforeseen emergencies Countywide or reductions in other funding sources received by the County.

➤ (\$1,700,000)

Decrease in the amount set-aside for departments to access during the fiscal year to address potential shortfalls within their salaries and benefits expenditure objects caused by position vacancy rates being lower than budgeted or the payoff of employee vacation and sick

MAJOR BUDGET CHANGES

➤ \$950,000 Increase in the amount of general purpose contingencies

leave balances being higher than budgeted.

PROGRAM DISCUSSION

The recommended amount of \$6.7 million for general purpose contingencies represents a \$950,000 increase from the level budgeted in FY 2006-07. The recommended increase is necessary to provide adequate protection to the County against unforeseen emergency expenses.

In FY 2005-06, the Board of Supervisors approved the establishment of a separate expenditure account within this budget unit to earmark funds that would be made available to departments during the fiscal year. Departments are eligible to receive a budget augmentation from this account if they have a projected appropriations shortfall within their salaries and benefits expenditure object caused by either the actual position vacancy rate being lower than anticipated or if the level of payoffs of accumulated vacation and sick leave balances for retiring employees is higher than budgeted in their respective

departmental budgets. The recommended budget includes \$4.3 million for this purpose, \$1.7 million less than the amount budgeted in FY 2006-07. This decrease is due to improved salary savings estimates based on historical levels included in departments budgets. Departments most likely to require a mid-year budget augmentation from this account are the Sheriff's Department, District Attorney, and Probation.

For FY 2007-08, there is again no separate contingency allocation for the Structural Fire Fund. Emergency needs that may arise related to a devastating fire season or other unforeseen needs within the Fire Department's operation must be borne out of the recommended general purpose contingency level.

The summary shown above indicates no prior year or current year actual expenditures since funds from Appropriations for Contingencies are transferred to other budget units as required, and are shown as expenditures in the recipient department's budget unit.

PURPOSE

The purpose of establishing a reserve is to earmark a portion of a fund for future use for a specified purpose. The purpose of a designation is to segregate a portion of an unreserved fund balance to indicate tentative plans for use in a future period. The 35 funds that comprise the Regular County Budget may or may not have reserves or designations specified in any particular year. The following schedule presents the recommended increases and decreases in reserves and designations for those funds that have changes. The General Fund currently has nine reserves and designations.

HIGHLIGHTS OF GENERAL FUND RESERVES AND DESIGNATIONS

- The purpose of the Tax Liability Reserve is to earmark funds for the potential loss of County property tax proceeds due to: 1) Assessment Appeals Board's decisions in favor of the taxpayer; 2) tax roll adjustments by the Assessor; or 3) resolution of court cases related to disputed property assessments. It is recommended that the current balance of \$3,762,289 in the General Fund be reduced to \$1,542,138 and that the current balance of \$1,002,800 in the Fire Fund be reduced to \$614,996. The proposed amount of funding in the Tax Liability Reserve for the General Fund and Fire Fund is considered adequate to meet the potential loss of County property tax proceeds due to property tax disputes.
- The Sheriff has established a designation for the maintenance and replacement of the department's aircraft. The current balance in this designation is \$1,224,341. In the past, the Sheriff has allocated a portion of his budget to increase this designation during the fiscal year if sufficient funds are available. At this time, no increase or decrease in the amount set aside in this designation is anticipated for FY 2007-08.
- The reserve for Fiscal Stability was established by the Board of Supervisors in FY 1998-99 in an effort to begin to address, on a long-term basis, the wide fluctuations in the County's discretionary revenue from one fiscal year to the next. The intent was for the County to set aside funds, when available, to help mitigate significant service reductions in fiscal years where the amount of property tax or other

discretionary revenue is estimated to be severely impacted. It is fiscally prudent to build reserves to sustain fiscal stability and maintain creditworthiness with financial rating agencies. It is the goal of the County Administrative Office to eventually have a balance in this designation equal to 7.5% to 10% of total General Fund expenditures. The current balance of the Fiscal Stability Reserve is \$34,520,000. Due to the expected increase in the County's assessed valuation of property for FY 2007-08, discretionary resources associated with property tax revenues have substantially increased. The magnitude of this increase is considered uncommon and similar increases cannot be anticipated in the future for funding the County budget. Therefore, based on this increase in the General Fund discretionary resources, it is recommended that \$13,500,000 be added to this reserve during FY 2007-08, for a total of \$48,020,000, to achieve a more fiscally sound reserve level. This amount represents the 7.5% target of total General Fund expenditures projected for FY 2007-08.

- The designation for Retirement Cost Impact was established by the Board of Supervisors in FY 2001-02 in order to earmark funds for known cost impacts related to enhanced retirement benefits. The balance in this designation at the end of FY 2006-07 was \$6,500,000. The level of remaining funding in the designation will assist in mitigating future increases in the County's retirement cost for employees. At this time, no increase or decrease in the amount set aside in this designation is recommended for FY 2007-08.
- The Incentive Savings Credit designation has, in the past, been allocated to specific departmental budgets at Budget Hearings. The designation of \$9,709,195 for the Budget Savings Incentive Credits represents the estimated amount of credits unused and accumulated from prior fiscal years. Since Budget Hearings will be completed prior to the close of the fiscal year, final BSI credits will not be known and therefore cannot be allocated within the budget approval process. Additional credits earned in FY 2006-07 will be available as unanticipated fund balance carry forward. During the budget reconciliation process anticipated in early Fall 2007, earned BSI credits will be recommended for appropriation to departments.
- The Strategic Workforce Planning designation is used to earmark funds for the cost of implementing

Reserves (continued)

future programs needed to strategically align the County's workforce with the County's mission, goals and objectives. Employee recruitment and retention issues, succession planning, and employee training and development are just a few examples of identified areas of human resource activities where programs could be implemented. The estimated balance at the end of FY 2006-07 in the Strategic Workforce Planning designation is \$6,634,238. It is recommended that an additional \$13,365,762 be added, bringing the total to \$20,000,000 for FY 2007-08. As programs are developed and ready for implementation, funds will be transferred into the appropriate department's budget to the extent needed to cover the associated program costs.

- The Unmet Needs designation, established by the Board of Supervisors in FY 2006-07, is used to set aside one-time discretionary General Fund resources to address unmet operational and capital needs. During the course of this fiscal year, the County Administrative Office engaged in a process to begin prioritizing identified capital and major maintenance project needs. On May 8, 2007, the Board of Supervisors conducted a Committee of the Whole meeting to discuss and prioritize the County's unmet operational and capital needs. During that process a total of \$580.3 million in unmet needs were identified by County departments and presented to the Board. Direction provided during that meeting regarding prioritization of unmet needs has been considered in the development of this budget. The FY 2006-07 year-end balance in this designation was \$10,000,000. Due to the anticipated increase in discretionary revenue sources, it was not necessary to use these resources to meet the unmet needs identified at the Committee of the Whole meeting.
- However, a decrease in the amount of \$2,000,000 is recommended to transfer to the Fiscal Stability Reserve to provide the needed increase to bring that reserve to the 7.5% minimum target level.
- The Board set aside \$1,000,000 in the Litigation Designation in FY 2006-07 to earmark funds for litigation related to fighting sludge in Kern County. Counsel incurred costs of \$402,000 in FY 2006-07 for this purpose and is estimated that the level of remaining funds in the designation is sufficient to offset any costs that may be incurred in FY 2007-08, therefore, no increase or decrease is recommended.
- Both the Auditor-Controller-County Clerk and the Information Technology Services Division of the County Administrative Office have identified the need for funding to replace existing computer legacy systems. The Technology, Infrastructure and Innovation designation is recommended to earmark funds to replace or upgrade existing IT systems. A total of \$3,000,000 is recommended for this designation. The Auditor-Controller-County Clerk is currently conducting a needs assessment, which will be used to develop a recommended plan to best address the replacement of the existing Financial Management System (FMS). As the process moves forward, funds will be transferred into the appropriate budgets to cover costs associated with this or other identified technology infrastructure projects.
- The recommended additions or deletions from reserves and designations from all other funds are based on the needs to balance available financing with the financing requirements for FY 2007-08. Any necessary revisions will be presented at Budget Hearings.

FY 2007-08 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2007	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2007-08	Total Reserves/ Designations for FY 2007-08
General Fund				
Designation - Incentive Savings Credits	\$0	\$0	\$9,709,195	\$9,709,195
Fiscal Stability Reserve	34,520,000	0	13,500,000	48,020,000
Tax Liability Reserve	3,162,289	1,620,151	0	1,542,138
Designation - Litigation	598,000	0	0	598,000
Designation - Retirement	6,500,000	0	0	6,500,000
Designation - Sheriff Aircraft	1,224,341	0	0	1,224,341
Desig.-Technology Infrastructure & Innovation	0	0	3,000,000	3,000,000
Designation - Unmet Needs	10,000,000	2,000,000	0	8,000,000
Designation - Strategic Workforce Planning	6,634,238	0	13,365,762	20,000,000
General Fund Total	\$62,638,868	\$3,620,151	\$39,574,957	\$98,593,674
ACO-General Fund				
Designation - Infrastructure Replacement	13,510,806	0	404,467	13,915,273
Structural Fire Fund				
Tax Liability Reserves	1,002,800	387,804	0	614,996
Designation - Strategic Workforce Planning	292,935	292,935	0	0
Structural Fire Fund Total	\$1,295,735	\$680,739	\$0	\$614,996
ACO-Fire Fund				
Designation - General	230,742	0	8,752	239,494
Building Inspection Fund				
General Reserve	1,436,779	0	0	1,436,779
Designation - General	5,548,055	0	0	5,548,055
Building Inspection Fund Total	\$6,984,834	\$0	\$0	\$6,984,834
Mental Health Fund				
Designation - General	7,080,268	0	0	7,080,268
Fish and Game Fund				
Designation - General	49,563	0	0	49,563
Off Highway Motor Vehicle License Fund				
Designation - General	34,269	0	179,210	213,479
Planned Local Drainage Facility Funds				
General Reserves	153,899	0	0	153,899
Designation - General	683,012	0	119,209	802,221
Planned Local Drainage Fund Total	\$836,911	\$0	\$119,209	\$956,120

FY 2007-08 RECOMMENDED COUNTY BUDGET
Provision for Reserves/Designations

Fund Description	Estimated Available Reserves/ Designations Balance as of June 30, 2007	Amount Made Available for Financing by Cancellation	Increase in Reserves/ Designations to be Provided in FY 2007-08	Total Reserves/ Designations for FY 2007-08
Range Improvement Fund-Section 15				
Designation - General	13,407	0	31,796	45,203
Range Improvement Fund-Section 3				
Designation - General	2,612	0	5,121	7,733
DNA Identification				
Designation - General	0	0	48,000	48,000
Automated Fingerprint Fund				
Designation - General	1,214,128	0	175,775	1,389,903
Juvenile Justice Facilities Fund				
Designation - General	3,207	0	1,811	5,018
Automated County Warrant Fund				
Designation - General	17,667	0	0	17,667
Domestic Violence Fund				
Designation - General	114,401	0	0	114,401
Courthouse Construction Fund				
Designation - General	176,102	0	46,000	222,102
Alcoholism Program Fund				
Designation - General	362,502	0	305,008	667,510
Alcohol Abuse Education/Prevention Fund				
Designation - General	64,500	0	75,377	139,877
Drug Program Fund				
Designation - General	189,817	0	217,267	407,084
Recorder's Fee Fund				
Designation - General	4,199,437	0	0	4,199,437
Recorder's Micrographics Fund				
Designation - General	801,192	0	0	801,192
GRAND TOTAL	\$99,820,968	\$4,300,890	\$41,192,750	\$136,712,828

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$12,611,598	\$14,017,709	\$12,591,791	\$13,525,233	\$642,000	(\$13,375,709)
Other Charges	7,170,062	6,954,671	6,322,025	5,675,908	5,605,412	(1,349,259)
Other Financing Uses	0	0	0	0	12,385,846	12,385,846
Total Expenditures	\$19,781,660	\$20,972,380	\$18,913,816	\$19,201,141	\$18,633,258	(\$2,339,122)
REVENUES:						
Use of Money/Property	\$6,459	\$0	\$3,341	\$0	\$0	\$0
Intergovernmental	19,792,704	20,972,380	18,874,323	19,201,141	18,501,758	(2,470,622)
Charges for Services	0	0	30,407	0	61,500	61,500
Miscellaneous	0	0	5,745	0	0	0
Other Financing Sources	0	0	0	0	70,000	70,000
Less Total Revenues	\$19,799,163	\$20,972,380	\$18,913,816	\$19,201,141	\$18,633,258	(\$2,339,122)
SPECIAL PURPOSE FUNDS:						
Employers' Trng Res WIA	(\$17,503)	\$0	\$0	\$0	\$0	\$0
Less Total Special Purpose Funds	(\$17,503)	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST						
	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

The Employers' Training Resource Department administers the federal Workforce Investment Act and Welfare-to-Work funds received through the U.S. Department of Labor, State Employment Development Department, and the County Human Services Department. The department contracts with service providers for job training and support services for economically disadvantaged youth and adults, older workers, dislocated workers, welfare recipients, and youth needing summer employment. Classroom training in occupational and basic education skills and job placement assistance are also provided.

- (\$990,000) Decrease in expenditures due to reductions in federal and State allocations for Workforce Investment Act programs related to job training and support services.
- (\$12,386,000) Decrease in services and supplies as a result of a change in accounting method to report operating transfers.
- (\$1,349,000) Decrease in other charges due to a decrease in contracts with outside agencies for job training.
- \$12,386,000 Increase in other financing uses as a result of a change in accounting method to report operating transfers.

MAJOR BUDGET CHANGES

Expenditures

Revenues and Special Purpose Funds

- (\$2,471,000) Anticipated reductions in federal and State Welfare-to-Work revenues.
- \$62,000 Increase in charges for services as a result of receiving reimbursement for a Program Specialist position.
- \$70,000 Increase in other financing sources due to anticipated expense reimbursement from the non-Workforce Investment Act fund.

PROGRAM DISCUSSION

Employers' Training Resource Department (ETR) services are funded primarily through the federal Workforce Investment Act (WIA). The department provides services directly to customers and procures subcontracts for training. Many of the services aim to meet goals and performance measures are outlined in the County Strategic Plan. Preparing youth and adults for the workforce, establishing relationships with employers through the development of industry cluster groups,

providing training at all educational levels, and enhancing training availability and affordability are only four of the numerous outcomes listed.

Due to federal and State fiscal constraints, funding for WIA and CalWORKs programs for FY 2007-08 will face reductions from the prior fiscal year.

The recommended budget will allow the department to continue to administer the federal WIA funds and provide the required services. In FY 2007-08, the department will provide job training and post-employment/follow-up services to qualified clients. ETR will continue to prioritize all activities and fund only those that best support the department's goals. This will allow ETR to continue providing employment and training services, and transitioning clients to employment as outlined in the County Strategic Plan.

For accounting purposes, the department's staff and overhead costs incurred for administering WIA programs are budgeted in the department's operating budget unit 5923. Based on federal and State funding requirements, all revenue received under the WIA must be accounted for in a single budget. These funds are then distributed directly to some service providers and to the department's operating budget to cover administrative and operating costs. The recommended budget allows for the continuation of this procedure.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06		FY 2006-07		FY 2007-08	
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$0	\$20,000	\$0	\$310,000	\$5,000	(\$15,000)
Other Charges	0	111,500	0	100,000	10,000	(101,500)
Other Financing Uses	0	0	0	0	400,000	400,000
Total Expenditures	\$0	\$131,500	\$0	\$410,000	\$415,000	\$283,500
REVENUES:						
Use of Money/Property	\$15,096	\$0	\$11,459	\$0	\$12,000	\$12,000
Intergovernmental	(530)	0	714	0	0	0
Charges for Services	0	0	27,816	0	0	0
Miscellaneous	0	61,500	0	0	0	(61,500)
Other Financing Sources	3,765	0	4,113	0	50,000	50,000
Less Total Revenues	\$18,331	\$61,500	\$44,102	\$0	\$62,000	\$500
SPECIAL PURPOSE FUNDS:						
Employers' Trng Res WIA	(\$18,331)	\$70,000	(\$44,102)	\$410,000	\$353,000	\$283,000
Less Total Special Purpose Funds	(\$18,331)	\$70,000	(\$44,102)	\$410,000	\$353,000	\$283,000
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

The Employers' Training Resource Department administers Non-Workforce Investment Act (WIA) job training programs that are funded with special grant funds and other non-federal funding.

- \$15,000 Increase in other financing uses as a result of a change in accounting method to report operating transfers.
- \$385,000 Increase in other financing uses for anticipated expenses in the operating budget.

MAJOR BUDGET CHANGES

Expenditures

- (\$15,000) Decrease in services and supplies as a result of a change in accounting method to report operating transfers.
- (\$102,000) Decrease in other charges as a result of a decrease in contracts with agencies for non-Workforce Investment Act programs or services.

Revenues and Special Purpose Funds

- \$12,000 Increase in estimated interest earnings.
- (\$62,000) Decrease in miscellaneous revenue as a result of no longer receiving reimbursement for a Program Specialist position.
- \$50,000 Increase in other financing sources due to anticipated sale of furniture and miscellaneous items in storage.

- \$283,000 Increase in use of special purpose funds due to anticipated expenses in the operating budget.

which monies have already been received and are being held within the fund. Operating transfers reimburse expenses incurred in the department's operating budget unit 5923 for which federal funding is not available.

PROGRAM DISCUSSION

There is no General Fund cost associated with this budget unit. The recommended budget provides sufficient funding to administer and operate the non-WIA programs in the County. No new non-WIA programs are anticipated to be undertaken during FY 2007-08. Miscellaneous special departmental expenses and contracts for agencies for non-WIA expenses within this budget unit are related to completion of programs for

Due to federal and State fiscal constraints, funding for WIA and CalWORKs programs for FY 2007-08 will face reductions from the prior fiscal year. These reductions will continue to be minimally offset as appropriate with a transfer of operating expenses from the non-WIA fund. ETR will continue to prioritize all activities and fund only those that best support the department's goals. This will allow ETR to continue providing employment and training services, and transitioning clients to employment as outlined in the County Strategic Plan.

Community and Economic Development

Community Development Program

Agency Director: David Price III, *Appointed*

Budget Unit 8920

Department Head: Barry Jung, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$2,662,943	\$0	\$2,826,964	\$2,826,964	\$164,021
Services and Supplies	6,686,672	10,553,827	5,514,425	9,952,333	9,952,333	(601,494)
Total Expenditures	\$6,686,672	\$13,216,770	\$5,514,425	\$12,779,297	\$12,779,297	(\$437,473)
REVENUES:						
Intergovernmental	\$6,252,444	\$12,766,770	\$5,364,425	\$12,619,297	\$12,619,297	(\$147,473)
Miscellaneous	422,338	473,415	150,000	160,000	160,000	(313,415)
Less Total Revenues	\$6,674,782	\$13,240,185	\$5,514,425	\$12,779,297	\$12,779,297	(\$460,888)
SPECIAL PURPOSE FUNDS:						
CD Program	\$11,890	(\$23,415)	\$0	\$0	\$0	\$23,415
Less Total Special Purpose Funds	\$11,890	(\$23,415)	\$0	\$0	\$0	\$23,415
NET GENERAL FUND COST						
	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

The federally funded Community Development Block Grant Program provides funds for community improvement projects (such as curbs and gutters, water systems, and recreation facilities), for various housing programs, and for certain local economic development activities. Projects and activities must help people with low/moderate incomes, and/or eliminate physical blight, and/or meet other qualifying criteria. The Community and Economic Development Department administers this budget unit.

- (\$601,000) Decrease in available funds for projects as a result of lower carryover balance from the prior fiscal year.

Revenues and Special Funds

- (\$147,000) Decrease in available federal aid for the Community Development Program.
- (\$314,000) Decrease in miscellaneous other revenues due to decreased loan payments anticipated in FY 2007-08.

MAJOR BUDGET CHANGES

Expenditures

- \$164,000 Increase in contingencies in order to make funding available for agreements that will be identified later in FY 2007-08.
- \$23,000 Increase as a result of prior year expenditures exceeding revenue, while in FY 2007-08 revenues are estimated to match expenditures.

PROGRAM DISCUSSION

The recommended budget is a reflection of available allocations and provides adequate funding to support the Community Development Program pursuant to the Housing and Community Development Act. The program will continue to promote the development of viable urban communities, ensure that decent housing and suitable living environments are available to the public, pursue expansion of economic opportunities, and to directly correlate with the County Strategic Plan to build a community where every child and adult thrives. These activities are provided principally for persons of low- and moderate-income. Examples of projects that represent these activities within defined areas of benefit are curb and gutter improvements, drainage improvements, public facility improvements, park improvements, low-income housing rehabilitation and accessibility improvements, and business development assistance.

Specific projects proposed for approval by both the Board of Supervisors and the U. S. Department of Housing and Urban Development (HUD) for FY 2007-08 are:

- Arvin Street Reconstruction Improvements, Phase VI
- Shafter Avenue Street Improvements
- Rosamond Senior Center Improvements
- Mojave Drainage Improvements Phase X
- Ridgecrest Street Reconstruction Improvements
- Rexland Acres Sewer Improvements-Hook-up Program
- Virginia Avenue School Improvements
- Community Action Partnership of Kern Food Bank Improvements
- La Loma Street Improvements
- Sears Park Improvements
- Ridgecrest Boys & Girls Club Accessory Buildings Acquisition
- Buttonwillow Sidewalk Improvements
- Lost Hills Park Improvements

This budget also provides reimbursements to the Community and Economic Development Department budget unit 5940 for staff support of community development projects.

Community and Economic Development

Economic Development - Revolving Loan Program

Agency Director: David Price III, *Appointed*

Budget Unit 8921

Department Head: Barry Jung, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$0	\$422,349	\$0	\$422,349	\$422,349	\$0
Total Expenditures	\$0	\$422,349	\$0	\$422,349	\$422,349	\$0
REVENUES:						
Use of Money and Property	\$915	\$0	\$0	\$0	\$0	\$0
Miscellaneous	(90,000)	(4,430)	0	422,349	422,349	426,779
Less Total Revenues	(\$89,085)	(\$4,430)	\$0	\$422,349	\$422,349	\$426,779
SPECIAL PURPOSE FUNDS:						
CED - Economic Develop.	\$89,085	\$426,779	\$0	\$0	\$0	(\$426,779)
Less Total Special Purpose Funds	\$89,085	\$426,779	\$0	\$0	\$0	(\$426,779)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

The federally funded Economic Development Revolving Loan Fund is used to fund loans for eligible economic development projects, and to deposit income from loan repayments. The Community and Economic Development Department administers this budget unit.

MAJOR BUDGET CHANGES

Revenues and Special Funds

- \$427,000 Increase in amount of anticipated loan repayments.
- (\$427,000) Decrease in special purpose funds to fund budget.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the Community and Economic Development – Economic Development Revolving Loan Fund Program. Program income is derived from loan repayments, and is the source of funds for loans to other eligible economic development projects, which directly correlates with the County Strategic Plan to implement the County economic development strategy to promote improved quality of life for all residents.

Projects include loans to for-profit businesses for qualifying business purposes. To be eligible for the loans, businesses must create or retain jobs for low- and moderate-income persons, and/or provide needed goods or services to low- and moderate-income market areas, and/or address physical blight.

Community and Economic Development

Industrial Development Authority Program

Agency Director: David Price III, *Appointed*

Budget Unit 8925

Department Head: Barry Jung, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$0	\$31,000	\$0	\$33,600	\$33,600	\$2,600
Total Expenditures	\$0	\$31,000	\$0	\$33,600	\$33,600	\$2,600
REVENUES:						
Charges for Services	\$0	\$1,540	\$0	\$33,600	\$33,600	\$32,060
Less Total Revenues	\$0	\$1,540	\$0	\$33,600	\$33,600	\$32,060
SPECIAL PURPOSE FUNDS:						
CED - Industrial Develop.	\$0	\$29,460	\$0	\$0	\$0	(\$29,460)
Less Total Special Purpose Funds	\$0	\$29,460	\$0	\$0	\$0	(\$29,460)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

The user-funded County of Kern Industrial Development Authority Program provides assistance to for-profit companies for the acquisition of qualified manufacturing/processing facilities and equipment through the issuance of tax-exempt bonds. Additionally, this fund is a depository of proceeds received as part of a judgment against a bond trustee involving a since-closed housing assistance bond. The Community and Economic Development Department administers this budget unit.

MAJOR BUDGET CHANGES

- No major budget changes from FY 2006-07.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the County of Kern Industrial Development Authority's issuance of tax-exempt industrial development bonds. Bonds are issued for the benefit of for-profit businesses seeking below market interest rates for the acquisition of qualified capital assets. Services provided through this fund are based upon demand, and the cost of providing services is offset by fees collected from the user. To be eligible for assistance, projects must satisfy specific public benefit criteria.

Community and Economic Development

Emergency Shelter Grant Program

Agency Director: David Price III, *Appointed*

Budget Unit 8932

Department Head: Barry Jung, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$226,028	\$568,781	\$186,553	\$614,057	\$614,057	\$45,276
Total Expenditures	\$226,028	\$568,781	\$186,553	\$614,057	\$614,057	\$45,276
REVENUES:						
Intergovernmental	\$226,028	\$568,781	\$186,553	\$614,057	\$614,057	\$45,276
Less Total Revenues	\$226,028	\$568,781	\$186,553	\$614,057	\$614,057	\$45,276
SPECIAL PURPOSE FUNDS:						
CED - Emergency Shelter	\$0	\$0	\$0	\$0	\$0	\$0
Less Total Special Purpose Funds	\$0	\$0	\$0	\$0	\$0	\$0
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

Federal funds granted to the County under the Stewart B. McKinney Homeless Act are used to provide emergency shelter services or facilities for homeless people. The Community and Economic Development Department administers this budget unit.

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.

MAJOR BUDGET CHANGES

- (\$14,000) Decrease in assistance to emergency shelters and transitional housing.

ESG funding will enable service providers to improve the quality and availability of emergency shelter capacity and to broaden the range of services available to prevent homelessness in accordance with the County Strategic Plan to ensure housing opportunities exist for the homeless. This budget unit also provides reimbursement to the Community and Economic Development budget unit 5940 for staff support of community development projects.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the Community and Economic Development –

Community and Economic Development

Home Program Trust Fund

Agency Director: David Price III, *Appointed*

Budget Unit 8936

Department Head: Barry Jung, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$1,649,810	\$0	\$954,354	\$954,354	(\$695,456)
Services and Supplies	3,633,131	8,579,364	1,238,141	10,826,928	10,826,928	2,247,564
Total Expenditures	\$3,633,131	\$10,229,174	\$1,238,141	\$11,781,282	\$11,781,282	\$1,552,108
REVENUE:						
Intergovernmental	\$2,971,429	\$9,529,174	\$538,141	\$11,131,282	\$11,131,282	\$1,602,108
Miscellaneous	625,780	691,321	700,000	650,000	650,000	(41,321)
Less Total Revenue	\$3,597,209	\$10,220,495	\$1,238,141	\$11,781,282	\$11,781,282	\$1,560,787
SPECIAL PURPOSE FUNDS:						
CED - Home Investment	\$35,922	\$8,679	\$0	\$0	\$0	(\$8,679)
Less Total Special Purpose Funds	\$35,922	\$8,679	\$0	\$0	\$0	(\$8,679)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0

PURPOSE

As a designated Participating Jurisdiction, the County is eligible to receive an annual allocation of federal funds for the HOME Investment Partnerships Program. The funds must be used to benefit households at or less than 80% of the County median income level. For rental units, 90% of the monies must benefit households at or below 60% of the median income. The Community and Economic Development Department administers this budget unit.

increasing availability of affordable housing.

MAJOR BUDGET CHANGES

Expenditures

- (\$695,000) Decrease in contingencies for agreements identified for funding in FY 2007-08.
- \$2,248,000 Increase in funds available for providing services aimed at

Revenue and Special Purpose Funds

- \$1,602,000 Increase in the estimated amount of available federal aid for the HOME Investment Partnerships Program.
- (\$41,000) Decrease in contribution to the Home Investment fund. In FY 2007-08, revenue is estimated to match expenditures.

PROGRAM DISCUSSION

The recommended budget provides adequate funding to support the functions of the Home Program Trust Fund. The program provides funding for eligible activities and projects such as: expanding the supply of decent, safe, sanitary and affordable housing, particularly rental housing, for very low-income and low-income families; strengthening the ability of local communities to design

and implement strategies for achieving adequate supplies of decent, affordable housing; providing both financial and technical assistance to participating jurisdictions, including the development of model programs for developing affordable low-income housing; and extending and strengthening partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the production and

operation of affordable housing. The functions of the Home Program Trust Fund correlate with the goals of the County Strategic Plan in implementing the County Economic Development Strategy to ensure affordable housing opportunities. This budget unit also provides reimbursement to the Community and Economic Development Budget Unit 5940 for staff support of community development projects.

Revenues and Retained Earnings

- (\$6,000) Reduction in anticipated charges for vehicle service due to a newer fleet.
- \$7,000 Increase in miscellaneous revenue.
- \$39,000 Increase in anticipated revenue from the sale of fixed assets at auction.
- (\$880,000) Decrease in retained earnings to offset vehicle replacement costs.

The General Services Garage offers vehicle maintenance services under three plans. In Plan 1, the Garage owns the vehicle and provides full-service maintenance and replacement. In Plan 2, full-service maintenance is provided, but County departments own and replace the vehicle. In Plan 3, maintenance is provided on a time-and-materials basis.

The Garage has created a rolling 7-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.

It is anticipated that the Garage will reduce its retained earnings by \$880,460 to offset current year vehicle replacement costs. The estimated FY 2006-07 year-end balance, after this reduction, is estimated to be approximately \$1.3 million.

PROGRAM DISCUSSION

The recommended budget provides sufficient resources to allow the Garage to continue its efforts in improving services to customers in FY 2006-07.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize availability of fleet by reducing vehicle down time.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 3—Hold County Departments and Employees Accountable to do their jobs well.					
1. Performance Measure: Direct staff time spent on vehicle service and/or repair.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
62%	65%	78%	>72%	78%	75%
What: This indicator measures direct staff time spent on vehicle service and/or repair.					
Why: This indicator demonstrates division’s effectiveness in increasing availability of vehicles for our customers use (reducing vehicle down time).					
How are we doing? Continuous training of staff and upgrade of equipment ensures maximized staff production.					

Group Health and Dental Self-Insurance Program

Internal Service Fund

Budget Unit 8960

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000	\$0
Services and Supplies	9,369,465	7,280,005	7,362,877	7,617,000	7,617,000	336,995
Other Charges	82,329,934	84,908,068	104,476,511	110,795,187	110,795,187	25,887,119
Total Expenditures	\$91,699,399	\$93,188,073	\$111,839,388	\$119,412,187	\$119,412,187	\$26,224,114
REVENUES:						
Use of Money/Property	\$119,339	\$100,000	\$12,601	\$10,000	\$10,000	(\$90,000)
Charges for Services	85,691,553	97,151,631	101,432,945	133,497,886	133,497,886	36,346,255
Miscellaneous	5,009	4,000	3,347	5,000	5,000	1,000
Less Total Revenues	\$85,815,901	\$97,255,631	\$101,448,893	\$133,512,886	\$133,512,886	\$36,257,255
(INCR.)/DECR. IN RETAINED EARNINGS	\$5,883,498	(\$4,067,558)	\$10,390,495	(\$14,100,699)	(\$14,100,699)	(\$10,033,141)

PURPOSE

The Group Health and Dental Self-Insurance Program is used to fund the County's medical, dental, and vision benefit plan programs. This budget unit is used to pay self-funded claims, dental plan premiums, County administration costs, third-party administration costs, and Employee Assistance Program and Employee Wellness Program administration costs. The County Administrative Office administers this budget unit, which is financed through charges to departments, special districts whose employees are enrolled in these plans and early retirees enrolled in the County's self-insured medical plan.

anticipated medical and prescription drug claim costs for employee and retiree medical programs. Recommended charges more closely reflect actual costs in FY 2006-07.

MAJOR BUDGET CHANGES

Expenditures

- \$336,995 Increase in services and supplies due to increased costs for administrative services.
- \$25,887,000 Increase in other charges primarily due to increases in

Revenues and Retained Earnings

- (\$90,000) Decrease in anticipated interest revenue, due to lower projected fund balances.
- \$4,192,000 Increase in anticipated amount collected from retirees for participation in self-funded health plan. A large number of recent retirements and increasing premium charges should contribute toward higher collected premiums.
- \$4,188,000 Increase in revenue collected from employees. An anticipated larger number of

employees are expected to pay a contribution for participation in the health benefits programs. In addition, employee contribution rates will increase as total premiums increase.

- \$27,896,000 Increase in amounts charged to County departments and special districts. The increase is necessary to fund estimated claims and rebuild reserves in the fund.
- \$70,000 Increase in anticipated amount collected from former employees for participation in COBRA health benefits.
- \$10,033,000 The balance of retained earnings at June 30, 2007, is expected to be negative. In FY 2007-08, the retained earnings balance is budgeted to increase approximately \$14.1 million, in order to bring the fund balance to a level approximating the actual fund liabilities.

PROGRAM DISCUSSION

The recommended budget provides for the same level of administration of the County’s self-insured health plans.

Revenues consist of charges to County departments and participating special districts, employee contributions, and premium charges to COBRA participants and retirees.

Anticipated claims expenditures are projected based upon current medical inflation rates and expert opinion regarding plan utilization in FY 2007-08. Actual costs in FY 2006-07 exceeded budgeted amounts mostly due to claims expenditures exceeding original estimates.

Reserves are maintained primarily for the Incurred But Not Reported (IBNR) liability. The budgeted reserve is being increased approximately \$14.1 million in FY 2007-08. This is projected to rebuild a reserve in the fund, with projections of ending unrestricted retained earnings balance at June 30, 2008 estimated at approximately \$5 million.

Retiree Group Health-Internal Service Fund

Budget Unit 8965

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$200,000	\$0	\$200,000	\$200,000	\$0
Salaries and Benefits	4,250,156	5,079,410	4,876,283	5,545,756	5,545,756	466,346
Services and Supplies	261,591	290,600	294,000	356,600	356,600	66,000
Other Charges	(2,277)	177,163	177,163	79,223	79,223	(97,940)
Total Expenditures	\$4,509,470	\$5,747,173	\$5,347,446	\$6,181,579	\$6,181,579	\$434,406
REVENUES:						
Use of Money/Property	\$609,633	\$600,000	\$520,000	\$600,000	\$600,000	\$0
Charges for Services	4,976,786	5,592,330	5,901,494	13,094,047	13,094,047	7,501,717
Less Total Revenues	\$5,586,419	\$6,192,330	\$6,421,494	\$13,694,047	\$13,694,047	\$7,501,717
(INCR.)/DECR. IN						
RETAINED EARNINGS	(\$1,076,949)	(\$445,157)	(\$1,074,048)	(\$7,512,468)	(\$7,512,468)	(\$7,067,311)

PURPOSE

The Retiree Group Health Program budget unit is used to pay the County's contributions to the Retiree Health Insurance Stipend and Retiree Health Premium Supplement Programs, and for administration costs. The Stipend Program provides a monthly stipend to all County retirees, which helps to offset the premium cost of medical benefits purchased by retirees through a County administered retiree health plan. The Retiree Health Premium Supplement Program (RHPSP) originated as a negotiated item for all employee unions. It was designed to further assist retirees under the age of 65 in paying for their medical benefits purchased through a County administered retiree health plan. The County Administrative Office administers this budget unit.

causing significant growth in the expenditures for these programs. Increases in expenditures for the RHPSP are funded by both County and employee contribution.

- \$66,000 Increase in administrative costs to more closely reflect actual costs in FY 2006-07 and to include the cost for an actuarial study for the RHPSP as required by new accounting rules.
- (\$98,000) Decrease in Countywide Cost Allocation Plan indirect cost charges.

MAJOR BUDGET CHANGES

Expenditures

- \$466,000 Increase in benefits expected to be paid out under the retiree stipend program and the RHPSP. A large number of employees retired during the third quarter of FY 2006-07,

Revenues and Retained Earnings

- \$4,417,000 Increase in employee contributions for the RHPSP. The employee contribution rate is determined by negotiations with employee unions. The rate is expected to increase for all employees at the beginning

of FY 2007-08, so projected revenues will be higher than revenues received in FY 2006-07.

- \$136,000 Increase in fees collected for administration of retiree health benefits. Costs of administration of retiree benefits are offset by fees collected by participating retirees.
- \$2,949,000 Increase in departmental contribution for the RHPSP and retiree stipend program. County contribution amount for the RHPSP is determined by negotiations with the employee unions. County contribution for retiree stipend program is a fixed amount based on actual participation.

- \$7,067,000 Increase in the change in retained earnings. Most of the reserves in this fund relate to the RHPSP and are set aside to fund future benefits.

PROGRAM DISCUSSION

The recommended budget provides for continued funding of the Retiree Health Insurance Stipend Program at existing levels for current participants, funding of the Retiree Health Premium Supplement Program as provided by the memoranda of understanding with employee unions, and administration of retiree health insurance programs at existing levels.

The retained earnings balance at June 30, 2007 is projected at approximately \$19 million. This balance is comprised mostly of reserves for the RHPSP, which are required to fund future benefits under this program as determined by actuarial study. The recommended budget increases retained earnings by approximately \$7,512,000, primarily related to funding of the RHPSP.

General Liability Self-Insurance Program

Budget Unit 8970

Department Head: Bernard Barmann, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$2,310,213	\$3,163,000	\$2,646,052	\$2,587,000	\$2,587,000	(\$576,000)
Other Charges	746,013	3,515,000	1,130,000	3,885,000	3,885,000	370,000
Total Expenditures	\$3,056,226	\$6,678,000	\$3,776,052	\$6,472,000	\$6,472,000	(\$206,000)
REVENUES:						
Use of Money/Property	\$132,611	\$87,000	\$82,356	\$75,000	\$75,000	(\$12,000)
Charges for Services	4,024,040	4,449,910	4,448,300	4,544,000	4,544,000	94,090
Miscellaneous	7,787	5,000	13,765	5,000	5,000	0
Less Total Revenues	\$4,164,438	\$4,541,910	\$4,544,421	\$4,624,000	\$4,624,000	\$82,090
(INCR.)/DECR. IN RETAINED EARNINGS	(\$1,108,212)	\$2,136,090	(\$768,369)	\$1,848,000	\$1,848,000	(\$288,090)

PURPOSE

This budget unit is used to administer the general liability self-insured system and to meet the County's legal liability for damages to individuals and/or property arising out of the County's general and automotive activities. The County Counsel's Risk Management Division administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- (\$413,000) Decrease in the County's excess general liability insurance premiums.
- (\$33,000) Decreased costs from County Counsel's Risk Management Division to administer this budget unit.
- (\$130,000) Decrease in professional services, principally in internal legal billings.
- \$370,000 Increase in indirect cost charges from the Countywide Cost Allocation Plan.

Revenues and Retained Earnings

- (\$12,000) Decrease in anticipated interest earnings within the Internal Service Fund.
- \$94,000 Increase in general liability premiums charged to departments.
- (\$288,000) Reduction in anticipated use of accumulated retained earnings for FY 2007-08.

PROGRAM DISCUSSION

The recommended budget provides adequate funding for the County's general liability program. This budget unit is financed primarily through direct charges to County departments. The department measures its performance in this area by the use of two goals linked to the County Strategic Plan designed to measure the department's management of both lawsuits and general liability claim costs to minimize County expenditures while protecting County interests.

This budget anticipates an estimated retained earnings balance of \$2.2 million at FY 2007-08 year-end.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage lawsuits against the County in order to minimize cost but protect County interests.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
1. Performance Measure: Average cost per litigated case.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$72,461	\$51,488	\$35,534	\$65,000	\$24,500	\$70,500
What: This indicator measures the expended costs on average of a litigated general liability claim closed during the fiscal year.					
Why: General liability claims are a significant cost to the County. The trend represents how County Counsel is managing litigated claims and how the County is doing in avoiding significant litigated claims.					
How are we doing? The trend is down from FY 2003-04 to FY 2005-06; however, large potential exposures are expected to be resolved in FY 2007-08, driving up the average litigated claim cost.					

Department Goal: Manage general liability claim cost to minimize County expenditures while protecting County interest.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
2. Performance Measure: Average cost per claim.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$17,597	\$11,571	\$12,742	\$25,000	\$20,500	\$25,000
What: This indicator measures the expended costs on average of a general liability claim closed during the fiscal year.					
Why: General liability claims are a significant cost to the County. The trend represents how County Counsel is managing overall claims and how the County is doing in avoiding significant claims.					
How are we doing? The trend is down from FY 2003-04 to FY 2005-06; however, large potential exposures are expected to be resolved in FY 2007-08, driving up our average claim cost.					

Unemployment Compensation Insurance Program- Internal Service Fund

Budget Unit 8980

Department Head: Ronald M. Errea, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$13,978	\$15,000	\$15,000	\$15,000	\$15,000	\$0
Other Charges	2,651,821	2,607,401	2,307,400	2,601,151	2,601,151	(6,250)
Total Expenditures	\$2,665,799	\$2,622,401	\$2,322,400	\$2,616,151	\$2,616,151	(\$6,250)
REVENUES:						
Use of Money/Property	\$99,950	\$115,000	\$75,000	\$75,000	\$75,000	(\$40,000)
Charges for Services	2,471,527	1,363,827	1,363,827	2,526,738	2,526,738	1,162,911
Less Total Revenues	\$2,571,477	\$1,478,827	\$1,438,827	\$2,601,738	\$2,601,738	\$1,122,911
(INCR.)/DECR. IN						
RETAINED EARNINGS	\$94,322	\$1,143,574	\$883,573	\$14,413	\$14,413	(\$1,129,161)

PURPOSE

This budget unit is used to pay the cost of administering and operating the County's unemployment benefit program for eligible former employees. The County funds unemployment claims under the cost reimbursement option, reimbursing the State Employment Development Department quarterly for actual claims paid. The County Administrative Office coordinates this program and oversees the contract for cost review and program oversight.

MAJOR BUDGET CHANGES

Expenditures

- (\$6,000) Claims costs are anticipated to be nearly the same in FY 2007-08 as in FY 2006-07.

Revenues and Retained Earnings

- (\$40,000) Decrease in anticipated interest income on cash balances within the fund due to lower fund balances.
- \$1,163,000 Increase in charges to departmental budgets.
- \$1,129,000 Increase in the amount of retained earnings adjustment. Retained earnings is adjusted to reflect anticipated future claims.

PROGRAM DISCUSSION

The recommended budget will provide for the payment of the County's unemployment claims and administration. Revenues in this budget unit are primarily comprised of premium charges to County departments.

The recommended budget anticipates increasing the level of retained earnings by approximately \$1,129,000. This will leave a total fund balance of approximately \$990,000.

Workers' Compensation Self-Insurance Program

Budget Unit 8990

Department Head: Bernard Barmann, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$4,612,705	\$4,100,000	\$4,502,472	\$4,128,000	\$4,128,000	\$28,000
Other Charges	14,367,161	13,911,132	14,608,000	14,143,000	14,143,000	231,868
Total Expenditures	\$18,979,866	\$18,011,132	\$19,110,472	\$18,271,000	\$18,271,000	\$259,868
REVENUES:						
Use of Money/Property	\$374,433	\$225,000	\$131,534	\$220,000	\$220,000	(\$5,000)
Intergovernmental	68,652	75,000	300,000	120,000	120,000	45,000
Charges for Services	14,185,890	16,177,970	16,173,456	19,560,000	19,560,000	3,382,030
Miscellaneous	517,731	175,000	202,586	182,000	182,000	7,000
Less Total Revenues	\$15,146,706	\$16,652,970	\$16,807,576	\$20,082,000	\$20,082,000	\$3,429,030
(INCR.)/DECR. IN						
RETAINED EARNINGS	\$3,833,160	\$1,358,162	\$2,302,896	(\$1,811,000)	(\$1,811,000)	(\$3,169,162)

PURPOSE

The Workers' Compensation Self-Insurance Program is administered by the Risk Management Division of the Office of County Counsel. The program meets the County's statutory obligation to compensate its employees for work related injuries and illnesses.

- \$1,000,000 Anticipated increase in workers' compensation claims costs.

Revenues and Retained Earnings

- (\$5,000) Decrease in anticipated interest earnings.
- \$45,000 Increase in cost reimbursement for State mandated programs.
- \$3,400,000 Increased revenue due to higher departmental charges driven by the increased number of workers' compensation claims and costs and the need to increase the fund balance to an acceptable level.
- \$7,000 Net increase in miscellaneous revenues resulting from a decrease in the amount of cancelled warrants revenue and an increase in subrogation insurance recoveries.

MAJOR BUDGET CHANGES

Expenditures

- (\$200,000) Decrease in cost of excess insurance coverage premium purchased from a third party provider.
- \$228,000 Increase in professional services costs from County Counsel's Risk Management Division for administration of this budget unit due to increases in personnel and services and supplies costs.
- (\$770,000) Decrease in County Wide Cost Allocation Plan charges.

- \$3,170,000 Increase in retained earnings from FY 2006-07.

and managing workers' compensation claims to provide employees with applicable benefits and control costs.

PROGRAM DISCUSSION

This budget continues to reflect overall decreases in expenditure requirements due mainly to workers' compensation reform laws. With the addition of a workers' compensation attorney and a workers' compensation adjuster within budget unit 1910, Risk Management, in FY 2006-07, the department has reduced its reliance on outside contractors to provide claims management services and to a degree on outside counsel. These savings have been offset by increases in Risk Management personnel costs charged to this budget unit due primarily to increased health benefit costs. These actions address the County's Strategic Plan to ensure proper fiscal planning that meets the needs of the public as well as County departments; assists the department in meeting its goals of providing satisfactory and above workers' compensation services to County departments;

The recommended budget will provide a level of funding sufficient to cover projected workers' compensation claims and administrative costs. The County self-insures and self-administers the workers' compensation program and finances the program through direct charges to County departments. Each department's operating budget reflects the cost of the program.

The workers' compensation program is regulated by the State Labor Code and compensates employees for work related injuries and illnesses. The County continues to offer injury prevention and safety education courses to its personnel.

After increasing rates charged to departments, the retained earnings balance in FY 2007-08 is anticipated to be \$4.3 million at fiscal year end.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage Workers' Compensation claims to provide employees with applicable benefits and control costs.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
1. Performance Measure: Average expected cost per lost-time claim filed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$12,894	\$9,343	\$15,966	\$16,000	\$15,400	\$16,500
What: This indicator measures the expected cost to be paid for an average lost-time claim.					
Why: This indicator shows how well cost per claim is begin controlled.					
How are we doing? The estimate for FY 2006-07 is modestly below the actual results of FY 2005-06.					

Department Goal: Average lost workdays per lost-time claim.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
2. Performance Measure: The ratio of workdays lost to lost-time claims on which benefits are paid.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
106	100	97	100	90	100
What: This indicator depicts the number of lost workdays per indemnity claim.					
Why: The purpose is to focus attention on this loss so that action may be taken to reduce lost days.					
How are we doing? Based year-to-date lost days, FY 2006-07 is likely to be the best since measurement began.					

Department Goal: Provide satisfactory and above Workers' Compensation services to County departments.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1—Ensure proper fiscal planning that meets the needs of the public as well as County departments.					
3. Performance Measure: Percent of clients rating service satisfactory or more.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
NA	65%	None taken	75%	75%	80%
What: This indicator reflects how clients view the services provided by Workers' Compensation unit.					
Why: By partnering with departments to control injuries, the County may be able to reduce cost and lost-time.					
How are we doing? Only one survey has been taken. More are needed to determine the trend.					

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$50,000	\$50,000	\$50,000	\$47,042	(\$2,958)
Services and Supplies	4,399,454	4,675,000	4,687,998	4,656,000	4,656,000	(19,000)
Other Charges	370,359	533,205	519,000	509,000	511,958	(21,247)
Total Expenditures	\$4,769,813	\$5,258,205	\$5,256,998	\$5,215,000	\$5,215,000	(\$43,205)
REVENUES:						
Use of Money/Property	\$39,271	\$30,000	\$29,179	\$30,000	\$30,000	\$0
Charges for Services	4,936,853	5,080,000	5,079,819	5,037,000	5,037,000	(43,000)
Non-Revenue Receipts	0	148,205	148,000	148,000	148,000	(205)
Less Total Revenues	\$4,976,124	\$5,258,205	\$5,256,998	\$5,215,000	\$5,215,000	(\$43,205)
(INCR.)/DECR. IN RETAINED EARNINGS	(\$206,311)	\$0	\$0	\$0	\$0	\$0

PURPOSE

The Golf Course Enterprise Fund is used for operating the three County-owned golf courses. Private contractors operate the golf courses under management agreements. The Parks and Recreation Department administers this budget unit and the management agreements.

depreciation and capital lease payments, offset by increased CWCAP.

Revenues

➤ (\$43,000)

In FY 2006-07, the County agreed to adjust compensation due from contractors as a result of a decrease in golf rounds played (see Program Discussion). This anticipated decrease is a result of that adjustment.

MAJOR BUDGET CHANGES

Expenditures

- (\$3,000) Decrease in contingencies to fund increase in Countywide Cost Allocation Plan (CWCAP) charges.
- \$31,000 Increase in services and supplies to replace weir gate at Lake Ming.
- (\$50,000) Decrease in services and supplies due to one-time cost in FY 2006-07 for audit.
- (\$21,000) Net decrease in other charges due to reductions in

PROGRAM DISCUSSION

The Golf Course Enterprise Fund is used to facilitate the operation of the three County-owned golf courses, North Kern Golf Course, Kern River Golf Course, and Buena Vista Golf Course. The County has two multi-year agreements with private contractors to operate the three golf courses. All revenues generated at the golf courses go directly into the Golf Course Enterprise Fund. Revenues deposited in the fund are then distributed to the private contractors pursuant to their management agreements. The fund is also responsible for the

completion of necessary capital and infrastructure maintenance projects at the golf courses. The Parks Department provides administrative support and charges actual costs to this budget unit.

In FY 2006-07, the County extended the existing management agreements for one year to December 31, 2007. At that time, a reduction in the minimum retention amounts called for in the agreements was approved for 2005, 2006, and 2007 in recognition of reduced play at all

three courses. The department has hired a golf course consulting firm to provide an in-depth examination of the existing management agreements and provide recommendations for structuring new agreements. The department plans to issue a Request for Proposals (RFP) in the coming fiscal year, and plans to have new agreements in place by January 1, 2008.

The balance in retained earnings on June 30, 2007 is expected to be \$1,245,000.

SUMMARY OF EXPENDITURES AND REVENUES

	<u>FY 2005-06</u>	<u>FY 2006-07</u>		<u>FY 2007-08</u>		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$7,831,174	\$8,680,000	\$8,464,486	\$9,500,000	\$9,500,000	\$820,000
Other Charges	89,288	100,000	119,502	150,000	150,000	50,000
Total Expenditures	\$7,920,462	\$8,780,000	\$8,583,988	\$9,650,000	\$9,650,000	\$870,000
REVENUES:						
Taxes	\$8,021,990	\$9,111,578	\$8,820,995	\$9,300,300	\$9,300,300	\$188,722
Fines and Forfeitures	112,515	193,900	131,211	159,300	159,300	(34,600)
Use of Money/Property	105,601	70,500	91,573	98,600	98,600	28,100
Charges for Services	(9,554)	(11,728)	(9,717)	(12,150)	(12,150)	(422)
Less Total Revenues	\$8,230,552	\$9,364,250	\$9,034,062	\$9,546,050	\$9,546,050	\$181,800
(INCR.)/DECR. IN						
RETAINED EARNINGS	(\$310,090)	(\$584,250)	(\$450,074)	\$103,950	\$103,950	\$688,200

PURPOSE

The Universal Collection Enterprise Fund is used to account for the revenues and expenses connected with refuse collection in the Universal Collection Areas. These areas cover the more densely populated unincorporated portion of metropolitan Bakersfield and other portions of the County. All improved properties within Universal Collection Areas are required to obtain services from a franchise garbage hauler. The Waste Management Department administers this budget unit.

the outstanding cash advance from the Solid Waste Enterprise Fund.

MAJOR BUDGET CHANGES

Expenditures

- \$820,000 Increase in payments to haulers due to a rate increase, growth within the areas served, and the addition of a new Universal Collection area in Rosamond.
- \$50,000 Increase in interest expense due to higher interest rates on

Revenues and Retained Earnings

- \$189,000 Increase in charges collected through property taxes due to a rate increase and growth within the areas served.
- (\$35,000) Decrease in fines and forfeitures anticipated for unpaid property tax bills subject to collection procedures based on actual revenues estimated for FY 2006-07.
- \$28,000 Increase in interest revenues due to higher interest rates and increased fund balance.
- (\$688,000) Decrease in budgeted retained earnings.

PROGRAM DISCUSSION

The Board of Supervisors approved universal refuse collection within the unincorporated metropolitan Bakersfield area effective January 1, 2001. In subsequent years, the program has been expanded to include other areas of the County, such as unincorporated Taft, Lost Hills and eastern Kern County, in order to improve waste collection and disposal methods as outlined in the County Strategic Plan. Funding for the program is provided solely by a charge on the annual tax bill for the affected properties.

Universal collection is maintained cooperatively with other solid waste collection programs in order to comply with mandated waste diversion goals, as contained in the County Strategic Plan. It is the department’s objective to continue to provide the public with environmentally safe management of solid waste services.

The Waste Management Department provides ongoing support and administers contracts for waste pick-up and disposal services to businesses and residents in the area. The department is responsible for monitoring the waste haulers for compliance with contractual service and quality requirements, and adherence with all applicable health, safety, and labor laws. The purpose of the Universal Collection Enterprise Fund is to collect the franchise hauler’s garbage hauling fee on the County’s annual property tax bill and to pay the franchise hauler’s their monthly garbage hauling fee for service provided in the Universal Collection Areas.

During the initial startup phase of this fund, a cash advance was needed from the Solid Waste Enterprise Fund in order to pay the franchise haulers for their service

before the revenue was collected on the annual property tax bill. It was anticipated that the loan from the Solid Waste Enterprise Fund would not be repaid until an adequate reserve began to accrue.

Effective July 1, 2006, a rate increase was approved. An additional rate increase was approved for each of the four Universal Collection Areas effective July 1, 2007. This rate increase is directly passed through to the franchise haulers for their service. The rate increases do not, however, address the building of extra reserves necessary to repay the loan to the Solid Waste Enterprise Fund. Interest earned on reserves may be utilized to repay the loan over time.

The balance in retained earnings as of June 30, 2007 is anticipated to be \$1,115,461. The recommended budget estimates a decrease in retained earnings of approximately \$104,000.

UNMET NEEDS DISCUSSION

The Universal Collection Enterprise Fund was established with a \$2,500,000 loan from the Solid Waste Enterprise Fund to assist the new fund with cash flow. A cash flow problem developed as a result of paying the franchise haulers their hauling fee prior to actually collecting the property tax revenue. As soon as revenue is received, the haulers are due to be paid again, thereby effectively eliminating the recovery of the \$2,500,000. The department is currently pursuing options to address the need for extra reserves; however, over time, interest earned on reserves may be used to repay a portion of the loan.

Airports Department Enterprise Fund

Budget Unit 8995

Department Head: Jack Gotcher, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$59,100	\$0	\$64,060	\$64,060	\$4,960
Salaries and Benefits	1,658,058	1,906,843	1,826,728	2,197,976	2,223,745	316,902
Services and Supplies	1,226,751	2,354,900	2,385,497	2,822,664	2,822,664	467,764
Other Charges	2,221,031	2,505,604	2,372,081	4,812,700	4,812,700	2,307,096
Fixed Assets	7,603,493	8,643,900	9,735,789	671,100	671,100	(7,972,800)
Other Financing Uses	710,983	430,000	275,729	1,432,000	1,432,000	1,002,000
Total Expenditures	\$13,420,316	\$15,900,347	\$16,595,824	\$12,000,500	\$12,026,269	(\$3,874,078)
REVENUES:						
Taxes	\$530,408	\$583,383	\$577,166	\$583,400	\$583,400	\$17
Fines and Forfeitures	1,019	1,500	1,500	1,500	1,500	0
Use of Money/Property	2,712,002	2,755,500	2,866,138	3,131,600	3,131,600	376,100
Intergovernmental	8,265,781	6,086,100	1,691,452	2,633,800	2,633,800	(3,452,300)
Charges for Services	193,362	184,400	194,180	226,500	226,500	42,100
Miscellaneous	82,807	204,400	220,913	93,600	93,600	(110,800)
Non-revenue Receipts	1,042,648	2,185,081	2,185,081	4,279,000	4,279,000	2,093,919
Less Total Revenues	\$12,828,027	\$12,000,364	\$7,736,430	\$10,949,400	\$10,949,400	(\$1,050,964)
(INCR.)/DECR. IN RETAINED EARNINGS	\$592,289	\$3,899,983	\$8,859,394	\$1,051,100	\$1,076,869	(\$2,823,114)

AUTHORIZED POSITIONS:

25	25	25	26	26	1
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FUNDED POSITIONS:

24	25	25	26	26	1
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PURPOSE

The Airport Enterprise Fund budget unit contains the financing requirements for operating the County's seven airports, located at Bakersfield, Buttonwillow, Kern Valley, Lost Hills, Poso, Taft, and Wasco. The Airports Department administers this budget unit.

Accountant position, and the deletion of one Fiscal Support Technician position and increases in workers' compensation and health benefit rates for employees.

➤ \$37,000 Increase in household expense due to the increase in maintenance agreements for the addition of the International Terminal.

MAJOR BUDGET CHANGES

Expenditures

➤ \$291,000 Increase in salary and benefit costs associated with the proposed addition of one Engineer position, one

➤ \$61,000 Increase in utilities due to the International Terminal.

- \$261,000 Increase in maintenance of structures and grounds due to additional maintenance agreements for the Thomas and International terminals landscape, security systems, conveyor, and HVAC systems.
- \$109,000 Increase in agreements for Customs and Border Protection service and facility operating costs, advertising as a result of Mexicana Airline incentives, and costs for the County agricultural inspection services for customs.
- \$2,100,000 Increase in depreciation expense associated with the International Terminal.
- (\$7,973,000) Decrease in fixed assets due to the completion of the International Terminal in FY 2006-07.
- \$1,002,000 Increase in other financing sources due to repayment of operating loans from the ACO-General Fund.

Revenues

- \$376,000 Increase in parking concessions and airline rental fees due to anticipated increased travel activities and number of flights available as a result of increased activity at the Thomas and International terminals.
- (\$3,452,000) Decrease in inter-governmental revenue due to the completion of several construction projects in FY 2006-07.
- (\$100,000) Decrease in contributions from other funds for projects.
- \$2,094,000 Increase in non-revenue receipts largely due to depreciation revenue offsetting the increase in depreciation expense.

PROGRAM DISCUSSION

The department will continue its development, analysis, and management of its Capital Improvement Program; maintenance and development of the structures and improvements in the seven airports in the system; promotion of aviation and non-aviation services; communication with federal and State aviation agencies and compliance with their programs; provide for the safety and security of passengers and tenants; and review of all proposed development for impact on any of the airports with regard to compatibility with federal, State, and local noise and obstruction standards.

The new International Meadows Field Airport terminal was completed in March 2007 with a Customs and Border Patrol function. Agricultural inspection services are provided by the Agriculture and Measurement Standards Department. This new facility has and will continue to benefit the community for years to come. The new terminal represents a substantial investment of time and resources from the Airports Department and other County departments.

The recommended revenues generated by the Airports Department Enterprise Fund, that are directly tied to the amount of flight activity, are anticipated to continue to increase in FY 2007-08. Mexicana Airlines operates with two direct international flights per week to Guadalajara with the potential to include additional cities in the future. Included in the FY 2007-08 recommended budget are funds to pay for the Customs and Border Patrol function, as well as the cost of providing agricultural inspection services by the Agriculture and Measurement Standards Department. Federal inspection services fees will offset the cost of the Customs and Border Patrol and agricultural inspection services.

The recommended budget includes increased operational expenses for the William “Bill” Thomas Terminal and the new International Terminal. The recommended budget also provides sufficient resources to operate all seven airports and allows the department to continue its efforts in expanding and improving services to customers in FY 2007-08 in the Thomas and International terminals.

The department is currently in the final stages of negotiating an agreement with an international cargo carrier that will allow for port of entry status opening the potential for vast economic growth in the region.

The growth in the department is in accordance with the County Strategic Plan goal to attract and support business (commercial and industrial) by providing appropriate infrastructure and promote tourism opportunities.

As of May 30, 2007, after adjustments for long term debt, the Airports Enterprise Fund has a negative retained earnings balance of \$7.9 million. This negative is the result of borrowing funds to address the tremendous growth during the last few years, including the construction of the International Terminal. Financial projections, however, indicate that the borrowing will be repaid within seven years. The recommended budget for FY 2007-08 makes no material change to that balance.

and Aeronautics are met. The recommended budget also includes the addition of one Accountant position, at an annual cost of \$76,600, and the deletion of one Fiscal Support Technician, at an annual savings of \$56,500.

The addition of these positions will assist the department in the myriad projects due to the growth of operations at Meadows Field with the Thomas and International terminals, and directly correlates with the goals contained in the County Strategic Plan to continually increase the Airport’s capacity to serve customers.

POSITIONS DISCUSSION

The recommended budget includes funding for the addition of one Engineer position, at an annual cost of \$109,000, to plan and design projects, track grants, work closely with other departments and consultants, and ensure that regulatory requirements of the FAA, Caltrans

UNMET NEEDS DISCUSSION

The department has not identified any unmet needs at this time. The department will continue to monitor its activities and its available resources.

GOALS AND PERFORMANCE MEASURES

Department Goal: To continually increase the Airport’s capacity to serve customers.					
Strategic Plan Result Link: Section V, Goal 2, Strategies 1and 3—Attract and support business (commercial and industrial) by providing appropriate infrastructure and promote tourism opportunities.					
1. Performance Measure: Number seats offered by airlines.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	250,460	255,260	238,810	312,280
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.					
How are we doing? There has been a consistent growth in the number of seats available.					

Department Goal: To continually increase the Airport’s capacity to serve customers.					
Strategic Plan Result Link: Section V, Goal 2, Strategies 1 and 3—Attract and support business (commercial and industrial) by providing appropriate infrastructure and promote tourism opportunities.					
2. Performance Measure: Percent increase in enplanements.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
N/A	N/A	31.1%	13.3%	-1.9%	19.5%
What: This performance measure documents the growth/decline in people using the Airport.					
Why: The growth in the number of enplanements directly relates to the County’s economic status.					
How are we doing? While there is a decline in the growth of enplanements, this trend is anticipated to reverse in FY 2007-08.					

The Department of Airports developed a Unit Self Assessment using the Malcolm Baldrige criteria in 1997. These performance measures have been used internally since the initial assessment, some successfully, and some not. The problem with the department’s metrics is that many indicators, while very important to the airport system, are “influence” and not “control” measures. Items like the number of passengers are most important.

Understanding the difference between a “control” metric, and an “influence” metric is important. For example, the number of passengers departing Meadows Field is a function of the number of seats offered by airlines, the costs of travel levied by each airline, and the local economy. The department influences these factors by marketing to airlines, encouraging them to compete in the local market, but the metric of number of passengers departing Meadows Field is certainly not considered being a “control measure”. Thus, the department can accomplish incredibly great work, but still have netted nil.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$2,044,753	\$0	\$0	\$93,005	(\$1,951,748)
Salaries and Benefits	130,324,319	149,266,094	145,510,139	151,510,015	150,383,139	1,117,045
Services and Supplies	72,393,014	73,878,740	84,757,499	83,157,499	79,763,416	5,884,676
Other Charges	29,010,573	9,899,705	31,135,679	31,135,679	33,940,516	24,040,811
Fixed Assets	3,443,619	4,833,943	4,466,110	4,827,462	9,340,897	4,506,954
Total Expenditures	\$235,171,525	\$239,923,235	\$265,869,427	\$270,630,655	\$273,520,973	\$33,597,738
REVENUES:						
Patient Revenue (Net)	\$97,879,219	\$82,154,235	\$100,196,856	\$94,737,822	\$100,749,085	\$18,594,850
Fines, Forfeitures and Penalties	6,040	5,000	3,000	3,000	3,000	(2,000)
Use of Money/Property	101,643	50,000	40,000	40,000	40,000	(10,000)
Intergovernmental	1,560,191	600,000	575,000	600,000	600,000	0
Charges for Services	8,850,024	14,810,000	5,262,176	5,262,176	5,262,176	(9,547,824)
Disproportionate Share						
Payments (Net)	78,262,450	88,700,000	87,265,637	92,000,000	92,000,000	3,300,000
Miscellaneous	12,980,554	15,754,000	27,590,966	27,590,966	29,590,966	13,836,966
Non-revenue Receipts	38,645,084	37,850,000	39,017,792	40,817,463	40,767,463	2,917,463
Less Total Revenues	\$238,285,205	\$239,923,235	\$259,951,427	\$261,051,427	\$269,012,690	\$29,089,455
(INCR.)/DECR. IN RETAINED EARNINGS	(\$3,113,680)	\$0	\$5,918,000	\$9,579,228	\$4,508,283	\$4,508,283

AUTHORIZED POSITIONS:						
Full Time	1,430	1,479	1,479	1,479	1,461	(18)
Part Time	198	198	198	198	198	0
Total Positions	1,628	1,677	1,677	1,677	1,659	(18)
FUNDED POSITIONS:						
Full Time	1,430	1,479	1,479	1,479	1,461	(18)
Part Time	198	198	198	198	198	0
Total Positions	1,628	1,677	1,677	1,677	1,659	(18)

PURPOSE

Kern Medical Center (KMC) is a 222-bed acute care hospital offering comprehensive emergency, outpatient, inpatient, and ancillary medical services. KMC also operates seven graduate medical education programs affiliated with the University of California Schools of Medicine at Irvine, Los Angeles, and San Diego. KMC provides services to patients with private insurance or other private payment means, patients with Medi-Cal and Medicare coverage, underinsured and uninsured patients,

and inmates of County institutions and juvenile facilities. Through the services provided by KMC, the County meets its statutory obligation to provide medical care for indigent residents.

MAJOR BUDGET CHANGES

Expenditures

- (\$1,952,000) Decrease in appropriations for contingencies due to

	unavailability of reserve funds for unforeseen expenses or revenue shortfalls.			increases of medical and surgical supplies.
➤ \$4,692,000	Increase in salary and benefit costs associated with increases in health benefit rates for employees, partially offset by a reduction in retirement rates.	➤ \$388,000		Increase in rents and leases of equipment due to new leases of laboratory equipment to replace aging and antiquated equipment.
➤ (\$5,514,000)	Decrease in permanent salary and benefit costs associated with positions that the hospital has been unable to fill and must use registry employees.	➤ (\$246,000)		Decrease in malpractice and other liability insurance costs based on recent experience.
➤ \$1,740,000	Increase in overtime and extra help costs to more closely reflect actual expenditures incurred in FY 2006-07.	➤ \$1,678,000		Increase in costs associated with professional fees for locum tenem physicians for radiology and pathology, and the use of registry services for laboratory, nursing, and physical therapy personnel. These increases are partially offset by decreases associated with one-time expenditures for strategic planning and interim hospital management in FY 2006-07, and discontinuance of physician professional fees being transferred from the physician's trust fund to the hospital operating budget. The decreases in physician professional fees is offset by a corresponding decrease in departmental revenue.
➤ (\$836,000)	Decrease in FICA contribution based on more accurately reflecting prior year actual amounts.			
➤ \$591,000	Increase in standby costs due to a change in protocol for staffing available in the Emergency Room as a result of increases in Emergency Room volume.			
➤ \$327,000	Increase in communications costs to more closely reflect actual expenditures incurred in FY 2006-07.	➤ \$101,000		Increase in transportation and travel costs to more closely reflect the actual expenditures incurred in FY 2006-07.
➤ (\$703,000)	Decrease in maintenance costs due to the completion of a one-time water tower project in FY 2006-07.	➤ \$448,000		Increase in anticipated utility expense.
➤ \$184,000	Increase in maintenance to grounds expense to more closely reflect actual expenditures in FY 2006-07.	➤ \$1,020,000		Increase in interest expense due to the continued necessity of operating cash advances from the General Fund.
➤ \$4,200,000	Increase in medical supplies costs due to significant increases in the volume of pharmaceuticals used to fill County employee prescriptions, increases in the medical/surgical patient volume, and significant cost	➤ \$111,000		Increase in Countywide Cost Allocation Plan charges.
		➤ \$479,000		Increase in depreciation expense.
		➤ \$24,000,000		Increase in other charges as a result of budgeting the

	<p>anticipated Disproportionate Share Hospital (DSH) Intergovernmental Transfer payments made quarterly to the State. The payments have traditionally been added to the budget during the fiscal year, but now the State has given the hospital much more accurate forecasts of the anticipated transfers. These transfers are completely offset by additional revenue included in the recommended budget.</p>		<p>much more accurate forecasts of the anticipated transfers.</p>
➤	\$499,000	<p>Increase in budgeted capital equipment purchases due to the need to replace many items of aging equipment, and to upgrade some existing equipment to assist in meeting the patient diagnostic needs of the hospital.</p>	<p>➤ (\$10,163,000) Decrease in physician professional fee revenue due to fees no longer being transferred from the physician trust fund to offset physician professional fee payments.</p>
			<p>➤ \$2,850,000 Net increase in State revenue from Senate Bill 1732, which provides DSH funding for outpatients services. This funding was previously thought to be part of the Medi-Cal waiver and included in the DSH calculation, but is now available to public hospitals.</p>
			<p>➤ \$4,500,000 Increase in anticipated DSH payments and Certified Public Expenditure (CPE) payments from the State for FY 2007-08.</p>
Revenues			
➤	\$3,500,000	<p>Increase in patient revenues associated with a 15% increase in the medical/surgery patient census.</p>	<p>➤ \$650,000 Increase in Social Services Program Realignment funds to partially offset eligible costs for the Elderlife Program.</p>
➤	\$12,595,000	<p>Increase in patient revenues related to new admission and charging policies, increases in rates charged for trauma, surgery, and other programs, and the renegotiations with insurance providers for increased reimbursement rates.</p>	<p>➤ \$2,240,000 Increase in General Fund contribution for the provision of inmate medical care at County operated adult and juvenile detention facilities. The increased contribution is to offset salary and benefit costs associated with increases in health benefits for employees and increases in the cost and usage of medical supplies.</p>
➤	\$2,500,000	<p>Increase in revenues due to the the volume of prescriptions filled for County employees.</p>	
➤	\$24,000,000	<p>Increase in revenues as a result of budgeting the anticipated DSH Intergovernmental Transfer payments and reimbursements made quarterly to the State. The payments have traditionally been added to the budget during the fiscal year, but now the State has given the hospital</p>	

PROGRAM DISCUSSION

Kern Medical Center provides comprehensive inpatient, outpatient, and ancillary services in accordance with County Strategic Plan goals for promoting healthy lifestyles and preventing the spread of disease. It is the largest provider of health care services and the only hospital with physician residency programs in the County. Currently, there are seven residency programs: Emergency Medicine, Family Practice, Internal Medicine, Obstetrics/Gynecology, Surgery, Psychiatry, and Transitional Year.

Over the past several years, the average daily patient census has increased at Kern Medical Center. Since Medi-Cal and indigent patients comprise nearly 75% of the patients at KMC, the major challenge facing KMC is to continue to provide quality service to increased patient populations within the resources available to the Enterprise Fund.

State and federal programs designed to reimburse KMC for the cost of treating low-income and indigent patients incorporate many complicated payment formulas. KMC's net income/loss during FY 2006-07 is projected to be a loss of approximately \$5.9 million, the outstanding General Fund loan to the hospital enterprise fund to meet cash flow needs is projected to be approximately \$22.1 million as of June 30, 2007. This amount is \$14.8 million more than the FY 2005-06 year-end balance. During FY 2006-07, the General Fund loan balance reached a high of \$57.0 million due to significant delays associated with federal Medicaid and Medicare payments, and delays in receiving the DSH payments from the State.

In FY 2007-08, KMC will be entering into year three of the 2005 Medi-Cal Hospital Waiver and redesign demonstration project. While in FY 2007-08 KMC is anticipated to receive approximately \$4.5 million more in Medi-Cal funding through this program than in FY 2006-07, years four and five of the Waiver redesign program are anticipated to bring significant fiscal challenges to KMC. The Waiver redesign program represents sweeping changes in federal and State financing of public hospitals that threaten to severely limit KMC's largest revenue source, Medicaid and Medicare payments, as the hospital's caseload and its operating costs rise. KMC faces sharply increased costs for pharmaceuticals, nursing staff, physicians, medical/surgical supplies, and utilities, but the prospect for a corresponding increase in revenues is not promising. Federal budget cuts will reduce national Medicaid spending by \$10 billion over five years. The five-year federal-State agreement for Medicaid payments signed in 2005 all but removes the State from any share of Medicaid costs while shifting the burden to counties.

KMC continues to show some improvement in revenue collections. This improvement is possible because of new policies, which were implemented to enhance the institution's ability to identify payment sources and to collect outstanding obligations. Additional billing data analysis enhancements should continue the improvement in collections in FY 2007-08.

Although funding sources are changing, KMC must still respond to the medical needs of the community. The hospital continues to face a growing patient population and the State has mandated very rigid nurse/patient

staffing ratios. While KMC has an adequate level of authorized staff to meet its service demands, the hospital continues to face issues regarding its ability to recruit and retain staff for many types of professional positions. This challenge has forced the hospital to use registry agencies to fill many critical positions in the laboratory, radiology, physical therapy, and nursing.

Although there are continued financial improvements in FY 2006-07, returning KMC to fiscal solvency and stability remains a challenge. In FY 2007-08, it is expected that no additional funds will be available from Health Program Realignment funds. This funding source, which was established to help defray the cost of providing care to the indigent, contributes \$20.8 million to the hospital's operation. This source of funding has remained constant since FY 2003-04, while medical inflation has been 17.1% over than same period. This creates a situation for the hospital to attempt to maximize profits in other programs to offset the costs of providing indigent care.

KMC is responsible for providing care to inmates incarcerated by the County and for juvenile detainees. The County General Fund contribution is used, in part, to offset these costs. However, it is recognized that these areas continue to be a significant portion of the hospital's expenses. KMC will continue to provide a level of service to the Sheriff and Probation Departments that meets legal requirements for inmate and juvenile medical care.

In FY 2007-08, it is recommended that the County General Fund contribution to KMC be increased by \$2.24 million for a recommended total contribution of \$13.9 million. This increase in funding, along with Health Program Realignment funding, will offset the cost the hospital incurs for care provided to indigents and inmates in FY 2007-08. It should be noted, however, that this funding provides for only minimal staffing for inmate care. While it is likely that these costs will continue to increase, KMC, in conjunction with the Sheriff, is exploring methods to contain costs. As is the practice elsewhere, the Sheriff's Department implemented a \$3 co-pay on inmate sick calls during FY 2005-06. There is evidence that this practice alone could reduce sick calls by a significant amount. The purpose of the \$3 co-pay is to serve as a disincentive for sick call abuse by inmates.

The hospital will continue utilizing new policies aimed at collecting more patient revenues. These actions have helped to improve collections and provided greater recovery of revenues. While not making sacrifices regarding patient care, all expenses at KMC will continue to be scrutinized in order to allow the hospital to operate within budget.

KMC remains dedicated to providing the best possible service to the community. The recommended budget will allow KMC to continue to provide quality medical services to the people of Kern County while operating in a fiscally responsible manner.

POSITIONS DISCUSSION

The recommended budget includes the deletion of the following positions due to the hospital’s inability to fill the positions for at least two years: two Clinical Laboratory Assistant positions, at an annual cost savings of \$91,400; two Mental Health Technician positions, at an annual cost savings of \$90,200; seven Fiscal Support Assistant positions, at an annual cost savings of \$343,000; two Medical Social Worker positions, at an annual cost savings of \$146,600; two Recreational Therapist positions, at an annual cost savings of \$128,400; two Building Service Worker I/II/III positions, at an annual cost savings of \$76,100; one Quality Management Analyst position, at an annual cost savings of \$80,100; one Medical Support Technician position, at an annual cost savings of \$47,000; and one Administrative Coordinator position, at an annual cost savings of \$70,500. These positions are not considered absolutely

necessary for the operation of the hospital and are therefore recommended for deletion.

The recommended budget also includes the addition of one position of Hospital Business Office Manager, at an annual cost of \$119,700, and one position of Medical Records Manager, at an annual cost of \$98,200. These positions are necessary for the operation of the hospital financial division.

UNMET NEEDS DISCUSSION

KMC has many capital and facility related unmet needs. However, KMC’s list of unmet needs focused primarily on information technology deficiencies. KMC listed \$9.4 million of unmet needs related to upgrades and replacement components for the Horizon Patient Care Data System including storage infrastructure, medical imaging, order management, and clinical documentation modules. Due to the significant challenges to fiscally maintain the current levels of service and move the hospital toward fiscal solvency, no enhancements to services or unmet needs were considered for funding at this time.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide 100% of heart attack patients with aspirin at arrival and provide beta blocker drugs at discharge.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 2, Outcome 1—Preventive outreach efforts are expanded to educate all County residents on adopting healthy lifestyles.					
1. Performance Measure: Percentage of heart attack patients given aspirin at arrival and beta blocker drugs at discharge.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
96%	96%	96%	100%	100%	100%
What: Provide heart attack patients with aspirin at arrival and beta blocker drugs at discharge.					
Why: Medical studies have shown that by providing heart attack patients with aspirin and beta blocker drugs, the patient suffers less heart damage, stress on the heart is reduced, and the length of stay under the hospital’s care is reduced.					
How are we doing? The incidents of further cardiac issues, complications, and heart damage while the patient is under the hospital’s care have been greatly reduced.					

Department Goal: Provide 96% of heart failure patients Ace Inhibitor drugs for ventricular systolic dysfunction at discharge.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 2, Outcome 1—Preventive outreach efforts are expanded to educate all County residents on adopting healthy lifestyles.					
1. Performance Measure: Percentage of heart failure patients given Ace Inhibitor drugs at discharge.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
96%	96%	96%	96%	97.4%	96%
What: Provide heart failure patients with Ace Inhibitor drugs at discharge.					
Why: Post heart attack patients require measurement of how well the heart is pumping blood. Ace Inhibitors help the patient’s heart increase blood flow.					
How are we doing? Department has exceeded the goal of 96%.					

Department Goal: Provide smoking cessation advice and counseling to 96% of pneumonia care patients.					
Strategic Plan Result Link: Section II, Goal 4, Strategy 2, Outcome 1— Availability of health promotion and quality of life activities and services.					
1. Performance Measure: Percentage pneumonia care patients receiving smoking cessation advice and counseling.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
70%	71%	71%	96%	71.4%	96%
What: Provide smoking cessation advice and counseling to pneumonia care patients prior to discharge.					
Why: After suffering pneumonia, it is very important for patients to avoid smoking to allow airways to receive as much air as possible to promote the healing process and prevent recurrent visits to the hospital.					
How are we doing? Department has not met the goal, but is striving to improve the coordination of these services with patients prior to discharge.					

Department Goal: Reduce the number of obstetric patients that incur 3 rd and 4 th degree lacerations.					
Strategic Plan Result Link: Section IV, Goal 1, Strategy 2, Outcome 1—Preventive outreach efforts are expanded to educate all County residents on adopting healthy lifestyles.					
1. Performance Measure: Percentage of obstetric patients that incur 3 rd and 4 th degree lacerations.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
3%	3%	2%	3.8%	1.6%	3.8%
What: Keep the number of obstetric lacerations to a minimum.					
Why: Patients that suffer tears to tissue during delivery can suffer from additional medical complications, thereby extending the stay in the hospital, or causing additional visits to the hospital for follow-up care and treatment.					
How are we doing? Department has exceeded the goal of 3.8%.					

- \$18,000 Increase in Countywide Cost Allocation Plan charges.
- \$250,000 Increase in additional equipment for the purchase of an in-ground bus lift to assist in the repair of buses.
- (\$582,000) Decrease in replacement fixed assets anticipated in FY 2007-08.

- (\$78,000) Decrease in use of retained earnings associated with reimbursements that are not anticipated.

Revenues

- \$803,000 Increase in sales and use tax revenue due to increase in allocation of transportation funding from Kern Council of Governments.
- (\$468,000) Decrease in intergovernmental revenue resulting from absence of backlog in Caltrans reimbursement for prior year bus purchases.
- \$30,000 Increase in passenger fare revenue due to increased ridership.
- \$120,000 Increase in non-revenue receipts as an offset to the increased depreciation.

PROGRAM DISCUSSION

The recommended budget provides adequate support to fund the division’s functions at its current level of service. The division will continue to plan, coordinate and administer the public transit system, Kern Regional Transit, within the County’s unincorporated areas. The division will also continue to provide a combination of demand-response, fixed-route and inter-city transit service. The services provided are in accordance with the County Strategic Plan in promoting public transportation to improve access to services and improve air quality.

The department’s retained earnings fluctuate depending on timing of expenditures and reimbursements. A delay in reimbursement from State and federal agencies requires the department to rely on its retained earnings to meet its mission.

UNMET NEEDS DISCUSSION

The department has not identified any unmet needs for FY 2007-08. Additionally, the department recommends that the Board of Supervisors determine that no unmet need, which is reasonable to meet, currently exists within the County’s area of responsibility.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide public transportation services at a reasonable cost.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 1, Outcome 5—Increase in efficiency and accountability through performance based management.					
1. Performance Measure: Cost per passenger.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$9.65	\$9.81	\$9.62	\$14.43	\$10.55	\$10.00
What: This indicator compares per passenger costs to previous years and serves as a planning tool.					
Why: This indicator demonstrates the department’s commitment to sound fiscal management.					
How are we doing? Actual costs of operation rose less than expected from the statewide increase in fuel costs experienced in the past year. However, we continue to be concerned that increased fuel costs may make this goal unattainable in the coming year.					

Department Goal: Promote public transportation to improve access to services and improve air quality.					
Strategic Plan Result Link: Section VI, Goal 2, Strategy 1—Explore creation of development standards that support public transit needs.					
2. Performance Measure: Number of passengers.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
493,242	480,229	458,323	504,155	430,060	475,000
What: This indicator measures the number of total passengers carried per year.					
Why: This indicator provides an empirical basis for justification and/or explanation of increases or decreases in demand for services.					
How are we doing? Transit ridership historically fluctuates inversely with overall regional economic conditions, as is borne out in the results shown in this table. However, the department continues to promote ridership, even in prosperous economic conditions, as an alternative method of access to business and services and an important component of improved air quality in the region.					

Solid Waste Enterprise Fund

Budget Unit 8999

Department Head: Daphne B. Harley, *Appointed*

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Salaries and Benefits	\$8,928,968	\$10,658,496	\$9,635,697	\$11,912,947	\$12,034,417	\$1,375,921
Services and Supplies	15,498,040	20,607,384	16,000,000	21,412,588	21,812,588	1,205,204
Other Charges	4,800,584	7,299,172	7,062,425	9,116,094	9,116,094	1,816,922
Fixed Assets	13,771,202	7,666,518	11,443,004	15,871,651	16,527,651	8,861,133
Total Expenditures	\$42,998,794	\$46,231,570	\$44,141,126	\$58,313,280	\$59,490,750	\$13,259,180
REVENUES:						
Taxes	\$15,603,322	\$16,416,200	\$16,058,063	\$17,797,380	\$17,797,380	\$1,381,180
Fines and Forfeitures	207,453	230,000	174,452	268,983	268,983	38,983
Use of Money/Property	2,193,241	1,113,490	2,361,623	2,408,879	2,408,879	1,295,389
Intergovernmental	389,486	321,400	305,896	379,000	379,000	57,600
Charges for Services	16,960,809	17,018,386	16,763,829	19,067,803	19,067,803	2,049,417
Miscellaneous	526,096	545,570	658,483	620,580	620,580	75,010
Other Financing Sources	0	0	8,355	0	0	0
Non-revenue receipts	1,761,367	3,278,000	3,278,000	3,528,000	3,528,000	250,000
Less Total Revenues	\$37,641,774	\$38,923,046	\$39,608,701	\$44,070,625	\$44,070,625	\$5,147,579
(INCR.)/DECR. IN RETAINED EARNINGS	\$5,357,020	\$7,308,524	\$4,532,425	\$14,242,655	\$15,420,125	\$8,111,601

AUTHORIZED POSITIONS:

Full Time	115	117	117	123	123	6
Part Time	13	15	15	13	13	(2)
Total Positions	128	132	132	136	136	4

FUNDED POSITIONS:

Full Time	115	117	117	123	123	6
Part Time	13	15	15	13	13	(2)
Total Positions	128	132	132	136	136	4

PURPOSE

The County's solid waste disposal facilities and transfer stations are operated and maintained through the Solid Waste Enterprise Fund. This budget unit finances the management and contract operations of seven active landfills, nine transfer stations, and two special waste facilities. It also provides for the continuing maintenance of eight inactive or closed landfills and 54 closed burn dumps. The Waste Management Department administers this budget unit.

MAJOR BUDGET CHANGES

Expenditures

- \$1,069,000 Net increase in salary and benefit costs associated with full-year impacts of FY 2006-07 mid-year position changes, retirement payoffs, and increased health benefit and retiree group health insurance rates, partially offset by a decrease in unemployment

	insurance and retirement rates for employees.	➤ (\$793,000)	Decreased expenditures for new or replacement equipment primarily due to less heavy equipment being requested for recycling operations.
➤ \$307,000	Increase in salary and benefit costs associated with the proposed addition of six full-time positions and the deletion of two part-time positions, as discussed below.	➤ \$9,654,000	Increase in major construction projects primarily due to landfill closure projects, design of the Bena Sanitary Landfill Liner, land acquisition, and a transfer station in Tehachapi.
➤ \$271,000	Increase in the level of scheduled major maintenance projects, primarily due to the Tehachapi Landfill access road improvement project scheduled for FY 2007-08.		
➤ \$579,000	Increase in services and supplies primarily due to increases in maintenance, drainage control, garage and office expenses, and the addition of heavy equipment and tools for a new permanent Special Waste Facility in Ridgecrest		
➤ (\$452,000)	Decrease in services and supplies due to anticipated reduced illegal dumping program charges, publication costs, legal expenses, and fewer environmental studies planned for FY 2007-08.		
➤ \$632,000	Increase in recycling program expenses due to an increase in recycling program activities, and the cost of transporting recyclable material to processing facilities.		
➤ \$175,000	Increase in supplies for the Special Waste Facility, equipment rentals and leases, and landfill bin agreements.		
➤ \$1,817,000	Increase in other charges due to a required State minimum deposit for landfills, thereby increasing required payments into the Eastin Reserve Fund to mitigate future landfill closures, and an increase in Countywide Cost Allocation plan and depreciation charges.		

Revenues and Retained Earnings

➤ \$1,381,000	Increase in land use fee revenues due to residential growth and a land use fee increase effective July 1, 2007.
➤ \$39,000	Increase in anticipated penalties revenue.
➤ \$1,295,000	Increase in anticipated interest earnings on fund balances, unapportioned fees, and cash advanced to other funds.
➤ \$58,000	Increase in intergovernmental revenue as a result of a new Special Waste Facility State Grant.
➤ \$2,049,000	Increase in gate and bin fee revenue due to increased volume and an increase in both fees effective July 1, 2007.
➤ \$75,000	Increase in miscellaneous revenue received from sales of recycled materials.
➤ \$250,000	Increase in offsetting non-revenue receipts due to increase in depreciation costs.
➤ \$8,112,000	Increase in the amount of accumulated retained earnings scheduled to be allocated to fund capital projects in FY 2007-08.

PROGRAM DISCUSSION

The recommended budget provides sufficient funding to allow the operation of the department's various programs. It also allows for enhancement of recycling activities that assist in complying with mandated waste diversion goals. These programs are in support of the County Strategic Plan goal to improve waste collection and disposal methods. The department will continue to provide the public with environmentally safe management of wastewater and solid waste services without impact on the County General Fund.

The greatest challenge in delivering solid waste services in FY 2007-08 and beyond, is dealing with the increasing cost of doing business, balanced against the need to keep rates as low as possible. Factors driving up the costs are the new State mandates to recycle more, cleaner air mandates, as well as costs of fuel, labor and construction. Waste being delivered to the County landfills surpasses the estimates made several years ago.

The complexity of solid waste management from both environmental and financial standpoints continues to increase. The department aims to meet or exceed the 50% diversion requirement of the Integrated Waste Management Act of 1989, which mandates a reduction of waste being disposed, and to use new technology in methods of waste management. The department faces challenges in providing for long term remediation of potential groundwater contamination while continuing to comply with increasing complex air monitoring requirements. The department continues to utilize cross-functional teams to solve increasingly complex problems and manage projects.

In recent years, increased emphasis has been placed on the proper disposal of hazardous waste. The County Strategic Plan addresses this in several areas, with outcomes such as proper use and disposal of chemical products and household hazardous waste. The Special Waste Facility in Bakersfield provides for safe disposal of household hazardous waste and hazardous waste generated by small businesses. In addition, the Ridgecrest monthly one-day household hazardous waste collection events are currently processing from 50-100 vehicles per day, servicing the community's household hazardous waste disposal needs. Due to the number of residential customers and amount of waste received at each event throughout the year, the recommended budget will allow for the expansion of this program and the addition of three positions to staff this location, as discussed below. The department will be able to provide increased services for residents and hazardous waste collection for small, qualified businesses. Additionally, by having trained hazardous waste technicians on-site, the department will

provide an enhanced loadcheck program to discourage illegal disposal of hazardous waste and protect the groundwater of the Indian Wells Valley.

The problem of illegal dumping continues throughout the County. This challenge continues to be addressed by a team consisting of staff from several County departments working together to better educate the public and to provide some relief in the way of cleanup. The County Strategic Plan outlines several strategies and various outcomes directed at reducing litter and illegal dumping. The proposed budget again allocates significant funding to be directed towards these efforts.

As of June 30, 2007, after adjustments for long-term debt, it is estimated that retained earnings within the Solid Waste Enterprise Fund will total \$27.9 million. The proposed budget reduces the retained earnings by approximately \$15.4 million.

POSITIONS DISCUSSION

The recommended budget includes the addition of: one full-time Waste Technician position, at an annual cost of \$66,000, for the Bakersfield special waste facility; two full-time Waste Technician positions, at an annual cost of \$131,000, and one full-time Waste Management Specialist position, at an annual cost of \$83,000, for the Ridgecrest special waste facility; and two full-time Waste Aide positions, at an annual cost of \$108,000, to operate equipment at the Kern Valley Transfer Station (KVTS). The recommended budget also includes the deletion of two part-time Waste Aide positions, at an annual savings of \$80,000, from the KVTS staff.

This expansion of programs supports outcomes and goals in accordance with the County Strategic Plan through cost management and efficiency of the solid waste system.

UNMET NEEDS DISCUSSION

Due to the unprecedented growth experienced throughout the County the department has identified numerous capital projects commencing in the near future. The department is working with the County Administrative Office to identify sources of funding for these projects.

The most pressing unmet need is that of additional office space and storage. Staff members are located on different floors in the building and in off-site locations. The department is pursuing, with assistance from the General Services Division, additional space availability.

The Universal Collection Enterprise Fund was established with a \$2.5 million loan from the Solid Waste Enterprise

Fund to assist the new fund with cash flow. A cash flow problem developed as a result of paying the franchise haulers their hauling fee prior to actually collecting the property tax revenue. As soon as revenue is received, the haulers are due to be paid again, thereby effectively eliminating the recovery of the loan. The department is

currently pursuing options to address the need for reserves; however, over time, interest earned on reserves may be used to repay a portion of the loan.

There is no funding being recommended in the FY 2007-08 budget to address these unmet needs.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effective landfill operations.					
Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1—Identification of services that could be provided at a reduced cost.					
1. Performance Measure: Landfill operating cost per ton disposed.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$14.99	\$15.53	\$15.57	\$16.31	\$15.57-\$16.31	\$15.60-\$16.60
What: Calculates the average cost per ton of operating all County landfills.					
Why: It ensures in keeping the cost as low as possible thus indicating the cost-effectiveness of the operation.					
How are we doing? Although costs per ton are increasing due to increases in wage rates and employee health benefit costs, and due to inflation, the Waste Management Department is very cost effective when compared to other jurisdictions with landfills that have the similar daily throughput.					

Department Goal: Operate in compliance with applicable laws and regulations.					
Strategic Plan Result Link: Section V, Goal 1, Strategy 1, Outcome 3—Regional planning partnerships to adequately address impacts such as air, water quality and government services.					
2. Performance Measure: Violations per Local Enforcement Agency Inspection for active landfills.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
0.83	0.61	0.23	.20	.17	.15
What: This indicator measures average violations per inspection for all County landfills.					
Why: To ensure proper compliance with waste management statutes and regulations while maximizing protection of public health and safety and the environment.					
How are we doing? The number of violations per inspection has significantly decreased over the past four fiscal years. The Department has gone to great lengths to provide staff training and to improving its working relationship with the Local Enforcement Agency to ensure compliance.					

Department Goal: Provide efficient and cost-effective waste management services.					
Strategic Plan Result Link: Section II, Goal 3, Strategy 1, Outcome 3—Use of new technology in methods of waste management.					
3. Performance Measure: Gate fee (\$/ton).					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$38.25
What: This indicator measures the total cost of managing the entire the solid waste system.					
Why: Cost reflects the overall effectiveness in managing the sold waste system. The goal is to keep cost low enough so as not to create the incentive for the private sector to transport waste to non-county owned sites.					
How are we doing? Increases due primarily to increases in costs of materials and labor, as well as accelerated demand for services and facilities due to growth. However, our gate fee is still competitive with southern jurisdictions when factoring the cost to transport the waste there. The gate fee is no longer competitive with the neighboring county to the north, Kings County, primarily since Kings County gate fee covers only the cost of operating one landfill. However unlike the County, Kings County gate fee does not include costs associated with programs such as recycling, public education, household hazardous waste, burn dump remediation, etc.					

Department Goal: Comply with diversion goal of 50% at lowest cost possible.					
Strategic Plan Result Link: Section II, Goal 3, Strategy 1, Outcome 1—Meet or exceed the AB 939 diversion requirement.					
4. Performance Measure: Net diversion cost/ton diverted.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
\$30.61	\$29.28	\$20.28	\$20.33	\$22.14	\$20 - \$29
What: Calculates the average net cost of operating all the department’s diversion programs.					
Why: Helps to prevent or delay increase in fees. (See above Performance Measure 3: Gate Fee (\$/ton)).					
How are we doing? Keeping the net cost as low or lower than the published gate fee indicates these programs are operating in an efficient manner. Although cost per ton increased slightly due to inflation, we still expect to remain below FY 2004-05 costs.					

Department Goal: Reduce the amount of waste collected at County landfills.					
Strategic Plan Result Link: Section II, Goal 3, Strategy 1, Outcome 1—Meet or exceed the AB 939 diversion requirement.					
5. Performance Measure: AB 939 diversion percent.					
03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted Goal	06-07 Estimated Results	07-08 Proposed Goal
50%	57% ^A	60% ^B	56%	59%	59%
What: In 1989, Assembly Bill 939, known as the Integrated Waste Management Act, mandated a reduction of waste being disposed. Jurisdictions were required to meet diversion goals of 25% by 1995 and 50% by the year 2000.					
Why: To ensure compliance with the Integrated Waste Management Act (the Act) of 1989 and the waste management hierarchy, mandates, and objectives the law created.					
How are we doing? The County exceeds the State mandate requirement by more than 7%.					
Notes: ^A This diversion rate is higher than previously reported due to a State induced change in the calculation method. ^B This diversion rate is based on finalized information and the new calculated method, but has not yet been certified by the State.					

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Contingencies	\$0	\$25,000	\$0	\$0	\$0	(\$25,000)
Salaries and Benefits	1,080,429	1,284,532	1,098,260	1,583,535	1,602,796	318,264
Services and Supplies	1,355,299	1,819,622	1,464,128	1,704,122	1,704,122	(115,500)
Other Charges	334,396	382,440	382,746	455,268	455,268	72,828
Fixed Assets	1,080,588	466,000	12,000	431,000	431,000	(35,000)
Total Expenditures	\$3,850,712	\$3,977,594	\$2,957,134	\$4,173,925	\$4,193,186	\$215,592
REVENUES:						
Taxes	\$2,018,575	\$2,216,116	\$2,139,212	\$2,278,104	\$2,278,104	\$61,988
Licenses and Permits	30,452	20,000	21,475	27,000	27,000	7,000
Fines and Forfeitures	50,852	51,000	46,151	70,300	70,300	19,300
Use of Money/Property	227,729	131,000	205,773	196,500	196,500	65,500
Charges for Services	498,273	468,523	351,654	559,640	559,640	91,117
Miscellaneous	16,524	7,200	18,435	12,900	12,900	5,700
Non-Revenue Receipts	315,821	347,000	347,000	417,000	417,000	70,000
Less Total Revenues	\$3,158,226	\$3,240,839	\$3,129,700	\$3,561,444	\$3,561,444	\$320,605
(INCR.)/DECR. IN RETAINED EARNINGS	\$692,486	\$736,755	(\$172,566)	\$612,481	\$631,742	(\$105,013)

AUTHORIZED POSITIONS:

Full Time	16	17	17	19	19	2
Part Time	1	0	0	0	0	0
Total Positions	17	17	17	19	19	2

FUNDED POSITIONS:

Full Time	16	17	17	19	19	2
Part Time	1	0	0	0	0	0
Total Positions	17	17	17	19	19	2

PURPOSE

The Kern Sanitation Authority (Authority) provides environmentally safe management of wastewater. The Authority, administered by the Waste Management Department, plans, designs, constructs, operates and maintains wastewater facilities.

MAJOR BUDGET CHANGES

Expenditures

- (\$25,000) Reduction in contingencies to more closely reflect actual funding needed in prior years.
- \$106,000 Increase in salary and benefit costs associated with the

addition of two positions as discussed below.

- \$212,000 Increase in workers' compensation, health benefits, and retiree group health rates.
- (\$116,000) Decrease in services and supplies primarily due to completion of maintenance projects in the prior fiscal year that are not recurring in FY 2007-08. This is offset by increased interdepartmental charges for new groundwater monitoring functions and overall general costs in FY 2007-08.
- \$73,000 Increase in depreciation and Countywide Cost Allocation Plan charges.
- (\$35,000) Decrease in fixed assets due to nonrecurring purchase made during FY 2006-07.

Revenues

- \$62,000 Increase in service charges primarily due to a planned fee increase to address increased operational expenses.
- \$7,000 Increase in licenses and permits based on FY 2006-07 estimated actual revenue estimates.
- \$19,000 Increase in fines and forfeitures as a result of the penalties and interest posted against delinquent taxes.
- \$66,000 Increase in anticipated interest revenues reflecting higher interest rates.
- \$91,000 Increase in charges for services as a result of an increase in sewer services provided by KSA personnel and equipment to other agencies.
- \$70,000 Increase in depreciation.

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. The Authority will continue to maintain its current level of service through maintaining its wastewater collection system, sewage treatment plant, and treated water disposal system. Disposal and collection system maintenance consists of cleaning, inspection, vector control, and line segment replacement. Plant maintenance also includes repair and replacement of major treatment facility components. It is the Waste Management Department's objective to continue to provide the public with environmentally safe management of wastewater and solid waste services, and to improve waste collection and disposal methods, as outlined in the County Strategic Plan.

In addition to providing service within the area served by the Authority, the budget unit also provides staffing for and services to the Ford City-Taft Heights Sanitation District and other entities under the control of the Board of Supervisors.

POSITIONS DISCUSSION

In order to meet goals outlined in the County Strategic Plan to improve infrastructure, new County Service Areas (CSAs) are being created to provide sewer service in place of septic systems. Existing CSAs' sewer lines are aging and the service areas are expanding, which has increased the need for sewer system maintenance. In order to adjust to the demand for KSA staff services by CSAs, the recommended budget includes the addition of two new Wastewater Treatment Plant Operator Trainee I/II positions, at an annual cost of \$105,500. This will provide the staff necessary to handle the additional workload created by CSAs. It will also provide the ability to train and promote these new trainees into vacant Operator positions over time.

UNMET NEEDS DISCUSSION

Kern Sanitation Authority has continued to have the need to accumulate a substantial reserve for collection system maintenance and plant repairs in the event of a disaster. This need will not be met until a resource is accumulated after several years of collecting the current annual service charges. The Waste Management Department believes a reserve of \$5,000,000 would be prudent. Service charge increases, in addition to the annual CPI increases, may be required in the future.

SUMMARY OF EXPENDITURES AND REVENUES

	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$629,074	\$625,620	\$485,857	\$823,670	\$868,670	\$243,050
Other Charges	51,339	70,000	70,000	81,934	81,934	11,934
Fixed Assets	32,867	33,300	33,300	25,000	25,000	(8,300)
Total Expenditures	\$713,280	\$728,920	\$589,157	\$930,604	\$975,604	\$246,684
REVENUES:						
Taxes	\$424,450	\$435,700	\$425,946	\$425,653	\$425,653	(\$10,047)
Fines and Forfeitures	15,940	18,200	17,063	17,044	17,044	(1,156)
Use of Money/Property	54,554	35,500	45,810	45,700	45,700	10,200
Charges for Services	12,936	10,665	10,692	10,652	10,652	(13)
Miscellaneous Revenues	11,049	12,800	15,893	14,000	14,000	1,200
Non-Revenue Receipts	51,339	70,000	70,000	70,000	70,000	0
Less Total Revenues	\$570,268	\$582,865	\$585,404	\$583,049	\$583,049	\$184
(INCR.)/DECR. IN RETAINED EARNINGS	\$143,012	\$146,055	\$3,753	\$347,555	\$392,555	\$246,500

PURPOSE

The Ford City-Taft Heights Sanitation District provides environmentally safe management of wastewater. The management expenses and employees of the Ford City-Taft Heights Sanitation District are included in the Kern Sanitation Authority (Authority) budget unit, operated by the Waste Management Department. The Authority plans, designs, constructs, operates, and maintains the Ford City-Taft Heights Sanitation District facilities.

project to evaluate the long-term needs and create a Master Plan for addressing these needs for FY 2007-08.

- \$12,000 Increase in other charges due to Countywide Cost Allocation Plan charges.
- (\$8,000) Reduction in fixed assets due to fewer manhole cover and ring replacements planned for FY 2007-08.

MAJOR BUDGET CHANGES

Expenditures

- \$243,000 Increase in services and supplies due primarily to a greater number of sewer line segment replacements and manhole maintenance, an increase in the district's 48% share of wastewater treatment plant costs with the City of Taft, and the addition of a

Revenues and Retained Earnings

- (\$10,000) Decrease in anticipated prior and current year secured property taxes.
- \$10,000 Increase in revenues due to higher interest rates and current fund balance.

PROGRAM DISCUSSION

The recommended budget provides adequate support to fund the district's functions. 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 with no fee increases anticipated during FY 2007-08. Maintenance consists of cleaning, inspection, and vector control.

UNMET NEEDS DISCUSSION

In accordance with the County Strategic Plan to ensure adequate collection and treatment capacity, the Ford City-Taft Heights Sanitation District has identified the need to accumulate substantial reserves for collection system maintenance and plant repairs in the event of a disaster. Available funds currently are insufficient to respond to a disaster. Service charge increases may be required in the future to accumulate these reserves.

SUMMARY OF EXPENDITURES AND REVENUES						
	FY 2005-06	FY 2006-07		FY 2007-08		
	Actual	Approved Budget	Estimated Actual	Department Request	CAO Recommended	Incr/(Decr) From Budget
APPROPRIATIONS:						
Services and Supplies	\$206,302	\$282,200	\$260,692	\$295,094	\$295,094	\$12,894
Other Charges	10,683,874	12,220,584	11,414,222	12,121,169	13,321,169	1,100,585
Total Expenditures	\$10,890,176	\$12,502,784	\$11,674,914	\$12,416,263	\$13,616,263	\$1,113,479
REVENUES:						
Taxes	\$101,348	\$0	\$0	\$0	\$0	\$0
Use of Money/Property	56,667	10,000	65,000	10,000	10,000	0
Intergovernmental	10,682,208	12,492,784	11,609,914	12,406,263	2,608,213	(9,884,571)
Other Financing Sources	0	0	0	0	10,998,050	10,998,050
Less Total Revenues	\$10,840,223	\$12,502,784	\$11,674,914	\$12,416,263	\$13,616,263	\$1,113,479
(INCR.)/DECR. IN RETAINED EARNINGS	\$49,953	\$0	\$0	\$0	\$0	\$0

PURPOSE

The In-Home Supportive Services (IHSS) Public Authority was established by the Board of Supervisors in November 2002, and is administered, under contract, by the Aging and Adult Services Department. The Public Authority is the employer of record for the purposes of collective bargaining for individuals that provide services to eligible aged and blind persons, and persons with disabilities in order to allow those persons to remain in their homes and avoid institutionalization.

This budget unit provides funding for the operating costs of the Public Authority.

MAJOR BUDGET CHANGES

Expenditures

- \$13,000 Increase in services and supplies associated with an increase in inter-departmental service agreements and office automation.
- \$1,101,000 Increase in the County’s share of IHSS provider costs based on estimated hours of service

to eligible recipients and projected caseload.

Revenues and Retained Earnings

- \$1,113,000 Increase in State and federal social services funding due to the anticipated IHSS provider costs associated with hours of service to eligible recipients.
- (\$9,798,000) Decrease in intergovernmental revenue as a result of the establishment of a new accounting method to report operating transfers.
- \$9,798,000 Increase in other financing sources as a result of the establishment of a new accounting method to report operating transfers.

PROGRAM DISCUSSION

The recommended budget provides sufficient funding for the Public Authority to perform its functions as employer of record for IHSS service providers for the purposes of collective bargaining, to assist recipients in finding IHSS service providers, to investigate and review the

qualifications and background of potential providers, to administer a referral system for service providers and recipients, and to coordinate training for providers and recipients.

The County Strategic Plan states that every adult should have the opportunity to become self-sufficient and independent. The Public Authority works towards this goal with its senior nutrition sites, home food delivery for seniors, food bank services, and by collaborating with the Department of Human Services to develop and distribute informational materials on food stamp availability and the Women, Infants and Children (WIC) program. In addition, the IHSS program is designed to assist persons with disabilities and older adults in avoiding premature placement in long-term care facilities. The Public Authority and the Aging and Adult Services Department also collaborate with other service providers and community agencies to provide supportive services to older adults in their homes.

The recommended budget provides funding for the cost of administrative services contracted with the Aging and Adult Services Department, and for the cost of office equipment and supplies necessary for the Public Authority's daily operations.

In FY 2004-05, negotiations between the County and the United Domestic Workers (UDW) of America were

finalized resulting in increases in salaries and the addition of health benefits for IHSS service providers. This Memorandum of Understanding (MOU) expires June 30, 2007, and negotiations were again opened in April 2007 for a new MOU with UDW.

The recommended budget estimates the County's financial responsibility for the cost of IHSS services at \$11 million. This amount primarily represents the County's contribution towards salaries and a portion of the cost of health benefits for IHSS service providers. The County's contribution is budgeted in budget unit 5810, and is included in this budget as revenue.

The remaining recommended revenue is the federal and State share of costs for the IHSS service providers and the operations of the Public Authority, and interest earned on bank deposits.

The Aging and Adult Services Department administers this budget unit; thus, funding for personnel costs and explanations of any position changes for the Public Authority are found in budget unit 5610.

It is estimated that on June 30, 2007, the ending fund balance will be zero, and no balance is anticipated at FY 2007-08 year-end.

GOALS AND PERFORMANCE MEASURES

Department Goal: Seniors and disabled adults have the opportunity to become self-sufficient and independent.					
Strategic Plan Result Link: Section IV, Goal 2, Strategy 1—Provide access to temporary safety net services to all qualified adults; Section IV, Goal 2, Strategy 2—Ensure adults have resources available to achieve long term self-sufficiency and independence.					
Performance Measure: Average hours per In-Home Supportive Services cases.					
2003-04 Actual Results	2004-05 Actual Results	2005-06 Actual Results	2006-07 Adopted Goal	2006-07 Estimated Results	2007-08 Proposed Goal
86.7	87.8	85.5	82.9	82	82
What: This indicator measures the number of hours that social workers in the In-Home Supportive Services Program have authorized for care providers to provide care for seniors and disabled adults to remain safely in their homes.					
Why: This indicator demonstrates a safety net service for seniors to avoid premature placement into a long-term care facility.					
How are we doing? There has been a slight decrease in the number of hours authorized due to new State regulations that standardize the time that is to be spent by caretakers on each task. Further, a quality assurance division was established one year ago. Its review of cases has resulted in the decrease of hours as well.					

County Service Areas

Agency Director: David Price III, *Appointed*

Department Head: Charles Lackey, *Appointed*

PURPOSE

There are 109 active County Service Areas (CSAs) in the County, which were established to provide such services as landscape maintenance, street sweeping, sewer service, and street lighting services. In order to form a CSA, property owners must initiate the process. The formation request is voted on by affected property owners who are asked to approve the CSA and agree to pay for the services provided. At least 50% of the returned ballots must approve the CSA and associated charges in order for the action to be completed. The Engineering and Survey Services Department administers all of the County Service Areas.

PROGRAM DISCUSSION

All assessments and fees charged to property owners are limited to covering the cost of providing a special benefit to the property being charged. California law does not permit the fees collected through CSAs to be used to benefit the general public residing outside a CSA. As a result of this limitation, the cost for services benefiting the general public, such as general fire protection provided by fire hydrants and street lighting for non-area motorists, total \$45,000 for all CSAs. This General Fund contribution is included as an expenditure in the Engineering and Survey Services budget unit 1900.

SUMMARY OF APPROPRIATIONS AND REVENUE

CSA	Budget Unit	District	FY 2006-07 Adopted Appropriation	FY 2007-08 CAO Recommended	Total Revenue	Increase / (Decrease) In Fund Balance
3	9103	Edmonston Acres	\$2,840	\$2,800	\$1,986	(\$814)
4	9104	Northwest Ranchos	\$8,150	\$8,500	\$6,344	(\$2,156)
5	9105	Casa Loma Acres	\$6,100	\$6,275	\$5,642	(\$633)
6	9106	Highland Knolls	\$17,400	\$19,400	\$15,759	(\$3,641)
7	9107	Standard 14-C, Taft	\$1,400	\$1,200	\$635	(\$565)
8	9108	La Cresta	\$17,420	\$18,500	\$13,713	(\$4,787)
9	9109	Hillcrest	\$28,590	\$30,000	\$24,179	(\$5,821)
10	9110	Sabaloni	\$26,000	\$28,000	\$23,116	(\$4,884)
10.6	9300	Sabaloni	\$5,785	\$6,000	\$5,817	(\$183)
11	9111	Lakeview	\$43,950	\$44,300	\$30,931	(\$13,369)
11.4	9129	Rexland	\$126,000	\$42,000	\$44,591	\$2,591
11.5	9130	Lakeview	\$0	\$2,000	\$2,317	\$317
13	9150	Bodfish	\$2,900	\$2,500	\$850	(\$1,650)
14	9151	Wofford Heights	\$42,200	\$26,000	\$4,745	(\$21,255)
15	9152	Oakhaven	\$39,000	\$36,000	\$26,652	(\$9,348)
15.4	9161	Oakhaven	\$1,875	\$2,100	\$1,544	(\$556)
15.5	9163	Oakhaven	\$310	\$500	\$444	(\$56)
16	9153	Mojave	\$32,000	\$35,000	\$21,609	(\$13,391)
17	9154	Orangewood Park	\$44,670	\$48,000	\$44,864	(\$3,136)
17.1	9156	Orangewood Park	\$22,500	\$22,000	\$15,621	(\$6,379)
17.2	9162	Orangewood Park	\$21,500	\$92,000	\$68,189	(\$23,811)
17.3	9165	Orangewood Park	\$2,700	\$7,500	\$8,871	\$1,371
18	9155	Virginia Colony	\$74,000	\$75,000	\$57,085	(\$17,915)
18.5	9264	Virginia Colony	\$5,000	\$5,400	\$3,298	(\$2,102)

County Service Areas (continued)

CSA	Budget Unit	District	FY 2006-07 Adopted Appropriation	FY 2007-08 CAO Recommended	Total Revenue	Increase / (Decrease) In Fund Balance
18.6	9266	Virginia Colony	\$3,790	\$4,600	\$5,435	\$835
18.7	9267	Virginia Colony	\$16,000	\$23,000	\$29,731	\$6,731
20	9157	College Avenue	\$49,500	\$52,000	\$44,782	(\$7,218)
21	9158	Kern Citrus	\$3,610	\$3,800	\$2,762	(\$1,038)
22	9159	La Loma	\$51,750	\$53,000	\$47,827	(\$5,173)
23	9160	Mexican Colony	\$52,540	\$39,000	\$27,118	(\$11,882)
23.1	9164	Mexican Colony	\$2,950	\$3,000	\$2,825	(\$175)
24	9185	Fairfax	\$2,400	\$2,400	\$1,817	(\$583)
26	9187	Ford City	\$22,950	\$24,000	\$17,591	(\$6,409)
27	9188	Greenfield	\$47,940	\$50,000	\$40,817	(\$9,183)
27.2	9189	Greenfield	\$6,100	\$6,000	\$7,741	\$1,741
29	9230	West Hi Ranchos	\$2,000	\$1,900	\$1,315	(\$585)
30	9231	Greenacres	\$72,775	\$72,000	\$52,535	(\$19,465)
30.2	9274	Greenacres	\$3,430	\$4,000	\$1,220	(\$2,780)
30.6	9303	Greenacres	\$9,100	\$9,000	\$4,391	(\$4,609)
31	9232	Amador	\$3,410	\$3,500	\$3,025	(\$475)
32	9233	Harris School	\$3,670	\$2,850	\$1,428	(\$1,422)
34	9235	Descanso Park	\$31,400	\$31,000	\$18,507	(\$12,493)
36	9237	Pioneer Drive	\$69,000	\$70,040	\$58,591	(\$11,449)
37	9238	Bel Aire Estates	\$31,000	\$32,000	\$25,035	(\$6,965)
38	9239	Country Side	\$6,300	\$6,500	\$5,659	(\$841)
38.2	9258	Country Side	\$2,220	\$2,300	\$2,839	\$539
39.1	9297	Kern Valley	\$53,000	\$15,750	\$10,919	(\$4,831)
39.2	9255	Kern Valley	\$4,050	\$4,200	\$1,769	(\$2,431)
39.4	9313	Kern Valley	\$7,620	\$7,600	\$1,286	(\$6,314)
39.5	9314	Kern Valley	\$50	\$50	\$59	\$9
39.8	9256	Kern Valley	\$159,000	\$185,550	\$180,059	(\$5,491)
40	9241	Pine Mt. Club	\$237,300	\$44,000	\$7,019	(\$36,981)
42	9243	Alpine Forest Park	\$6,560	\$6,500	\$899	(\$5,601)
43	9244	Loch Lomond	\$44,750	\$47,000	\$39,108	(\$7,892)
44	9245	Keith Addition	\$27,000	\$27,000	\$19,826	(\$7,174)
45	9246	Panama Mobile	\$3,000	\$3,200	\$2,232	(\$968)
47	9249	Highland Terrace	\$13,000	\$14,000	\$11,210	(\$2,790)
51	9253	O'Neil Canyon	\$9,100	\$9,000	\$1,321	(\$7,679)
52	9259	Cedarcrest	\$35,000	\$35,000	\$19,200	(\$15,800)
53.1	9265	Southgate	\$5,700	\$6,200	\$3,502	(\$2,698)
54	9263	O'Grady	\$18,000	\$18,000	\$10,631	(\$7,369)
55	9272	Harvest Moon Ranch	\$4,620	\$4,200	\$3,013	(\$1,187)
56	9273	Mustang Ranch	\$10,500	\$10,000	\$2,630	(\$7,370)
58	9289	Stockdale Ranchos	\$16,000	\$14,000	\$4,947	(\$9,053)
60	9277	Oildale	\$225,000	\$223,000	\$198,787	(\$24,213)

County Service Areas (continued)

CSA	Budget Unit	District	FY 2006-07 Adopted Appropriation	FY 2007-08 CAO Recommended	Total Revenue	Increase / (Decrease) In Fund Balance
60.1	9278	Oildale	\$14,500	\$18,000	\$10,632	(\$7,368)
60.2	9276	North Meadows	\$23,000	\$27,000	\$38,621	\$11,621
61.1	9279	Taft Heights	\$11,630	\$12,000	\$13,351	\$1,351
61.2	9280	McKittrick	\$2,630	\$2,500	\$1,779	(\$721)
61.3	9281	Buttonwillow	\$9,500	\$10,500	\$8,645	(\$1,855)
61.4	9282	Fellows	\$3,600	\$3,500	\$2,990	(\$510)
62	9283	Randsburg	\$6,500	\$9,000	\$6,392	(\$2,608)
63	9284	Rosamond	\$17,420	\$21,000	\$21,893	\$893
63.1	9290	Rosamond	\$156,000	\$75,000	\$72,131	(\$2,869)
63.2	9291	Rosamond	\$10,150	\$16,000	\$1,351	(\$14,649)
63.3	9292	Rosamond	\$44,800	\$43,000	\$28,389	(\$14,611)
63.4	9293	Rosamond	\$160,000	\$115,000	\$69,068	(\$45,932)
63.5	9294	Rsmnd. Westpark	\$66,000	\$84,750	\$65,031	(\$19,719)
63.6	9295	Rsmnd. Westpark	\$107,000	\$84,000	\$61,600	(\$22,400)
65	9286	South Taft	\$16,600	\$170,000	\$22,708	(\$147,292)
65.1	9298	South Taft	\$4,200	\$10,000	\$4,547	(\$5,453)
66	9287	Lazy Acres	\$1,900	\$6,500	\$4,797	(\$1,703)
66.2	9299	Lazy Acres	\$0	\$1,650	\$1,933	\$283
66.3	9301	Lazy Acres	\$0	\$2,500	\$3,325	\$825
66.4	9302	Lazy Acres	\$0	\$700	\$950	\$250
67	9288	Pumpkin Center	\$4,000	\$4,200	\$3,908	(\$292)
69	9307	San Joaquin	\$10,570	\$10,000	\$843	(\$9,157)
71	9309	West Bakersfield	\$247,500	\$240,000	\$114,655	(\$125,345)
71.1	9316	Lewis Ranch	\$55,500	\$50,000	\$27,853	(\$22,147)
71.2	9317	Laborde Ranchos	\$82,000	\$60,000	\$49,901	(\$10,099)
71.3	9319	West Bakersfield	\$570,250	\$550,000	\$351,726	(\$198,274)
71.5	9321	West Bakersfield	\$90,500	\$94,000	\$35,736	(\$58,264)
71.6	9322	West Bakersfield	\$1,295	\$1,400	\$900	(\$500)
71.7	9323	West Bakersfield	\$257,300	\$210,000	\$139,807	(\$70,193)
71.8	9324	West Bakersfield	\$223,000	\$271,509	\$255,252	(\$16,257)
71.9	9328	West Bakersfield	\$10,000	\$22,500	\$9,364	(\$13,136)
71.10	9344	Multi-Use Trail	\$37,500	\$41,422	\$74,867	\$33,445
72	9318	Rancho Algodon	\$2,350	\$2,600	\$1,099	(\$1,501)
81	9331	Knudson Drive	\$3,100	\$6,800	\$3,924	(\$2,876)
85	9333	Oswell Street	\$18,850	\$28,000	\$27,008	(\$992)
87	9337	Habecker	\$2,820	\$5,400	\$2,308	(\$3,092)
89	9339	Coremark Court	\$7,500	\$12,000	\$3,460	(\$8,540)
91	9340	Lost Hills	\$1,800	\$4,000	\$1,757	(\$2,243)
92	9341	South Union	\$12,000	\$12,500	\$2,950	(\$9,550)
92.1	9342	South Union	\$12,000	\$14,000	\$13,088	(\$912)

County Service Areas (continued)

CSA	Budget Unit	District	FY 2006-07 Adopted Appropriation	FY 2007-08 CAO Recommended	Total Revenue	Increase / (Decrease) In Fund Balance
92.2	9343	South Union	\$1,150	\$1,500	\$825	(\$675)
94	9347	Buena Vista	\$450	\$300	\$275	(\$25)
94.1	9348	Buena Vista	\$2,410	\$3,500	\$1,786	(\$1,714)
95	9345	Lebec Landfill Rd. Const.	\$8,400	\$8,000	\$30,000	\$22,000